

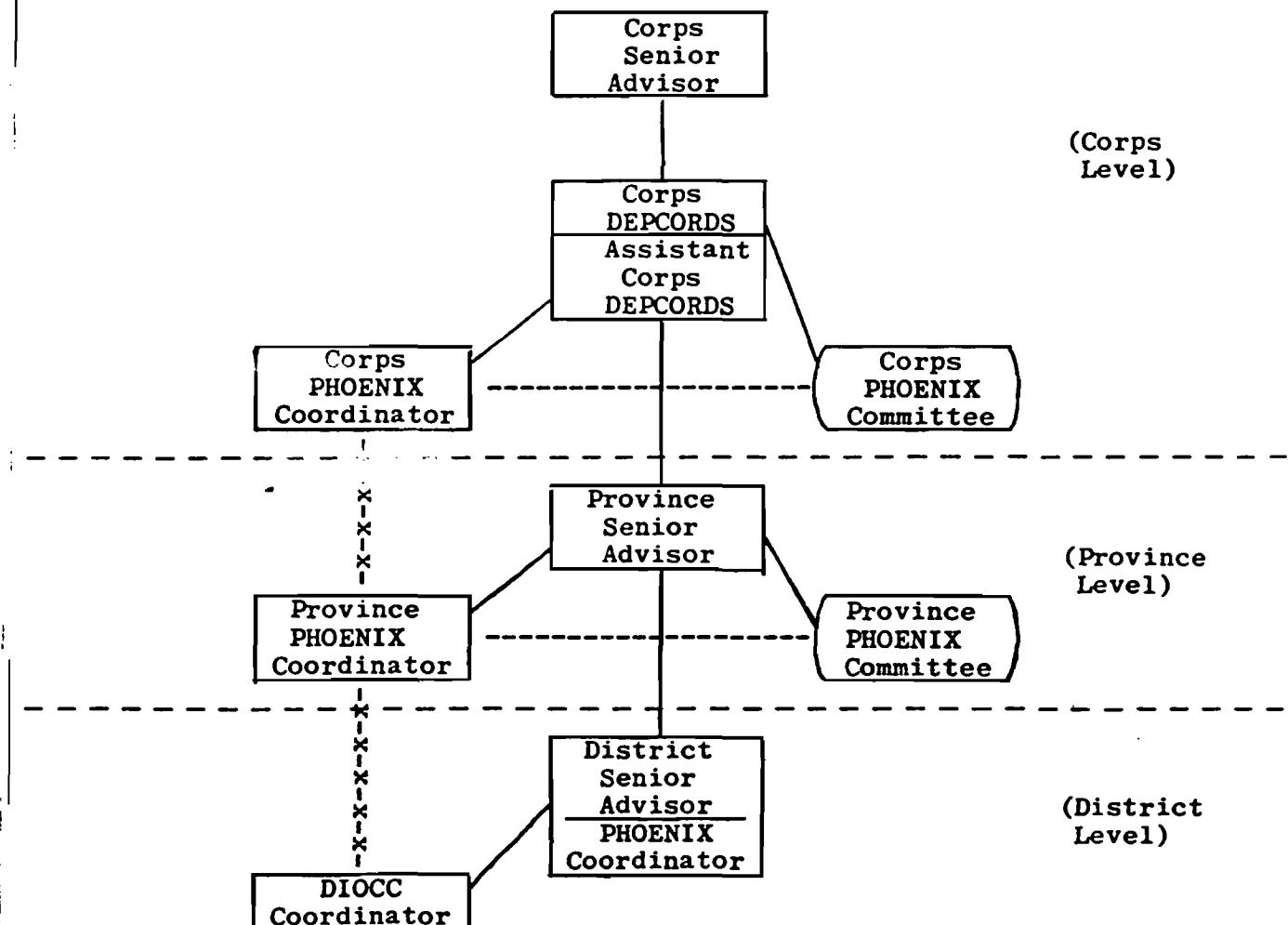
ANNEX VI: Statistical Results of Phoenix

Source: (1) Johnson, R., Phoenix/Phung Hoang, American U.,
1985

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CORPS, PROVINCE, DISTRICT
PHOENIX RELATIONSHIPS

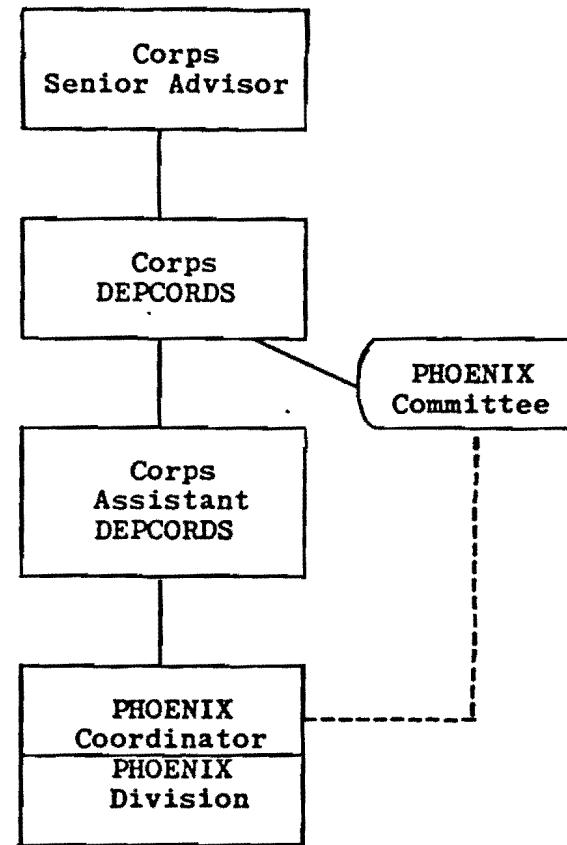


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CORPS PHOENIX ORGANIZATION



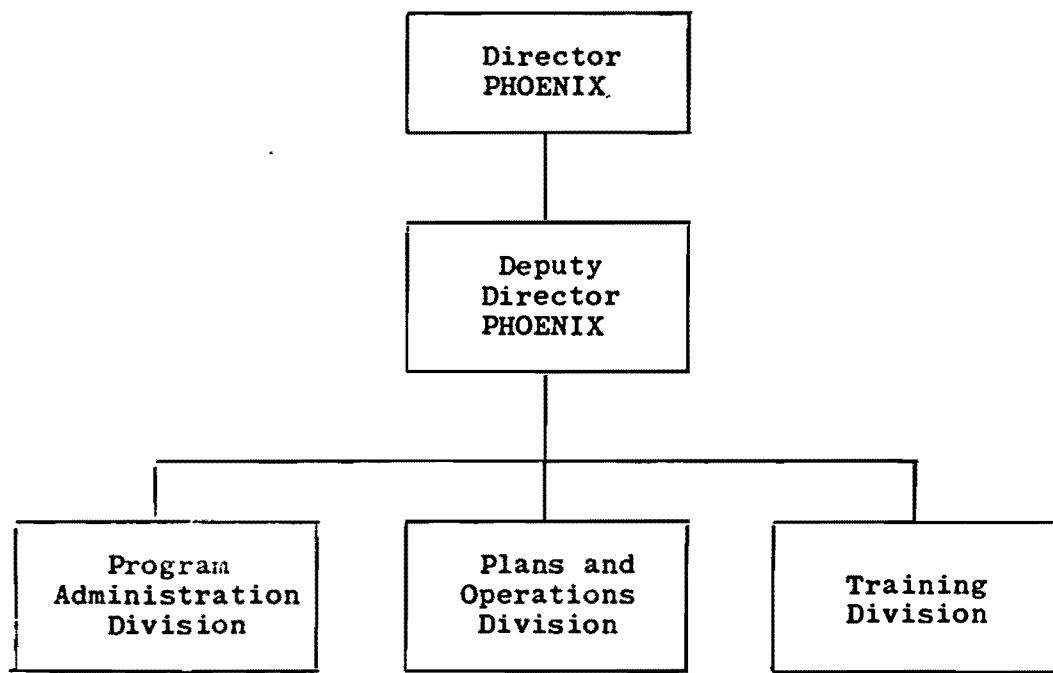
— Command or direct supervision
---- Coordination and policy guidance

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PHOENIX DIRECTORATE ORGANIZATION



Appendix 1 to Annex B

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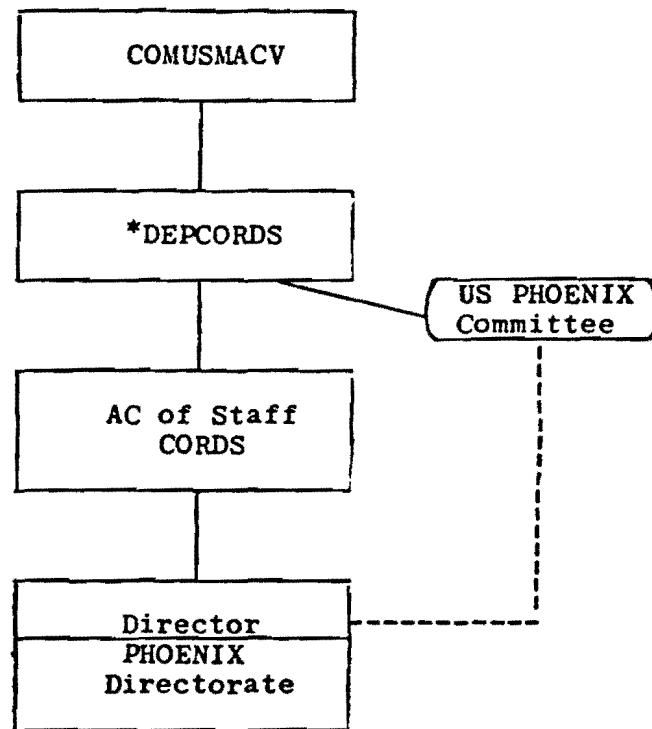
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PHOENIX COMMAND AND COORDINATION

NATIONAL



- * DEPCORDS/MACV Chairman of US PHOENIX Committee
- Command, or direct supervision
- Coordination and policy guidance

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the vehicle for coordination of US plans, programs, and operations to support the PHUNG HOANG organization and the attack on the VCI. It will stimulate and coordinate US advisory support to the PHUNG HOANG organization and its member participants. It will aim at producing a self-sustaining GVN organization capable of accomplishing its mission with minimum US support.

k. Responsibility for field implementation of the US PHOENIX program is vested in the senior US commander/advisor at each level. In carrying out this responsibility, he will strike an equitable balance among tactical, security, and anti-VCI requirements for allocation of available assets and resources.

l. At all levels, PHOENIX advisory assistance will be directed toward:

(1) Development of a more extensive knowledge and understanding of VC organization and functioning.

(2) Improved and coordinated collection, collation, and dissemination of VCI intelligence for:

(a) Immediate or timely operational exploitation.

(b) Development of an intelligence data base, local and national, to support operational planning, and investigation and judicial processing of VC suspects.

(c) Preparation of intelligence studies and estimates to assist evaluation of the program, and to meet other intelligence needs of the command.

(3) Selective targeting, and timely and aggressive action operations against VCI and other selected, priority VC targets.

(4) More effective and sophisticated exploitation of intelligence leads (captured enemy documents and potential human resources) acquired through PHUNG HOANG, security, or tactical military operations.

(5) Coordination of PHUNG HOANG activities with those of other military and pacification operations and programs.

(6) To the above ends, improving the capabilities and performance of GVN PHUNG HOANG personnel and centers.

6. (C) US PHOENIX ORGANIZATION FOR SUPPORT OF THE GVN PHUNG HOANG PLAN. The US PHOENIX organization follows the US chain of command and parallels the GVN PHUNG HOANG structure.

a. National Level (see Annex A).

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MACV Dir 10-20

life and property, to the earliest possible release of innocent persons temporarily detained during anti-VCI operations, and to observance of RVN judicial and legal due process. Civic and psychological actions must be conducted to secure public understanding, acceptance, and voluntary support of GVN and allied anti-VCI/VC efforts.

d. Neutralization or elimination of the VCI is a Vietnamese responsibility, employing essentially police as well as special operations techniques and resources. The President of the Republic of Vietnam decreed on 1 July 1968 a "National PHUNG HOANG Plan," designed "to direct, coordinate, and control all national efforts toward neutralizing the VC infrastructure." This decree stipulates that the National Police shall be the "principal operational element" of PHUNG HOANG. Success of the program requires that the military forces provide support to the National Police until the latter are capable of carrying out their basic internal security mission.

e. Within established procedures and capabilities, optimum use will be made of Regional Force and Popular Force units in collecting intelligence for VCI neutralization or elimination. These forces are indigenous to the area in which they fight and, therefore, have valuable knowledge of the local populace which should be exploited. In addition, they provide assistance to the National Police Forces in maintaining security.

f. Implementation of the National PHUNG HOANG Plan calls for the establishment of a nationwide system of PHUNG HOANG Committees, each supported by a permanent office or center. The operational, cutting edge of this system is at district--the District Intelligence and Operations Coordinating Center (DIOCC), and province--the Province PHUNG HOANG Permanent Center (or "PIOCC"). The DIOCC and PIOCC have a dual mission--to provide intelligence support to both military and anti-VCI operations, and to generate and coordinate intelligence exploitation actions against VCI and other VC targets in their areas.

g. As security and pacification are extended in villages and hamlets, the PIOCC and DIOCC will make a special effort to exploit the potential of "people's intelligence," e.g., information known and available among the local community pertaining to enemy personalities, organizations, and activities.

h. United States and FWMA Forces and agencies will perform basically an advisory, assistance, and support role in the attack on the VCI. This will include military operations against VC and VCI targets, in cooperation and coordination with GVN forces and intelligence and operations coordinating centers.

i. The English translation of Vietnamese "PHUNG HOANG" is "PHOENIX." This is the name given to the US program to support, assist, and advise the GVN in its attack on the VCI.

j. The US PHOENIX management and coordinating structure, to include PHOENIX committees and coordinators at each level of command, will serve as

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4. (C) OBJECTIVES. The objectives of this program are:

- a. To coordinate and give impetus to GVN, US, and FWMAF civil and military intelligence collection, processing, and exploitation operations directed toward neutralization of the VCI.
- b. To insure that overt programs and operations conducted by US components as they relate to identification, location, exploitation, and elimination of the VCI, are integrated, compatible, and coordinated with parallel GVN programs and operations.
- c. To achieve, within established priorities, maximum effective utilization of resources available for the sustained, accelerated attack on the VCI.

5. (C) GENERAL.

- a. Elimination or neutralization of the VCI:
 - (1) Is an integral part of the strategy to meet and defeat any VC armed threat, and to extend and maintain the momentum of pacification and development.
 - (2) Supports tactical military operations by depriving the VC/NVA forces of essential direction, assistance, and support.
 - (3) Is essential to the GVN's pacification and development programs, including self-defense and local government, in that it:
 - (a) Renders the VC incapable of coordinated political action, terrorism, and subversion.
 - (b) Is fundamental to the establishment and maintenance of public security, and law and order.
- b. The attack on the VCI will be mounted and sustained in both urban and rural areas. Resources will be marshalled and concentrated to permit a selective rather than shotgun attack on the primary VCI target. Secondary, but also important targets will include associated VC political fronts, VC civil and military support elements, and VC guerrillas and sappers. National and local priorities will be set to guide and coordinate intelligence collection and collation, and operational targeting, for VCI neutralization or elimination.
- c. Within capabilities and established procedures and priorities, optimum use will be made of Chieu Hoi and psychological operations resources and techniques. In the conduct of anti-VCI operations, particular care will be taken to avoid unnecessary harassment of the people. Special emphasis will be given to safeguarding

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HEADQUARTERS
UNITED STATES MILITARY ASSISTANCE COMMAND, VIETNAM
APO San Francisco 96222

DIRECTIVE
NUMBER 10-20

23 May 1969
(MACCORDS)

ORGANIZATION AND FUNCTIONS

ORGANIZATION, FUNCTIONS, AND RESPONSIBILITY
FOR SUPPORT TO THE ATTACK ON THE VC INFRASTRUCTURE (U)
SHORT TITLE: PHOENIX (U)

1. (U) PURPOSE. This directive prescribes policies, establishes responsibilities and command relationships, and outlines procedures for overt joint US civil/military actions to complement and support the GVN PHUNG HOANG program for elimination or neutralization of the Viet Cong political infrastructure.

2. (U) APPLICABILITY. This directive is applicable to all US and FWMA Forces and agencies engaged in or supporting programs and operations aimed at elimination or neutralization of the VCI.

3. (U) DEFINITION.

a. The Viet Cong Infrastructure (VCI) is defined as the political and administrative organization through which the Viet Cong control or seek control over the South Vietnamese people. It embodies the Party (Peoples Revolutionary Party (PRP)) control structure, which includes a command and administrative apparatus (Central Office for South Vietnam (COSVN)) at the national level, and the leadership and administration of a parallel front organization (the National Front for the Liberation of South Vietnam (NFLSVN)), both of which extend from the national through the hamlet level.

b. A more detailed definition of those VC organizational positions identified as VC infrastructure is contained in MACV Directive 381-43 (C) and Intelligence Collection Program - BIG MACK, references 11d and 11e, below.

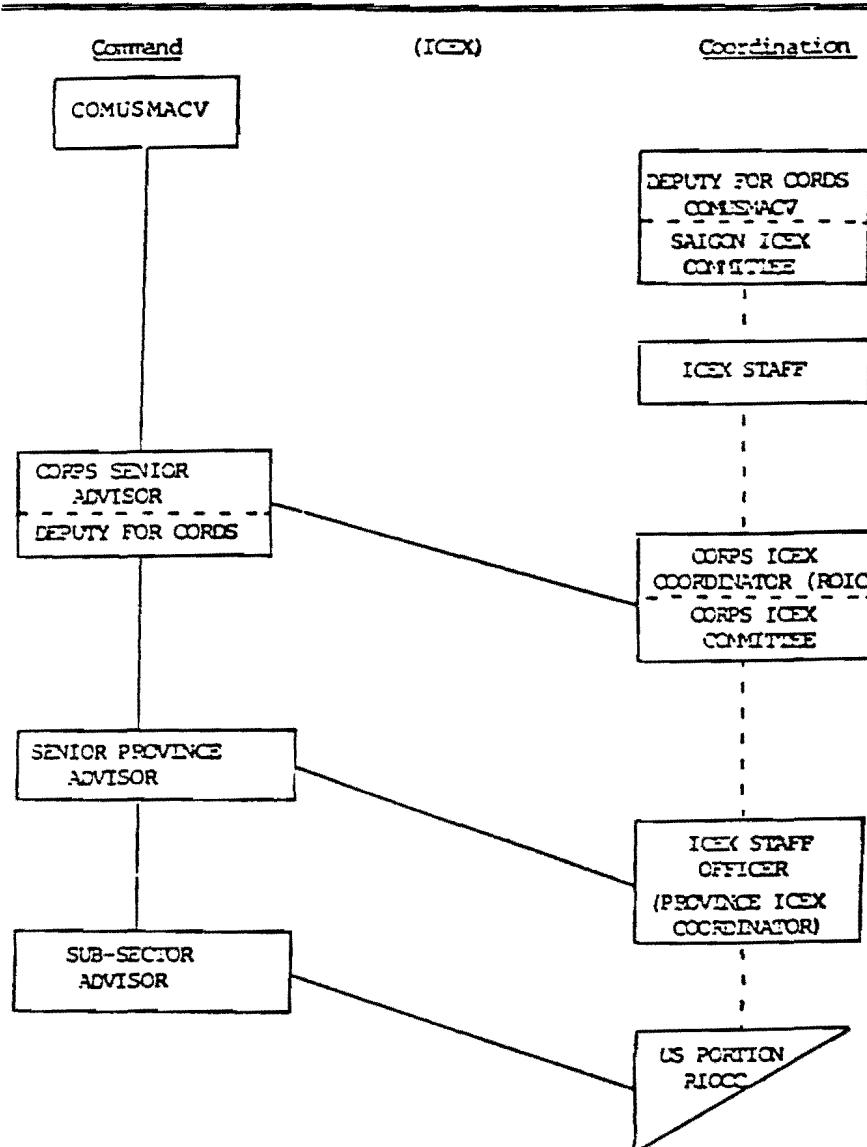
c. The VCI does not include the NVA and VC military forces as defined in reference 11c, below.

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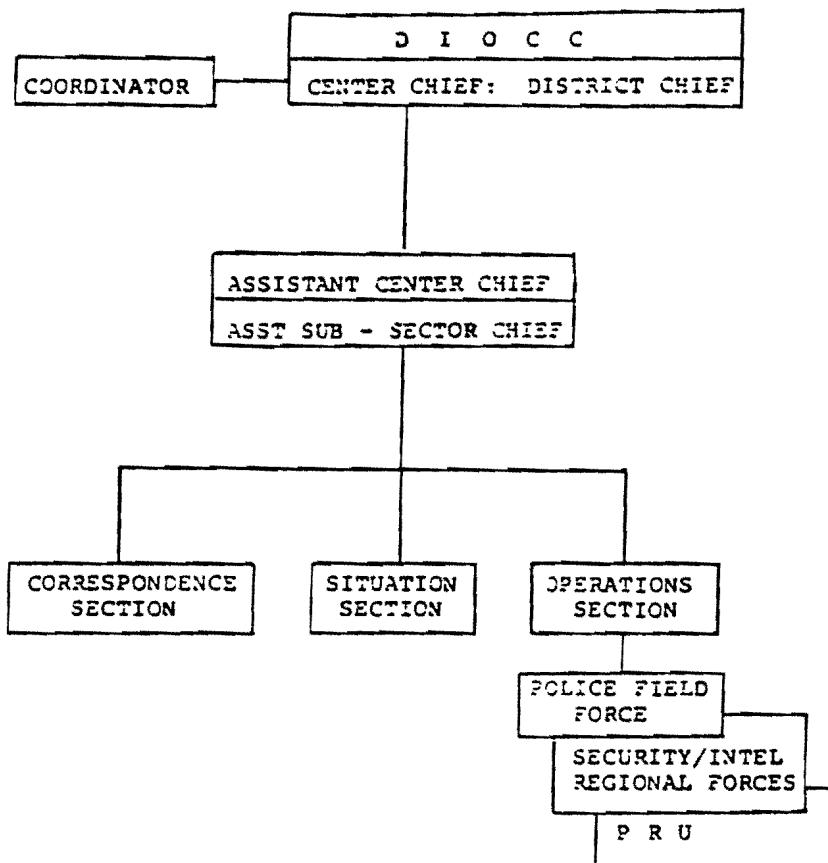
*This directive will become effective and supersede MACV Directive 381-41(C) on 1 July 1969. It may be used prior to that date as a reference for planning and programming.

ANNEX V:Directive 10-20, May 23, 1969, CMH Collection

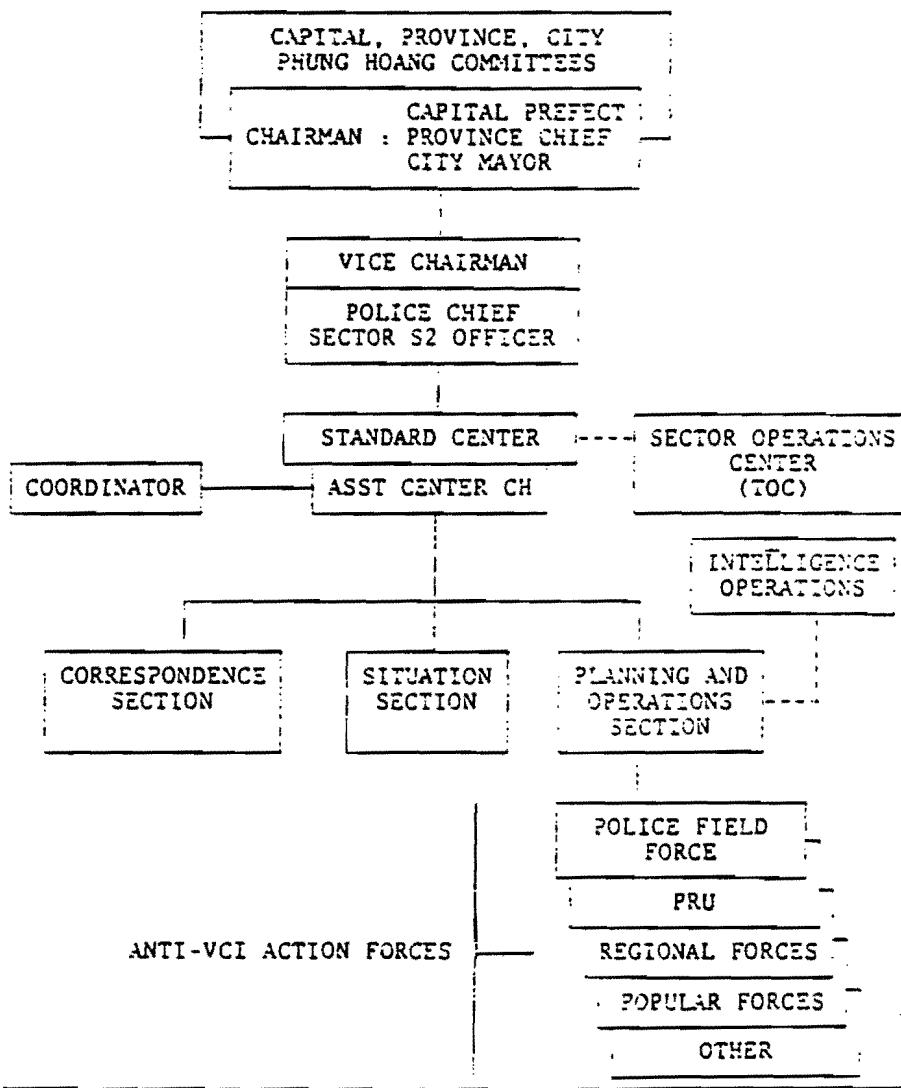
U.S. Organization for Infrastructure
Intelligence Coordination and Exploitation



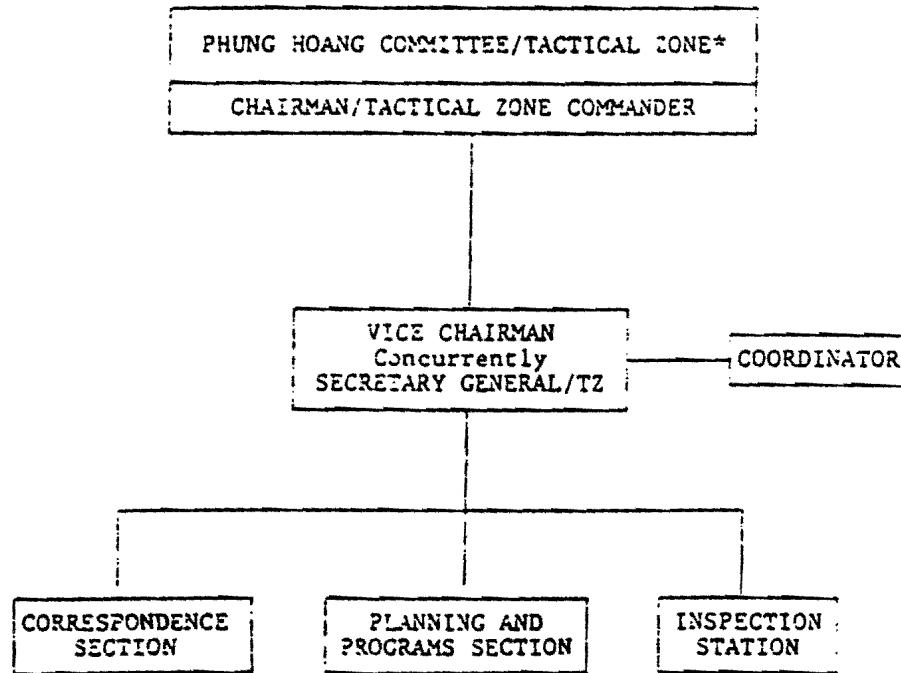
District Intelligence and
Operations Coordinating Center



PHUNG HOANG COMMITTEES: Vertical Structure

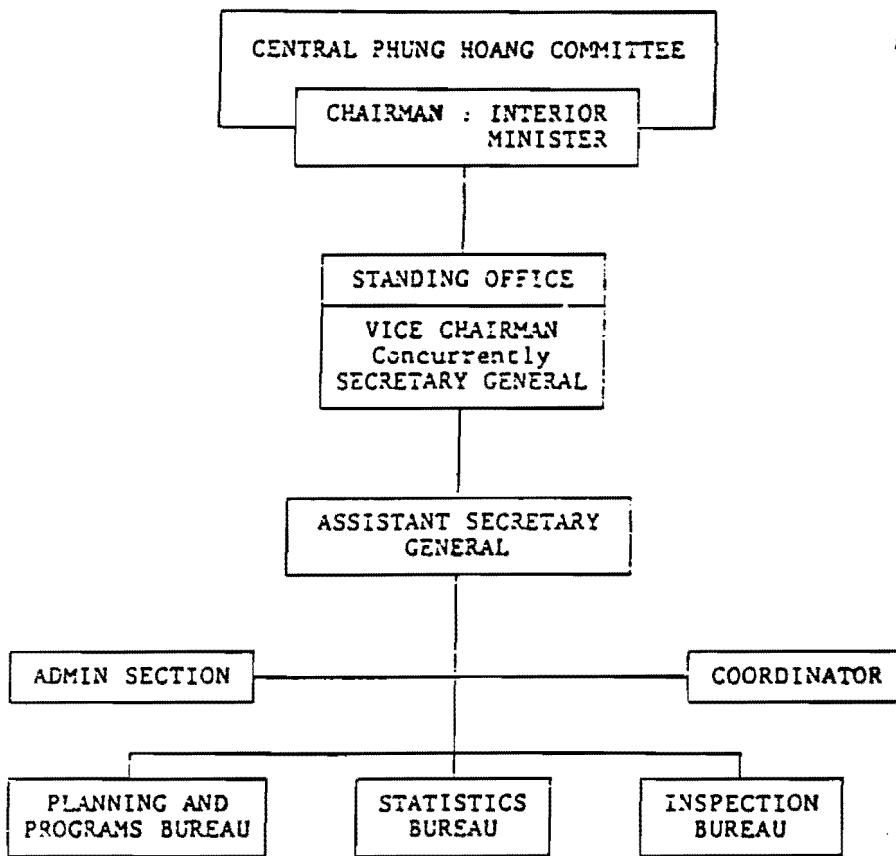


Phung Hoang Committee Structure

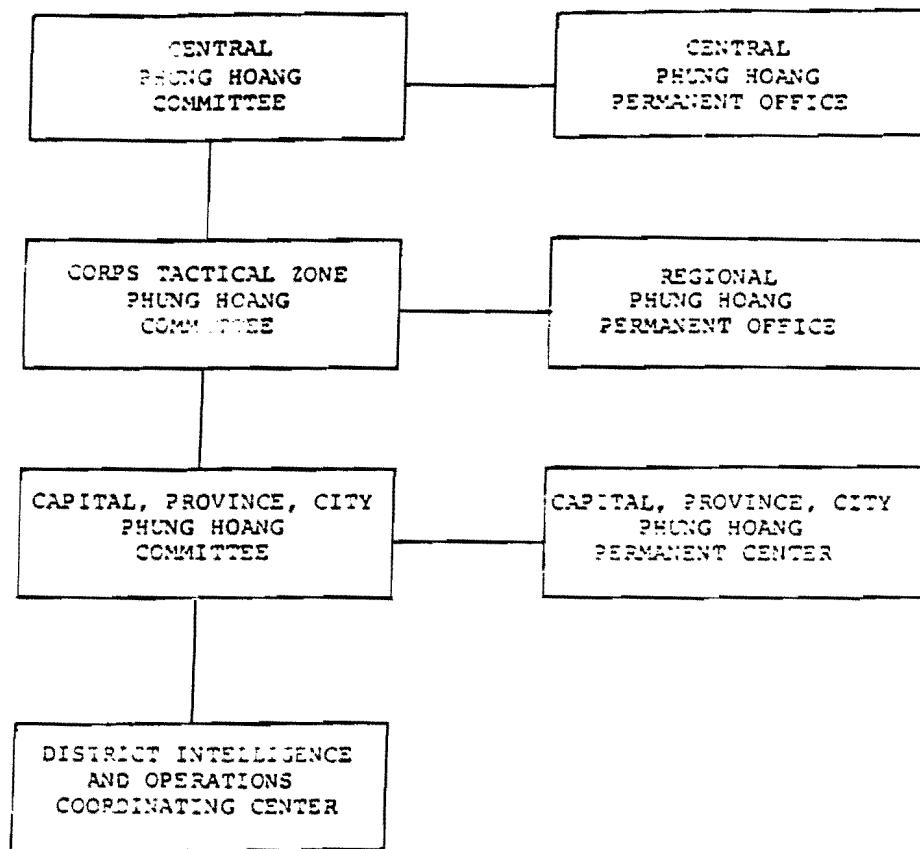


*Often referred to as "REGION" or just "CORPS."

Central Phung Hoang Committee:
Vertical Structure



Government of South Vietnam
Organization for Phung Hoang (Phoenix)

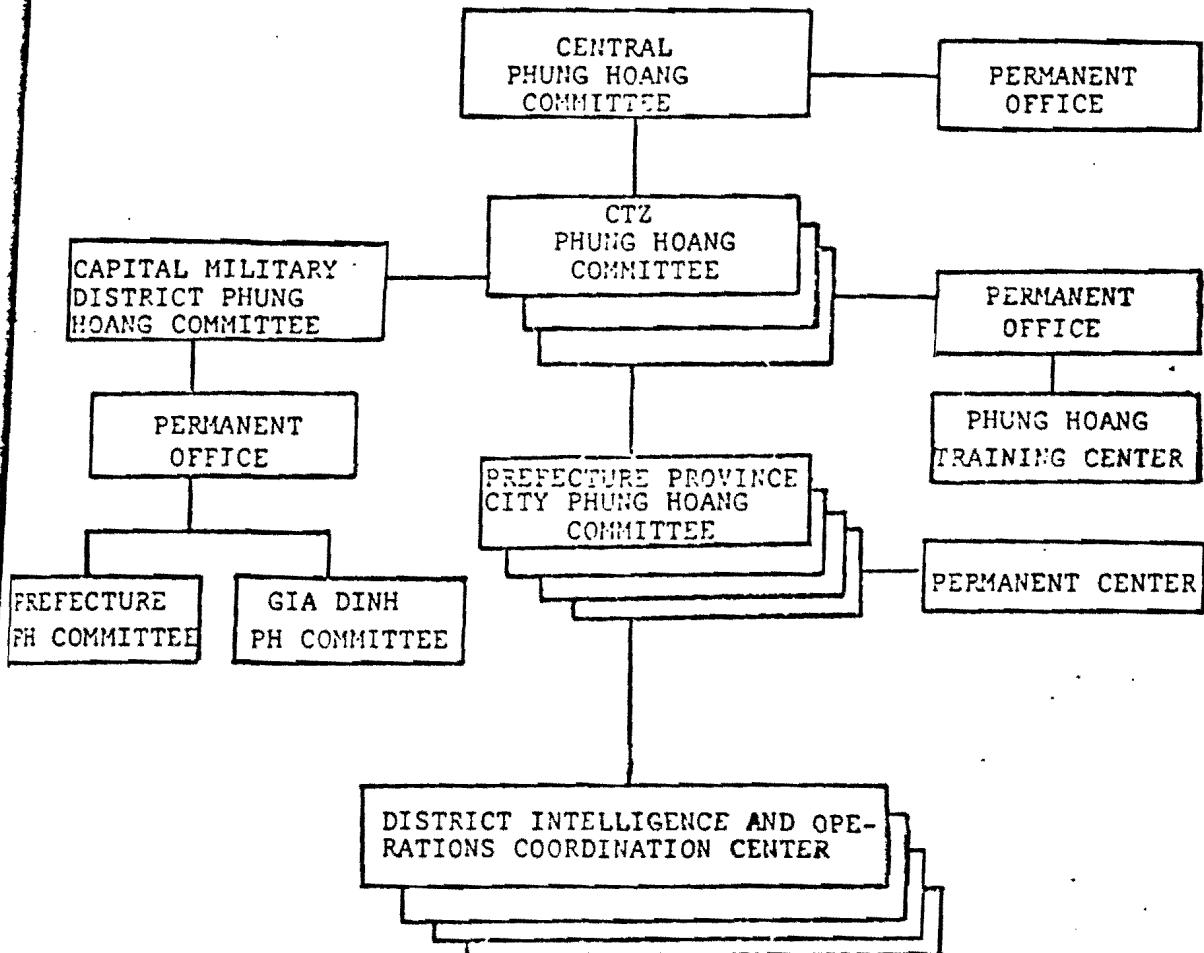


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ORGANIZATIONAL CHART
OF
THE PHUNG HOANG PLAN

Decree #280-a/TT/SL dated 1 July 1968 of the President of the Republic of Vietnam prescribed the establishment of the PHUNG HOANG Plan.



(From Phung Hoang SOP No.3, p.2)

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ANNEX IV: Phung Hoang Wire Diagrams

Sources: (1) Johnson, R., Phoenix/Phung Hoang: A Study of Wartime Intelligence Management, American U., Phd.Thesis, 1985

(2) Knapp, W.L., Phoenix/Phung and the Future, US Army War College, March 8, 1971