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## MISSIONS AND FUNCTIONS OF MEMBER AGENCY REPRESENTATIVES

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### MISSIONS OF MEMBER AGENCY REPRESENTATIVES

Member agency representatives assigned to work in the DIOCC have two missions:

- To pass all intelligence requests levied by the DIOCC to the Chiefs of their parent agencies and assemble information reports and answers to such intelligence requests and forward them to the DIOCC.
- To monitor and review their agency's sources and intelligence provided by their agency to the DIOCC for efficiency and accuracy.
- To reinforce the activities of the DIOCC and assume functions assigned by the Deputy Center Chiefs.

### DUTIES OF VILLAGE AND HAMLET OFFICIALS

The main duties of village and hamlet officials are:

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- I. To know who are the VCI members of People's Revolutionary Councils and People's Revolutionary Committees (e.g. Chairmen, and Deputy Chairmen) and operating elements in their respective Districts, Villages and Hamlets such as: Finance-Economy Sections, Farmer's Associations, Propaganda Culture-Indoctrination Sections, Security Sections, Civil Health Sections, Commo-liaison Sections, Military Sections, Troop proselyting Section, Civilian Proselyting cadres, Liberation Youth Sections etc, so that these cadres may be identified and neutralized.
- II. To investigate and classify the people in multi-family units, Sub-Wards, Hamlets and Villages identifying such elements as soldiers, public officials, workers, laborers, Political party members, pro-Communist individuals, suspects.

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People may be classified in accord with the following criteria:

- \* Individuals working for the Communists
- \* Pro-Communist individuals
- \* Suspects
- \* Uncommitted individuals
- \* Individuals of anti-Communist National concepts.

The DIOCC uses this information in the following manner:

1. As to individuals working for or affiliated with the Communists: Maintains lists and biographical records (containing identification, pictures, places of residence, ways of living etc.) and follows their activities closely. If possible, contact is established with them either for penetration or possible use as fifth columnists.
2. As to pro-Communist individuals: Maintains lists and biographical records (with addresses, identification etc.) follows their actions, and endeavors to isolate them. If possible, they should be encouraged to work as informants.
3. As to suspects: Maintains lists, and biographical records (with addresses, identification etc.) and keeps track of their actions and contacts. Surveils them carefully and endeavors to analyze their thoughts for possible action. If possible, they should be encouraged to serve as informants.
4. As to uncommitted individuals: Maintains lists with addresses. Makes known to them GVN achievements and policies so as to change their ideological concepts. If necessary, employ them as informants.

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5. As to anti-Communist individuals: Cooperates with them and assists them to work for the benefit of the Government.

### III. People's Intelligence

An effective people's intelligence network in villages

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and hamlets will facilitate the neutralization of VCI cadres operating in those areas. This system should be organized first among the relatives of Government officials (such as civil servants and servicemen) later incorporating Communist victims, anti-Communist Nationalists, etc. When organized as informants or agents, secrecy is essential so as to ensure their personal security. Protected from being watched, followed and generally mistrusted, they gain confidence and greater willingness to cooperate.

A minimum of ten People's Intelligence cells should be organized in each hamlet (each cell consists of three persons) to serve the government by identifying VCI cadres for neutralization.

It is most important to indoctrinate and impress upon local residents the duties of defending their villages and hamlets and serving as the government's eyes and ears in villages and hamlets (see Information Transmission System from Hamlet to District and Information Collection Techniques).

IV. To collect information on VCI and VCM. Sources of good information are Hoi Chanhs, political offenders, prisoners, sympathizers, informants and uncommitted civilians. Intelligence should be sought for the improvement of the DIOCC data bank or for its direct contribution to neutralization operations. Examples of such intelligence would be full or part time residences of VCI or operational procedures of the enemy which can be successfully exploited. Simultaneously with intelligence collection, sympathy with and confidence of sources should be established so that they remain willing informants and perhaps be convinced to serve as guides for operations.

V. Establishes and updates all biographical data forms on VCI and VCM in villages and hamlets.

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VI. Collects pictures of VC for photographic OB cards and the mug book.

VII. Establishes area situation files:

- 1 file for each village
- 1 file for each component hamlet.

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These files contain documents and information reports pertaining to the respective villages and hamlets; a complete record of known information on Communist organizations in those villages and hamlets.

VIII. Makes lists of VCI and VCM cadres and suspects who endanger security.

Hamlet and village officials contribute by:

- Assisting the DIOCC to update list D of the blacklists prepared by the Center.
- Helping to establish dossiers on suspects in the villages and hamlets and in classifying them as:  
  
Individuals who have joined the VC.  
Individuals of Communist tendencies, or  
legal residents whose relatives work for the Communists in Villages or Hamlets.
- Reporting intelligence (see Annex 19).
- Regularly contacting the Center Chief to receive direction and guidance and furnish information.
- Providing the DIOCC with information on all Village and Hamlet situations.
- Responding to intelligence requests and implementing directives from the DIOCC.
- Pursuing targets established by the DIOCC.
- Recommending targets for neutralization and operations plans.
- Employing organic village forces (PF, NP etc.) and coordinating with forces stationed at or operating within the village (e.g. RF, RD, APT etc.) in the conduct of operations against VCI or VCM within the purview of the village or hamlet.

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If needed, support from the district should be requested.

- Coordinating with the DIOCC on cordon and search operations of their villages and/or hamlets.
- Helping to utilize Hoi Chanhs, sympathizers and blacklist D prepared by the DIOCC (or lists of Communist cadres known to village and hamlet officials) during sweep or cordon and search operations intended to screen VCI cadres from the midst of the people.
- Submitting daily reports on VCI neutralizations (killed, captured, rallied) in villages and hamlets which are to arrive in the DIOCC prior to 1700 hours (Annex 20).
- Submitting monthly reports on the security situation and on VCI neutralizations to the DIOCC before the 25th of each month (Annex 21).
- Recommending suitable awards for all personnel, military and civilian, who perform noteworthy in the neutralization of VCI.

#### DUTIES OF CHIEU HOI AND VIS CADRES UNDER THE PHUNG HOANG PLAN

Chieu Hoi and VIS cadres should thoroughly understand the following: (1) What the VCI is and who directs it, and (2) What the VCI does to harm the people. This will enable these cadres to explain these matters to the people and impress upon them their responsibility to cooperate with the Government to fight VCI. It will also enable these cadres to encourage the people to denounce underground Communist cadres and debunk what the Communists tell the people and, at the same time, help them to rally Communists to the rightful national cause.

- To support Police, search or sweep operations by explaining to the people the reason therefor in order to alleviate the resentment of innocent people, subsequently released.

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- To explain to village and hamlet residents the policies and actions of the Government so that they develop anti-Communist sentiments, and refuse support or money to Communists who sneak into their areas.

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- To organize indoctrination sessions for families with members who have joined the Communists so that they thoroughly understand the Government Chieu Hoi Program particularly emphasizing the leniency and kind treatment (i.e. worthy awards and jobs) granted to credible Hoi Chanhs.
- To prepare letters and leaflets directed towards VCI cadres who are operating in their areas or establish direct contact with them through their families to convince them to return to the rightful national cause.

#### RELATIONSHIPS

##### Between Personnel

Besides their primary duties, agency representatives assigned to work in the Center must be aware that PHUNG HOANG is a program designed to assemble and coordinate all activities of intelligence agencies in eliminating VCI so to end the war and restore lasting peace to the nation. Therefore, representatives of member agencies must perform any assigned task with willingness and devotion and must respect the DIOCC chain of command and their positions in it. DIOCC personnel must also keep their Section Chiefs informed, so that they in turn may keep the Center Chief and/or the Deputy Center Chiefs informed and prepared to make decisions.

##### BETWEEN SECTIONS

Close coordination between Section of the DIOCC is imperative, particularly between the Operations and Situation Sections, as operations cannot be run without intelligence and intelligence is unproductive without operations.

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#### RANKS AND POSITIONS

Unlike any parent agency, the PH Plan is a joint coordination organization initiated by the highest GVN command echelons in order to eliminate VCI and VCM and bring pacification to the country as soon as possible. As a joint coordination organization, it gathers employees of many agencies and employs them in unusual aspects not necessarily in consonance with their personal rank. Therefore, parent agency rank is of little

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import to PHUNG HOANG and positions designated in the center are the prime concern.

#### US COORDINATORS

A US officer (Coordinator) is assigned to each DIOCC and has the following responsibilities:

- He maintains relations with the Center Chief and contributes technical advice on all activities of the DIOCC when necessary.
- He assists the Situation Section in intelligence collection, collation and dissemination techniques.
- He supports the Operations Section in planning operations.
- He solicits the assistance of other US agencies.
- He maintains close coordination with US units operating in the District.
- He provides supplies and logistics support to the DIOCC, when necessary.

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## INFORMATION TRANSMISSION SYSTEM FROM HAMLET TO DISTRICT

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### I. GENERAL

The system desired here is the simplest possible by contrast with the information transmission process employed by technical intelligence agencies. This system is employed by government cadres and personnel to transmit information from Hamlets and Villages to District; it will vary with the local security situation.

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### II. INFORMATION TRANSMISSION SYSTEM

Government cadres and personnel from NP, RD, CG, PF, PSDF, VIS, Administrative cadres, etc., are in charge of activities in hamlets. They are the GVN employees who have direct contact with the populace and can thus collect useful information. To ensure utilization of such information, it should be made available to those responsible for exploitation. In other words, when a GVN employee receives a piece of intelligence, he has the duty to report it to his immediate supervisor who will in turn transmit it to higher headquarters to enable effective exploitation.

There are two possible transmission systems: (a) the Official channel and (b) the control channel.

#### a. Official Channel

The Official Channel may also be called the Administrative Channel. Cell Chiefs, Team Leaders, Inter-Team Leaders, Group Leaders, Squad Leaders, etc., of agencies operating in hamlets who receive information from their subordinates should report it directly to the Hamlet Chief (usually the Deputy Hamlet Chief for Security who is responsible for security).

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According to the circumstances, the Hamlet Chief and his Deputy for Security will either exploit the information immediately, collate or pursue it. In all cases, such information must be submitted to the Village Chief or his Deputy for Security. The salient point is that information should be verbally transmitted by GVN employees to the Hamlet Chief or his Deputy for Security; it is not necessary to report in writing.

The Village Chief and his Deputy for Security may choose to exploit the information, assist the Hamlet in exploiting it, or report it to the DIOCC, either electrically (PF and/or NP nets) or in writing (annex 19).

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When urgency of the information so dictates and in the absence of their immediate supervisors, cadres and personnel may report directly to the Hamlet Chief or his Deputy for Security in order to permit the initiation of counter-measures; they will later report to their immediate supervisors (Group Leaders, Inter-Team Leaders, etc., should appoint people to act for them in their absence).

b. Control Channel

The Control channel may also be called the Technical channel. Upon receipt of the information from subordinates, Cell Chiefs, Team Leaders, Inter-Team Leaders, Group Leaders, Squad Leaders, etc., may report to the Hamlet Chief or his Deputy for Security (the Official channel previously described) and simultaneously, to their own respective higher headquarters so as to enable follow-up and control actions at the next echelon.

For example, in the technical channel a Hamlet SP Group would report to the Village NP Sub-Station, which in turn would report to the NP Station at district.

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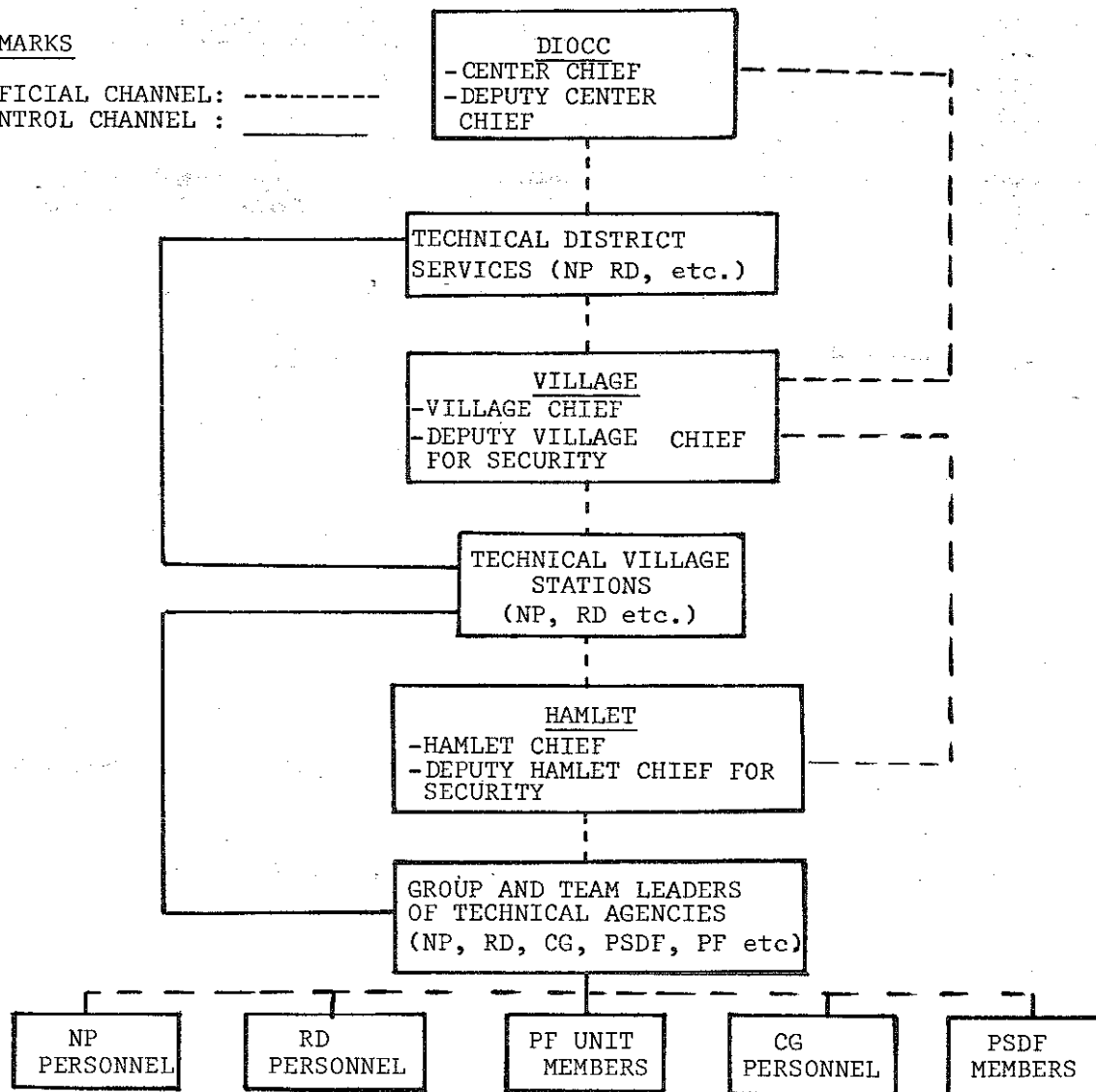
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# INFORMATION TRANSMISSION SYSTEM CHART

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## REMARKS

OFFICIAL CHANNEL: -----  
CONTROL CHANNEL : -----



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## INFORMATION COLLECTION

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### I. GENERAL

The operational effectiveness of a technical security/intelligence agency largely depends on its collection capacity, for which its agents must be well trained in advanced methods and techniques. But in villages and hamlets there is only the Peoples' Intelligence organization whose effectiveness depends on information provided by the populace. Consequently, GVN village and hamlet cadres should be trained in simple, basic collection methods.

A technical security/intelligence agency, in addition to penetration of enemy installations, uses modern collection means, such as delicate electronic machines to pinpoint important storage areas, installations and movements of VC units. However, these modern means are ineffective in identifying VCI amidst the people. By contrast, a Peoples' intelligence organization uses the five senses (i.e., ears for hearing, eyes for sight) as its unique collection means; they prove very effective in identifying the VCI.

Essential elements of information usually include:

Who?  
When?  
What?  
Where?  
How?  
Why?

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Peoples' intelligence should collect information on all types of intelligence; political, military, social and economic, public opinion and any unusual incident should be collected and properly exploited. There are three types of information:  
1) Information on a person, 2) information on a thing, and  
3) information on a fact.

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1. Information on a person

Attention should be paid to the following kinds of people:

- a. Strangers who are suspected of collecting information on the area, whether village, hamlet, ward or Sub-ward.
- b. Residents of the area who make suspicious utterances such as:
  - Expressions which distort GVN policies and the action of GVN cadres.
  - False rumors which confuse and frighten the people.
  - Creation of division and hatred among the populace and between the populace and GVN cadres.
- c. Those who act suspiciously:
  - The hesitation or fearful attitude of a dishonest person.
  - Contact with those whom we suspect.
  - Regular secret colloquies of a certain group of people in the area.
  - Unusual movements on the part of an individual which can be linked with VC incidents that occur in the area such as propaganda, sabotage or an ambush.

2. Information on a thing

Search for any material or instrument which might be used for sabotage purposes or VC activities (weapons, explosives, VC documents) that are usually hidden or camouflaged during transportation. Due attention should be paid to any suspected of hiding the material or instrument.

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3. Information on a fact

Information on fact is a type of intelligence to be collected and monitored. Facts of common interest might be: suspicious meetings, caches and/or transportation of VC necessities such as rice, medicines, dry fish, fish sauce, salt, cloth, etc.

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Propaganda, sabotage, and military activities of the enemy are also of interest; insight should be gained into their methods of operation and those involved should be pinpointed.

## II. SPECIFIC TOOLS

A Peoples' Intelligence organization employs only visual, auditory, and oral means of collection: eyes to observe and examine, ears to listen and hear, and questions to elicit information.

### A. Observation

While observing a person, a thing or an incident, attention should be paid to the following points:

- Try to get a clear view.
- Know how to make visual estimates, comparisons and measurements.
- Remember what has been seen.
- Conceal your observation from the enemy.

### 2. Listening

While listening:

- Be intent on what you wish to hear.
- Distinguish between what is heard clearly or unclearly, what is understood or not understood and between new or previously unknown information.

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- Remember what has been heard.
- Avoid enemy surveillance or suspicion.

### 3. Elicitation

When we have heard a piece of information or seen anything, we should attempt to elicit further details. This is difficult, dangerous and liable to arouse enemy suspicions. Therefore, when attempting to elicit information, pay attention to the following points:

- Await a favourable opportunity or first create an opportunity

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and then begin to inquire into the matter; otherwise, you are liable to arouse suspicion.

- Do not speak directly to the point but pose prepared questions obliquely so that the person being questioned will unwittingly satisfy your needs.
- Don't lay yourself open to suspicion; pretend inattentiveness to the point of interest.
- Strike up the conversation so that the source remains unwitting and tells you what he knows of his own volition.
- Remember what you are told.

Elicitation is extremely difficult and should be carefully employed. Success requires good preparation of places of meetings, questionnaire, etc.

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PART I

MESSAGE SECTION

The Message Section is responsible for handling all correspondence coming to and going out of the DIOCC; it consists of a Section Chief and two members designated by the District Chief.

MISSION

The Message Section has the following functions:

- To receive and distribute correspondence.
- To type all DIOCC correspondence.
- To place the DIOCC control number on incoming correspondence (in the upper right hand corner).
- To establish and maintain dossiers.
- To establish and maintain a system of logs and files which include:
  - + Incoming Correspondence Log.
  - + Outgoing Correspondence Log.
  - + Information Reports File.
  - + Correspondence File.
  - + Inspection Book.

Incoming Correspondence Log (annex 1-A)

An incoming correspondence log is a record of all incoming reports, memos, directives, etc.

The log includes the following columns:

- Date received
- DIOCC control number
- Number and date of correspondence
- Name of originating agency
- Subject of correspondence
- Number of copies attached
- Remarks

OUTGOING CORRESPONDENCE LOG (annex 1-B)

An outgoing correspondence log is a record of all reports, memos, messages, etc., sent out of the DIOCC. (This log contains date dispatched, numerical order number, destination, summary of contents, number of copies dispatched, remarks).

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### INFORMATION REPORTS FILE

An information reports file is a file of all information reports coming from agencies to the DIOCC. Each information report will be given a DIOCC control number in the upper right-hand corner before it is inserted into the file. Information reports will be arranged in numerical order to facilitate future retrieval. All information extracted from an information report will make reference to the control number assigned by the Message Section.

### CORRESPONDENCE FILE

A correspondence file is used to chronologically file all incoming correspondence (directives and messages, etc.) from agencies and a copy of all correspondence (messages, etc.) sent out of by the DIOCC. Incoming and outgoing correspondence should be kept separately to facilitate retrieval.

### ROUTING SHEET (Annex 2)

Upon receipt of an information report from a member agency or ARVN and Allied units operating within the District, the first things to be done by the Message Section are to record it in the Incoming Correspondence Log, write the DIOCC control number in the upper right-hand corner of the report, attach a routing sheet to the report and then submit it to the Deputy Center Chief. If the intelligence does not require immediate exploitation, the Deputy Center Chief will initial the Routing Sheet and give the report to the Situation Section Chief. Situation Section members (e.g., the Political Sub-Section Chief, the Source Control man, the VCI dossier man, the area specialist, and the VCM dossier man) will extract all pertinent information and make comments appropriate to their respective functions on the Routing Sheet. Finally, the Routing Sheet and the information report are to be returned to the Message Section for preparation of the consolidated daily report for the Center Chief.

### DAILY REPORT SHEET (Annex 3)

Every report coming to the DIOCC should be recorded in the Daily Report Sheet.

- The sheet includes the following columns:

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- Order number. (This number should be the DIOCC control number in the upper right-hand corner of the incoming correspondence.)

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- Agency
- Number of parent agency's report
- DIOCC evaluation
- Subject of the report
- Special attention should be paid to the summary of comments column in which the Message Section must summarize the comments made by the First Deputy Center Chief and Situation Section members on the Routing Sheet. The Message Section must each evening prepare the Daily Report Sheet in two copies with a precis of all comments made by Situation Section members on the Routing Sheet.

One copy is submitted to the Center Chief (or his Deputy) as a comprehensive summary of work as reflected in incoming reports; the other is given to the Message Section for use in the preparation of activity reports for the Province.

#### INSPECTION BOOK

The Message Section should maintain an Inspection Book in which the Central, Region and Province Inspection Teams will write down their comments on deficiencies of the Center which need correction.

This book will permit inspection teams to monitor the progress of the DIOCC, after a period of time. When a deficiency is recorded in the book by an inspection team, the Center Chief or the Deputy Center Chief must remedy it immediately.

#### SECURITY

The Center Chief must appoint an official (preferably the MSS representative or in his absence the Message Section Chief) to be responsible for the security of the DIOCC. DIOCC Security includes 1) Personnel security, 2) Document security, 3) Physical security, and 4) Operational security.

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1. Personnel Security

All personnel assigned to serve in the DIOCC must be subjected to a thorough and comprehensive security investigation. This should be accomplished before a person starts working in the DIOCC. Military personnel will be investigated by the Military Security Service. SP will be responsible for investigating all civilian personnel. Security clearance status of all personnel working in the DIOCC must be reviewed every six months.

2. Document Security

All incoming reports and dossiers kept by the DIOCC should be classified confidential or higher according to the sensitivity of the report or dossier. All documents, dossiers, files and reports should be stored in approved storage containers. Papers should not be left unattended in an unlocked drawer or on a table in the absence of those who work with them. Only the personnel responsible are authorized to maintain and have access to DIOCC dossiers and files. All waste paper, documents, carbon paper, and charts should be burnt.

3. Physical Security

The DIOCC must be kept secure day and night. Access to the DIOCC is restricted to assigned personnel and officials in the performance of their duties.

The Operations Section should be located apart from the other sections of the DIOCC so as to maintain security for operations planning.

4. Operational Security

To insure the security of operation plans, specific plans and timing should be protected and controlled. Operation orders should be strictly limited in distribution.

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## PART II

### SITUATION SECTION

#### GENERAL

The Situation Section is the most important element in the DIOCC. This Section keeps dossiers on all VCI and VCI suspects within the District, as well as on general and specific activities of all VCI organization and units. Into this section flows all information on VCI (Political and Administrative) and VCM provided by agencies, local civilians, studies from higher headquarters, prisoner interrogation reports, Hoi Chanh debriefings and captured documents. This information is analyzed and collated by the Situation Section, compared with information already available in files and appropriate actions follow:

- Levy requests for additional information on agencies represented in the DIOCC or military units operating within the district.
- If sufficient information exists, the intelligence section of an operation plan is prepared and submitted to the Center Chief as a recommendation for an operation.

Results achieved by the DIOCC largely depend on the efficiency of the Situation Section and on cooperation between its Political and Military Sub-Sections as well as regular cooperation between personnel of all member agencies and Village and Hamlet officials.

#### MISSIONS

The Situation Section is charged with the following missions:

- Establishment and updating of file cards, dossiers and files.
- Collection, collation and dissemination of intelligence.
- Recommendations for operations.
- Interrogation.
- Source control.

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In addition to the above, the Situation Section must also establish and maintain the information routing system within the DIOCC.

#### INFORMATION ROUTING SYSTEM WITHIN THE DIOCC

(Annex 4 A, B, C, D, E)

In order to make the distribution of information rapid and uniform, the DIOCC should maintain a regulated and continuous distribution system.

The information routing system is designed to return to the Message Section (dossiers on file) all information reports from member agencies and inorganic military units operating within the District after the Situation Section members have performed their requisite duties with the reports.

#### MESSAGE SECTION

Upon receipt of an information report, the first thing to be done by the Message section is to assign a DIOCC control number, record it in the Incoming Correspondence Log, attach a Routing Sheet (Annex 2) to the report and route it to each element of the DIOCC.

#### DEPUTY CENTER CHIEF

Upon receipt of an information report attached to a routing sheet, the Deputy Center Chief will review the report to see if it contains any information requiring immediate exploitation to enable him to take appropriate action. In ordinary cases, the Deputy Center Chief will initial the Routing Sheet and forward it to the Situation Section through the Source Control man.

#### SOURCE CONTROL MAN

After checking the accuracy of the information and the reliability of the source, the source control man records the report on the Source Control Sheet (Annex 5), adds his comments on the Routing Sheet and forwards the report to the Chief of the Situation Section.

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### CHIEF OF SITUATION SECTION

The Chief of the Situation Section will review and analyze the information report and give it to the Military or Political Sub-Section as appropriate. His classification of information reports is based on three possibilities:

1. Information reports which involve only one of the two Sub-Sections (Political or Military).
2. Information reports which involve both Sub-Sections.
3. Special information reports (which require immediate operations).

### ROUTING INFORMATION REPORTS WITHIN THE SITUATION SECTION

1. The case of information reports which involve the Political Sub-Section (Annex 4A).

The information report is given to the Political Sub-Section. The Chief of the Political Sub-Section will review the information and initial the Routing Sheet and pass it to the dossier man. The dossier man will initial the routing sheet, and pass it on to the area specialist concerned. Each recipient will in turn extract necessary information which pertains to his function from the information report and add his comments to the Routing Sheet. Afterwards, the information report and routing sheet will be returned to Message Section for filing.

2. The case of information reports which involve the Military Sub-Section (annex 4B).

The information report will be given to the Military Sub-Section. The Chief of the Military Sub-Section will review the information, initial the Routing Sheet and pass the report to his subordinates for exploitation and comment. Finally, the original report and routing sheet will be returned to the Message Section for filing.

3. The case of information reports which concern both Sub-Sections:

The Chief of Situation Section will decide which Sub-Section needs to be given the report first.

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A. Given to the Political Sub-Section first (annex 4C):

After exploitation, the Political Sub-Section will give the information report to the Military Sub-Section. After exploitation, the Military Sub-Section will return the information report to the Message Section for filing.

B. Given to the Military Sub-Section first (annex 4D):

If the information report be given to the Military Sub-Section first, it should be immediately exploited and then passed to the Political Sub-Section. After exploitation the Political Sub-Section will return the information report to the Message Section for filing.

4. Special information reports (which require immediate operations) (annex 4E):

If the information report contains sufficient information to require an immediate operation, it should be copied. One copy will be used for exploitation and submission to the Center Chief with the request for an operation. The other copy will be routed in the usual manner and returned to the Message Section for filing.

SOURCE CONTROL

The most important task of an intelligence agency is to have information and to control the accuracy of information provided to it. Intelligence comes not only from agents but also from other sources. According to the common definition, sources are all factors which contribute to the supply of information. Consequently a source may be an individual, a document or anything which provides information.

For purposes of DIOCC source control, sources should be construed as people who provide information to member agencies. Sources may be agents, sympathizers, Hoi Chanhs, prisoners, civilians, etc.

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DIOCC Source Control is directed towards agents and sympathizers who provide information to intelligence agencies which are members of PHUNG HOANG Committees.

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## PURPOSE

The efficiency of an intelligence agency depends on the system by which it provides information. Each agency usually organizes a number of agents who are assigned to collect intelligence in a specified area. Due to the necessity of using many agents, source control aims to:

### 1. Maintain the security of the DIOCC

Check and see whether the source is really cooperative or sent by the enemy either as a fifth columnist to get information or to provide false information in order to mislead the DIOCC's activity.

### 2. Ensure accuracy of information

Collate information provided by the source with information already available or with information furnished by other agencies in order to evaluate the accuracy of the source.

### 3. Prevent duplicate use of sources (duplicate, bilateral or multilateral)

Avoid the provision of the same information by one source to various agencies, which may offer erroneous confirmation of the accuracy of a piece of intelligence.

Source control should be implemented in the DIOCC in order to administer the employment of sources by member agencies; this helps the intelligence network to run smoothly and effectively and avoids errors in the employment of sources.

DIOCC source control should be conceived as recording and supervising the handling of sources by member agencies in order to facilitate:

- a. Assignment and deployment of agents and sympathizers over all areas of operation in order to insure a regulated, ubiquitous and effective supply of intelligence, and
- b. Assistance to agencies in obtaining the release of their agents apprehended by mistake.

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### IMPLEMENTING PROCEDURES

To ensure effective source control, it is not necessary to assemble all individual dossiers on sources. This would not benefit implementation of coordinated activities but might even compromise biographic data on sources and thus violate security regulations. Hence, personal security for sources could not be ensured. Finally, it is the individual source's agency which has the duty to administer and control his dossiers. In the control of sources, the Center only requires member agencies to keep it informed of:

1. The code numbers of all sources providing information to the agency, and
2. The areas in which each source operates.

### SOURCE CONTROL SHEET (Annex 5)

When an information report comes to the DIOCC, the source control man uses this information to fill in the source control sheet:

#### Source's agency

- Enter the name of the agency which handles the source

#### Source number

- This is the source's code number which has been provided by the agency to the DIOCC.

#### Area of operation

The area in which the source operates

#### Report number

This is the DIOCC control number assigned to the information report by the Message Section.

### SUMMARY OF THE INFORMATION REPORT

Make a brief summary of the contents (include the number and date of the information report).

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### COMMENTS

Comments made by the source control man, should be brief and serve as a conclusion: e.g., Confirmed, false, or information which requires to be collated again.

The source control man should regularly contact concerned members of the Situation and the Operations Section and member agencies to collate and cross-check so as to be able to evaluate the degree of accuracy of a source's information reports as well as his capacity to provide information. A Source Control Sheet should be prepared for each source and the sheets arranged by agency.

### MAP OF SOURCES

In addition to the preparation of Source Control Sheets, the Source Control man also maintains an overlay map with the areas demarcated in which individual sources of member agencies operate. With the above map, the DIOCC can see at a glance the disposition of sources in the district as well as which agency has agents available in an area of interest and accordingly may best levy requests for information.

### POLITICAL SUB-SECTION

#### GENERAL

The Political Sub-Section plays an important role in the DIOCC. Its chief task is to employ all intelligence procedures in tracking and identifying VCI organizations in the District. This duty is the crux of the PHUNG HOANG mission. In establishing dossiers, keeping track of and identifying VCI, the Political Sub-Section requires close, total and effective coordination as well as an exchange of intelligence between member agencies and the DIOCC.

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To effectuate the neutralization of VCI effectively and accurately, the Political Sub-Section should regularly monitor and update dossiers and files thereby improving intelligence

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data pertaining to targets against which appropriate operations may be recommended.

With such responsibility, the Political Sub-Section should be meticulously organized and run with an equitable division of labor which permits comprehensive and accurate establishment and monitoring of VCI dossiers and OB listings. VCI neutralizations largely depend on the working techniques of the DIOCC Political Sub-Section.

#### DUTIES

The main duties of the Political Sub-Section are:

1. The establishment and updating of:
  - a. Card files
  - b. VCI individual dossiers
  - c. District, Village, and Hamlet Situation Files
  - d. VCI Photographic OB files
  - e. A card file on potential guides
2. Maintenance of general files for all reports for which there is no specified DIOCC file (e.g., files from the province, files on judicial action, etc.).
3. Case control
4. Maintaining and updating blacklists
5. Targetting
6. Preparing VCI estimates
7. Updating Blacklist D and disseminating it to member agencies, military units and Village and Hamlet officials.
8. Maintaining source control cards and a source map overlay.
9. Exploiting information provided by member agencies, ARVN and Allied units.
10. Exchanging valuable intelligence with member agencies and military units operating within the District (annex 15).
11. Expeditiously exploiting information from prisoners, Hoi Chanhs, and captured documents.

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12. Preparing:
  - a. A district VCI situation map (with VCI symbols) (annex 16).
  - b. A target map.
  - c. A map of source areas of operation.
  - d. Classification of population charts and house locations.
13. Establishing charts of district, village and hamlet VC organizations.
14. Maintaining:
  - a. A book on families, members of which have joined the VC.
  - b. A VC Mug Book.
  - c. A book of all VC personality data forms, individually cross-referenced to the number of each VCI photograph in the Mug Book.
  - d. A district, village and hamlet family picture album. The photograph to be taken in front of the family homestead (photographs to be provided by the NP).
  - e. A population classification book showing the political affiliations of people in the district.
  - f. A register of individual dossiers, showing the disposition of the individual.
15. Providing the Operations Section with information needed to mount operations and suggesting likely people (e.g., Hoi Chanhs, Prisoners, CG, etc.) to identify VCI during operations.
16. Daily briefings for the Center Chief, his Deputy and the Chief of the Operations Section on the VCI situation.
17. Coordinating with the Operations Section in the conduct of various types of operations.
18. Preparing statistics on DIOCC activities and reports on VCI neutralizations which include daily message reports (annex 17 Form 1-A), by number, bi-weekly and monthly reports (annex 17 Form 1 and 2) and monthly reports (annex 17 Form 3).

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## HOW TO ESTABLISH AND ARRANGE CARD FILES

These card files are made on all Communists and include VCI, VCM and suspects. (See annex 6).

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### HOW TO PREPARE FILE CARDS

#### FULL NAME

Enter the full name of the VC (if the individual has more than one name, record them all to facilitate future investigation). Following the "Full Name" entry are "Male" and "Female" block; if the individual is female, draw a line in the "Female" block, if the individual is male, draw a line in the "Male" block.

#### CATEGORY

On the right hand side of the card is a rectangular block of three spaces which bear the following letters: QS (Military), CT (Political) and TN (Suspect). Check the appropriate block.

If he is a suspect, draw a cross in the "TN" block; if subsequent information reveals that a suspect is either a military or political cadre, draw a cross in the appropriate block. Cards may be color coded to indicate the type of VC.

#### ALIAS

Enter all aliases on an individual VC's card.

Example: A cadre whose name is unknown but who has two aliases: HONG PHONG and TU NHO.

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On one alphabetical card, the alias Hong Phong will be filled in first and the alias Tu Nho will be filled in afterward. On the second card, the order will be reversed; Tu Nho will be filled in first, and Hong Phong afterwards.

#### CODE NUMBER

Enter all VC code numbers in this block.

#### AREA OF OPERATION

Ascertain where a VCI cadre operates. If possible, state when he starts operating in an area, when he moves to a new area and when he is identified as working in the new area.

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#### MARITAL STATUS

Is he single or married; what is the number of his children? (This can be useful in exploiting family sentiment to obtain his arrest or afterwards).

#### RESIDENCE

Locate the place where a cadre is now living.

#### IDENTIFICATION AND PERSONALITY

This is a physical and mental description of a VC cadre which permits accurate identification upon apprehension and may aid member or friendly agencies (or neighboring PH Committees) to identify him when requested.

- Height
- Build; Weight
- Eye: Round eyes or bulging eyes; squint-eyed or one-eyed; color of eyes
- Nose: Shape, and any identifying marks on the nose.
- Hair: Color of hair and style of hair-cut
- Complexion: White, black, etc.
- Identifying marks: Describe any mark by which he might be identified such as a scar, mole, etc.
- Personality: For example: Calm, quick-tempered, talkative, etc.
- Personal tastes and habits: A taste for sex, drinking, gambling, cock-fighting, touting, fish-fighting, etc. Habitually looks behind while walking, takes an afternoon nap, laughs and talks immoderately, etc.

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Unit: State the VC/NVA unit the cadre is working for

Designation: Unit designation (e.g., K-3, F-100)

Type: Type of unit: Sapper, Propaganda, etc.

Position and rank: Note any rank or position the cadre may hold such as Captain, Chief of Sapper Section, etc.

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- Area of Operation: The area where his unit operates. For example, Unit F.100 operated in Area X but now has moved to Area Y.
- Education: Degree (if any) or educational attainments equivalent to Elementary School, High School, or University.
- Profession: Ostensible occupation of the cadre.
- Religion: Buddhist, Catholic, Hoa Hao, Ancestor Worship, etc.
- Political party: List any party he may have joined.
- Date joined: Fill in the date (day, month and year) he became a member.
- Military and Technical Training: What classes of military or technical training has the cadre taken? Where and when?
- Medal: Any medals received
- Achievements: List any achievements and citations
- Pertinent Information: On the back of the card, note information pertaining to the cadre and the source reference. (The information report #...its date...who provided...(name of agency) plus the DIOCC control number).

How to arrange file cards

File cards for the entire district should be stored in a card file (or drawer) and arranged in alphabetical order. Card files should be kept in a fixed place so that the personnel in charge may regularly monitor and update individual dossiers.

The above cards are made in three copies; one copy is sent to the PIOCC and the others filed by village and hamlet and alphabetically. They should be stored in a wooden box and regularly updated as a tool for compiling Blacklist C and D.

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File cards are also kept on VCM: Regular, Main Forces, Local Forces and Guerrillas. When only an alias is known, a file card should be established for continued surveillance until the real name and further biodata are forthcoming.

## HOW TO ESTABLISH AND ARRANGE INDIVIDUAL DOSSIERS

(With annotation of ABC Classification)

\*\*\*\*\*

The purpose of individual dossiers is to collect necessary information on an individual; to establish his identity, locate his areas of operation and his activities, to produce other leads and especially to compile tangible facts and evidence so as to enable his prosecution before a tribunal.

There are two cases in which an individual dossier is opened:

1. When there are at least three different reports that the individual holds a position in the VCI organization.
2. When there is so much information on the individual in a report that it cannot be adequately summarized on a file card.

Unless one of these cases exists, there is no necessity to open an individual dossier and the use of a file card for recording is sufficient. When an individual dossier is established, the dossier man should list the name in the book listing all those persons on whom dossiers have been opened.

The dossier man should inform the First Deputy Center Chief and the Center Chief when a new dossier is opened.

### FORM OF A VCI INDIVIDUAL DOSSIER

Use a large folder.

Outside the folder: Record the category (Political or Military), and full name of the VC, and the initials of the district preceding the dossier number (the category and dossier number

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should be entered on the file card of the individual).

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For example, LD/001 stands for Long Dien District number 001 (this number must be entered on the file card which will quicken the retrieval of the dossier for updating).

The contents of the folder

- On the left

Attach to this side the personality data form. The code numbers of the sources and the originating agencies should be noted on the personality data form (Annex 7).

- On the right

This side is reserved for summaries (annex 8) of all information concerning the VC individual extracted from intelligence reports, interrogation reports, and Communist documents as well as any other information about the person, provided by member agencies, agents, or Hoi Chanhs.

These summaries should be chronologically filed. Whenever possible, the dossier should contain a photographic OB card (annex 12) a sketch map indicating the individual residence or relatives houses.

REMARKS

The individual dossier should be prepared in duplicate. When a VC individual is captured, the second copy will be transferred to the exploiting agency. The individual dossier should be kept updated, for it is the primary evidence for legal processing.

All information summaries which go into an individual dossier (including extracts from intelligence reports, etc.) should reflect the referenced reporting agency, the number of the original report, the DIOCC control number and the date received; this will enable the DIOCC to lvey intelligence requests or locate the referenced report in the message section.

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When a VCI is neutralized, his dossier, file card and photographic OB card should be drawn and kept separately. Appropriate agencies must be informed of his neutralization in order that they may remove his name from the Blacklist.

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The dossier man should monitor the disposition of captured VCI after transferring their personal dossiers to the exploiting agency. If an apprehended VCI is no longer under detention for any reason (escape after apprehension, expiration of sentence or release for lack of proper cause, etc) this should be noted in his dossier which should be kept under continuous surveillance.

HOW TO ARRANGE INDIVIDUAL DOSSIERS

VCI individual dossiers should be kept together, arranged in numerical order and the dossier number should be entered on the VCI's card for reference.

ITEMS REQUIRING SPECIAL ATTENTION ON THE PERSONALITY DATA FORM

Item A

#5: Present location: The place where the cadre is living now

Item B

#1: VC organization: For example, the village People's Revolutionary Party, the village People's Revolutionary Committee, etc.

#5: Position and rank in the VC:

For example, the Chief of a Finance-Economy Section.

#8 through #11: Ensure the difference between the People Revolutionary Party (PRP) and the National Front for the Liberation of South Vietnam (NFLSVN) is observed. Intelligence on party or front group membership in the NFLSVN should be hard and not speculative.

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It is most important, in filling in the Personality Data Form, to enter in the "Sources" column the number and date of the information report. The First Deputy Center Chief should review the dossier every month in order to

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encourage the DIOCC to fill intelligence gaps and build up the dossiers.

DISTRICT, VILLAGE AND HAMLET SITUATION FILE

Area Specialists should establish and maintain the following files:

- 1 file for the whole district
- 1 file for each village
- 1 file for each hamlet

District file

One of the three Area Specialists will be appointed to establish and update the district file. Information on communist activities in villages and hamlets within the district should be broken down into the following items:

- A. The communist organizational structure at district level (Block chart) (annex 9).
- B. Finance-Economy
- C. Supplies + Logistics (Rear Service)
- D. Commo-Liaison
- E. Propaganda - Civilian and Military Proselyting
- G. Recruitment - Training
- H. Sabotage - Terrorism

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- I. Public Health
- K. Infiltration
- L. Secret Zones

(Use one folder for each item)

#### Village file

A village file is composed of the following individual folders:

- A. The village communist organization structure (A block chart) (annex 10).
- B. Finance-Economy
- C. Supplies - Logistics (Rear service)
- D. Commo-Liaison
- E. Propaganda - Civilian and Military proselyting
- F. Recruitment
- G. Communist military activities
- H. Terrorism - Sabotage

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If the district contains ten villages, ten sets of these files should be established. Charts of the Communist political organizations at district and village level should include the names and positions of Communist cadres. These charts may be used in studies and for monitoring and measuring progress in neutralizing VCI organizations.

#### Hamlet file

Hamlet files should be arranged by their respective villages.

Each hamlet file consists of:

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A. A Hamlet VC organization chart (annex 11).

B. A Hamlet sketch map displaying the location of people's houses (Anti-Communist Nationalist-minded individuals, VC followers, pro-communists, suspects and uncommitted individuals). The area specialist can make a copy of the sketch map in the CG Hamlet file. The map should be carefully and clearly drawn for easy surveillance and use in operations.

C. Blacklist D for the Hamlet.

Copies of relevant documents and extracts from information reports (annex 8: Information Summary) pertaining to the activities of Communist individuals or organizations in the area for insertion in the District, Village and Hamlet files. The purpose of these files is to keep abreast of information on Communist organizations and activities by category and by area within the District. These files will enable the Situation Section to make area situation studies in support of exploitation or neutralization operations, and simultaneously provide background material against which to check and collate reports coming to the DIOCC.

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### CASE CONTROL

#### I. DEFINITION

Case control is a system by which to track a specific individual (VCI cadre), a method to guide a selected case from identification through neutralization of an individual. Each case must undergo three steps:

1. Start with the initial information which leads to the establishment of a file card and individual dossier for surveillance; each file card or individual dossier is a case.
2. The case continues through the capture and sentencing of the individual.
3. Finally, the case is closed when the individual is killed, released, or reforms (either he rallies to the GVN

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or after his release from prison his dossier is maintained for surveillance until he mends his ways).

## II. IMPLEMENTATION

- A. The dossier man and area specialists in the Situation Section are responsible for monitoring and controlling assigned cases in the DIOCC. The Chief of the Political Sub-Section and the dossier man must supervise cases initiated in the Situation Section. Each area specialist must monitor and control those cases which fall within his area of responsibility. This function is that of a cadre who directs, monitors and controls an intelligence case.
- B. A case continues from when an individual is identified until he is neutralized. In the DIOCC, the Political Sub-Section Chief and the dossier man must use blacklist C (the most-active case list) to select and assign cases.

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Case control consists in five main steps:

1) Analysis of information reporting, 2) establishment of intelligence gaps, 3) levying intelligence requests, 4) collation, and 5) recommendations for operations.

### 1. Analysis of Information

- a. Once the case is assigned, the area specialist must analyse pertinent information reports available to the DIOCC first to ascertain biodata and then to confirm the following points:

- 1) Duties performed by the Communist individual
- 2) The general area in which he operates
- 3) Whether he employs overt, semi-overt, or covert methods of operation
- 4) His operational methodology and habits
- 5) Which agency has sources of information on the individual.

In sum, constant follow-up for better knowledge of both the individual and others involved is mandatory.

- b. Consult with representatives of agencies in the DIOCC and PIOCC to collect additional information on the case. The case officer should use the intelligence requirement

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form (Annex 14) to request information. New information should be exploited and dossiers brought up to date.

- c. The last step in analysis is to determine what additional information is required. The goal is to collect sufficient information to identify Communist elements, to conduct operations to neutralize them, and to possess sufficient evidence to convict them.

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## 2. Establishment of Intelligence Requirements (Annex 14)

The establishment of intelligence requirements is one of the most essential missions in the combined intelligence operation of the DIOCC. In order to utilize intelligence and security agencies effectively in obtaining information, the DIOCC Situation Section must carefully assess intelligence requirements so as to select that agency which is capable of furnishing the information.

Selection is based primarily on the judgement of the DIOCC source control man since he best knows the disposition and deployment of sources as well as the collection capacity of member agencies. Intelligence requirements consist of that information needed to fill an intelligence gap without which difficulties will ensue in the execution of the mission. Thus, determination and selection of intelligence requirements should be carefully studied. The establishment of intelligence requirements should be based on the following standards:

- A) The most essential factor, without which it is impossible to carry out the mission. For example:
  - 1) A report reveals that a Communist unit is stationed at a location in the District; its intentions, actions, troop strength and equipment are unknown. To deal with this unit, we must request additional intelligence on the intentions and actions of the unit (its troop strength, weapons, equipment, designation, and direction in which it is moving), to enable the DIOCC to take appropriate measures.

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- 2) If information is received that a Communist secretly visits his family, an intelligence requirement should be levied to find out precisely who he visits, when and where he visits them and who accompanies him on these visits. An operation may then be conducted to capture him.

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- 3) Information reveals a meeting of the Communists will take place but the date, time and location unknown. In this case, an intelligence requirement is established and levied on agents or sympathizers in an attempt to discover the date, time and place of the meeting in order that an operation may be conducted to capture them.

B) IMPORT

Attention should be paid to the relative importance of an element; an intelligence requirement should be established only when necessary. Intelligence levies for information of little importance discourage agencies tasked with such requirements.

C) TIMELINESS

Timeliness is a vital factor in an intelligence mission. An intelligence requirement should be levied with a suspense date so that the tasked agency can answer in a timely fashion.

D) PRIORITY TARGET

High priority targets to be selected for intelligence requirements include VC who are key members of local Communist organizations and a number of villages and hamlets in which VCI are most active or newly-pacified villages and hamlets.

Levying Intelligence Requirements

In accord with these criteria, the Center must select the agency and source on which to levy intelligence requirements. Selection should be carefully considered and be based on the following points:

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When acquired intelligence contradicts previously recorded information, report this fact to the Situation Section Chief or Political Sub-Section Chief so that they may review the contradictions carefully to determine which is accurate. If such determination cannot be made, the new report should be inserted in the dossier and an intelligence requirement levied to ascertain the truth of the matter. Generally, any information pertaining to Communist activities should be extracted and recorded in the District file or individual dossiers.

The last phase of processing intelligence is to review dossiers to see what is needed to build them up to the point where a proposal may be made to the Situation Section Chief or the Deputy Center Chief to place the VCI's name on blacklist B, the Target List. After a name has been placed on blacklist B, the cadre must be targetted; the Situation Section prepares the intelligence annex of the operation plan and continues surveillance on the individual to be apprehended so as to update his dossier until he is sentenced and/or released.

#### Preparation of Operations Plan

When the VCI name is placed on blacklist B sufficient information on the person involved is available. The Situation Section must prepare the intelligence annex to the operations plan. After initial approval by the Center Chief, the intelligence annex to the operations plan will be transmitted to the Operations Section. The Situation Section Chief, the Political Sub-Section Chief and case officers will be ready to brief at the operation meeting convened by the Operations Section and provide more information to the Chief of the Operations Section if necessary.

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### III. CONCLUSION

Case control is a method by which to track a VCI individual specifically and inclusively. It can be applied to many cases at the same time. All DIOCC members, case officers as well as representatives of member agencies should pay attention to the importance of close cooperation and coordination which will enhance the results of case control and the neutralization of VCI.

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### TYPES OF BLACKLISTS

To promote operational efficiency in the neutralization of VCI in the District, the Political Sub-Section must establish and maintain a blacklist system which is compiled from extracts of information provided by intelligence agencies, ARVN and Allied units.

The blacklist system is of great importance and facilitates DIOCC establishment of targets for neutralization. Consequently, VCI neutralizations by a DIOCC largely depend on this system. Hence, personnel must regularly examine and update the blacklists and supervisors must review and control these blacklists.

There are four types of blacklists and each one has a distinct purpose and separate use.

1. Blacklist A: The Most Wanted List (Annex 13a)

The Most Wanted List is a list of the most important VCI known to be operating within the District. If the DIOCC succeeded in neutralizing one of them, Communist activities within the District would be greatly hampered.

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This list is prepared and maintained by the dossier man and disseminated to the Operations Section, member agencies and friendly units operating within the District as well as to the PIOCC so as to provide them with more possibilities of neutralization.

All additions of VCI names to blacklist A, the Most Wanted List must be approved by the Center Chief or his Deputy as soon as sufficient information on the individuals is available.

2. Blacklist B: The Target List (Annex 13b)

On this list are those VCI on whom the DIOCC has the greatest amount of information. More specifically, VCI names will usually be placed on the Target List after they have first been on list C, the Most Active Case List for a period of time during which their dossiers have been expanded by Political Sub-Section dossier men.

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The Target List enables the DIOCC to target VCI. The Center Chief, Deputy Center Chief, Situation Section Chief and Political Sub-Section Chief should regularly review and monitor this list in order to subsequently establish targets for neutralization. On the recommendation of area specialists, the dossier man prepares and disseminates the Target List to the DIOCC Operations Section for use in operations and screening.

3. Blacklist C: The Most Active Case List (Annex 13c)

List C, the Most Active Case List is a list of important VCI of Classes A and B but whose activities for the VC have not yet been confirmed. Therefore, their dossiers still lack the necessary information which would permit the DIOCC to target them for neutralization on either blacklist A or B.

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The Political Sub-Section Chief will select and assign to each area specialist an appropriate number of VCI names (about 10) from blacklist C to surveil and prepare information levy requests on. When VCI names are removed from blacklist C to blacklist A or B, the Political Sub-Section Chief should immediately assign new VCI names to blacklist C. The most active case list is compiled from dossiers and cards by the dossier man. The removal of any VCI name from one of the blacklists must be approved by the Deputy Center Chief and the Situation Section Chief.

4. Blacklist D: The Hamlet List (Annex 13d)

Blacklist D is prepared and maintained by area specialists and is based on blacklists A, B and C but includes VCM and suspects as well.

The names should be arranged alphabetically for each hamlet to permit easy recognition during screening operations. When names of VCI from lists A and B are placed on list D, the word "arrest" should be entered after their names in the

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to be arrested column (see Annex 13d). So also, enter "Question" in the to be questioned column (see Annex 13d) after the names of other VCI and suspects on blacklist D; screening teams may then later decide to arrest these individuals on sufficient evidence and cause.

Blacklist D will be made in many copies and made available to member agencies in the District (for collation), Village Chiefs (for use in collecting additional information), and military units (for use in operations).

A copy of the pertinent portion of blacklist D should be kept in each hamlet file. This list should be updated at least once a month in consultation with Village Chiefs, Hamlet Chiefs, Deputy Hamlet Chiefs for Security and Village National Police Chiefs.

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### TARGETTING

#### I. GENERAL

To ensure effective, continuous neutralizations of VCI in the District, DIOCC officials should establish targets for neutralization.

#### II. CLASSIFICATION

Two lists should be available in the DIOCC at all times: One of targets being neutralized and another of targets to be neutralized in the future (these are based on Blacklist B). The first is a list of VCI against whom the Center has decided to conduct operations. The Situation Section must prepare the second list for the consideration of the Center Chief or his Deputy. If approved, this list will be distributed to the Operations Section for planning. In this way, the Center can conduct successive operations and enhance VCI neutralization efficiency.

#### III. METHOD FOR TARGETTING

Targetting depends on such factors as collection and exploitation of information, establishment and levying of information requirements, judgement as to the importance of a target, and recommendations of operations. The ultimate criteria of targets

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to be neutralized is Blacklist B (Annex 13b). This list includes all VCI on whom the DIOCC holds information adequate to their apprehension. VCI on this list will be targetted successively in accordance with the importance of their respective positions in the infrastructure.

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Let us examine the particular duties of personnel involved in targetting.

AREA SPECIALISTS

Regularly review the dossiers of those VCI assigned to Blacklist C by the Chief of Political Sub-Section.

Establish and levy information requests pertaining to these VCI.

Recommend removal to Blacklist B those VCI on whom adequate information has become available.

Select VCI on Blacklist B as targets for neutralization.

DOSSIER MAN

Carefully reviews dossiers of VCI on Blacklist B.

Recommends to the Political Sub-Section Chief targets for neutralization selected from amongst those suggested by Area Specialists.

POLITICAL SUB-SECTION CHIEF

Supervises the establishment of intelligence requirements on the Most Active Case List, Blacklist C.

Monitors responses of member agencies to intelligence requirements.

Guides and encourages area specialists in targetting.

Reviews dossiers and files pertaining to VCI on Target Lists.

Submits to the Situation Section Chief all targets for neutralization.

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#### SITUATION SECTION CHIEF

Regularly reviews blacklist C (kept by the dossier man) to determine and assign about 10 VCI names to each area specialist. In turn, the area specialist becomes responsible for establishing and levying requests for intelligence on the VCI assigned to him in order to accelerate the transfer of their names to blacklist B.

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Determines the quota of VCI targets for neutralization within the limits of intelligence available to the Center.

Submits to the Deputy Center Chief target lists with intelligence annexes to operations plans.

#### DEPUTY CENTER CHIEF

Reviews and determines the VCI quota on the basis of target lists.

Makes the final review of VCI dossiers on target lists.

Recommends operations to the Center Chief.

#### CENTER CHIEF

Reviews all target lists.

Decides on anti-VCI operations.

These steps will enable the DIOCC to target, neutralize and prepare goals for future targetting. Similar methods are employed by the Military Sub-Section in targetting VCM.

#### PHOTOGRAPHIC CARD FILES ON VCI (Annex 12)

The DIOCC should establish photographic cards on VCI whenever possible. They should be stored in a card file box, in alphabetical order (a duplicate may be inserted in the individual's dossier). Photographic cards are used in interrogations to identify VC cadres and in prisoner interrogations and debriefings of Hoi Chanh, suspects or anyone knowledgeable about VC. An area specialist (concurrently DIOCC interrogator) is usually charged with setting them up.

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### VC MUGBOOK

Area specialists should collect all photos of VC and VC suspects with which to establish a mugbook. The mugbook is used in identifying VC. During the interrogation of a Hoi Chanh or a prisoner, an interrogator may use the mugbook to inquire about the identify of other VC whose pictures are already in the book. When biodata on a VC is obtained, a copy of his photograph is placed on a photographic OB card or individual dossier.

### SOURCES OF PHOTOGRAPHS

Photographs can be obtained in many ways, for example from:

- Captured documents
- Personal effects of VC detainees
- VC KIA
- CG, NP, CHIEU HOI and other agency files
- VC relatives may possess family pictures in which VC cadres appear.
- Photographs of a formal gathering such as a school or a meeting; a photograph of a VC cadre can be enlarged from such a picture.

Hoi Chanhs and prisoners are good sources of information on their old comrades-in-arms. They can be shown pictures of a gathering and asked to pinpoint other VC or wanted VC. They should also be questioned on those who worked with or with whom they were acquainted when working for the VC.

### CARD FILES ON GUIDES

The establishment of such a file enables the DIOCC to pinpoint potential guides for planned operations; these guides may also be used to identify captured VC or suspects.

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The card must contain the guide's:

- Full name and basic biographical data
- Present residence
- Area with which he is familiar and his acquaintance with VC and VCI cadres.
- Degree of willingness to cooperate.

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Potential guides may be drawn from among cooperative VC prisoners, Hoi Chanhs, refugees from VC areas, escapees from VC prisons and anyone else who knows key VC or VCI and their areas of operation who is willing to cooperate with the GVN. All file cards on guides should be kept secured at the Center; only the Center Chief, his Deputy and the Situation Section Chief should have access to the file on guides.

#### INTERROGATION

At all times, the highest priority must be given to the expeditious exploitation of information from prisoners, and debriefings of Hoi Chanhs. One Area Specialist who is competent to interrogate will be assigned as the DIOCC Interrogator. He should always be present at initial interrogations of VCI. Area Specialists will provide the DIOCC interrogator with all information on a captured individual from their areas. Such information will give the Interrogator a basis on which to distinguish false statements or information. An Interrogator from the Military Sub-Section is charged with interrogating VCM.

The interrogator has three principal duties:

- a. To be present at all interrogations.
- b. To provide to friendly agencies dossiers and information pertaining to captured VCI.
- c. To monitor VCI after interrogations.

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#### FUNCTIONS OF POLITICAL SUB-SECTION MEMBERS

To perform these tasks, the Political Sub-Section Chief, with the approval of the Situation Section Chief, will assign Political Sub-Section members to assume those tasks according to individual competence. Political Sub-Section members must always discuss and coordinate with one another to ensure continuous and regulated performance of duties. The division of labor within the Political Sub-Section is prescribed as follows:

#### SOURCE CONTROL

The source control man (usually a special policeman) is responsible for reading all reports from member agencies.

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He evaluates the reliability of sources for both the Political and Military Sub-Sections using the following rating scale:

- A. Completely reliable
- B. Usually reliable
- C. Fairly reliable
- D. Sometimes reliable
- E. Unreliable
- F. Cannot be judged

He evaluates the accuracy of information using the following scale:

- 1. Completely true
- 2. Probably true
- 3. Possibly true
- 4. Unlikely to be true
- 5. Untrue
- 6. Cannot be determined

He updates source control sheets (Annex 5) and turns over information reports to the Sub-Sections:

- a) When the information pertains to VCI, the report should be given to the Political Sub-Section (Annex 4A).
- b) When the information pertains to VCM, the report should be given to the Military Sub-Section (Annex 4B), and
- c) When the information is both military and political, primary dissemination of the report is determined according to the sensitivity of the information (Annexes 4C and 4D).

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The source control man reviews source control sheets and immediately informs the agency concerned when a source provides false or groundless information. Also, he establishes a map which indicates in which areas sources operate in order to surveil and coordinate source activities in the task of collecting and providing information to the DIOCC.

- Assists the dossier man in his functions.

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#### IN CHARGE OF VCI FILES (1 man)

The files man should establish complete files on VCI for surveillance. VCI files include:

- \* File cards (made in three copies: one for the alphabetical file, one for the village and hamlet file, and one for the PIOCC).
- \* VCI individual dossiers
- \* VCI individual dossier log
- \* Blacklists A, B, and C
- \* VC organizations within the district

To establish these files, the files man must perform the following tasks:

- He records initial information pertaining to a Communist element on a file card for surveillance and continued build-up.
- When information concerning a VC individual is adequate to open an individual dossier, the dossier man must so recommend to the First Deputy Center Chief.

He prepares information reports (Annex 15) which include DIOCC comments, for member agencies, ARVN and Allied units operating within the district to enable them to take appropriate action and protective/defensive measures.

The files man is assisted by the source control man to ensure that dossiers are comprehensive and their establishment rapidly accomplished.

The files man and the source control man must continuously build up and update the above files and levy requests for additional intelligence for those dossiers which still lack required information.

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#### AREA SPECIALISTS

These personnel will be charged with monitoring the situation of villages and hamlets within the district; each man is responsible for keeping abreast of VC organizations and activities in a certain number of villages and hamlets. The area specialists must establish a situation file for

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the district, a situation file for each village and a situation file for each hamlet. Each area specialist must read all information reports on activities of the Communists in the district. If there is any information pertaining to the villages and hamlets for which he is responsible, he must collate it with information available in the situation file to assess Communist activities in the area and at the same time extract the new information for the appropriate village and hamlet files.

- Blacklist D (Annex 13d)

- Hamlet sketch maps showing people's houses and population classification (provided by Static Census Grievance. Each area specialist must continuously monitor and build cases assigned by the Political Sub-Section Chief to Blacklist C (Annex 13c).

The area specialist must use the individual dossier established by the DIOCC to monitor a case. Where a dossier does not exist, the area specialist must use available card files to build a dossier to the point where a proposal to transfer the case to blacklist B (Annex 13b) may be made. Finally, he must continue to monitor the case through targetting and neutralization operations.

One of the three area specialists who is capable of interrogating, will be assigned as DIOCC Interrogator, he must be present at initial interrogations of apprehended VC and Hoi Chanh. Area specialists should read all interrogation reports for use in building up assigned cases.

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In addition, all area specialists must report to the Chief of the Situation Section on a weekly basis the current status of each assigned case, the number of intelligence requirements disseminated and any results obtained through levied requirements.

#### THE MAP MAN

He is responsible for drawing and updating charts, maps essential to the DIOCC. For example:

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- Communist organization charts at district, village and hamlet levels.
- Population Classification Charts of villages and hamlets.
- A map of areas in which sources operate.
- Sketch maps of houses in villages and hamlets.
- A VCI situation map for the entire district.
- A target map (showing locations of cadres under surveillance for neutralization).

The map man must use uniform military and VCI symbols and (as prescribed in Annex 16) color codes to permit easy identification.

To accomplish this work, the Political Sub-Section must be staffed by a minimum of six people. Apart from the three man planning staff of the district SP, the Political Sub-Section will be staffed with representatives of member agencies according to their individual competence. Assignment is made by the Center Chief, his First Deputy or the Situation Section Chief.

The functions prescribed require a minimum number of personnel a DIOCC should have. Whenever there are additional personnel, The First Deputy Center Chief will assign them to assist in any task needed to accomplish the mission.

The essential point for Political Sub-Section members is care in reviewing and maintaining dossiers to build them by properly filing new information. As soon as a dossier has sufficient information, the DIOCC should take appropriate actions.

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#### MILITARY SUB-SECTION

The Military Sub-Section will develop a throughgoing knowledge of VCM activities within the district in order to enable counter measures to be taken, facilitate the neutralization of VCI and ensure national pacification and development. The Sub-Section must be uniformly organized and effectively guided in collecting, recording and exploiting intelligence on enemy activities to support local military forces as well as ARVN and Allied units operating in the district.

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The Chief of the Military Sub-Section should insure a uniform working system and an equitable division of labor within the Sub-Section in order to improve intelligence collection, individual and unit OB files, situation files and enemy situation maps.

Functions performed by the Military Sub-Section include:

VCM Unit OB Files

VCM unit card files:

On the card are summaries of information on enemy units including unit designations, code numbers, letter-box numbers, missions, areas of operation, key personalities, etc.

VCM unit files:

Certain extracts from reports on enemy units filed chronologically. These files enable the Sub-Section to gain insights into the characteristics of enemy units.

VCM Personality Dossiers

These dossiers will be kept in the same fashion as VCI dossiers. Personnel handling these dossiers must coordinate closely with the Political Sub-Section dossier man as the Political Sub-Section keeps all dossiers on VCI and on those elements who work for the VC but are not yet identified as

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military or political. There are also instances where a VC cadre may hold both political and military positions concurrently. If information later reveals an individual holds a military position, his dossier will be turned over to the Military Sub-Section. Both Sub-Sections will establish card files on an individual whose function is not yet identified while the Political Sub-Section will open his individual dossier when conditions prescribed for opening a dossier are met. Should later information reveal that his activities are of a military nature the Political Sub-Section will turn his dossier over to the Military Sub-Section. Liaison and coordination between the dossiermen of both Sub-Sections is mandatory.

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### Enemy Situation Files

These files include information on VCM activities within the District; units involved, tactics employed, bases, infiltration routes, supply stations, weapons, direction of attacks, signal and liaison, etc. They may be kept either by village or hamlet areas or by map grid blocks and will enable the DIOCC to prepare intelligence reports, studies and operational plans.

### Area Situation Map

In addition to enemy situation files, the Military Sub-Section is responsible for preparing an enemy situation map. On the map are shown locations of enemy units, base camps, infiltration routes, supply points, dispensaries and VC controlled areas. Beside these locations, the mapman should indicate the date and DIOCC evaluation of the information report. These maps are employed by Military Sub-Sections to make studies and determine the location of forthcoming enemy activities so as to enable preventive measures and thus relieve VC pressure in the area. By the end of the week, when an Intelligence Summary is written, a sketch map will be made by the mapman and filed in the enemy situation file. These sketch maps will enable the Military Sub-Section to review enemy activities in that week.

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### Files on terrain and climate

These files contain information on roads, river routes, natural or man-made obstacles, effects of climate, populated areas, etc. Also in these files are kept topographical charts, aerial photographs and overlays showing mine fields, ambush points and booby traps. These files might also contain information on tides, passability of roads, religions and local proclivities or customs. Such information is of use in planning operations and is helpful to ARVN and Allied units operating in the District.

### Collection of information concerning VCM units

Information will be obtained from a variety of sources (member agencies, Hoi Chanhs, prisoners or captured documents, etc).

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However, the Sub-Section should play an active part in intelligence collection by establishing and levying requests on member agencies for additional information. When an intelligence requirement is responded to information acquired should be collated and evaluated by the Military Sub-Section after the reliability of the report has been evaluated by the source control man. In sum, the Military Sub-Section must take every means to collect information on VCM units operating in the district so as to enable timely reaction measures.

The Military Sub-Section should disregard agency evaluations on information reports and perform its own evaluation since the DIOCC is a combination of all intelligence agencies in the district and has the greatest amount of intelligence and sources. Therefore, the DIOCC has more accurate information than a single parent agency with its own sources. The source control man of the Political Sub-Section will evaluate sources for both Sub-Sections. The evaluation of information will be performed separately by each Sub-Section. The Military

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Sub-Section will evaluate the accuracy of information (on the basis of information already available in files).

#### Dissemination of information

After evaluation and extraction of information from reports for appropriate dossiers and files, the Military Sub-Section must also prepare information reports (comprehensive and accurate overviews) for member agencies and military units operating in the district. Such information may permit these agencies and units to effectively neutralize VCM in the District.

#### Recommendations and operations planning

The Military Sub-Section will make recommendations, through the Situation Section Chief, to the Operations Section for operations. Such recommendations should include pertinent information and necessary data in the intelligence annex of the operations plan.

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