Political Warfare

HANDBOOK
For
Advisors
MACJ3-113

SUBJECT: POLWAR Handbook

SECRET DISTRIBUTION

1. The United States Armed Forces have been called on to provide an advisory effort to the Republic of Vietnam's Armed Forces (RVNAF). The nature of the conflict and basic differences in military organization and doctrine have required a maximum of American flexibility and adaptability.

2. The Vietnamese concept of political warfare introduces many organizational problems for the American advisor. Political warfare personnel are found in every military unit and organization in the Vietnamese Armed Forces. Their activities directly influence all military activity. Since the scope of political warfare is so broad, all American advisors, not just political warfare advisors, must familiarize themselves with the concept.

3. The purpose of this handbook is to provide a basic understanding of RVNAF political warfare doctrine, organization, and concepts of employment. The descriptions contained in this handbook are meant to be the ideal, not necessarily the actual. The organization and activities mentioned are the way things should be. American advisors should study this information carefully so that competent advice can be offered.

4. Suggestions for changes in format or content of this handbook are encouraged. They should be submitted to the POLWAR Advisory Branch, MACJ3-11, APO 96222.

FOR THE COMMANDER:

[Signature]

JACK F. HARRIS
Major, USA
Asst AG
DISTRIBUTION

A

Less MACHC, MACMD, MACDC, MACSA, MACDMA, MACTMA, 7AF, VN Dist Orf, USAF PAC
Psh & Courier Rgn, VN Regional Exchange, COMSTO, NAVSUPPACT Saigon, HAC,
NAVSUPPACT Da Nang, NAVSUPPACT Cam Ranh Bay, OICC Vietnam, DCAA, DCA-SAM,
PAGE

Plus 1-COMUSMACV, 1-DEPUSMACV, 1-CorS, 110-MACCORDS, 300-MACJ-11, 15-7AF,
2-NIS/FSI Dept State, 5-SACSA, 5-ODCSOPS, 5-AFXPD, 2-CNO, 2-CG USMC,
2-CINC PAC, 2-CINCUSARPAC, 2-CINC PACFLT, 2-CINC PACAF, 2-COMMPF PAC, 2-US Mil
Acad, 2-USN Acad, 2-USAF Acad, 2-USAFSPOPFRC Eglin AFB, 2-USAFSPOPSCH
Hurlbert Fld, 5-JFKCENSPWAR, 5-27GS Col, 2-USA War Col, 2-USN War Col,
2-USAF War Col, 2-National War Col, 2-ICAF, 10-USCONARC, 10-PSYOP Dept
JFKCENSPWAR, 2-USN Amphib Sch, 2-CAS, 2-7th PSYOP Gp, 10-14th SOW, 2-4th
PSYOP Gp, 2-2d PSYOP Gp JFKCENSPWAR, 20-JUSPAO, 1-244th PSYOP Det, 2-Historian
HQ MAAG-China, 2-Norman Barnes USIS Vientiane, 2-USAINTEL Sch, 2-SA, I, III,
IV CTZ, ATTN: DEPCORDS, 2-ea PSA RVN.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>LIST OF FIGURES</td>
<td>v</td>
</tr>
<tr>
<td>CHAPTER 1 INTRODUCTION AND BACKGROUND</td>
<td>1</td>
</tr>
<tr>
<td>1. Introduction</td>
<td>1</td>
</tr>
<tr>
<td>2. Definitions</td>
<td>1</td>
</tr>
<tr>
<td>3. Background</td>
<td>2</td>
</tr>
<tr>
<td>CHAPTER 2 MISSIONS AND OBJECTIVES</td>
<td>7</td>
</tr>
<tr>
<td>1. Missions</td>
<td>7</td>
</tr>
<tr>
<td>2. Accomplishment of Missions</td>
<td>7</td>
</tr>
<tr>
<td>CHAPTER 3 POLITICAL WARFARE ORGANIZATION</td>
<td>9</td>
</tr>
<tr>
<td>1. General</td>
<td>9</td>
</tr>
<tr>
<td>2. Organization</td>
<td>9</td>
</tr>
<tr>
<td>CHAPTER 4 POLITICAL INDOCTRINATION DEPARTMENT</td>
<td>13</td>
</tr>
<tr>
<td>1. Mission</td>
<td>13</td>
</tr>
<tr>
<td>2. Concept of Political Indoctrination</td>
<td>13</td>
</tr>
<tr>
<td>3. Organization and Activities</td>
<td>14</td>
</tr>
<tr>
<td>CHAPTER 5 PSYCHOLOGICAL WARFARE DEPARTMENT</td>
<td>19</td>
</tr>
<tr>
<td>1. Mission</td>
<td>19</td>
</tr>
<tr>
<td>2. Organization and Activities</td>
<td>19</td>
</tr>
<tr>
<td>CHAPTER 6 SOCIAL SERVICE DEPARTMENT</td>
<td>25</td>
</tr>
<tr>
<td>1. Mission</td>
<td>25</td>
</tr>
<tr>
<td>2. Organization</td>
<td>25</td>
</tr>
<tr>
<td>3. Activities</td>
<td>25</td>
</tr>
<tr>
<td>CHAPTER 7 CHAPLAIN DIRECTORATES</td>
<td>31</td>
</tr>
<tr>
<td>1. Mission</td>
<td>31</td>
</tr>
<tr>
<td>2. Organization</td>
<td>31</td>
</tr>
<tr>
<td>3. Activities</td>
<td>31</td>
</tr>
<tr>
<td>CHAPTER 8 POLITICAL WARFARE COLLEGE</td>
<td>35</td>
</tr>
<tr>
<td>1. Background</td>
<td>35</td>
</tr>
<tr>
<td>2. Mission</td>
<td>35</td>
</tr>
<tr>
<td>3. Organization</td>
<td>35</td>
</tr>
<tr>
<td>4. Activities</td>
<td>35</td>
</tr>
<tr>
<td>Chapter</td>
<td>Title</td>
</tr>
<tr>
<td>---------</td>
<td>---------------------------------------------------</td>
</tr>
<tr>
<td>9</td>
<td>General Political Warfare Department Budgets</td>
</tr>
<tr>
<td></td>
<td>1. Definitions</td>
</tr>
<tr>
<td></td>
<td>2. Background</td>
</tr>
<tr>
<td></td>
<td>3. The Budget Process</td>
</tr>
<tr>
<td></td>
<td>4. GPWD Chapters</td>
</tr>
<tr>
<td></td>
<td>5. Joint Support Funds</td>
</tr>
<tr>
<td>10</td>
<td>Political Warfare Battalions</td>
</tr>
<tr>
<td></td>
<td>1. Mission</td>
</tr>
<tr>
<td></td>
<td>2. Target Audiences</td>
</tr>
<tr>
<td></td>
<td>3. Organization and Activities</td>
</tr>
<tr>
<td>11</td>
<td>Political Warfare in Military Units and Organization</td>
</tr>
<tr>
<td></td>
<td>1. Mission</td>
</tr>
<tr>
<td></td>
<td>2. Organization</td>
</tr>
<tr>
<td></td>
<td>3. Activities</td>
</tr>
<tr>
<td>12</td>
<td>Company Political Organization</td>
</tr>
<tr>
<td></td>
<td>1. Mission</td>
</tr>
<tr>
<td></td>
<td>2. Background</td>
</tr>
<tr>
<td></td>
<td>3. Organization and Activities</td>
</tr>
<tr>
<td>FIGURE</td>
<td>TITLE</td>
</tr>
<tr>
<td>--------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>Development of Political Warfare</td>
</tr>
<tr>
<td>2</td>
<td>Political Warfare Insignia</td>
</tr>
<tr>
<td>3</td>
<td>General Political Warfare Department Shoulder Patch</td>
</tr>
<tr>
<td>4</td>
<td>Organization of the General Political Warfare Department</td>
</tr>
<tr>
<td>5</td>
<td>Organization of the Political Indoctrination and Training Department</td>
</tr>
<tr>
<td>6</td>
<td>Organization of the Psychological Warfare Department</td>
</tr>
<tr>
<td>7</td>
<td>Organization of the Social Service Department</td>
</tr>
<tr>
<td>8</td>
<td>Composition of Social Service Department Morale and Welfare Packets</td>
</tr>
<tr>
<td>9</td>
<td>Organization of Buddhist and Catholic Chaplains' Directorates</td>
</tr>
<tr>
<td>10</td>
<td>Organization of Protestant Chaplain's Directorate</td>
</tr>
<tr>
<td>11</td>
<td>Organization of the Political Warfare College</td>
</tr>
<tr>
<td>12</td>
<td>Budget Account Codes</td>
</tr>
<tr>
<td>13</td>
<td>POLWAR Battalion Shoulder Patches</td>
</tr>
<tr>
<td>14</td>
<td>Organization of POLWAR Battalion</td>
</tr>
<tr>
<td>15</td>
<td>Cultural Platoon Organization</td>
</tr>
<tr>
<td>16</td>
<td>POLWAR Company Organization</td>
</tr>
<tr>
<td>17</td>
<td>PSYWAR/CA Team (POLWAR Company) Organization</td>
</tr>
<tr>
<td>18</td>
<td>POLWAR Staff Organization (Corps)</td>
</tr>
<tr>
<td>19</td>
<td>POLWAR Staff Organization (Division)</td>
</tr>
<tr>
<td>20</td>
<td>POLWAR Staff Organization (Regiment)</td>
</tr>
<tr>
<td>21</td>
<td>POLWAR Staff Organization (Battalion)</td>
</tr>
<tr>
<td>22</td>
<td>POLWAR Staff Organization (Sector)</td>
</tr>
<tr>
<td>23</td>
<td>POLWAR Staff Organization (Sub-Sector)</td>
</tr>
<tr>
<td>24</td>
<td>Company Level POLWAR Organization</td>
</tr>
</tbody>
</table>
CHAPTER 1
INTRODUCTION AND BACKGROUND

1. Introduction:
   a. With the advent of Unconventional Warfare, relations between the civil and military communities became far more complex than when warfare was conducted mainly by professional or volunteer armies. This situation prompted the Republic of Vietnam to establish within its Armed Forces a new approach: political warfare (POLWAR).

   b. The value of political warfare including its concept, organization, and techniques is constantly debated between military and political forces within and without the South Vietnamese military establishment. The first question which comes to every military man's mind is: "Does this system disrupt the concept of Unity of Command?" Civilian officials are concerned with a concentration of political power within the armed forces. This handbook should be studied before a judgment of the POLWAR concept is made.

   c. Because of its impact on all military operations, American advisors should understand the mission, organization, functions, and techniques of political warfare.

2. Definitions:
   a. Political warfare is an organizational attempt to solve deep-rooted, non-combat military problems. These problems are centered on questions of allegiance, loyalty, and civil-military relations. Other problems include the traditional problems of corruption, despotism, nepotism, mutiny, desertion, motivation, and soldier/dependent social welfare needs.

   b. Political warfare as employed in Vietnam is a specific and well-defined body of doctrine which is best understood in terms of mission and objectives as explained in Chapter 2. It also includes an equally well-defined organizational structure as explained in Chapter 3.

   c. There are trained political warfare cadres positioned throughout the armed forces, in every unit and at every level, to insure that established doctrine is fully understood and implemented.

   d. The terms "political warfare cadre" and "political warfare officer" are used to refer to political warfare personnel, assigned to implement established doctrine.

   e. Political warfare as it exists in South Vietnam is new to the nation's armed forces. All functions contributing to the "battle for men's minds" have been integrated into a single program. The key elements of the political warfare program are troop and dependent welfare, recreation and entertainment, indoctrination and motivation, civil affairs, PSYWAR activities, and security investigations. The integrated program is aimed at influencing the "minds of men" and is designed to create a climate of
allegiance to the Republic of Vietnam or destroy the allegiance to North Vietnam. The three target audiences in order of priority are RVNAF soldiers and dependents, civilians in enemy and friendly areas, and the enemy troops.

3. Background:

a. The basic concept of POLWAR comes from the Russian Political Commissar System (Figure 1). This doctrine gave the POLWAR cadre absolute control over the armed forces, thus making the armed forces a tool for the preservation of the Communist Party's power. In 1924 the concept was introduced to China by Russian advisors to the Chinese Military Academy at Whampoa. Later the concept was revised and at the present time both the Communist Chinese and the Nationalist Chinese have modified the basic POLWAR system to conform to their respective ideologies. The Nationalist system includes refinements which subordinate the POLWAR Officer to the unit commander and further refinements by the South Vietnamese have assured that the Unit Commander controls the POLWAR Officer, thus maintaining the concept of "Unity of Command". Political warfare in the Republic of Vietnam is a "Command Responsibility". The key difference between the Communist Chinese and the Nationalist Chinese/South Vietnamese systems is that the Communist concept is a means to control military leaders, the entire armed forces, and the civilian populace while the Nationalist Chinese and South Vietnamese systems provide a service which supports and serves unit commanders, the armed forces, and the civilian populace.

b. The POLWAR concept, as introduced to the Republic of Vietnam in 1960, was copied from the Nationalist Chinese system. At that time, President Diem traveled to Taiwan where President Chiang Kai-shek explained the Nationalist Chinese concept. At President Diem's request, a team of Chinese POLWAR Officers was sent to the Republic of Vietnam to teach courses in POLWAR to selected RVNAF officers. Then in 1964 several RVNAF officers accompanied by American advisors visited Taiwan and discussed the feasibility of establishing a formal POLWAR System in the RVNAF. On 24 October 1964 the RVNAF POLWAR System was officially established by Prime Ministerial Decree. At that time, a Nationalist Chinese delegation headed by a Lieutenant General was dispatched to advise on the development of POLWAR. On 5 May 1965, the Political Warfare Advisory Directorate was established as a separate element of the MACV staff to advise and support the General Political Warfare Department, Joint General Staff, RVNAF. After several reorganizations and redesignations, the POLWAR advisory function is now performed by the Political Warfare Advisory Branch, Psychological Operations Division, J3, MACV.

c. The Political Warfare insignia is shown in Figure 2. The Political Warfare shoulder patch is shown in Figure 3.
DEVELOPMENT OF POLITICAL WARFARE

RUSSIAN
COMMISAR SYSTEM
1920

CHINA
POLWAR SYSTEM
1924

1927

COMMUNIST CHINA
POLWAR SYSTEM
1927

VIET MINH
POLWAR SYSTEM
1938

1954

VIET CONG
POLWAR SYSTEM

NVA
POLWAR SYSTEM

NATIONALIST CHINA
POLWAR SYSTEM
1927

RVNAF
POLWAR SYSTEM
1964

Figure 1
The Political Warfare insignia is a badge, worn above the right breast pocket, which consists of a silver star symbolizing leadership, surrounded by a hexagonal design symbolizing Chiang Kai-shek's "Six Great Warfares"* superimposed on a sword, anchor, and wings which symbolize the role of the Army, Navy, and Air Force in the carrying out of the six warfare missions.

* Six Great Warfares: Ideological Warfare, Stratagem Warfare, Mass Warfare, Intelligence Warfare, Organizational Warfare, and Psychological Warfare.
The unique design and characteristic colors of the above shoulder patch identify the members of the RVNAF POLWAR organization. The torch is yellow and symbolizes guidance while the arrows (white and blue) of the hexagonal design represent the six warfares: (1) Ideological Warfare, (2) Stratagem Warfare, (3) Mass Warfare, (4) Intelligence Warfare, (5) Organizational Warfare, and (6) Psychological Warfare. The background shield (red) stands for bravery and determination; blue of the arrows for love, peace, and tranquility; white of the arrows for honesty and purity; and yellow of the torch is the national color of the Republic of Vietnam. The white star symbolizes leadership and is found only on the shoulder patch worn by General Political Warfare Department staff and the members of the GPWD Security Department. The other subordinate Departments have a similar shoulder patch except a different design is placed in the center instead of the white star as follows:

a. Political Indoctrination and Training Department - A book, sword, and flame representing knowledge, military might, and enlightenment.

b. Psychological Warfare Department - a red flame symbolizing enlightenment.

c. Social Service Department - a blue cross symbolizing service.

d. Chaplain Directorates -

   (1) Buddhist - The Buddhist wheel of life in the hand of mercy.

   (2) Catholic - A white cross and the wings of two doves.

   (3) Protestant - An open Bible and a cross.

e. Political Warfare College - A star, sword, and book symbolizing leadership, military might, and knowledge. In addition, the background is a red shield, used for all RVNAF schools, rather than an oral.
CHAPTER 2
MISSIONS AND OBJECTIVES

1. Missions:

a. The missions of political warfare are:

(1) To create and maintain the loyalty of the Republic of Vietnam Armed Forces (RVNAF) to their leaders, nation, and national ideology.

(2) To gain and maintain the support of the civilian populace in both friendly and enemy controlled areas.

(3) To destroy the loyalty of enemy troops to their leaders, nation, and national ideology.

b. The targets of Vietnamese political warfare are the RVNAF, the civilian populace, and the enemy in that priority.

2. Accomplishment of missions:

a. First mission - to create and maintain the loyalty of the RVNAF to its leaders, nation and national ideology. Within this mission there are a series of intermediate objectives which must be accomplished. The first objective is to create the conditions under which a soldier can be expected to be loyal. If a soldier is concerned about his food, pay, or living conditions, is worried about his family or feels that he is not being treated fairly, then motivation and indoctrination programs cannot succeed. Thus, a sincere and apparent concern for the well-being of the soldier must be developed and augmented with programs of troop and dependent welfare, entertainment, and recreation. Programs must first be initiated to develop a contented, healthy soldier making every aspect of the soldier's life better. Once this condition is achieved, he should be receptive to the second step - motivation and indoctrination. After completing these steps the soldier should be loyal to the government of Vietnam. However, if he is not, the third step - detection and neutralization/removal of the soldier to prevent him from contaminating other soldiers - must be taken. Detection and neutralization/removal are accomplished by the Military Security Service, an integral part of the General Political Warfare Department.

b. Two equally important approaches to the accomplishment of the first mission are the indirect/group approach and the direct/personal approach. The indirect/group approach involves all impersonal means of influencing the attitudes of soldiers, including unit-wide or army-wide information and recreation activities, and materials designed to improve the morale of the soldiers. Examples are dependent welfare programs, lectures, movies, radio and TV, magazines and newspapers, and sports/entertainment programs. The direct/personal approach involves the various means of personal contact with the individual soldier. It is a refined investigation, counselling, and persuasion system implemented by the POLWAR organization within the units. A more detailed description of these techniques is contained in Chapter 12. The direct/personal approach is the essence of political warfare and the
primary characteristic which sets political warfare apart as a unique system.

c. The second POLWAR mission is to gain and maintain the support of the civilian populace. There are three intermediate objectives to this mission which should be implemented in sequence to be most effective. The first objective is to identify the pro-government elements, usually a small minority, within the target civilian group. Once identified, the pro-government elements must be organized and tested for loyalty. To accomplish the second objective, organized pro-government elements are used to solicit the support of the non-committed or apathetic segment, usually the majority of the target civilian group. PSTWAR media and civic action projects are also used to accomplish this objective. When the majority of the target civilian group supports the government, the third objective is undertaken. The populace is used to identify and expel the pro-enemy elements, usually a small minority of the target civilian group. This mission is being carried out primarily by the Revolutionary Development and Phoenix programs; RVNAF, however, devotes considerable attention to the civilian populace to gain its support for the national government.

d. The third mission of political warfare is to break down the loyalty of the enemy to his leaders and cause him to desert the enemy or rally to the government side. This mission is accomplished by the various means normally associated with psychological operations in support of military operations. Three intermediate objectives in support of this mission are to identify and neutralize the enemy's cause, to divide and destroy the enemy, and to organize and indoctrinate returnees.
CHAPTER 3
POLITICAL WARFARE
ORGANIZATION

1. General:

a. The General Political Warfare Department (GPWD) is a major sub-
division of the RVNAF Joint General Staff. It is a joint services organi-
zation headed by an army major general. The staff is almost all army at the
present time.

b. There are two general types of POLWAR cadre: those under the direct
command of GPWD and those located in regular military units, schools, training
centers, or support organizations who are under the command of the CO
of the unit to which they are assigned.

c. Political Warfare is a branch of the service such as infantry or
signal corps. The Political Warfare Branch includes the officers in GPWD
and its subordinate organizations and the officers on the POLWAR staffs of
schools, training centers, support organizations, and regular military
units at regimental level and above. The POLWAR officers at company and
battalion level are considered members of the branch of the unit (i.e., in-
fantry, artillery) to which they are assigned. Their POLWAR duties are con-
sidered secondary.

2. Organization:

Due to the organizational division of political warfare cadre, the follow-
ing discussion of organization is presented in two parts: (1) GPWD and its
subordinate organizations and (2) the POLWAR organization within other mil-
tary units or agencies.

a. The General Political Warfare Department.

(1) Mission. The General Political Warfare Department is responsible
for developing and implementing POLWAR programs within the Republic of Viet-
nam Armed Forces (RVNAF) to accomplish the POLWAR missions as follows:

(a) To create and maintain the loyalty of the Republic of
Vietnam Armed Forces (RVNAF) to their leaders, nation, and national ideology.

(b) To gain and maintain the support of the civilian populace
in both friendly and enemy controlled areas.

(c) To destroy the loyalty of enemy troops to their leaders,
nation, and national ideology.

(2) The General Political Warfare Department and subordinate organi-
izations (Figure 4) consist of the chief, three deputies, the staff, the depart-
ments, a POLWAR College and several operational units.
Figure 4

Organization of the General Political Warfare Department.
(a) The deputies include: Deputy Chief for Troops Action, responsible for developing long range programs of troop motivation and indoctrination; Deputy Chief for Civic Action and Enemy Action, responsible for developing long range civic action and PSYWAR programs; and Deputy Chief for RF/FF, responsible for developing POLWAR activities within the regional and popular forces. Special staff members report directly to the Chief, GPWD.

(b) The Staff includes: Organization Branch, responsible for TOEs, training, and general POLWAR organization; Plans Branch, responsible for preparing long range POLWAR and PSYWAR plans; Inspection Branch, responsible for monitoring the activities of the entire GPWD organization for indications of misuse of office, corruption, or negligence of duties; Information and Public Relations Branch, responsible for the release of Military Information to the civilian press; Sports and Gymnastics Branch, concerned with the administering of unit sports programs and managing military teams which enter international competition; Budget Branch, responsible for the GPWD budget; and Administration Branch, responsible for the routine administration of GPWD.

(c) The departments are: Political Indoctrination and Training Department, PSYWAR Department, Military Security Department, Social Service Department, and Chaplain Directorates.

1. The Military Security Department (advised by ACoFJS, J-2, MACV) is assigned the following missions:

   a. Insure the security of classified information and military activities.
   b. Conduct counterespionage operations.
   c. Perform counterintelligence missions.
   d. Conduct security investigations of RVNAF personnel.
   e. Research and study documents relating to VC plans, operations, organizations, intelligence, and base areas.

2. The activities of the other departments will be explained in detail in the following chapters.

(d) The POLWAR College is an important political warfare element. Chapter 8 discusses the organization, mission, and activities of the GPWD POLWAR College.

(e) The operational elements of GPWD include five POLWAR Battalions and the mass communication media. Chapter 10 covers the activities of the POLWAR Battalions. Four of the POLWAR Battalions are under the operational control of the Commander of the Corps Tactical Zone to which they are assigned; however, GPWD exercises close staff supervision over their activities. The fifth POLWAR Battalion is in general reserve in the Capital Military District. The mass communication media, including radio, television, printing, motion
picture, and cultural activities, are under the operational control of the PSYWAR Department. The media activities are explained in Chapter 5.

b. POLWAR Outside CPWD:

(1) The size of the POLWAR organization within military units or agencies depends on the organizational level of the unit or the size of the agency. The highest level operating military organization is the Corps Tactical Zone and each CTZ headquarters contains a complete POLWAR Staff (Figure 18). Each Division, Regiment, Battalion, Sector and Sub-sector also has a POLWAR Staff (Chapter 11). Company level units have a unique POLWAR organization which is explained in detail in Chapter 12. The company is the only unit where one individual is responsible for implementing all the functions of the political warfare system. The entire political warfare system supports the activity of this one individual at company level.

(2) All military special support organizations, schools, and training centers also have political warfare organizations which are identical to the POLWAR Staffs within regular military units. Size of the POLWAR Staff is dependent on the size of the operation.
CHAPTER 4

THE POLITICAL INDOCTRINATION AND TRAINING DEPARTMENT

1. Mission:

   a. Prepare plans which will develop political education, promote high ideals, and build the morale of RVNAF personnel.

   b. Prepare political indoctrination training programs for RVNAF.

   c. Enhance the troop morale through command and leadership activities aimed at fostering enthusiasm, discipline, unity, an optimistic attitude, and a will to fight.

2. Concept of Political Indoctrination:

   a. The present concept of political indoctrination grew out of a need for a standard ideology, one that did not change with each change of government. The ideology stresses the three concepts of country, honor, and responsibility. The soldier is taught that his country has a glorious history with brave heroes who fought against overwhelming odds. Since his country has such a past, it is the soldier's responsibility to fight for his country and protect it from the present danger. He is taught to believe it is an honor for him to be a citizen of his country during its struggle for an independent democracy. The soldier is taught for whom and for what he is fighting and why he can be confident of the final victory. He is taught that he is fighting for his country and not a religion, political party, individual leader, or group of leaders. To alleviate his traditional fear of evil rulers, he is taught how the government operates. He is also taught that respect for private citizens will build stronger ties of loyalty between the citizenry and servicemen.

   b. The subject matter of political indoctrination involves three activities: Political education, unit activities, and service to the soldier. Unit activities include those activities which stimulate the morale of soldiers, nurture optimism, promote solidarity, enhance discipline, sustain a fighting spirit, create a joyful and regularized life, and develop initiative and creativity within military personnel. Service to the soldier includes activities to improve his standard of living.

   c. Indoctrination involves the study of printed materials containing the ideology and the heroic traditions of the Vietnamese people. Discussions stressing typical examples from the past and the present are utilized to create a thorough understanding of the subjects. Radio, TV, motion pictures, poetry, music, plays, visits to historic sites, and competitive events are used to supplement the program.

   d. Political education is concerned with ideological guidance to include: Theories of revolutions, explanations of GVN policies, analysis of current events, and criticism of communism.
3. Organization and Activities:

a. The Political Indoctrination and Training Department (PID) is a major staff element of the General Political Warfare Department (GPWD). Ideally, it coordinates closely with the PSYWAR Department, GPWD, since there is a certain amount of overlap in responsibility for POLWAR activities directed toward the Republic of Vietnam Armed Forces.

b. PID is organized into five branches: Plans, Political Education, Unit Activities, Administration, and Motivation Indoctrination Program. The Department also has operational control of the POLWAR Training Center in Saigon. An organizational chart is at Figure 5.

c. The Plans Branch prepares plans based on guidance received from GPWD and is designed to develop and promote a fighting spirit within RVNAF. It is also responsible for development and evaluation of the execution of plans concerning indoctrination training, political education, and unit POLWAR activities.

(1) The General Study Division prepares plans to develop and improve the attitudes of the individual soldier in regard to his personal conduct, not only as a soldier, but as an individual responsible for the future of his country. This division studies and resolves problems which arise within the Political Indoctrination and Training Department, such as the necessity for acquiring additional materials to fulfill a training mission, or the need for new policies that might arise because of a change in government policy or the military situation. This division also studies plans for the training of political indoctrination cadres and recommends the employment of these cadres in the schools, training centers, and units of RVNAF.

(2) The Program and Plans Division is responsible for the preparation of all plans pertaining to the mission of the Political Indoctrination and Training Department. Although each branch is responsible for its internal plans concerning activities and programs, this division incorporates these plans into the general plan to accomplish the Department mission in support of GPWD.

(3) The Organization Division guides, assists, and supports each element of the Political Indoctrination and Training Department in the organization and achievement of their mission. It also prepares and issues POLWAR certificates and diplomas to students graduating from the POLWAR Training School.

(4) The Inspection Division provides guidance for the preparation of final reports that are submitted from the internal elements of the Political Indoctrination and Training Department concerning political indoctrination activities. These reports are consolidated and utilized to evaluate the efficiency of political indoctrination activities being conducted throughout RVNAF.
d. The Political Education Branch provides guidance in political information and education to RVNAF. Training and political indoctrination materials, special reviews, pocket books, and historical literature are prepared by the Political Education Branch and disseminated to RVNAF through various POLWAR Staffs in the field.

(1) The Training Documents Division provides the guidelines for POLWAR training programs in all military schools and training centers. They prepare lesson plans and written materials in support of the political indoctrination effort in accordance with the overall POLWAR Training Program established by the RVNAF Joint General Staff. In addition, this division develops and conducts field tests of POLWAR education competitive events. During the course of the year the POLWAR Officer in each unit conducts competitive events to select model POLWAR soldiers. Competition of this type continues up to division level. The winners of the division competitions compete in national competition. Once a year final tests and competitions are conducted, and the soldiers selected are honored on National Day at a ceremony at the Political Indoctrination and Training Department in Saigon.

(2) The Education Documents Division prepares and disseminates basic and topical political education materials to all units of RVNAF through mobile libraries. This division coordinates with the Training Documents Division in organizing tests and competitive events.

(3) The Research Division researches, translates, and collects needed materials, documents, newspapers, and magazines required to support political indoctrination activities. From this literature they prepare materials as needed and as directed by higher headquarters to support the indoctrination program. This division also maintains the Political Indoctrination Library.

(4) The Training Aids Division prepares training aids in support of political indoctrination activities.

e. The Unit Activities Branch teaches POLWAR Cadres how to stimulate the soldier's spirit through unit activities. Unit activities encompass competitive sporting events, group singing and dancing, collective birthday parties, open discussions between the unit personnel, competitive debates, and entertainment.

(1) The Operations Division analyzes and field tests plans developed and prepared by the Unit Activities Branch for future implementation in RVNAF units.

(2) The Unit Activities Orientation Division provides information to all RVNAF units to help raise morale and esprit-de-corps. Unit activities orientation are conducted by five mobile teams consisting of three officers, one NCO, and from five to seven civilian female performers. The Mobile teams are deployed in accordance with a schedule approved by the Chief, Unit Activities Branch. Presently, one mobile team produces the weekly "Steel Gun" program on RVNAF radio and TV.
(3) The Unit Activities Documents Division researches and prepares leadership materials in the form of songs, plays, and dramas to be used by the branch mobile teams and the field units of RVNAF in their unit activity programs.

(4) The Entertainment Division programs performances of the mobile teams during the calendar year to increase the morale and esprit of soldiers stationed at military schools and training centers.

f. The Administration Branch supports the Political Indoctrination and Training Department in administrative and housekeeping matters. Additionally, it monitors the distribution of funds required for political indoctrination activities within RVNAF and the RF/PF.

(1) The Personnel Division is responsible for all personnel administration requirements to include maintaining personnel records, and establishing policy regarding promotion and awards for military and civilian personnel of the Political Indoctrination and Training Department.

(2) The Supply Division performs routine supply functions; supervises supply accountability; meets engineer, quartermaster, ordnance, and signal requirements; and distributes publications of the Political Indoctrination and Training Department to the units of RVNAF and the RF and PF. This division also provides or requests transportation as required for the Unit Activities Mobile Teams.

(3) The Finance Division prepares the annual budget, and estimates, allocates, and supervises expenditure of funds used for political indoctrination training activities within RVNAF. The Finance Division also maintains finance records on military and civilian personnel of the Political Indoctrination and Training Department.

(4) The General Services Division organizes the camp defense system and administers soldier's social welfare activities within the camp. This division is responsible for the maintenance and repair of buildings and grounds belonging to the department.

g. The Motivation Indoctrination Program Branch is the newest branch within the Political Indoctrination and Training Department. In February 1967, the department assumed the responsibility for the Popular Force Motivation Indoctrination Program in support of Revolutionary Development (MIP/RD). To support this program, six mobile training teams (MTT) were formed to visit sectors and sub-sectors to inspect and assist the local teams in the training of Popular Force Platoons. When a sector or sub-sector MTT becomes ineffective due to combat conditions or other reasons, a new MTT is formed and trained by the National Team. MIP/RD encompassed two programs of instruction, one for those Platoons which did not receive Motivation Indoctrination training prior to 31 March 1967 (Group A), and one for those Platoons which did receive Motivation Indoctrination training prior to 31 March 1967 (Group B).
(1) In March 1969, the Political Indoctrination and Training Department assumed the responsibility for the Regional Force as well as the Popular Force Motivation Indoctrination Program. At that time group A and B training were terminated and a new program initiated. The 1969 Motivation Indoctrination Program is composed of a 12 day, 96 hour, training cycle consisting of:

- Policy and Development: 31 hours
- POLWAR Techniques: 25 hours
- Unit Activities and Practical Work: 28 hours
- Ceremonies, Discussions, Social Activities: 12 hours

96 hours

(2) To support the 1969 program, a mobile training team was formed to visit sector and sub-sectors to assist in training. This team trains sector and subsector cadre, who in turn train Regional Force companies and Popular Force platoons.

h. The Political Indoctrination and Training Department was established in September 1965 and has been placing emphasis on training a political warfare cadre. PID operates a POLWAR Training Center which was established in May 1967 in Saigon. The training center offers two courses of instruction: The POLWAR Staff Officer Course and the Deputy Company Commander/POLWAR Officer Course. Each course is currently five weeks in duration but is equivalent to eight weeks of training because of time allotted. The program of instruction for each course was revised in March 1969 and resulted in an increase for the Staff Officer course from 164 to 324 hours and for the Deputy Company Commander/POLWAR Officer course from 184 to 314 hours.
POLITICAL INDOCTRINATION AND TRAINING DEPARTMENT

CHIEF OF DEPARTMENT

DEPUTY CHIEF OF DEPARTMENT

SECRETARIAT

PLANS BR

GENERAL STUDY DIV

PROGRAMS & PLANS DIV

ORGANIZATION DIV

INSPECTION DIV

POL EDUCATION BR

TNG DOCUMENTS DIV

O&D DOCUMENTS DIV

RESEARCH DIV

TRAINING AIDS DIV

UNIT ACTIVITIES BR

OPERATIONS DIV

UNIT ACT ORIENT DIV

UNIT ACT DOC DIV

ENTERTAINMENT DIV

FINANCE DIV

ADMINISTRATION BR

PERSONNEL DIV

SUPPLY DIV

GENERAL SERVICE DIV

POLWAR TRAINING SCHOOL

MIP BR

Figure 5
CHAPTER 5
THE PSYCHOLOGICAL WARFARE DEPARTMENT

1. Mission:

a. The PSTWAR Department engages in activities contributing to the accomplishment of all three General Political Warfare Department missions. Most of the effort of the Department is directed towards the first target audience, the RVNAF, to include the regional and popular forces. Secondary target audiences are the civilian populace and the enemy. The primary objectives of this department are to develop broad thematic approaches, plans, and doctrine for National PSTWAR and Civic Action Programs, to supervise the implementation of these programs, and to provide media support for the accomplishment of developed programs.

b. Current thematic approaches are based upon the National Objectives which were first enumerated in President Thieu's inaugural address of January 1967. At that time he announced broad objectives for the next four years. The three basic themes which contributed to the accomplishment of the 1968 objectives were Peace, Democracy and Social Reform. The same general themes are still being used in 1969. The PSTWAR Department, utilizing the above themes, adapts them to different approaches for each target audience. These basic thematic approaches provide the broad guidance within which all PSTWAR messages are developed, with the possible exception of some tactical situation PSTWAR activities which call for the immediate exploitation of local situations.

2. Organization and Activities:

The PSTWAR Department is an integral part of the headquarters element of GPwD (Figure 6). It includes four divisions and a coordination center as explained below.

a. Administration and Logistics Division: The function of this division is to support the operations of the department in areas of administration, finance, and logistics.

b. The Intelligence Division: The activities of this division focus on the enemy. Members of the division collect, evaluate, and disseminate intelligence information which is obtained from enemy sources. They interrogate key VC and NVA POW's, analyze enemy propaganda, and then in coordination with the other PWD divisions integrate the information obtained into the overall PSTWAR Department approaches to the three basic target audiences. The objectives are to undermine VC morale, sow dissension among their ranks, separate them from the people, and cause them to lose faith in their leadership. The Intelligence Division also develops programs aimed at reducing support of the VC and NVA by the civilian populace in enemy controlled areas.

c. The Planning Division researches and develops PSTWAR policies, themes, and campaigns directed toward the three basic target audiences. It is responsible for research and compilation/preparation of PSTWAR plans and directives. It edits documents and prepares other printed matter in support of PSTWAR plans. It prepares POLWAR guidance for all RVNAF units in the
Figure 6

Organization of the Psychological Warfare Department
four CTZ's. It is responsible for following up, inspecting, and reporting
the progress of plans and campaigns initiated by the planning division.
It also establishes liaison and coordination with other military and civilian
agencies on matters relating to the PSYWAR field.

d. Psychological Warfare Coordination Center (PCC): This center is
responsible for the coordination of PSYWAR activities at national level.
It serves as a focal point for requests for PSYWAR support above the
capabilities of the Corps Tactical Zones. It also monitors the status of
PSYWAR activities throughout the Republic of Vietnam.

e. The Technical Division is the operational arm of the PSYWAR Depart­
ment. It controls the mass communication media. The Division consists of
six offices: Press and Information, Reproduction, Radio Broadcast, Motion
Picture, Television, and Cultural. A detailed description of each of these
activities follows:

(1) The Press and Information Office: This office is responsible
for writing, editing, and illustrating the RVNAF magazines Vanguard (Tien
Phong) and Republican Fighter (Chien Si Cong Hoa), the Fighters Information
(Chien Si Tim Hieu) booklet, and the newspaper Frontline (Tien Tu yen).

(a) The Vanguard contains articles of interest to the officer
corps and includes material on the world political situation, military news,
and tactics. Articles from both servicemen and civilians are solicited for
inclusion in this magazine. It is a "Readers Digest" size magazine and is
printed in 20,000 copies under contract to a Saigon civilian printing house.

(b) The Republic Fighter is designed for the RVNAF NCO and
includes items similar to the Vanguard plus news of RVNAF victories, RVNAF
civic action activities, cartoons, humorous stories, poems, and songs. It
is a Time size magazine printed in 247,000 copies, twice monthly, also under
contract to a Saigon printing house.

(c) The Fighter Information booklet is an abridged version
of the Republican Fighter magazine and is designed for the RVNAF enlisted
men. It is printed twice monthly in 300,000 copies by the Reproduction
Branch.

(d) The Tien Tu yen newspaper is prepared by this office and
printed by the Reproduction Office daily in 22,000 copies and distributed
free to RVNAF personnel.

(2) The Reproduction Office:

(a) This office is responsible for the printing of PSYWAR
material prepared by PWD and those requirements levied by other PSYWAR/
PSYWAR agencies of RVNAF. It has the capability to produce multi-color
and process color leaflets, pamphlets, booklets, posters, and newsletters
using web-fed and sheet-fed offset presses, flat bed letter presses, and
the silk screen process. An average monthly production rate is as follows:
Leaflets 30,000,000 copies
Posters 800,000 copies
Booklets/Pamphlets 600,000 copies
Banners 100 copies
Tien Tuyen Newspaper 600,000 copies
Miscellaneous documents 100,000 copies

(b) The Reproduction Office has the following printing presses available:

<table>
<thead>
<tr>
<th>NUMBER</th>
<th>TYPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Web-fed, offset press (16&quot; x 20&quot; cut off)</td>
</tr>
<tr>
<td>2</td>
<td>Sheet-fed, 17½&quot; x 22&quot;, offset presses</td>
</tr>
<tr>
<td>1</td>
<td>Sheet-fed, 22&quot; x 29&quot;, offset press</td>
</tr>
<tr>
<td>2</td>
<td>Sheet-fed, offset duplicating machines</td>
</tr>
<tr>
<td>5</td>
<td>Sheet-fed, letter presses</td>
</tr>
<tr>
<td>1</td>
<td>Sheet-fed, 40&quot; x 49½&quot;, offset press being installed</td>
</tr>
</tbody>
</table>

(3) The Radio Broadcast Office:

(a) The mission of this office is to produce and broadcast information and PSYWAR messages which are directed primarily at the members of RVNAF and their dependents. Its secondary and tertiary audiences are the civilian population and enemy forces respectively.

(b) This office pre-recorders programs and broadcasts live from a four-studio station located at the PSYWAR Department Compound. The programs are transmitted by cable or FM radio to a 20KW transmitter located in Quan Tre (5 miles NW of the compound).

(c) The Saigon station broadcasts 18 hours per day on a frequency of 610 kilocycles. It covers an area extending in about a 150 mile radius from Saigon.

(d) The Saigon station produces a regular schedule of programs seven days a week which includes daily news commentaries, special entertainment features, and special programs for the RF/PF, other branches of the armed services, the soldier's family, and Revolutionary Development cadres. On Sunday the program schedule is modified to include religious programs and a children's program. Classical and contemporary Vietnamese music, along with folk songs, are used as a vehicle to carry the indoctrination and propaganda messages.
(4) The Motion Picture Office:

(a) The mission of the Motion Picture Office is to produce motion pictures and still pictures in support of the RVNAF Psychological Warfare operations within South Vietnam. The office also serves as a film distribution center for entertainment and troop information films supplied to 150 tactical and training units located throughout the country.

(b) The Motion Picture Office can write, produce, shoot, and process 16mm black and white, negative, silent or single system sound film, and can print and reproduce the film. The Editing Section has the capability of editing silent, magnetic, or optical track sound 16mm motion picture film. The Sound Section can add narration, background music, and sound effects, producing a fully mixed optical sound track for a film of any length.

(c) Distribution of entertainment films and troop information films, which are rented from American and French film distribution companies or produced locally by the office is carried out by the Film Distribution Section. Priorities have been established for the 150 RVNAF units served, and the 50 units having "Priority One" are supplied with one film per week, while those with lower priorities are supplied films less frequently.

(d) This office produces one 30 minute documentary film every two months. It also produces about 15 newsreels each month for use on THVN television. These films portray the RVNAF in action.

(e) The still picture section has the capability of taking and processing 35mm, 2 1/4 x 2 1/4 in., and 4 x 5 in. black and white negatives and 35mm color transparencies, and can produce from the negatives black and white photographic enlargements in sizes up to 20 x 24 in.

(5) The Television Office:

(a) The Office provides news, sports reports, information, education, indoctrination, and entertainment for RVNAF and their dependents over the GVN owned and operated television station (THVN).

(b) The Office presents a military produced newsreel five nights a week and a full scale "live on tape" production from 60 to 90 minutes in length on Tuesday and Saturday evenings.

(c) The entertainment consists mainly of GPWD cultural group performances of musicals, straight plays, skits, songs, and dance numbers. Often these performances have anti-communist, pro-government themes. Most of the news consists of interviews with prominent personnel, coverages of RVNAF unit activities, and RVNAF military operations which emphasize successes in battle.

(d) The office has progressed from a limited production capability to a major role in the production of its programs. They do their own planning, writing, casting, and production of programs. Additionally, they do their own set designs, art work, lighting, camera work, floor directing, and
(6) The Cultural Office:

(a) The primary function of this branch is to formulate programs for the motivation of artists and writers, in and out of the Armed Forces, to assist in raising the morale of the members of the Republic of Vietnam Armed Forces. This is accomplished primarily by sponsoring contests for the best poems, songs, musical arrangements, short stories, and skits. The winners are given prizes at appropriate formal ceremonies conducted periodically.

(b) The office assists in the preparation of plans for entertainment and promotion of cultural activities and education within the Armed Forces by writing short skits, poems, dramas and songs, and by composing music for use by the POLWAR Battalion Cultural Platoons, for presentation on television, and for use on RVNAF radio.
CHAPTER 6

THE SOCIAL SERVICE DEPARTMENT

1. Mission:

One of the first steps in the POLWAR process is to insure the welfare of the soldier and his family. The Social Service Department was created and charged with the mission of providing social welfare support to all military and civilian personnel, subordinate to the Ministry of Defense, and their dependents.

2. Organization:

a. The Social Service Department is a major staff section of the General Political Warfare Department and is responsible for staff supervision and support of the Social Sections in all military units, organizations, hospitals, schools, and training centers in the RVNAF.

b. The Chief of the Social Service Department is directly subordinate to the Chief of GPWD (Figure 7 shows the organization of the Social Service Department). The operations element of the Social Service Department is the WELFARE DIVISION with the other divisions providing support.

c. The entire headquarters exists solely to support the field units, staffed by women trained in the Social Service Training School in Saigon. There are ten types of Social Service Sections, ranging from a social service office of twenty-five to a social service team of two. Social Service Assistants are stationed in each dependent housing area and in each headquarters down to regimental and provincial level.

3. Activities:

a. Social Service Assistants care for the soldier's family while he is away from home. If he is killed or hospitalized, his family can look to the Social Service Assistant for help. A soldier will fight more effectively, knowing that his government cares what happens to his family.

b. The Social Service Assistants carry out the mission of welfare support to personnel of the Ministry of Defense through six principal programs: Assistance in kind, assistance in cash, education, medical and maternity care, youth activities, and self-help programs.

(1) Assistance in Kind:

Distribution of "Morale and Welfare Packets" is the most common activity associated with this program. Gifts are procured, stored, and issued by the Social Service Department (See Figure 8 for the composition of the packets). Packets are given to:

(a) The family of a soldier killed in action.

(b) Military families which are the victims of a natural disaster.
FIGURE 7
1. Packet for KIA's. Each family of a KIA is entitled to 5 meters of white cloth. This is used in the traditional funeral ceremony.

2. Packets for hospitalized servicemen. Each serviceman, hospitalized because of wounds or injuries, is entitled to:
   - 2 cans of milk
   - 2 pkg of cigarettes
   - 1 towel
   - 1 pr of shower sandals
   - 1 pkg of toothpaste
   - 1 tooth brush
   - 1 bar of soap

3. Packets for new born babies. Each new born baby will receive:
   - 5 cans of milk
   - 5 meters of cloth
   - 1 towel
   - 1 bar of soap
   - 1 bottle of Tiger Balm

4. Packets for servicemen in isolated posts. One packet is provide each month:
   - 1 towel
   - 1 bar of soap
   - 1 pkg of toothpaste
   - 1 tooth brush
   - 1 pr of shower sandals
   - 4 pkg of cigarettes

5. Packets for families that are victims of natural disasters (families that are victims of war damage will be taken care of on an individual basis). Each family will receive:
   - 5 meters of cloth
   - 1 mosquito net
   - 1 blanket
   - 1 sauce pan

Figure 8
(g) Hospitalized servicemen.
(d) A serviceman’s new born baby.
(e) Servicemen in isolated stations.

(2) Assistance in Cash:

There are two types of cash assistance. The first is to cover hardships in the family such as the birth of a child (500$VN or $4.23), the death of a family member (2000$VN or $16.95 for dependents under 18 years of age and 4000$VN or $33.89 for dependents over 18 years of age), natural disasters (no set amount) and cases of special hardship not covered in the above situation. The second type payment is an initial indemnification payment. Survivors of a servicemen killed in action receive 2000$VN ($16.95) and a wounded serviceman in the hospital receives 500$VN ($4.23).

(3) Education:

(a) The Social Service Department supports schools which educate over 68,000 of the 500,000 military dependent children. The number of schools, classrooms, students, and teachers currently being supported by the department (as of August 1969) are as follows:

<table>
<thead>
<tr>
<th>Schools</th>
<th>Classrooms</th>
<th>Students</th>
<th>Teachers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kindergartens</td>
<td>121</td>
<td>8,670</td>
<td>146</td>
</tr>
<tr>
<td>Elementary</td>
<td>169</td>
<td>54,725</td>
<td>650</td>
</tr>
<tr>
<td>Secondary</td>
<td>7</td>
<td>5,240</td>
<td>215</td>
</tr>
</tbody>
</table>

(b) The support given by the department includes supplying, equipping, and maintaining the schools and payment of teachers’ salaries. Local commanders are responsible for construction of the schools.

(c) The operation of the schools is monitored by Social Service Assistants, although the operation is the responsibility of the school’s headmaster. Statistical analysis shows that the students of schools operated by the Social Service Department average higher scores in national testing than do the students of the public schools.

(4) Medical and Maternity Care:

The Social Service Department is presently sponsoring 58 dispensaries, 20 medical stations, and 38 maternity clinics throughout the country. Funds are provided by the department for hiring of midwives and laborers and for operating expenses. During the first half of CY 69 over 30,000 dependents were treated or cared for in these facilities.

(5) Youth Activities:

The Social Service Department only recently realized its responsibility to provide activities for the young dependents of the servicemen.
Plans are now being made to provide all dependent housing areas with youth activities such as Boy Scouts, Girl Scouts, and 4-T Clubs. A test project has been started in eight of the housing areas with the organization of Boy Scout units.

(6) Self-Help Programs:

(a) Social Service Assistants in the field are responsible for helping soldiers and their dependents improve their living conditions through self-help programs such as planting gardens, raising animals, and improving sanitation conditions within the housing areas. Advisors from the Republic of China are very active in this area of self-help programs.

(b) Vocational training courses for dependents is another area in which much progress is yet to come. Plans have been completed for approximately 80 new vocational training schools to be opened during 1970 in the dependent housing areas. Courses such as sewing/dress making, barbersing, jewelry making, and typing will be taught by the Social Service Assistants. The Social Service Department will provide the equipment and materials, and the local commanders will be expected to provide suitable classrooms.

c. The Social Service Assistants are also responsible for aiding military personnel and their dependents in such areas as registering marriages, births, and deaths, and preparation of legal forms and papers. They also assist the family in contacting the proper authorities when special help is required or whenever the family has a problem it cannot solve by itself. Social Service Assistants also visit and comfort servicemen in hospitals.

d. The Social Service Department supports the Social Service Assistants of all RVNAF units and organizations with money and/or materials for the programs mentioned above. They also provide staff guidance when appropriate.

e. Social Service Training School:

(1) The mission of the Social Service Training School is to provide Basic and Advanced Technical training in the field of social welfare to officers, non-commissioned officers, and to provide technical refresher training for civilian kindergarten teachers employed by the Ministry of Defense. In order to accomplish this mission, four courses are offered: Officer Social Assistant Course - 24 weeks, NCO Social Assistant Course - 12 weeks, NCO Social Assistant Refresher Course - 8 weeks, and Kindergarten Teachers Refresher Course - 4 weeks.

(2) Social Service Assistants are trained in recreation, handicrafts, organization and operation of kindergartens and elementary schools, sociology, psychology, pedagogy, sanitation, economics, pharmacology, law, and finance. They also receive over one hundred hours of training in medical subjects.
CHAPTER 7

CHAPLAIN DIRECTORATES

1. Mission:

The missions of the three RVNAF Chaplain Directorates (Catholic, Buddhist and Protestant) are:

a. Provide for the spiritual welfare of the members of RVNAF and their dependents, widows, and orphans.

b. Provide educational facilities by organizing, building, and operating schools for the dependents of military personnel.

c. Provide social welfare services for military personnel and their dependents, widows, and orphans.

2. Organization:

The Chaplain Directorates are three separate, autonomous entities responsible directly to the Chief, GPWD. Each directorate has its own organic logistical and administrative support. The TOE's of the Buddhist and Catholic Directorates (Figure 9) are exactly the same. They include chaplains down to and including province level on an area basis, and down to and including regimental level in tactical units. The Protestant Directorate, with a limited constituency, has chaplains only at Corps and Division level (Figure 10).

3. Activities:

a. To accomplish their missions, the Chaplain Directorates perform the rites/ceremonies/sacraments required by each particular faith. These include, but are not limited to, festivals, holidays, masses, sermons, evangelism, and catechetical instruction. In support of these activities, each directorate publishes a magazine financed from appropriated funds.

b. In the field of education, the chaplain directorates are entirely dependent upon their own resources to organize, build, and operate schools. The Government provides only the land. The Catholic Directorate is pursuing a vigorous program of school construction and organization in every part of Vietnam, while the Buddhist Directorate has a minimal program of school construction and organization. The Buddhists, however, do have an active Social welfare program in all Corps areas.

c. In the area of welfare services, all of the Directorates are largely dependent upon gifts of money and assistance in kind from American and other Free World sources. The care of refugees, widows, and orphans has the highest priority in their welfare activities. The token efforts of the GVN sources is not sufficient to prevent extreme hardship in virtually every case of a soldier's death; thus the chaplain directorates have urgent activities in this area of social services.
Figure 9
PROTESTANT DIRECTORATE

CHIEF GPWD

DIRECTOR

ASSISTANT DIRECTOR

ORGANIZATION & PERS SECTION

FINANCE - SUPPLY SECTION

ADMINISTRATIVE BRANCH

RELIGIOUS MATTERS BRANCH

PRESS & BROADCASTING SEC

STUDY & PROGRAM SECTION

SOCIAL SERVICE SECTION

CAPITAL MILITARY DISTRICT CHAPLAIN DIVISION

FOUR CORPS TACTICAL ZONE CHAPLAIN DIVISION

AIR FORCE CHAPLAIN DIVISION

NAVY CHAPLAIN DIVISION

10 DIVISION AND TACTICAL AREA CHAPLAIN DIVISION

Figure 10
CHAPTER 8

THE POLITICAL WARFARE COLLEGE

1. Background:

a. The Political Warfare College is located in the mountain resort area of Dalat, about 130 miles northeast of Saigon. The College was originally a PSYWAR school in Saigon, but in 1965, it was renamed the Political Warfare School. In 1966 the Political Warfare School was moved to Dalat. Later, its name was changed to the Political Warfare College.

b. Eventually this college will become the center of all political warfare training, but at the present time it is concentrating on producing company level Political Warfare Officers.

2. Mission:

The missions of the POLWAR College are: to provide a college level educational program to produce active duty (regular) RVNAF Political Warfare Officers; to provide political warfare branch training for RVNAF officers; and to organize and direct political warfare specialist training as required.

3. Organization:

The POLWAR College contains all the functions necessary to operate a college (figure 11). However, it is not self-sufficient in instructors nor POI development. Civilian professors must fly from Saigon to Dalat to present lectures.

4. Activities:

a. The POLWAR College graduated its first two-year cadet class on 3 May 1969. The 168 men who graduated originally competed with over 1,200 applicants for acceptance to the College (185 were selected, showing a very low attrition rate). Candidates for enrollment are civilian high school graduates. The cadets are trained in the general military arts and sciences in addition to their specialization in political warfare techniques.

b. In addition to the regular cadet class, the college offers a ten week course to train active duty officers in political warfare techniques. This course is intended to branch qualify POLWAR Officers who will serve on the POLWAR staffs at regimental level and above.

c. The facilities at Dalat are limited, but there are plans for an expanded physical plant at a new location in Dalat. As the college is increasing in size and quality, new temporary buildings are being added constantly and the library facilities are being expanded and professionalized. At the present rate of growth this college should be an accredited educational institution on par with civilian universities by 1975.
Figure 11

ORGANIZATION OF THE POLITICAL WARFARE COLLEGE
CHAPTER 9

GENERAL POLITICAL WARFARE DEPARTMENT'S OPERATING BUDGETS

1. Definitions:

a. Administration and Financial Service (A&FS). The subordinate activity of the Directorate General for Finance and Audit (DGFA) is responsible for providing financial management support to all elements of the Ministry of National Defense (MOND) throughout the RVNAF. There are nine regional A&FS's dispersed within the RVN. They are located in the following places:

   - A&FS #1 - Gia Dinh (III Corps)
   - A&FS #2 - Da Nang
   - A&FS #3 - Ban Me Thuot
   - A&FS #4 - Nha Trang
   - A&FS #5 - Can Tho
   - A&FS #6 - Gia Dinh (CND)
   - A&FS #7 - My Tho
   - A&FS #8 - Qui Nhon
   - A&FS #9 - Gia Dinh

b. Directorate General for Finance and Audit (DGFA). A MOND organization which is responsible for all financial management and audits within RVNAF.

c. Commercial Import Program (CIP). The program used by the US Agency for International Development (AID) whereby commercial products are imported and sold to acquire local currency.

d. Joint Support Funds (JS). Those funds generated by AID programs (CIP and PL480) which are used to support the RVN Defense Budget.

e. PK-1 Form. This is an RVNAF form used by a Program Manager to request allocation of obligation authority, i.e., authority to spend monies, from the RVN Defense budget.

f. KP-2 Form. This is used by DGFA to allocate (release) obligation authority to the Program Manager.

g. PK-3 Form. This is used by the Program Manager to distribute funds to subordinate agencies and units, based on a KP-2 Form.

h. Program Manager. The RVNAF activity responsible for managing one or more Chapters of the RVN Defense Budget. The Chief of GPWD is the Program Manager for Chapter 29 (GPWD's operating budget).

i. PL-480 Currency. Local currencies received from the sale of surplus agricultural commodities. These receipts are commonly referred to as "Counter-part Funds".
2. Background:

The Vietnamese Defense Budget, which can be equated to the US Department of Defense Budget, uses the European terminology of Chapters, Articles, and Items as compared to our programs, projects, and expense elements. Chapter 29 applies to General Political Warfare Department's operating budget. Their requirements are programmed, budgeted, accounted and recorded by categories of expense called "Articles" which are subdivided into "Items". For example, Article 1 pertains to "Technical Equipment" with five corresponding shredouts (items). See Figure 12 for the structure of budget account codes.

3. The Budget Process:

a. There are three phases to the Budget Process—preparation, review, and execution. Annually, the departments and staff agencies of GPWD prepare their estimates of known requirements for the coming calendar year. (GVN operates on a calendar year basis as contrasted to our fiscal year). These stated requirements, expressed in a common denominator, plasters, are consolidated by the Budget Office. The finished product is called a "Financial Plan" or "Budget Estimate" which describes in financial terms GPWD's plan of operation for the next calendar year.

b. Once GPWD compiles and formalizes its budget estimate, the review phase begins. The budget flows through intermediaries who, in short, analyze each requirement and its applicable justification. MOND "kicks off" the review. The overall objective of MOND is to maintain a balanced VN defense budget which is economically feasible and reflects a judicious allocation of national resources. After MOND completes its review in which deletions, additions, and/or adjustments may occur, the Budget is sent to the US Program Budget Advisory Officer of the respective Chapter. His task is to summarize the data into a composite format for presentation and defense before MACV's Screening Board. Simultaneously, he screens all requirements for mathematical accuracy, program integrity, and mission continuity. In addition, he recommends which requirements and what portion of them should be financed with JS funds.

c. From the MACV Screening Board, the Budget is routed through the MACV Budget Advisory Committee, COMUSMACV, and the US Mission Council. Finally, AID draws up a Project Agreement in which the amount of US aid to be given to RVN is specified.

4. General Political Warfare Department Chapters:

a. Chapter 29 includes funds for operating expenses of the Central Political Warfare agency down through company and Sector level. It includes funds for the operation of the PSYWAR Department, POLWAR Battalions, Entertainment Platoon, PSYWAR Divisions and Sections of RVNAF units, operation of Radio and TV stations and printing presses. Also, funds support Military Security Department, Political Indoctrination Department, Military Sports Department, POLWAR College, and the Central Cultural Group. Chapter 29 includes funds for units at all levels through RF/FF and for Military Civil Assistance Program (MILCAP) and Herbicides claims.
b. The Social Services Department of GPWD is funded under Chapter 22. It provides funds for the support of Welfare programs applicable to RVNAF personnel and their dependents. Social Welfare benefits in the form of monetary and material allowances are given to survivors of servicemen killed and wounded in action and those servicemen serving at isolated posts. In addition, gifts are distributed to parents of newly born children and victims of natural disasters. Teachers' salaries and the cost to operate elementary schools, kindergartens and maternity clinics are financed in Chapter 22. The training expense of training female social service assistants is also funded within this chapter.

c. Chapter 28 pertains to the Chaplain Department of GPWD. This chapter covers the operating expenses of three Chaplain offices (Buddhist, Catholic and Protestant) and their subordinate agencies dispersed throughout the four Corps Tactical Zones to service the regular, regional, and popular forces. Religious booklets, magazines, and supplies are the items of expense financed in this chapter.

5. Joint Support Funds.

a. Joint Support Funds (JS) represents US financial aid provided in GPWD's budget. The US Program Budget Advisory Officer is responsible for releasing JS credits and monitoring their usage. JS funds are distributed quarterly and may be reprogrammed, with MACV approval, between Articles.

b. Whenever a valid need exists for monies to finance an essential mission requirement which is beyond GPWD's current resources, requests for JS funds may be sent to the Program Budget Advisory Officer, MACV, J3-11, for resolution.

6. Release of Funds:

a. DGFA allocates funds to GPWD, the Program Manager, and respective A&F Service based on requests submitted by the General Political Warfare Department. The request for allocation of funds (KP-1 Form) indicates what portion should be allocated to GPWD and what portion to the applicable A&F Service. In some instances, funds are allocated directly to GPWD (KP-2 Form) and later transferred to the regional A&F Service to permit local administration of the program. When funds are allocated to an A&F Service, the unit (user) is notified by either the A&F Service or GPWD (KP-3 Form). This gives the unit the "go-ahead" to initiate procurement action.

b. The initial allocation of funds is made without a request from the unit. However, the unit may be asked to forecast its financial needs for a specific period and forward the requirement through the supporting A&F Service or directly to DGFA. The unit may request funds for unforeseen and unprogrammed requirements or a supplement to existing fund allocation by submitting a KP-1 Form to GPWD or A&F Service.

7. Program Execution.

a. The Program Budget Advisory Officer receives a copy of all fund
allocations, transfers and withdrawal documents pertaining to GPWD. This information provides him with knowledge of what funds have been allocated, transferred, or withdrawn by Chapter, Article, and Item and the reason for such action.

b. DGFA prepares a Monthly Report of Obligations and Expenditures and forwards it to the Program Budget Advisory Officer. This report shows the status of GPWD's funds.
# BUDGET ACCOUNT CODES

<table>
<thead>
<tr>
<th>ARTICLE</th>
<th>ITEM</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>Technical Equipment Items (Non T&amp;E) Military Security Dept.</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Political Indoctrination Dept.</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Central PSYWAR Entertainment Det.</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Staff of General Political Warfare Dept/JCS</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>PSYWAR Dept.</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Not used</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>Permanent Personnel</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>Career Personnel</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Non-Career Personnel</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Functional Allowance</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Travel Allowance</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>TET Bonus</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>Temporary Personnel</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>Central PSYWAR Entertainment Dept</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>POLWAR College</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Security Agency</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Social Service Dept</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>PSYWAR Dept</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>TET Bonus</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Staff of General Political Warfare Department and Political Indoctrination Dept.</td>
</tr>
</tbody>
</table>

**Figure 12**

41
PID Training Instructors

Staff & Field Activities Operating Expense

1. Printed Forms
2. Office Supplies
3. Reading Materials
4. Housekeeping & Janitorial Supplies
5. Theatrical Supplies
6. Office Equipment Repair
7. PSTWAR Operating Expense
8. Printing Supplies & Materials
9. POLWAR General Conferences
10. Information Magazine Expense

POLWAR College

1. Training Operations
2. Political Indoctrination Expense
3. Newspapers, Reference Documents
4. Civilian Instructor Fees
5. Translators (English, French, Chinese)
6. Personnel Management
7. Publication of POLWAR Reviews
8. Library Equipment
9. Training Aids Repair
10. Printing of Training Materials

Sports Program

1. JCS and Central Agencies
2. Sports Competitions

Figure 12 (Continued)
3 Sports Equipment
4 Korean Karate Instruction
5 Operation of Sports Commission and General Sports Associations

POLWAR Operating Expense

1 TV, MOPIC Production Cost
2 Photographic Expenses
3 Training Aids
4 Printing of Books, Documents
5 Mimeographing of Materials
6 Copyright Fees
7 Translation Fees
8 Painting Expenses
9 Publication Mailing Expense
10 Unit & Mobile Libraries
11 Unit Funds for POLWAR Tng
12 POLWAR NCO Tng Center
13 Not used
14 Recruiting Propaganda Expense
15 PSYWAR Activities (Incl Civic Action projects)
16 National Holiday Celebrations
17 Not used
18 Rental - 2 Relay Box
19 Mobile Printing Press
20 Outstanding Servicemen Awards and Associated Expense

Figure 12 (Continued)
Figure 12 (Continued)

21  Political Indoctrination by TV

9  Military Civil Assistance Program (MILCAP) Financial Assistance

1  MILCAP Financial Assistance

10  Herbicide

1  Financial Assistance for Crop Damage
CHAPTER 10

THE POLWAR BATTALIONS

1. Mission:

a. The mission of the Political Warfare Battalions is to provide POLWAR support to the RVNAF. This includes troop education, motivation and indoctrination, civic action, and PSYWAR support of tactical operations.

b. The battalions assigned to and under the operational control of the Corps Tactical Zones support the consolidation and internal security phases in pacification operations, and collection of POLWAR intelligence in their respective areas of operation.

c. Their activities are oriented toward three target audiences: The RVNAF, the Civilian Populace, and the Enemy.

2. Target Audiences:

a. POLWAR activity aimed at the ARVN soldier and his dependents is primarily in the form of information and entertainment. Skits and plays are presented by the cultural platoon, and movies are shown regularly. In addition, POLWAR units distribute magazines, newspapers, stamps, and envelopes to the soldiers and provide medical treatment to the dependents of military personnel. In recruit centers, battalion personnel conduct question and answer sessions with trainees.

b. POLWAR directed at the civilian populace situated in contested areas is receiving the most emphasis of all target audiences. The delivery of the GVN message to civilians is by small, semi-autonomous PSYWAR/Civic Action (CA) teams, which distribute magazines, newspapers, and leaflets, print and display posters and banners, show movies, and broadcast from mobile loudspeakers. Medical aid is popular with the people as is cultural group entertainment in the form of singing and dancing, plays, etc. The most effective means of reaching the civilian populace, however, is by face-to-face communication. Personal visits and conversations are held as much as possible down to the village and hamlet level.

c. POLWAR activities aimed at the enemy are being implemented by leaflet dissemination, loudspeaker messages, and the production and distribution of GVN posters, banners, and slogans. Visits and entertainment of returnees and/or their families are also done to a lesser extent wherever possible. Enemy oriented activity usually takes place in a situation where an ARVN unit is in direct contact with the enemy, especially where the enemy is surrounded. The PSYWAR/CA teams have the capability for limited production, quick reaction leaflets, which can be used to exploit surrender appeal situations during PSYWAR support of infantry operations.

3. Organization and Activities:

a. There are five Political Warfare Battalions in the RVNAF—the 10th, 20th, 30th, 40th and 50th battalions. The 10th - 40th battalions are assigned to the I - IV CTZ respectively, with the 50th in general reserve in the Capital Military District.

* Political Warfare Battalion shoulder patches are shown at Figure 13.
The above shoulder patches identify a member of one of the RVNAF Political Warfare Battalions. The triangular shape symbolizes the autonomy of the POLWAR Battalion. The figures 10, 20, 30, 40 and 50 denote the five existing POLWAR Battalions.
b. A new TO&E, approved 25 August 1969, established a standardized organization for the five POLWAR battalions as shown in Figure 14.

c. The POLWAR battalions are composed of a battalion headquarters, an administration and technical company, a cultural platoon, and four political warfare companies.

d. The battalion headquarters reflects the standard staff sections. The S3 Section includes a political indoctrination officer and NCO, an agriculture officer, a public health officer, a displaced persons officer, and civic action specialists (NCO).

e. The administration and technical company operates the battalion finance section, the motor pool, a printing and drafting section, and a signal and photo section.

f. The cultural platoon, as shown in Figure 15, is comprised of five teams: theater, music, classical music, singing and dancing, and technical. The theater team puts on skits and plays. The music team provides general supporting and background music during performances. The classical music team provides classical music. The singing and dancing team has personnel who sing and dance to traditional and modern music. The smallest element is the technical team. This team has sound and lighting specialists who insure the proper acoustics and background settings for all performances.

g. The four POLWAR Companies are identically organized with a company headquarters, a POLWAR intelligence team, a political indoctrination platoon, and two PSYWAR/CA teams (Figure 16).

(1) The POLWAR intelligence team provides POLWAR intelligence for company and battalion use.

(2) The political indoctrination platoon contains a political education team, a unit activities team, and a cultural welfare service team. The political education team presents routine troop education programs. The unit activities team is in charge of building up morale, strengthening the loyalty to the SVN and strengthening the troops' solidarity by organizing various unit activities such as collective birthday parties, debate competitions, and songfests. The cultural welfare service team provides each company with the basic troop entertainment tools. The team specializes in cultural propaganda, organizing sports contests, and teaching hobbies. EM musicians, EM dancers, and female civilians organize group singing and dancing, and put on small dramas and skits.

h. The eight PSYWAR/CA teams per company are composed of eight men each (Figure 17). The team leader, an officer, is a qualified photographer. His NCO assistant is a draftsmen for posters and banners. Two EM are sound specialists and projector operators. There is also an EM mimeograph operator, a public health NCO, an agriculture/supply specialist (NCO), and an NCO who specializes in engineering.
CHAPTER 11

POLITICAL WARFARE IN MILITARY UNITS AND ORGANIZATIONS

1. Mission:

The overall mission of POLWAR staffs in military units and organizations is the same as that of GFWD with responsibility for achieving the same intermediate objectives. The scope of activity is the same; however, the activities are adapted to the level of the unit or organization.

2. Organization:

Every military unit or organization in South Vietnam has a POLWAR element. Generally they carry out all the POLWAR functions mentioned in this booklet, but the scope of activity is limited by the size of the unit or organization. (See Figures 18 - 23 for examples of POLWAR staffs at various levels).

3. Activities:

a. The POLWAR Staff supports the unit or organization commander by:

(1) Keeping the commander informed of the state of morale and discipline within his unit.

(2) Keeping the commander informed of the state of civil/military relations in his area of operations.

(3) Preparing the POLWAR Annex to the unit operations plan, including both PSYWAR and Civic Action planned activities as well as the information mentioned in paragraphs 3a(1) and 3a(2) above.

(4) Preparing and implementing political warfare plans for the improvement of the unit's troop and dependent welfare activities, motivation and indoctrination/education programs, other morale and esprit building activities, and counter-intelligence programs.

(5) Planning and implementing PSYWAR and counter-propaganda activities both in furtherance of national campaigns and in reaction to the immediate tactical situation.

b. The POLWAR staffs in support units or other non-combat organizations are responsible for planning and implementing POLWAR activities within their unit or organization. This includes the whole range of POLWAR activities.

c. In the case of training centers and schools the POLWAR Staffs are responsible for integrating appropriate political warfare education programs into the normal curriculum.
POLWAR STAFF ORGANIZATION
(CORPS LEVEL)

- CORPS COMMANDER
  - DEPUTY
  - C/S

- POLWAR BN
  - DCS FOR POLWAR
    - CATHOLIC CHAPLAIN DIV
      - BUDDHIST DIV
      - PROTESTANT DIV

- MILITARY SECURITY DIV
- POLITICAL INDOC DIV
- PSYWAR DIV
- SOCIAL WELFARE DIV
- PRESS & INFO SECTION

Figure 18

POLWAR STAFF ORGANIZATION
(DIVISION LEVEL)

- DIVISION COMMANDER
  - DEPUTY
  - C/S

- POLWAR COMPANY
  - DCS FOR POLWAR
    - CATHOLIC CHAPLAIN
      - BUDDHIST
      - PROTESTANT

- MILITARY SECURITY SECTION
- POLITICAL INDOC SECTION
- PSYWAR SECTION
- SOCIAL WELFARE SECTION
- PRESS & INFO SECTION

Figure 19
CHAPTER 12

THE COMPANY POLWAR ORGANIZATION

1. Mission:

a. The primary mission of the Company POLWAR Officer is to support the commander by eliminating the conditions which cause low morale and desertions. The objectives are: create a unified unit spirit among the troops; provide the troops with political and ideological direction through motivation and indoctrination programs; and, detect and neutralize individuals whose activities are prejudicial to the best interests of the units. The Company POLWAR Officer has the additional PSYWAR duty of assuring proper relationship between his unit and the civilian populace in the area of operation, and he is also responsible for PSYWAR activities against the enemy.

b. The mission of eliminating the conditions which cause low morale and desertions includes troop and dependent social welfare activities, entertainment of troops, assuring that proper sanitary conditions and personal hygiene attitudes exist, and assuring that the unit's food and living conditions are adequate. The Company POLWAR Officer is singularly important because it is at this level that the POLWAR system comes into direct contact with the vast majority of soldiers. At company level soldiers are usually draftees rather than professional soldiers, so problems of discipline, morale, and desertion are more acute. The POLWAR Officer is the only person in the entire POLWAR system who must implement all the functions of the system. He is a combination Social Welfare Officer, Chaplain, Political Motivation and Indoctrination Officer, PSYWAR Officer, Sports and Recreation Officer, Press and Information Officer, Civil Affairs Officer, and Counter-intelligence Officer.

2. Background:

a. The POLWAR Organization at company level is the most important element of the entire political warfare system. The concept of POLWAR at this level is an Asian solution to Asian problems. Asian tradition has created a need for a special approach to the problems at this level.

b. The traditional authoritarian way of command did not permit a commander to listen to or even consider the grievances of his troops. The troops were under the absolute control of the commander. There was no cultural experience of individual rights or dignity. Even though the people have been carefully courted by the government in the last few years, the term "people" still refers to people as a whole and not as individuals. As a result, passive submission to authority has long existed among the population, particularly in the Army where the commander exercised unlimited authority. There was no dialogue between the soldier and the commander; consequently, the soldier had no recourse. He had only two choices: to take the abuse of the Commander or to desert.

c. A second sociological phenomenon which exists in Asia is the extreme difficulty for conflict between two individuals to be solved by direct confrontation. If a soldier even complains to a commander, the commander "loses face". When a real conflict exists, the commander cannot admit his fault and rectify the situation. The superior is always correct and the subordinate always a troublemaker who doesn't understand his place.
d. The oriental solution to this situation has always been to insert a "go between" to mediate conflicts. Thus, the Political Warfare Officer and his organization have come into existence to serve as the "go between" between the troops and the commander. Grievances can be brought to the POLWAR organization without attacking the dignity of the commander. The POLWAR Officer personalizes the relationships within the unit in order to provide the soldier with a feeling of familial security in the military after he has been uprooted from his own family. The soldier should be able to take the personal problems, which he would normally take to his parents, to his POLWAR Officer. The POLWAR Officer and his organization can engage in many activities such as teaching songs to the troops, listening to their grievances, discussing their personal problems, etc......, which the commander could not do without detracting from his image.

3. Organization and Activities:

   a. All of the functional organizations of the Political Warfare System must support the Company POLWAR Officer. The company level organization is a master-piece in low level organization (Figure 24). It consists of the POLWAR Officer, the POLWAR NCO, the POLWAR Fighter Committee, the Welfare Committee, the PSYWAR Team, and several isolated Security Maintenance Cells.

   b. The POLWAR Officer is the Company Executive Officer as well as the Company POLWAR Officer. He is responsible to the Company Commander for all POLWAR activity within the unit. The POLWAR NCO assists the POLWAR Officer in all POLWAR activities. The POLWAR officer and the POLWAR NCO are the only TOE positions. The three committees are informal, similar to unit fund committees in the US Army. Each job described is in addition to regular duties.

   c. The POLWAR Fighter Committee is made up of one soldier from each squad in the unit. The POLWAR Officer selects those whom he considers to be the natural leaders in the squads and appoints them as POLWAR Fighters. They are then formed into teams, one in each platoon. The mission of the POLWAR Fighter is to detect and report the ideologically weak soldiers of his squad. He is supposed to detect and report the general grievances of the soldiers to the POLWAR Officer. The POLWAR Officer will try to neutralize the grievances, but in some instances where neutralization is not possible he will instruct the POLWAR Fighters to go back to their squads and explain why the situations causing grievances cannot be solved and why the soldiers should work hard to overcome these adversities. Individuals with personal problems are singled out, and the problems are dealt with in a personal way on an individual basis. The POLWAR Fighter is also used to motivate and indoctrinate the other men of his squad at the direction of the POLWAR Officer. He does this by setting the example and by explaining to the men why they must do what they are doing. He becomes the big brother to the other men in his squad.

   d. The Welfare Committee is composed of one elected soldier from each squad. This committee is responsible for organizing sports, and educational and cultural competition within the unit. They also organize songfests, parties, and other recreational activities. They are also responsible for improving the unit's food and general living conditions. All of their
activities are aimed at making the soldier's life more tolerable, developing
t heir esprit de corps, and making them feel like one big family.

e. The PSYWAR Team is responsible for all PSYWAR activities within the
unit. This team is also made up of one man per squad or less, appointed by
the POLWAR Officer. The personnel are trained in loudspeaker use, poster
and banner lettering, intelligence collection for PSYWAR use, and the further-
ance of the unit's relationships with the civilian populace.

f. The Security Maintenance Team Cells are individual soldiers within
the unit who are appointed by the POLWAR Officer to serve as his special
informants. They are compartmented and make their reports in secret. They
are taught to detect variations in the behavior of their fellow soldiers
and to report anything which might indicate a soldier is preparing to desert
or is engaged in espionage activity. These Security Maintenance Cells are
located throughout the company and at all levels. The number of Cells per
squad or platoon is at the discretion of the POLWAR Officer.
COMPANY LEVEL POLWAR ORGANIZATION

* Security Maintenance Cell

Figure 24