

Psy 7
Rle
49
JAN 69

FILE	SUBJ.
DATE	SUB-CAT.

HEADQUARTERS
UNITED STATES MILITARY ASSISTANCE COMMAND, VIETNAM
OFFICE OF THE ASSISTANT CHIEF OF STAFF, CORDS. 69
APO SAN FRANCISCO 96222

MACCORDS-CH

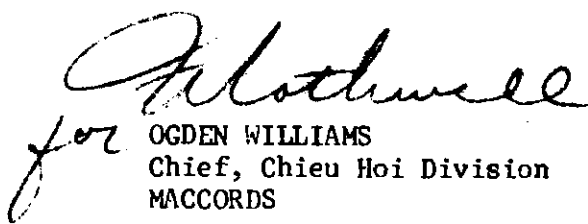
16 January 1969

MEMORANDUM FOR: Deputy for CORDS, I, II, III and IV CTZs
(Attn: Chieu Hoi Advisors)

SUBJECT: Chieu Hoi Operational Memorandum No. 1/69: Administration
and Operation of the Armed Propaganda Teams.

1. In 1964, the Ministry of Chieu Hoi first conceived the idea of using ex-Hoi Chanh to discuss the Chieu Hoi Program with Viet Cong and/or Viet Cong families. Out of this grew the Armed Propaganda Team concept. Each successive year the APTs have continued to grow in size and number. In the course of their growth many messages and directives have been issued by the Ministry of Chieu Hoi and its fore-runners to provide instruction and appropriate guidance to the field.
2. It is the purpose of this memorandum to consolidate into one document of guidance published by the Ministry of Chieu Hoi in the form of messages and directives. All aspects of the APT concept are covered so that everyone directly concerned with, or interested in this subject, will have a better understanding of face-to-face propaganda means and methods. The Ministry of Chieu Hoi has been consulted on each segment of the information contained herein to insure its validity. It has plans to produce a companion document for distribution through GVN channels.
3. When everyone concerned with the administration, operation, and advisory responsibility of APT operations is properly guided by the procedures outlined herein, there will be marked improvement in the operational proficiency of the APTs.

FOR THE ASSISTANT CHIEF OF STAFF, CORDS:

for 
OGDEN WILLIAMS
Chief, Chieu Hoi Division
MACCORDS

ARMED PROPAGANDA TEAMS

I. GENERAL.

During the summer of 1964, the Chieu Hoi Ministry conceived the idea of propaganda teams to better exploit the experience and knowledge of selected Chieu Hoi returnees following their classification and political indoctrination in the Chieu Hoi Center. It decided to use returnees to go back into Viet Cong-controlled or contested areas to talk to the people, relate their experiences on both sides, discuss the policies and aims of the GVN and tell the people about the Chieu Hoi Program. This would not only place the Hoi Chanh in a positive position to help the GVN, but at the same time would show the people that those who have seen both sides recognize the Communist cause as unjust and desire to fight against it. These units would receive additional political, psywar and military training to assist in accomplishing their mission; they would be provided weapons for self-protection rather than for offensive combat.

The first two Chieu Hoi Armed Propaganda Team Companies were organized in October 1964, composed of two 36-man platoons each, and were employed in Long An, Binh Duong and Quang Ngai Provinces. The outstanding success of these initial four platoons led to the establishment of an additional fifty (50) during 1965 and 1966. As the importance of the APT in performing the person-to-person propaganda mission was realized, the authorized complement of the APT was increased to 45 companies in 1967, and 65 in 1968. The authorization will be maintained at 65 companies during 1969.

II. ADMINISTRATION

Administration of the APT requires thorough knowledge of proper personnel procedures by officials who administer and advise the Program.

The Ministry of Chieu Hoi has published numerous messages to the Province Chieu Hoi Chiefs to provide detailed guidance in administration of the APT. Since personnel procedures have a very direct influence on the morale and effectiveness of the APT, this section will discuss the proper methods of executing each personnel action involved in APT recruitment and hire, and help clarify some existing areas of misunderstanding.

Recruitment.

Personnel of the APT are selected from Hoi Chanh or ex-Hoi Chanh on the basis of their leadership ability, demonstrated loyalty to the Government and ability to communicate effectively with the people. Any Hoi Chanh, man or woman, may be recruited for employment as an APT. In addition to the criteria which are common for all Government employees, the Ministry requires each APT applicant to meet the following additional prerequisites:

- Must be a genuine Hoi Chanh having shown real intent to return,
- Must not be guilty of prior criminal acts or military desertion,
- Must be no younger than 17 nor older than 50 years of age, and
- Must be free from the draft, i.e., if between the ages of 18-38

(the GVN mobilization age limitations), the applicant must be recruited during the draft deferment period granted to a Hoi Chanh. Deferment period is during 6 months from the date of leaving the Chieu Hoi Center if the Hoi Chanh returned after 13 March 1968, or one year from the date of initial return if the Hoi Chanh returned prior to 13 March 1968.

The initial draft deferment is submitted by the Chieu Hoi Chief to the Military Affairs Office in each Province after an applicant has been officially approved by the Ministry for APT employment. Subsequent annual draft deferments during the entire period of draft eligibility are also submitted to the same office.

Of the many reasons why applicants are found not to be qualified for APT employment, a large majority of cases involve failure to meet these prerequisites. Most prevalent reasons are (1) expiration of the initial Chieu Hoi draft deferment, and (2) prior desertion from RVNAF (ARVN, R/F or P/F). The Chieu Hoi Chief must detect and eliminate those persons who do not meet the above prerequisites from further processing so as to obviate unnecessary processing of ineligible persons by the Ministry.

The Chieu Hoi Chief must prepare a dossier on each APT applicant. The dossier will include the following documents:

- Application for employment
- 5 photographs, 4cm x 6cm
- Health certificate from a Ministry of Health representative
- Copy of the relocation certificate (or statement that the Hoi Chanh is still residing in the Chieu Hoi Center)
- Agreement to be stationed any place in the country where needed.

The dossier will be presented to the Provincial Management and Recruiting Committee for approval. When the Committee has screened and approved the applicant for employment, a Temporary Recruiting Mission Order is published establishing temporary employment for the candidate, subject to acceptance for official employment by the Ministry of Chieu Hoi. The time limitation for recruitment, either 6 months or 1 year, is considered to be met when the Temporary Recruiting Mission Order is published.

To circumvent the time lost in transmission of dossiers through the GVN PTT and to expedite publication of final appointment orders by the Ministry, all Chieu Hoi Chiefs have been instructed by Ministry message # 1328/BCH/PH/HD/HD-CD, 24 October 1968, to give the dossiers to the Chieu Hoi Advisor who will forward them to Saigon by use of the CORDS distribution system. The dossiers will be immediately delivered to the Ministry by Chieu Hoi Division, Saigon.

Local Temporary Appointments.

When the Province Chief has signed the Temporary Recruiting Mission Order, each APT recruit is authorized to receive \$VN2500 per month base salary from Article I funds, until the Ministry has published permanent appointment orders. There should be no reason for an APT recruit to go unpaid awaiting publication of orders from the Ministry. Province officials and advisory personnel should not allow this to happen. Once the Ministry's permanent appointment orders are received at the Province Treasury, each APT recruit is then officially recognized as a permanent member and is authorized to receive the allowances for which he may qualify, ie, family, inducement, function and rice allowances, in addition to his monthly salary. The Chieu Hoi Chief and Chieu Hoi Advisor should be alert to the prompt payment of these allowances.

Permanent Appointment; Change of Status.

The Ministry of Chieu Hoi will receive and process all applications for employment and will publish Permanent APT Appointment Orders if the applicant is fully qualified. Prompt notice of any change in the status of APT members should be provided to the Ministry, ie, promotion or demotion, KIA, resignation or involuntary separation, so that necessary adjustment can be made to the Ministry roster of APT members and necessary orders can be published. The Chieu Hoi Chief should make sure that the Ministry has the current unit strength, by name and duty position, and that any changes thereto are reported promptly.

In the event an APT member is killed, the following documentation must be assembled and immediately forwarded to the Ministry:

- Report of death
- Application for gratuity pay
- Death certificate signed by a public doctor or local official
- Marriage certificate
- Birth certificate of children
- Certificate of residence
- Duplicate of current ID card.

- Certificate from a local official that the APT member's wife is not remarried.

- Certificate from the Chieu Hoi Chief that the APT member received his salary for the previous month.

- If the APT member is unmarried, the parents or other surviving members of the family must provide (1) a certificate that they are authorized to receive the gratuity pay, (2) a certificate that the APT member was not married, and (3) the APT member's birth certificate.

Numerous instances have been revealed where considerable time elapsed from the death of an APT member until the Chieu Hoi Chief submitted the death dossier. This additional hardship on the family should not be allowed to happen.

Pay and Allowances.

APT members are authorized pay and allowances according to the following scale:

Title	Grade	Salary	30% Inducement	Function Allowance	Rice Allowance	Per Diem	Total
Company Commander	4	3100	930	800	200	6000	5030
Deputy Co. Comdr.	3	2900	870	500	200	1800	4470
Platoon Leader	3	2900	870	500	200	1800	4470
Assistant Plt. Ldr.	2	2700	810	200	200	1800	3910
Squad Leader	2	2700	810	200	200	1800	3910
Assistant Squad Ldr	1	2500	750	None	200	1800	3450
Member	1	2500	750	None	200	1800	3450

NOTE: (1) Per Diem is not included in the above total salary computation.

(2) In addition to the above salary and allowances, each married man is authorized a family allowance of \$VN 525 for his wife and \$VN 450 for each child.

(3) Full per diem will be paid when the APT has been on operations 10km or farther from the Chieu Hoi Center for an accumulative total of 20 days or more during the month. When on such operations of less than an accumulative total of 20 days, per diem is computed at \$VN 90 per day.

- (4) The function allowance will not be paid until the Ministry publishes orders appointing the individual to a "functional" position. Assistant Squad Leaders will be appointed by the Chieu Hoi Chief.

Recruits who qualify for family allowances must provide the following documents to the Chieu Hoi Chief who will verify the APT members eligibility to receive this allowance:

- Marriage certificate
- Birth certificate of each child
- certificate of conjugal residence

Considerable effort has been made by the Ministry through messages # 146/BCH/HCTC/KT/NgV/TT, dated 28 Feb 68 and # 1394/BCH/HCTC/KT/NgV/CD, dated 5 Nov 68, to educate the Chieu Hoi Chiefs on how to transfer unused funds from another budget Article to Article I (Salaries and Allowances). In the event Article I cannot locally be supplemented from another Article for any reason, then the Chieu Hoi Chief must request additional funds from the Ministry - nonpayment of salaries is inexcusable since ample funds are available in the budget.

Death and Disability.

APT members are authorized to receive payment for permanent-type injuries. The amount of money to be received will be computed by the Director, Administration and Finance Directorate, Ministry of Chieu Hoi, upon notification of circumstances of the injury. The computation will be based on the percentage of disability and length of service in the APT but in no case will the total payment authorized exceed one year's salary. Death gratuity in the amount of one year's total salary (including allowances) will be paid to the beneficiary who was designated by the APT member. Hospitalization for any injury incurred during official employment is authorized at the Provincial hospital; the APT will receive the same medical treatment as any other Government employee.

Capture or Abduction.

If an APT member is captured while on an operation or is abducted by the Viet Cong, the Chieu Hoi Chief must prepare a certificate outlining the circumstances under which the APT member disappeared. This certificate will be given to the local police officials for investigation of the incident. If the investigation confirms the capture or abduction, the certificate, accompanied by the report of investigation, will be forwarded to the Ministry. The Ministry will issue an order to the Chieu Hoi Chief to pay the total monthly salary (including allowances) to the surviving family members each month; this payment will not exceed 12 consecutive months.

In the event the APT member should escape and return safely to the Chieu Hoi Center, the Chieu Hoi Chief will immediately notify the Ministry of his return. The Ministry will then revoke the previous order to the Chieu Hoi Chief and reestablish the APT member to full employment status.

Follow-up Action.

There will be numerous occasions when the Chieu Hoi Advisor will request Chieu Hoi Division, Saigon, to check at the Ministry on the progress of a seemingly slow personnel action. The advisor should provide Chieu Hoi Division with copies of the correspondence and any other related documents which passed between the Chieu Hoi Chief and the Ministry. If not available, then reference numbers and dates should be provided.

III. OPERATIONS.

Mission and Functions.

Missions for the APT have been specifically listed by the Ministry in Directive # 279/TBTTCH/CH/VP/TT, dated 26 April 1967 to be as follows:

- Disseminate Chieu Hoi Policy among the population, denounce all crimes and counter all arguments of Viet Cong propaganda thru psywar operations.
- Contact and induce Viet Cong soldiers to return to GVN
- Participate in military operations for psyops inducement purposes and assist local security forces in the discovery of Viet Cong underground caches.
- Provide security for Chieu Hoi Centers and Hamlets.

Within the framework of the above missions, the APT will perform the following functions:

- Organize meetings, talks, culture/drama performances, distribute leaflets, posters and publications to disseminate Chieu Hoi Policy among the people, paying particular attention to those persons residing in contested or Viet Cong controlled areas.
- Visit Viet Cong families in order to induce them to persuade their relatives to return to GVN
- Assist Viet Cong soldiers and cadre to return to GVN
- Send letters to the returnees' former comrades to persuade them to return to GVN.
- Assist military operations in the recovery of Viet Cong weapons and ammunition caches.
- Assist military units and security services in the identification of Viet Cong underground agents.

- Organize an intelligence effort in order to be forewarned of impending attacks by the Viet Cong on Chieu Hoi Centers and Hamlets.

Although these missions have been of long standing, they are often misinterpreted. The APT is not a combat unit. They are not armed or trained to engage in any form of combat. The Ministry considers the APT to have a primary mission of Chieu Hoi psywar activities.

The APTs are assigned to a province under the command of the Province Chief and under operational control of the Chieu Hoi Chief. The APT may be provided to District Chiefs for specific operations or used on combined operations with either Revolutionary Development Cadre Teams or GVN or allied tactical forces for the specific purpose of performing a psywar function.

Although the APT should be prepared to assist in the protection of GVN citizens and property when under direct attack by the Viet Cong, the APT should be relieved of any tactical assignment as soon as the security situation permits so that it can return to its primary propaganda role. Use of the APT as combat troops, for road clearing operations, by assignment to semi-permanent defensive positions around a Provincial city, or using APT independently to "seek and destroy" Viet Cong are all unauthorized uses and outside the role for which they were originally organized.

The use of APT members as clerical help in the Chieu Hoi Center or for an excessive number to be used as guards is also considered improper employment. Ministry message # 688/BCH/KP/PTTT/SVL, dated 30 October 1968, directed that not more than one third of the total APT complement would be used on guard duty at any one time and that restrictions would be imposed by the Chieu Hoi Chief on use of APT as clerical assistance. Chieu Hoi Advisors must be alert to incorrect usage of the APT and report upward such mal-employment whenever it occurs.

APT Advisors.

Notable improvement in ability and morale of APTs has taken place when US military personnel have been available to serve as APT "advisors". Chieu Hoi Division, Saigon, has been able to obtain and assign a few military personnel as fulltime APT advisors, and many of the Province Senior Advisors have taken it upon themselves to assign an individual from their own resources to this position. MACCORDS-CHD's objective is ultimately to provide each APT in priority Provinces with a sole-duty advisor. Duties which the APT advisor performs are:

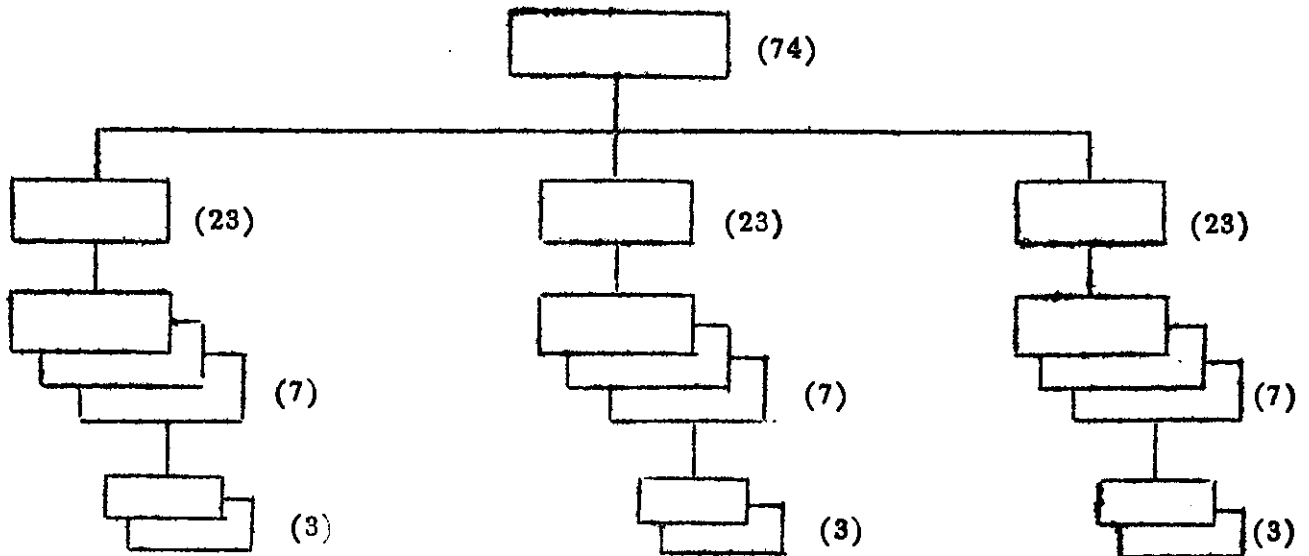
- Assist the Chieu Hoi Chief and APT Company Commander on the necessary planning and coordination which are required to execute an operation,
- Assist the Chieu Hoi Chief and APT Company Commander on planning the defense of the centers and hamlets,
- Assist the APT Company Commander in training the APT in military and psyops subjects, and

- Accompany the APT on field operations in order to provide a basis for identifying needed changes in methods of operations.
- Assist the APT in acquiring needed supplies, equipment or other logistical support.

Composition.

The decision of the Chieu Hoi Ministry to increase the APT strength to 65 companies now provides an adequate number of APT units for the Provinces. These allocations will vary in number and size according to the needs of each Province.

The largest element of the APT is a company. It consists of a Company Commander, Deputy Company Commander, a medic, a finance clerk, an administrative clerk and three 23-man platoons for a total of 74 personnel. A platoon consists of a platoon leader, an assistant platoon leader and three 7-man squads. A squad consists of a squad leader and two 3-man sections (cells); an assistant squad leader must be designated for each section. The organizational arrangement of a company is as follows:



In order to meet the individual needs of each Province, a platoon may either be added to or removed from the basic company structure by Ministry authorization; this produces a reinforced company of 97 personnel or a reduced company of 50 personnel (the Deputy Company Commander is deleted during the reduction of one platoon). The most recent allocation of units by the Ministry has been published under cover of Chieu Hoi Division Operational Memorandum # 38/68, Distribution of 65 APT Companies for 1969, dated 17 December 1968.

Utilization.

In the past, APT operations have depended largely on the security of the area to be visited; availability of transport; or the comparative security offered by the presence of a large combat force on cordon and search operations. As security conditions become more conducive to free movement throughout the countryside, APT operations should become less reliant on other forces. Although bilateral operations are a worthwhile means of performing psyops missions under insecure conditions, the Chieu Hoi Chief should also employ APT personnel frequently on unilateral operations.

Several Provinces have developed various methods of employing APT which have proven to be highly successful. Several of these methods are:

(1) Long-term operations (exceed of 5 days). Most commonly, the APT are employed on missions of 1-day duration. Limited success can be expected from an operation on which the APT are afforded a limited amount of time in which to persuade VC families to return their relatives to the GVN. It takes several days for newness to wear off and to establish basic local relationships. Emphasis must be directed toward missions of 5-day duration or longer. Hoi Chanh have even attested to the effectiveness of long-term APT operations by returning from contested or VC-controlled areas with the APT unit, although such direct results are usually not to be expected.

(2) Operations based on positive intelligence. APT operations are sometimes poorly planned and executed from an intelligence point of view; they should be mounted on the basis of positive intelligence indicating specific targets. General "fishing expeditions" are less productive. With proper coordination during the planning phase with District Chiefs, District Intelligence Operations Coordinating Centers, the Sector S2 or others, APT operations can be more effective in inducing members of the Viet Cong military and infrastructure to return to GVN control.

(3) Purposeful distribution and thorough explanation of psyops media. Indiscriminate distribution of leaflets, posters, magazines and pamphlets without discussion of the contents cannot be expected to produce optimum results. Each APT must be prepared to discuss the contents of any media which he distributes. He should ask the recipient to read the item and offer to answer any question which might be asked; this might be the one opportunity that a VC relative has to clarify some point in question about the Chieu Hoi Program. Time and care must be devoted to this important act. All the prior organization and training of APTs have been directed toward real communication with the people, not just ritual distribution exercises.

(4) Assignment of personnel. A well-planned and coordinated operation can be doomed to failure if care is not given to the assignment of a proper number of personnel. Each member of the APT unit should be assigned to a position on the unit organizational chart. For ease in mission assignment, the number of personnel to be assigned to a task should be expressed in terms of "sections, squads or platoons". Indiscriminately assigning less than three APT (a section) to a mission will only result in poor productivity; fragmentation of integral units should be discouraged. The command structure contained in the APT organization should be required to furnish supervision during operations.

IV. EQUIPMENT.

Weapons.

In 1967, the APT were issued M1 carbines, pistols, submachineguns and hand grenades. These weapons were issued primarily for self-protection of the APT on psyops missions and for protection of the Chieu Hoi Centers and Hamlets. At the time of issue, the weapons were relatively more equivalent in effectiveness to those being used by the average VC than is the case today. As has been stated before, the APT is not a combat unit and therefore should not need the kind of fire power normally associated with a combat unit. On the other hand, the APT does require weapons comparable to those of the enemy and adequate for center and hamlet defense. In order to upgrade APT armament, the following weapons and communication equipment have been requested from excess Military Assistance Program sources:

- Pistol, automatic, cal 45
- Carbine, M2, cal 30
- *- Rifle, Browning, automatic
- Submachineguns, cal 30
- *- Machinegun, cal 30
- *- Flare, illuminating, MK 24
- Grenade, fragmentation
- Radio, PRC-10

NOTE: (*) These items are to be used in defense of the Chieu Hoi Centers and Hamlets and not for use on daily operations.

The issue of weapons includes all accessory equipment, such as slings and cleaning equipment. Arms issued to the APT must be maintained in a serviceable condition at all times and secured against theft. The above new weapons, when available, will be released to the Ministry of Chieu Hoi by the Ministry of Defense. They will be distributed to each Region Area Logistic Command. Distribution within the Region will be performed by the Regional Chieu Hoi Representative. Weapons previously issued and ammunition and spare parts resupply will continue to be handled by Provincial A & DSL Companies.

Clothing and Equipment.

The Ministry has made provisions to issue clothing and equipment to the APT. To assist the Ministry in procurement of items which are not available from Vietnamese sources, the Chieu Hoi Division has received information that the US Department of Defense will fund for items which are available in the US logistical system in Vietnam. The following list of clothing and equipment is authorized for each APT member:

- 2 uniforms (1 camouflage and 1 olive green)
- 1 pair of field boots
- 2 pair of socks
- 1 hat, field
- 1 belt, canvas
- 1 blanket, wool
- 1 hammock
- 1 mosquito net
- 1 poncho
- 1 canteen w/cover
- 1 field pack
- 1 pistol belt
- 1 entrenching tool w/carrier
- 1 first aid packet w/cover
- 1 bayonet w/scabbard
- 2 ammunition magazine pouches

Proper maintenance of clothing and equipment should be encouraged by the Chieu Hoi Advisor.

The APT have been issued $\frac{1}{4}$ ton vehicles for use during psyops missions. An APT unit flag has been designed and authorized for issue to each APT company and platoon. Housing for 20 companies of APT has been budgeted in 1969 so as to alleviate the overcrowded conditions which exist at Chieu Hoi Centers and Hamlets because the APT are billeted there.

V. TRAINING.

There has been inadequate emphasis on the training of the APT. To repair this deficiency, the Ministry is placing primary emphasis on training at Region level. Centralized training at each Regional Chieu Hoi Center will make available competent instructors from the Psywar community, will standardize the level of training received by all APT within the Region area and will provide the Ministry with a means of managing the training programs.

A standardized training schedule has been distributed to the Regional Chieu Hoi Representatives. All four officials are expected to initiate and continue training courses in accordance with the approved training schedule. The Ministry considers the following topical coverage sufficient to constitute an acceptable level of training:

- Constitutional Government of Vietnam
- Rural Development and Reconstruction Program Policies
- Land Reform and Agriculture Programs
- Chieu Hoi Program Organization and Policies
- Face-to Face Communication Techniques
- Techniques of Organization in the Operations Area
- Equipment and Techniques of Distributing Psyops media
- Small Unit Defensive Tactics
- Practical Exercises

The Ministry requires a report to be submitted in advance of each course specifying the number of students enrolled, their Province and duty assignments, and an estimation of the training funds which will be required. At the termination of each course, the Ministry desires a final roster of the class, with honor students identified. Training funds are retained at the Ministry and are provided to each Regional Representative based on the requirements for each course.

More emphasis will be given to raising the level of training of APT members when it is apparent that the APT organization is approaching full strength. Each advisor should encourage the Chieu Hoi Chiefs to assure maximum attendance in each course so that all members of the APT can be provided with the training to perform their functions in the field.

VI. SUMMARY

This pamphlet was prepared so that the (1) advisors and managers of the Chieu Hoi Program, (2) the Intelligence and Psywar communities, and (3) other persons who are interested in the means and methods of face-to-face inducement, will have a better understanding of the APT and its administration and operation.

The APTs have already proven their ability to employ effectively face-to-face psyops, generally considered the single most effective inducement technique. There is every reason to believe that the effectiveness of the APT will continue to improve as better methods of selection, training and utilization are developed.