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PHUNG HOANG

SOP 3



1 FEBRUARY 1970

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PREFACE

The PHUNG HOANG Plan is designed to centralize and coordinate efforts of military and civilian intelligence agencies engaged in the elimination of the Viet-Cong Infrastructure in South Vietnam.

The Central PHUNG HOANG Committee wrote and published SOPs 1 and 2 as a guide to the organization and management of PHUNG HOANG Committees at all echelons.

After more than a year of operation, the Central PHUNG HOANG Committee has studied strengths and weaknesses encountered by local authorities and written SOP #3 to strengthen the organization in order that it may attain maximum efficiency.

Because of the special importance of the task, the PHUNG HOANG Plan demands of each individual and agency involved in the implementation of the plan closer coordination and greater efforts to achieve the desired results.

PHUNG HOANG Committees at all echelons must thoroughly study and properly apply the instructions of this SOP to strengthen their organization and improve their results.

Therefore the Central PHUNG HOANG Committee hopes you will report your strengths and weaknesses as well as constructive, appropriate and substantial recommendations to the Central Office for future refinement of this SOP.

Saigon . . .

PRIME MINISTER CONCURRENTLY
MINISTER OF INTERIOR
CHAIRMAN OF CENTRAL PHUNG
HOANG COMMITTEE

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ORGANIZATION

MISSION

AND

MANAGEMENT

OF

THE PHUNG HOANG PLAN

REGION)

PROVINCE)

DISTRICT)

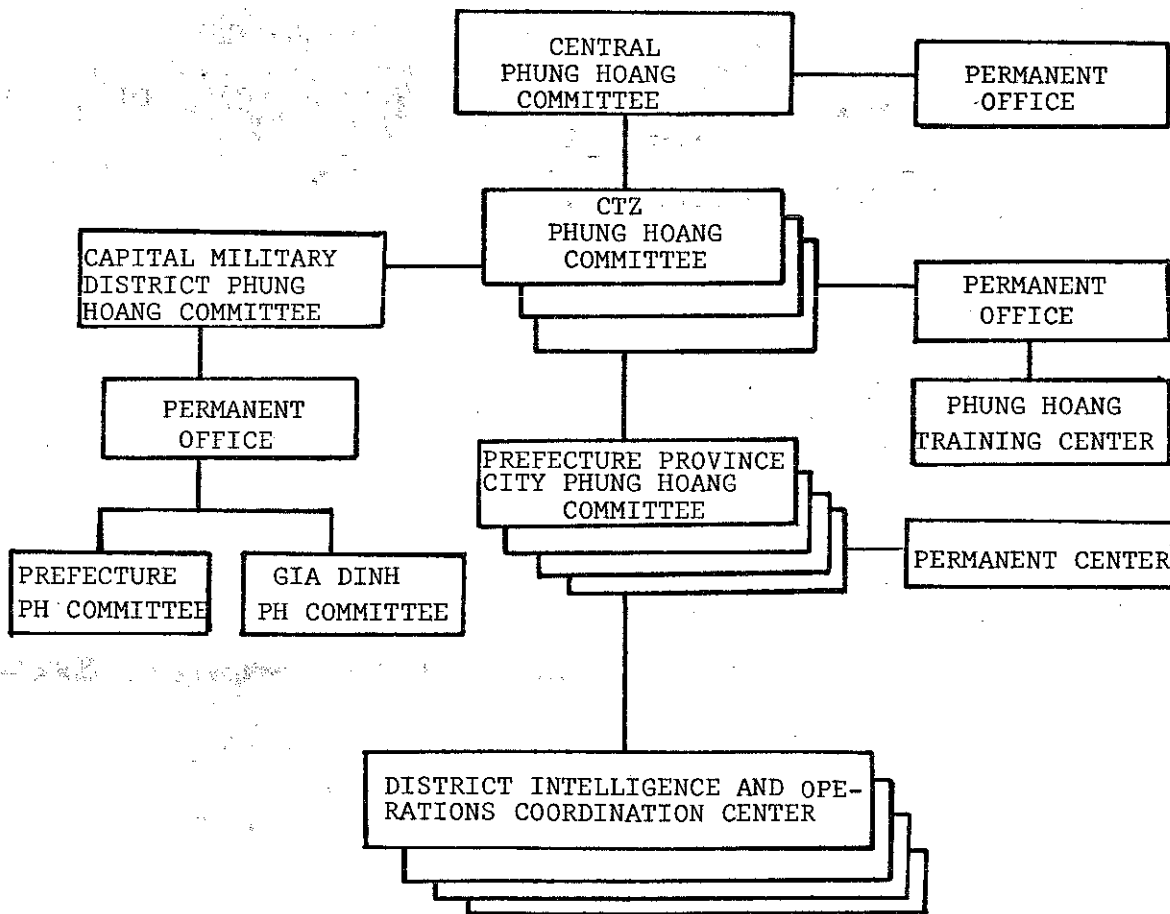
ECHELONS

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/C/ ORGANIZATIONAL CHART
OF
THE PHUNG HOANG PLAN

Decree #280-a/TT/SL dated 1 July 1968 of the President of the Republic of Vietnam prescribed the establishment of the PHUNG HOANG Plan.



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CONCEPT OF THE PHUNG HOANG PLAN

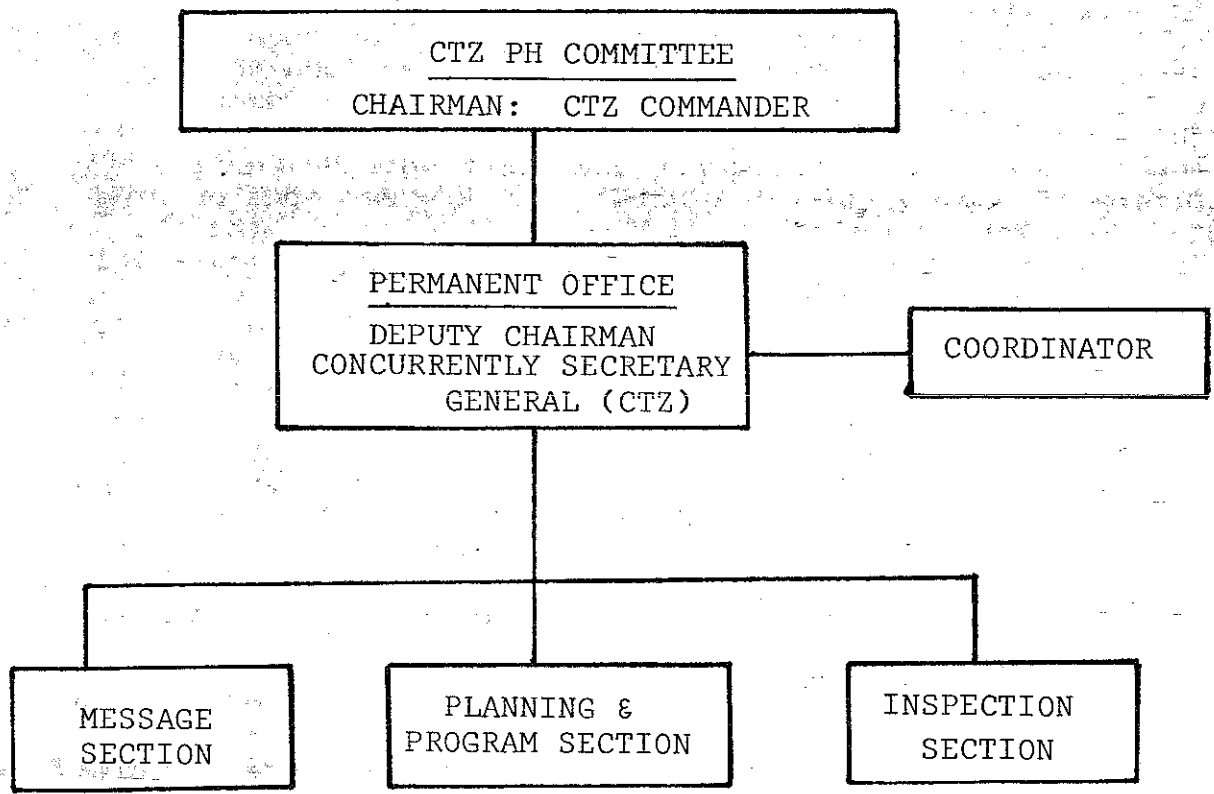
In the attempt to take over South Vietnam through destructive war, the Viet Cong (VC) have and are increasing efforts to strengthen their political and administrative organizational structure in both the cities and the countryside. This organization contrives by deceptive schemes to coerce the people to accept and participate in Communist policies. It is called the Viet Cong Infrastructure (VCI) and is under the guidance and leadership of the Central Office for South Vietnam (COSVN), the highest echelon of the VC organization in South Vietnam. Moreover, the VCI is itself a reserve source of manpower, money and materiel to the war of aggression it wages. Therefore, in order to end the war and restore a lasting peace, in addition to out military efforts, measures to counter the VCI are required. Accordingly, the PHUNG HOANG (PH) Plan was initiated to curb and neutralize the VCI, root and branch. The PH Plan is established and operates on the basis of coordination of the intelligence process which concentrates all operational capabilities and effectively directs intelligence/security agencies to identify and neutralize the VCI. PH Centers are not specialized agencies but coordination centers in which intelligence is concentrated, collated and exploited. Hence, collection of intelligence through implementation of measures against targeted goals is performed by competent and responsible member agencies. PH Centers provide only necessary and relevant information to responsible agencies to act on. Therefore, the failure or success of the PH Plan relies upon a sense of coordination and cooperation between member agencies of PH Committees at all echelons.

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ORGANIZATION CHART OF THE CORPS
PHUNG HOANG COMMITTEE PERMANENT
CENTER (PHCPC)



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CORPS TACTICAL ZONE (CTZ)
PHUNG HOANG COMMITTEE

GENERAL

The CTZ echelon should concentrate on leadership rather than being operational since Province and particularly District are the places at which to deal directly with the VCI. The role played by the CTZ is to guide, encourage and supervise the activities of subordinate echelons.

End of VN page 4

To accomplish this role, the CTZ PHUNG HOANG Committee must concentrate on the following tasks:

- To formulate a program of action for the entire CTZ, based on the criteria prescribed in the national plan of action.
- To supervise, inspect and control the activities of subordinate PHUNG HOANG Committees and permanent centers.
- To provide training on intelligence coordination techniques and thereby improve operational capabilities of the members of subordinate centers.

Satisfactory results in the entire CTZ largely depend on how these tasks are implemented by the CTZ PHUNG HOANG Committee. They are prescribed in annex 2 of Decree #280-a/TT/SL dated 1 July 1968.

RESPONSIBILITIES OF CTZ PH PERMANENT OFFICE

MESSAGE SECTION

- Receives and disseminates incoming and outgoing correspondence.
- Maintains and files correspondence.

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PLANNING AND PROGRAM SECTION

- Studies, prepares and reports to the Chairman of the Central PHUNG HOANG Committee (Permanent Office) routine and special plans which are designed to improve the action program of the CTZ PHUNG HOANG Committee.
- Is responsible for disseminating the directives and guidelines of the Central PHUNG HOANG Committee to subordinate echelons.
- Establishes and updates estimates of the VCI situation in the Corps and submits them to the Chairman of the Central PHUNG HOANG Committee.

End of VN page 5

- Determines monthly VCI neutralization sub-quotas for each province, based on the number of identified VCI and the operational capabilities of the Province.
- Levies VCI intelligence requirements on member agencies of the CTZ PHUNG HOANG Committee.
- Establishes statistics on the activities of the Province and city PH Committees and their respective District Intelligence and Operations Coordination Centers (DIOCC).
- Is responsible for improving the working capabilities of members of the subordinate PH Centers.
- Is charged with training PHUNG HOANG Center personnel and prepares a training program for the entire CTZ.
- Organizes mobile training teams to guide unqualified Province Intelligence and Operations Coordination Centers (PIOCC) and DIOCCs.
- Reports on all activities of the CTZ Permanent Center and on the status of the PHUNG HOANG Committees and Centers within the Corps to the CTZ PHUNG HOANG Committee and to the Central PHUNG HOANG Committee.
- Prepares consolidated reports for the Central PHUNG HOANG Committee.

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INSPECTION SECTION

1. Guides, encourages and supervises the activities of the Province and City PHUNG HOANG Committees and DIOCCs.
2. Inspects and insures strict adherence by the Province and City PHUNG HOANG Committees and DIOCCs to the Central and CTZ directives on the neutralization of the VCI.

End of VN page 6

3. Inspection reports must be objective, accurate and inclusive with strong and weak points of each subordinate echelon noted.
4. Inspection reports must be sent to the Central PHUNG HOANG Permanent Office (CPHPO), to all member agencies of CTZ PHUNG HOANG Committee and to the subject PIOCCs and DIOCCs for rectification of shortcomings (see inspection checklist).

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INSPECTION CHECKLIST

- + Location inspected:
(Region Center, PIOCC, CIOCC or DIOCC)
- + Date of inspection: From.....hrs to.....hrs
(Date/hours of arrival and departure)
- + Composition of inspection team:
 - Team Chief.....
 - Inspectors.....
 - Inspector Assistants/Secretaries.....
 - US observers.....

A. ORGANIZATION

- | - | YES
GOOD | NO
BAD | REMARKS
(1) |
|--|-------------|-----------|----------------|
| * Sector S2 Chief | | | |
| * Province National Police (NP)
Chief | | | |
| * Deputy Sub-Sector Commander | | | |
| * District NP Chief | | | |
| * Sub-Sector S2 Chief | | | |
| - Do the headquarters have enough
office space? | | | |
| - Is security maintained? <ul style="list-style-type: none">+ Personnel security+ Document security+ Physical security | | | |
| - Are they near the TOC? | | | |
| - Do they have enough equipment? | | | |
| - Is there full representation by
member agencies. | | | |

(1) All information which would facilitate assessment should be noted in the Remarks Column.

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- Is personnel strength up to authorization?
- Does present strength meet requirements?
- Are supervision and stimulation adequate?
- Are US Coordinators present?
- Is there adequate cooperation from US Coordinators?
- Is the cooperation effective?
- Are there representatives of ARVN and Allied Units stationed in the area?
- Is the coordination from the Sector or Sub-Sector S2 close and positive?

End of VN page 8-a

- Does the Sector or Sub-Sector S3 perform prompt and effective cooperation activities?
- How is the cooperation of the District NP Service?
- How is the cooperation of member agencies?

B. INTELLIGENCE TECHNIQUES

- Do member agencies provide information on a regular basis?

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- Which agencies furnish good information?

(In order of competence)

1 2 3 4

5 6

- Are member agencies tasked to provide information?
- Are intelligence requirements established?
- Is follow-up action taken on targets?
- How many estimated VCI?
- How many confirmed VCI?
- Are intelligence requirements levied?
- Is an exchange of information with member agencies effected?
- Are village and hamlet classification of population charts available?
- Are VC organization charts at District, Village and Hamlet levels available?
- Are blacklists A, B, C and D established?

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- Are blacklists furnished to
 - * Local military units
 - * Member agencies
 - * Subordinate echelons
- Are VCI organization charts updated?
- Are card files prepared on standardized forms?
- Is an Order of Battle (OB) map available?
- Is a terrain feature map available?

End of VN page 8-b

- Is a map of sources' areas of operation available?
- Is there a register of families, members of which have joined the VC?
- Is a VC mug book available?
- Is there a district, village and hamlet family picture album?
- Is there a list of those on whom individual dossiers are opened?
- Are dossiers frequently reviewed to determine if sufficient information is available to conduct operations?
- Are regular liaison and exchange of information with military units operating in the area such as ARVN and Allied Forces effected?

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- Is there any problem in this matter?
- Are daily, biweekly and monthly reports prepared and submitted on time?
- Are security measures taken?

C. OPERATION

- Are plans of action available?
- Are there plans for immediate reaction to intelligence?
- Are there enough reaction forces available for use:

- * Provincial Reconnaissance Unit (PRU)
- * Regional Force (RF) Intelligence and Reconnaissance Platoon
- * Special Police
- * National Police Field Force (NPF) (NPF)
- * RF
- * Popular Force (PF)

End of VN page 9-a

- Are ARVN Forces stationed in the area?
- Are Allied Forces stationed in the area?
- Are operations jointly conducted with ARVN or Allied Forces?
- Do these forces provide full support?
- How many operations are conducted per month?

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- * Squad sized
- * Platoon sized
- * Company sized

- Are reinforcements assigned from above?
 - * Province
 - * Division Tactical Area
 - * Corps Tactical Zone

- Is an aggressive attitude taken to attack the VCI even though resources may be limited?

- Is there any problem in handling correspondence?

- Are meetings held?
 - Daily
 - Weekly
 - Monthly

- Is internal training conducted?

- Are inspections conducted to provide subordinate echelons with guidance for operational management and organization?

- Are shortcomings which have been pointed out by inspection teams remedied?

End of VN page 9-b

D. RESULTS

- + See annex 18 form 5.

- + Is there psyops coordination in operations?

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+ What form of psyops operations are conducted?

E. SUPPORT

- Are office supplies adequate?
- Is transportation adequate?
- Are communications adequate?
- Are supporting funds adequate?
- Are US hired employees present?

F. DETENTION FACILITIES

- Capacity of detention areas?
- Ability to feed detainees?
- Screening and interrogation ability of the center when there are many detainees.

G. GENERAL

- Population in GVN controlled areas?
- Population in contested areas?
- How many times have you been inspected?
- What echelon carried out the last inspection?

End of VN page 10-a

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- H. PROBLEMS AND RECOMMENDATIONS OF LOCAL AUTHORITIES
- I. GENERAL COMMENTS (1)
- J. COMMENTS AND RECOMMENDATIONS OF THE INSPECTION TEAM (1)

(1) Inspectors will note comments and recommendations in consultation with the Team Chief, Inspector Assistants/Secretaries and US Observers.

End of VN page 10-b

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EXPLANATORY NOTES

The Inspection Checklist is a guide designed to facilitate the work of inspection teams; therefore, all inspection team members should reread the inspection checklist in order to be prepared for the inspection and to avoid constant reference to the checklist. The inspector should guide the conversation and at the same time examine dossiers, card files, charts, etc., and ask appropriate questions.

If the inspection team is composed of several inspectors, the team chief should clarify their assignments before the inspection. Only one inspection checklist is needed for an inspection of a center. For convenience, the pages of the checklist pertaining to the functions of each member can be broken out. After the inspection, the checklist may be reassembled.

Following is a sample division of labor for team members during an inspection of a PIOCC or DIOCC:

Document: Inspection checklist

Time: From one to two hours

Basic documents: Presidential Decree #280-a/TT/SL
dated July 1, 1968.
SOP #3

I. TEAM CHIEF

Meets with the Center Chief (or his representative)

+ Topics for interview:

a. Organization, General

b. Problems and recommendations of local authorities.

II. INSPECTORS

The Operations and Message Sections.

+ Topics for inspection:

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a. Operations

(How to plan operations)

(How to direct military and security forces)

End of VN page 11-a

b. Results (fill in form)

c. Support

d. Detention facilities

e. Comments and recommendations

III. INSPECTOR ASSISTANTS/SECRETARIES

The Situation Section:

(Military and Political Intelligence Sub-Sections)

Topics for interview:

a. Intelligence techniques (Archives, card files, individual dossiers, OB).

b. General organization (How to record, study and exploit information).

IV. US OBSERVERS

Contact the US Coordinator at the Center.

After each inspection trip, the inspection checklist is used as a reference document for the preparation of an inspection report. The checklist should be kept for future inspections as a check on the progress of the center.

End of VN page 11-b

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TABLE OF ORGANIZATION AND EQUIPMENT OF
CTZ PHUNG HOANG COMMITTEE

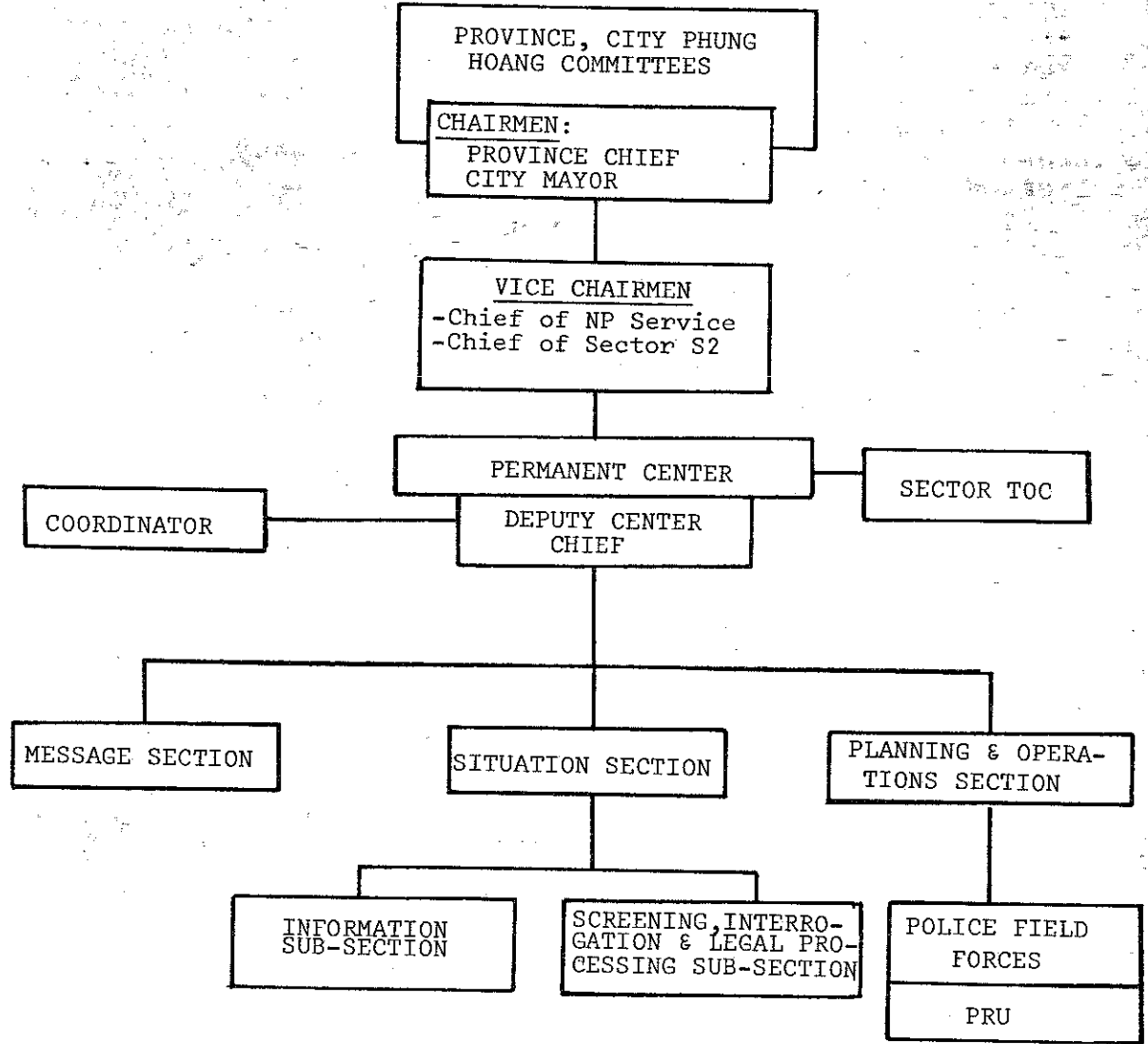
SECRETARY GENERAL:	Director of CTZ National Police Directorate.....	1
A.	<u>MESSAGE SECTION</u>	
	SP Message Staff of CTZ NP Directorate.....	3
B.	<u>PLANNING AND PROGRAM SECTION</u>	
-	<u>SP Redactor</u>	1
-	<u>NPFF</u>	1
-	<u>Military Security Service (MSS) Officer</u>	1
-	<u>CTZ G2 Officer</u>	1
-	<u>CTZ G3 Officer</u>	1
-	<u>CTZ Polwar Officer</u>	1
-	<u>CTZ Chieu Hoi Representative</u>	1
-	<u>CTZ Information Directorate Representative</u>	1
-	<u>CTZ People's Self Defense (PSD) Directorate Representative</u>	1
C.	<u>INSPECTION SECTION</u>	
-	Section Chief : Field Grade Officer (Lieutenant Colonel).....	1
-	Inspector : - Field Grade Officer....	1
	- Redactor principal.....	1
D.	<u>TRAINING SECTION</u>	10

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ORGANIZATION CHART OF PROVINCE,
CITY PHUNG HOANG COMMITTEES



End of VN page 13

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PREFECTURE - PROVINCE - CITY
PHUNG HOANG COMMITTEES

I. GENERAL

District is the logical place to deal directly with VCI and Viet Cong Military (VCM) activities and the results achieved by the PHUNG HOANG Plan depend on the operational efficiency of the DIOCC. As the DIOCC is the action arm of the PIOCC, so the PIOCC itself is the controlling brain. Therefore, the responsibility of the PIOCC is heavy and complicated.

In addition to collection of intelligence on VCI and VCM in the Province, the PIOCC must guide and support its subordinate DIOCCs. Permanent PIOCC personnel must be competent and dedicated officials. Moreover, coordination between member agencies and the PIOCC is indispensable, because only close coordination can bring operational success to the PIOCC, and to all its subordinate DIOCCs.

II. ORGANIZATION

Chairmen : Capital Prefect - Province Chief -
City Mayor

First Deputy
Chairman : National Police Chief

Second Deputy
Chairman : Sector S2 Chief

Deputy Center
Chief : One NP Redactor or one ARVN Officer
(In the latter case a captain or preferably
a Major, appointed by the Province Chief).

Message Section : Four men provided by the Province Chief

Situation Section : The Section Chief is a Special Police
Redactor

End of VN page 14

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The members of this Section are:

One Sector S2 Officer
Seven Special Policemen
One MSS Officer
One Chieu Hoi cadre
One Revolutionary Development (RD) cadre
One Census Grievance (CG) cadre

Planning and
Operations
Section

: The Section Chief is representative of the
Chief of the Sector S3

The members of this Section include:

One PFF Officer
One PRU cadre
One Vietnam Information Service (VIS) cadre
One Psyops Officer
One PSDF representative

ARVN & Allied liaison officers must be permanently present at the Center. The Deputy Center Chief will, in coordination and consultation with the Section Chiefs, assign work to the members of each Section in accordance with their capacity.

III. DUTIES

A. MANAGING OFFICIALS

1. CHAIRMAN

The Province Chief holds this position and assumes responsibility for all activities of the PIOCC.

- He appoints a competent official as his PIOCC deputy who is responsible for directing the PIOCC twenty-four hours a day.

- He instructs member agencies to coordinate closely with the PIOCC and subordinate DIOCCs and to assign competent personnel to the PIOCC and DIOCCs.

- He supervises the activities of the PIOCC and subordinate DIOCCs by regular inspections and visits (at least once a month).

End of VN page 15

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Also, he must accompany Central and CTZ inspection teams which urge DIOCCs to work more effectively (see the inspection checklist).

- He instructs military forces organic to the province to support PH operations.
- He keeps in close touch with ARVN and Allied units in the Province to effect exchange of information and coordination in operations.
- He strives to improve anti-VCI operations conducted by the PIOCC and by its subordinate DIOCCs.

2. DEPUTY CHAIRMEN

1. Chief of National Police Service and
2. Chief of the Sector S2.

- In consultation with the Chairman of the Province PHUNG HOANG Committee during weekly meetings, improves the activities of the PIOCC and DIOCCs.
- Instructs subordinate echelons to give full support to the PH Plan.
- Provides guidance to DIOCCs on the neutralization of VCI and VCM.
- Advises the Deputy PIOCC Chief in management of the PIOCC.
- Frequently visits the PIOCC and DIOCCs and confers with the Deputy PIOCC Chief and DIOCC Chiefs on PH matters and propounds solutions to problems which may arise.

3. DEPUTY CENTER CHIEF

He is appointed by the Province Chief.

- He is responsible for the management of the PIOCC, twenty-four hours a day.
- He ensures that the PIOCC performs to the maximum efficiency in the implementation of the PHUNG HOANG Plan.

End of VN page 16

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- He guides and supports subordinate DIOCCs in the attack on the VCI.
- He directs the neutralization of VCI or VCM in the province capital.
- He insures that the PIOCC maintains duplicates of dossiers in DIOCCs on district level VCI, because the PIOCC is a repository for all information on District level VCI.
- He reviews and signs all intelligence requests prepared by the Situation Section.
- He reviews all reports coming to the PIOCC.
- He requests operational forces for PIOCC organized anti-VCI operations.
- He is responsible for disseminating information to member agencies, ARVN and Allied units operating within the Province.
- He recommends to the PIOCC Chief the detaching of sector echelon operational forces to DIOCCs when required for anti-VCI and VCM operations.
- He disseminates VCI information to appropriate Districts which enables action to be taken by that District.
- He presents to the Province Chief agendas for meetings of the Province PHUNG HOANG Committee and personally attends all PHUNG HOANG meetings where he may recommend a division of labor between member agencies for collection of information on VCI targets.
- He is responsible for the distribution of supplies to subordinate DIOCCs.

End of VN page 17

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- He is responsible for insuring that all reports are prepared on time.

- He inspects and guides subordinate DIOCCs in the fulfilling of their mission.

- He corrects shortcomings noted by inspection teams in the PIOCC Inspection Book.

4. MESSAGE
SECTION
CHIEF

- Guides and encourages his subordinates in recording and filing all incoming and outgoing correspondence.

- Assigns tasks to section members in accordance with their capacities.

- Establishes an expeditious and comprehensive routing system for intelligence and information within the PIOCC (see internal DIOCC information routing system, annex 4 ABCDE).

- Records all comments made by Situation Section members on routing sheets for submission to the Province Chief or the Deputy PIOCC Chief.

- Immediately forwards DIOCC requisitions for supplies with his comments to the Deputy PIOCC Chief for the PIOCC Chief's decision.

- Maintains an Inspection Book for the comments of inspection teams which is submitted to the PIOCC Chief and his Deputy for review after an inspection.

5. SITUATION
SECTION
CHIEF

- He contacts intelligence agencies, ARVN and Allied Units in the Province and requests them to provide information to the PIOCC.

End of VN page 18

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- He disseminates information to member agencies, ARVN and Allied Units.
- He is responsible for establishing and maintaining intelligence data bases such as alphabetical card files, individual dossiers, source control sheets and blacklists A and B etc.
- He recommends operations plans based on acquired and collated intelligence.
- He discusses operations plans with the Operations Section Chief.

6. PLANNING
AND
OPERATIONS
SECTION
CHIEF

- Meets with the Chairman, his Deputy the Deputy PIOCC Chief and the Situation Section Chief to discuss operations plans.
- Is responsible for devising operations plans.
- Assigns personnel to tasks in accordance with their abilities; VIS and Psyops representatives will be assigned to plan publicity and psychological operations.
- Is responsible for liaison and coordination with the Sector S3 to solicit the S3's assistance in large operations.
- Is responsible for the assignment of reinforcements to DIOCCs upon request.
- Is directly responsible to the Center Chief for all activities of the Planning and Operations Section.

B. DUTIES OF THE SECTIONS

MESSAGE SECTION

- Establishes and maintains a correspondence filing system in the manner prescribed for the DIOCC Message Section prescribed in this directive.

End of VN page 19

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- Assigns PIOCC control numbers to all incoming reports and files them after routing through the PIOCC.
- Submits all incoming correspondence to the Deputy PIOCC Chief for review and later disseminates this correspondence at his direction.
- Recapitulates all comments on the Routing Sheet for the Daily Report Sheet which is submitted to the Deputy PIOCC Chief.
- Disseminates reports as directed by the Section Chief.

SITUATION SECTION

The Situation Section of the PIOCC is divided into two Sub-Sections whose Chiefs are designated by the Deputy PIOCC Chief.

INFORMATION SUB-SECTION

The Information Sub-Section collects intelligence from agencies and disseminates PIOCC information. The Sub-Section must also maintain all the data base of intelligence from subordinate DIOCCs.

The duties of the Sub-Section are:

- To establish and maintain one card file of VCI in alphabetical order broken down by District.
- It should be remembered that the PIOCC establishes no card files on suspects.
- To establish and maintain individual dossiers on known and identified VCI. The PIOCC should inform the appropriate DIOCC whenever an individual dossier is opened. If the area of operation of the subject VCI is without the province, the PIOCC must inform (or furnish a duplicate dossier to) the province concerned to enable follow-up actions to be taken.

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- To establish a blacklist system (as prescribed in this Directive for a DIOCC in annex 13A and 13B). The PIOCC establishes blacklists A and B only (VCI names on these lists are provided by subordinate DIOCCs).

End of VN page 20

- To designate a competent person to assume source control and information evaluation duties.
- To establish and update a sketch map with areas indicated where sources of member agencies operate.
- To establish and update Province VCI OB listings.
- To establish organization charts of Province and District VC Party Committees.
- To establish and update VCI estimates for the entire province.
- To establish district VCI situation files.
- Upon receipt of accurate information on the VCI, to recommend operations to appropriate DIOCCs.
- To formulate recommendations for operations to be conducted by the PIOCC. If they are approved, detailed operational plans will be prepared jointly with the Operations Section.
- To prepare reports for submission to Region and Central (see all forms of annex 17).

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SCREENING, INTERROGATION AND LEGAL PROCESSING SUB-SECTION

The duties of this Sub-Section are:

- Monitoring all interrogations of VCI and suspects and assigning a representative to the Province Security Committee (PSC). This Sub-Section must be immediately informed by any PIOCC member agency as soon as any VCI or suspect is apprehended or rallies.
- Exploitation of documents captured on operations. The Sub-Section will be notified by any agency which receives a captured document.
- Organization of screening teams to process detainees apprehended in PIOCC or DIOCC operations. These screening teams may be employed on the site of an operation.

End of VN page 21

- Preparation of statistics on all VCI neutralized and on the disposition of captured VCI and the place of their confinement; notification to the appropriate DIOCC of VCI disposition upon receipt of the Province Security Committee report.
- Preparation of VCI detainee status reports (form 1-B and 1-C).

At interrogations, the representative of this Sub-Section must ensure that:

- The PIOCC or DIOCC duplicate dossier is used as a basis of interrogation.
- Interrogation procedures are strictly complied with.

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- After the initial interrogation, the dossier must be reviewed twice:
 - a. Once to see if the interrogation is satisfactory to prepare an interrogation report.
 - b. Secondly, upon completion of legal processing, to see if the processing agency has properly compiled the prosecution dossier for Province Security Committee or Military Court Action.

PLANNING AND OPERATIONS SECTION

The Planning and Operations Section has the following duties:

- To participate in the planning of all VCI operations conducted by the province and to report the results of such operations.
- To coordinate and discuss with the Situation Section on the planning of operations organized by the PIOCC.
- To frequently get in touch with the Sector S3 to further his interest and solicit his assistance in large operations.
- To bear responsibility for providing support to the Operations Sections of subordinate DIOCCs upon request.

End of VN page 22

- To prepare statistics on VCI and VCM operations conducted by DIOCCs, ARVN and Allied Units or province agencies.
- To maintain Planning and Operations Section files such as are prescribed by this directive for a DIOCC.
- To report results of PH Operations to the Sector S3.

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- To direct VIS and Psyops representatives in planning psychological operations.

DUTIES OF MEMBER AGENCIES

In implementing the PH Plan, member agencies are also responsible for the success or failure of the plan.

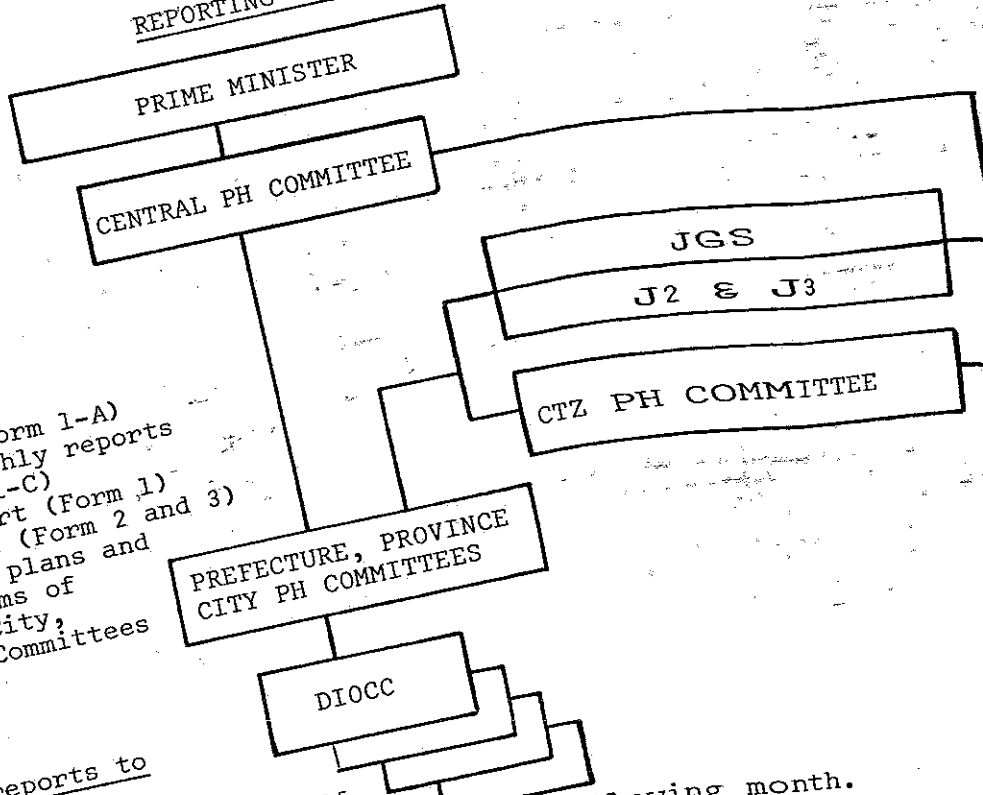
The duties of member agencies to the PIOCC are:

- To assign competent and dedicated representatives to the PIOCC.
- To immediately inform the PIOCC when VCI information or interrogation reports are received or VC documents are captured.
- To expeditiously respond to intelligence requests levied by the PIOCC.
- The Special Police Branch in particular must fulfill PIOCC information requirements in order to expand VCI dossiers.
- To provide supporting forces to PIOCC organized operations when requested.
- An agency must act upon PIOCC or DIOCC recommendations for disciplinary measures to be taken against their personnel assigned to the center who perform duties perfunctorily or lack dedication.
- To avoid replacing personnel who have received PH training.

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REPORTING SYSTEM



- * Daily report (Form 1-A)
- * Weekly and monthly reports (Form 1-B and 1-C)
- * Bi-weekly report (Form 1)
- * Monthly report (Form 2 and 3)
- * Report on all plans and action programs of Prefecture, City, Province PH Committees and DIOCCs.

REMARKS

- 1) District reports to Province
 - Daily (Form 1-A) from 1 to 15
 - Bi-weekly (Form 1) from 16 to 30
 - Monthly (Form 2 & 3) before the 3rd of the following month.
- 2) Province reports to CPHC
 - * Daily report (Form 1-A)
 - * Weekly and monthly reports (Form 1-B, 1-C)
 - Bi-weekly (Form 1) before the 5th and the 20th.
 - Monthly (Form 2 & 3) before the 5th of the following month.
 - 3 reports to Corps PHC and JGS (J2&J3) for information
 - Report on all plans and action programs
- 3) CTZ reports to CPHC
 - Report on all plans, action programs, problems and recommendations
 - Province PH Committees.
 - 2 reports to JGS J2 and J3 for information
- 4) Central PH Committee reports to the GVN once a month

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VCI DETAINEE STATUS REPORT
(FROM SUNDAY THROUGH NEXT SATURDAY)

FORM 1-B

FROM (day) . . . to (day) . . . (month) . . . (Year)

CTZ	ITEM 1				ITEM 2			ITEM 3				
	CAPTURED				DETAINED			BROUGHT BEFORE PSC OR MILITARY COURT				
	A	B	C	D	A	B	C	A	B	C	D	E
I												
II												
III												
IV												
CMD												
TOTAL												
GRAND TOTAL	_____				_____			_____				

REMARKS

ITEM I: Total number of VCI apprehended during the week by ABC classification who are under detention in the province.
D: Those not yet classified.

ITEM II: The number of VCI under detention at province include:
A: VCI who have been classified with established dossiers but not brought before the PSC for sentencing.
B: VCI who have been classified but whose dossiers have not been established.
C: Suspects who have not been classified.

ITEM III: The number of VCI brought before the PSC or the Military Field Court for conviction:
A: An Tri sentence of more than two years
B: An Tri sentence of less than two years but more than one year.
C: An Tri sentence of less than one year
D: The number of VCI brought before the Military Field Court
E: VCI who have served their detention terms and have been released from confinement during the week.

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VCI DETAINEE STATUS REPORT

Month of . . . /70 from (day) . . . to (day) . . .

ITEM 1 (CAPTURED)			ITEM 2 (PSC)			ITEM 3 (FRONT TRIBUNAL)			ITEM 4 (RELEASED)			ITEM 5 (BACKLOG)		
A	B	C	A	B	C									
:	:	:	:	:	:	:	:	:	:	:	:	:	:	:
:	:	:	:	:	:	:	:	:	:	:	:	:	:	:
:	:	:	:	:	:	:	:	:	:	:	:	:	:	:
:	:	:	:	:	:	:	:	:	:	:	:	:	:	:

NOTES

- ITEM 1 Number of captured VCI (State the number by category).
- ITEM 2 Number of VCI tried before the Province Security Committee; clearly identify them by category.
- ITEM 3 Number of VCI brought before Front Tribunal.
- ITEM 4 Number of VCI released.
- ITEM 5 Number of backlog VCI.
 (The sum of numbers in items 2, 3, 4 and 5 must correspond to the number in item 1. For example: Item 1: 10 captured, Item 2: Brought before the PSC, 2 VCI. Item 3: Brought before the Front Tribunal, 2 VCI. Item 4: Released: 2 persons. Item 5: Backlog: 4 persons).

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PREFECTURE - PROVINCE - CITY
PERMANENT CENTER TABLE OF
ORGANIZATION AND EQUIPMENT

CENTER CHIEF	Province Chief	1
DEPUTY CENTER CHIEF	NP Redactor or ARVN Officer (designated by the Province Chief)	1

A. SITUATION SECTION

- PSB

Personnel strength	7
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- MSS

Officer	1
-------------------	---

- Sector S2

Officer	1
-------------------	---

- Chieu Hoi

Intermediate cadre	1
------------------------------	---

- RD

Leadership cadre	1
----------------------------	---

- Static CG

Intermediate cadre	1
------------------------------	---

- Non-Sector Units

Intelligence liaison officers from each non-Sector Unit located within the province.

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B. PLANNING AND OPERATIONS SECTION

- Sector S3

Officer 1

- PRU

Representative 1

- PFF

Competent representative 1

- Sector S5

Psyops Officer 1

- PSDF

Cadre 1

C. MESSAGE SECTION

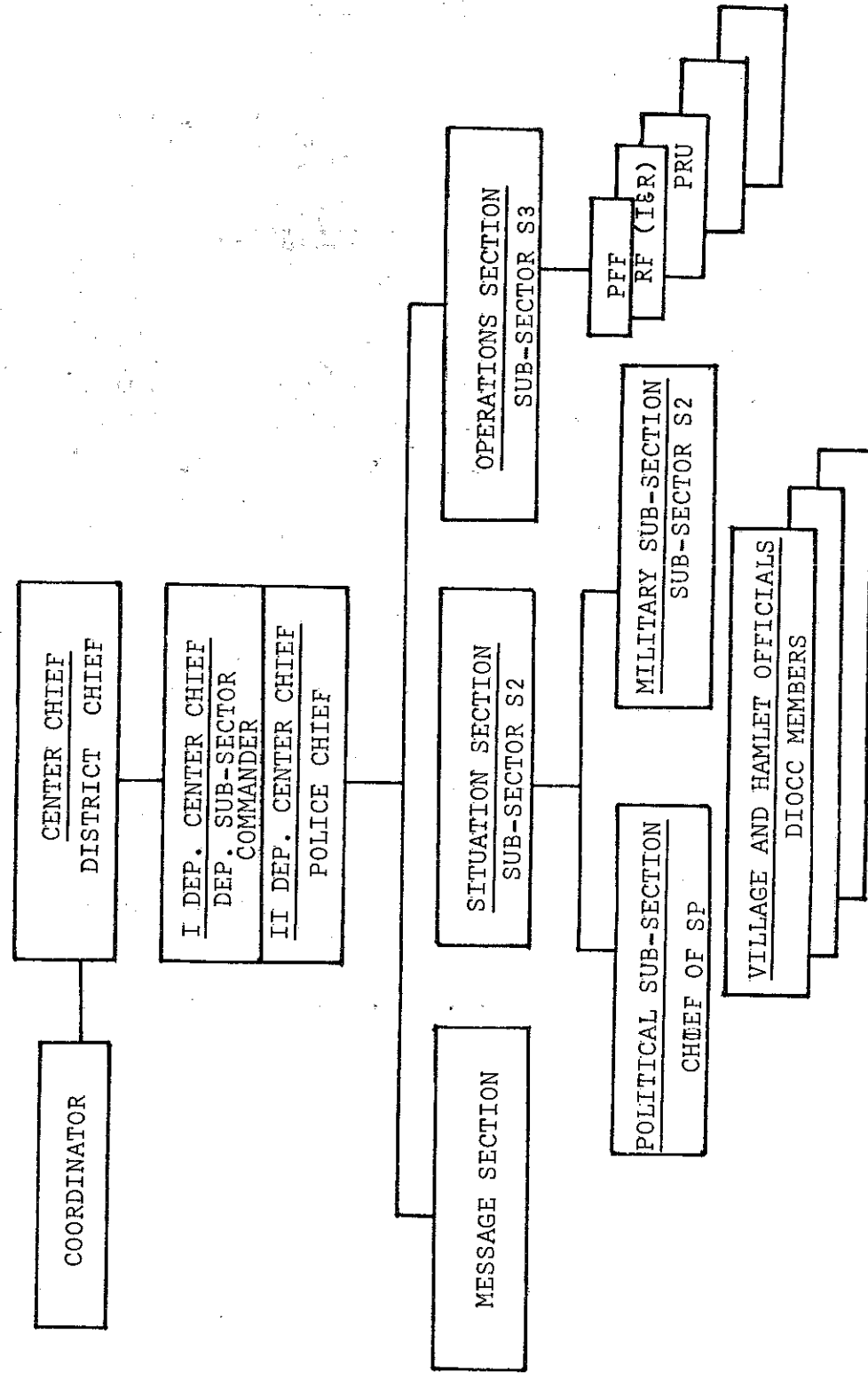
Provided by the Province Headquarters 4

Personnel assigned to the PIOCC must be fully qualified. This table of organization is the minimum prescribed personnel strength required to be in a PIOCC.

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DIOCC ORGANIZATION CHART



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DISTRICT INTELLIGENCE AND OPERATIONS
COORDINATION CENTER
(DIOCC)

GENERAL

In implementing the PH Plan, district is the logical place to deal directly with VC activities and the results achieved by the PH Plan largely depend on the operational effectiveness of the DIOCC. Thus, the DIOCC is established for two purposes:

1. To intensify personnel capabilities for the District Chief (Center Chief), concurrently Sub-Sector Commander and at the same time to insure uniform command and action in the neutralization of VCI.
2. To assemble all information collected and furnished by security/intelligence agencies at district so as to be able to evaluate and collate it expeditiously to permit timely reaction. Such intelligence is not only of immediate value but also will be needed in the future, in any post-war political struggle with the VC.

Current intelligence enables the DIOCC to neutralize VCI activities in villages and hamlets. Therefore, the role played by the DIOCC in the attack on the VCI is of the utmost importance. The DIOCC is viewed as the basic operational focus of the PH Plan and is responsible for implementing a community of responsibility. The efficiency of the DIOCC depends on a sense of close coordination and cooperation between member agencies in the district in which the DIOCC/District Chief is responsible for maintaining, enhancing and unifying the concentration of all intelligence efforts in contributing plentiful and accurate information to the DIOCC.

Thus, the DIOCC is a key apparatus in accomplishing the District Chief's task: Pacification and protection of territorial security to the maximum extent. In order to neutralize the VCI, the DIOCC needs to be organized in

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strict compliance with the instructions of this directive. Such is the real goal of the PH Plan at District level.

ORGANIZATION

The composition of a DIOCC is as follows:

- Center Chief: District Chief concurrently Sub-Sector Commander.
- First Deputy Center Chief: Deputy Sub-Sector Commander.
- Second Deputy Center Chief: District NP Chief.

MESSAGE SECTION

- Section Chief and two personnel, designated by the District Chief.

SITUATION SECTION

- Section Chief: Chief of the Sub-Sector S2.

POLITICAL SUB-SECTION

- Sub-Section Chief: Chief of District SP.
- Planning Staff of District SP (3 men).
- MSS Representative.
- Chieu Hoi Representative.
- CG Representative.
- RD Representative.
- Chief of District VIS/Psyops.

MILITARY SUB-SECTION

- Sub-Section Chief: Chief of the Sub-Sector S2.
- Entire Sub-Sector Staff of the S2.

OPERATIONS SECTION

- Section Chief: Chief of the Sub-Sector S3.
- Entire Sub-Sector Staff of the S3.
- Sub-Sector Polwar Officer.
- PFF Representative.
- RD (Leadership cadre).

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VILLAGE & HAMLET OFFICIALS: DIOCC MEMBERS

Some village and hamlet officials within the District are regarded as permanent members of the DIOCC who operate in the villages and hamlets. They are:

- Village Chiefs, Deputy Village Chiefs for Security, Village Military Affairs Commissioners, Village VIS cadres.
- Village CG cadres
- Village NP Chiefs
- Revolutionary Development Cadre (RDC) group leaders.
- Armed Propaganda Team (APT) Leaders
- PF Platoon leaders
- PSD Team Chiefs
- Chieu Hoi, RD, CG cadres, military informants, NP and PSD members operating within the village and hamlet.
- Hamlet Chiefs, Deputy Hamlet Chiefs for Security, Deputy Hamlet Chiefs for Military Affairs, Hamlet VIS cadres, Hamlet CG cadres.

These officials are key elements of the DIOCC because:

1. Their full time presence in Villages and Hamlets provides them with a thorough knowledge of what happens there.
2. Their acquaintance permits easy identification of VCI operating stealthily amidst the people.

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DIOCC TABLE OF ORGANIZATION AND EQUIPMENT

Center Chief	District Chief	1
First Deputy Center Chief	Deputy Sub-Sector Commander	1
Second Deputy Center Chief	District NP Chief	1
A. <u>SITUATION SECTION:</u>	Chief of the Sub-Sector S2	1
* <u>PSB</u>		
- Political Sub- Section Chief:	SP Chief	1
- Entire District	SP Planning Staff	3
- District Counter Intelligence (MSS)		1
* <u>SUB-SECTOR S2</u>		
- Military Sub-Section Chief:	Chief of the Sub- Sector S2.	
- Entire Sub-Sector	S2 Staff	
* <u>Chieu Hoi</u>		
- Intermediate cadre		1
* <u>RD</u>		
- Leadership cadre		1
* <u>STATIC CG</u>		
- District cadre		1
* <u>VIS</u>		
- Cadre		1

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B. OPERATIONS SECTION

* SUB-SECTOR S3

- Entire Sub-Sector S3 Staff 3
- PFF
- Sub-Sector Polwar Officer 1

C. MESSAGE SECTION

Personnel strength is provided by the District Chief (1 Section Chief and 2 members).

NOTE: This table of organization is prescribed for the minimum personnel strength required to be in a DIOCC.

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MISSIONS OF THE DIOCC

The DIOCC has the following missions:

- To implement directives from the Province PHUNG HOANG Committee and the PIOCC.
- To operate 24 hours a day.
- To coordinate and guide the activities of District member agencies and military units in collecting intelligence, maintaining security and conducting intelligence operations against the VCI.
- To uncover VC organizations in the district and the bases of their support in the villages and hamlets.
- To expeditiously exploit intelligence provided by member agencies, ARVN and Allied units to ensure neutralization of VCI and VCM in local areas.
- To provide valuable intelligence in a timely fashion to member agencies, ARVN and Allied units operating in the district.
- To exchange intelligence information with friendly agencies.
- To submit to higher headquarters intelligence beyond the reaction capability or area of responsibility of the DIOCC.
- To report on VCI neutralizations.

DUTIES

MANAGING OFFICIALS

CENTER CHIEF

- Assumes direct responsibility for all activities of the DIOCC.

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- Initiates methods of operation producing maximum efficiency in eliminating VCI and VCM.
- Makes final decisions and properly uses locally available reaction forces to conduct operations within the district.

End of VN page 33

- Instructs and urges member agencies to increase close and effective coordination of activities.
- Personally contacts Commanders of ARVN and Allied units operating in the district to effect a daily exchange of information and coordination of their activities with the DIOCC.
- Orders member agencies to notify the DIOCC immediately upon receipt of a Hoi Chanh, apprehension of a prisoner or the capture of a VC document.
- Instructs member agencies to be responsive to information requests levied by the DIOCC.
- Personally directs DIOCC members and levies information requests on member agencies in a particular case which requires immediate response.
- Employs village and hamlet official in intelligence collection to enhance the operational efficiency of the DIOCC.
- Holds regular meetings with village and hamlet officials to guide and stimulate their intelligence collection efforts.
- Properly uses, PFF, PRU and local Security and Intelligence Teams to neutralize VCI.
- Keeps abreast of DIOCC activities in order to resolve problems as they occur and simultaneously monitors results achieved.
- Orders member agencies to assign competent personnel to the DIOCC.

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- Gives definite assignments to DIOCC members and provides guidance for the performance of their missions as required by the instructions of this directive.
- Reports to the Province on problems which are beyond the competence of the DIOCC.
- Awards or recommends awards for all personnel military and civilian who perform distinguished achievements in the neutralization of VCI.

End of VN page 34

- Directly exploits prisoners and captured documents.

a. As to prisoners and detainees

Military units operating within the District are requested:

- To turn over to the DIOCC key VCI members upon their apprehension.
- To provide the DIOCC with interrogation reports on prisoners and detainees.

b. As to Hoi Chanh

Immediately upon notification of the receipt of a Hoi Chanh all pertinent files concerning units, organizations, geographical areas and VC personalities must be carefully reviewed. The Hoi Chanh must be immediately debriefed on these and other areas of knowledge.

c. As to captured documents

ARVN and Allied units will be asked to allow the DIOCC access to all captured documents concerning VCI, after tactical information has been extracted. If this is not feasible for any reason, the DIOCC should be provided with the information contained in the document and a brief review of the document.

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Immediate exploitation of information must be achieved when necessary, using all organic forces and/or requesting support from the province, ARVN and Allied units operating within the District.

FIRST DEPUTY CENTER CHIEF (Deputy Sub-Sector Chief)

- His presence is required full time to ensure the DIOCC functions 24 hours a day.
- Takes decisions on DIOCC matters in the absence of the Center Chief.
- Appoints representatives of member agencies on the basis of their capabilities to the Political Sub-Section.

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- Pays special attention to the spirit of coordination and support by member agencies.
- Conducts liaison with ARVN and Allied units to exchange information and documents of interest.
- Reviews all incoming reports, and documents to ascertain their exploitability or any need for an urgent decision and also insures that reports are properly submitted.
- Reviews before dissemination intelligence requirement levys and information reports prepared by the Situation Section and determines whether they are complete and accurate and at the same time determines which agency or source is best qualified to obtain needed information.
- Ensures dissemination of information produced by the DIOCC to member agencies and friendly units as well as through PH channels.
- Maintains close cooperation between the Sections and Sub-Sections of the DIOCC especially coordination between the Military and Political Sub-sections and

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coordination in planning operations between the Situation Section and the Operations Section.

- Pays special attention to harmony in exchanges between the Political and Military Sub-Sections of the Situation Section in order to maintain a balance between the elimination of VCI and VCM.
- Reports to the Center Chief on the situation in the District and on all activities of the DIOCC and recommends appropriate actions.
- Immediately reports to the Center Chief when any member agency fails or intentionally delays to furnish the DIOCC with timely information on Hoi Chanh, prisoners or VC documents.
- Attends to and controls the security of the DIOCC.

SECOND DEPUTY CENTER CHIEF: (District NP Chief)

- Assists the First Deputy Center Chief in the management of the DIOCC and assumes the management of the DIOCC in his absence.

End of VN page 36

- Instructs and guides the District Special Police Chief in directing the Political Sub-Section with maximum efficiency.
- Consults the Situation Section Chief at least once a day to keep abreast of the activities of the Political Sub-Section.
- Assigns the most outstanding District SP members (from non-DIOCC sources) to follow-up and collect information on VCI for DIOCC requests.
- Provides District SP interrogators when needed by the DIOCC.
- Maintains close liaison between SP and the DIOCC and makes the best use of PFF capabilities in neutralizing VCI.

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- Notifies the DIOCC immediately when the District National Police captures a VCI or VCI suspect.
- Submits to the District Chief necessary recommendations to improve the DIOCC's activities, with emphasis on the Political Sub-Section.
- Discusses with the Center Chief, the First Deputy Center Chief and officials concerned important decisions aimed at improving the DIOCC.

MESSAGE SECTION CHIEF

- Is responsible to the Center Chief and the Deputy Center Chiefs for all activities of the Message Section.
- Maintains a system of logs and a record of all correspondence coming to and going out of the DIOCC.
- Personally supervises the filing of incoming information reports so as to make retrieval easy.
- Makes a summary of the comments of the Situation Section on the routing sheet (attached to information reports annex #2) for the Daily Report sheet (annex #3) which is to be submitted to the Center Chief each evening.

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SITUATION SECTION CHIEF (Chief of S2, Sub-Sector)

- Is responsible to the Center Chief and the Deputy Center Chiefs for all activities of the Situation Section.
- Reviews all information reports coming to the Situation Section before giving them to the Source Control man.
- Reviews all information requests prepared by the Situation Section before submitting them to the Deputy Center Chief for signature.

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- Coordinates with the Political Sub-Section Chief and the Operations Section Chief to compose the intelligence analysis of an operation plan.
- Guides, stimulates and closely controls the activities of the Political and Military Sub-Sections so as to avoid an imbalance between the neutralization of VCI and VCM.
- Cooperates with the Operations Section in planning operations and coordinates closely with this Section in collecting intelligence.
- Guides the source control man and the dossier man in evaluating the credibility of sources and information.
- Ensures adherence to the prescribed information routing system within the Situation Section (annex 4A, B, C, D, E).
- Guides and supervises Situation Section members in preparing file cards (annex 6), individual dossiers (annex 7) the various types of blacklists (annex 13a, b, c, d) and District, Village and Hamlet Situation files.
- Personally directs the members of the Military Sub-Section.
- Orders the DIOCC interrogator to be present at debriefings of Hoi Chanhs and at interrogations of VCI and VCI suspects apprehended by member agencies as soon as the DIOCC is informed.
- Maintains liaison with member agencies in disseminating information received by the DIOCC and also reports to the Deputy Center Chiefs when an agency is uncooperative.

End of VN page 38

- Pursues information requests levied by the DIOCC to ensure they are met on time and reports to the Deputy Center Chief when an agency fails or is tardy in response to such requirements.
- Allots Situation Section tasks to representatives of member agencies according to their individual capacities and employs them in liaison with their parent units.

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- Confers with the First and the Second Deputy Center Chiefs to stimulate the activities of the Political Sub-Section.

POLITICAL SUB-SECTION CHIEF (District SP Chief)

- Is responsible for directing the Political Sub-Section in contributing to the neutralization of VCI.
- Guides and stimulates Political Sub-Section members to record all data concerning VCI, as does the Chief of the Situation Section himself.
- Regularly reviews blacklists, file cards and personal dossiers to insure they are prepared in accordance with the provisions of this directive.
- Assigns functions to Political Sub-Section members in addition to their principal duties (e.g., establishment of file cards, individual dossiers, etc.).
- Assigns regularly to each area specialist a minimum of 10 VCI on blacklist C for whose dossiers the area specialist then becomes responsible.
- Chooses VCI targets for neutralization and recommends VCI for targetting to the Situation Section Chief.
- Reviews all information requirement forms prepared by Political Sub-Section members (annex 14).
- Insures timely distribution of important information to appropriate member agencies.
- Provides the Situation Section Chief with necessary material to prepare the intelligence annex of an operation plan.

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- Recommends to the Situation Section Chief any changes needed to improve the operational efficiency of the Political Sub-Section.

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MILITARY SUB-SECTION CHIEF

As already mentioned, the Chief of the Military Sub-Section is the Chief of S2, Sub-Sector in addition to his function as Chief of the Situation Section.

The Military Sub-Section Chief has the duties:

- To assume direct responsibility for all activities of the Military Sub-Section.
- To assign work to personnel so as to ensure the best possible performance by the Military Sub-Section.
- To conduct regular liaison with the Political Sub-Section Chief and the Operations Section Chief in preparing operations plans and reviewing strengths and weaknesses.
- To disseminate information concerning armed enemy units.
- To monitor the establishment and up-dating of file cards on VCM cadres and OB cards on VCM units.
- To review information requirement forms prepared by Sub-Section personnel.
- To provide regular guidance, control and stimulus to subordinate personnel in their daily tasks.
- To recommend anti-VCM operations in contributing the intelligence annex of an operation plan.
- To give briefings to the Center Chief, Deputy Center Chiefs or inspection teams on the activities of the Sub-Section and the results obtained as well as on the enemy military Situation in the District.

OPERATIONS SECTION CHIEF (Chief of S3, Sub-Sector)

- Assumes direct responsibility for all the activities of the Section.
- Coordinates on a regular basis with the Situation Section Chief in order to discuss operations plans.

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- Bases studies and planning of operations on available intelligence, the nature of the target and on an analysis of the terrain features of the area of operation.

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- Regularly contacts the Center Chief, Deputy Center Chiefs, and the Situation Section Chief to discuss the situation and operations plans.
- Contacts and consults Commanders of tactical units and representatives of support forces to plan joint operations.
- Employs PFF, PRU, RD, VIS, CHIEU HOI, CG, RF, PF, PSDF, Deputy Village Chiefs for Security, Deputy Hamlet Chiefs for Security and Military Affairs Commissioners in specific operations.
- Distinguishes between the two types of operations: VCI neutralization and attack on VCM units and makes different plans for each type so as to properly employ support forces.
- Controls and stimulates subordinates so as to make the activities of the Operations Section regulated and continuous.

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