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HEADQUARTERS
U.S. ARMY SECTION
MILITARY ASSISTANCE ADVISORY GROUP, VIETNAM
APO 143, San Francisco, California

MAGAR-OT (S&A)

23 March 1964

SUBJECT: Lessons Learned Number 40: Corps Psywar/CA Operations Center

TO: See Distribution

1. (U) Attached as Inclosure 1 is the latest "Lessons Learned" from counterinsurgency operations in the Republic of Vietnam.

2. (U) The information contained in "Lessons Learned" is primarily intended for use by US advisors in Vietnam. Lessons may be of value for direct application, or they may simply reinforce existing tactics, techniques, or doctrine.

3. (CMHA) This document is classified CONFIDENTIAL to permit freedom of expression and careful analysis of operational methods and tactics of the Republic of Vietnam Armed Forces, to protect US advisor-counterpart relations and to deny any possible use by insurgent forces. Special handling is required under the applicable provisions of DA-DCMI(A) when released to friendly nations. Release to personnel of the Republic of Vietnam will be governed by the provisions of MACV Memo 6, 13 Oct 62 and MAAG Memo 380-4, 12 Nov 63. Sanitized versions of this information omitting dates, names of locations and participating personnel and units may be prepared for instructional purposes and/or official US Army publications.

4. (U) Comments, questions and requests for changes in distribution should be addressed to this headquarters, ATTN: O&T Division, USASEC.

FOR THE CHIEF:

1 Incl
as

ROBERT R. PALDA
Lt Col, AGC
Adjutant

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Special (Lessons Learned)

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1. (U) INTRODUCTION: This issue of "Lessons Learned" is devoted to the internal organization, responsibilities and functions of the Corps Psywar/Civil Affairs Operations Center which is being used in counter-insurgency operations in the Republic of Vietnam. Specific examples of the organization and function of a Psywar/Civil Affairs Operation Center in South Vietnam have been selected for inclusion in this paper. This Lessons Learned can be applied anywhere similar conditions exist.

2. (CMHA) GENERAL:

a. Purpose: The objectives of the government of Vietnam are to subdue the insurgency and establish internal security. As a step toward these objectives, and as an end objective itself, the government is seeking social and economic improvement for the people. Therefore, the overall objective of the Psywar/CA program in the Republic of Vietnam is to win the hearts and minds of the people. The military program for Psywar/CA encompasses the following activities.

(1) Military Psywar - Military Psywar has three missions.

(a) Propaganda with the troops - This field of activity is the indoctrination of friendly troops.

(b) Propaganda with the enemy - This is propaganda activity waged to eradicate the fighting spirit and capability of the enemy to achieve victory. White, grey, and black propaganda are used in this field.

(c) Propaganda with the civilians - Propaganda designed to eliminate the support of the people for the Viet Cong and to win the active support of the people for the military.

(2) Civilian Affairs - Includes all aspects of the military's relationship to the civilians and encompasses

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(a) Civil Affairs. Civil Affairs encompasses those phases of the activities of a commander which embrace the relationship between the military forces and civil authorities and people in a friendly or occupied area where military forces are present. In view of the integrated military - civilian type of government in Vietnam, VNAF commanders at almost every echelon are vitally involved in Civil Affairs matters, including the exercise of executive, legislative, and judicial authority. The Civil Affairs function includes all political, economic and sociological activities undertaken under the auspices of the military.

(b) Civic Action. Civic Action, as a military enterprise, is one facet of Civil Affairs activities. In many cases, especially in lower level tactical units, the military Civic Action function may be the commander's only Civil Affairs responsibility. In Vietnam the term "Civic Action" has been used by various agencies to denote activities ranging from political indoctrination by civilian cadres to both elementary and sophisticated projects accomplished by civilian or military agencies. When the term was initially adopted by the U.S. military, it was intended to denote humanitarian activities undertaken by military units. In this contest, Civic Action is defined as: "The use of preponderantly indigenous Military Forces on projects useful to the local population at all levels in such fields as education, training, public works, agriculture, transportation, communication, health, sanitation and others contributing to economic and social development, which would also serve to improve the standing of the military forces with the population".

b. US Support of the Vietnam Psywar/CA Effort: Generally, the overall direction and planning of these activities are conducted at the highest level. All US Government Agencies in Vietnam are involved to a certain extent in Psywar/CA. To insure maximum effectiveness at all levels the facilities of all these agencies must be properly coordinated at the highest level. The Ambassador, as head of the US Mission in VN, exercises policy control of all US programs. Normally, the Ambassador provides political guidance and exercises supervisory responsibilities through the Political Section of the Embassy. The Political Section is represented on the Psychological Operation Committee of the Country Team. Other US Agencies involved in supporting various aspects of the Vietnamese Psywar/CA effort include the US Information Service (USIS) and the US Operations Mission (USOM).

c. Corps Psywar/CA Operations Center: While the overall direction and planning of VN Psywar/CA Operations are at the highest level, details of plans and actual conduct of Psywar/CA programs are accomplished by units in the field. In order to insure that maximum efficiency is obtained from all agencies in conducting Psywar/CA operations, their efforts must be coordinated at the working level as well as at the planning level. Therefore, to develop better cooperation between military and civilian Psywar/CA operations at the Corps level, a Corps Psywar/CA Operations Center has been organized. This center develops plans for implementing Psywar/CA directives and coordinates all military and civilian Psywar/CA activities in the Corps area.

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3. (CMHA) FUNCTIONS:

a. Psywar/CA units. To assist in conducting the widely divergent Psywar/CA functions a Psychological Warfare Battalion (Psywar Bn) and a Civil Affairs Company (CA Co) or portions thereof support the Corps. See Inclosure 1 for discussion of the organization and functions of these units.

b. The primary function of the Corps Psywar/CA Operations Center is to coordinate and conduct long range planning for the Psywar/CA effort in the corps tactical zone. Specifically, the following functions are the responsibility of the Corps Psywar/CA Operation Center:

(1) Assume operational responsibility for targets covering more than one division tactical area.

(2) Conduct Propaganda Analysis, to include analysis of Viet Cong (VC) and friendly appeals.

(3) Establish close coordination with the Corps Tactical Operations Center (CTOC) and exchange intelligence information with the G2 element. Evaluate intelligence information in coordination with the G2.

(4) Receive requests from divisions for reproduction of propaganda leaflets when propaganda reproduction requirements exceed the capabilities of the divisions.

(5) Maintain a tape library for pre-recorded loudspeaker missions in the Vietnamese and Montagnard languages.

(6) Maintain a Psywar/CA Operations map depicting locations of Psywar/CA units and areas of major Psywar/CA Operations.

(7) Establish priorities for employment of the cultural platoon of the technical psywar company operating in the corps tactical zone.

(8) Develop and maintain an estimate of psychological opportunities which may be exploited.

(9) Establish priorities for the employment of aircraft in support of loudspeaker missions in the corps tactical zone.

(10) Establish priorities for the employment of the "B" Team from the Corps CA Company. (See paragraph 3c, (1) (d) below.)

(11) Maintain current information on the "Chieu-Hoi Program" in the corps tactical zone. The "Chieu-Hoi Program" is the program that

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offers to those who have been misled into resistance against the government an opportunity to return to their proper allegiance. The best name for it is the VN term "Chieu-Hoi", which is translated figuratively into English as the "Open Arms Program". Inclosure 2 outlines the "Chieu-Hoi" offer and what it means.

c. Psywar/CA Operations Center Internal Organization and Responsibilities. The basic organization of the Corps Psywar/CA Operations Center consists of the director, psywar control, CA control, intelligence and propaganda analysis (propanalysis) elements. (An organization chart is attached at Inclosure 3)

(1) Director element.

(a) Psywar Battalion Commander. Directs the Psywar/CA Operations Center and is directly responsible to the Corps G5.

(b) Psywar Battalion Executive Officer. Assists the director in the overall coordination of Psywar/CA activities.

(c) Civil Affairs Company Commander ("A" Team Commander). Provides information pertaining to locations, activities and effectiveness of the "C" and "D" Teams.

(d) "B" Team Commander. The "B" team of the civil affairs company is a team of technical specialists. Their function is to provide technical advice in their areas of specialization, recommend employment of the "B" Team and assist the "A" Team Commander.

(2) Psywar Control Element.

(a) Psywar Battalion S3. Maintains the estimate of psychological opportunities, supervises the overall administration of the center and recommends employment of Psywar and CA units.

(b) Psywar Officer. Assists the Bn S3 in the center, provides information pertaining to location, activities and effectiveness of the Psywar Companies; obtains required psywar reports from Division Centers.

(c) Psywar NCO. Maintains the Psywar/CA Operation Map; assists the Psywar Officer in his duties; maintains charts required for briefings.

(3) CA Control Element.

(a) Civil Affairs Officer. Coordinates the CA effort and assists the Psywar Bn S3 in maintaining the CA part of the estimate of psychological opportunities; obtains required CA reports from division.

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(b) Civil Affairs NCO. Assists the Civil Affairs Officer in his duties; maintains the Psywar/CA Operations Map.

(4) Intelligence Element.

(a) Psywar Battalion S2. Obtains intelligence information and evaluates psywar intelligence; establishes close liaison with the G2 element in the Corps TOC.

(b) Psywar Battalion Ass't S2. Assists the S2 in his duties; provides psywar intelligence to the Propaganda Analysis Officer.

(5) Propanalysis Element.

(a) Propaganda Analysis Officer. Conducts propaganda analysis to include analysis of friendly forces appeals; coordinates the propaganda effort; makes recommendations on the employment of propaganda and processes propaganda requests from division.

(b) Propaganda Analysis NCO. Assists the Propaganda Analysis Officer and maintains the tape library.

d. Charts depicting internal and external relationships of the Operations Center are at Inclosures 1 and 2 to Inclosure 3.

e. It should be emphasized that all Psywar/CA programs are not planned and implemented at corps level. The infantry divisions are responsible for the planning and conduct of division Psywar/CA operations. Further, the divisions are responsible for accomplishing the necessary coordination between military and civilian authorities in their respective areas. In the final analysis, success of the entire effort is dependent upon the operators in the field who establish contact and relations with the people. However, a properly organized and functioning Psywar/CA Operation Center can materially assist in coordinating, developing, and assisting operations in the Corps area for more efficient successful programs.

f. In order to insure efficient operations at the province level a Psywar/CA organization and plan are maintained. This organization and the procedures to follow for establishing working relations in the province between military and civilian authorities are outlined in Inclosure 4.

4. (CMHA) BENEFITS DERIVED FROM THE CORPS PSYWAR/CA OPERATION CENTER:

a. One of the major benefits derived from the Corps Psywar/CA Operation Center is an understanding and appreciation of the functions of other US Agencies involved in supporting a counterinsurgency effort. The working relationship of the various US Agencies (USOM, USIS, MAAG, and

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Special Forces) at the ground level has been greatly improved because of the center's actions. Coordination, previously conducted on an individual basis, can now be effected at the center. During the conduct of briefings at the operations center, all agencies are apprised of the plans and problems of all other agencies. This coordination and mutual appreciation have strengthened the advisory effort, in that a united opinion results. Problems can often be foreseen at committee meetings with all agencies present, permitting each to comment on projects. Harmony of effort is developed and maintained as the members of the different agencies become acquainted with and gain respect for one another.

b. As a result of the coordination effected by US Agencies involved in rehabilitation activities, Vietnamese Agencies have developed closer coordination themselves. This has been brought about in two ways. First, an advisor who knows what facilities or capabilities exist in another agency can influence his counterpart to make use of them. Second the Vietnamese are included as functional members of the Psywar/CA Operations Center. Through the organization of the Corps Psywar/CA Operations Center the Vietnamese are placed in close association with Vietnamese representatives of other agencies involved in similar activities. Therefore, the natural reticence of the Vietnamese is somewhat overcome. The value of such cooperation is apparent. Responsibility can be clearly defined for civilian and military functions. The mutual use of facilities and a profitable exchange of ideas is obtained. There has been a tendency to compete, rather than cooperate, between the military and civilian psywar and information agencies. This is perhaps characteristic of all emerging nations where each agency or head of the agency, is anxious to remain in favor with the power factions. This has resulted in a lack of cooperation between the agencies, overlaps of functions, and gaps in other functional areas. Participation in the Psywar/CA Operations Center and committee meetings as well as pressure from advisors have aided in alleviating this situation.

5. (CMHA) LESSONS LEARNED: The following lessons have been learned during the utilization of the Operations Centers in Vietnam:

a. Actions taken by US Agencies (USOM, USIS, MAAG, and Special Forces) in Corps Psywar/CA Operations Centers foster a closer understanding and appreciation of the functions of each US Agency involved in supporting a counterinsurgency effort.

b. A properly organized and functioning Psywar/CA Operations Center materially assists the Corps programs by developing better coordination, development and assistance in Corps operations.

c. The functioning of a Corps Psywar/CA Operations Center results in more fully coordinated plans and actions between Vietnamese military and civilian psywar agencies.

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d. The organization, functions and operation of the Corps Psywar/CA Operations Center insure that responsibility is assigned for targets that overlap from one division area into another division area. Thus all areas, as required, can be covered by Psywar/CA activities.

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DELK M. ODEN
Brigadier General, USA
Chief

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2. Civil Affairs Company. The civil affairs company is normally attached to corps headquarters. The "A" team or company headquarters provides command supervision to the subordinate units. The "B" team which also remains at corps headquarters, provides technical guidance to the rest of the company. This guidance includes many specific areas such as, food and agriculture, health and sanitation, public welfare, etc. The three "C" teams of the civil affairs company are attached normally one to each division headquarters. Their function is to supervise the activities of the "D" teams which are the functional or operating civil affairs teams of the civil affairs company. There are twenty-one "D" teams in a civil affairs company. These teams are composed of four specialists in civil affairs. The "D" teams operate in support of the division and subordinate units. This is accomplished by supporting sector commanders in clear and hold operations, and in new life hamlets.

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ORGANIZATION AND FUNCTIONS

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US AGENCIES AND UNITS

The United States Operations Mission (USOM) is the overseas branch of the Agency for International Development (AID). Basically, USOM is an economic mission responsible for the development, administration and supervision of programs to assist the VN government. Its areas of interest embrace agriculture, communications media, education, industry, public administration, public health, public safety, transportation, public works, and rural affairs. The US Information Service (USIS) is the overseas branch of the US Information Agency. To reach the VN target audience, USIS employs radio, press, films, information centers (including libraries) and cultural programs. USIS supplements Vietnamese Information Service (VIS) in the provinces with skilled employees and supplies such as loudspeakers, radios, movie projectors, films and printing support for leaflets.

1. Psywar Battalion.

a. The psywar battalion is the basic field organization for psywar operations in VN. The battalion is made up of a battalion headquarters company, a technical company and three psywar companies. The battalion headquarters company provides command supervision and support to its subordinate units through the battalion staff and administrative and logistical personnel.

b. The technical company with the Bn Hqs. is normally attached to a corps headquarters. The technical company is composed of a Special Operations Platoon for covert operations, a printing section for leaflet support and a cultural platoon which propagandizes through the medium of entertainment.

c. The psywar companies are normally attached one per Infantry division. These companies provide the psywar effort for the division tactical zone. In each psywar company there are six psywar teams.

d. The cultural platoon and the psywar teams are the normal operational elements of the battalion with the remainder of the battalion elements in a supporting role. The cultural platoon performs before military audiences in support of troop morale and civilian audiences in consolidation activities. (Consolidation psywar is directed toward the populations in friendly areas or in territory occupied by military forces with the objectives of facilitating military operations and promoting maximum cooperation among the civil populace). This platoon which is composed of actors, singers, dancers and musicians integrates propaganda into its performances or serves as a "crowd gatherer" for more direct propaganda means. The psywar teams have no fixed operation but aid the psywar effort through support of tactical operations, by working in new life hamlets, and propagandizing clear and hold operations, and disseminating government policy.

Inclosure 1

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THE CHIEU-HOI OFFER AND WHAT IT MEANS

The Chieu-Hoi Program was in effect announced by a message delivered to the nation at the Lunar New Year of 1963 (which in Vietnam is a traditional festival called "Tet"). The message stated, "It is in this spirit (referring to the spirit of optimism and confidence in the future expressed earlier in the message) and in the sight of a truly independent, free and strong Vietnam, in conformity with our lasting sense of justice a fraternal appeal is made to all those who, straying on the wrong path, have let themselves be abused by the Communists' deceitful propaganda. We invite them to join the national cause while there is still time; to grasp quickly this chance now given to them to return to the side of honor, to regain their dignity as men, and to fulfill the longings of their cherished families".

This is indeed the spirit of the Chieu-Hoi Program.

"Inspired by the ideal of respect for the human being which is based on the spirit of Justice and Charity, the Chieu-Hoi Campaign provides for appropriate measures in favor of all those men and women who deceived, exploited or enrolled by force by the Communists have a new awareness and decide from today to return to the national government.

"Those having families and means of subsistence will be authorized to rejoin their families, or to reside in the hamlet or strategic quarter of their choice subject only to the approval of the administrative committee."

"Those having no means of subsistence nor family support, can be assured of the assistance of the Government."

"Those having skills and ability after a period where they became conscious of the requirements of the national cause, during which they will have proven by concrete acts their total detachment from Communism, will see their services accepted."

"Those who have trespassed against the law and who have already been sentenced, or who are subject to court trial, will have the opportunity to amend and to redeem themselves by meritorious patriotic acts which will justify the extension of clemency to them." .

Then follows the offer itself:

"All of our compatriots in the country or abroad who have been victims of Communist propaganda and exploitation, I urge to return and uphold the just cause of the Fatherland and to contribute their efforts, along with those of all our people, in order to build, in a militant spirit, the new society and civilization where every citizen will be able to develop totally and full freedom".

Inclosure 2

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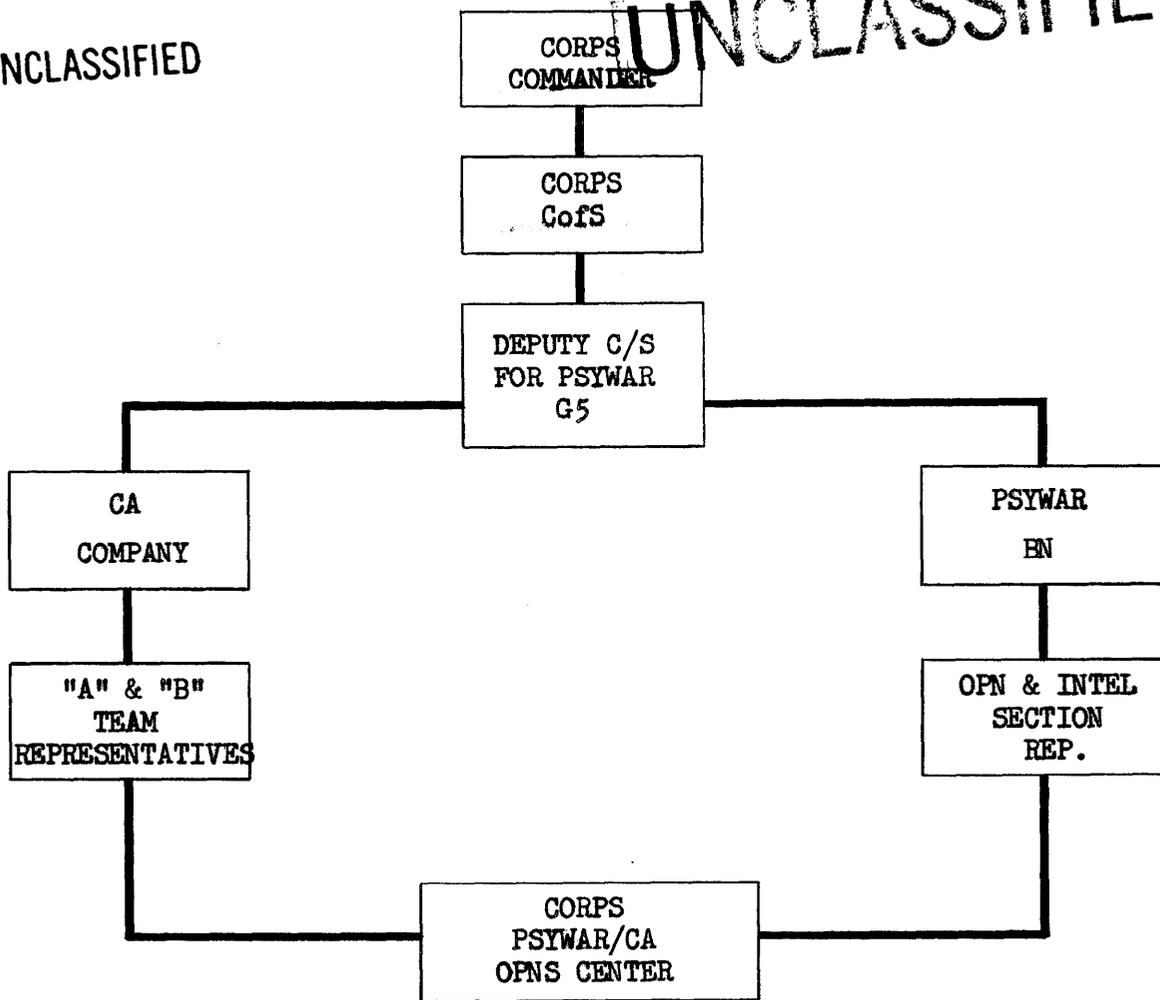
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DIRECTOR ELEMENT

- PSYWAR BN CMDR
- PSYWAR BN EX. O.
- CA "A" TEAM CMDR
- CA "B" TEAM CMDR

PSYWAR CONTROL ELEMENT

- PSYWAR BN S3
- PSYWAR OFF.
- PSYWAR NCO.

CA CONTROL ELEMENT

- CA OFF.
- CA NCO.

INTEL. ELEMENT

- PSYWAR BN S2
- PSYWAR BN ASST S2

PROPANALYSIS ELEMENT

- PROPANALYSIS OFF.
- PROPANALYSIS NCO.

Incl 3

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1. The first part of the document discusses the importance of maintaining accurate records of all transactions. This is essential for ensuring the integrity of the financial statements and for providing a clear audit trail. The records should be kept up-to-date and should be easily accessible to all relevant parties.

2. The second part of the document outlines the various methods used to collect and analyze data. These methods include interviews, surveys, and focus groups. Each method has its own strengths and weaknesses, and it is important to choose the most appropriate method for the specific research objectives.

3. The third part of the document describes the process of data analysis. This involves identifying patterns and trends in the data, and then interpreting these findings in the context of the research objectives. It is important to be objective and to avoid drawing conclusions that are not supported by the data.

4. The fourth part of the document discusses the importance of reporting the results of the research. This involves writing a clear and concise report that summarizes the findings and provides recommendations for future action. The report should be written in a way that is easy to understand and that is accessible to all relevant parties.

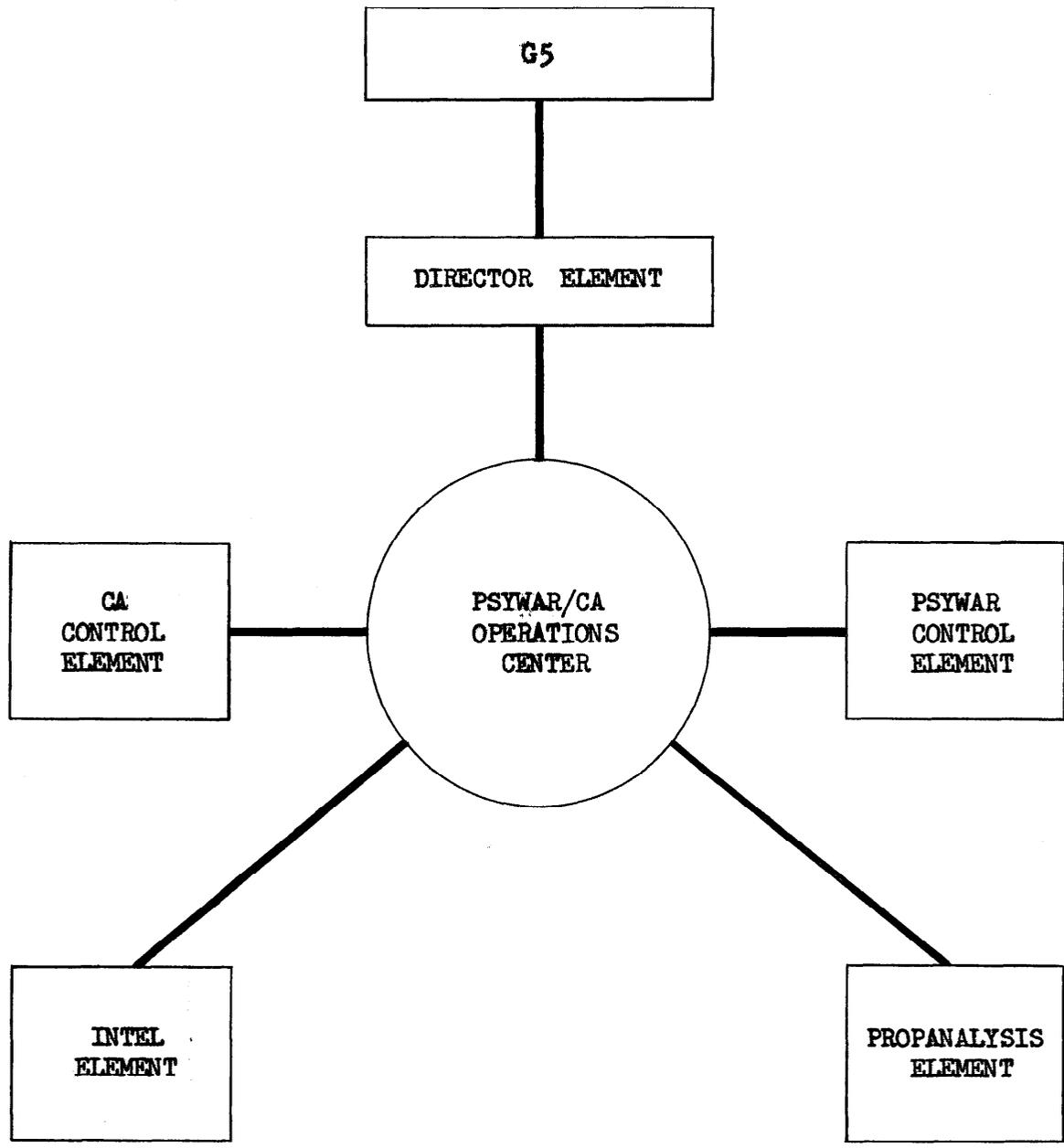
5. The fifth part of the document discusses the importance of ethical considerations in research. This involves ensuring that the research is conducted in a way that is respectful of the rights and privacy of all participants. It is important to obtain informed consent from all participants and to ensure that the data is stored and handled in a secure and confidential manner.

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CORPS PSYWAR/CA OPNS CENTER INTERNAL ORGANIZATION



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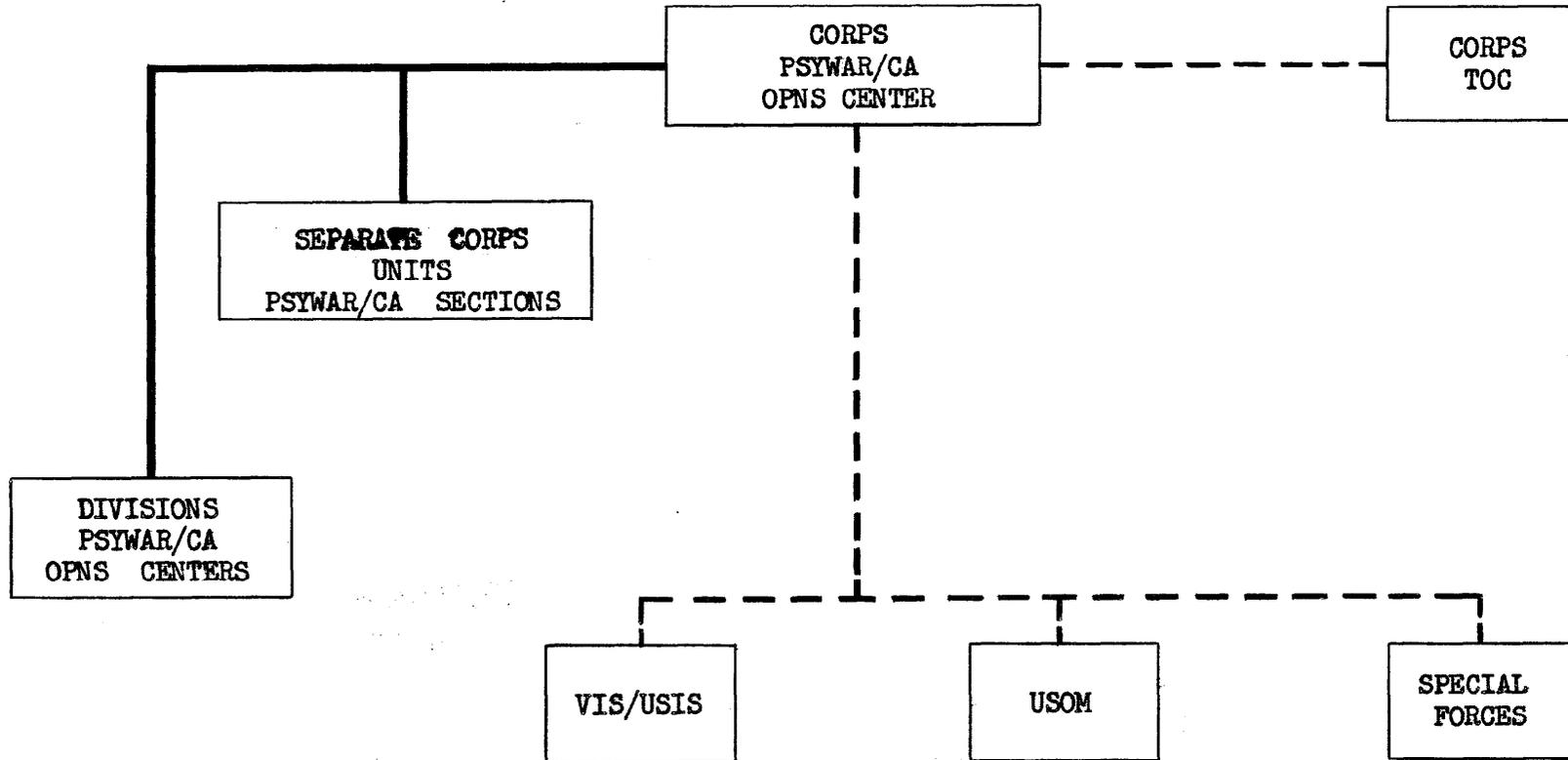
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CORPS PSYWAR/CA OPNS CENTER EXTERNAL RELATIONSHIPS

Incl 2 to Incl 3

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TECHNICAL CHANNEL

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COORDINATION CHANNEL

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PSYWAR/CIVIL AFFAIRS ACTIVITIES PLAN
FOR THE PROVINCE

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1. (U) General. The purpose of this plan is to outline the procedures to follow for establishing working relationships in the province between military and civilian authorities. It further outlines the guidelines for the coordination of Psywar/CA activities.

2. (CMHA) Responsibilities.

a. Military authorities:

(1) Psychological Warfare activities against VC and VC sympathizers in government controlled and in VC controlled and contested areas.

(2) Civil Affairs operations in VC controlled and contested areas, to include initial cadre support in newly erected new life hamlets in these VC areas. This responsibility passes to civil authorities as soon as civilian government control is established, and can be assumed by civil authorities.

b. Civil Authorities:

(1) Psychological Warfare and Civil Affairs activities in government controlled and in contested areas. Close coordination with ARVN must be accomplished in contested areas.

(2) Troop information and education of CG/SDC units and utilization of these units in psywar activities.

3. (CMHA) Organization and Relationships. The Province Psywar/CA organization and command and control relationships are outlined in Inclosure 1 to Inclosure 4.

4. (CMHA) Operations.

a. Conduct of Psywar/CA Operations will be consistent with the responsibilities outlined in paragraph 2 above.

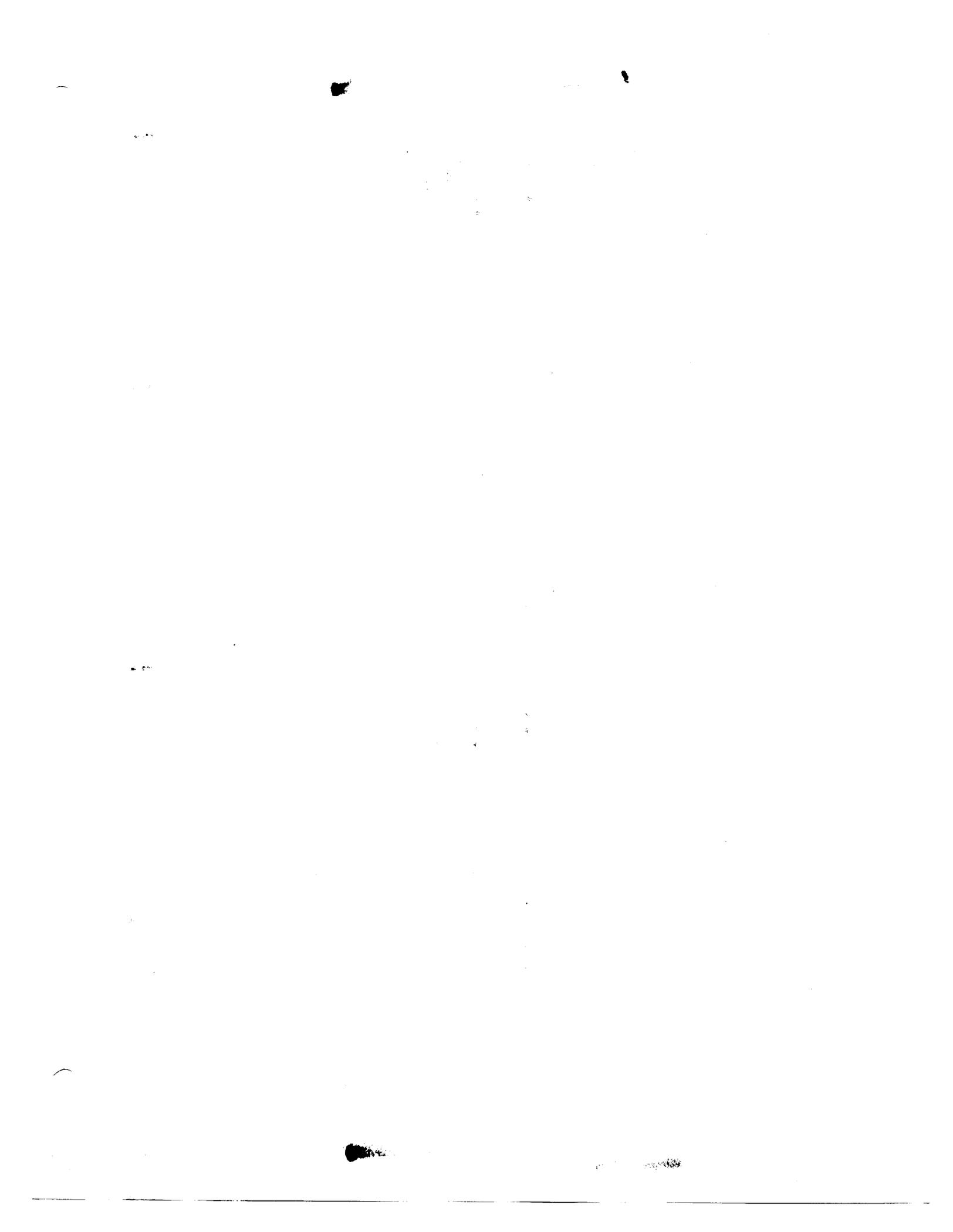
b. Refugee control is initially an ARVN responsibility. Civilian authorities will assume control of refugees as soon as possible. In no case will ARVN retain refugee control for more than three days.

c. Once a month the following agencies' representatives and individuals listed below will meet to plan and coordinate Psywar/CA activities for the Province. The meeting will be held at the call of the Province Chief representative.

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- (1) Province Chief representative.
- (2) Sector Psywar/CA representative and Advisor.
- (3) US Infantry Division Psywar/CA Advisor.
- (4) Representative of each District Chief.
- (5) Vietnamese Information Service (VIS) representative.
- (6) United States Information Service (USIS) representative.
- (7) United States Operations Mission (USOM) representative.

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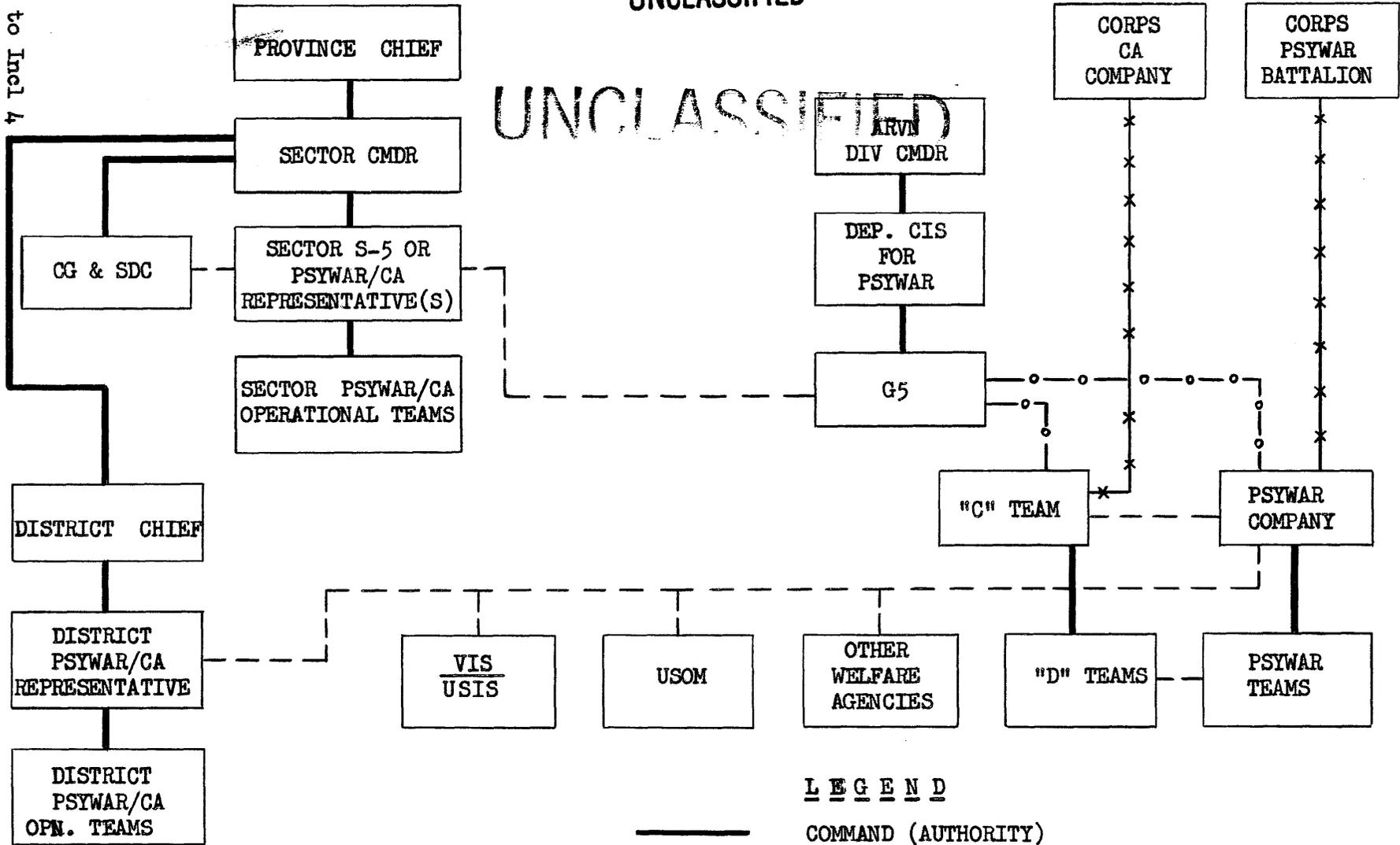


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PSYWAR AND CIVIL AFFAIRS ORGANIZATION AND RELATIONSHIPS FOR THE PROVINCE

Incl 1 to Incl 4

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LEGEND

- COMMAND (AUTHORITY)
- COMMAND LESS OPN CTRL
- o-o- OPERATIONAL CONTROL
- - - COOPERATION & COORDINATION

