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APO San Francisco 96222  
Office of the Assistant Chief of Staff for CORDS

CORDS STAFF MEMORANDUM  
NUMBER 10-2

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(CORDS/MSD)

ORGANIZATION AND FUNCTIONS  
ASSISTANT CHIEF OF STAFF FOR  
CIVIL OPERATIONS AND RURAL DEVELOPMENT SUPPORT

1. PURPOSE. This memorandum sets forth the organization and functions of the office of the Assistant Chief of Staff for Civil Operations and Rural Development Support (ACofS, CORDS).
2. APPLICABILITY. This memorandum is applicable to all ACofS, CORDS elements.
3. GENERAL. The Assistant Chief of Staff, CORDS functions under the policy guidance of the Deputy to COMUSMACV for CORDS and supervision of the Chief of Staff. In addition, he coordinates with US civilian agencies in South Vietnam on all technical and related matters in support of the GVN's pacification efforts.
4. ORGANIZATION AND FUNCTIONS.
  - a. The functions and responsibilities of CORDS are prescribed in MACV Directive 10-12.
  - b. The functions and responsibilities of the ACofS, CORDS are prescribed in MACV Directive 10-21 and are described in detail in Annex A of this memorandum.
  - c. The organization of MACCORDS is depicted in the chart at Annex B.
5. POLICY.
  - a. The principles of operation and scope of responsibility for the ACofS, CORDS are as set forth for all HQ MACV general staffs in paragraph five of MACV Directive 10-21.
  - b. Policies and procedures governing organizational changes within MACCORDS are described in CORDS Staff Memorandum 10-1.

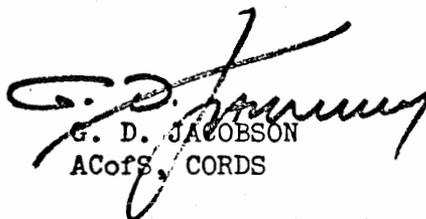
Staff Memorandum  
Number 10-2

6. PROCEDURES. Procedures for accomplishing organizational changes within MACCORDS and for revising Annex A to this memorandum are described in CORDS Staff Memorandum 10-1.

7. REPORTS. This memorandum requires no report.

8. REFERENCES.

- a. MACV Directive 10-12
- b. MACV Directive 10-21
- c. CORDS Staff Memorandum 10-1.

  
G. D. JACOBSON  
ACofS, CORDS

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INDEX TO ANNEX A

	Page
1. Office of the Assistant Chief of Staff, CORDS	1
2. Pacification Studies Group	3
3. Plans, Policy and Programs Directorate	4
4. Management Support Directorate	7
5. Reports and Analysis Directorate	9
6. Territorial Security Directorate	12
7. PHOENIX Directorate	14
8. Public Safety Directorate	17
9. Community Development Directorate	21
10. Chieu Hoi Directorate	24
11. War Victims Directorate	26
12. Saigon Civil Assistance Group	29

1. OFFICE OF THE ASSISTANT CHIEF OF STAFF FOR CIVIL OPERATIONS AND RURAL DEVELOPMENT SUPPORT.

The ACofS, CORDS, is the principal staff assistant to COMUSMACV on US civil/military support for the GVN Pacification Program. The Pacification Program includes the military, para-military, political, economic, and social process of establishing or re-establishing local government responsive to and involving the participation of the people. This is accomplished by providing sustained credible territorial security, destroying the enemy's underground political structure, asserting or re-asserting political control over the people, and initiating economic and social activity capable of self-sustenance and expansion.

a. The ACofS, CORDS has primary staff responsibility for:

- (1) Providing advice on all aspects of US civil/military support for the Pacification Program.
- (2) In conjunction with GVN authorities, developing joint and combined plans, policies, concepts, and programs concerning US civil/military support for pacification.
- (3) Supervising the execution of plans and programs for US civil/military support for pacification.
- (4) Providing advice and assistance to the GVN, including the Central Pacification and Development Council, the various ministries, the RVNAF, JGS and other GVN agencies on US civil/military support for pacification.
- (5) Managing and directing US civil assistance to the city of Saigon in the fields of internal security, political mobilization, and technical support.
- (6) Serving as the focal point for economic warfare, to include population and resources control, and for civic action by US Forces.
- (7) Serving as the point of contact with sponsoring agencies for the Pacification Programs; maintaining liaison with sponsoring agencies in representing their interests in

Annex A

civil non-pacification programs and activities in the field; and maintaining direct operational communications with the field elements for these programs.

- (8) Evaluating civil/military pacification activities and reports on progress, status, and problems of pacification support.
  - (9) Acting on all Pacification Program support policy matters pertaining to subordinate echelons.
  - (10) Supervising US Advisory assistance to the GVN's PHUNG HOANG program, the attack on the VC infrastructure.
- b. The Executive Director for Civil Operations has responsibility under the ACofS, CORDS for coordinating all civil aspects of pacification and development in both policy and operations as indicated above. He also serves as ACofS, CORDS representative and liaison with other US Agencies and GVN authorities.
- c. The Executive Secretary to ACofS, and DACofS, CORDS, heads the Executive Secretariat and established administrative policies and procedures for the internal operation of the Office of the Assistant Chief of Staff, CORDS; monitors and coordinates administrative actions of the staff and the Directorates; and institutes appropriate coordination of actions; assuring conformance with MACV policies. The Executive for Personnel Management performs those personnel functions inherent to the ACofS, CORDS and coordinates appropriate functions in the four Military Regions; maintains liaison between CORDS and the ACofS, J1, the Adjutants General of the military components and the personnel office of USAID, the US Embassy, the CPO for DOD civilians and appropriate local and third country national personnel. He maintains required extracts of manpower and personnel data available in the Management Support Directorate and monitors closely the personnel programs of interest to the ACofS, CORDS.
- d. The Special Assistant to ACofS, CORDS for Village Self Development and Urban Affairs has responsibility for monitoring all aspects of VSD and urban affairs. He has responsibility for developing an urban strategy and effecting liaison in all urban matters with all relevant Directorates of CORDS and Divisions of USAID.
- e. The CORDS information Officer coordinates all solicited publicity and press coverage given to Pacification programs by the world-wide communications media. Maintains close liaison with JUSPAO and the MACV Information Office with regard to current and anticipated publicity involving any element of CORDS or Pacification, coverage concerning CORDS. Keeps ACofS, CORDS apprised of significant press, radio, and TV coverage concerning CORDS.

2. PACIFICATION STUDIES GROUP.

The Pacification Studies Group has responsibility for evaluating the effectiveness of and conducting or coordinating studies of various aspects of the Pacification Program under the direction of DEPCORDS/MACV and the ACofS, CORDS. It performs the following functions:

- a. Conducts studies of pacification programs and other programs to the extent they affect pacification, in order to provide Deputy for CORDS/MACV and ACofS, CORDS with current assessments of program status and to prepare recommendations for action to solve problem areas in structure or implementation.
- b. Submits to Deputy for CORDS/MACV and ACofS, CORDS ideas for new programs or new implementation techniques based on field experience of Group members.
- c. Provides fast reaction capability for immediate information needs of Deputy for CORDS/MACV and ACofS, CORDS on specific high priority areas of interest to which normal administrative channels are unable to respond.
- d. Provides Deputy for CORDS/MACV and ACofS, CORDS periodic, timely analyses of public attitudes on a national basis as they affect pacification.
- e. Exercises staff supervision for the ACofS, CORDS of the Pacification Task Force, or other contract operationally-oriented research agencies, to insure efficient integration of their efforts in the pacification programs.
- f. Provides personnel and/or ideas as required to committees, task forces and other organizations charged with long or short range advance planning at the national level, to the extent their deliberations affect or are effected by the pacification effort.

### 3. PLANS, POLICY AND PROGRAMS DIRECTORATE.

Advises and assists the GVN Central Pacification and Development Council (CPDC) and other GVN agencies in the development of pacification plans, policies, and concepts; develops military, political, and economic plans, policies and concepts concerning pacification and national development; conducts CORDS review and approval of pacification programs and contributes to plans and policies developed by other MACV staff sections; determines MACCORDS piaster requirements; negotiates with USAID and GVN on all resource levels; advises ACoS, CORDS on impact on pacification of military strategies and tactics; coordinates with US and GVN field commanders, PSAs and Province Chiefs regarding implementation of programs.

#### a. Plans and Policies Division.

- (1) Advises and assists the Central Pacification and Development Council (CPDC) - the GVN ministerial level committee for coordinating the pacification-related activities of all GVN agencies - in the development of pacification plans, policies and concepts; and negotiates with CPDC in its coordination effort by providing appropriate overall guidance to Ministry counterparts in CORDS and other US agencies.
- (2) Develops and coordinates military, political and economic plans, policies, concepts, doctrine, strategies and resources concerning the development and security aspects of pacification and national development with other MACV agencies, appropriate GVN agencies and US Mission agencies; reviews other US agencies' plans and programs in light of pacification policies and objectives.
- (3) Provides advice and assistance to GVN agencies in the development of pacification plans, policies, and concepts and war plans in support of pacification; assists the GVN in insuring that individual GVN Ministry or agency plans and programs relating to pacification and development are compatible with and contribute to overall national pacification and development objectives.

- (4) Reviews and contributes to force structure planning for military, para-military and civil forces; develops civil affairs plans and policies; monitors requirements for civil affairs units; develops and monitors Civil Affairs and pacification aspects of SEATO and South East Asia contingency plans.
- (5) Contributes to and assists MACV staff agencies in redeployment and post hostilities planning.

b. Program Division.

- (1) Reviews all new CORDS program submissions to assure consistency and conformance with approved policy, guidelines, objectives, and priorities; joins sponsoring agencies in the review and approval of new programs for pacification and development; advises the GVN Programming and Budget Group of the CPDC; advises ACofS, CORDS on economic warfare policy and procedures.
- (2) Reviews funding levels and determines availability of funds; conducts liaison with GVN Directorate General of Budget and Foreign Aid on all local currency matters regarding MACCORDS programs; determines CORDS local currency requirements and monitors local currency resources to assure adequacy and timeliness of support; advises MACCORDS' technical divisions on all program and dollar budget matters; reviews project implementation documents for accuracy and authenticity; provides representation to MACV budget screening board to review the GVN National Defense Budget.

- c. CPDC Liaison Group. Advise and assists the Central Pacification and Development Council Coordination Center (CPDC/CC), the GVN's ministerial level committee for coordinating the pacification-related activities of all GVN agencies; provides direct contact between DEPCORDS/MACV, the ACofS, CORDS and elements thereof and the CPDC; monitors inter-ministerial meetings and makes appropriate reports to interested American agencies; where appropriate invites American representation at either regular or special meetings chaired by the CPDC/CC; provides an interpreting service at high

level meetings and quick-response translations; conducts trips to the field with GVN officials to monitor the progress of specific programs.

- d. Ministry of Interior Liaison Group. Provides primary contact between the Deputy to COMUSMACV for CORDS, the ACofS, CORDS and elements thereof, and the Government of Vietnam's Ministry of Interior.

4. MANAGEMENT SUPPORT DIRECTORATE.

The Management Support Directorate supervises and coordinates activities and develops plans, policies, and procedures in the management and administrative areas, including manpower planning, manpower development, management analysis, provision of administrative support to CORDS, translation and publication of US versions of GVN pacification-related publications, air operations, and security.

The Directorate serves as the principal management advisor to CORDS and as principal CORDS representative with respect to administrative and support matters.

a. Administration Division. Serves as CORDS focal point for field support, property management and maintenance services. Provides management analysis, translation, publication, field desk, and general services.

- (1) Provides management analysis services in areas of organizational, procedural and other management studies; administers MACCORDS administrative publications system, prepares and recommends policy statements and procedures for the administrative and management support of MACCORDS and CORDS field elements; prepares MACCORDS organization and functions statements.
- (2) Provides translation and publication of GVN ministerial documents, and performs research and prepares briefs from these documents.
- (3) Arranges transportation and housing and coordinates travel arrangements for field personnel; makes arrangements as required for visitors to CORDS field elements; assists in coordination between field and Saigon elements.
- (4) Supervises CORDS motor pool operations, space management, Duty Officer activities, issuance of civilian curfew passes; provides administrative backstopping to the Management Support Directorate; and is CORDS point of contact for other US agencies providing administrative support to CORDS.

- b. Manpower Management Division. Analyses and recommends CORDS manpower requirements and administers CORDS orientation and language training programs.
- (1) Conducts surveys and evaluates CORDS manpower needs; recommends manpower ceilings; maintains staffing patterns and Joint Tables of Distribution; advises on and reviews all position descriptions; maintains liaison with supporting agencies to assure that approved manpower needs are met. Formulates and administers the CORDS Manpower Plan.
  - (2) Plans and conducts orientation and job indoctrination programs, conducts training programs; serves as liaison between CORDS, the Vietnam Training Center, and military personnel to be assigned to CORDS; administers the Testing Program to qualify employees for language differentials.
- c. Air Operations Division. Manages USAID Air America contract providing air operations support, comprising cargo and passenger service for CORDS, other US Mission, contractor, and Vietnamese personnel working in support of pacification throughout Vietnam; participates in contract negotiations for such support; coordinates with and arranges U.S. military airlift support; and appraises air cargo and passenger operations to assure service is responsive to developing program requirements.

5. REPORTS AND ANALYSIS DIRECTORATE.

Operates a broad range management information system for MACCORDS management. Develops and operates ADP systems in support of MACCORDS directorates and GVN pacification objectives. Controls all MACCORDS field reporting. Analyses reports to provide quantitative and qualitative measurement of pacification progress. Conducts analyses of the dynamics of pacification processes to define problems and recommend solutions. Provides staff support services to ACofS, CORDS and MACCORDS directorates relating to ADP, reports, graphics, briefings, and management information systems.

a. Analysis Division.

- (1) Conducts analyses of pacification programs using the MACCORDS Management Information System together with the tools and techniques of operations research.
- (2) Manages the Hamlet Evaluation System (HES) and the Territorial Forces Evaluation System (TFES), including making changes to these systems to improve their operation and effectiveness as management tools.
- (3) Processes requests for information from the MACCORDS Management Information System requiring special one-time reports or special computer runs.
- (4) Assists MACCORDS management in the retrieval and use of pacification information; provides an interface between pacification information systems and systems users.

b. Reports Division.

- (1) Serves as the central point for collection and dissemination of information on CORDS programs and all pacification related activities.
- (2) Conducts short term analyses of pacification related activities for use by CORDS management officials and to serve the information needs of higher management levels.

- (3) Prepares and presents briefings on pacification progress and activities of CORDS elements in the RVN.
- (4) Serves as a central library and research center to receive and make available documents and reports related to pacification activities.

c. ADP Systems Division.

- (1) Provides overall management direction for the MACCORDS Management Information System.
- (2) Accomplishes all ADP systems analyses required to develop new ADP systems or improve existing systems.
- (3) Provides all computer programming and internal computer systems design for MACCORDS automated information systems.
- (4) Assures proper functioning of all operational ADP systems and related printing and distribution operations.
- (5) Acts as ADP coordinator, including coordination with the Data Management Agency (DMA).
- (6) Prepares and distributes the MACCORDS Management Information System's Command, Operational, and Maintenance Manuals.

d. Support Services Division.

- (1) Performs administrative functions for the Reports and Analysis Directorate, including budget, personnel, security, message center, and other support functions.
- (2) Administers the CORDS Report Control Program and coordinates the manual field reporting system.
- (3) Provides professional audio-visual support to all CORDS elements and operates a graphic design and production facility in support of CORDS

- (4) Operates the Pacification Support Management Center including the support of CORDS conferences, meetings, and briefings.

6. TERRITORIAL SECURITY DIRECTORATE.

Advises and assists the Government of Vietnam (GVN) Joint General Staff (JGS) relative to the Regional Force and Popular Force (RF/PF) and the GVN Ministry of Interior (MOI) relative to the Peoples Self Defense Force (PSDF). Develops and recommends policies and programs on the employment of the RF/PF and the PSDF. Monitors and makes recommendations to improve the status, employment, and development of MATs; maintains staff cognizance over the USARV Advisor School. Monitors and makes recommendations to improve the force structure, support, operational status, and training of RF/PF.

a. Regional Force and Popular Force Division.

- (1) Maintains liaison with and acts as the MACV advisor to the JGS on the concepts of employment and improvement of RF/PF.
- (2) Monitors and makes recommendations to improve the force structure, support, operational status, and training of RF/PF.
- (3) Monitors and makes recommendations to improve the status, employment, and development of MATs; maintains staff cognizance over the USARV Advisor School.
- (4) Maintains reports and evaluates data on RF/PF.

b. Inspection Advisory Division.

- (1) Maintains liaison with and acts as the MACV advisor to the JGS RF/PF Inspection Department.
- (2) Provides MACV representation on combined MACV/JGS inspection teams and investigation teams relative to RF/PF activities.
- (3) Performs inspections of MATs, and recommends action for improvement.
- (4) Provides input for JGS/MACV inspection reports and provides English translations of the final JGS/MACV report for distribution as appropriate.

c. Peoples Self Defense Force Division.

- (1) Maintains liaison with and acts as the MACV advisor to the GVN MOI on all aspects of the PSDF as a security and development organization.
- (2) Maintains liaison with the JGS on matters pertaining to the military support aspects of the PSDF.
- (3) Develops and prepares MACV program directives for US advisory guidance on the PSDF.
- (4) Provides advice and assistance to the MOI on PSDF policy formulation, program planning, and operational problems.
- (5) Monitors and makes recommendations to improve the support, operational status, and training of PSDF, to include PSDF Cadre.

d. Pacification Security Coordination Division. Coordinates MACCORDS activities relating to pacification security.

7. PHOENIX DIRECTORATE.

Provides staff supervision for the PHOENIX Program, a program designed to support the GVN PHUNG HOANG Plan for intelligence coordination and exploitation designed to neutralize the Viet Cong infrastructure. Provides timely, day-to-day staff direction, coordination and support to field operations. Recommends and develops PHOENIX plans and policies and promulgates instructions to PHOENIX field elements at all levels concerning operating doctrine, responsibilities, relationships, program planning, program management, and reporting. Provides central program administration for the PHOENIX program. Conducts liaison with, and provides US coordination and support to the GVN Central PHUNG HOANG Permanent Office (CPHPO).

a. Plans And Operations Division.

- (1) In accordance with MACV Directives and PHOENIX Committee policy guidance, prepares, coordinates and provides for issuance of implementing directives, operational guidance and aids, and staff instructions.
- (2) Unilaterally, or in combination with the CPHPO, continually reviews PHUNG HOANG/PHOENIX program understanding, coordination and performance at all levels; participates in joint US and combined US/GVN field inspections; submits reports; recommends or initiates remedial or corrective actions as appropriate.
- (3) In cooperation with other US and GVN intelligence and intelligence exploitation agencies, monitors intelligence on the VCI; suggests or recommends for command policy, action, changes in the direction (thrust) emphasis, or techniques in the operational attack on the VCI.
- (4) Prepares and coordinates PHOENIX action programs, implementing plans and subprograms, PHOENIX (or PHUNG HOANG) annexes or appendices to other plans and programs, and the like, as required.

- (5) Monitors legal activities of the GVN as they relate to neutralizations of the VCI and VC support elements, to include legislation, declaration of amnesties and other actions by the Executive, court decisions, and operations of Provincial Security Committees. Prepares or assists in the preparation of handbooks or other guidance and procedures.

b. Training Division.

- (1) Assists and supports the CPHPO in cooperation with the P&O Division in matters pertaining to training of GVN PHUNG HOANG personnel and elements.
- (2) Conducts a regularly-scheduled orientation course for US PHOENIX coordinators and Free World Force personnel.
- (3) Conducts briefings for concerned agencies and personnel on PHUNG HOANG, as well as a debriefing program for US PHOENIX personnel and Province Senior Advisors.

c. Program Administration.

- (1) Develops and disseminates to PHOENIX field elements VCI organizational structure criteria for use as a basis in neutralization reporting.
- (2) Prepares VCI neutralization reports on selected categories of VCI personnel from machine printouts and data input from PHOENIX field elements.
- (3) Establishes and coordinates US civilian and military personnel requirements for PHOENIX coordination, management, and advisory positions at all levels; recommends and monitors utilization of personnel resources. Monitors the program for authorization and assignment of local national employees to the PHOENIX program.

- (4) Ascertains, assembles, collates, and coordinates field requirements for logistics, transportation, funding and other management support for US PHOENIX elements and activities not otherwise programmed and provided for by other participating or supporting programs or agencies.
- (5) Provides centralized services of common concern for the Directorate, including but not restricted to:
  - (a) Administrative, transportation, and translation support.
  - (b) Personnel, document and physical security.

8. PUBLIC SAFETY DIRECTORATE.

Develops and recommends basic policy proposals, goals, objectives, and guidelines for the US public safety program in support of the GVN National Police; advises and assists the GVN National Police, Combined Telecommunications Directorate and Directorate of Corrections.

- Advises the National Police inspection corps, evaluates PSD programs and personnel, compiles management reports and other research projects, and prepares materials to illustrate the PSD program.
- Plans and directs the internal management functions of PSD, supervises the office staff and directs functional activities of PSD.

a. Field Operations Division.

- (1) Provides technical guidance to the Saigon Metropolitan Police Branch and four corps area advisory staffs; monitors technical and administrative guidance to the field; analyzes field reports; makes field assignments, inspections, and monitors program progress in the field; and reviews and overviews all PERS and DARS of field personnel.
- (2) Advises the Marine Police on organizational procedures and administration; vessel and equipment requirements, maintenance, repair and other facilities; and operational procedures.

b. Technical Support Division.

- (1) Prepares program proposals for submission, records implementation status, and direct the documentation of project agreements and implementation orders.
- (2) Advises the National Police on effective commodity and supply management programs and maintenance programs, effects Inter-agency Support Agreement procurements, and develops automatic data processing records.

- (3) Advises on major police training activities, selection and training of National Police training personnel, curricula development, and training facilities.
- (4) Advises on development of personnel programs, administration, records, and organization; promotion policies; work methods, tables of organization; salary administration; job analysis and evaluation; and employee services and welfare programs.

c. National Police Field Forces Division.

- (1) Provides technical assistance to the Commander and staff of the National Police Field Forces in all activities including psychological operations, plans, operations, training, personnel management, budget and fiscal, logistics, construction, maintenance, and intelligence.
- (2) Advises and supports the Commander, staff, and faculty of the Dalat NPPF Training Center.
- (3) Prepares and controls DOD-funded projects of the PSD/NPPF Program.
- (4) Operates the PSD/NPPF US Depot,

d. Police Staff Operations Division.

- (1) Advises National Police on criminal investigations and regulatory investigations, immigration services, urban and rural patrol, traffic control, crime laboratory, and Ministry of Interior activities including civil security of facilities, personnel, and documents.
- (2) Advises national identification service which includes the National Identify Card Program.
- (3) Advises National Police on resources control activities including denial of men and material to the enemy.
- (4) Advises National Police on a central records service including development of automated management and operational systems.

- (5) Advises National Police on research and planning including internal security.

e. Correction and Detention Division.

Advises the Director of Corrections on the construction, improvement, maintenance and operation of national and provincial correction centers, and similarly advises the Detention Bureau of the National Police concerning screening and detention facilities at provincial and regional levels.

f. Telecommunications Division.

- (1) Supports the Combined Telecommunications Directorate, the Directorate General of National Police, and other civil and military security agencies by providing professional, technical and commodity assistance. Supports the Village/Hamlet radio system.
- (2) Supports the overall PSD mission and objectives by providing technical advice and support in the operation and maintenance, nation-wide, of integrated telecommunications facilities, systems and services under the Combined Telecommunications Directorate.
- (3) Provides technical support and guidance in telecom to the Marine Police and National Police Field Forces.
- (4) Provides technical guidance, advice and support in the operations of the CTD Depot and CTD training facility at Thu Duc.
- (5) Provides operational, technical and logistics support to the country-wide VHRS, including over 4,000 VHRS radios for Revolutionary Development Cadre (RDC).
- (6) Acts as technical consultant in areas of telecom internal security to U.S. and GVN military and civilian agencies.
- (7) Reviews, evaluates and monitors funding programs for CTD, DGNP and SMPD. Advises and monitors overall training program for CTD, DGNP and SMPD as it relates to the telecommunications field.

**Staff Memo 10-2**

- (8) Operates the CORDS telecommunications system; directs and supervises installation and maintenance of telecom equipment; maintains liaison with telecom activities of sponsoring agencies.

9. COMMUNITY DEVELOPMENT DIRECTORATE.

Advises and assists the GVN Ministry of Rural Development (MORD), Ministry for Development of Ethnic Minorities (MDEM), and Ministry of Interior (MOI). Recommends MACCORDS inputs to U.S. Mission policies and programs for community development. (Community is interpreted in its broadest sense, to include all elements of communal life, from hamlet through provincial to national.) Coordinates MACV supported community-oriented programs and policies with other U.S. agencies (Embassy, USAID, JUSPAO). Exercises staff supervision over local government and community development programs in the field. Exercises staff supervision over the administration of MACCORDS Assistance in Kind funds. Provides support and advisory assistance to the National Training Center for Cadre at Vung Tau.

- a. Program Staff. Develops and recommends policy and fund proposals, objectives and priorities for CDD; evaluates projects, proposals and plans and in this connection, conducts liaison with the Ministry of Rural Development (MORD) Inspection Directorate; prepares necessary documentation to implement approved projects; advises functional offices of MORD and MDEM to insure coordinated implementation of the activities financed with US funds, including advising on financial planning, auditing and budgeting procedures; maintains the MORD and MDEM AAC budget, the Department of Defense funded Rural Development Cadre budget and the National Training Center budget.
- b. Rural Development Division. Exercises staff supervision of the MACCORDS efforts dealing with Ethnic Minorities development, local government and community oriented programs including preparation of plans and guidance to subordinate commands and coordination with appropriate FWMAF, GVN and US governmental and private agencies. Develops and coordinates plans, policy doctrine, concepts and strategy to organize the rural and urban population in support of the government and to develop higher standards of living for both. Monitors and provides guidance to the development and execution of Province, Regional and National Pacification plan.
  - (1) Advises and assists the MDEM in the areas of education, the land tenure system, vocational training, rural health, development of written languages, emergency relief, information,

Montagnard-GVN relations; arranges participant training; advises the Pleiku Montagnard Training Center.

- (2) Advises the Program Directorate of MORD and assists MORD in preparation of plans, guidelines and directives related to Village Self Development (VSD) and monitors implementation of the VSD Program; oversees the VSD reporting system; and conducts training seminars in VSD.
- (3) Monitors and advises on all programs dealing with non-urban local government and village government development programs including village and hamlet elections, tax reform, rural credit and information programs; monitors the training of village and hamlet officials at the National Training Center for Cadre and at Provincial Training Centers.
- (4) Advises and assists in the development and implementation of Urban Development Programs, self development programs for urban areas, long range urban planning, and monitors implementation of these activities; conducts liaison with GVN/FW Forces and agencies on information programs affecting urban communities.

c. Civic Action Division.

- (1) Develops over all policy and exercises staff supervision over MACV civil-military operations programs including employment of Civil Affairs Companies, employment of Seabee Teams, allocation of commodities and materials for civil-military operations projects, management of funds used for civil-military operations projects, and community relations programs.
- (2) Coordinates with other US Government agencies, Government of Vietnam Ministries, and various religious and social institutions in furtherance of civic action programs.
- (3) Administers all CORDS Military Support of Pacification funds including CORDS Program accounts, the Advisory Pacification Fund and the CORDS Contingency Fund.

- d. Rural Development Cadre Division. Advises and assists MORD and MDEM on, and recommends US programs in support of, the recruitment, training and support and operations of ST/RD Cadre; program support for ST/RD Cadre; exercises staff supervision over and manages U.S. support for the GVN's programs for RD Cadre and Son Thon Cadre.
  
- e. National Training Center for Cadre Division. Advises and supports the GVN's National Training Center for Cadre at Vung Tau in the conduct of its training activities and the operations of the Center.

10. CHIEU HOI DIRECTORATE.

The Director, Chieu Hoi has general staff responsibility for U.S. assistance to the over-all National Chieu Hoi Program. As such, he supervises the operations of CHD and acts as advisor to the GVN Minister for Chieu Hoi. The office of the Director initiates and implements policy, procedures, and guidelines for the over-all program. It also insures effective implementation and operation of the total program.

- a. Military Liaison Staff. Advises the Director of Intelligence and Security of the Ministry of Chieu Hoi in order to insure that the intelligence operations potential of the Chieu Hoi Program is available for exploitation and is responsive to US and GVN intelligence communities; coordinates intelligence aspects of the Chieu Hoi Program with COMUSMACV, GVN intelligence agencies, and the Ministry of Chieu Hoi; advises the Director of Intelligence and Security on policy and procedures in the interrogation of and intelligence collection from Hoi Chanh; analyzes the effectiveness of classification, interrogation, reporting and exploitation procedures, and recommends needed changes and improvements; develops policy and reviews the operations of the Luc Luong Sau Muoi Sau (Kit Carson Scouts) Program, which is a US and FWMAF program, for utilizing ex-Hoi Chanh in military roles.
- b. Program Planning and Reports Staff. Advises the Director of Planning, MCH, on Chieu Hoi policy planning; e.g., Military Support of Pacification Plan, the annual Pacification and Development Plan, and the Spring Greater National Unity Campaign; develops programs for US assistance to the National Chieu Hoi Program; serves as liaison with USAID/Programs and CORDS/PP&P on all Chieu Hoi activities and is responsible for command actions from the Central Pacification and Development Council; advises the Inspectorate-General of the MCH on audits, inspections, and investigations, including procedures, data collection and reporting; evaluates the effectiveness of various Chieu Hoi programs and advisory impact; prepares all Chieu Hoi reports to higher headquarters, e.g., weekly statistical summaries, special reports,

fact sheets, and status up-dates; advises the Ministry of Chieu Hoi on establishment of reporting and data collection systems; advises the Planning Directorate and the Director of Chieu Hoi on manpower planning and management, including in-service training program development; is the principal briefing agent and handles press relations for the Directorate.

- c. Field Operations Division. Advises and assists the Ministry of Chieu Hoi on all operational aspects of the Chieu Hoi Program; prepares and submits planning information and reports on the field operations for the Chieu Hoi Program; serves as a coordinating office for all individuals and agencies, American and Vietnamese, which have missions related to or in support of the Chieu Hoi Program; has responsibility for: Armed Propaganda Team operations, vocational training, political training, Psyops, reception operations, resettlement, follow-up program and the overall operation of the National Center.
- d. Program Support Division. Advises the Director of Management, MCH, on specific program support requirements necessary to meet the objectives of the Chieu Hoi Program; prepares estimates for material and assists the Ministry of Chieu Hoi in the preparation of financial and budget expenditure reports on overall support requirements; manages all staff administrative and fiscal activities of the Directorate; has responsibilities for: resettlement support, construction, logistics, rewards, awards, finances, administration, and personnel.

11. WAR VICTIMS DIRECTORATE.

Develops policy proposals, goals, objectives and guidelines for U.S. assistance to the GVN refugee, social welfare, war veterans and youth affairs programs; advises the GVN Ministry of Social Welfare, Ministry of War Veterans and Directorate General of Youth and has responsibility for monitoring the implementation of the PL-480 Title II Program of the U.S. Mission.

a. Refugee Division.

- (1) Acts as principal staff advisor to the Director of the War Victims Directorate in all matters pertaining to programs for refugees, repatriates, and certain war victims entitled to benefits established by the Ministry of Social Welfare.
- (2) Advises and assists the Ministry of Social Welfare in the establishment of policy and procedures in furtherance of the objectives of Ministry's programs for refugees, repatriates and war victims.
- (3) Analyzes all incoming field quantitative and narrative reports incorporates these analyses into recurring and special reports and assessments.
- (4) Manages the Directorate's reporting system, carrying out the necessary coordination with CORDS/RAD systems analysis and the GVN Ministries concerned.
- (5) Serves as contract representative for all contracts initiated by the Directorate and performs the duties of that position which are prescribed by USAID regulations.

b. Social Development Division.

- (1) Serves as CORDS focal point for all matters pertaining to programs formulated by Ministry of Social Welfare as regards widows, orphans, disabled and needy people and to the Directorate General of Youth.

- (2) Advises and assists the Ministry of Social Welfare and the Directorate General of Youth in the establishment of policy and procedures in furtherance of the objectives of their respective programs.
- (3) Maintains close and continuous contact with CORDS Directorates and USAID Divisions to provide for maximum coordination among the various GVN agency programs pertaining to war victims and youth.

c. War Veterans Division.

- (1) Serves as CORDS focal point for all matters pertaining to programs formulated by the Ministry of War Veterans.
- (2) Advises and assists the Ministry of War Veterans in the establishment of policy and procedures in furtherance of the objectives of the program.
- (3) Maintains close and continuous contact with CORDS Directorates and USAID Division to provide for maximum coordination among the various GVN agency programs pertaining to war veterans, orphans, widows and the disabled.

d. Program Support Division.

- (1) Provides staff support in the areas of program and fiscal matters, logistical requirements, voluntary agency participation, implementation of the PL-480 Title II program and personnel requirements.
- (2) Advises and assists the Ministry of Social Welfare and the Ministry of War Veterans on matters involving logistics, technical aspects of program formulation and fiscal matters and voluntary agency participation in the various programs of the Ministries and the U.S. Mission.
- (3) In coordination with the other divisions of the Directorate, prepares program documents for submission to USAID, other CORDS Directorates, higher management levels within the U.S. Mission and AID/W.

- (4) Acts as focal point for U.S. Mission for registration of both U.S. and third country voluntary agencies and renders such support as is required and authorized in order to permit these agencies to carry out programs which are in consonance with the U.S. effort in Viet Nam.
- (5) Provides logistical advice, guidance and support, particularly during times of emergency, to Regional Refugee Officers.
- (6) Monitors implementation of the PL-480 Title II program by the MSW to insure conformance with US law.

12. SAIGON CIVIL ASSISTANCE GROUP.

Manages and directs all US civil assistance to all governmental elements under the jurisdiction of the Prefect (Mayor) of Saigon, and coordinates all US Mission programs and projects having impact upon the social economic life of Saigon residents. The Director, SCAG reports to CG, Capital Military Assistance Command for security matters and to the ACoFS, CORDS for non-security matters. Coordinates with the various civil and military agencies on formulation and execution of policy, projects and programs within the City of Saigon.

- Defines US objectives, and methods and requirements for meeting them, prepares Saigon Sector Strategy Plan, coordinates and reviews program submission and prepares project implementation documents; evaluates program implementation; develops and administers reporting systems.
- Develops information programs and psychological operations, advises the Saigon/Cholon Vietnamese Information Service, responsible for Chieu Hoi advisory program.

a. Security Division.

- (1) Directs, coordinates and advises on all security-related matters in the Prefecture of Saigon.
- (2) Advises Saigon Metropolitan Police Directorate in the areas of planning, operations, staffing, budgeting, administration and logistics; reports and analyzes public safety trends and conditions in the Weekly Highlights Report and the SMPD Monthly Report; reports Resources Control checkpoints and family census control operations.
- (3) Advises GVN intelligence organizations in the program of coordinated attack on the Viet Cong political structure by insuring maximum cooperation/coordination at all levels; upgrading intelligence reporting/collecting; providing maximum dissemination of all intelligence/interrogation reports; focusing attack on the VCI.

- (4) Advises and assists the ARVN Capital Sub-Region Commander and his staff in areas of command, administration, training, field operations, intelligence, security, logistics, psychological warfare and civil affairs; advises and assists the Mayor of Saigon and his staff for PSDF on matters pertaining to PSDF, organization and training, operations, administration and logistics; monitors the progress of the overall PSDF program in the Prefecture, reporting and offering suggestions and assistance to improve the program.

b. Civil Operations Division.

- (1) Supervises and implements programs in the field of social welfare, refugees, peoples self-defense and community development by providing advice and assistance to the Mayor, chairman of the City Council, the Prefecture's Plans Officer, appropriate Officers charged with the Self-Defense program in the Prefecture's military headquarters and with the Prefecture's Community Development Coordinator; coordinates SCAG's activities with the Civic Action Branch of the U.S. Army Headquarters Area Command/SCAG.
- (2) Advises and assists the Prefecture's Community Development Coordinator, the Deputy Mayor for Administration, who is concurrently the Chief of the Low-Cost Housing Service, the Social Welfare Chief, the Chairman of the City Council and others. Current programs include the General Self-Help and Khom Program, Self-Help Housing Program, Low-Cost Housing Loan Program, Saigon Community Development Service, Saigon CD Training Center and In-Service Training, organization and establishment of Community Centers Program, Special Welfare Programs and others.
- (3) Advises and assists (with the support of SCAG Technical Divisions) District officials re. city management, urban development and security matters, including self-defense programs, public works and utilities, public health, education, youth activities, social welfare, refugees/resettlement, housing self-help, land reclamation, fire prevention and protection, public transport, and general police activities outside the realm of purely technical areas covered by the Public Safety Division. Acts as

liaison/coordinator between GVN and U.S. organizations during joint District planning and activities and as senior US coordinator when diverse units such as PHOENIX, PsyOps, Chieu Hoi, V.I.S. and Police are engaged in combined District endeavors.

c. Technical Support Division.

- (1) Provides technical and functional support to the corresponding directorates of the Prefecture in the areas of engineering, public health, public administration and education.
- (2) Advises the Director of Saigon City Public Works; participates in program planning; provides on-site investigation for proposed projects, construction designs, cost estimates, fill survey work, coordination, standards and fiscal and project planning.
- (3) Provides coordination between SCAG, USAID/Education, the Prefecture of Saigon and the Ministry of Education; provides technical advice to the school construction program and the classroom repairing program that is developed in the City of Saigon; provides technical assistance to the Elementary Education Chief of Saigon in the development of courses, workshops, conferences and seminars to upgrade teaching in the City and to assist him in the development of an Adult Education Program; drafts program implementation documents.
- (4) Provides advice and assistance to the Prefecture of Saigon to improve and modernize city's organizational structure, administrative procedures (other than in those services to which SCAG provides specialized advisors) and operating policies in the areas of Fiscal Administration, Property Tax Administration, Administrative Structure, Intergovernmental Relations, Operating Procedures, Bus Transportation, Fire Protection and Traffic Engineering.
- (5) Assists counterparts in promoting community health program focused on district health services emphasizing the preventive medicine provided by staffs of district dispensaries, public and private maternities, school health education and sanitation

programs; improving existing curative medicine efforts, educational programs and management of the prefecture medical facilities; improving existing health facilities - dispensaries, and nursing school - in the Saigon Prefecture; assisting the Prefecture Assistant Nurse School; improving the efficiency of the Saigon Sanitation Service.

d. Management Support Division.

- (1) Plans, programs and supervises all activities related to administrative support including supplies and material for SCAG; provides translation, typing, transportation, a Communications and Records service and processing of new Vietnamese applicants and assignments; advises the Director of Material, Saigon Prefecture, on matters pertaining to drawing of material and the proper storage and issue of material.
- (2) Acts as the senior logistics advisor to the Director; advises the Director of Material Saigon Prefecture on matters pertaining to drawing of material and the proper storage and issue of material; assists in programming of facilities equipment, personnel and transportation for use in the Prefecture logistics system; advises the Material Directorate on the preparation and procedures and maintenance of necessary files and documentation for logistics; assists the Material Directorate on the preparation of the annual budget; assists each of the eleven districts of the prefecture in establishing a district logistical system and the issue and storage of material.
- (3) Responsible for personnel actions, time and attendance and maintenance of records on all personnel assigned SCAG.
- (4) Responsible for the requisitioning, maintenance and accountability of supplies and equipment and their issue and storage.
- (5) Responsible for the typing and translation of all materials from divisions and branches except that which is classified.

OFFICE OF THE ACOFS, CORDS, HQ. MACV

