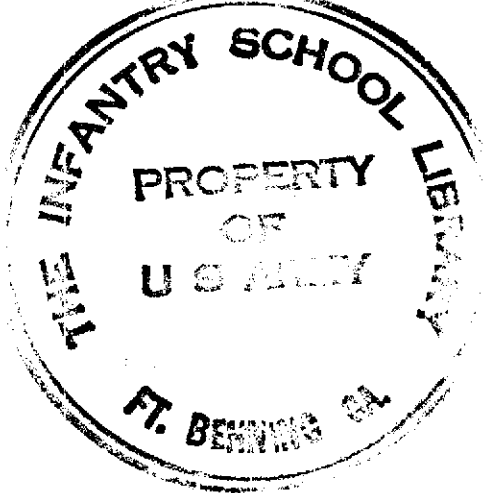


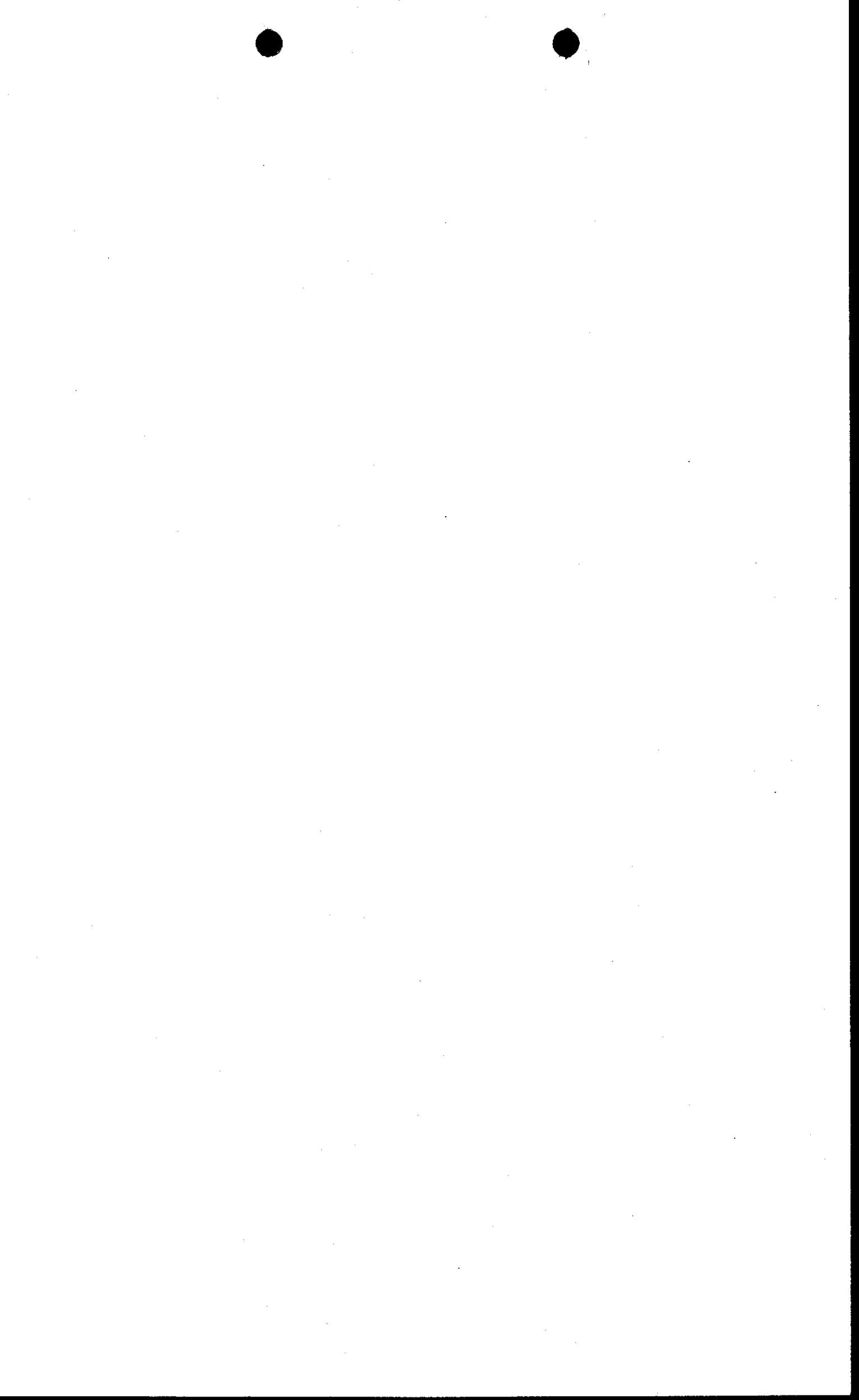
INFANTRY BRIGADE CIVIC ACTION MISSION IN SOUTH VIETNAM

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Fort Benning, Georgia
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SUBJECT: Infantry Brigade Civic Action Mission in South Vietnam

1. **PROBLEM.** To determine if an infantry brigade in South Vietnam is fulfilling an assigned civic action mission.
2. **ASSUMPTIONS.**
 - a. Civic action projects will vary in different parts of South Vietnam.
 - b. Civic action officers must determine goals to be achieved during brigade operations.
 - c. Combat operations will prevent infantry brigades from accomplishing major civic action tasks.
3. **FACTS BEARING ON THE PROBLEM.**
 - a. Civic action is not a new phase of military operations.
 - b. The United States Army in Vietnam is aware of the importance of civic action.
 - c. Military civic action is an assigned mission of an infantry brigade in South Vietnam.
 - d. There has been a lack of civic action training in the army.
 - e. Infantry brigades have achieved some civic action goals in South Vietnam.
4. **DISCUSSION.**
 - a. Civic action is thought to be a new concept developed only in South Vietnam. This is not a correct impression. The program started in the early part of this century and has continued through the years. The first notable civic action program was as early as the 1900s, when the American War Department established the free public school system of the Philippines and American soldiers taught reading, writing, and arithmetic to Filipino children. The conflict in Vietnam has brought civic action to the forefront and every commander in Vietnam considers it a vital part of his mission. (Annex A)
 - b. Civic action is considered a very important mission by the United States Army in Vietnam. Guidance has been published for the unit civic action officer to familiarize him with the program in Vietnam. Infantry brigades have also published more detailed guidance for their

personnel working in this field. Sample guidance states that "civil affairs and related civic action aspects of all military operations should be considered along with their overall effect on the mission and objectives of United States Governmental Policy in Vietnam." Further brigade guidance has also been furnished for Refugee Control, Civil Affairs Checklist, and Outlines for Selection of Civic Action Projects. (Annex B)

- c. Military civic action is an assigned mission of an infantry brigade in South Vietnam. All brigades are staffed with a civic action section. Recently, Army Chief of Staff, General Harold K. Johnson, approved a recommendation by a Department of Army Board to increase the civil affairs and psychological operations in many more Army units of battalion to brigade size. Also increased was the training program for selected officers in this field. General Johnson is placing increased emphasis on this aspect of military operations. (Annex C)
- d. My personal experience with the 1st and 3d Brigades of the 9th Infantry Division revealed that they were performing their civic action mission. The success of their efforts was the result of command emphasis, prior planning, coordination, and sound execution of their plan. Most notable of their achievements in my area were medical service and road repair. (Annex D)
- e. Interviews with six civic action officers with Vietnam experience highlighted infantry brigade achievement in medical service for the Vietnamese people, road repair, issue of clothing, and construction of schools. Training for most officers assigned to Vietnam in the civic action field has been almost nonexistent. However, the background knowledge and initiative of these officers has overcome this deficiency to a large degree. Command emphasis has also contributed to the success of the civic action program. (Annex E) In addition, weekly civic action reports have kept the brigade commander informed of progress or problem areas. This has allowed the commander to give guidance where necessary or direction to provide the resources to complete a civic action mission. (Annex F)

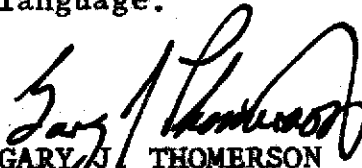
5. CONCLUSIONS.

- a. Civic action is not a new concept of military operations.
- b. Civic action is considered an important mission by commanders in South Vietnam.

- c. Civic action is an assigned mission of an infantry brigade in South Vietnam and increased emphasis on mission accomplishment will be placed on commanders in the near future.
- d. The lack of formal civic action training has slowed mission accomplishment to some degree. This deficiency will be corrected in the near future with increased enrollment of officers in civic action schools.
- e. Infantry brigades in South Vietnam have been accomplishing their civic action missions.

6. RECOMMENDATIONS.

- a. Civic action officers confine their projects to areas that can be completed within a given time, ~~frame.~~
- b. Officers should be carefully selected for civic action assignments and given maximum training including Vietnamese language.


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- ANNEXES:
- A - Importance of Military Civic Action
 - B - Command Guidance for Civic Action
 - C - Increased Staff Positions and Training
 - D - My Personal Experience with Brigade Level Civic Action Teams
 - E - Interview of Combat-Experienced Civic Action Officers
 - F - Civic Action Report
 - G - Bibliography

CONCURRENCES: (Omitted)
 NONCONCURRENCES: (Omitted)
 CONSIDERATION OF NONCONCURRENCES: (Omitted)
 ANNEXES ADDED: (Omitted)

ACTION BY APPROVING AUTHORITY:

Date:

Approved (disapproved), including (excluding) exceptions.

Signature

ANNEX A--Importance of Military Civic Action.

1. The many articles in newspapers, magazines, and other publications about civic action in Vietnam has left the impression with many people that it is new and confined to that area. This is not a correct impression.
2. Military civic action is not new to the United States Army. As early as the 1900's the American War Department established the free public school system of the Philippines, and American soldiers taught reading, writing, and arithmetic to Filipino children. (3:151)
3. The large scale of military operations in Vietnam has brought it to the forefront and commanders are aware of the importance of civic action in an active insurgency.
4. Major General Harry W. O. Kinnard, Commanding General of the First Cavalry Division (Airmobile), during the division Pleiku Campaign, of 23 October to 26 November 1965, stated, "The 1st Air Cavalry Division since arriving in the Republic of Vietnam, has had a firm policy of treating civil affairs/civic action as a vital adjunct to combat actions. All brigade operation plans and orders contained civil affairs annexes that spelled out in detail all available intelligence concerning the indigent population, in addition to plans for handling the people affected by combat actions." (1:131)
5. Lieutenant Colonel William F. Ames, Instructor, Internal Defense/Development Operations Department, United States Army Special Warfare School, in November 1966, stated, "The military civic action program is essential in preventing and defeating active insurgency and is also a valuable asset in building a strong social and economic framework for the developing countries of the world. Military civic action must be looked upon as both a preventive and countering measure of subversive insurgency. However, it must not be looked upon as a substitute for military power but rather as one element of it--a weapon for combat-capable forces." (2:108)

ANNEX B--Command Guidance for Civic Action.

1. The United States Army Republic of Vietnam has published guidance for the unit S-5 to familiarize him and other concerned personnel with the Civic Action Program in Vietnam. The pamphlet states, "Emphasis is placed on providing general guidance which will enable the S-5 and civic action personnel to more effectively accomplish their mission in this important area." (4:1)
2. Major subordinate units in Vietnam have also published more detailed guidance for the unit S-5 and his staff. The 1st Brigade, 101st Airborne Division, Standard Operating Procedures states, "Civil affairs and related civic action aspects of all military operations should be carefully considered along with their overall effect on the mission and objectives of United States Governmental Policy in Vietnam. (5:137) Other actions of the S.O.P. contain the following guidance:
 - a. Refugee Control. (5:142)
 - b. Employment of Vietnamese Nationals. (5:143)
 - c. Civil Affairs Checklist. (5:144)
 - d. Outlines for Selection of Civic Action Projects. (5:147)

ANNEX C--Increased Staff Positions and Training.

New Staff Section to Merge Civil Affairs, Psy-Ops Fields

By a Times Staff Writer

WASHINGTON—A new staff section to handle civil affairs, psychological operations, and other politico-military functions will soon be established in many more Army units of battalion to brigade size.

This was one of the recommendations of a DA board to improve Army know-how in politico-military affairs.

Army Chief of Staff Gen. Harold K. Johnson, in approving board proposals, noted that the "politico-military aspect of the Army's mission has become increasingly important during the past several years."

The recommendation calls for the combining of all civil affairs and psychological operations into one staff section. The responsibility is now divided between the S3/GS (operations section) and the S5/G5. In addition, the proposal calls for the establishment of an S5/G5 section in many other units of the Army.

A civil affairs section is required only for units in Vietnam at present. As approved by Gen. Johnson, an S5/G5 section will be established in TOEs at brigade, regiment, and group level within selected battalions as required.

* * *
THE ARMY has also approved a recommendation sharply increasing the number of officers

qualified in politico-military functions. This would be done by merging civil affairs and psychological operations into one officer career field and changing its name to overseas security operations (OSO). Another step calls for a name change and expansion of the Foreign Area Specialist Training Program for officers.

The program has been renamed the Foreign Area Specialty Career Program and will be expanded from approximately 200 to 500 participants in the near future, officials said.

"This expansion provides for a more consistent use of FAS officers throughout the Army and includes more positions in the higher grades," officials said.

Selection procedures for the FAS program are also being revised. In the past, officers had to personally apply for membership. Now, branch nominations will be accepted although participation will still be voluntary.

Phase III (in-country) training for the program will be standardized. In addition the Army plans to award a prefix to those officers completing the up to

three year training program, officials said.

In addition to more specialists in OSO, the Army is requiring the inclusion of politico-military instruction in all service school curriculums. The Pentagon feels Army officers should have a general understanding of this phase of military operations.

* * *
OTHER recommendations approved by Gen. Johnson calls for:

A sharp increase in the number of graduate school slots for OSO officers.

Attendance of all field grade officers scheduled for assignment to MAAGS, Missions, and Military Groups at either the OSO area seminar or the introductory portion of the OSO staff officers course.

An upgrading of positions in psychological operations units commensurate with the position's skill requirement.

Conversion of the printing and publications officer positions in psychological operations units to warrant officer.

ANNEX D--My Personal Experience With Brigade Level Civic Action Teams.

1. During my tour in South Vietnam as a District Advisor, I had the opportunity on several occasions to work with civic action teams from the 9th Infantry Division.
2. They were successful in the accomplishment of their mission because of command emphasis and prior planning. One unit that I thought was outstanding was the 1st Brigade. Prior to conducting an operation in my area, civic action personnel would arrive to visit my counterpart and myself. By this visit, they were able to determine what was needed in the civic action area and plan for accomplishment of these tasks before their actual arrival in the area of operations.
3. Most of their civic action work was medical treatment for the Vietnamese people. This was of great benefit to us since we were in an isolated area and the nearest medical facility was twenty-five miles away.
4. Another unit with a fine civic action program was the 3d Brigade of the 9th Infantry Division. Their medical program and engineer road work did quite a bit to enhance the reputation of the national government policy in our area. They gave over two tons of rice to the people and even helped in rounding up cattle that had been dispersed by the Viet Cong.
5. Overall, I consider brigade-size units to be accomplishing their civic action mission even though heavily engaged in combat operations.

ANNEX E--Interview of Combat-Experienced Civic Action Officers.

Six infantry officers who have had civic action experience in Vietnam at brigade level were interviewed during May and June 1968. A summary of their answers is included after each question on the attached questionnaire. (Appendix I) All officers interviewed are members of the Infantry Officer Career Course, FY 1968.



APPENDIX TO ANNEX E--Interview Form for Brigade Civic
Action Mission Accomplishment.

1. How long did you perform duty as a Brigade S-5?
6 months--5; 9 months--1.
2. Did you have an assigned area to perform your mission?
 - a. Assigned an area around your base camp?
Yes--6.
 - b. Brigade combat operations?
Yes--6.
3. Did you receive any training for this assignment?
No--6.
4. Did your commander give you any guidance or objectives he desired to achieve?
No--2. He considered I was doing a good job and left me alone.
Yes--4.
5. Did you work up your own civic action plan?
Yes--6. The plan was then approved by the commander and coordinated with the American Advisor in the area and if he approved we went to work.
6. Describe your brigade civic action program.

Summary--6. In the base camp area we coordinated with the local Vietnamese officials and the Military Assistance Command Advisor to determine what was needed in the area of civic action. We built classrooms and a Boy Scout lodge. We obtained the materials to construct these buildings from the United States Agency for International Development. In addition, the Vietnamese Government contributed funds to complete the construction. Regular medical visits were made throughout the area surrounding the base camp. We distributed food and clothing furnished by various relief organizations in the United States.

Combat operations limited our program since we would be in an area only a short period of time. We did try to provide as much medical service to the native population as possible. Any rice found in Viet Cong base camps was evacuated and in conjunction with the local Vietnamese officials was distributed to the local populace.

APPENDIX TO ANNEX E--Interview Form for Brigade Civic
Action Mission Accomplishment (Cont).

Our engineer company was of great assistance by repairing roads and culverts. Improvement of village roads always seemed to get a favorable response from the Vietnamese people.

7. Do you feel that your brigade civic action program was effective?

Yes--6.

ANNEX F--Civic Action Report.

1.4. Report of the
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CIVIC ACTION REPORT 6 Feb 66 thru 12 Feb 66

TO	ACTIVITY	AREA/PROJECT	UNIT(S)	PERIOD	DATE BEGAN	DATE TO COMPLETE
1.	School construction	Binh Hoa/Comp Thanh	1st Bn 503d Inf		8 Jan 66	25%
2.	Milk program	Tan Trieu refugee camp/1st Bn 503d Inf Comp Thanh			5 Jan 66	Continuous
3.	MEPCAP	Binh Hoa, Tan Trieu/ Comp Thanh	1st Bn 503d Inf		4 Jan 66	Continuous
4.	Laundry (used)	Binh Hoa/Comp Thanh	1st Bn 503d Inf		5 Jan 66	Continuous
5.	Latrine construction	Binh Hoa/Comp Thanh	1st Bn 503d Inf		19 Jan 66	25%
6.	Boy Scout Troop	Phuc Hai/Duc Tu	1st Bn 503d Inf		3 Feb 66	Continuous
7.	Hand Tools (Field)	Binh Hoa/Comp Thanh	1st Bn 503d Inf		9 Feb 66	100%
8.	Food distribution	Binh Hoa/Comp Thanh	1st Bn 503d Inf		10 Feb 66	Continuous
9.	Sign installation	Tan Trieu/Comp Thanh	1st Bn 503d Inf		10 Feb 66	100%

NARRATIVE DESCRIPTION OF PROJECTS

The school construction slowed this week due to the absence of two brick-masons. The door and window frames are ready to be installed. The fill for the floor is 2/3 completed. The MEPCAP team treated 74 students this week. The lumber for this week went to the refugee camp in Binh Hoa area (two 2 1/2 ton vehicles, one 3/4 ton vehicle loads). The hand tools (picks-5, hoes-3, shovels-3) and food went to the refugee camp in Tan Trieu. The two Boy Scout meetings that Sgt Moore, the Battalion Project NCO, attended on the 6th and 8th were served refreshments by the 1st Battalion. A set-assembly party was held with plans being made for a overnight campout. On the 10th the Scouts (61) were taken on a tour of the Bien Hoa Air Base. Refreshments were served at the Brigade Officers Club after the tour. A good time was had by all concerned.

173D AUSTRALIAN DELEGATE (SDF) CIVIC ACTION REPORT 6 Feb 66 thru 12 Feb 66

MAINSTREAM DEVELOPMENT OF PROJECTS (Cont'd)

A sign was erected in front of the Tan Trieu School complex. Written on the sign was a squib which associated the people and local government with the construction of the school.

ANALYSIS AND RECOMMENDATIONS

negative

No	<u>DESCRIPTION</u>	<u>AREA/DISTRICT</u>	<u>UNIT(S) INVOLVED</u>	<u>DATE BEGUN</u>	<u>DATE OF COMPLETION</u>
10.	Constr of dispensary	Loc Lam/Duc Tu	2nd Bn 503d Inf	24 Nov 65	70%
11.	MEDCAP (first aid)	Loc Lam/Duc Tu	2nd Bn 503d Inf	17 Jan 66	Continuous
12.	T. bar (Used)	Loc Lam/Duc Tu	2nd Bn 503d Inf	17 Jan 66	Continuous
13.	Milk Program	Loc Lam/Duc Tu	2nd Bn 503d Inf	1 Feb 66	Continuous
14.	Paint, roofing sealers & misc building material (Used)	Loc Lam/Duc Tu	2nd Bn 503d Inf	21 Jan 66	Continuous
15.	Road Repair	Loc Lam/Duc Tu	2nd Bn 503d Inf	3 Feb 66	Continuous
16.	Food Program	Loc Lam/Duc Tu	2nd Bn 503d Inf	21 Jan 66	Continuous
17.	Const. of New Road	Loc Lam/Duc Tu	2nd Bn 503d Inf	3 Feb 66	7 Feb 66
18.	Const. of Latrine	Loc Lam/Duc Tu	2nd Bn 503d Inf	7 Feb 66	5%
19.	Const. of water storage area	Loc Lam/Duc Tu	2nd Bn 503d Inf	7 Feb 66	5%

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ANNEX F--Civic Action Report (Cont.).

ANNEX G--Bibliography.

1. Pleiku Campaign, 23 October to 26 November 1965.
(1st Cavalry Division (Airmobile) November 1965).
2. Report of the Internal Defense/Development Psychological Operations Instructors' Conference, Fort Bragg, North Carolina, 31 October-4 November 1966 (United States Army Special Warfare School, November 1966).
3. Glick, Edward Bernard, Peaceful Conflict (Civic Action in Asia, 1967).
4. Pamphlet Number 515-1, Civic Action Guide for the S-5 (Headquarters, United States Army Vietnam, 5 June 1967).
5. Tactical SOP for Counterinsurgency Operations (1st Brigade, 101st Airborne Division, 1 December 1966).