**USMACV REG**
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**INCOMPLETE, UNPUBLISHED DOCUMENT**

**SUBJECT:** A concept on the organization, activities and missions of combat forces in cities.

**Specific missions:**
- Sabotage strategic installations, depots, airfields, broadcasting stations, etc.
- Attrite and annihilate enemy strength, especially U.S. advisors and technical agents.

**Organization:**

Combat forces in the city consisted of many Special Action Units and many other special units in charge of operating deep in cities in strategic areas and enemy rear base areas. They are directly placed under the command of Saigon-Ca-Dinh Region Military Staff and composed of male and/or female combatants with a high political awareness and a good combat achievement record. However, due to a large number of difficulties encountered, these units are organized as follows:

1. In charge of operating in strategic units, rigged with grenades, mines, pistols, etc., or stationary or mobile targets in streets, etc.
2. In charge of eliminating reactionary chiefs.

The mission consists of murdering, kidnapping, warning... by all means and with any appropriate weapons available.

3. In charge of such special portions: Units deployed in special street portions or areas where unforeseen and important events may happen.
4. In charge of combat, according to the requirements of main objective targets, such as depots, airfields, strategic installations, technical installations, broadcasting stations,
military positions, U.S. concentration points, key agencies, targets, etc....

- All the above types of units consist of 2 elements each:
  a. One element in charge of operating inside cities.
  b. The other in charge of operating outside and is the stepping stone for the first element.

a. Element operating inside cities: Legal combatants organized into 1-man cells, 3-man cells and inter-cells (of 2 or 3, 3-man cells). An absolute secrecy is maintained between cells. Cell members must, apart from his combat mission, study enemy situation, prepare the battlefield, dig tunnels, build secret bases, carry weapons to assure the safety for those from outside.

b. Element operating outside: Legal or semi-legal combatants organized into small units with light equipment to stay close to stepping stones bases in cities and suburban areas. These units must, if necessary, follow the guerrilla corridors to reinforce units inside cities or penetrate cities for a lightning action, then withdraw. These units consist of 3-man cells and sub-units (of 2 or 3, 3-man cells). If possible, secrecy must be maintained between cells in a sub-unit, but absolute secrecy must be maintained between sub-units.

Apart from this element, there is another one called "Iron Bird" ("Chim Set") unit which is composed of legal and semi-legal combatants, with a high level of technical knowledge and a thorough knowledge of weapon disassembly and assembly, etc. If necessary, these combatants can coordinate with combatants inside cities and withdraw when the mission is completed.

Especially, the forces operating according to main objective and target requirements, are composed of 3 types of units:

- Fifth columnist unit,
- Agents deployed around targets,
- Special "Chim Set" units for targets.

1. Fifth-columnist units: Consist of combatants planted in targets in advance and those who had been trained technically and are planted in targets after their training. All of them can be legal.

2. Agents deployed around targets: They can also be legal. They can be organized into units to attack and occupy the targets.

At present time, both of the above can be organized into 1-man and 3-man cells.

3. Special "Chim Set" units for targets:

Consist of legal or illegal combatants who have...
been trained on characteristics of each type of target. They are trained to coordinate with units inside cities and to exploit and approximate the targets.

C. Development of installations:

The development of installations can be done as follows:

1. Installations received from Saigon-Dien Bien Phu Region.
2. Installations received from Districts and Province elements.
3. Develop by using those whose relatives earn their living in cities.

D. Organization of core-liasion system and establishment of stepping-stone base areas (to consolidate the leadership).

1. Core-liasion: It is the organization creating a network of core-liasion units. Core-liasion elements consist of role and if possible, of legal female cadres. It is better to use part-time core-liasion than full-time cadres. There are 2 core-liasion elements:
   a. Core-liasion cadres for military units.

   The mission of this element is to help Special Action units to approach cities and to transport weapons. It is composed of many official core-liasion units for sensitive areas and reserve routes so that a broken route is promptly replaced by a new one. Along the routes, many stations are built. Each station has a secret base and a weapons cache (at least one unit, containing coding from two to three codes with weapons).

   b. Local core-liasion element:

   This element is mainly composed of legal and part-time female agents (no discrimination of age). Each unit can have its own local core-liasion element.

2. Stepping-stone base:

From the Steering Committee to each Special Action unit, there are main and secondary stepping-stone bases.

All bases must have fortifications and appropriate measures to secure safety for cadre, forces, and visitors. They must also have secret tunnels to conceal weapons. Each base must have a reserve of weapons for each unit in case of losing the cadre can take refuge in another base and continue command of units.
E. Training and equipment

   Training:

   a. Orientation:
      - Quality and characteristics of enemy defense system.
      - Combat concept and mission.
      - The political training is the main one.

   b. Political training: Purpose:
      To make cadre aware of the SVN Revolution and to
      thoroughly understand the Revolution guidelines
      and objects.

   c. Training documents: SVN Revolution
      guidelines, role and mission of urban armed
      forces.

   d. Military training: Purpose:
      Teach cadre how to study enemy situation, organize
      a battle in cities, combat tactics, handling of
      weapons, etc.

   e. Training documents:
      - Reconnaissance and organization of a battle in cities.
      - Weapons
      - Boxing: Grenade throwing
      - Cadre are also trained in characteristics of base areas and each type of target.

Reference: Enclosure 1

VC Directive

Urgent and secret VC directive #07/07-OI, dated 21 Dec 65 from VC to Cu Chi District
Party Committee and subordinate branches.

Revealing deficiencies in VC anti-aircraft firing, 
VC troops either fail to shoot at rising aircraft or fire at random. As a result, the
following requirements are set forth by current affairs, such time:

a. Anti-aircraft units must be activated
   by each enemy security unit and village guerrilla unit.

b. A briefing on anti-aircraft firing
   utilizing infantry weapons will be conducted by
   Region military affairs Committee for all agencies.
   The same briefing will be conducted by Cu Chi
   District for village and hamlet units.

c. Motivate troops to fire at enemy air-raids and attack success is certain.
d. Whenever possible, do not fire at enemy aircraft in areas where the enemy may cause damage to the populace.

Reports on establishment of anti-aircraft fields and in organizations should be submitted to the current Affairs Committee before 21 Jan 66.

Document was signed by TU ANH for Current Affairs "Auh Tien".

Certificate of Commendation
Certificate of commendation dated 16 Sep 65, issued to "Phon Lion" (name Forward) storage cell, armament Section, Rear Service Staff, Saigen - Gia Dinh Military Region for outstanding service in the establishment of storage facilities reception and maintenance of supplies during period 3 Feb 65-10 Aug 65.

Document was signed by Nguyen Tan, Political Officer. Seal reads: Saigen - Gia Dinh - Cholon Region Liberation army.

[No further explicable information]

Letter of Appreciation
Letter of appreciation dated 3 March 1965, issued to Le Van Tan, soldier of PL2, K30, 1M6 for outstanding service in the establishment of base area and transportation of strategic supplies.

Tan is a native of Phu Huan Village, On Chi District, (On Chi).

Document was signed by Thanh, SEAL reads: Saigen - Gia Dinh - On Chi Region Liberation army.

[No further explicable information]

Letter of Appreciation
Letter of appreciation, dated 36, issued to Le Van Tan, soldier, armament Section, Rear Service Staff, Saigen - Gia Dinh Military Region for outstanding service in clearing and counting supplies from the area struck by enemy air attack on 2 Sep 65.

Tan is a native of an Nhon Tay, On Chi, Gia Dinh.

Document was signed by Nguyen Van Tan, Political Officer. Seal reads: Saigen - Cholon - Gia Dinh Region Liberation army.

* Other documents reveal that this was a 532 raid.
Letter of Appreciation

Letter of appreciation, dated 10 Aug 65, issued to Pham Van Dinh, soldier of Armament Section, Rear Service Staff, Saigon – Gia Dinh Military Region for outstanding service in the establishment of storage and transportation of supplies and farm products.

Dinh is a native of Xom Chiou, 4th Precinct, Saigon.

Document was signed by Thanh, possibly Chief of Rear Service Staff; The seal reads: Saigon – Cholon – Gia Dinh Region Liberation Army.

No further exploitable information.

[Signature]

RUSSELL H. MILLER
Maj, Artillery
Chief, Document Exploitation Center