

*Table of Contents*

# **ORGANIZATION AND FUNCTIONS MANUAL**

U.S. OPERATIONS MISSION TO VIETNAM

*Saigon. Vietnam*

**ORGANIZATION**

**AND**

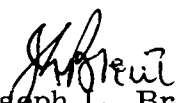
**FUNCTIONS**

**MANUAL**

## PREFACE

The primary purpose of this manual is to clarify for the personnel of this Mission the organization, functional responsibilities and relationships of the USOM Divisions and Offices. The manual reflects the significant change in organizational emphasis resulting from the re-orientation of the AID program in Vietnam from a traditional economic development and technical assistance program to one which primarily emphasizes rural operations or counterinsurgency. This manual is intended to provide all USOM personnel with a clear understanding of the contribution which each USOM unit must make toward the attainment of United States objectives in Vietnam.

I would like to acknowledge the valuable assistance of the Management Survey Team composed of staff from the Office of Management Planning and the Office of Management Operations, Bureau for Far East, AID/Washington, in conducting the organizational survey of USOM and for the preparation of this manual.

  
Joseph L. Brent  
Director

April 4, 1963

## TABLE OF CONTENTS

### PAGE

INTRODUCTION	1
USOM ORGANIZATION CHART	4
ORGANIZATION AND FUNCTIONS:	
<u>OFFICE OF THE DIRECTOR</u>	
DIRECTOR	5
SPECIAL ASSISTANT	7
LEGAL ADVISOR	8
<u>STAFF OFFICES</u>	
ASSISTANT DIRECTOR FOR PROGRAM AND ECONOMIC PLANNING	9
EXECUTIVE OFFICE	15
OFFICE OF THE CONTROLLER	19
<u>LINE OFFICES</u>	
ASSISTANT DIRECTOR FOR RURAL AFFAIRS	24
AGRICULTURE DIVISION	27
COMMUNICATIONS MEDIA DIVISION	31
EDUCATION DIVISION	34
INDUSTRIAL DEVELOPMENT DIVISION	37
PUBLIC ADMINISTRATION DIVISION	39
PUBLIC HEALTH DIVISION	42
PUBLIC SAFETY DIVISION	46
PUBLIC WORKS DIVISION	50

## INTRODUCTION

The United States assistance program to Vietnam underwent a basic change in FY 1962. The evolution is being carried further in FY 1963 and will continue into the future. Prior to FY 1962 U.S. aid was directed primarily toward long-range economic and social development. This approach stressed the development of economic and social infra-structure, that is, basic long-range investment, development of national institutions, and development of key human resources. All of these have significance for the country's future growth and strength but are generally of indirect or deferred benefit to the rural population.

The program has now been drastically re-oriented from the traditional economic development and technical assistance program to one primarily concerned with the support of the counterinsurgency effort - rural operations - designed to have a direct and immediate impact on the rural population living in hamlets, villages and district towns. It is directed at rapidly providing resources to this sector of the society to assist in improving the living standards of the rural population, and at developing the governmental machinery in those areas responsive to the needs of the people.

This new approach has required new programs and the employment of new programming techniques and a change in organizational emphasis; only the constant requirement for technical advice and monitoring remains unchanged. In fact, because the new programs in the rural areas are of a relatively short-term impact type, the introduction of technical advice at the right moment and place becomes critical to successful planning and implementation. Otherwise, the program may proceed in a series of false starts which, in psychological effect, would be worse than standing still. The success of the programs is now dependent on the success of meshing activities and efforts.

### The New Program

The first element of the new program is "counterinsurgency" or "rural operations." This category comprises action plans supporting either the Hamlet Establishment phase or the Hamlet Development phase of the Strategic Hamlet Program.

The second element of the program is "war infra-structure," a category devoted to the maintenance and improvement of such national functions as communications, utilities and basic services, required for the conduct of the counterinsurgency effort.

The third element of the program is "social and economic development, in support of essential development activities of a longer range nature than the counterinsurgency effort, but directly related to it and necessary for effective transition to eventual peace time operations.

In the "counterinsurgency" and "war infra-structure" categories, new program instruments discussed below have been introduced, while in the "social and economic development" category, the standard implementing documents (Project Agreements and Project Implementation Orders) will continue to be used.

### New Program Instruments

The basic instruments are:

The Action Plan Memoranda (APM) - The APM precedes all other instruments necessary for the execution of the action plan. It is the first document in which definite agreement between the two governments is reached on defined segments of the program. It sets forth what is to be done during the year; who is to do it; what resources of the U. S. and GVN are necessary for its performance; and what principal administrative dispositions are required.

The Action Plan Piastre Agreement - This instrument is the basic document in which the governments agree to the piastre requirements for an approved action plan.

The Procurement Authorization Application (PAA) and the

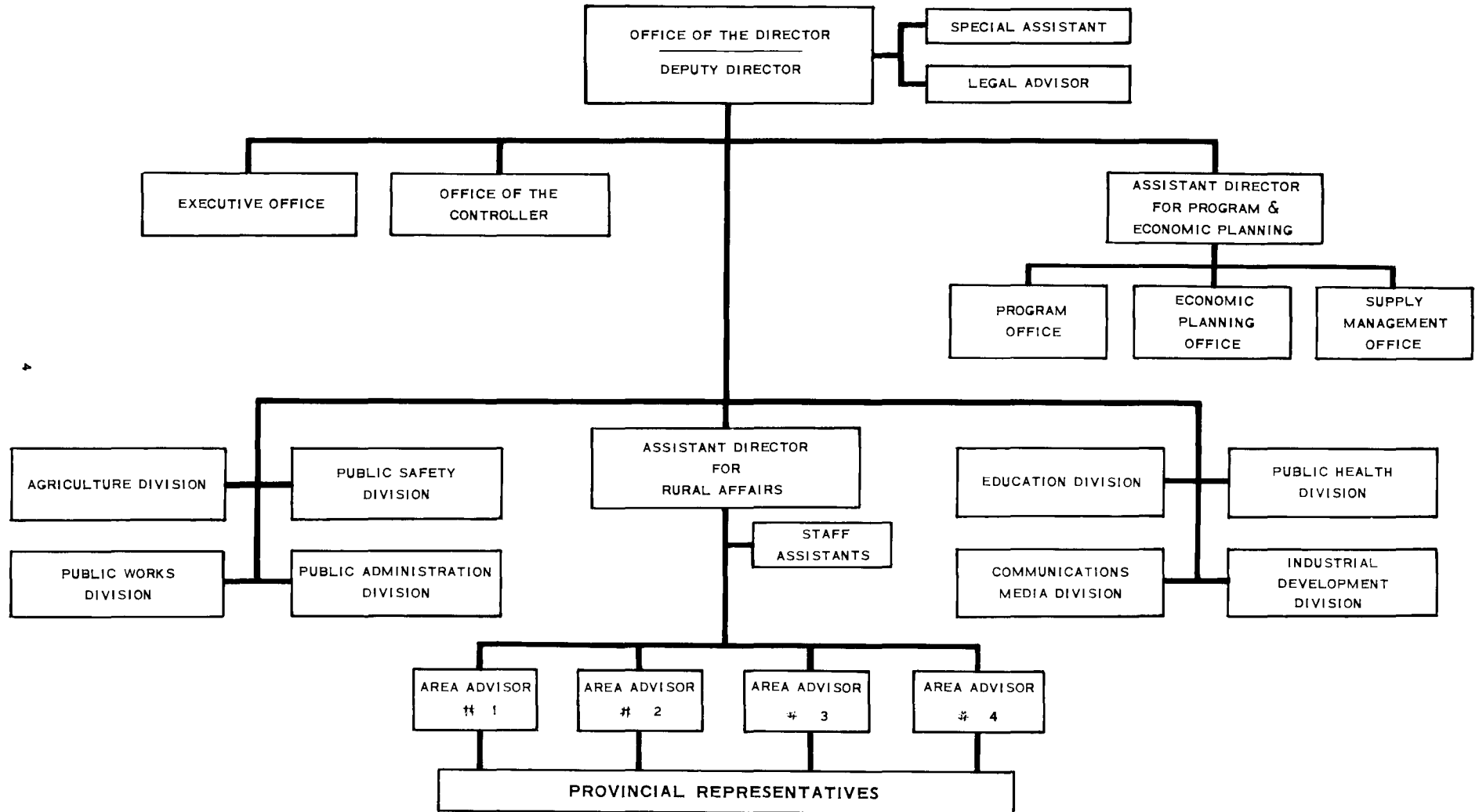
Procurement Authorization Purchase Requisition (PA/PR) are instruments for the initiation of dollar procurement of commodities required in an approved action plan. The PAA is the initiating document for the PA/PR. The PA/PR is a dollar obligation instrument.

### New Organizational Emphasis

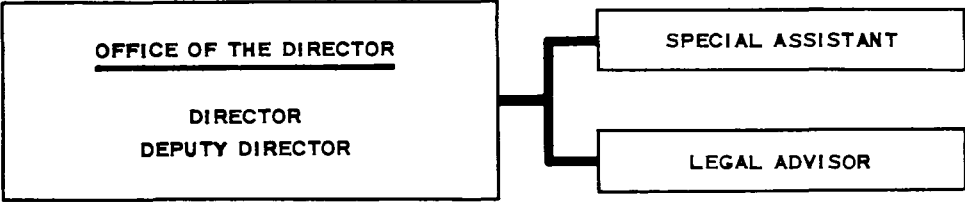
The organizational plan which has been decided upon for USOM/Vietnam reflects the re-orientation from the traditional economic development and technical assistance program to one primarily concerned with counterinsurgency or rural operations. This plan will strengthen the impact of the USOM efforts in the priority areas approved for the United States assistance program in Vietnam. It provides for an organizational unit,

the Office of the Assistant Director for Rural Affairs, whose primary responsibility is coordinating the planning and implementation of the USOM counterinsurgency efforts. It defines the basic relationships between the various divisions of USOM and the Assistant Director for Rural Affairs, which will assure adequate technical support of the USOM rural operations in the counterinsurgency effort.

AGENCY FOR INTERNATIONAL DEVELOPMENT  
UNITED STATES OPERATIONS MISSION TO VIETNAM







## OFFICE OF THE DIRECTOR

The Director of the United States Operations Mission to Vietnam is responsible for the overall Mission policy and programs and their implementation. Within overall Agency policy, the primary functions of the Office of the Director are as follows:

1. Establishes Mission policies and guidelines for conducting the AID program in Vietnam.
2. Acts as principal U. S. advisor to the Government of Vietnam on the foreign assistance program and negotiates major assistance agreements with the GVN.
3. Plans overall Mission programs for submission to AID Washington, determines program priorities, and allocates resources.
4. Manages the overall assistance program, and has responsibility for determination of Mission organization, functional assignments, work priorities and allocation of administrative resources.
5. Coordinates Mission programs with the U. S. Embassy, USIS, U. S. military organizations and appropriate GVN agencies.
6. Evaluates program progress and reports to the Assistant Administrator of the Far East Bureau.

The Deputy Director assists the Director in carrying out the above responsibilities and acts in his absence. The Deputy Director also supervises the Architect Engineer.

## SPECIAL ASSISTANT

The Special Assistant is a staff officer responsible to the Director. The functions of the Staff Assistant are as follows:

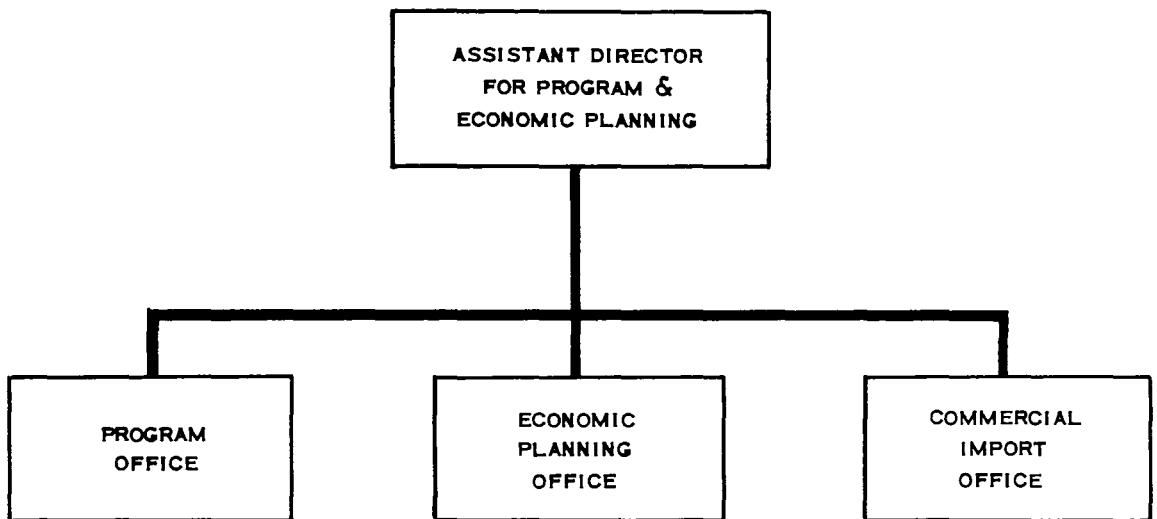
1. Assists the Director in coordinating <sup>special aspects of</sup> the counterinsurgency program with the Government of Vietnam and other friendly governments having representatives in Saigon.
2. Assists the Director in coordinating with appropriate U. S. military organizations on special problems involving areas of mutual interest such as logistical support, installation and servicing of village-hamlet radios, <sup>with the military and civil action programs</sup> and military civic action programs.
3. Evaluates the effectiveness of strategic hamlet programs and assures <sup>including development of</sup> that follow-up actions are taken as necessary. <sup>qualification, criteria and follow-up procedures</sup>
4. <sup>Assists in</sup> Coordinates the counterinsurgency program <sup>between the Assistant</sup> Director for Rural Affairs and the USOM Technical Divisions <sup>to assure</sup> an adequate exchange of information and the application of technical judgments in program planning and implementation.
5. Coordinates and performs such other activities as the Director may require.

## LEGAL ADVISOR

The Legal Advisor, a staff officer reporting to the USOM director:

1. Advises the Director and USOM offices and divisions on all statutory, regulatory, contractual and other legal matters which arise in the Mission with respect to U. S. , Vietnamese and International Law.
2. Reviews and approves for legal form and effect agreements and contracts to which the USOM is a party or which are financed by AID.
3. Advises on the legal aspects of contract administration of technical services and construction contracts.
4. Interprets and gives professional advice with respect to bilateral agreements between the U. S. and Vietnam.
5. Interprets and advises on the application of administrative regulations of the Federal Government and AID.

**ASSISTANT DIRECTOR FOR PROGRAM  
& ECONOMIC PLANNING**



## ASSISTANT DIRECTOR FOR PROGRAM AND ECONOMIC PLANNING

The Assistant Director for Program and Economic Planning is a staff officer reporting to the USOM Director. He is the Director's senior advisor on all program and economic matters and is responsible for reviewing and coordinating the program recommendations of AD/RA and the Technical Divisions and for recommending program content and priorities to the Director.

### ORGANIZATION AND FUNCTIONS

The organization and functions of the Office of the Director for Program and Economic Planning are as follows:

1. Advises the USOM Director and other offices and divisions on economic and program matters.
2. Institutes within the appropriate offices of the USOM the development of basic program policy and plans within the framework of United States foreign and defense policies.
3. Within the framework of agency policy and program guidelines, develops Mission instructions, guidelines, assumptions, etc., required for the development of specific future programs.
4. Reviews program submissions for the purpose of advising the Director on
  - a. Their consistency with one another
  - b. Their conformance with previously established guidelines, assumptions and policies
  - c. The adequacy, completeness, and effectiveness of their justification
  - d. Priorities
  - e. The views of other interested agencies
5. Translates congressional authorization and appropriation acts into guidelines for execution of program. This includes the provision of guidelines based on changing program needs and the revision of program priorities.
6. Reviews on a continuing basis, the economic capability of Vietnam in relation to established force goals and aid programs. This includes analysis of the economy as a whole, trends in national income, and impact of budgetary policies.

7. Collects, analyzes, and disseminates data and statistics pertaining to economic activity in Vietnam. Evaluates such data and statistics in terms of the effect of U.S. economic assistance on the economy of Vietnam. Prepares economic forecasts, and advises on long term economic investment and trade policies.

8. Develops overall requirements for non-project aid activities carried out by the USOM. Conducts negotiations with the Government of Vietnam on the commodity import program financed by USOM. Establishes procedures under which this program is to operate and issues procurement authorizations and documents relating to this program.

9. Programs the use of U.S. surplus agriculture commodities in the USOM program and prepares analyses of the impact of proposed Food-for-Peace programs on the national economy.

#### Program Office

1. Advises the Assistant Director for Program and Economic Planning and other offices of the USOM regarding the formulation of program plans for counterinsurgency (rural operations), the war infrastructure and the social and economic development program goals of the USOM program.

2. Coordinates the preparation of the annual Country Assistance Program for submission to AID/Washington. Advises and assists the Office of the Assistant Director for Rural Affairs and the Technical Divisions on the preparation of material required for the program submission.

3. Reviews and analyzes proposed programs, action plans, and projects and advises the AD/PE concerning their priorities, consistency, conformance with established guidelines and completeness and effectiveness of their justifications.

4. Develops USOM policies and procedures, governing use of program instruments and other devices for program implementation.

5. Evaluates the status, progress, and direction of the USOM program in Vietnam and advises the AD/PE about such evaluations.

6. In coordination with AD/RA and the Technical Divisions, negotiates with the Government of Vietnam in developing program and project proposals into approved project agreements; and action plan proposals into approved action plan memoranda and action plan piastre agreements. Maintains liaison with appropriate officials of the GVN, particularly officials of Directorate for Budget and Foreign Aid.

7. Advises and assists the AD/RA and the Technical Divisions in the preparation of program documentation, including project agreements, PIO's, action plan piastre agreements and PA/PR's.
8. Maintains continuous review of projects and action plans to assure that amounts obligated do not exceed programmed amounts.
9. Prepares statistical, analytical, and status reports on project and action plan operations.
10. Advises and assists the Technical Divisions of USOM in the development of participant training programs. Provides the necessary administrative support to these offices in the implementation of approved training projects and coordinates the USOM participant training program.
11. Maintains liaison with USIS and appropriate international agencies to assure that the U. S. assistance program is properly coordinated with other programs of assistance to the GVN.
12. Maintains liaison with MAAG and MAC(V) to assure effective coordination of the USOM program with the MAP.
13. Determines the commodity import requirements necessary to achieve U. S. and GVN objectives for market stability and economic growth.
14. Advises and assists the GVN in planning, documenting, and implementing the commercial import program with respect to such matters as AID financing and procurement regulations, licensing procedures, procurement tenders, international trade practices, and Vietnamese trade regulations.
15. Collects and analyzes data concerning commercial imports, licensing activities, and patterns with respect to both AID-financed and GVN-financed imports, local prices, customs duties, and internal taxes, GVN trade policies etc.
16. Reviews GVN requests for commodity assistance (letters, memoranda, PAA's) and prepared and issues Procurement Authorizations and other related documents, reviews information submitted by importers for transmittal to the Office of Small Business and prepares the O/SB announcements.

#### The Economic Planning Office

1. Analyzes the economic situation, and development plans of the GVN to identify areas of greatest economic need and recommends to the AD/PE areas in which economic action to achieve U. S. and GVN objectives is most feasible



2. Advises the AD/PE and other offices of the USOM on economic, banking, and financial policies of the GVN and the impact on the relationship of such policies to U. S. assistance programs in Vietnam.
3. Reviews U. S. assistance programs bearing on the fiscal and financial condition of the GVN.
4. Provides advice and assistance to the GVN on economic policy, including advice on fiscal and financial policies and programs designed to improve GVN balance of payments position and foreign exchange reserves and investment.
5. Maintains continuous liaison with appropriate GVN agencies including, principally, the Director General for Budget and Foreign Aid, Director General of Treasury, Finance Minister, Director General of Taxation, National Bank of Vietnam, and the Credit Commercial. Maintains liaison with the private commercial banks of Vietnam and with the investment bank, SOFIDIV.
6. Develops information relating to economic, fiscal, financial, credit, and balance of payments conditions in Vietnam and from an analysis of the information, prepares projections and recommendations for the use of AD/PE, other USOM officials and the GVN in the development of economic policy and programs.
7. Makes studies on the impact of governmental financial policies on (a) the prosecution of the war, (b) internal prices, (c) demand for goods and services, and (d) propensities to save-invest-consume.
8. Supervises the collection, compilation and distribution of required social and economic statistics and interprets such statistics in relation to the execution of the USOM program.

#### Supply Management Office

1. Acts as the principal source of advice to the USOM on supply management matters. Provides technical supply management guidance to the USOM in the interpretation and application of AID contracting and procurement policies, regulations, and procedures.
2. Advises and assists appropriate GVN officials on matters relating to Supply Management.
3. Advises and assists AD/RA and the Technical Divisions in planning the commodity components of project assistance and action plans and in the development of descriptions and specifications for commodities and commodity related services.
4. Maintains essential commodity information, including the maintenance of

Federal Specifications, GSA schedules and supply catalogs, and other necessary catalogs.

5. Receives and reviews for technical adequacy: (a) requisitions for administrative and technical support supplies, equipment and service, (b) PIO's for project commodities and services, (c) PAA's for action plan commodities, and issues the PA/PR.

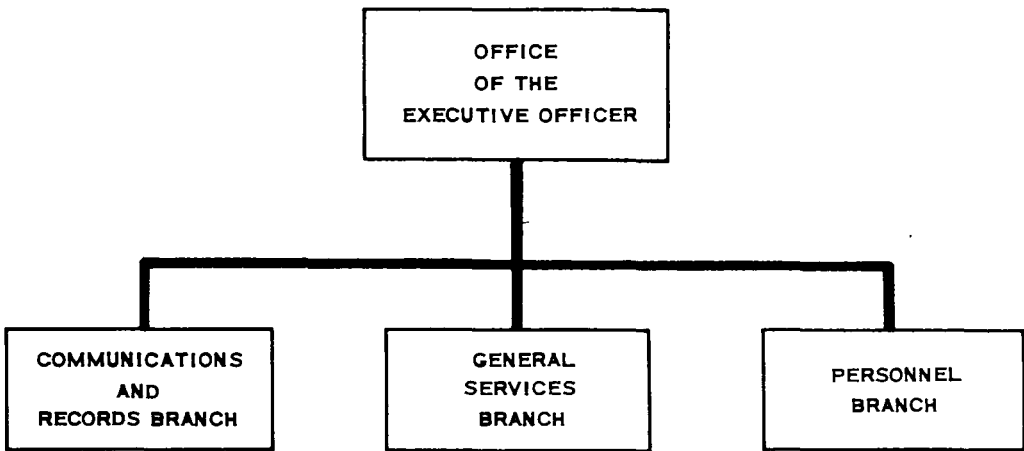
6. Initiates action for the procurement of requested supplies, equipment, and services. Within the framework of AID procurement regulations, determines procurement methods, sources and conditions. Designates authorized procurement agents under either the PIO/C or PA/PR.

7. Procures commodities for which USOM is designated authorized agent, including administrative and technical support supplies. Issues purchase orders for excess property and GSA supplies.

8. Provides central contracting service to USOM. Prepares and issues invitations to bid, evaluates bids and proposals, and makes recommendations to the initiating office regarding the selection of contractors. In consultation with initiating office, drafts contracts and enters into negotiations with prospective contractors. Prepares contracts in final form for signature and execution.

9. Maintains continuous reviews and follow up of all USOM procurement actions until requested commodities are provided and prepares periodic status reports as required.

## EXECUTIVE OFFICE



## EXECUTIVE OFFICE

The Executive Office is a staff office headed by the Executive Officer who reports to the USOM Director. The office is responsible for advising and assisting the Director and USOM offices and divisions on management matters, including organization, functions, staffing, policies and procedures, and for providing administrative and logistical support.

### ORGANIZATION AND FUNCTIONS

The Executive Office is composed of the immediate office of the Executive Officer and three branches which have the following functions:

#### A. Immediate Office of the Executive Officer

1. Directs and supervises the operations of the Executive Office.
2. Provides management advice and assistance on policies and procedures, organization, staffing, definition of functions, and internal and external relationships.
3. Determines administrative support requirements for Mission and contractor personnel.
4. Develops and issues administrative operating instructions and maintains the official USOM issuance system for disseminating policy, procedural and informational materials.
5. Formulates administrative and technical support budgets and negotiates the shaped administrative support agreement with the Embassy.
6. Provides security measures to protect Mission personnel and property and maintains liaison with the Post Security Officer and military authorities on security matters.
7. Maintains liaison with the U. S. Embassy, USIS, U. S. military organizations, GVN Ministries and local U. S. business firms on matters of common concern.

3. Is responsible for the USOM Management Improvement Program, including reviews of staffing, procedures, administrative controls and the development and implementation of improvements where necessary.

B. Communications and Records Branch

1. Administers both a classified and an unclassified records management program, including control, distribution and filing of official documents.
2. Receives and distributes personal mail of USOM personnel.
3. Maintains a telephone switchboard service and installs and maintains the telephones.
4. Provides a French translation service for the Mission.
5. Provides records management assistance to USOM offices and divisions.

C. General Services Branch

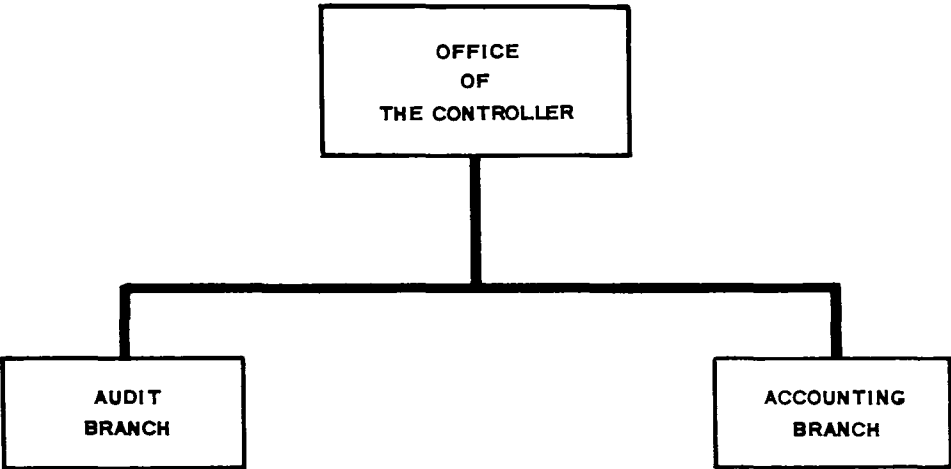
1. Maintains property records and inventory control of stocks, issues expendable and non-expendable equipment and supplies, and purchases locally materials and supplies required for support of Mission operations.
2. Provides maintenance services to USOM offices, residential quarters and automotive equipment.
3. Provides guard and janitorial services for USOM buildings.
4. Performs property disposal functions.
5. Negotiates, prepares, and terminates leases and contracts for USOM office space, housing, garages and warehouses.
6. Arranges for transportation, packing and crating of personal and household effects and the shipment and receipt of Mission supplies and processing through customs.
7. Arranges for personnel travel, including planning itineraries, making reservations, approving travel authorizations and the issuance of passports, visas, permits and identity documents and the reception and departure of passengers and preparing blanket travel orders for travel in Vietnam.

8. Schedules flights on Mission aircraft.
9. Provides motor transportation facilities to authorized personnel and maintains required operational records.

D. Personnel Branch

1. Plans and administers U. S. direct-hire personnel program, including recruitment, language training, counseling, orientation, processing of personnel actions, performance rating system, and recruitment control records.
2. Shares responsibility with the U. S. Embassy for USOM local employees, including recruitment, promotions, disciplinary actions, separations, and wage surveys.
3. Develops and administers USOM language and clerical in-service training for local employees.
4. Controls and issues U. S. direct-hire and local personnel ceilings and maintains Mission staffing pattern and personnel roster.
5. Prepares estimates of personnel requirements for the administrative and technical support budget.
6. Prepares travel authorizations for all international travel.

**OFFICE OF THE CONTROLLER**



## OFFICE OF CONTROLLER

The Office of the Controller is a staff office headed by the Controller who reports to the USOM Director. The office is responsible for advising and assisting the Director and USOM offices and divisions on the financial management aspects of USOM operations, and for providing budgeting, financial control, accounting, auditing, and financial analysis and reporting services for the Mission. In addition, the Office provides advice and assistance to GVN agencies in the field of financial management.

### ORGANIZATION AND FUNCTIONS

The Controller's Office is composed of the immediate Office of the Controller and two branches which have the following functions:

#### A. Immediate Office of the Controller

1. Directs and supervises the operations of the Controller's Office.
2. Provides the USOM with uniform guidance and procedures for the financial management of all dollar and local currency funds available to the Mission.
3. Participates in the formulation and review of proposed programs prior to submission to AID/W and conducts reviews of financial performance relative thereto.
4. Develops and prescribes appropriate systems of internal control pertaining to all aspects of disbursement and collection of monies and stewardship of AID financed resources. Provides guidance on financial management principles and standards for joint undertakings entered into with the GVN.
5. Reviews project and action plan implementation from the financial management point of view to determine whether objectives are met economically and efficiently by the application of AID and GVN funds.
6. Provides USOM staff and GVN officials assistance and advice on financial management practices and procedures applicable to program implementation.
7. Advises the USOM Director regarding the financial implications of the provisions of existing or contemplated agreements. Recommends appropriate language for such agreements and assists in negotiation.



as required, to assure the attainment of AID financial management objectives.

B. Audit Branch

1. Conducts comprehensive audits of Mission programs or activities including:
  - a. Post-payment administrative examinations of vouchers and schedules presented for payment.
  - b. Audit examinations of all AID administered and financed activities.
  - c. USOM self-audits of programs and operations having financial implications.
  - d. Examinations of commodity imports, comprising the non-project segment of the program, including controls on procurement, receipt, distribution, payment and use.
2. Prepares audit reports and periodic activity reports and follows up on audit recommendations.

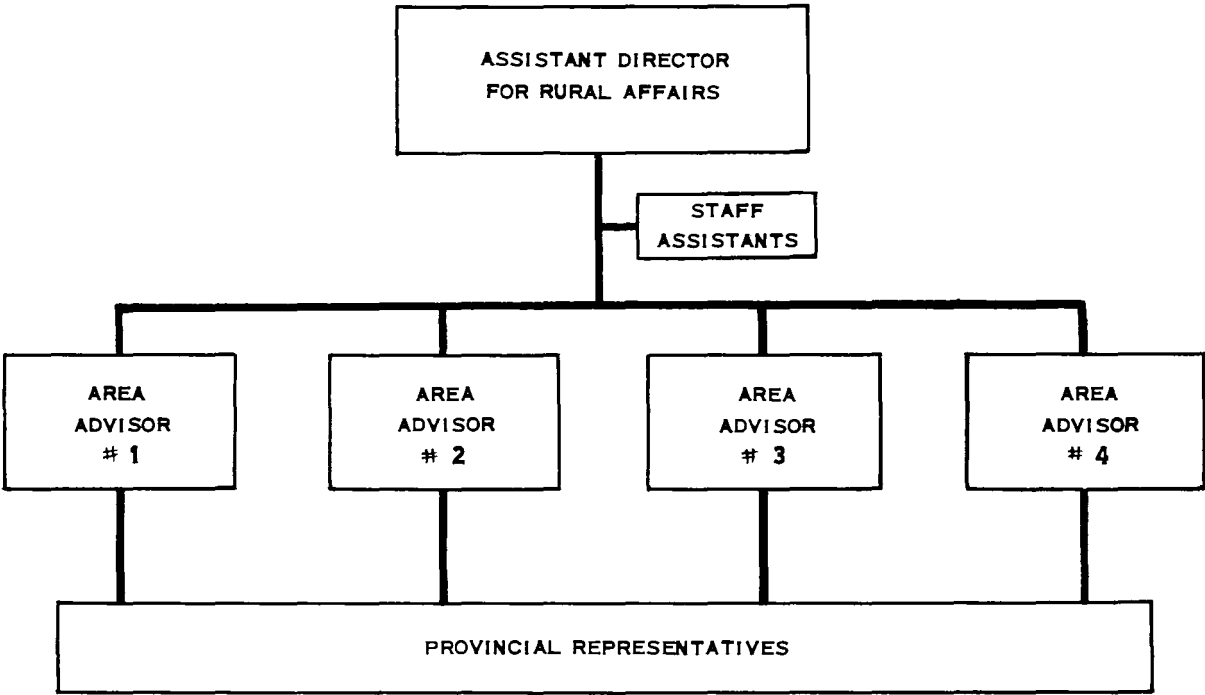
C. Accounting Branch

1. Maintains allotment, obligation, disbursement, and reservations of funds accounts for all dollars, local currency, and trust funds. Certifies the availability of funds and establishes obligations and/or reservations of funds and assures that obligations and expenditures are kept within allotments issued by AID/W. Prepares and distributes required reports on funds for both USOM and AID/W use.

2. Bills GVN monthly for counterpart and U. S. owned local currency generated from sales and maintains records on transactions.
3. Maintains arrival accounting records on all commodities.
4. Maintains records of all refund claims against GVN instituted by AID/W and the Mission, advising GVN of the claim and AID/W of the status of all claims.
5. Maintains control records of AID owned non-expendable property.
6. Examines and certifies all invoices and vouchers scheduled for payment to determine entitlement to payment in accordance with terms of contract, purchase order, etc.
7. Transmits paycards and allied documents in connection with employees departing post for transfer.
8. Maintains continuous Section 1311 review and prepared worksheets for year-end Section 1311 review.
9. Reviews ProAgs, PIO's, PA's, APM's and PAA's prior to issuance.
10. With the Executive Office, plans and coordinates the preparation of the USOM administrative and technical support budget and reviews the Embassy Shared Administrative Support Agreement.
11. Assists technical divisions in preparing documents for counterpart releases, as well as transfer of surplus or excess project equipment and supplies.
12. Assists the GVN with problems in connection with accounting for Mission projects.
13. Conducts host government procedural reviews in conjunction with the Audit Branch.
14. Is responsible for local currency funds to be used for petty cash purchases and accommodation cashing of checks for authorized personnel.

15. Collects monies due for non-official transportation and other charges as billed, travel advance refunds, etc., and turns same over to Embassy D. O.
16. Maintains records of cash transactions.
17. Distributes travel voucher checks and payroll checks.

**ASSISTANT DIRECTOR FOR RURAL AFFAIRS**



## ASSISTANT DIRECTOR FOR RURAL AFFAIRS

The Assistant Director for Rural Affairs is a line officer reporting to the USOM Director and is responsible for coordinating the development and implementation of the USOM counterinsurgency program in Vietnam. He is the senior advisor to the Director on all counterinsurgency activities.

### FUNCTIONS

Within agency policies and procedures, the Office of the Assistant Director for Rural Affairs:

1. Advises the USOM Director and other offices and divisions on counterinsurgency operations.
2. Recommends the overall program content and priorities on counterinsurgency activities for review and coordination by AD/PE and approval by the Director.
3. Reviews and makes recommendations to AD/PE on the program content and priorities in the war infra-structure and social and economic development goals.
4. As project manager for counterinsurgency action plans not specifically identified with a functional area represented in a USOM technical division, is responsible for the preparation, implementation and evaluation of these plans. In carrying out this responsibility, draws on the advice and assistance of the appropriate technical divisions.
5. Is responsible for the day-to-day monitoring and expediting of counterinsurgency action plans, which are the primary responsibility of the USOM technical divisions, but which are administered at the province level.
6. Prepares reports for the Director and AID/Washington on the status of counterinsurgency action plans, for which AD/RA has project manager responsibility.
7. Coordinates statistical reports for the Director and AID/Washington on the total USOM counterinsurgency activity.
8. Develops specifications for procurement of commodities for the implementation of approved AD/RA action plans in conjunction with the Supply Management Division.

9. Prepares contract documents for the implementation of approved projects and acts as contract manager.

10. Advises and assists the GVN Interministerial Committee for Province Rehabilitation and appropriate GVN <sup>members of the Committee</sup> agencies in the development and implementation of counterinsurgency action plans, <sup>and coordinate the counterinsurgency program with the Committee</sup>

11. In coordination with the MAAG Sector Advisors, advises and assists the GVN Province Chiefs in the planning and implementation of Province Plans, drawing on the appropriate USOM technical divisions for technical advice and assistance.

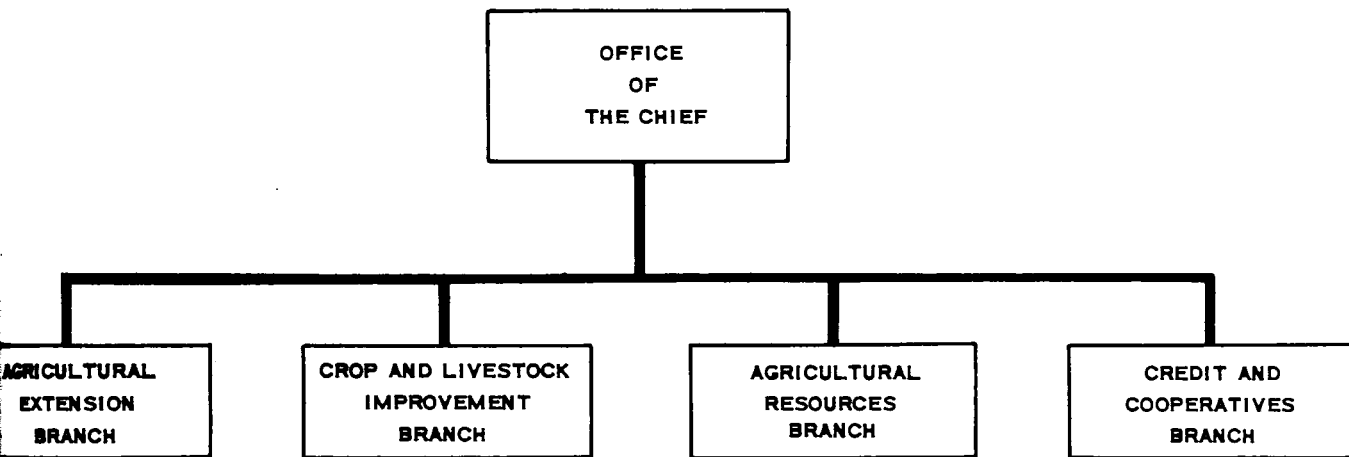
<sup>Coordinates counterinsurgency programs in particular the Strategic Hamlet Provincial Rehabilitation Program</sup>  
12. ~~Works with the Special Assistant to the Director in coordinating counterinsurgency programs with U.S. military and other U.S. agencies, and represents USOM on the U.S. Coordinating Committee for Counterinsurgency, and works with the Special Assistant to Director in coordinating special aspects of the counterinsurgency program.~~  
ORGANIZATION

<sup>Regional</sup>  
The Office of the Assistant Director for Rural Affairs consists of four <sup>Representatives</sup> Area Advisors who report to the Assistant Director, and Provincial Representatives who report to the Area Advisor who is assigned responsibility for the province in which they are located.

<sup>Regional Representative</sup>  
Area Advisor - is responsible for the above functions in the geographic area assigned to him. As such he is the immediate supervisor of the USOM Province Representatives in his area and serves as the liaison between them and the technical divisions and USOM offices to assure effective province development planning and implementation. He is the coordinator of the Joint USOM-VN Task Forces organized to assist the US/GVN Province Committee in the preparation of strategic hamlet development plans. The Area Advisor is also administratively responsible for technical advisors assigned to him on a full time basis.

Provincial Representative - is responsible for assuring the coordination of all USOM activities in his assigned province(s). He is the USOM representative on the US/GVN Provincial Committee and works closely with the Province Chief and the MAAG Sector Advisor in the development and implementation of the province plan, requesting technical advice and assistance through his Area Advisor. As USOM representative he is the "eyes and ears" of the Mission and has responsibility for reporting to the USOM through the Office of Rural Affairs on all aspects of the Mission program in his province. The USOM Provincial Representative is also administratively responsible for technicians (direct hire or contract) assigned to him on a full time basis.

## AGRICULTURE DIVISION



## AGRICULTURE DIVISION

The Agriculture Division, headed by a Food and Agriculture Officer who reports to the USOM Director, is responsible for providing advice and assistance to the Government of Vietnam in the agriculture fields of extension, credit services, cooperatives, home economics, livestock, agronomy, horticulture, veterinary medicine, forestry, land and water resources control, fisheries and agricultural economics and statistics.

### FUNCTIONS

Within agency policies and procedures, the Agriculture Division:

1. Advises the USOM Director and other interested offices and divisions on all matters pertaining to agriculture.
2. Recommends agriculture program content and priorities on counter-insurgency activities to AD/RA for review and coordination by AD/PE and approval by the Director.
3. Recommends agriculture program content and priorities in the war infra-structure and social and economic development goals for review and coordination by AD/PE and approval by the Director.
4. Serves as project manager for counterinsurgency action plans specifically identified within the agriculture area, and has responsibility for the preparation, overall implementation and evaluation of these action plans. In carrying out this responsibility, works closely with the USOM Provincial Representatives and Rural Affairs Area Advisors, who are responsible for the day-to-day monitoring and the expeditious implementation of action plans, by providing technical advice and assistance.
5. Serves as project manager for war infra-structure action plans and social and economic development projects within the agriculture area, and has responsibility for the preparation, implementation and evaluation of these action plans and projects.
6. For those counterinsurgency action plans which cannot be specifically identified with a USOM functional area and for which AD/RA is the project manager, provides technical advice and assistance in planning and implementation.



7. Prepares reports for the Director and AID/Washington on the status of action plans and projects for which the Division is responsible.
8. Develops specifications for the procurement of commodities for the implementation of approved agriculture action plans and projects in conjunction with the Supply Management Division.
9. Prepares contracting documents for the implementation of approved projects and action plans and acts as contract manager.
10. Develops participant training programs and participates with the GVN and the USOM Training Branch in the selection of participants.
11. Advises and assists the GVN Ministry of Rural Affairs in the planning and implementation of agricultural programs and assists in strengthening the capability of the GVN to carry out agricultural programs.
12. In implementing counterinsurgency action plans for which the Division is responsible, works with GVN counterpart Ministry in assuring support and implementation of action plans at the provincial level.
13. In coordination with the USOM Province Representatives and the Rural Affairs Area Advisors, advises and assists GVN Provincial Representatives in the agricultural area.
14. Works with the Special Assistant to the Director in coordinating agricultural programs with the appropriate U. S. military organizations in Vietnam in such areas as civil affairs and civic action, and with other U. S. agencies as necessary.
15. Coordinates with FAO, other international agencies and U. S. voluntary service agencies working in the field of agriculture.

## ORGANIZATION

The Agriculture Division consists of four branches:

1. Agricultural Extension Branch - responsible for the above functions in the fields of extension services, home economics and rural youth.
2. Crop and Livestock Improvement Branch - responsible for the above functions in the fields of agronomy, livestock, veterinary medicine and horticulture.
3. Agricultural Resources Branch - responsible for the above functions in the fields of land and water resources control, forestry, fisheries and agricultural engineering.

4. Credit and Cooperatives Branch - responsible for the above functions in the fields of agricultural credit services and farmers' cooperatives.

## COMMUNICATIONS MEDIA DIVISION

OFFICE  
OF  
THE CHIEF

RADIO  
BRANCH

UTILIZATION  
BRANCH

MOTION  
PICTURE  
BRANCH

GRAPHICS  
BRANCH

## COMMUNICATIONS MEDIA DIVISION

The Communications Media Division, headed by a Communications Media Officer who reports to the USOM Director, is responsible for providing advice and assistance to the Government of Vietnam in Communications Media and for providing Communications Media support to the USOM.

### FUNCTIONS

Within agency policies and procedures, the Communications Media Division:

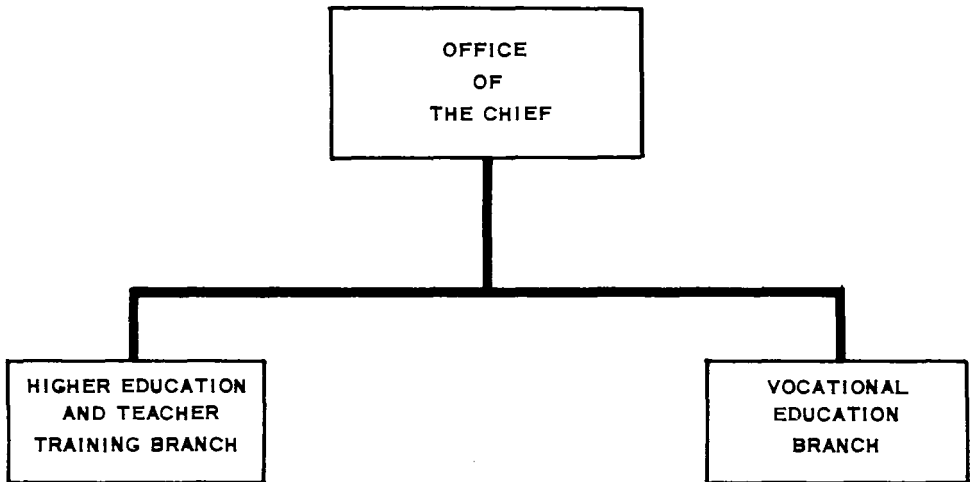
1. Advises the USOM Director and other interested offices and divisions on all aspects of Communications Media.
2. Recommends communications media program content and priorities on counterinsurgency activities to AD/RA for review and coordination by AD/PE and approval by the Director.
3. Recommends communications media program content and priorities in the war infra-structure and social and economic development goals for review and coordination by AD/PE and approval by the Director.
4. Serves as project manager for counterinsurgency action plans specifically identified within the communications media area, and has responsibility for the preparation, overall implementation and evaluation of these action plans. In carrying out this responsibility, works closely with the USOM Provincial Representatives and Rural Affairs Area Advisors who are responsible for the day-to-day monitoring and the expeditious implementation of action plans by providing technical advice and assistance.
5. Serves as project manager for war infra-structure action plans and social and economic development projects within the communications media area, and has responsibility for the preparation, implementation and evaluation of these action plans and projects.
6. For those counterinsurgency action plans which cannot be specifically identified with a USOM functional area and for which AD/RA is the project manager, provides technical advice and assistance in planning and implementation.

7. Prepares reports for the Director and AID/Washington on the status of action plans and projects for which the Division is responsible.
8. Develops specifications for the procurement of commodities for the implementation of approved communications media action plans and projects in conjunction with the Supply Management Division.
9. Prepares contracting documents for the implementation of approved projects and action plans and acts as contract manager.
10. Develops participant training programs and participates with the GVN and the USOM Training Branch in the selection of participants.
11. Advises and assists the GVN Directorate General of Information in the planning and implementation of radio, motion picture and printing materials programs, and assists in strengthening the capability of the GVN to carry out these programs.
12. In implementing counterinsurgency action plans for which the Division is responsible, works with the GVN Directorate General of Information and Provincial Representatives in assuring support and implementation of action plans at the provincial level.
13. Advises and assists the GVN Directorate General of Information, through GVN Provincial Representatives, in strengthening the transmission capabilities in the areas of radio, motion pictures and printed materials in the provinces, districts and hamlets.
14. In coordination with the USOM Province Representative and the Rural Affairs Area Advisors, advises and assists GVN Provincial Representatives in the communications media area.
15. Works with the Special Assistant to the Director in coordinating the communications media programs with the appropriate U. S. military organizations and USIS.

## ORGANIZATION

The Communications Media Division consists of four branches - the Radio Branch, Utilization Branch, Motion Picture Branch and Graphics Branch, which are responsible for carrying out the above functions in their respective fields.

## EDUCATION DIVISION



## EDUCATION DIVISION

The Education Division, headed by a Chief Education Advisor who reports to the USOM Director, is responsible for providing advice and assistance to the Government of Vietnam in the areas of secondary and higher education, teacher training and vocational training.

### FUNCTIONS

Within agency policies and procedures, the Education Division:

1. Advises the USOM Director and other interested offices and divisions on education matters.
2. Recommends educational program content and priorities on counter-insurgency activities to AD/RA for review and coordination by AD/PE and approval by the Director.
3. Recommends educational program content and priorities in the war infra-structure and social and economic development goals for review and coordination by AD/PE and approval by the Director.
4. Serves as project manager for counterinsurgency action plans specifically identified within the education area, and has responsibility for the preparation, overall implementation and evaluation of these action plans. In carrying out this responsibility, works closely with the USOM Provincial Representatives and Rural Affairs Area Advisors, who are responsible for the day-to-day monitoring and the expeditious implementation of action plans, by providing technical advice and assistance.
5. Serves as project manager for war infra-structure action plans and social and economic development projects within the education area, and has responsibility for the preparation, implementation and evaluation of these action plans and projects.
6. For those counterinsurgency action plans which cannot be specifically identified with a USOM functional area and for which AD/RA is the project manager, provides technical advice and assistance in planning and implementation.
7. Prepares reports for the Director and AID/Washington on the status of action plans and projects for which the Division is responsible.

8. Develops specifications for the procurement of commodities for the implementation of approved education action plans and projects in conjunction with the Supply Management Division.
9. Prepares contract documents for the implementation of approved projects and action plans and acts as contract manager.
10. Develops participant training programs and participates with the GVN and the USOM Training Branch in the selection of participants.
11. Advises and assists GVN Department of National Education in the planning and implementation of education programs and assists in strengthening the capability of the GVN in its ability to carry out such programs.
12. In implementing counterinsurgency action plans for which the Division is responsible, works with the GVN Department of National Education in assuring support and implementation of action plans at the provincial level.
13. In coordination with the USOM Province Representatives and the Rural Affairs Area Advisors, advises and assists GVN Provincial Representatives in the education area.
14. Works with the Special Assistant to the Director in coordinating education programs with the appropriate U. S. military organizations in Vietnam in such areas as civil affairs and civic action, and with other U. S. agencies as necessary.

## ORGANIZATION

The Education Division consists of two branches:

1. Higher Education and Teacher Training Branch - responsible for the above functions in the fields of preservice and inservice education of teachers, university education, strategic hamlet education, construction of classrooms, and instructional materials development.
2. Vocational Education Branch - responsible for above functions in the field of vocational education, including preservice and inservice vocational teacher training, curriculum, instructional materials and participant training.



**INDUSTRIAL DEVELOPMENT  
DIVISION**

## INDUSTRIAL DEVELOPMENT DIVISION

The Industrial Development Division, headed by an Industrial Development Advisor who reports to the Director, is responsible for providing advice and assistance to the Government of Vietnam and private entrepreneurs in the development of private industry in Vietnam.

### FUNCTIONS

Within agency policies and procedures, the Industrial Development Division:

1. Advises the USOM Director and other interested offices and divisions on all matters pertaining to private industry.
2. Encourages and promotes Vietnamese and foreign private investment in industrial ventures.
3. Provides engineering, economic and financial guidance to industrial entrepreneurs.
4. Assists industrial entrepreneurs in preparing invitations to bid and specifications for equipment to be acquired under the Commodity Import Program for review and transmittal by the Commercial Import Office of AD/PE and to the AID Office of Small Business.
5. Conducts studies to determine the feasibility of expanding existing industrial plants or establishing new plants with equipment to be acquired under import licenses from the GVN under the AID Commercial Import Program.
6. Presents results of feasibility studies and makes recommendations on imports over \$50,000 to the USOM Finance Committee, of which the Chief of the Industrial Development Division is a member.
7. Coordinates with the Embassy Economic Section on the economic aspects of the industrial development program.
8. Serves as contract manager for any AID contracts in the industrial development area.
9. Develops participant training programs and participates with appropriate GVN Ministries and the USOM Training Branch in the selection of participants.

**PUBLIC ADMINISTRATION  
DIVISION**

## PUBLIC ADMINISTRATION DIVISION

The Public Administration Division, headed by a Chief Public Administration Advisor who reports to the USOM Director, is responsible for providing advice and assistance to the Government of Vietnam in the public administration fields of organizational structure and operations (national and local) training, statistics, census, taxation, fiscal practices and auditing.

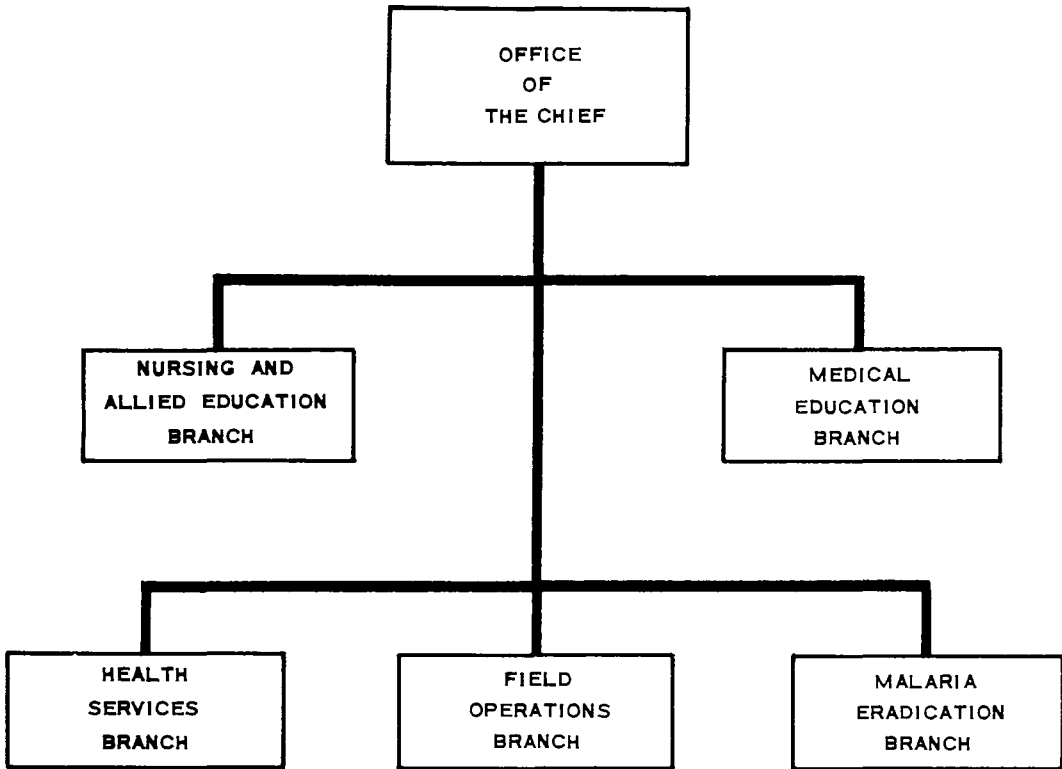
### FUNCTIONS

Within agency policies and procedures, the Public Administration Division:

1. Advises the USOM Director and other interested offices and divisions on public administration matters.
2. Recommends public administration program content and priorities on counterinsurgency activities to AD/RA for review and coordination by AD/PE and approval by the Director.
3. Recommends public administration program content and priorities in the war infra-structure and social and economic development goals for review and coordination by AD/PE and approval by the Director.
4. Serves as project manager for counterinsurgency action plans specifically identified within the local public administration area, and has responsibility for the preparation, implementation, and evaluation of these action plans. In carrying out this responsibility, works closely with the USOM Provincial Representatives and Rural Affairs Area Advisors in their day-to-day monitoring and expeditious implementation of action plans by providing technical advice and assistance.
5. Serves as project manager for war infra-structure action plans and social and economic development projects within the public administration area, and has responsibility for the preparation, implementation, and evaluation of these action plans and projects.
6. For those counterinsurgency action plans which cannot be specifically identified with a USOM functional area and for which AD/RA is the project manager, provides technical advice and assistance in planning and implementation.

7. Assists other USOM divisions on public administration problems in their counterpart ministries and agencies.
8. Prepares reports for the Director and AID/Washington on the status of action plans and projects for which the Division is responsible.
9. Develops specifications for the procurement of commodities for the implementation of approved public administration action plans and projects in conjunction with the Supply Management Division.
10. Prepares contract documents for the implementation of approved projects and action plans and acts as contract manager.
11. Develops participant training programs and participates with the GVN and the USOM Training Branch in the selection of participants.
12. Advises and assists various GVN Ministries in planning and implementation of public administration programs and assists in strengthening the capability of the GVN in its ability to carry out such programs.
13. In implementing counterinsurgency action plans for which the Division is responsible, works with GVN agencies in assuring support and implementation of action plans at the provincial level.
14. In coordination with the USOM Province Representatives and the Rural Affairs Area Advisors, advises and assists GVN Provincial Representatives in the public administration area.
15. Works with the Special Assistant to the Director in coordinating public administration programs with appropriate U. S. military in such areas as civil affairs and civic action, and with other U. S. agencies as necessary.

## PUBLIC HEALTH DIVISION



## **PUBLIC HEALTH DIVISION**

The Public Health Division, headed by a Chief Public Health Advisor (Physician) who reports to the USOM Director, is responsible for providing advice and assistance to the Government of Vietnam in the public health fields of health administration, preventive medicine, medical and nursing education, sanitation, hospital administration and malaria eradication.

### **FUNCTIONS**

Within agency policies and procedures, the Public Health Division:

1. Advises the USOM Director and other interested offices and divisions on all matters pertaining to public health.
2. Recommends public health program content and priorities on counter-insurgency activities to AD/RA for review and coordination by AD/PE and approval of the Director.
3. Recommends public health program content and priorities in the war infra-structure and social and economic development goals for review and coordination by AD/PE and approval by the Director.
4. Serves as project manager for counterinsurgency action plans specifically identified within the public health area, and has responsibility for the preparation, overall implementation and evaluation of these action plans. In carrying out this responsibility, works closely with the USOM Provincial Representatives and Rural Affairs Area Advisors, who are responsible for the day-to-day monitoring and the expeditious implementation of action plans, by providing technical advice and assistance.
5. Serves as project manager for war infra-structure action plans and social and economic development projects within the public health area, and has responsibility for the preparation, implementation and evaluation of these action plans and projects.
6. For those counterinsurgency action plans which cannot be specifically identified with a USOM functional area and for which AD/RA is the project manager, provides technical advice and assistance in planning and implementation.

7. Prepares reports for the Director and AID/Washington on the status of action plans and projects for which the Division is responsible.
8. Develops specifications for the procurement of commodities for the implementation of approved public health action plans and projects in conjunction with the Supply Management Division.
9. Prepares contracting documents for the implementation of approved projects and action plans and acts as contract manager.
10. Develops participant training programs and participates with the GVN and the USOM Training Branch in the selection of participants.
11. Advises and assists the GVN Department of Public Health in the planning and implementation of public health programs and assists in strengthening the capability of the GVN to carry out public health programs.
12. In implementing counterinsurgency action plans for which the Division is responsible, works with the GVN Department of Public Health in assuring support and implementation of action plans at the provincial level.
13. In coordination with the USOM Province Representative and the Rural Affairs Area Advisors, advises and assists GVN Provincial Representatives in the public health area.
14. Works with the Special Assistant to the Director in coordinating public health programs with the appropriate U. S. military organizations in such areas as civil affairs and civic action, and with other U. S. agencies as necessary.
15. Coordinates with WHO, UNICEF and other international agencies working in the public health field.

## ORGANIZATION

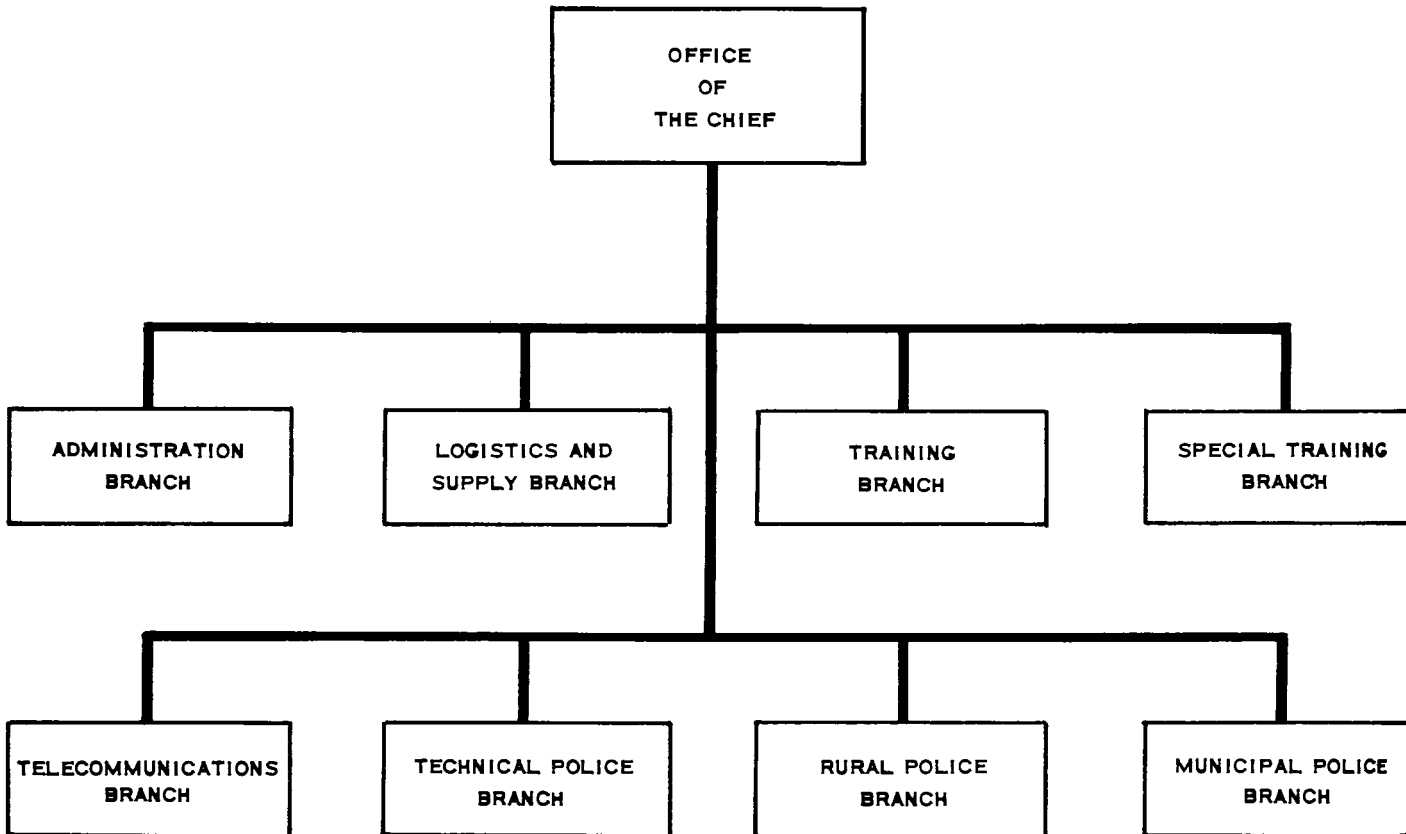
The Public Health Division consists of five branches:

1. Health Services Branch - responsible for the above functions in the field of health services development, primarily directed at the rural areas.
2. Nursing and Allied Education Branch - responsible for the above functions in the field of nursing education.
3. Malaria Eradication Branch - responsible for the above functions in the field of malaria eradication.



4. Medical Education Branch - responsible for the above functions in the field of medical education and for providing basic science, clinical and surgical instruction at the University of Saigon Medical School.
5. Field Operations Branch - responsible for providing medical and surgical services in province hospitals at Da Nang, Can Tho, Nha Trang and Pleiku.

# PUBLIC SAFETY DIVISION



## PUBLIC SAFETY DIVISION

The Public Safety Division, headed by a Chief Public Safety Advisor who reports to the USOM Director, is responsible for providing advice and assistance to the Government of Vietnam in the public safety areas of administration, training, telecommunications, specialized police activities, movement control, identification, investigation and crime prevention.

### FUNCTIONS

Within agency policies and procedures, the Public Safety Division:

1. Advises the USOM Director and other interested offices and divisions on public safety matters.
2. Recommends public safety program content and priorities on counter-insurgency activities to AD/RA for review and coordination of AD/PE and approval by the Director.
3. Recommends public safety program content and priorities in the war infra-structure and social and economic development goals for review and coordination by AD/PE and approval by the Director.
4. Serves as project manager for action plans and projects, specifically within the public safety area, with responsibility for the preparation, overall implementation, and evaluation of these action plans.
5. For those counterinsurgency action plans which cannot be specifically identified with a USOM functional area, and for which AD/RA is the project manager, provides technical advice and assistance in planning and implementation.
6. Coordinates matters of joint concern with AD/RA.
7. Prepares reports for the Director and AID/Washington on the status of action plans and projects for which they are responsible.
8. Develops specifications for the procurement of commodities for the implementation of approved public safety action plans and projects in conjunction with the Supply Management Division.
9. Prepares contracting documents for the implementation of approved projects and action plans and acts as contract manager.

10. Develops participant training programs and participates with the GVN and the USOM Training Branch in the selection of participants.
11. Advises and assists the GVN counterparts in planning and implementation of public safety programs and assists in strengthening the capability of the GVN in its ability to carry out such programs.
12. In implementing counterinsurgency action plans for which the Division is responsible, works with GVN counterpart Ministry in assuring support and implementation of action plans at the provincial level.
13. Through public safety advisors (rural), advises and assists GVN counterparts on the regional and district level in carrying out approved public safety programs, such as village-hamlet radio installation and maintenance and regional training centers.
14. Works with the Special Assistant to the Director in coordinating public health programs with the appropriate U. S. military organizations in such areas as civil affairs and civic action, and with other U. S. agencies as necessary.

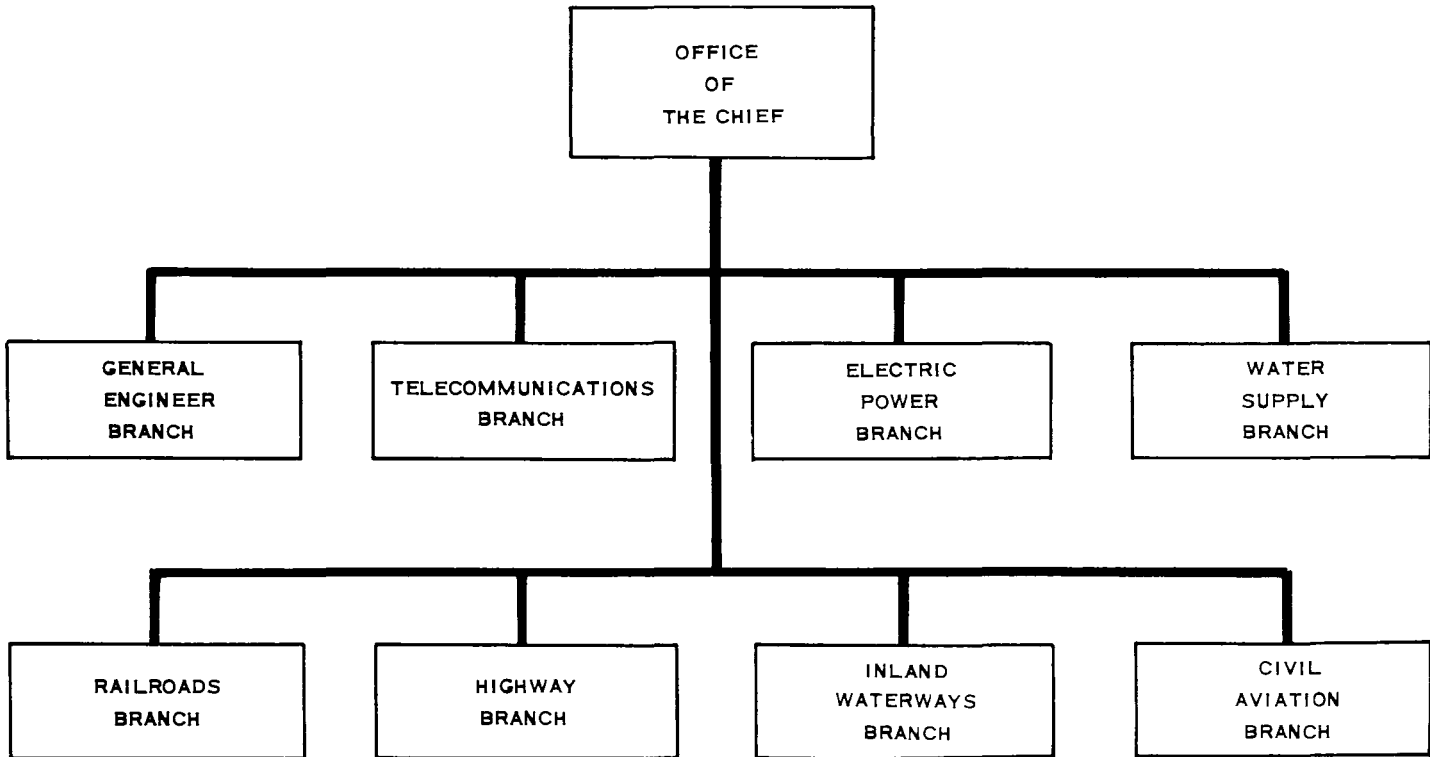
## ORGANIZATION

The Public Safety Division consists of eight branches as follows:

1. Special Training Branch - responsible for the above functions in the field of technical training.
2. Training Branch - responsible for the above functions in the field of in-country training.
3. Telecommunications Branch, - responsible for the above functions in the field of telecommunications for GVN civil security agencies.
4. Technical Police Branch - responsible for the above functions in the field of specialized police.
5. Rural Police Branch - responsible for the above functions on the regional and district levels.
6. Municipal Police Branch - responsible for the above functions in municipal areas.
7. Logistics Supply Branch - responsible for logistic support of the overall public safety program in conjunction with the Supply Management Division.

8. Administration Branch - responsible for providing administrative and interpreter support to the Public Safety Division.

**PUBLIC WORKS DIVISION**



## **PUBLIC WORKS DIVISION**

The Public Works Division, headed by a Chief Transportation Officer who reports to the USOM Director, is responsible for providing advice and assistance to the Government of Vietnam in the public works areas of electric power, water supply, highways (including access and feeder roads), inland waterways and ports, railroads, civil aviation, meteorology, and telecommunications.

### **FUNCTIONS**

Within agency policies and procedures, the Public Works Division:

1. Advises the USOM Director and other interested offices and divisions on public works matters.
2. Recommends public works program content and priorities on counterinsurgency activities to AD/RA for review and coordination by AD/PE and approval by the Director.
3. Recommends public works content and priorities in the war infrastructure and social and economic development goals for review and coordination by AD/PE and approval by the Director.
4. Serves as project manager for counterinsurgency action plans ~~specifically~~ within the public works area, and has responsibility for the preparation, implementation, and evaluation of these action plans. In carrying out this responsibility, works closely with the USOM Provincial Representatives and Rural Affairs Area Advisors, who are responsible for the day-to-day monitoring and the expeditious implementation of action plans, by providing technical advice and assistance.
5. Serves as project managers for war infra-structure action plans and social and economic development projects within the public works area, and has responsibility for the preparation, implementation, and evaluation of these action plans and projects.
6. For those counterinsurgency action plans which cannot be specifically identified with a USOM functional area and for which AD/RA is the project manager, provides technical advice and assistance in planning and implementation.

7. Provides liaison with GVN and contract officials for projects funded by loans and with the UN for the Development of the Lower Mekong River.
8. Prepares reports for the Director and AID/Washington on the status of action plans and projects for which the Division is responsible.
9. Develops specifications for the procurement of commodities for the implementation of approved public works action plans and projects in conjunction with the Supply Management Division.
10. Prepares contracting document for the implementation of approved projects and action plans and acts as contract manager.
11. Develops participant training programs and participates with the GVN and the USOM Training Branch in the selection of participants.
12. Advises and assists GVN counterparts in planning and implementation of public works programs and assists in strengthening the capability of the GVN to carry out such programs.
13. In implementing counterinsurgency action plans for which the Division is responsible, works with the appropriate GVN Ministry, or other office, in assuring support and implementation of action plans at the provincial level.
14. In coordination with the USOM Province Representatives and the Rural Affairs Area Advisors, advises and assists GVN Provincial Representatives in the public works area.
15. Works with the Special Assistant to the Director in coordinating public works programs with the appropriate U. S. military organizations in such areas as civil affairs and civic action, and with other U. S. agencies as necessary.

## ORGANIZATION

The Public Works Division consists of the following eight branches, which have responsibility for carrying out the above functions:

- Inland Waterways Branch
- Electric Power Branch
- Railroads Branch
- Telecommunications Branch
- Highways Branch
- Water Supply Branch
- Civil Aviation Branch
- General Engineer Branch



