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Ladies and Gentlemen,

During the recent seminars and in the last briefing we have covered a number of subjects: "11 Criteria for the building of New Life Hamlets", "Schedule: for building New Life Hamlets", for instance. You have realized clearly the goal of the revolutionary development in 1967, the criteria for the building of New Life Hamlets. You have also discussed about your specific missions of exercising each criterion as well as the priorities of those criteria.

However, realizing clearly the problem is not the only factor for success.

The main problem is that how can we assess properly the logical principles, the appropriate techniques to transform ideology into action in order to assure the success of our missions.

Consequently in the revolutionary development we should outline some basic principles and some techniques for operations.

That is why I would like to propose the so-called "7 steps to success" and "8 operation techniques" as guidance.

First of all, I am going to cover "7 steps to success" in the RD program for 1967.
1st STEP: Selection of hamlets to be built, Selection of RD Groups to be entrusted with missions of building NILs and Exercise of logical command.

The local authority has to select a number of hamlets among the old life hamlets to build them as New Life Hamlets. We have no intention to transform automatically any old life Hamlet into New Life Hamlet, because some critical hamlets when transformed into New Life Hamlets may entice more people from the adjacent hamlets. That is why we have to select a number of critical hamlets for center of operation. The hamlets to be built according to priorities given must be in secure, populated, prosperous and strategic areas.

They must be within our capabilities, morally and technically. We should not select the hamlets which are out of the secure areas and far from supporting units because surroundings will exert partly influence on the morale of cadres. Although cadres are well trained they should live in appropriate surroundings to maintain and boost up their morale. Further, the selection of hamlets to be built should be in accordance with the support capabilities of the Army. Any hamlet once sponsored will belong to us for ever.

Without support of the Army, our efforts will lead nowhere because that hamlet, sooner or later, will be harassed and destroyed by the enemy.
The hamlets selected should meet the people's aspirations, so the people will be ready to adopt and participate actively in the rural reconstruction. We should make the people in New Life Hamlets be conscious of their better life in comparison with the obscure life of the other people living in the VC controlled areas. This comparison exerts great influence on the latter's morale, even on the VC Cadres' standpoint, arousing their doubt and suspicions about the policy and the goal of the Communists.

The selection of hamlets to be built is very necessary but not sufficient, because if we fail to select the qualified cadres for the revolutionary development then I think we do not employ properly our cadres.

The objective conditions of every hamlet are not the same, so are, of course, the techniques and experiences of each RD Cadre Group.

Prior to selection, we have to analyse carefully the conditions of each hamlet, understand the good points and shortcomings as well as each group so that we can appoint effectively cadres for suitable tasks.

As to the hamlets difficult to be built, we should assign this task to the RD Groups having sound techniques, much experience, high spirit and braving of difficulties and risks.

As to the hamlets easy to be built we can give this task to the RD Groups that are not qualified enough to assume this responsibility. While operating in these hamlets they must learn to improve their
techniques so that they will be able to sponsor any hamlet difficult
to be built in the future.

Remember that we won't let these groups always work in the hamlets
easy to be built; otherwise we will spoil our cadres. We should
exercise supervision on these groups and try to improve their capabili-
ties as well as to boost up their morale.

At last, organization and logical command are the problems to be
brought out. The realization of the New Life Hamlet functioning as
a machine, depends on various agencies and on the chain of command.
The delay of only one agency may hamper the functioning of the
whole machinery. Therefore, I hope a plan of action would be carefully
made for every agency in locality, indicating clearly the progress
scheduled so that the chain of command will be logical and unique.
On account of this factor our cadres operating in hamlets will carry
out easily their mission.

In brief, the proper organisation, functioning and command of our cadres
on all levels, Civilian, Military, Political and Administrative, are
of great importance. So instead of stepping on one another's toes
we can give mutual aid.

2. STEP : CONTINUOUS AND ACTIVE MILITARY SUPPORT MUST BE GIVEN

In 1967, depending on the local security situation every Tactical
(Division) area will dispatch a number of Regular troop units for the
Revolutionary development program. Each unit assigned to an area of responsibility will conduct sweeping operations to support the hamlets to be sponsored.

- Firstly, such units must be in full strength and meet the general security situation in the area to be pacified.

- Secondly, such units must be permanent in the area of responsibility.

What I want to emphasize here-in is that the units supporting the RD program must not be considered as reserves in locality and must not be moved to other places for operation purpose.

This does not mean that they will be fixedly stationed in a certain area but they may operate freely within the area of responsibility only.

In addition to the 2 conditions mentioned above, all members are requested to pay attention to their working style during their performance of mission as well as to the civilian proselyting at all times.

All Province Chiefs should always remind the soldiers that while they carry out the civilian proselyting with their good working style, not only may they win the people to our side but they can help the military units to succeed easily in the RD plan. I also advise all Province Chiefs to make regular inspections in every subordinate units to check if their soldiers have properly and adequately carried out the civilian proselyting as well as shown their good working style.
The supporting units will stay covertly in the area of responsibility and operate continuously through the year. By continuously, I mean that these units must always follow up the security situation in order to launch timely mopping-up operations, protect the RD groups during operation. To pacify an area requires more than mere mopping-up operations. Many Communist elements will try to make much trouble to the RD Cadre Groups during their performance of mission. Therefore the continuous pacification requires of the military personnel a self-imposed discipline and the readiness in combat.

In order to boost up the cadres' morale and to encourage the people to participate in the revolutionary development, the supporting forces must be present at once, in full strength to protect effectively the hamlets and RD Groups from being attacked by the VC.

So the people will have confidence in the supporting forces and unhesitatingly get rid of the VC threat. If a hamlet is attacked by the VC, we must send reinforcements at once and formulate plan to recapture it at any time and at any rate.

3rd STEP: CADRES MUST STAY COVERTLY IN HAMLETS, DAY AND NIGHT.

We have trained adequate cadres for the RD plan and determined that each Group will build, on the average, 2 New Life Hamlets for a year. By doing so, we have time to build properly each hamlet in accordance with the criteria already set forth.

With a view to building a hamlet of value, we don't want the RD cadres to bypass phases in their planning because all criteria on the basis
of which the New Life Hamlets are built, are bound together by a cause-to-effect principle. We cannot develop our New Life unless we destroy the enemy infra-structures and build ours. And we can't build our infra-structures without mopping and pacifying our area. If we can't carry out carefully our mission in the previous phase as scheduled, I think, our efforts and money will be wasted in the successive phases.

The rural reconstruction is divided in 3 phases: sweeping operation and cover, pacification, construction and fostering.

The order of successive phases indicates the importance of planning that we are going to carry out. This importance requires that we should observe the results obtained after each phase. We should not work neglectfully for the only reason that we want to complete our task in time as scheduled.

Now I would like to remind you that we have to pay attention to the essence of the work because that is the main objective of the revolutionary development within the framework of a new society in which the happiness and security are all assured.

As cadres you should remember that you have to keep close to the people. Your attitude and working style will be observed and evaluated by the people. Whether the prestige of the government grows or declines, depends on your action and your works. So you should be serious, open-minded while in contact with the people.
Only one cadre of bad manners may spoil the prestige of the whole group, and it would take long time to regain confidence and sympathy of the people.

4th STEP: Before cadres are sent off throughout rural areas, they must receive regular and adequate training, morally and technically.

The technical training for cadres should not be rigid, unchanged but flexible and suitable to reality. Therefore, after having worked in the field, acquired experiences from reality, they should undergo the refresher training in locality in order to keep pace with the new concept on the revolutionary development and to understand thoroughly more new criteria and operation techniques.

As far as the refresher training is concerned, Provincial Commands need to contact the Rural Operations Directorate and the National RD Training Center in Vung-Tau for uniformity of training policy.

In order to follow-up and push the progress of operations, Province Chiefs, District Chiefs, RD Commanders and Inspectors should come down to the hamlets being sponsored, at least once or twice a month, to participate in the regular activities of cadres.

Your visit will give proof of your concern vis-a-vis RD Cadres and thus will boost up significantly their morale.

With a view to attaining objectivity and reality, the inspection should be continuous but unscheduled so that you may obtain results desired in exercising your supervision.
5th STEP: The Military, Cadres and Administrative officials should regard one another as brothers.

One of various weaknesses in the revolutionary development in 1966 is due to the fact that the military, cadres and administrative officials in certain areas do not get along with one another. The reason is that they do not treat one another as brothers during their performance of mission.

That is why in 1967 the esprit de corps will be highlighted, consolidated and developed.

The success of the revolutionary development is not attributed only to the contribution of an individual or a group but to that of everybody, government, cadres and the whole brave people. The revolutionary development may be characterized as a machine and of military personnel, civil servants, cadres and people as well - each member is just a wheel. If this machine is functioning well it is due to the fact that its wheels are well engaged in it. If they stop, the whole machine will suffer the same effect.

We all should understand the difficulties encountered in friendly agencies, try to give them aid, put aside all minor misunderstandings and prejudices in order to make the "RD Machinery" function well.

Finish your job, that is not good enough because you are still passive.

Let's be active, open-hearted and dynamic in promoting union among and in all organizations. By doing so we hope our success would be divisible.
6th STEP: Be thrifty and absolutely honest.

I need to remind you that you should not squander the credits released by the government for the RD program but you also should not be too close-fisted only because you may run the risk of a bad reputation for wasting money; that means you only spend what is needed. You should prevent the illogically wasteful expenditures.

In formulating plans for reconstruction, support, coordination,... Provincial Authority should weigh carefully the pros and cons, avoiding the uncomplete works. We will only do what is considered feasible and logical.

What I want to emphasize more is that you ought to be absolutely honest. If you economize one but you commit corruption tenfold, that leads nowhere. All elements, Civilian, Political, Administrative and Military, ought to be honest, never steal money or materials during performance of duty. It isn't enough if only you are honest; everybody around you must be honest too. Everyone has the duty to eradicate corruption and to denounce dishonest people to the Government.

7th STEP: Never fear difficulties and hardships! Carry out resolutely what you have planned!

In 1966, Cadres in certain areas dare not make every sacrifice to get along with the local people. They still balk at difficulties and hardships and further have created misunderstanding among the people in view of their bad manners and working style. Administrative cadres
are still bureaucratic, put on airs; militarymen, still authoritarian treat Political and Administrative Cadres as strangers. How can they all do the big job, convince the people of their cooperation?

In 1967 we won't accept such an attitude. Cadres ought to eat together, live together and work together with the people. They must be vanguards who are to be exposed to the most difficult and riskiest works. Administrative cadres ought to come to the people for service.

Formerly the latter had to go to public agencies asking for favor. Now the former may not stay in their office to wait for the people; inversely they have to go down the countryside to serve the people. Civil servants ought to work until they finish not until the time to stop. They work for the people's sake not for pay.

Militarymen must safeguard the people at any rate, anywhere, any time.

In summary, those 7 principles must be 7 prerequisites for any mission. I am not sure that those 7 principles will lead us to success but I believe those are 7 powers which can start and speed up the "RD machinery".

If we all apply those 7 principles we will go a few first paces at least on the way to our success.

Ladies and Gentlemen,

I have just briefed you about 7 principles to perform our missions. Now let us have time to deal with the 8 operation techniques that
we are going to observe with a view to carrying out what we have planned.

1. Each RD Group must be assigned to one clearly defined area of responsibility.

Each area includes 2 New Life Hamlets, some hamlets to be pacified and some others in the vicinity to be consolidated.

This area must be well defined on UTM system map with coordinates and boundaries clearly given.

In carrying out the recently approved RD plan, Province Chiefs have to distribute works, based on strength status, to various groups prior to 31 Jan 67 and at the same time submit reports to Central Authority, to Hq, Tactical Corps Zone and Tactical Division Area concerned.

Reports will include overlay of the base of operation of different RD Groups, list of cadres, General situation on the enemy and friendly units...

2. Make sure the RD program outlined by Technical branches and services be realistic, necessary and meet the people's aspirations. Although the RD program suggested by Technical branches and services has been approved by authoritative officials, it should be revised before starting to work in response to all requirements in reality. Consequently, as soon as cadres are assigned to a certain village,
they ought to know what should be done first, in what phase and by what means. They have to check what is completed, what is scheduled for repair and what is planned to be done. They will discuss with local authority to check if the plan suggested by technical services is realistic and suitable to the people's aspirations. They may recommend some changes on that plan to meet realistic conditions provided that the requirements do not exceed the amount of credits already approved.

The revision of these tasks is assumed by the RD Cadres with the cooperation of other Technical Cadres.

In case any Provincial Authority is planning to realize a certain project, the RD Groups related will be requested to make investigation required and submit report to Central Authority prior to 31 Jan 67. During the time the RD Cadres operate in hamlets, the heads of different Technical branches and services in province must go down to the hamlets sponsored to check how that plan works.

Afterwards the whole plan will be formulated for implementation.

3.- The RD Councils on Provincial and district levels must hold regular meetings.

The Provincial RD Councils should meet once a month, the district RD Councils twice a month. In special cases the Provincial RD Councils cannot convene; the Current Affairs Committees will meet as scheduled.
In these sessions they will follow up the implementation of the RD plan and urge the possible earliest completion of works. The RD Councils may make some changes on that plan to meet realistic conditions. In this case they should send reports to Central Authority.

The credits released for the RD program of a certain New Life Hamlet will be used for that plan and will not be transferred to another project for some other purposes.

5.- As to Agricultural affairs, fishery and animal husbandry... the distribution of rice seedlings, breeding fishes and domestic animals will be made as follows:

- The Distribution Committee must include 3 members:
  - 1 Technical Cadre (Agricultural, fishery, animal husbandry... accordingly).
  - 1 RD Cadre
  - 1 Representative of the local people
- Distribute rice seedlings, breeding fishes... only to the peasants already trained by our Technical cadres.

6.- No bids should be invited chiefly for our self-help projects and educational plans. If we entrust the civilian contractors with any project, we believe no works will be properly done. Therefore we wish you would study carefully what you are planning to do so that you would be able to accomplish your works as scheduled.

7.- As to the irrigation and public works projects, the procedures "on regio" (under government) are advisable. Those
projects which are generally estimated at relatively large amount of credits and realized in a long term, should be supported and strictly controlled by the government.

Further, these plans will give the people the opportunities to develop community, promote union, mutual aid and cooperation.

8.- As to any project for which bids must be made, the local authority have to proceed to the usual procedures. Provincial Authorities are reminded to pay attention to the projects which require the bids procedures. Do not make any delay nor wait until the last minutes before sending messages to Central Authority requesting for approval of price and for making a bid. Do not play tricks in making a bid for each phase of only one major project. This will cause damage to the national budget and to the quality of materials for the projects designed. And any project requiring a large amount of credit will be controlled and approved by the Government.

Ladies and Gentlemen,

What I have just briefed about is not new to you. As you know we have reiterated such things many a time. But pointing them out this time, I don't mean and I don't want we just say empty words, nod the principles and forget everything then. I would say that sometimes we understand the situation intelligently enough, we do know
what should be done and how to gain success but unfortunately all our efforts still end up in failure. We fail because we don't have courage and good will enough to realize what we have planned seriously. To be clear-sighted that is very necessary but not sufficient. Good-will and courage are required.

So I hope you will be determined to observe the principles I have just mentioned. We will betray ourselves, deceive ourselves if we only approve theoretically those principles and we don't practise them. In this case, how can we make any success?

Thank you all,
D. NEW LIFE DEVELOPMENT PROGRAMS

MILITARY - CADRE - ADMINISTRATION NATIONAL R.D. CONGRESS

Hold in Tuyen Duc on 29 & 30 December 1966

(SUPPORT AND TRANSLATION SECTION)
NEW LIFE DEVELOPMENT PROGRAMS.
ARMY - CADRE - ADMINISTRATION

NATIONAL R.D. CONGRESS

BRIEFING DOCUMENT

SUBJECT: NEW LIFE DEVELOPMENT PROGRAM
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The main purpose of the R.D. program in 1967 is to build New Life Hamlets. The Central R.D. Council concentrates all its efforts to support those hamlets with many development programs. One R.D. Group will cooperate with the people to build two New Life hamlets; if possible, R.D. cadres will give more support to pacified or consolidated hamlets in the neighborhood. This program will succeed if the Gov't, Cadres, the Army and the people contribute their share to it.

To obtain favorable results, the Army, Cadres and authorities in various hamlets must understand thoroughly the objectives, criteria and implementation procedures of R.D. programs in order to urge and guide rural people to construct New Life Hamlets.

In 1966, the New Life Development programs such as:

- Self-Help
- Education
- Public Works
- Electrification
- Irrigation
- Animal Husbandry
- Agricultural Affairs and Montagnard Agriculture and Animal Husbandry
- Pisciculture
- Public Health

had yielded spectacular results.
In 1967, besides the above-mentioned programs, R.D. Central Council is studying the following ones to give support to New Life Hamlets:

- Handicraft program
- Agricultural Credit
- Land Reform
- Farmers' Association

Below are the objectives, criteria and implementation procedures of New Life Development programs in 1967:

I/ SELF-HELP PROGRAM:

a. Objectives: Carry out short-term projects having practical use for hamlet community but not coinciding with regular programs of other Ministries. The Gov't provides cash, materials and the people contribute labor for the realization of this program.

The Self-Help program gives support to the following projects:

- Irrigation equipment for 2-crop farming
- Improve village and hamlet roads, build small bridges and sewers.
- Build dams and dig ditches to irrigate ricefields and prevent flood.
- Dig fish ponds.
- Build brick-kilns.
- Build cement yards for drying paddy.
- Build pigsties, stables, chicken coops.
- Dig wells.
- Construct or repair markets.
- Grow plants.
- Repair dispensaries and maternity wards.
- Improve schools.
- Build latrines, wells, water tanks, flag poles for hamlet schools.
- Improve or build religious installations.

b. Allocation criteria:
- One project for a completed hamlet.
- Two projects for a consolidated hamlet to carry out various tasks which meet local requirements, maintain and improve the completed ones.
- Each New Life Hamlet in 1967 will be allotted 5 to 7 projects to carry out new tasks.
- The fund reserved for each project is 50,000$ regardless of localities. The USAID agency may furnish some building materials as cements, iron, iron sheets for the implementation of those projects.

c. Implementation procedures:
If the self-help programs are to succeed they must meet the real aspirations of the people. Thus, all projects must be commented, debated and determined by the people themselves under the guidance of hamlet R.D. Committee (in case there is no R.D. Committee, hamlet Executive Committee is acceptable) and R.D. group. Provincial technical cadres give guidance in technique.

As far as implementation is concerned, the Central R.D. Council decided that any project, whether sponsored by a fund or by materials, is not for bid but should be carried out under state management or community development arrangement so that the people could contribute their labor to its implementation and preserve those installations.
The RD Central Council paid much concern to various tasks of community development. Therefore, RD Cadres must coordinate with RD people Committee to urge and guide the people to discuss about their aspirations and requirements, operational areas and assign them to perform those projects. Legitimate aspirations and suggestions must be commented prior to submission to the province thru R.D. channel for consideration and allocation of fund.

II/— EDUCATION PROGRAM:

a.— **Objective**: Aimed at enabling hamlet children to attend elementary classes to gradually move to compulsory education and eradicate illiteracy.

b.— **Allocation criteria**: Each classroom is granted $85,000 (60,000$ for building and 25,000$ for equipment); USAID agency furnishes the following items:

- 75 bags of cement.
- 80 iron sheets.
- 09 meters of corrugated iron
- Iron, wire.
- Gutters, pipes.

A fund for self-help project will be granted to hamlets completed 1963 to 1966 for the building of latrines, water tanks, flagpoles, memorial monuments for heroes.

Every New Life Hamlet in 1967 will receive:

- 15,000$ for the building of 3 latrines not to mention iron, iron sheets and cement provided by USAID agency,
- 15,000$ for the building of 3 water tanks
- 2,000$ for the making of flags and flagholes,
- 69,000$ for the construction of the headmaster’s house (cement, iron; iron sheets are allotted on the basis of the criterion of one classroom).

A fund of 19,000$ is allocated to R.D. Provincial Command for the eradication of illiteracy. Therefore, R.D. cadres must organise night classes at elementary schools for adults. They will request a fund from the R.D. Provincial Command to enable them to hold 3 courses a year, each lasting 3 months.

a. Implementation procedures :

1/- Classroom building : Each New Life hamlet is supported to build 5 primary classes.

School should be built in a convenient place for children. It must be solid and of good appearance. Bid is prohibited so the construction of school must be made under state management or community development arrangement.

R.D. cadres in New Life hamlets must guide the people in discussion about the school location and assign them to implement the project in line with the community development. Cadres must be tactful in persuading the people to voluntarily participate in the task by explaining to them that the building of school is very useful to their children.

2/- Teachers’ training : The primary Education Service takes a
charge of recruiting and training teachers. The training program is
studied and drawn up by the Education Ministry.

We should rid ourselves of the wrong concept that primary school teachers
in NLHs have not to meet all requirements of an Education Cadre. In fact,
R.D.
hamlet teachers play an important role in the/since they form future ci-
tizens who will partake in the task of building the nation. So, once en-
gaging in this occupation a hamlet teacher should not think that he does
this merely to earn his living but he must be a genuine patriot and real-
ly loves his profession. Even in remote areas, hamlet teacher must be
brave to train students to have a patriotic spirit.

III/- PUBLIC WORKS PROGRAM:

a.- Objectives: Being part of the R.D. plan, this program aims at
giving support to various projects of repairing or building village,
hamlet roads and inter-village roads, small bridges and sewers to enable
the people to easily transport their merchandise and develop their trade.

b.- Support criteria and implementation procedures:
All those projects are to be carried out in NLHs. R.D. cadres collabora-
te day and night with the people to develop the hamlets.

Those projects must correspond with the conditions of localities, other-
wise they may not be completed as scheduled or may be unrealizable.
Moreover, it should be studied carefully and arranged in order of prio-
rity. The planned budget must correspond to public interests.
In 1967, the Public Works tasks are of the following priorities:

- First priority for inter N.L.H. bridges.
- Second priority for roads connecting N.L.H. with district province roads.
- Third priority for inter-hamlet roads, district, province roads in G.V.N. areas.

Public Works Service is responsible for studying and drawing up its projects according to people's aspirations or technical studies. Projects should meet with the approval of R.D. Council of province, tactical Area, zone before being submitted to R.D. Central Authority. Once approved, the Public Works Service has to carry out those projects. After the project has been completed, checked and okayed by the Central Inspection Team, an inauguration ceremony will be held by local authorities with the attendance of Military - Civilian Government officials of all levels.

IV/- RURAL ELECTRIFICATION PROGRAM:

a.- Objective: Help rural people use electric power to develop industry and strengthen the security system.

b.- Organization: Public Works Ministry is responsible for the implementation of the program.

c.- Location: To be chosen in various New Life Hamlets or national areas or zones of priority. Public Works Service is responsible for building the power plant within the technical project of VN Electric Power General Directorate and this should be carried out under the
management of the government.

Personnel of V.N. Electric Power Directorate are responsible for the power plant equipment and the testing of its machines.

2. Personnel: Right after the construction of power plant started, the province would recruit in the locality an electrician and a mechanic for each installation. With the help of Electric Power Service, Public Works Service trains them in operation, repair and maintenance. After 2 months of training, those personnel would officially take over the operation of the plant.

3. Management and exploitation: When the electric power plant starts its operation, Local Management Board would collect, for the first six months, the electricity bills at half of the official rate; and thereafter at full rate as fixed in line with local price to cover the expenses of personnel’s salary, fuel and accessories for repair.

All agencies using electricity must pay for it, with the exception of a few ones of public interests that are exempted from charge.

Local Management Board includes:

- 1 Manager, representative of local authorities
- 1 assistant to the Manager { elected by hamlet inhabitants
- 1 cashier { to manage the power plant.
- 2 controllers.

V/– IRRIGATION PROGRAM: 

a. Objectives: Help the people have enough water for farming, build
dams and sewers, dredge canals to increase the cultivated area.

b. Agency responsible for the implementation of the task:

1. Irrigation and Drainage Service has the mission to study and set up plans for building dams, dredging canals according to people's aspirations or technical research. Projects will be submitted to R.D. Central Council thru R.D. provincial council for approval after getting the agreement of tactical zones and areas.

2. In case there is no Irrigation and Drainage Service in the province, projects can be entrusted to the Agricultural Affairs Service under the control of the Irrigation and Drainage Regional Division.

c. Tasks: Irrigation projects include:

1. Build or repair dams, bridges, sewers.

2. Dredge canals

3. Establish a power pump works.

In 1967, priority of implementation of this project is given to inter-New Life hamlet area. The average fund reserved for each project is 2 million piasters. Bigger budget must be approved by R.D. Central Council. After the project has been completed, checked and okayed by the R.D. Central Council local authorities will organize an inauguration ceremony with the attendance of Army, Civilians, Government officials of all levels.
VI/ ANIMAL HUSBANDRY PROGRAM:

a.- Objectives: Guide farmers in breeding and tending domestic animals in modern methods.
- Preserve animals by giving them preventive injections and medical treatment.
- Provide domestic animals to farmers for benefit sharing so as to improve the animal husbandry branch in V.N.
- The Animal Husbandry Directorate of the Agriculture Ministry takes charge of animals census, meat control and slaughterhouses and dissemination of technical documents, etc.......

However, in NLHs where most of the inhabitants are fishermen it's difficult to develop the animal husbandry branch. Its fund, therefore, will be used for the pisciculture program.

b.- Organization: Animal Husbandry Service is responsible for the implementation of its program with the help of:
- Technical personnel: Each province may recruit an engineer, controller, instructor or auditor of Animal Husbandry Higher or Secondary Schools.
- Cadres: Each district has 2 Animal Husbandry Cadres, each receiving 3,250$ as monthly salary. Priority of recruitment for 1967 is given to applicants having graduation certificates or schooling records of related courses for RD cadres in various Animal Husbandry schools. Cadres must pledge to serve for at least one year and shall be released of their function only when having legitimate reasons.
c. Allocation criteria and implementation procedures:

1/- In completed hamlets: Each province is granted 200,000$ to preserve its achievements.
- Re-collect domestic animals provided to hamlet inhabitants for benefit sharing during the last years and re-distribute them to other hamlet inhabitants.
- Continue to provide medical treatment and preventive injections to animals.

2/- In New Life Hamlets: Each NLH is granted a fund of 135,000$ to carry out its tasks
- Farmers' training: Two training courses are held each year in NLH. Cadres in charge outline various subjects on cattle raising in scientific methods: Animal Husbandry Service is responsible for composing, printing guides to provide to trainees. The fund reserved for each training course is 500$.
- Establish demonstration pigsties: Each demonstration pigsty raises 2 pigs. Animal Husbandry Service provides feed for 5 months and cadres are responsible for giving medical treatment and preventive injections to them.
- Provide pigs and chickens for benefit sharing:
R&D cadres should collaborate with R&D People Committee to urge the people to debate and suggest a list of poor farmers having good will in animal breeding. On the basis of those recommendations the Animal Husbandry Service will provide them with animals for benefit sharing. Each family is provided 2 pedigree pigs; each NLH is provided, on the average with
40 pigs of 2,500$ each. The Animal Husbandry Service of the Agriculture Ministry is responsible for fixing the standards of pigs distribution. R.D. cadres should encourage one or two farmers in each hamlet to raise breeding boars. Choose them among the breeding pigs distributed. Breeders get benefit from the boars' matings and have to refund the capital to the Gov't.

Chickens and ducks will be distributed to various hamlets where no pigs are distributed. However, populous hamlet, having animal breeding capability, may receive all : chickens, ducks and pigs. As fixed by the Animal Husbandry Service, each family receives 10 breeding chickens estimated at 150$ each.

Cash

- Grants to build pigsties and chicken coops:

Money for building pigsties is only granted to hamlets breeding domestic animal for benefit sharing. The Gov't grant 1,000$ as a symbol for a pigsty and 500$ for a chicken coop to enable farmers to buy cement for its foundation; they must provide wood and thatch and labor by themselves.

Preservation of domestic animals : A sum of money is granted to each NLH to buy materials and essential medicines for treatment of animals. R.D. cadres should urge and encourage farmers to use all measures to prevent animal epidemic diseases.
VII/- AGRICULTURAL AFFAIRS PROGRAM

a. - Objectives:
- Guide and encourage farmers to increase their cultivated area and productivity.
- Lend them rice seeds, seedlings to improve their planting.
- Guide the people to use insecticide sprayers to preserve crops.
- Set up Agriculture, Industry training centers in various provinces for the Montagnards.
- The Agriculture Ministry is responsible for study, research, nursery, rural family improvement, rural Youth four. T club etc.

( h-T are the first alphabets of Tri - Tam - Tay - That, i.e.
Head, Heart, Hand, Health).

However, in various NLHs where most of the people are fishermen, this program can't be realized since their farming capabilities are bad. The 2/3 of its budget will be reserved for the development of pisciculture.

b. - Organization: Agricultural Affairs Service is responsible for the implementation of the program with the assistance of:

- Technical personnel: Each province may recruit 1 engineer, instructor or auditor of Animal Husbandry Higher or Secondary Schools.
- Cadres: Each district has 2 cadres, each receiving 3,250$ as monthly salary. Priority of recruitment for 1967 is given to applicants having graduation certificates or schooling records of refresher courses for R.D. cadres in various animal
Husbandry secondary schools. Cadres must serve at least for one year and shall be released of their function only when having legitimate reasons.

c.- Allocation criteria and implementation procedures:

1. - In completed hamlets: Support is only given to realized tasks
   - Each province is allocated 1,500,000$ to preserve crops.
   - Recollect rice seeds returned by farmers to provide to other hamlet inhabitants. The Central R.D. Council grants an additional fund of 200,000$ to each province. The training of farmers and establishment of demonstration sites are not to be carried out in those hamlets.

2. - In NLI, 1967: R.D. Agricultural Affairs program gives support to the following tasks:
   - Farmers' training: 2 courses a year are held in NLI. Cadres in charge guide farmers in new cultivation methods Agricultural Affairs Service is responsible for composing and printing guides for distribution to trainees. Expenses for a training course are estimated at 500$.
   - Demonstration sites: R.D. Cadres cooperate with Agricultural Affairs Service to name outstanding farmers having good will as their collaborators for the purpose of establishing some demonstration sites. Cash is not granted to the latter but they are provided with rice seeds, fertilizer, insecticide. Each NLI sets up two sites and R.D. cadres should take care of them and follow up their activities.
- Seeds and rice seeds on credit: R.D. Cadres in NLH coordinate with hamlet R.D. people Committee to urge the people to make a list of poor farmers to submit to Agricultural Affairs Service for the loan of seeds, and rice seeds. Recommended families are given seeds for farming and have to return them in harvest season for distribution to other hamlet inhabitants. Seed varieties as rice, corn, beans etc. will be changed according to the cultivation capability of each locality.

- Preservation of crops: Insecticide sprayers and water pumps are made available to every NLH for common use. R.D. Cadres should encourage the people to launch a campaign against destruction of their crops by insects and guide them in preserving and repairing their materials.

3/- Montagnard Agriculture Animal Husbandry: Montagnard Agriculture, Animal Husbandry, Craft Centers will be established in various places where the Montagnards live. Agricultural Affairs Service Chief manages those centers.

At present, there are many Montagnard Agriculture, Animal Husbandry centers in various provinces. In 1967, R.D. Central Council provides to every center 4 additional Montagnard Cadres to carry out agricultural extension activities in montagnard hamlets.

Montagnard Agriculture - Animal Husbandry Centers are responsible for training Montagnards in Agriculture, Animal Husbandry,
Pisciculture. Besides, smithery, masonry, needlework lessons are also given to them according to their capabilities.

Big Agriculture Center is granted 100,000$ (the small one receives 50,000$).

Big Animal Husbandry Center is granted 250,000$ (the small one receives 150,000$).

Big Center is granted 100,000$ for its improvement (the small one receives 50,000$).

VIII/ PISCICULTURE PROGRAM:

a. Objectives:

- Guide the people in fishing fresh water fish and salt water fish, digging fish ponds.
- Lend them fishing nets, motorized boats for fishing development.
- Research and study plan of constructing fish ponds, refrigeration rooms for fish storage... are part of the Agriculture Ministry's regular programs.

Organization: Pisciculture Service is responsible for the implementation of the program with the help of:

- Technical personnel: Each province may recruit 1 engineer, controller, instructor or auditor of Agriculture, Forestry-Animal Husbandry Higher Schools to assume technical work.
- Cadres: In every district, there are 2 Pisciculture Cadres, each receiving 3,250$ as monthly salary - People having
graduation certificates or schooling records of refresher course for R.D. Cadres in various Agriculture, Forestry-Animal Husbandry high schools would be given priority in selection. Those cadres should pledge to serve for at least one year and shall be released from their function only when having legitimate reasons.

c.- Distribution standard and implementation procedures:

1.- In completed hamlets: Only give support to realized tasks.
   - Recollect fishing tools, breeding fish provided to fishermen during the previous years to distribute to the others in the same hamlet.

   Each province is granted 200,000$ to preserve and improve farms of breeding fish and fish ponds.

2.- In 1967 NLHs: NLH will not be granted a fund for Pisciculture if its efforts focus only on Agriculture and Animal Husbandry.

   If a NLH is specialized in pisciculture, then the fund earmarked for Agricultural Affairs and Animal Husbandry could be withdrawn or 2/3 of it will be transferred to pisciculture program and the R.D. Central Council will grant an additional sum of 100,000$ for the implementation of its program.

   - Fishermen's training: Two training courses a year are held right in NLH. Cadres in charge explain various subjects of pisciculture. The said Service is responsible for composing and printing guiding documents to distribute to trainees.
The fund reserved for each training course is 500$.

- Motorized boats and fishing nets on credit:

R.D. Cadres request NLH inhabitants to make a list of poor fishermen having good will. The concerned Service will hold a ceremony to lend them motorized boats, fishing junks, fishing nets.

- Construction of fish market, pier, yard for drying fish:

In various NLHs where fish market and pier are not build yet, including the market of Public program every 3 NLHs (where fishing is the main business) is granted 1 fish market or 1 fish pier.

The fish market is built in line with the model market of the Public Works program. A fund of 200,000$ is granted for it construction, 50,000$ is reserved for covering the expenses of digging gutters around the market. USAID agency provides iron sheets and cement.

An amount of 150,000$ is earmarked for the construction of the fish pier, with the USAID agency providing materials as required.

Yard for drying fish is built with the Self-help fund.

IX/- PUBLIC HEALTH:

a.- Objectives: Development public health service in hamlets to prevent, treat diseases and preserve the health of hamlet people.

b.- Organization:

1.- Location: Set up in each NLH a maternity ward and a medical
station including:
- A two-compartment room (one for distributing medicine and one serving as a bedroom).
- A two-compartment room (a delivery room, a room for lying-in women).
- 1 water tank, 1 water-closet, 1 kitchen.

The medical station should be built near hamlet office or NLH school to facilitate liaison and repair.

2/- Personnel : R.D, provincial C uncil recruits 1 rural midwife and 1 laborer as requested by local Health Service. The Health Ministry takes charge of training those rural midwives.

3/- Medicine chest : contains such basic medicine as:
- Aspirin
- Cough pills, syrup,
- Vermifuge
- Sulfanil antibiotic
- Tonic
- Antiseptic
- Ointment, tape, absorbent cotton, bandage etc.

Each medical station is granted a guide booklet for using those medicines. Additional medicine will be provided when the stock runs out.

4.- Budget : 

1.- The Health Ministry covers operation and equipment expenses: four beds for lying-in women, mosquito nets, blankets, mats,
Life Hamlets for the development of trades such as knitting by hand, mat weaving, cloth weaving, conical hat making, and so on.

b.- Implementation Procedures:

Depending on its development capacities, each hamlet is supposed to be financed with a fund of 150,000 piasters. However, the Province may, depending on the needs of each hamlet, decide on the change of the concerned fund. But the reduction must not be over one-third of the hamlet's fund and the total fund of the hamlet which is entitled to the augmentation must not be over 250,000 piasters. In hamlets where people earn their living more on their handicrafts than on animal husbandry, the province may suggest that part of the fund for agriculture programs be transferred to handicraft programs.

The Handicraft Development Center of the Ministry for Handicrafts and Industries takes charge of the technical support. The program in the locality will be carried out by the Provincial Economy Service under the guidance of the Handicraft Development Center.

XI/- AGRICULTURAL CREDIT PROGRAM:

a.- Objectives:

The Agricultural Credit Program in the 1967 R.D. plans aims at contributing its efforts to the implementation of new activities in New Life Hamlets by granting loans to farmers for the development of agriculture, fishery, forestry, animal husbandry, and handicrafts so as to increase rural people's income.
b. - **Criterion**:

Agricultural Credit Program Fund will grant loans to families which have good will and productive capabilities in new life hamlets for the implementation of the above mentioned trades. Averagely, 50 families in each hamlet may be granted a loan of 20,000 piasters each.

**XII/- LAND REFORM PROGRAM** :

a. - **Objectives**:

Land Reform Program aims at rebuilding the Agricultural Economy destroyed by the war for 20 years, rebuilding the rural society on the basis of justice and love, avoiding a bloody class struggle initiated by the Communists and implementing the slogan "Land to the tillers".

b. - **Activities planned to be carried out in 1967**:

Activities aimed at carrying out land reform short-term programs approved by the war Cabinet include the five following points:

1/- Strict implementation of Land Tenancy Regulations and Grant of tenancy of public land and fields.

2/- Grant of real Land ownership title to farmers allowed to buy dispossessed owners' fields.

3/- Sale of fields bought from French Landlords.

4/- Distribution of land in Land Development Centers.

5/- Regularization of public land occupancy.

**XIII/- FARMERS' ASSOCIATION DEVELOPMENT PROGRAM** :

a. - **Objectives**:

Farmers' Associations aim at associating the farmers for the development of rural economy as well as the improvement of farmers' lives, based on
the principles of coordination and on the members' needs and aspirations.

b.- Organization:

Farmers' associations are private ones being juristic persons and organized from grass-root level to the Central one based on the administrative boundaries in the following system:

(1) Association Branches (Hamlet level)
(2) Village Farmers' Associations
(3) District Farmers' Associations
(4) Provincial Farmers' Associations

Each level is naturally a member of the higher one and operating under the guidance and control of the latter. In addition, government and technical agencies of corresponding level will guide and control Farmers' Associations in such a way that the latter will follow the right line and policy set forth by the Central Authority.

c.- Duties:

The duties of farmers' associations are complicated, covering all domains of activity in the countryside such as:

(1) On economical operations: supply, consumption, processing, sale and purchase of farm products.
(2) On techniques: Improvement of farming and animal husbandry techniques. Guidance to farmers about and dissemination of scientific improvements in the domain of farming. The use of good seeds, chemical fertilizer, insecticides...
(3) On cultural and social welfare activities: Setting up of popular
    kindergartens, vocational teaching and tailoring classes, kindergartens, vocational teaching and tailoring

d. Implementation Procedures.

- In 1967 Farmers' Association Branches will be organized in
  each hamlet. Averagely, each hamlet has two Association Branches.
  New hamlets. Averagely, each hamlet has two Association Branches.

CONCLUSION:

New Life Development Programs as described above, aim at improving rural
people's activities in economic, cultural, and social welfare aspects.
Especially, they are the first step toward the development of agricul-
tural economy in Vietnam. Hence, these programs play a highly important
role in the present Revolutionary Development. But, as you all know, our RD can bring forth good results only when there
is a great contribution of the whole people as well as the close unity
of military commanders and administrators of all ranks. Hence, in order
to realize the contribution of the people, RD programs in general and
new life development programs in particular should meet the people's
indispensable
pressing and needs as well as in keeping with their real aspirations.
Therefore, once entrusted with the task of carrying out RD activities
in the area, the cadres should re-examine all programs, planned to be imple-
mented, as to decide whether such programs meet the needs as well as
implemented in the area to see whether such programs meet the needs as well as
are in keeping with the aspirations of the people. Hence, in each area of responsibility, cadres should carry out the following missions:

1.- Contact with Standing Boards of the Provincial or District R.D. Councils and Provincial technical services or district Stations so as to have a thorough knowledge of programs to be implemented, missions to be performed, special details and funds granted for each program.

2/- Motivate the people, upon the cadres' arrival at the hamlet to be covered by R.D. activities, to organize immediately the Hamlet RD People's Committees. Coordinate with these committees (in case the latter has not been set up, coordinate with the Hamlet Councils) for the examination of the programs to be carried out to see whether the latter are really necessary and in conformity with the people's needs and aspirations.

3/- In case there should be some shortcomings or something superfluous in programs planned to be carried out, recommend such modifications as may be appropriate to each program mentioned above. At the same time, request experts of technical services to make an on-the-spot examination for timely adjustments.

4.- After a close examination of the programs to be implemented, coordinate with the Hamlet RD People's Committee or the Hamlet Council to organize debates, to choose the locations, to motivate the people for the distribution of work under the arrangement of community development.

5.- In case a certain New Life Development Program must be carried out by bids, then follow up the bids to make sure that the implementation
of the program proceeds in accordance with the technical criteria.

Above are RD cadres' general missions to be carried out in the implementation of New Life Development programs in general. However, with emphasis being placed upon the distribution of good seeds to the people as well as the demonstration of modern methods for the people to apply to their farming in the three programs of Agriculture, Fishery and Animal Husbandry, RD cadres will have to take charge of some other special missions.

Based on the experiences gained in the last year, in 1967 the programs of Agriculture, Fishery and Animal Husbandry will not advocate the policy of "begging for and distributing alms" but aim at giving the people material and moral means for the real improvement of their lives as well as the exercise of their trades. Thus, when carrying out the above mentioned programs, RD cadres should pay high attention to the following missions:

1. Motivating the people and organizing criticism sessions for the drawing up of a list of farmers worthy to be given aid (they may either be poor, outstanding or have good will), so that concerned technical services later may easily carry out the work of distribution aids to farmers. By so doing, the distribution and lending of breeding domestic animals, seeds, fishing equipment and breeding fishes may be done in a fair manner.

sites

2. Setting up demonstration sites in New Life Hamlets with inter-group level technical cadres' assistance.

3. Organizing the training of farmers and fishermen in modern technics in the very demonstration sites with the coordination of inter-
group level technical cadres and concerned technical services.

In the long run every 20 New Life Hamlets will form themselves into an improved agricultural commune, and by then the setting up of demonstration sites as well as training classes will be done right there.

4.- Breeding animals and seedlings, and equipment will be distributed only to those whose names are in the list mentioned above. However, cadres should be careful about the distribution: it may be done only after training classes have been held and only trained farmers are to be given aid.

In the implementation of Agriculture, Fishery and Animal Husbandry programs, R.D. cadres – especially cadres for Agriculture in the New Life Development team – only play the political and organizational roles, that means they take charge only of the re-examination of programs, organization of criticism sessions and motivation of the people...... Meanwhile, technical cadres detached to the Deputy Commander of the Provincial RD Command, will play the purely technical role, namely they are responsible for guiding and training the people in techniques, acting as a mediator between the people, RD cadres and concerned technical agencies for the support and help of technical matters in the implementation of Agriculture, Fishery and Animal Husbandry programs in particular, and New Life Development Program in general.

Hence, it is deemed necessary to define, in general terms, the missions of the above mentioned technical cadres, temporarily called inter-group Technical Cadres, including: 2 cadres for Agriculture, 1 for Farmers' Ass.
and Agricultural Credit and 1 for Land Reform as follows:

a.- Cadres for Agriculture.

- Coordinate with cadres for Agriculture in New Life Development team of RD Group for the setting up of a program of activity for each Group.
- Guide in the setting up of demonstration sites.
- Guide and train farmers in technics with the help of technical services.
- Follow up, guide, supervise and encourage people in the application of technics, which have been taught, in planting, animal husbandry, fish breeding. Guide them in the use of breeding animals, seeds, seedlings and implements which have been distributed.
- Initiate a campaign for the eradication of crop insects and for the prevention of the communicable diseases of domestic animals.

Estimate the quantity of medical equipment and medicines required.

- Contact the Provincial Technical services related for support in fostering the Agricultural, Fishery and Animal Husbandry programs.

b.- Cadres for Farmers' Association and of Agricultural Credit Office.

- Coordinate with the Farmers' Association Cadres in the New Life Development Team of the R.D. Group to make the action plan for each RD Group.
- Arrange with the Agricultural Credit Office to lend money to the peasants (on the list) recommended to grow their crops or to develop timely their business.
- Follow up and control loans granted to the peasants for the production mission and explain to them the necessary procedures in requesting for loans and in paying them back.
- Conduct the training to be given to the Farmers' Association Members in carrying out the missions determined by the Farmers' Association.
- Keep contact with the Provincial Technical Services for supporting the people in their business development.

**c. Agrarian reform cadres:**

- Coordinate with the Agrarian reform cadres in the New Life Development Team of the R.D. group to make the action plan for each R.D. Group.
- Follow-up strictly the implementation of the tenant farmers' regulations and the distribution of the village-owned ricefield and the public-owned land.
- Recommend solutions for the tenancy alternation problem.
- Coordinate with the Landed Property Service in Province in granting the peasants the permanent possession of the dispossessed owners' fields, in granting land in the Agricultural Development Center, and the land bought from the French residents.
- Take follow-up actions on the legalization of the occupation of...
In brief, the missions of the RD Groups and the Technical cadres in the New Life Hamlets are very important.

Although the missions of those two different categories of cadres are clearly defined, the close cooperation is very necessary in carrying out the RD program.

The success or failure of a program cannot be attributed to an individual but to everyone. So, whether being RD cadres or Technical cadres, we all have to work together with esprit de corps. Only in that way could we succeed.