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**DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310**

IN REPLY REFER TO

AGDA (M) (9 Jan 69) FOR OT UT 694215

19 January 1970

SUBJECT: Operational Report - Lessons Learned, Headquarters, 41st Civil Affairs Company, Period Ending 31 October 1969 (U)

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2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

**KENNETH G. WICKHAM
Major General, USA
The Adjutant General**

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41st Civil Affairs Company

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DEPARTMENT OF THE ARMY
41ST CIVIL AFFAIRS COMPANY
APO 96350

AVFA-CA

4 November 1969

SUBJECT: Operational Report - Lessons Learned, 41st Civil Affairs Company
for Period Ending 31 October 1969, RCS CSFOR-65 (R2) (U)

Assistant Chief of Staff for Force Development
Department of the Army
Washington, D. C. 20310

1. (C) OPERATIONS: SIGNIFICANT ACTIVITIES.

a. **GENERAL:** During the period 1 August 1969 through 31 October 1969 the 41st Civil Affairs Company's activities encompassed the supporting of Pacification and Revolutionary Development (RD) programs, providing direct support to Province/District Senior Advisors, implementing civil affairs programs, initiating civic action projects and providing refugee assistance. These activities are accomplished throughout II Corps Tactical Zone (CTZ) by the platoons of the 41st Civil Affairs Company, which are depicted on the attached map.

In performing the primary mission of providing direct support to the Province Senior Advisors and supporting tactical operations and pacification programs within II CTZ, the Company engages in the following:

(1) Strengthen the Government of Vietnam (GVN). This is accomplished by utilizing GVN sources and officials and avoiding the circumvention of GVN channels to accomplish a project.

(2) Coordination between US/FWNAF, RVNAF and the GVN, so as to make a concentrated effort in the area of Pacification and Development,

(3) Orienting the people in the utilization of proper government channels and sources of materials.

(4) Increase ARVN and Regional Force/Popular Force (RF/PF) support in the civic action/civil affairs programs.

(5) Direct aid to the people in the form of civic action projects. The 41st Civil Affairs Company has fourteen TOE platoons, four of which remain attached to the 29th Civil Affairs Company in I CTZ. In addition to the fourteen TOE platoons there are eight provisional platoons which are also deployed in II CTZ. A list of the platoons and their locations is attached as Inclosure 3.

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1

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AVFA-CA

4 November 1969

SUBJECT: Operational Report - Lessons Learned, 41st Civil Affairs Company
for Period Ending 31 October 1969, RCS CSFOR-65 (R2) (U)

b. INTELLIGENCE: The public safety supervisors assigned to the platoons have begun to produce excellent results working with the National Police, National Police Field Force (NPF) and the District Intelligence Operations Coordination Center (DIOCC) in an effort to identify the VCI. These results have been achieved through coordination with the indigenous police forces as well as with the local military units. In Edap Enang, Pleiku Province, Platoon 9 is assisting the National Police in its effort to discourage black market operations. The participation of the platoon in the conduct and planning of two raids was primarily to insure proper handling of suspects and accountability for confiscated merchandise. These successful operations have enhanced both the National Police and the GVN. The Public Safety Supervisor assigned to Platoon 11, Phu My, Binh Dinh Province, has accompanied the NPF on daylight patrols in populated areas to assist US forces in checking and controlling Vietnamese nationals. The NPF have been assisting US forces in searching hamlets, questioning civilians, and checking captured documents for tactical information. The Public Safety Supervisor at Platoon 11 has also produced excellent results in the past month in the apprehension of confirmed VCI by working closely with the NPF. Platoon 13, at Bong Son, Binh Dinh Province, has established a system of having a National Policeman with a 173rd Airborne Brigade MP patrol. One National Policeman will be on duty with the Provost Marshal, the police station, and the mounted patrol. Platoon 4, at Song Mao, Binh Thuan Province, has assisted the National Police in establishing checkpoints in Phu Nhieu and Ba Ghe. These checkpoints have led to the apprehension of two suspected VC supporters and one AWOL ARVN soldier. Three other VC suspects have been apprehended and five VC were arrested while transporting food to their comrades near Song Mao.

c. OPERATIONS AND TRAINING ACTIVITIES:

(1) Plans: The 41st Civil Affairs Company is presently in the process of evaluating the location of each of its platoons and determining the feasibility of relocating platoons and enlarging the area of operations of some platoons. This evaluation is a result of the lack of civil affairs support by the company in many of the districts where no platoons are located. The tentative plan is to require the platoon commander in a district to support an adjacent district if no platoon support is available. The platoon commander will allocate his personnel, as required, in order to support the additional districts.

The Survey Team completed a functional area survey of Van Ninh District, Khanh Hoa Province, to determine the requirement for civil affairs support. Another survey is planned for Ninh Hoa, an adjoining district, to determine if civil affairs support is required and if one platoon can provide adequate support for the two districts. The Company will be continually surveying districts and provinces in order to update studies and make recommendations for redeployment of platoons.

- 2 -

CONFIDENTIAL

CONFIDENTIAL

AVFA-CA

4 November 1969

SUBJECT: Operational Report - Lessons Learned, 41st Civil Affairs Company for Period Ending 31 October 1969, RCS CSFOR-65 (R2) (U)

(2) Operations: The 41st Civil Affairs Company during this quarter continued to conduct civil affairs and civic action programs throughout II CTZ. The Company emphasized activities in three main areas of coordination: one, coordination with US/FWMAF; two, coordination of activities with ARVN units; and three, coordination with the Government of Vietnam (GVN). Each platoon attempts to stress coordination with the realization that these elements must work together for a successful pacification and revolutionary development program in II CTZ.

In line with the current trend of "Vietnamization" the Company is encouraging the involvement of ARVN units in civic action work in II CTZ. The platoons are stressing the importance of coordination between ARVN units and other US/FWMAF. Platoon #6, at Tam Quan, Binh Dinh Province, is working with the 40th ARVN Regiment, and Platoon 11, at Phu My, Binh Dinh Province, is working with the 41st ARVN Regiment. An example of the cooperation possible between a platoon and ARVN units was the completion of a three room school and footbridge in Platoon 6's area of responsibility. The project was accomplished entirely through the use of ARVN troops, RD cadre, and local villagers. The platoon provided the ARVN Battalion Commander with lumber and paint for desks. Another example of ARVN civic action in coordination with a platoon is a road building project in Pleiku City. Platoon 15 coordinated the work of an ARVN Engineer Group with the local government to work on the project. The road has been completed and, with the aid of VIS and an ARVN PSYWAR team, the project has received maximum publicity.

Increased emphasis has been placed upon the utilization of Village Self Development Funds and the ability of village officials to administer these funds. Projects undertaken with civic action resources under the Village Self Development Program are to stress the participation of the people in the form of labor and money. An increasing number of hamlet and village officials are attending classes at Vung Tau and Province Headquarters in order to be certified in the use of checks for the Village Self Development Program. All platoons continue to encourage attendance at such courses since this is the best way to strengthen the GVN at the local level and create responsive officials. The single project and its effectiveness is no longer an adequate gauge of a platoon's effectiveness, since the VSD program is the conduit for numerous projects which can be performed without the direct aid of the platoon. The platoons are able to affect more people by assuring the proper administration of the VSD program.

(a) Economics and Industry: The platoons have introduced new industries and vocations in villages and hamlets in an attempt to make them self sufficient. In the Montagnard village of Plei Ia Lou, Pleiku Province, Platoon 9A, in conjunction with CORDS, has set up ten looms in a village

- 3 -

CONFIDENTIAL

CONFIDENTIAL

AVFA-CA

4 November 1969

SUBJECT: Operational Report - Lessons Learned, 41st Civil Affairs Company
for Period Ending 31 October 1969, RCS CSFOR-65 (R2) (U)

building. Arrangements were made for a Vietnamese instructor to provide training for twenty trainees in the initial class. This project will bring to the area an industry that can be expanded to employ a great many more villagers. It will also do a great deal to stimulate the economy of the area. Platoon 9A has also distributed blacksmith kits to some of the men in Plei Ia Lou. These kits will enable the villagers to manufacture knives and other handicraft which can be sold in Pleiku. A crossbow industry at Song Mao, Binh Thuan Province, undertaken by the Montagnards with the encouragement of Platoon 4 has produced favorable results. The people have been unable to keep up with the constant demands from American units for crossbows. The platoon recognizes the lack of permanency in this program, but also realizes the importance of the added income and its beneficial results.

(b) Agriculture: Agricultural projects are being introduced in most areas by the platoons. Again, in Plei Ia Lou, Platoon 9A is involved with the introduction of swine on a large scale. Two hundred and thirty-three pigs were recently brought into the area and portioned out to certain families. The swine will, in addition to producing valuable food, provide a marketable commodity. Platoon 4 at Song Mao, has encouraged the raising of rabbits in three Montagnard villages. The platoon has established a unique method of breeding, i.e., a number of rabbits are given to a family to breed and then a male and female offspring will be given to another family. In this way, each family is able to become an integral part of the rabbit industry. The construction of pig corrals has been readily accepted in three Montagnard villages in Platoon 4's area where approximately fifty new pens have appeared in the village. The pigs that were procured with village funds have been housed in these pens and the construction, use of pens by the people, as well as selective breeding have been part of the platoon's agricultural program.

(c) Public Health: The Medical Specialists are continuing the program to train village medical personnel. This does not mean that MEDCAPS are not performed where immediate medical attention is required. This training serves three purposes: one, more people receive medical attention; two, the people have permanent medical attention available in the village; and three, the medic can also teach preventive medicine techniques. The medic assigned to Platoon 4, Song Mao, is conducting classes in hygiene and first aid to village personnel. The medic in Platoon 7, Phan Thiet, Binh Thuan Province, works at the province hospital, where he has greatly eased the workload of the hospital staff. In Pleiku Province, Platoon 15 received word of a possible plague epidemic in a Montagnard hamlet. The Platoon medic confirmed the existence of plague. He then coordinated with the Province Public Health Team to immunize 220 villagers and dust the hamlet. The medical specialist in Platoon 15 is also coordinating a program to eradicate rats in the city of Pleiku. In accomplishing this task, the city

- 4 -

CONFIDENTIAL

CONFIDENTIAL

AVFA-CA

4 November 1969

SUBJECT: Operational Report - Lessons Learned, 41st Civil Affairs Company
for Period Ending 31 October 1969, RCS CSFOR-65 (R2) (U)

is divided into four sections. The rats are caught, using traps, checked for fleas and rabies, and then exterminated. The area is dusted when this process is completed. The people of Boun Key, a temporary refugee hamlet in Darlac Province have been shown the need to clean up the area immediately around their houses by Platoon 2. Once they understood the need for proper sanitation, the entire hamlet turned out to dig latrines, fence off an area for livestock, and began to remove the trash that had accumulated. The platoon medic conducted classes in personal hygiene and hamlet sanitation.

The platoons throughout II CTZ very often come across individuals who need specialized medical treatment which is not available in the immediate area. When this does occur, the platoons make every effort to get the individual the necessary care and attention. Platoon #2, Ban Me Thuot, has arranged for two amputees to receive proper treatment. One of the amputees was taken to Saigon to receive an artificial limb and rehabilitation treatment. The second amputee is presently at the province hospital receiving treatment prior to being fitted with an artificial limb.

Platoon 4, Song Mao, has been making numerous trips to Nha Trang to procure the proper care for a Montagnard child that is suffering from a severe case of cataracts. With the proper operation by military personnel in Nha Trang, the child will regain his eyesight. Platoon 15, Pleiku is also making an effort to locate medical care for a child who is losing her sight.

(3) Training: On 27 September, the Company conducted a Platoon Commanders' Conference. The purpose of this conference was twofold; to emphasize the need to become more involved in civil affairs activity, and to allow the platoon commanders to exchange ideas and methods for performing projects. Selected platoon commanders conducted classes on the Village Self Development Program, Agricultural programs, Civic Action Coordinating Committee and Civic Action programs.

A Public Safety Supervisors (PSS) Conference was conducted on 9 October by the Public Safety Division (PSD), CORDS, with all Public Safety Supervisors in the Company. The conference presented to the Public Safety Supervisors a clear and concise picture of how the PSD operates. The conference also gave the participants a chance to discuss problems and possible solutions. Eight officers attended the five-day MACCORDS Advisor Orientation Course conducted in Saigon during the period 16 - 21 October. The course has been extremely beneficial and expands the knowledge of the officers in attendance.

- 5 -

CONFIDENTIAL

CONFIDENTIAL

AVFA-CA

4 November 1969

SUBJECT: Operational Report - Lessons Learned, 41st Civil Affairs Company
for Period Ending 31 October 1969, RCS CSFOR-65 (R2) (U)

(4) PSYWAR: All platoons in the field are well aware of the various conduits for information and media in their area. The platoons utilize these resources to publicize successful civic action projects as well as to convince the people that the GVN is there to help and serve the people. Platoon 7, Phan Thiet, has accumulated pictures of successful projects which will be made into leaflets and posters. The leaflets and posters will explain to the people that the same projects can be accomplished in their village by utilizing development funds and village labor. Platoon 12 at Tuy Hoa, Phu Yen Province, has utilized the MEDCAP to its fullest extent on Hon Chua Island. The MEDCAP was supported by the 8th PSYOPS Battalion, the VIS, and an Armed Propaganda Team. At Edap Enang, Pleiku Province, Platoon 9 has received extensive support from the 8th PSYOPS Battalion in the form of movies, lectures and leaflets. The platoons also continue to coordinate the dissemination of Chieu Hoi leaflets. Platoon 6, at Tam Quan, aided in the dispersing of 680,000 Chieu Hoi leaflets.

d. LOGISTICS: Since the last reporting period, there has been a change in two support units for the 41st Civil Affairs Company Headquarters. Expendable and self-service items are now obtained from the 21st Supply and Service Company. Maintenance support is being provided by the 557th Maintenance Company. The previous supporting units have been moved to Can Ranh Bay. The service rendered by supporting units is considered adequate. Some difficulty has been experienced in obtaining some items of equipment, such as radio components, vehicle repair parts, and TOE authorized weapons. This difficulty can be attributed to low unit priority. In general, the platoons are receiving sufficient support from the units to which they are attached.

e. PERSONNEL: The personnel situation has remained relatively static during the reporting period with personnel in-puts generally balancing the losses of personnel due to rotation. Personnel statistics are included as Inclosure 2.

f. TRANSPORTATION: The 41st Civil Affairs Company is presently in the process of planning and programming the deployment of platoons in such a manner as to provide better civil affairs support to the province senior advisor. This deployment will require the platoon to provide support to adjacent districts. The problem which arises is that this deployment requires transportation facilities which are not readily available within the company. Additional coordination is being made with province and district senior advisors in an effort to remedy this problem.

- 6 -

CONFIDENTIAL

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AVFA-CA

4 November 1969

SUBJECT: Operational Report - Lessons Learned, 41st Civil Affairs Company
for Period Ending 31 October 1969, RCS CSFOR-65 (R2) (U)

2. (U) LESSONS LEARNED: COMMANDER'S OBSERVATIONS, EVALUATIONS AND RECOMMENDATIONS.

a. PERSONNEL:

(1) Background and Training of Public Safety Supervisors.

(a) **OBSERVATION:** Personnel arriving in the command as Public Safety Supervisors, ... 95B40 are trained only in routine military police work.

(b) **EVALUATION:** The Public Safety Supervisor in a Civil Affairs Company is required to work with the National Police, National Police Field Force (NPF), and various public safety officials, both US and Vietnamese. His liaison with these groups and individuals requires him to be prepared to give advice as to the use, training and deployment of police personnel. The normal military police training does not equip him for such a role.

(c) **RECOMMENDATION:** Prior to being assigned to a platoon in the field the NCO should be placed on TDY for one week with the Public Safety Division at Province Headquarters, or CORDS, Public Safety Division. The NCO should undergo training in administrative procedures, the organization of GVN, National Police, and the operation of prisons and traffic control procedures in RVN.

(2) The Assignment of Personnel With a Background in Agriculture to Civil Affairs Units.

(a) **OBSERVATION:** The AA platoon (Generalist Platoon) becomes involved in various agricultural projects, and does not have the necessary expertise to properly guide these projects.

(b) **EVALUATION:** The majority of the areas in which the platoons operate depend upon the land and its resources for survival. In order to raise the standard of living in these areas it is necessary to become involved in agricultural projects which introduce new crops, improve crops already in the area, and improve overall farming methods. In addition, the platoons work with insecticides, livestock importation, herbicides, and vaccination of animals. The MTOE (41-500-D) for the Civil Affairs Company does not provide for an agricultural specialist. This does not prevent the careful scrutinization of an individual's record (Form 66 or 201) to determine whether he has a background in agriculture. Five platoons of this Company have TOE slots filled properly, but also with individuals who have a background in agriculture. Their added expertise in this field has greatly aided the platoons in accomplishing their mission.

CONFIDENTIAL

95

CONFIDENTIAL

AVFA-CA

4 November 1969

SUBJECT: Operational Report - Lessons Learned, 41st Civil Affairs Company
for Period Ending 31 October 1969, RCS CSFOR-65 (R2) (U)

(c) **RECOMMENDATION:** That personnel being assigned in the command be screened for agricultural backgrounds before being further assigned to a unit. Those personnel with agricultural backgrounds should be earmarked for specific assignment to a civil affairs unit.

(3) Recruitment and Assignment of Civil Affairs Personnel.

(a) **OBSERVATION:** The selection of personnel to fill civil affairs positions at company level should be based on more than the proper MOS.

(b) **EVALUATION:** The civil affairs company in Vietnam finds itself in a unique situation in that it deals with GVN officials at Province, District, Village and Hamlet level and other local Vietnamese people. The success of the company depends upon the ability of personnel to develop good working relationships with the officials and the populace. The individual must not only have the ability to work with Vietnamese but must have the desire and willingness to help people. It is these reasons that make it important that civil affairs personnel are not merely individuals assigned a slot because of MOS but are selected for their willingness to work with people and their ability to relate to the problems of the individual. It does not take an educated individual to determine the sensitivity of a person and this determination can mean the difference in accomplishing the mission. One means of accomplishing this is to recruit volunteers for CA field work. This eliminates those who do not want such an assignment, and hopefully, includes only those who are truly interested in helping people.

(c) **RECOMMENDATION:** Establish a highly publicized recruiting program for civil affairs assignments. Publicize the role and function of civil affairs units through the various Military news media. Publicity should take place both in CONUS and the Republic of Vietnam.

b. INTELLIGENCE: None

c. OPERATIONS:

(1) Coordinating Civic Action Activity.

(a) **OBSERVATION:** The generosity of US/FWMAF units has caused a duplication of effort and a waste of materials in performing civic action projects.

(b) **EVALUATION:** The US/FWMAF units, in attempting to meet the increased emphasis on civic action, have individually begun to carry out projects without proper coordination. In a province where there are various US/FWMAF units, it is necessary that civic action projects be coordinated in order to prevent the duplication which often occurs. The classic

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AVFA-CA

4 November 1969

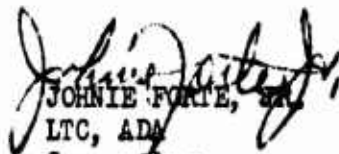
SUBJECT: Operational Report - Lessons Learned, 41st Civil Affairs Company
for Period Ending 31 October 1969, RCS CSFOR-65 (R2) (U)

example of this is the conducting of MEDCAPS in a village that has been completely saturated by other units conducting MEDCAPS. Another prominent example is the building of schools and dispensaries without coordinating with the Vietnamese service chief, and later finding out that the personnel are not available to staff these facilities.

(c) RECOMMENDATION: The establishment of a Civic Action Coordinating Committee at the Province/District level will do a great deal to eliminate the problems stemming from uncoordinated civic action projects on the part of US/FWMAF units. This committee should be composed of representatives of those units performing civic action, preferably the S-5's. The civil affairs platoon commander at Province/District level can be coordinator for the committee, since he can devote a great deal more time and effort to the coordination of projects.

- d. ORGANIZATION: None
- e. TRAINING: None
- f. LOGISTICS: None
- g. COMMUNICATIONS: None
- h. MATERIAL: None
- i. OTHER: None

- 3 Incl
1. Platoon Deployment Map
~~2. Platoon Statistics~~
~~3. Platoon Location List~~
Incls 2 and 3 wd HQ, DA


JOHNNIE FORTIE, USA
LTC, ADA
Commanding

AVFA-GC-HIST (4 Nov 69) 1st Ind (U)

1 DEC 1969

SUBJECT: Operational Report - Lessons Learned, 41st Civil Affairs Company
for Period Ending 31 October 1969, RCS CSFOR-65 (R2) (U)

DA, Headquarters, I Field Force Vietnam, APO 96350

TO: Commanding General, United States Army Vietnam, ATTN: AVHGC-DST,
APO 96375

1. (U). This headquarters has evaluated subject ORLL and concurs.
2. (U). Reference para 2a (1) (c): Concur. Hq, I FFORCEV will provide a one week orientation for newly assigned public safety personnel.
3. (U). Reference para 2c (1): Concur. Hq encourages US/FNMAF units to coordinate and cooperate with province/district advisers through a Province Civic Action Coordinating Committee. In II CTZ, six provinces and one municipality have established some form of a CA coordinating committee. Coordination and control of CA resources and projects in these provinces has greatly improved during the past four months. Steps are being taken to establish a CA committee in the remaining provinces.

FOR THE COMMANDER:

Paul De Keukelaere
PAUL DEKEUKELAERE
1LT, AGC
ASST AG

CF: ACSFOR, DA
1 - CO, 41st CA Co

AVHGC-DST (4 Nov 69) 2d Ind

SUBJECT: Operational Report-Lessons Learned, 41st Civil Affairs Company
for Period Ending 31 October 1969, RCS CSFK-65 (R2) (U)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375

TO: Commander in Chief, United States Army, Pacific, ATTN: GICP-DT,
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 October 1969 from Headquarters, 41st Civil Affairs Company.

2. Comments follow:


a. Reference item concerning "Background and Training of Public Safety Supervisors", Section II, page 7, paragraph a(1) and 1st Indorsement, paragraph 2; concur. The coordination and application of the recommendation can be handled at local commander level.

b. Reference item concerning "The assignment of personnel with a background in Agriculture to civil affairs units", Section II, page 7, paragraph a(2); concur. The 41st Civil Affairs Co will provide USARV AG with a list of the grades authorized and the numbers needed. USARV AG will screen records for selection of personnel with college degrees in the field of agriculture for assignment against these requirements.

c. Reference item concerning "Recruitment and Assignment of Civil Affairs Personnel", Section II, page 8, paragraph a(3); concur. An Army wide publicized recruitment program for civil affairs career assignments is presently in effect.

d. Reference item concerning "Coordinating Civic Action Activity", Section II, page 8, paragraph c(1); and 1st Indorsement, paragraph 3; concur. Coordination of civic action projects with COMUSMACV advisors at province and district level and with local GVN officials is essential to enhance the program, and to ensure that projects are needed and achieve their goal. Guidelines on coordination of civic action projects are contained within existing directives and regulations.

FOR THE COMMANDER:


L. D. MURRAY
CPT, AGC

Adjutant General

Cy furn:
41st Civ Affairs Co
I FFV

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GPOP-DT (4 Nov 69) 3d Ind

SUBJECT: Operational Report of HQ, 41st Civil Affairs Company for
Period Ending 31 October 1969, RCS CSFOR-65 (R2) (U)

HQ, US Army, Pacific, APO San Francisco 96558 30 DEC 69

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

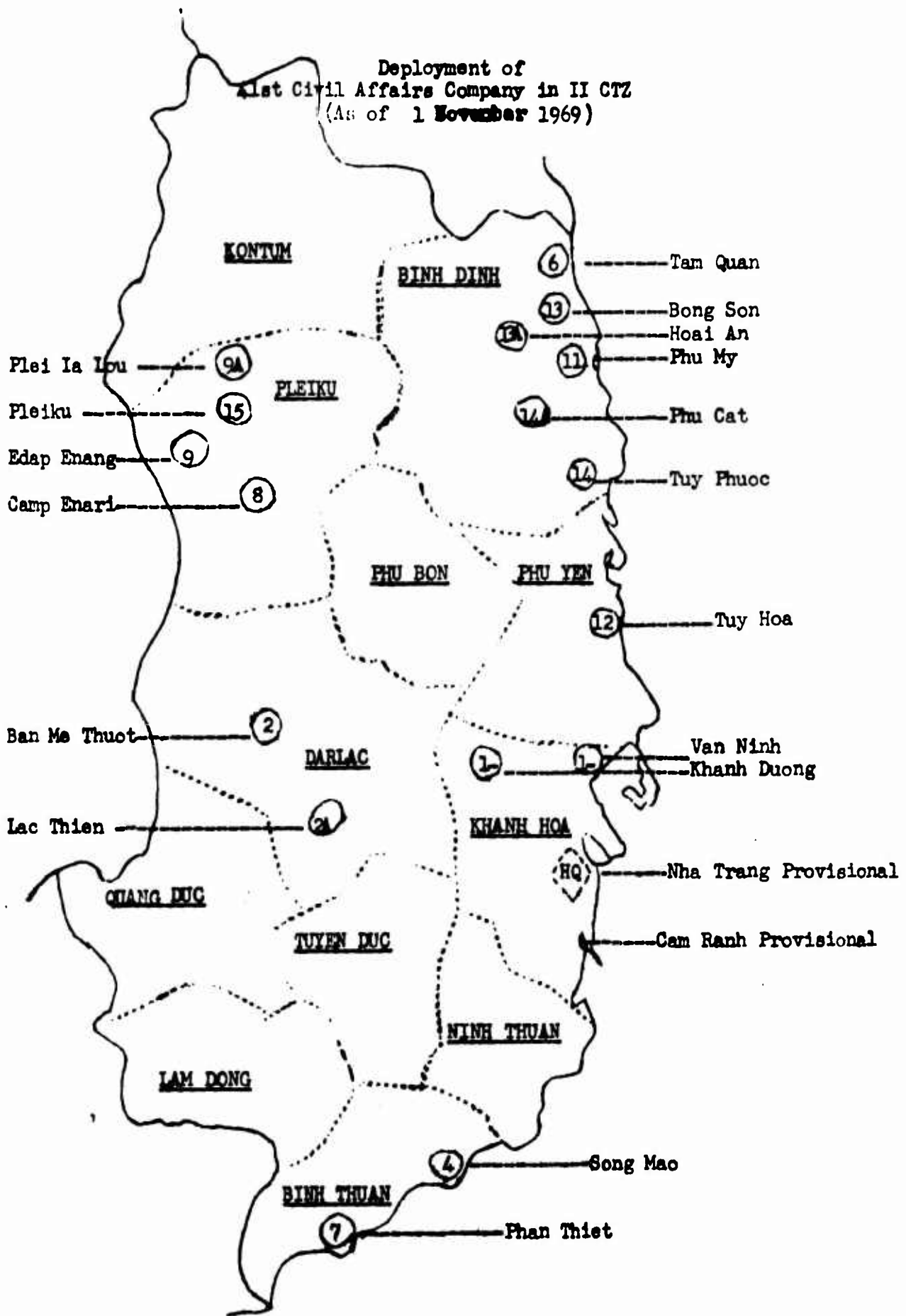
This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:



D. A. TUCKER
CPT, AGC
Asst A3

Deployment of
1st Civil Affairs Company in II CTZ
(As of 1 November 1969)



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14

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