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AUTHORITY

AGO ltr 29 Apr 1980

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OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

IN REPLY REFER TO  
AGAM-P (M) (28 May 68) FOR OT RD 681249

31 May 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 41st  
Civil Affairs Company, Period Ending 31 January 1968 (U)

~~STATEMENT #2 UNCLASSIFIED~~

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*Wickham L. De 3/0*

1. Subject report is forwarded for review and evaluation in accordance  
with paragraph 5b, AR 525-15. Evaluations and corrective actions should  
be reported to ACSFOR OT RD, Operational Reports Branch, within 90 days  
of receipt of covering letter.

2. Information contained in this report is provided to insure appro-  
priate 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*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

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as

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DEPARTMENT OF THE ARMY  
HEADQUARTERS 41ST CIVIL AFFAIRS COMPANY  
APO 96350

AVFA-CA

20 February 1968

SUBJECT: Operational Report Quarterly Period Ending 31 January 1968

TO: Commanding General  
I Field Force Vietnam  
ATTN: AVFA-GC-OT  
APO 96350

SECTION I SIGNIFICANT ORGANIZATION OR UNIT ACTIVITIES

1. GENERAL:

During this quarterly period the 41st Civil Affairs Company implemented civic action projects and provided refugee assistance in II Corps Tactical Zone (CTZ). The civic action effort was concentrated in Binh Dinh, Binh Thuan, Phu Yen, Pleiku, and Darlac Provinces. There are 16 VA (refugee) teams in the company. At the beginning of the reporting period teams 8 and 9 were attached to the 4th Infantry Division, Pleiku Province; team 14 was attached to the 1st Cavalry Div (AM) Binh Dinh Province, and teams 16, 3, 5, and 10 were attached to 29th CA Co, I CTZ. Team 14 returned to company control 19 January 1968. The teams under operational control (OPCON) of the company are divided into two detachments. Detachment M with headquarters in Qui Nhon supervises team 15 in Pleiku Province, teams 6, 11, 13, and 14 in Binh Dinh Province and team 1 in Phu Yen Province. Detachment J with headquarters in Phan Thiet supervises teams 4, 7, and 12 in Binh Thuan Province and team 2 in Darlac Province. The teams under company control are employed in the area concept.

2. INTELLIGENCE:

Intelligence activities are limited by the nature of civic action work; however, on occasion the people do volunteer information. Two bridges were blown at Ao Phu Nhan by VC in November. A Vietnamese agent provided team 12 with information on the location, names, rank, and weapons belonging to 14 Viet Cong in the area.

FOR OT RD  
681249

In early January, 4 hamlet officials were abducted from Ap Phu Hung. When the team went to the village they were told of the incident and were given information concerning possible tunnel entrances.

### 3. OPERATIONS AND TRAINING:

#### a. Operations -

1. Detachment "J" and teams 7, and 12 located at Phan Thiet continue to enjoy the support and cooperation of the Vietnamese civilians and officials in their civic action efforts. An increase in VC activity during the period hampered civic action in this area. Major William P. Johnson assumed command of the detachment 11 Dec 67.

2. Team 7, with RF troops providing labor installed culverts at Phu Cuong (AN886142) and An Hiep (AN864145). The Montagnards at Song Tra (AN864146) built school desks and repaired a well under the team's supervision. Work on a latrine at Binh An (AN885168) was delayed due to the rice harvest. The nuns at Lac Dac Orphanage requested the teams aid in building a laundry and tailor shop at Phan Thiet airfield to help support the orphanage. The team agreed to aid them and the shop was built. The team furnished recreational equipment to several schools in the area and helped to form dodgeball and volley ball teams. They encouraged the youth to take part in the games and arranged for tournaments to be played between schools. This quickly gained popularity among the youth in the area.

3. Team 12 assisted the people at Xuan Phong in constructing a fence around their dispensary. Because of VC terrorism, the hamlet leaders slept in the dispensary at night. Two schools in the area were destroyed forcing the people to teach school in individual homes. Ammunition boxes were provided to build school desks and construction materials for rebuilding Xuan Phong School were delivered to the site. During this period, CPT Xe, Nam Thuan District Chief and Mr Vict, RD Cadre chief of Xuan Phong were murdered by the VC. Team 12 also assisted the people at the poor house (AN85409d) in the construction of a chicken house. This will provide a limited source of income for these people as well as supplementing their diet with fresh eggs and meat. Two bridges destroyed by the VC at Ap Phu Nhan were surveyed and construction to rebuild them started. The bridge project at Ap Dia Hoa stopped due to pilferage of materials by the villagers and the RD cadre. The team notified CORDS who in turn submitted a written report to the Province Chief.

4. Team 4 completed its move to Song Mao on 26 Oct and became operational on 1 Nov 67. Personal contact was made with the MACV sub-sector advisor, the district chiefs, the USAID and International Volunteer Service personnel. The team immediately began repair of two water systems: one at the district hospital, the other leading from the MACV compound to the Montagnard Village (BN275458). The repairing of the latter system was halted pending procurement of 600 additional meters of pipe.

The construction of a sea wall (M1351348) was begun with labor provided by the local population. Coordination was made with Major Lau, Hai Ninh District Chief, for construction of a 4 room school. Construction of a building to be used as a vocational training center was begun at the Montagnard village.

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5. In Dan Me Thuot the commander of the 243rd RF Company agreed to provide labor for civic action projects and security for Medical Civic Action Projects in team 2's area of operation. With the exception of two, all projects in which this team engaged were joint military civic action and Vietnamese projects. A considerable increase in VC activity in Darlac Province has greatly restricted the teams efforts.

6. Detachment M at Qui Nhon received cooperation and maintained a good working relationship with the Vietnamese and various US units there. The teams under the detachments' supervision were able to turn over several of their MEDCAPS to the Vietnamese medics. This shows a great deal of progress in this area.

7. Team 6 at An Khe continues to work primarily with the Vietnamese and Montagnard resettlement areas. While most of the refugees worked to improve their living conditions, the Hre Montagnards from Bong Son showed a "sit back and wait" attitude, waiting for the Vietnamese to fill their needs. The other Montagnards were much more highly motivated. Unfortunately the needs and grievances of these people have been met with apathy, or at best, questionable effort on the part of the Vietnamese officials. As a result of this and the Montagnards being unaccustomed to the restrictions put upon them, 300 refugees left the resettlement area and returned to their former villages. A meeting was called to resolve the problems. In attendance were officials of Binh Dinh Province, An Tuc District, MACV advisor, COMUS representative, G-5 1st Cav Div, team 6, 41st CA Co, and the Montagnard Chiefs. The major topics discussed and to which solutions were proposed and passed were:

- a. Defined parcels of land to be granted each village for farming.
- b. The selection of chiefs by the Montagnards in each village.
- c. A monthly salary of 2100\$GVN to be paid each village chief by the GVN.
- d. Increased security by PF and National Police.
- e. More farming equipment and clothing.
- f. An unknown number of water buffalo to be given by the GVN.
- g. The acceptance of approximately 30 Montagnards into the PF.
- h. Permission for villagers of Bung Giang and Ploi Dat to relocate their villages.

A school was built for the Montagnards since the meeting. However, the school is being used for instruction for Vietnamese children, who do not speak the same language. The Vietnamese cadre made no effort to correct this situation. Another village almost deserted the area after a PF security platoon placed booby traps around the resettlement area resulting in the death of a Montagnard woman.

8. At Phu Ly where team 11 is located the population has been very receptive to civic action projects. Villagers from nearby Van Truong requested assistance in the construction of a playground at their school. Work slowed on many projects in the area because of the harvesting of rice and an increase in VC activity. 1LT Minh, District assistant for RD, worked closely with the team. Together they drew up a civic action plan for the district and revised the MDCAP program. In An Lac Tay the harlet provided labor to install 40 feet of culvert and rebuild bridge 504-5, which had been destroyed by the Viet Cong. Team 11 supervised construction of 30 feet of culvert in Hiep An (20787646). The project was carried out by the combined efforts of local civilians and PF troops. PF medics have joined in the team's MDCAP program.

9. Team 13 at Bong Son, Binh Dinh Province, continued to support the construction of schools at Van Khanh and Lai Khanh. Progress has been slow because of lack of materials and lack of support from the people. Materials have been slow in coming and it has been hard to maintain the peoples' interest in the projects since they only worked when supplies were available. Steps were taken to remedy the situation and the attitudes of the villagers improved.

10. During this reporting period team 15 received good support from the 60th RF bn, the Vietnamese population, and the Montagnards in the Pleiku area. The 60th RF bn was furnished lumber for their dependents housing, pig stys, school and other projects. Under the teams guidance Montagnard villagers at Plei urel constructed a cattle crossing. Assistance was also provided by 903 Air Evac and "C" Co, 815 Engineer Battalion. In addition to the cattle crossing they also dammed and diverted two creeks and cleared the land around the new community house.

11. Team 1 in Tuy Hoa reports that the district officials are competent, conscientious leaders interested in revolutionary development. The various government departments have improved conditions in health, education, transportation, agriculture, communications, and public information. In December the team deployed to Lan Dong Province (ZT051770) to support the 1st Lde, 101st Abn Div. CA efforts in this area are limited. Most have been carried on by the CO's self-help representative and Father Long, a Catholic priest. With the arrival of the team the civil affairs situation improved. Most projects were of necessity short team projects. In late January the team returned to Phu Yen Province.

#### b. TRAINING

Each month a MACV/COADS orientation course is held in Saigon. During the quarter ending 31 Jan 68, 11 officers from the 41st Civil Affairs Company attended the course. Attendance is based on allocations.

c. PSYOPS

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Teams 7 and 12 in the Phan Thiet area showed PSYOPS films along with health and sanitation movies to approximately 4500 Vietnamese. The people were very receptive to the films. Teams 2, 4, 7, and 12 passed out PSYOPS leaflets and Chieu Hoi Passes during their sick calls and MEDCAES. The teams in Detachment F distributed 2500 copies of the Vietnamese newspaper TIN NHI TU DO.

4. LOGISTICS (CIVILIAN SUPPLY):

a. Supply: Supply support was furnished by 148 S&S Co, APO 96350. Maintenance support was furnished by 63rd Maintenance Bn, APO 96350. Requisitions for supply have a very low issue priority. As a result of this the teams have had to operate daily in insecure areas without adequate firepower or communications. Critical shortages now exist with radios and mosquito nets. Requisition for mosquito nets was made 6 September 67. In transporting goods and personnel the unit cannot compete with priorities of other units. It became more and more difficult to supply the teams during this period.

b. Civilian Supply - During the quarter ending 31 Jan 68 the Civilian Supply Team distributed the following commodities to the teams for civic action purposes:

Lumber - 22,540 lbs

Culvert - 18" X 500'

Nails - 500 lbs

Soap - 889 lbs

Rope - 1/2" X 312'

Kits: 1. Blacksmith - 1

2. Resettler - 60

3. Sewing - 100

4. Teachers - 32

5. PE - 4

Textbooks - 328

Dictionary - 100

Tent - 1GP Fed

Bolts - 50 lbs

Staples - 50 lbs

Crosscut saws - 5  
Paint - 25 gal  
Chain - 200'  
Pipe - 60 mm x 240 m  
Pipe fittings - 12  
Generator - 1

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5. PERSONNEL:

Personnel strength remained adequate throughout the reporting period.

During this reporting period a total of 14 officers and 12 enlisted men were promoted.

Promotions were as follows:

OFFICERS	ENLISTED				
1LT	E8	E6	E5	E4	E3
14	1	3	3	4	1

Awards and decorations for the period were as follows:

Legion of Merit - 1  
Army Commendation Medal - 13  
Bronze Star - 7  
Air Medal - 1  
Good Conduct Medal - 1

SECTION 2: COMMANDER'S OBSERVATIONS AND RECOMMENDATIONS

PART I, Observations (Lessons Learned)

1. OPERATIONS

a. ITQ: Disposition of Montagnard Refugees

Discussion: The Montagnard refugee situation has deteriorated rapidly. Local Vietnamese officials have avoided the responsibility for these people. They cannot be depended on to provide food, clothing or other basic needs for the refugees. Items designated for use in the Montagnard camps have been diverted into Vietnamese hands. This situation has already resulted in hundreds of Montagnards deserting the resettlement areas and returning to their old villages which are under VC control.

**Observation:** The Vietnamese government must make an immediate and positive move to rectify the situation or the Fontagnard exodus will continue.

b. **ITEM:** Pilferage of Materials

**Discussion:** Projects have been stopped or slowed due to pilferage of materials by local populace, RF/FF troops, and RD cadre. If the people understand what the materials are to be used for, that it is for their own good, and if they really want the project, they will be less inclined to steal and may in fact help protect the materials. Another solution is to carry only the amount of material to the project site that will be used that day.

**Observation:** Materials should not be stockpiled at the project site. Make sure the people understand what the material is to be used for.

c. **ITEM:** Psychological Effect of Stethoscope

**Discussion:** A team medic noted a marked psychological effect on the Vietnamese villagers when they saw him wearing the stethoscope recently issued him. They immediately began to show more respect for him and began to listen to his instructions more carefully. Evidently the wearing of the instrument was accepted as a symbol of his position and authority. It set him aside from the other US troops who were otherwise wearing the same uniform. The respect it gained him increased the effectiveness of the MEDCAP.

**Observation:** Medics should be encouraged to wear their stethoscopes at all times when performing MEDCAPS.

d. **ITEM:** Dispensing Medicine on MEDCAPS

**Discussion:** When dispensing medicine, give out only that amount which can be taken immediately. A medic should never give out a two or three day supply. This practice can often lead to a regular supply of medicine for the Viet Cong. Many times when a large group is being treated, the same person may try to come through the line two or three times.

**Observation:** Medics should ration their medicine and watch carefully for repeaters.

e. **ITEM:** American Behavior

**Discussion:** The American soldier often offends the Vietnamese without knowing. Some of the common mistakes are:

1. Throwing candy to children
2. Offensive remarks to women
3. Staring at mothers nursing their babies
4. Splashing mud on pedestrians while driving vehicles
5. Swimming or bathing nude in public view

6. Crowding people off the sidewalks

7. Failure to show respect for elders

Observation: Most of these mistakes could be avoided by simply following the MCV 9 Rules Card.

f. ITEM: Youth Programs

Discussion: One of the largest groups in Vietnam, and one that is so often overlooked is the group of young people from about ages 9 - 16. The majority of civic action projects are directed towards adults. Projects such as market places, dispensaries, and refugee relief will affect the children but they are primarily oriented toward adults. Children do receive the benefit of schools built and repaired but they do not have an opportunity to take part in the building. These young people will provide the most reliable and diligent labor to be found if projects are available where they can help. Instigation of sports programs have proved very popular. Tournaments that can be sponsored by GVN agencies provide good propaganda for the GVN.

Observation: A greater effort should be made to involve the young people in civic action, and give them proper recognition when they do.

g. ITEM: Use of GVN Channels

Discussion: Civic action projects should be set up so the local people can carry on in the event the CA team should be pulled out. To be able to do this, the people must understand how and where to request material and technical support. The GVN channels are slow and involve a great deal of red tape, but use of US sources will not give the people the experience they need to carry on under their own power. Utilization of US sources makes the Vietnamese more dependent upon US support.

Observation: The Vietnamese people must be encouraged to use existing GVN channels.

h. ITL: Construction of Latrines

Discussion: Almost every refugee camp has latrines. Most of them are used as stables, storage rooms, or simply stand unused because the people do not understand their purpose and the need for sanitation measures.

Observation: There is an urgent need for sanitation education among the Vietnamese.

i. ITEM: Monthly CORDE Course

Discussion: Many of the officers who come to the company are not CA trained. They have little knowledge of what is expected of them, what assistance is available to them, what is available to the Vietnamese, or how to take advantage of the resources that are available.

They are not familiar with CORDS or any of the other organizations. This one week course gives the officer a general knowledge of what is going on in the country and the part that CORDS plays in it.

Observation: The CORDS Course provides valuable training to the individual who finds himself involved in civic action with no previous experience or training.

**j. ITEM: Utilization of Local Resources**

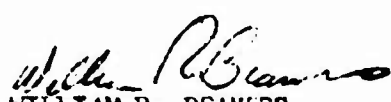
Discussion: Because of some of the towns' locations, it has been difficult at times to supply them with materials to carry on projects. When making plans for a project, a study should be made of materials that are available locally. The use of such materials prevents problems such as delay on the project due to shortage of materials because of transportation problems. Use of local materials also gives the people an additional pride in the project. They are more familiar with these materials and have their own methods of utilizing them. Use of local resources tends to make them less dependent upon US help.

Observation: Local materials should be used whenever possible.

**PART II, RECOMMENDATIONS**

1. That immediate steps be taken by the Bureau of Montagnard Affairs to alleviate the situation now existing in the Montagnard Refugee camps.
2. That this unit receive higher priority for requisitioning supplies and transportation.
3. That commanders place more emphasis on use of the MACV 9 Rules Card to improve relations between US troops and Vietnamese civilians.
4. That measures be implemented to insure that medicines dispensed during MEDCAP operations do not fall into enemy hands.
5. That more programs be organized which include Vietnamese youth participation.
6. That the Vietnamese people be encouraged to utilize their own local resources and governmental agencies.

FOR THE COMMANDER:

  
WILLIAM R. BEAVERS  
1LT, AGC  
Adjutant

AVFA-GC-OT (20 Feb 68)

1st Ind

SUBJECT: Operational Report-Lessons Learned for Quarterly Period Ending  
31 January 1968 RCS CSFOR-65 UIC WASHA 41st CA Co (U)

HEADQUARTERS, I FIELD FORCE VIETNAM, APO 96350 10 MAR 1968

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

Concur.

FOR THE COMMANDER:



JAMES P. GASTON  
Captain, AGC  
Assistant Adjutant General

Copies furnished:

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AVHGC-DST (20 Feb 68) 2d Ind S: 11 April 1968  
SUBJECT: Operational Report Quarterly Period Ending 31 January 1968

HEADQUARTERS, US ARMY VIETNAM, APO San Francisco 96375 23 MAR 1968

TO: Commanding General, I FFORCEV, ATTN: AVFA-GC-OT,  
APO 96350

1. ACofS, CORDS, this headquarters, requests your comments on  
recommendations one and five, Section 2, Part II.

2. Request your reply NLT 11 April 1968.

FOR THE COMMANDER:



CHARLES A. BYRD  
Major, AGC  
Assistant Adjutant General

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AVFA-GC-OT (20 Feb 68) 3d Ind  
SUBJECT: Operational Report-Lessons Learned for Quarterly Period Ending  
31 January 1968 RCS CSFOR-65 UIC WA6HA 41st CA Co (U)

Headquarters, I Field Force Vietnam, APO 96350 9 APR 1968

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

The following comments on recommendations one and five, Section 2 Part II of the 41st Civil Affairs Company Operational Report are submitted:

a. Paragraph 1: Efforts have been made and will continue to be made to the Ministry of Ethnic Minorities Affairs through our regular channels to secure more equitable treatment for all Montagnard people. The policies of the GVN, as enunciated in the October 29 decree of President Thieu, have not yet been fully implemented.

b. Paragraph 5: The execution of youth affairs programs throughout the region has been seriously inhibited by the after effects of the Tet offensive. Firm programs in this field have been established, but full participation has not yet been achieved. The assistance given in this field by civil affairs teams has been effective and should continue to improve as a coordinated effort with provincial youth affairs officers and CORDS representatives.

FOR THE COMMANDER:



JAMES P. GASTON  
Captain, AGC  
Assistant Adjutant General

Copies furnished:  
41st Civil Affairs Co

AVHGC-DST (20 Feb 68) 4th Ind

CPT Arnold/twl/LBN 4485

SUBJECT: Operational Report Quarterly Period Ending 31 January 1968

HEADQUARTERS, US ARMY VIETNAM, APO San Francisco 96375 1 8 APR 1968

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

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 January 1968 from Headquarters, 41st Civil Affairs Company as indorsed.

2. Pertinent comments follow:

a. Reference item concerning pilferage of materials, page 7, paragraph 16: Concur. The pilferage of construction materials by the local populace is a problem that requires resolution at the action unit level. MACV CORDS personnel are taking action to resolve the problem.

b. Reference item concerning requirement for higher priority for requisitioning of supplies and transportation, page 9, paragraph 2. USARV messages AVHGD-SP 42721, subject: Activity Designator (F/AD), DTG 260535Z Dec 66 and AVHGD-SP 04172, subject: Activity Designator (F/AD), DTG 220224Z Jan 67 provides Commanding General, I Field Force Vietnam authority to assign a range of F/AD's from designators Roman Numerals II through V to units OPCON to I Field Force Vietnam. Since this determination is an operational matter this headquarters is not in a position to make this determination.

3. A copy of this indorsement will be furnished to the reporting unit through channels.

FOR THE COMMANDER:

  
CHARLES A. BYRD  
Major, AGC  
Assistant Adjutant General

Copies furnished:  
HQ 41st Civil Affairs Co  
HQ I FFORCEV

17  
GPOP-DT (20 Feb 68) 5th Ind

SUBJECT: Operational Report of HQ, 41st Civil Affairs Co for Period  
Ending 31 January 1968, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 2 MAY 1968

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

This headquarters has evaluated subject report and forwarding indorse-  
ments and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



K. F. OSBOURN  
MAJ, AGC  
Asst AG

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**CO, 41st Civil Affairs Company**

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13. ABSTRACT