Republic of Vietnam
Revolutionary Development Ministry
National RD Cadre Training Center

A Paper for Submission to the President of the Republic of Vietnam (to be submitted through channels)

Respectfully, Mr. President:

It is our prediction and assessment that, despite the many obstacles and difficulties with which the road to peace is fraught, in today's Vietnam, without doubt, the near future holds a cease fire for our people.

The communist war leadership also believes this, and it is a cinch that it will prepare plans and schemes that will fit the new political facts of life, as they develop. Communist policy has been obvious from the New Year's Offensive to the present, and it will continue to evolve up to the cease fire. The communists have done their best to attack both province and district capitals on a countrywide basis. Their purpose is to tighten the noose around these areas by causing government power to be concentrated in either these district or province towns or else in military or police posts. Once having accomplished this, the Viet Cong will bend their efforts to further isolating the ARVN Forces, the Allied Forces, and other GVN cadre or officials from the people in the countryside by keeping them bottled up in province and district towns or military posts. The Viet Cong will continue this pattern up to the cease fire, and on that day they will flaunt their power and influence by an imposing display of Viet Cong flags and banners in those areas which we have abdicated. This is designed to impress, and it cannot help but impress, foreign observers and our own people, both of whom are certain to view GVN power as being less than spectacular. This serious loss of prestige at this critical time would seriously undermine our ability to carry on political motivation. In other words, in the political struggle that must follow a cease fire we would find ourselves at a serious disadvantage.
Besides this, the communists have another plot which is both longer range and more carefully thought out. This scheme involves implanting from 200,000 to 300,000 unarmed cadre or soldiers to begin legal residence in South Vietnam after the cease fire. Although they will at first appear to be law-abiding citizens, they will begin a new unarmed political struggle which they will re-escalate through the various all too familiar phases — armed struggle, guerrilla warfare, mobile warfare, and finally full conventional warfare. This then would be the third repetition of the two cycles already borne by Vietnam — the first, from 1945 to 1954 and then from 1954 to 1968 (see Annex 1).

If we visualize and understand these communist schemes, as well as the steps leading to the cease fire at hand, then it behooves us to begin immediate preparation and planning for rapid, effective action to rescue this country from the political peril rapidly taking form.

Our immediate plan to defeat the communist plots must have as its purpose the isolation of the Viet Cong from both the rural and urban population. This means that we must act to restrict the Viet Cong to their secret areas and unpopulated tactical zones. We need to begin immediately and continue action through the cease fire because the reason for isolating the Viet Cong is so that we can rapidly spread GVN influence the length and breadth of Vietnam. Stated more precisely, our object should be for a GVN flag to fly from each house of each of the 12,000 hamlets in Vietnam prior to and of course on the cease-fire day. We must have a practical, concrete accomplishment that says loud and clear that wherever one finds the Vietnamese people, one inevitably finds representatives of the National Government; wherever there are Vietnamese hamlets, there is a clear-cut GVN presence. A GVN flag flying from every sub-hamlet on the night before the cease fire would be ample evidence to the Vietnamese people that the communists can only arrive in force to terrorize, pressure, threaten, and force the people, but their forces are incapable of controlling the people. This psychological victory would be an important first step, and indeed provide the cornerstone from which our cadre could begin their initial political motivation activities in preparation for a political struggle against the communists throughout the cease-fire period. The display of GVN flags would be such objective, verifiable proof of GVN influence that the point would hardly be lost on international observers.
While action should start quickly, any effective plan must be capable of being sustained indefinitely in order to counteract the communist plots for protracted struggle. In their dream of communizing South Vietnam, the Hanoi communists plan to launch the 3d cycle of the war as a continuous action flowing uninterruptedly from the last two cycles. We wish to recommend to you, Mr. President, an effective plan to organize and build a national community with the spirit to struggle against the communists and to build our homeland.

Our present assessment is that we now have more than enough forces available in the hamlets, districts, and provinces. However, these forces lack unity, and their mission has yet to be clearly delineated. In order that we can exploit these disparate forces to their maximum capability, we respectfully recommend, Mr. President, that from the present to the cease fire and beyond our forces be reorganized and centralized as follows:

The first type force, to be called the "Hamlet, village security force," will include all the RD cadre and all the Popular Forces.

The second type force, to be called "Regional Reserve and Territorial Security Forces," will include the present Regional Force battalions.

The third type force, to be called the "Regular Forces and General Reserve," will be under the control of the Central Government or of a military tactical area. Their mission will be to destroy the enemy's main force units and to conduct operations aimed at isolating enemy base areas.

After we have divided all of our force into three main type forces as described above, it is an easy matter to clarify the mission for each.

Mission of the Hamlet, Village Security Force

The current available strength for this force consists of 60,000* RD cadre and 150,000 Popular Forces, for a total of 210,000 men. The mission of this force will be to flood the hamlet, village areas with a new kind of force which could be described as an "elastic force." This "elastic force" should be divided between the hamlets with a ratio

*60,000 is the figure used in the document passed to the President. The figure used by the American side for the existing cadre is 45,000.
of one platoon for every three hamlets. This would require
4,000 platoons for 12,000 hamlets. If we figure platoon
strength at forty men, then we need 130,000 men for the
requisite number of platoons. This leaves us still with
50,000 men (from our 220,000 man total) who will be needed
to fill the role of trainers and replacements; in other
words, this manpower reserve is essential to maintain viabil-
ity. Each 40-man platoon will be responsible for organiz-
ing the people of the three hamlets for which it is respon-
sible. The longer range plan is that as these platoons
complete construction of their three hamlets, which means
that each hamlet has its own viable self-defense militia,
the platoon will become the main force unit in support of
the three hamlet self-defense militia units.

Depending on how rapidly the cease fire approaches,
it is necessary to have a contingency plan, for acceler-
ated implementation of the plan, during the vital cease
fire period itself. This plan would be to have each forty-
man platoon secure one of its three hamlets to serve as a
base for the units which would occupy the two neighboring
hamlets on 1-3 day ("1" day designates the 1st official day
of cease fire). Of course, one platoon in a three-hamlet
area lacks sufficient strength to even provide for its own
security if it bases its defense on the tactics of conven-
tional warfare. If however, it uses unconventional tacti-
cal principles, such as we have recently begun teaching
the HD cadre (see Annex II) in a course called "Develop-
ing Combat Resourcefulness," then a platoon of from 33 to
40 men can rationally be expected to hold out, harass
the enemy, keep him off balance and insecure. If the en-
emy strikes with overwhelming force, this elastic force
withdraws, but always to return as soon as the enemy
leaves the hamlet. Indeed, we refer to this force as an
elastic force because a platoon position stretched over
a three-hamlet area is roughly analogous to a cluster of
rubber bands. Each rubber strand, considered separately,
has a certain minimum tensile strength or, to continue
the analogy, each element of the platoon (perhaps a 3-man
cell) must be trained to meet certain minimum tactical
standards regarding its ability to slow up any enemy
force in either its advance or withdrawal. This means
that our small 40-man platoons can drive the enemy into
a tactical posture such that will enable our reserve forces
to surround and annihilate him.
Mission of the Regional Reserve Force

The Regional Force battalions will be used as reserve forces at district and province level. This force will be used to annihilate enemy units of company of battalion size, which are still in active combat with our hamlet, village security forces. This force also has the mission of securing bridges, communication axes, and provincial or district administrative organizations. In the event that N-3 day (3 days prior to cease fire) finds us with our hamlets still uncompleted, we can assume that the Viet Cong infrastructure and guerrilla forces in those hamlets which the 40-man platoons have not yet constructed will compel the people to fly the VC flag in those hamlets. In order to prevent such an event, we must move quickly to fill the void with the timely insertion of 2,000 additional platoons. This figure assumes that the 4,000 platoons composed of RD and Popular Forces performing RD missions will be in control of at least 4,000 hamlets of the 12,000 hamlet total. The regional reserve force could furnish an additional 4,000 platoons to meet this contingency. This still leaves a 4,000 platoon deficit which the regular forces could fill. Thus, the remainder of both our general reserve and the Allied Forces will attack the enemy regular units and their secret areas. In this manner we will push the enemy back into such areas as we have reserved for them.

Mission of the Regular Force

The regular force is in reserve for a military tactical area; or it is in general reserve for the Central Government. This force, along with the Allied Forces, should conduct sweeping type operations, but with the purpose of enabling the hamlet, village security force to flood the territory. That is to say, the operations will have as a specific objective the insertion of the 40-man platoons into one of the hamlets of the three-hamlet complex with which they are to be entrusted. After the hamlet, village security force has flooded the countryside, that is the platoons have been inserted, the regular forces of the general reserve will begin aggressive operations to track the enemy and drive him into certain specific designated areas.

After we have organized our forces, generally as described, and missions are clearly defined with a proper delegation of tasks, there remains the important matter of the specific composition of the 40-man platoon. The organization should consist of a platoon leader, a political officer, six census grievance, propaganda motivation
cadre and nine hamlet cadre (each hamlet, 3 hamlet cadre). The platoon will have three combat squads. The six census grievance, propaganda motivation cadre will work closely with the nine hamlet cadre. These fifteen men along with the 3-man platoon headquarters, should all receive identical training in three main subjects:

Organizing the people to struggle against the communists

Development of combat resourcefulness

Political struggle and installation security

Approval of the above training program would entail training 72,000 cadre. An accelerated, intense course could give adequate instruction in the first two subjects; that is, the people's self-defense militia, and development of combat resourcefulness in a 4-week time frame. After the cease fire, these cadre could, on an alternate basis, return for an additional 4-week training in the last subject, political struggle and installation security. The last course is to gird them for the long struggle after the cease fire.

In order to realize this plan we must strive to attain two objectives: First, our long-range, ultimate objective is to create our own guerrilla force in the hamlets and villages which will be capable of developing a people's force with sufficient struggle power to attract the Viet Cong cadre and soldiers back to a mode of life that is purely Vietnamese; that is to say, the life of a rural hamlet. The second objective aims at achieving a vital military necessity, given the nature of our present struggle. It is to force the VC guerrilla and infrastructure cadre to reform into regular units. Forcing them to "go conventional" in order to survive, puts them in a dilemma. Either they will be forced to accept conventional warfare with the Allied and the regular GVN troops, or they will use their regular forces to strike directly into the people. Either course spells defeat for the Viet Cong.

If this plan is to succeed, we must recognize the hamlet, village security force as being primarily a political force with the capability of organizing the people. They must live with the people so that eventually these hamlet, village security platoons will become the people's main force in the three-hamlet area which they have completed. We have to trust the platoon leadership
elements and cadre to the point that we entrust them with sufficient authority that they can actually organize the people on their own. We must help them devise a plan for self-help in the areas for which they are responsible. Self-help here means the sort of self-reliance that will enable those cadre to genuinely integrate their lives with the community, that they become inseparable during the post-war period. For example: Each platoon must have the authority to organize a cooperative from which both they and the people will enjoy profits, or they can organize joint cultivation of certain land areas. Thus, both cadre and people join in a mutual venture for their mutual benefit. In this manner all the cadre of the 40-man platoon will be inseparably bound to the people of the three-hamlet area for which they are responsible. The ties that bind will be the ties of mutual self-interest and thus neither side will divorce, desert, or betray the other. Cadre propaganda and motivation will be based on genuine empathy and interrelated interests. If a certain number of the cadre attain sufficient status, they may aspire to village or hamlet office.

One other essential consideration within the broad question of security related census activities is the problem of establishing accurate, suitable civil status files or vital statistics. People who refuse to return to their own hamlets or villages which have been reorganized, or people whose hamlet or village will not accept them, must live in certain special areas which have been set aside for them and are governed by special rules or laws such as laws disenfranchising all within this special area, prohibition from holding public office, etc.; in short, they must be barred from the political life of the nation. But when former NLF cadre wish to return to the CHN during the post cease-fire period the National Government will assimilate them through the portals of its villages that the strong community spirit of the people's self-defense militia will reintegrate the former Viet Cong into the fabric of national customs and daily life. At the same time, they will be purged of their reactionary beliefs and outdated struggle ideals. The incorrigible elements, the instigators, and the crooked Chinese merchants must alike resign themselves to the fate of being forever excluded from the nation's political life. It is poetic justice that the war profiteers share the fate of the incorrigible communists
whom they have helped; and furthermore, it is practical to insure that they can no longer use their money to disrupt the political life of our nation. Thus, with one policy we can neutralize two enemies of the people - the communist underground and the corrupt.

Respectfully, Mr. President:

In submitting these crude ideas for your consideration, we dare not hope for more than the opportunity to present the thoughts that have their roots in a deep, abiding concern for our country. Perhaps they are the thoughts of a stricken conscience, for our belief is that "We, the common people, must share responsibility for whatever fate befalls the nation." We cannot be complacent or close our eyes to reality.

Respectfully, Mr. President:

This paper lacks much practical detail on implementation, but if you, Mr. President, approve the plan, and if circumstances permit, we request a chance to present to the President all the thoughts of one man whose heart is burdened with the worry of his homeland.

Respectfully,

Nguyen Be
Lieutenant Colonel
Republic of Vietnam
revolutionary Development Ministry
National Training Center

A paper for submission to:
The President of the republic of Vietnam
(to be submitted through channels)

Respectfully, Mr. President,

In continuation of the previous report dated 14 September 1968, we respectfully expand on the plots being hatched by the communist clique in Hanoi for the rapidly approaching cease fire. We must also further elaborate on the planning that is essential to counter the enemy political offensive. Our concept is that which every side best prepares for the cease fire will have a substantial head start towards victory.

The real reason that the communist leadership in Hanoi continues a completely hard line in Paris, still insisting on conditions which neither we nor the Americans can accept, still unamenable to even the most constructive conditions proposed by us or the United States in our search for peace, is that Ho Chi Minh, Vo Nguyen Giap, and company in Hanoi are not yet fully prepared to implement their plots or to obtain their strategic objectives for South Vietnam.

The first communist goal is to try hard to obtain several military victories. They hope to drive us into barbed wire enclosures, defensive trenches, behind sand bags, and into the military posts of province and district towns. The object of this is to effectively consolidate their political control of the people.

The second objective of the communists is to plant underground cadre in the villages and hamlets. They will propagandize and infiltrate elected village and hamlet governments. After the people have elected those whom they trust to carry on the revolutionary struggle, those in whose love of country they have absolute faith, those men whom the people believe to be best qualified to serve their interests, the communists will bide their time until the last weapon falls mute and the cease fire begins. At this time the communists will surface as the legitimate hamlet governments, with a claim to the trust and affection of the people. They will fly the communist flag and
organize the people very easily according to their plan for they will have the approval of the people. At this point it will be too late for us to change things. (Request to report this aspect more clearly in person.)

The third communist objective is to collect and plant a number of malcontents who are unable to make a living under the present government and use them to initiate the struggle to follow on the heels of the last two. Practically speaking, after the cease fire, those communists who give up their arms to live in South Vietnam will have to endure the laws and administrative regulations as administered by present local governments and police.

Under such local administrations these people will be naturally suspected of being pro-communist which means that they will encounter many difficulties in their daily lives. Thus, they will be forced to struggle for their very existence. A number of such people will become a struggle movement. If the authorities accept this as a legitimate political struggle, it is just a matter of time before they will flood the legislature and executive branch. If the authorities do not approve, they must suppress the movement because from suppression comes ever greater dissatisfaction. This would set the stage for an armed struggle aimed at overthrowing the government, and such a struggle would escalate through the familiar cycle: terrorism, guerrilla warfare, mobile warfare, and end in conventional warfare such as we have today.

If the communists accomplish the above strategic goals, they will have in place the machinery to continue their struggle after the cease fire. Perhaps during the present peace conferences the communists will continue their unreasonable demands and not be amenable to any conditions whatsoever set forth by our side. But it may be that at a certain point in the negotiations the communists will feel that they have completed their preparation for a post cease fire political struggle, and they will thereupon radically alter their negotiating stance. They will grow outwardly soft and begin acceding to enough of our demands to achieve a cease fire. Then the North Vietnamese communists will implement their plan to fly the communist colors prior to and continuing after the cease fire officially begins. They will fly the flag from many houses in many hamlets in a symbolic display of communist power and influence, intending to underscore the fact that they have flooded the vast countryside leaving us stranded on a few islands that we know as outposts or district or province towns.

'Understanding this, we respectfully present you, Mr. President, with emergency plans designed not only to cope with communist plots and fraudulent schemes, but also to seize both the strategic and tactical initiative.
In order to implement emergency tactical procedures designed
to defeat the enemy in the political arena, we recommend the follow-
ing three plans:

1. A plan to flood the countryside with our own forces
   and to push the communists into fixed areas.

2. A plan to gain political power and prestige by the
   cease-fire day so as to have a headstart for the
   ensuing political struggle.

3. A plan to retain the initiative in the political
   struggle and build a lasting peace for our people.

1. Plan to flood the countryside: From this day on to the cease
   fire we must push the entire communist force into such mountain
   and forest areas as we designate as their new lairs. To accomplish this,
   however, we must enable our own forces to occupy the length and
   breadth of Vietnam's 12,000 hamlets.

   If we entrust three hamlets to each Popular Force platoon or
   HO cadre group, it follows that we must have 4,000 platoons and/or
   cadre groups. If they are to be able to occupy one hamlet in a
   group of three hamlets to use as a base, then both the Popular
   Forces and the HO cadre must be instructed in the techniques and
   concepts of developing combat resourcefulness; this would include
   combat deception and all procedures essential to their staying with
   the people, motivating the people, and in so doing cracking the com-
   munist infrastructure wide open.

   The concept of operation should be that our 4,000 platoons will
   be strategically placed in 4,000 hamlets of Vietnam's 12,000 hamlets
   so that these 4,000 hamlets will serve as so many fulcrums from which
   to apply leverage against the other 8,000 hamlets. This requires the
   employment of 4,000 more platoons to participate in operations to
   search out enemy taking refuge in those 8,000 hamlets not permanently
   occupied by our 4,000 Popular Force Platoons or HO groups.

   If the GVN could have 12,000 platoons in 12,000 hamlets 48 hours
   prior to the cease fire, the communists would have to be skillful
   indeed to simultaneously strike as many as 2,000 of our platoons
   (hamlets). Theoretically we could temporarily write off 2,000 hamlets.
   But, practically speaking, the communists cannot take 2,000 hamlets
   because our reserve forces, our regulars, and our allies will be our
   reaction capability which will limit the communist's use of divisions
   or regiments to occupy large areas. They will be reduced to sporadic
   forty-eight hour occupations of some of the 2,000 hamlets in question.
   Conversely, we will have the capability of reoccupying all of the
   2,000 hamlets which might be lost. When all 12,000 hamlets are under
   GVN control, the first order of business is to gain prestige and in-
   fluence rapidly so as to prepare to launch our political offensive.
2. The plan to gain political power and prestige during the cease fire: After deployment of 12,000 platoons in 12,000 hamlets, we must prepare our hamlet leaders for their role. The interim leadership of a hamlet need consist only of a hamlet chief and two assistants, one for security and the other for propaganda and motivation. Thus, after the cease fire each village and each hamlet will have a governing element reinforced by the presence of a security platoon. This arrangement will prevent the communists from exploiting a cease fire to establish various committees (as they did in 1954) which they can blend into the local government machinery and thus establish a presence, subtle at first, in the minds of the people. We can prevent the communists from dividing our people or from injecting their venom into the body politic.

To prepare implementation of this plan requires the GVN to provide instruction in every aspect of the resourcefulness, subterfuge, cunning, and intelligence involved in political struggle not only for the 1D cadre but also for the hamlet and village cadre and the Popular Forces. Only thus can we have sufficient force to occupy our first 4,000 base hamlets to pave the way for 12,000 platoons and 12,000 hamlet governments to serve all 12,000 hamlets.

There are, of course, many hamlets already under GVN control with already existing local governments. It will not be necessary to replace these hamlet governments.

One pressing requirement is to insert trained hamlet governments into those hamlets which the communists control. To train hamlet governments for all 12,000 hamlets means that we must train 36,000 men. (Three men to a hamlet.) These people will be trained in hamlet administrative procedures, the procedure to establish a hamlet council (Annex I), and the particular tasks to be accomplished during each month of a six-month period beginning from the day of cease fire. Six months is the minimum time required to disarm, assemble forces, and to accomplish withdrawal of both North Vietnamese and American forces. During this same time we must also settle procedural matters relating to daily life in the hamlet such as who will return to the hamlets to live and under what conditions and enjoyment of what rights. We must also recheck our security police, regular police, military, etc.

After careful training and insertion into a hamlet, these cadre will start work on hamlet reorganization to build a new spirit with a fresh approach so that the people can hold the initiative throughout their political offensive and thus bring lasting peace to Vietnam.

3. The plan to gain and retain the initiative in the political offensive and building a lasting peace: After the cease fire begins and we have our 36,000 village and hamlet cadre ensconced in the 12,000 hamlets to organize the hamlet governments, the first task for
them (and for all the people) is to plant the national flag of the
republic of South Vietnam on every house in every hamlet. This says
in effect to the international community: "All the land in South
Vietnam belongs to the national community; the communists only make
a lot of noise aimed at deceiving people the world over; but look at
the facts, the communist flag flies only in their remote hideouts in
deep forests and on lonely mountains." This first step will greatly
enhance the people's trust in GVN at all levels. Starting from this
increased prestige, the various hamlet governments will be able to
organize their hamlets into "Communities of responsibility", erase
the vestiges and scars of war, and prepare the elections which will
help pave the road to durable peace.

To do this, we recommend that the hamlet governments accomplish
the following tasks during the first six months after the cease fire:

First Month

Slogan: "Erase the vestiges of war." The Popular Force platoons,
HQ cadre groups, and other armed groups all do their utmost to
assist the three-man hamlet government in eliminating the last vest-
iges and scars of war such as: BOMBS CRATES, TRENCHES, SUBTER-
REAL PASSAGES, SECRET TUNNELS, "COW BOYS", HOOLIGANS, GANGSTERS, P.I.N.S,
PROSTITUTES, etc. They must work to eliminate the last traces of
these hatreds which divide the class from the other. Explain to the
people the strong will required to re-establish lasting peace, to
diminish class differences, and to build family harmony, a good life
in a developing nation. We must have the will to purge all beliefs
or ideologies which advocate renewal of the war; we must gag the
mouths of those who incite new struggles. To accomplish the
foregoing, the hamlet government must energize the people to support
such movements as the "movement to fill in old shell craters and
tunnels and to sweep away the last vestiges of war", or the "move-
ment to eliminate hooliganism, promiscuity, gambling, and drunken-
ness". There must be open periods of frank discussion whereby the
cadre explain the perils of social vice and do their best to gain
rapprochement of unity and solidarity between families to eliminate hatred, narrow the gap between classes, and
bring comfort and consolation to war victims, etc.

After the above, these platoons must organize armed areas into
"agricultural cooperatives" as a basis for the eventual civilized
ization of the armed groups and their complete return to civilian life.

Throughout this period, the three cadre occupying the leader-
ship roles in the hamlet must motivate the people by public discus-
sions and private conversations with many people. They should
appeal to people who had left the hamlet to return to participate in
the rebuilding of their homeland. If many people return, this will
contribute to the prestige of the three hamlet leaders. This prestige will enable them to organize their hamlets into "Communities of responsibility" wherein the people have a new spirit having shed their old grudges. Having obtained a new spirit, we can organize the elections and organize the people to struggle against the communists. Thus, the people will be securing their own land and their own hamlet on their own behalf.

Second Month

Slogan: "Revitalize the homeland." Initiate a self-help campaign in which the people will repair their road network, their private houses, their community houses, churches, bridges, and anything else within their hamlet. We should also organize professional associations for farmers, fishermen, tradesmen, and other occupational groups. We will organize consumer's cooperatives, distributor's cooperatives, cooperative markets, etc.

To help build spirit and morale, we must organize various town meetings, popular entertainment, and instruction in practical or occupational skills such as sewing, cooking, handicrafts, etc.

Third Month

Slogan: "We protect our own hamlet." Organize the hamlet's nerve-use system, that is, the alert cells, liaison cells, alert procedures, etc. Organize the people's intelligence net so that we can live up to the motto "We can preserve peace in our own hamlet by our own efforts".

Fourth Month

Slogan: "Struggle for peace." Organize the People's Self-Defense Militia in such a way that all men, women, and children participate in either the active or passive struggle elements, so that they can keep their own village intact. Organize the people's intelligence net and build up the active struggle elements.

Fifth Month

Slogan: "Love, freedom, and comfort." Train the people in the art of political struggle. The people must demand to live in freedom and comfort, and they should appeal to displaced relatives to return to the hamlet and share the good life. Teach women struggle techniques appropriate to their feminine capabilities. Request that the local authorities deport to Ha Noi anyone retaining communist ideology or still desiring liaison with either communists or Ha Noi. During this phase we must pay special attention to developing our resourcefulness which had had a prior necessity. This phase prepares us for the sixth month.
Sixth Month

Slogan: "Construction and peace." Now the political struggle enters a vigorous, decisive phase as it strives to unite many beliefs into a common will capable of making basic political decisions such as selecting candidates for the elections.

respectfully, Mr. President,

We hope that the tactical approach outlined above will foil the communist plots for the cease fire and give us a strategy capable of:

1. Foiling the communist plot to organize another political struggle in the future.

2. Instill in the people an anti-communist spirit such that it will eliminate communist ideology from our country.

3. Use the cease fire as an opportunity to seize the initiative in building a permanent peace for the people of Vietnam.

If we implement the plan to flood the countryside with our forces by inserting a platoon of Popular Forces or HD cadre in each hamlet as sketched above and add three hamlet cadre to each hamlet, the practical effect would be to drive the communists to their isolated redoubts in virgin forests and lonely mountains.

By training 36,000 cadre for 12,000 hamlets we can reorganize these hamlets with a new spirit, a new life, such that will result in anti-communism of such strength as to drive from the collective and individual mind the last remnants of this ideology which has heretofore lurked in the background always ready to spring into the conscious mind given the opportunity.

Planting the GVN flag in every nook and cranny of Vietnam's hamlets before the cease fire will enhance our political stance with both our own people and the international community. This will give us the leverage to pursue our course of bringing freedom and enduring peace to Vietnam.

Our guideline for the first six months of the struggle (Phase I) will be that if it is the communist intent to use the cease fire to begin a third struggle and continue protracted war to color Vietnam red, we will respond by our determination to use the same period as our opportunity to build strong and everlasting peace for Vietnam and happiness for her people.
Our slogans are (provided we retain the initiative during the cease fire):

- All cut for lasting peace for Vietnam
- Fail every plot to plant the seeds of war
- The people's happiness above all else

With such a guideline and such slogans as these as a basis for our action to hold the initiative during the cease fire, the justness of our cause will be immediately apparent for it fits in perfectly with the people's main desire which is for peace, not war.

respectfully, Mr. President,

Perhaps I have exceeded your available time in presenting plans for political struggle to foil the sinister schemes of hi ho for the cease fire. We send this to the President with total trust, but also with the agonizing concern felt by these children of Vietnam who sincerely fear for their country's fate.

Nguyen Be
Lieutenant Colonel
I. INTRODUCTION:

The Revolutionary Development Program has entered a transitional phase where it is moving to adjust to progressive changes, which themselves are the fruits borne of the combined effort by both people and cadre in the last few years. From both the "Revolutionary Development Program" and the "Pacification, Development Plan" for 1969, we see that this is the year in which the Village Development Program makes its debut.

Stated another way, 1969 is the year in which we strive to restore sufficient governing powers to the village. Restoration of adequate governing powers for the village means that elected village officials are vested with actual and not just theoretical powers. They must in fact as well as theory lead their village. This means that both the "Village People's Council" and the "Village Administrative Committee" must deploy and effectively employ those armed units, those political cadre, and such permanent administrative units belonging to the village. In other words, technology and the specialists with technical capability must serve the elected leadership of the people.

If the word democracy is to have any real meaning, the specialists and the technicians must be responsive to the desires of those leaders for whom the people cast ballots. It is these elected leaders in whom the people have entrusted the leadership of their community, and so they must have sufficient authority to serve and lead the electorate which put them in office.

A most important factor, perhaps the most basic shift in the national ND policy in the drive to create greater prestige for village, hamlet-elected officials, is the "Village Development Program." We can more vividly describe this concept by the phrase: "FERTILIZE THE MUSH FOLD." This program is a basic departure from all the previous concepts of development which all shared the dubious distinction of making men slaves to technology. The new concept inherent in the "Village Development Program" is that technology must serve man, and to that end the hierarchy of specialists must serve the hierarchy of elected officials. This then is one of the long-range goals of the national ND policy.

II. WHY WE MUST DEVELOP THE VILLAGE:

As noted in the introduction we saw that the new concept in the "Village Development Program" will put technology at the disposal of the
people by making specialists responsive to elected leaders, in stark contrast with the older concepts.

A. The various concept of Village Development in the years preceding 1969 resulted in: Man becoming a slave to technology, and the various levels of leadership being in effect subordinated to the technicians. This explained by the following:

1. Money and means provided by the national budget had to go through a number of technicians, specialists and government personnel before reaching the people. From 1966 backwards, resources and funds went straight through a linear chain of government offices. Money went from the central government to the Ministries, from the Ministries to the related Provincial offices or technical services, and before reaching a village even had to go through the related District office. Therefore, if the village wanted to develop a project, a representative of the village residents, that is a member of the Village People's Council, and a member of the Village Administrative Committee, had to appear at Province and District to request that the Province technical service send personnel to implement the project concerned.

The technical service personnel at Province are technicians who not only hold the purse strings, but also had a monopoly on technological decisions. Confronted with this formidable power of the "technocrats," it is small wonder that the theoretical chain of leadership was reduced to impotence.

Let us visualize that the people are water in a pond, the armed forces and local government are fish, and the communists are mosquito larvae. Support funds are piped directly into the fishes' stomach through a nylon tube. The fish (VC and A.WN) tethered by this tube finds its maneuverability unduly restricted and thus hampered is quite unable to catch the mosquito larvae (communists) and thus destroy them. Furthermore, as the fish digests the food (support fund) and excretes, it cannot reingest its excrement. The excreted matter simply pollutes the water, thereby making it a better breeding ground for the communist larvae.

We can clearly understand the above analogy by taking a look at our nation's present economic life. The harvest may be bountiful or it may be lost without significant influence on the cost of living, but a rise or fall in the salaries of soldiers and civil servants is accompanied by a corresponding rise or fall in prices. One other phenomenon which should give us pause for thought is the fact that when the VC attacked the cities, successive groups of village, hamlet officials abandoned their jurisdictions for the Province or District capitals, even though their respective hamlets and villages were not under VC attack. Why did this occur? It happened because the villages and hamlets were not self-sustaining units, but were tied to a long logistical system running from top to bottom instead of having an acceptable degree of self-sufficiency on the ground.
2. The old concept of support made people slaves to technology and made the leadership levels slaves to the specialist class.

With money and means going from the central government to the Province technical services as described above, the double-barreled authority of province technical service personnel to rule on both allocation of funds and technological decisions gave these de facto exclusive authority to govern the political life of a locality. Furthermore, specialists by their very nature are usually people who wish more to live by their technical proficiency and knowledge than to throw themselves into struggle for the nation's political cause. Therefore, those elements which actively struggle against the Communists in their locality are isolated or worse even harmed by others within the nationalist fold.

Even more harmful is the fact that with Vietnamese technicians governing the political power of the country, foreign technicians, who may well have more technical expertise than they, are actually afforded an opportunity to rule this country by technology. Notwithstanding the fact that foreign technical advisors really desire to help us, but taking cognizance of their legitimate support mission and accepting their basic kindness at face value, the fact remains that it is no who have delivered ourselves into slavery to foreign technical advisors, indirectly through the de facto political power wielded by our domestic technicians.

The above shows that technology governs to the point that people become slaves to technology, for the leaders themselves are inordinately stymied by the specialists and technicians. Thus the people's representatives are enslaved to a group of technicians who ought to be serving the people, not ruling them. Thus, values and morale alike are turned upside down and man has become a slave to the product of his own creativity.

B. The concept of village development for 1969 is to make technology serve the people and employ specialists, technicians to serve the people's elected leaders.

1. Support to go to the people:

According to the new concept of village development, both money and material support will go straight to the people through their representatives which means "People's Village Council" and the "Village Administrative Committee." Money and material from the central government, that is to say the ministries,
will not go through the provincial technical services or districts but but will go straight to the "village administrative committee" so that the people can develop their village according to their own plan. With money and material going straight to the village residents for them to use toward developing a fuller life, the economy will prosper and there will be a viable tax base. A sufficient village budget is analogous to fertilizing the water (people) of our hypothetical fish pond by placing nutritious plants in the water on which the fish (i.e., the village, hamlet officials) can feed. Thus the long nylon tube (linear supply line) to the fishes' stomach is severed but the fish can still live in the water (among the people). Freed of its tether the fish can maneuver rapidly and eliminate the larvae (communists) quite efficiently.

2. The village development program for 1960 is the opening phase in making the change to a technology that serves the people.

Then the village has its own funds, the people can develop their own villages and hamlets in their own way. The villages and hamlets will no longer be subordinated to the money and specialists of the provincial Technical services. In the contrary, the people will have the right to employ technicians and specialists in accordance with their wishes. According to the 1957 "Pacification and Development" plan, secure villages which have completed their elections will receive one million plasters. The remaining villages will receive 500,000 plasters. The money is divided into thirds as follows:

One-third of the funds is allocated for construction projects such as schools, bridges, sewers, wells, etc.

Two-thirds of the funds are used for economic development for the people in the village, by economic activity designed to add to family incomes. Aided family income means strengthening the tax base, which in turn will insure that the village can maintain an adequate autonomous fund.

When the people have the money in their hands, they will decide how they want to develop their village according to their own plan and requirements. The projects will be in accordance with the people's genuine aspirations. If a particular project requires technical guidance, the people's representative is no longer reduced to hesitating or kowtowing to the specialists in the provincial technical services, but rather the technicians must automatically go to the villages and hamlets to serve the people when they are needed. In other words, technology will serve the people. The people's elected leaders will have the funds to hire specialists and ensure that their work is in keeping with the aspirations of those whom they are supposed to lead. If the political leadership, that is elected officials, don't have sufficient authority to implement whatever the people want, then the people are slaves to technology. In such a state of affairs, the people must accept whatever the technicians dole out to them as though they were giving alms. Each class or level of specialists whose stock and trade is technology must serve the various
leadership coelons, for these leaders were elected by the people to be
their representatives. In this way social values are not turned topsy-
turny, and the people do not fall slaves to the caprice and whims of those
whose mentality is to exploit others.

III. HOW MUST WE DEVELOP THE VILLAGE?

The people of each hamlet of the various villages are organized into
sub-hamlets, inter-family groups, and families.

When threatened, they are all citizen-soldiers, or partisans within
the People's Self-Defense Militia, and each has a special mission or re-
sponsibility according to one's capability, sex, age, and physical condi-
tion. They may belong to one of various cells such as alert, liaison, fire-
fighting, rescue, first aid, medical evacuation, combat families, or to
such cells as combat, demolition, obstacle, booty trains, etc. The people's
Self-Defense Militia is commanded by the Deputy Hamlet Chief for Security
and four interteam leaders who are concurrently the planning commissi-
ioner, intelligence commissioner, specialist commissioner, and the commissi-
one of activities for the elderly or infirm.

When at peace the people are still members of the various inter-family
groups, and people's unions to help themselves in making a living. The
Deputy Hamlet Chief for Propaganda and Motivation (information) is respon-
sible for hamlet development. The inter-team leaders of the People's
Self-defense Militia who double as commissioners within the PSDK organi-
ization also wear a third hat in times of peace; their missions at hamlet le-
vel correspond with the missions of the chiefs of the village subcommit-
tees: agriculture, education, social welfare and health, and development
unions. The agriculture sub-committee may be the fishing or handicraft sub-
committee depending on the occupations involved.

We can compare the people of a hamlet living with their families to
the society in a beehive. Then their life is disrupted as when we throw
a stone at the beehive, they will swarm out, each bee with an attack mission.
This corresponds to the People's Self-Defense Militia in a hamlet. When
the beehive is left undisturbed, each bee is engaged in one of several tasks
such as gathering honey, hive construction and maintenance, etc. This cor-
responds to development work within the hamlet.

Thus, there is only one system or chain which consists of the hamlet,
sub-hamlet, inter-family group, and family, but when the hamlet is distur-
bted each person has a combat mission to protect the hamlet and village.
"Combat" as used here comprises an infinite variety of passive and active
forms. Then the hamlet is left undisturbed everyone contributes to develop-
ment to increase his own profit and enrich the community. Stated another
way, there is only one people's organization but it has two missions: a
combat mission and a development mission. We can compare this to a nostril.
Then we use it to detect a scent it functions as part of our olfactory...
system, but when we use it for breathing it functions as part of our respiratory system. Thus we have two functions by functional analysis but only one entity.

A. The purpose of the Village Development Program:

Village development has the following purposes:

1. Create a community spirit so that the people will actively participate in the protection of their own interests and also bolster the spirit of mutual support so that from this the people may participate in the protection of their institutions.

2. Develop economic prosperity; increase family incomes.

3. Prevent national funds from being waylaid by middle-men, or of being reserved for people with influence, or of falling into the hands of any elements which will use the money to breed social injustice from which the people will become discouraged and lose faith in the work of building the homeland.

4. The people must be comfortable enough economically so that they can pay taxes into the village fund without their feeling that the nation is putting an undue burden on them. In such a social climate, the village and hamlet governments will be able to live within the people like a fish in water.

P. The objective of the village development program:

The objective of the village development program is to make it feasible for those village, hamlet residents of the same occupational or same interest groups, to form development unions so that they can develop within an organization that will have legal guarantees for both individual and group interests.

When the people can get together in such a development union they have in fact already accepted two basic essentials in which we wish to educate them. These are:

1. Democracy and Government by Law:

The existence of a development union implies that the people must have contracts. These contracts must be protected
by law so that neither the interests of an individual member nor of the union as a whole are infringed. This drafting of contracts requires the people to decide on those regulations which they must thereafter abide. When we arrive at this stage the law of the land will have been derived from the customs and practices of the people and will therefore serve the people. This is different from the old practice of using law patterned after foreign countries to rule the people.

2. **Community spirit and a rational approach to problem-solving:**

If the people accept 'aiding together to protect individual interests, then it follows that each individual has a responsibility to the group. Everyone has the mission of nurturing his community or development union. In this spirit every person can accept a rational and scientific attitude towards the work involved in developing one's community, (adult education). This community spirit will heighten the conscious value of or appreciation of the value of such values has hard work, initiative, and thrift in maximizing economic development.

C. The procedure to implement a class I development project:

Before going deep into each procedural phase involved in a class I development project, we will discuss the organization of the village operational management section, category I; and the people's development organization for each hamlet.

**Organization of Category I Operational Management Section:**

a) **Elements:** Each village has an operational management section which includes:

Chief of People's Village Council ........ Chairman
Chief of Village Administrative Committee and related hamlet chiefs ........ Members
2 Representatives from People's Self-Defense Militia ........ Members
1 Representative from RD Cadre Team ........ Member
2 notables or local personalities ........ Members

In those villages which have not yet held elections the Chief of the Village Administrative Committee will be the chairman of the Operational Management Section.
b. Mission:

The "Operational Management Committee" has the mission of seeing that projects are implemented, that all operations are pursued in accordance with the genuine aspirations of the people, and are appropriate to the prevailing technological and sociological conditions.

The "Operational Management Committee" will purchase material as necessary and administer projects. The committee has direct access to the Provincial technical services to ask guidance in technical matters. The Province technical services will do their utmost to help when so requested by the committee.

The organization and mission of the various sub-committees in the hamlet development role:

The hamlet development element is the responsibility of the deputy hamlet chief for propaganda, motivation (information). He performs this task through that organization which in time of attack we know exclusively as the "People's Self-Defense Militia", but in periods of tranquility we can call the "people's development groups". The development groups have 4 sub-committees, that is one to each of the 4 People's Self-Defense Militia inter-groups in the hamlet.


Be responsible for economic and social planning.


Responsible for the development of all hamlet education facilities. This encompasses primary schooling, community and adult (literacy) education as well.

c. Sub-committee for health and social welfare:

Responsibility vested in the Specialist Commissioner of the People's Self-Defense Militia.

Help improve health and living standards. Help in the prevention of disease and give assistance to the poor.
Encourage the people in the hamlet, through their inter-family groups and families to form development unions as a means of increasing their family income. Encourage and assist the credit unions to gradually become full-fledged village cooperatives so that they enjoy full protection of the laws.

If a particular hamlet has specialized industry, that is, are independent on industries other than agriculture, then the "agriculture" sub-committee can be a sub-committee for the appropriate industry be it fishing, handicraft, or whatsoever.

1. Phase I: Forming the Development Union

a. The Deputy Hamlet Chief for Propaganda and Motivation (information) and the heads of each of the 4 development sub-committees before meeting with the operational management section at village should already know the following:

- What development projects one's hamlet is capable of implementing.
- The amount of money available for each development project.

b. Activate the people to form development unions:

The Deputy Hamlet Chief for Propaganda (information) and the Commissioner of People's Self-Defense Activities (for the old and inirm) concurrently the chief of the sub-committee for development unions, both visit these inter-families or these families which form one occupational or one special interest group. They try to sell them an organizing themselves into a development union with respect to their interest or activity so as to increase their family income. Thus people who raise pigs could form a development union of pig raisers. There could be development unions organized by chicken farmers, truck farmers,homesteads (owners or part owners), or water pumps, etc.

c. When everyone completely understands they can meet again to discuss the following: Planning should provide for:

1. The name of the development union, such as "Poultry Farmers' Development Unit," or "Union of Pig Breeders," etc.

2. The plan for development or "how to do it." Method of implementation. Who will contribute what in time, labor, or materials? Will the government help? How much, etc?
3. Management Procedures:

Who is responsible to implement what?

Who follows up - overseers?

Reports - how often, what, through what channels, to whom?

Who receipts for money and supplies?

Distribution of dividends

Plans for future expansion

After reaching agreement in the three main areas above, there should be an election for people to shoulder the responsibility. It should be to elect 3 people who will constitute the "Management Section" of the development union. The 3 positions are:

Chairman
Treasurer
Secretary

It will be necessary to also elect a 5-member Development Union Control Section. It will inspect, and make reports. These 5 people can take turns on which one actually reports on the status of projects at meetings of the Development Union's general membership. They must make reports to the village Operations and Management Section for Category I projects.

2. Phase II:

The representatives of the Development Union must meet with the related sub-committees, that is the sub-committees for agriculture and development unions, respectively, in order to:

a. Research plans to implement those projects which the Deputy Hamlet Chief for Propaganda, Motivation (information) and the commissioners concerned have staffed with the Operations and Management Section.
b. Establish an official signature paper with the official signature of the Chairman and the Secretary of the Development Union. The signatures must be confirmed as authentic by the hamlet chief. This signature paper is then sent up to the Village Operations and Management Committee. This committee will then meet with the hamlet chief and the representatives of the Development Union.

c. All the representatives should participate in the meeting, where in the Village Operations and Management Committee makes its final decision on the establishment of the union.

3. Phase III - Implementing Projects:

The Operations and Management Committee meets with representatives of the people to make decisions on project implementation.

a. A decision to let a development union implement a project (as in raising pigs) must be in writing and signed by the Operations and Management Committee and the Chief of the Village Administrative Committee. Their signatures on the development union's paper will constitute temporary acceptance of the activities of a given union.

b. Material and monetary support so that the development union can implement the project as determined. This support goes through the Development Union's Management Committee.

c. The Village Operations and Management Committee must insure that the Development Union's implementation is in strict accord with the Management Committee's decision. Therefore, this committee must inspect, and follow closely the union's activities. It must follow the reports of the 5-man control section.

d. Certify Projects: Have documentary evidence of each completed project. Encourage and assist the Development Unions to gradually progress to Village Cooperatives.

4. Phase IV - Progressive Phase:

After a project is completed and properly certified it is natural that the representatives of the Development Union will become the founders of a Village Cooperative upon the following:

a. The founders, using the official signature document which established the Development Union, as a basis must draft internal rules and regulations for a Village Cooperative upon the following:
a. The founders, using the official signature document which established the Development Union, as a basis must draft internal rules and regulations for a Village Cooperative.

b. Follow the proper procedures to request Village Cooperative status. Request through the Provincial Cooperative Office to the Cooperative Directorate. Cooperative status means becoming a local entity, and as such being capable of operating throughout the village and expanding development activities without limit.

c. Strongly encourage all the village residents to aggressively and cheerfully participate in the Village Cooperative. Increase stock purchasing for development. There are two methods by which people may obtain stock:

with money

By furnishing labor: Some people without sufficient funds to buy stock can furnish labor. One "work unit" (however computed) could be equated with one share of stock as an example.

IV. CONCLUSION:

An advantage of the Village Development Program is that it allows the people to develop themselves directly by their own efforts, and thus become more the masters of their own fate. The Village Development Plan for 1969 will make technology serve man and stabilize the social order which had been subverted by the old concept of support.

The village government represented by our symbolic fish is no longer tied to the long logistical tube without which it would once have died. Now it no longer requires the tube and can maneuver freely in the water, (among the people) for it lives by the taxes on surplus income which is all made possible by the Village Development Program.

The Village Development Plan for 1969 also enables the people to trade their former withdrawal and anxiety for a new freedom to develop initiative in doing whatever they desire, towards a way of life which grows richer with each passing day.

The Village Development Program helps each person to plan his means of livelihood within a Development Union. These projects will not belong to just a few individuals but will help the organization as a whole. When the people see the advantages which accrue they will eagerly apply themselves to planning and working in the Development Union.
The Village Development Program engenders a spirit of self-help which will have its fruition in greater local self-sufficiency. It also strengthens the country's leaders from the central government down to the villages and hamlets. The program strengthens the entire nation with increased freedom and real independence. Independence in an economic sense and freedom to develop whatever corresponds to the people's wishes.

The future development of village cooperatives as made possible by the 1960 Village Development Plan will bring to our people great progress in education and also enhance our economic future.
TO ELIMINATE THE COMMUNISTS

THE VILLAGE, HAMLET GOVERNMENTS MUST LIVE AMONG
THE PEOPLE AS A FISH LIVES IN WATER.

THE DAY THAT WE SEE THE VILLAGE, HAMLET GOVERNMENTS
TIED TO THE LONG SUPPLY LINE FROM TOP TO BOTTOM,
THAT IS A DAY ON WHICH THE COMMUNISTS STILL ENJOY
FREEDOM OF ACTION.

THE FISH OR LOCAL GOVERNMENT BECAUSE IT IS TETHERED BY
THE SUPPLY TUBE IN UNABLE TO MANEUVER FREELY.
SIGNIFICANCE OF VILLAGE DEVELOPMENT
IN THE RD PROGRAM

PREVIOUSLY
* The fish representing the local government and the army cannot kill the mosquito larvae because it, being hampered by the supply tube, cannot maneuver.
* The fish could not live in the water because what it has excreted, only made the water polluted and afforded the larvae a greater productivity.

Village and Hamlet elected, Administrative system

Communist larvae living among population

Government army

Central government
Ministries
Province
Services
District
Section
Village

Foreign aids must have gone through the governmental system.

* Population is water
* Government and Army: the fish
* Mosquito larvae living in the water are Communists (underground guerillas)
* Polluted water gives an abundant productivity to larvae
* Fertilized water gives life to mosquitos which are food for fish.
* Population is water
* The life of fish is dependant on water
* Able to manuever, the fish will eat all the larvae
* Fertilizers give life to nesses which are food for the fish.
* This support system turned man into a slave to technology

* Specialists encroached on the manager's authority which has been entrusted to the latter by the people.

* The leadership system being encroached on by specialists became corrupt.
* With this system the people are the masters.

* Technology serves man

* Man is not a slave to technology;

* Specialists are unable to usurp the prerogatives of elected leaders.
ORGANIZATIONAL CHART

HAMLET PEOPLE'S SELF-DEFENSE FORCE

Hamlet Chief
(Chairman of PSDF Com.)

Sub-hamlet

Dep. Hamlet Chief for Admin. (Com. for Development)

Info & GH Cadre
(Asst to Com. for Development)

Asst for Mil. Affairs
(Deputy Commander of PSDF; Commissioner for Operations and Coordination)

Leader, Combat PSDF team (Planning Com.)

Leader, Children Self-Defense Team (Intelligence Com.)

Leader, Women's Support Team (Technical Team) (Activity Team)

Leader, Elders Self-Defense Team

Agric Sub-Committee

Public health Social Welfare Sub-Committee

People's groups Sub-Committee

Help people develop a healthy life, fight diseases and poverty

Motivate people to join people's groups to improve their incomes

Peace Time

Inter-Family

Everybody regardless of age and sex participates

War Time

Family

Everybody regardless of age and sex participates
1. Create the spirit of actively looking out for one's own interests.
2. Develop the people's economic life, increase family income.
3. Prevent the national budget from falling into the hands of middlemen or other exploiters.
4. The people's prosperity provides wealth for the village treasury.
THE OBJECTIVES OF THE VILLAGE DEVELOPMENT PLAN

OBJECTIVE OF THE DEVELOPMENT UNION IS TO LATER ADVANCE TO A VILLAGE COOPERATIVE

DEMOCRACY
GOVERNMENT BY LAW

SPIRIT OF COMMUNITY RESPONSIBILITY
REMEMBER:
The people participate, and
the local government helps,
so that together they develop
a richer life.

SLOGAN:
A project is granted only when the people
have both a plan and an organization.

CHIEF OF VILLAGE PEOPLE'S
COMMITTEE IS CHAIRMAN

- Chief of village council
- Related hered chieftains
- Village notables

* PURCHASE MATERIAL, MANAGE OPERATIONS
* DIRECT ACCESS TO PROVINCE TECHNICAL SERVICES FOR TECHNICAL ADVICE
* IMPLEMENT PROJECTS IN CLOSE ACCORDANCE WITH THE ASPIRATIONS OF THE PEOPLE
* TECHNICAL REALITIES AND SOCIAL CONDITIONS.
EXPLAIN AND MOTIVATE TO ASCERTAIN THE LEGITIMATE DESIRES OF THE PEOPLE.

VILLAGE ADMIN. COMMITTEE

VILLAGE PEOPLES' COUNCIL

MANAGEMENT ROAD FOR CATEGORY I DEVELOPMENT PROJECTS

HAMLET CHIEF

INTER-FAMILY GROUP

DEPUTY FOR PROPAGANDA MOTIVATION

DEVELOPMENT UNION SUB-COMMITTEE

PEOPLES' DEVELOPMENT GPS. OR: PSLM

Development unions for such as:

PIG RAISING
TRACTORS
RICE PLANTING
FISHING

Canvass families and inter-families of like of occupations

To organize themselves into Devel. unions

Hamlet
PROCEDURES OF IMPLEMENTING A DEVELOPMENT PROJECT TO RAISE THE PEOPLE'S LIVING STANDARD

VILLAGE PEOPLE'S COUNCIL

VILLAGE ADMIN. COMMITTEE

Management board of village Development project, class 1.
* Meeting to obtain decision to implement.
* Follow up, encourage and advancement to cooperative status, i.e. as a legal entity.

HAMLET

HAMLET technical sub-committee
* Get suggestions, set up a plan and make an official record.
* Assign a representative to take part in the management board.

INTER-FAMILY

Representatives of inter-families and technical sub-committee meet to unite the people in implementing a project.
PHASE 2

THE PEOPLE CONTRIBUTE TO ORGANIZING, PLANNING WORKS,
THUS HELPING FORM A PROJECT

VILLAGE PEOPLE COUNCIL

VILLAGE ADMINISTRATIVE COMMITTEE

MANAGEMENT BOARD FOR VILLAGE DEVELOPMENT PROJECTS CLASS I

HAMLET

INTER-FAMILY

FAMILY

DEVELOPMENT UNION ASSIGNS REPRESENTATIVES TO ATTEND MEETINGS

REPRESENTATIVES OF INTER-FAMILIES MEET WITH TECHNICAL SUB-SECTIONS TO.....

ASSIGN REPRESENTATIVES TO ATTEND MEETINGS WITH THE MANAGEMENT BOARD FOR VILLAGE DEVELOPMENT PROJECTS.

STUDY A DEVELOPMENT PROJECT

SET UP MINUTES WITH THE SIGNATURE OF THE HAMLET CHIEF
Funds provided by the government must be followed up and entrusted to the people to manage in such a manner that nobody can take advantage of them.
GENERAL ON PROCEDURES FOR DEVELOPING A PROJECT

MANAGEMENT BOARD FOR PROJECTS
*Hold meetings and decide implement
*Follow up, urge forward and control

Assign representatives to attend meetings to come to a decision.

Representatives of inter-families or families to meet with technical sub-sections:
*Set up the minutes
*Get the signature of the chairman of the village admin. committee, so as to give the union's activities a temporary legal entity.

Technical sub-sections attend meetings.

People's hamlet development

People's self defense

Com. for prop. & motivation and Union-motivating Section

DEVELOPMENT UNION
(Those families or inter-families with the same occupation)

After projects have been accomplished and examined, the Development union becomes

Approach to organizing development union

COOPERATIVE
With its legal entity for its activities and for maintaining such projects.
PRIOR TO ASSIGNING REPRESENTATIVES
TO MEET WITH TECHNICAL SUB-SECTIONS

Representatives of
inter-families and
and families with the same
occupation or interests
in the development
union...

Elect
Elect

MANAGEMENT BOARD
1 CHAIRMAN
1 TREASURER
1 SECRETARY

CONTROL SECTION
Consists of 5 members who
take turns to
take turns to
take turns to
take turns to
take turns to
take turns to
control the acti-
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PHASE 4

AFTER THE PROJECT HAS BEEN ENDORSED....

EXPAND THE SCOPE OF ACTION SO THAT THE CASH GRANT FROM THE GOVERNMENT CAN, LIKE AN OIL SPOT, SPREAD TO THE OTHER HAMLETS IN THE VILLAGE WHICH ARE OR WILL BE PACIFIED.

REPRESENTATIVES IN THE DEVELOPMENT UNION BECOME THE COOPERATIVE FOUNDERS

BASED ON PREVIOUS MINUTES TO DRAFT

INTERNAL REGULATIONS AND RULES

SUBMIT NECESSARY PAPERS TO THE COOPERATIVE SERVICE FOR THE PERMISSION TO FORM.

COOPERATIVE

* TO ACQUIRE LEGAL STATUS AND CAN ACT FOR A LONG TIME.
* TO LET THE PEOPLE IN HAMLET OR VILLAGE PARTICIPATE AND BUY MORE SHARES TO MAINTAIN AND QUICKLY DEVELOP THE COOPERATIVE.
ENDORSE, HOLD A MEETING OF THE UNION MANAGEMENT BOARD AND CONTROL UNDER THE CHAIRMANSHIP OF THE HAMLET CHIEF AND THE VILLAGE COUNCIL REPRESENTATIVE.

- To divide the profits to members
- To discuss new development plans
- To enlarge the scope of action
- To set up new internal regulations according to precious minutes
- To submit necessary papers to the cooperative service and the local court to apply for regularization.
UNION MEMBERS WHO ARE THE COOPERATIVE FOUNDERS HOLD
A GENERAL MEETING INCLUDING OLD AND NEW MEMBERS AND
THOSE WHO REALLY WISH TO PUT LABOR AND CAPITAL INTO
THE COOPERATIVE.

GENERAL MEETING

ELECT

MANAGEMENT BOARD  CONTROL BOARD

EDUCATION COMMITTEE  ADMINISTRATIVE COMMITTEE

SECRETARY
DEVELOPMENT ORDER OF COOPERATIVES IN A VILLAGE

AFTER BECOMING COOPERATIVES, THE UNIONS WILL GRADUALLY SPREAD TO OTHER HAMLETS IN DEVELOPMENT PRIORITY ORDER TO HELP THE PEOPLE IN THE HAMLETS OF THE VILLAGE RAISE THEIR LIVING STANDARD.