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AUTHORITY
AGO D/A ltr, 29 Apr 1980

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

IN REPLY REFER TO

AGDA (M) (25 Aug 70) FOR OT UT 702208 28 August 1970

SUBJECT: Operational Report - Lessons Learned, Headquarters, 2d
Civil Affairs Company for Period Ending 30 April 1970

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1. Subject report is forwarded for review and evaluation in accordance with paragraph 4b, AR 525-15. Information of actions initiated as a result of subject report should be forwarded to ACSFOR OT UT within 90 days of receipt of covering letter.

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

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
as

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UNCLASSIFIED REPORT
ASSISTANT CHIEF OF STAFF FOR FORCE DEVELOPMENT
(ARMY) ATTN: FOR OT UT, WASHINGTON, D.C. 20310

DEPARTMENT OF THE ARMY
HEADQUARTERS, 2D CIVIL AFFAIRS COMPANY
APO San Francisco 96266

15 May 1970

SUBJECT: Operational Report of 2d Civil Affairs Company for Period
Ending 30 April 1970

THRU: Commanding General
II Field Force Vietnam
ATTN: AVFBC-FDT
APO 96266

Commanding General
United States Army Vietnam
ATTN: AVHDC-DST
APO 96375

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

I. Section 1, Operations: Significant Activities.

a. Organizational Activities.

(1) The 2d Civil Affairs Company remained operational during the 89 day period. The 8th, 9th, 10th, 12th, and 13th Generalist Platoons were detached from their respective MACV advisory teams in accordance with GO 287, Headquarters, II FFORCEV, dtd 25 Jan 70, and began conducting stand down operations in the Company area. On 3 Feb 70, the Company received verbal instructions from the Chief of Staff II FFORCEV, to discontinue all stand down operations. The AA Platoons that had not been withdrawn were directed to continue their operational missions of coordinating their respective Province Civic Action Programs. GO 287 was rescinded, equipment was requisitioned, and personnel were reassigned to the Company in accordance with instructions and orders issued by Headquarters, II FFORCEV. The 8th, 9th, 10th, 12th, and 13th AA Platoons were deployed to their former assigned provinces and resumed their mission of civic action coordination.

FDR OT UT

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Inclosure

15 May 1970

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(2) The Generalist Platoons continued to conduct civil affairs operations in support of the province pacification and development program. Emphasis continued to be placed on providing civil affairs/civic action advice and assistance to RVNAF and Government of Vietnam officials within the provinces.

(3) GO 741, Headquarters, II FFORCEV, dtd 24 March 1970, was published, rescinding GO 2086, Headquarters, II FFORCEV, dtd 13 June 1969. GO 2086 attached the 11th, 15th, and 17th Generalist Platoons to the 1st Logistical Command, and they were further attached to the 29th Civil Affairs Company, I CTZ. Prior to the effective date of GO 741, the three (3) platoons were reduced to zero personnel, and equipment was turned in by the 29th CA Company. The 11th Platoon was organized from Company assets; however, the 15th and 17th Platoons were not organized because of personnel and equipment shortages.

b. There are no morning report preparing units assigned or attached to this organization.

c. The unit engaged in 74 days of training.

d. Selected Generalist Platoons made the following administrative movements during the reporting period in accordance with the Company stand down schedule and subsequent deployment activities:

<u>UNIT</u>	<u>DEPARTURE LOCATION</u>	<u>FINAL DESTINATION</u>	<u>DATE</u>
9th Platoon	XUAN LOC, LONG KHANH Province, MACV Adv Tm 49	2d CA Co, LONG BINH, BIEN HOA Province	1 Feb 70
8th Platoon	2d CA Co, LONG BINH, BIEN HOA Province	BEN TRE, KIEN HOA Province, MACV Adv Tm 28	24 Feb 70
7th Platoon	2d CA Co, LONG BINH, BIEN HOA Province	XUAN LOC, LONG KHANH Province, MACV Adv Tm 49	23 Feb 70
10th Platoon	2d CA Co, LONG BINH, BIEN HOA Province	HON QUAN, BINH LONG Province, MACV Adv Tm 47	24 Feb 70
12th Platoon	2d CA Co, LONG BINH, BIEN HOA Province	LONG BE, PHUO LONG Province, MACV Adv Tm 67	23 Feb 70
13th Platoon	2d CA Co, LONG BINH, BIEN HOA Province	MY THO, DINH TUONG Province, IV CTZ MACV Adv Tm 66	01 Mar 70

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<u>UNIT</u>	<u>DEPARTURE LOCATION</u>	<u>FINAL DESTINATION</u>	<u>DATE</u>
11th Platoon	2d CA Co, LONG BINH, BIEN HOA Province	HAM TAN, BINH TUY Province, MACV Adv Tm 48	8 Apr 70

e. The following comments apply to activities, experiences, and training of this unit which have contributed to lessons learned.

(1) Civil Affairs personnel are continuously being trained in order to perform their mission more efficiently. Training programs are being conducted on a periodic basis. Among these are the following:

(a) The bi-monthly Platoon Commanders Conference was held in March. The purpose of these conferences is to conduct a periodic review and analysis of the Company's operation, exchange ideas, and conduct civic action seminars on current pacification and development programs in III and IV CTZ.

(b) Selected officers attended the MACCORDS Advisors' Orientation Courses that were held in February and March. This is a five-day course held in Saigon that includes an orientation on the GVN Pacification Program and the functions of the various CORDS Divisions.

(2) On 8 April 1970 the 11th Civil Affairs Platoon was deployed to BINH TUY Province, MACV Advisory Team 48. The employment concept is to have civil affairs personnel in the three (3) populated areas of HOAI DUC, TAN LINH, and HAM TAN.

(3) Logistics.

(a) When the 2d Civil Affairs Company was designated to be deactivated under phase III of the Vietnam Troop Withdrawal Program, approximately 50 per cent of the TCE equipment was immediately turned in or laterally transferred. When the deactivation of the Company was cancelled, extreme difficulty was experienced in obtaining serviceable equipment to replace that which had been turned in.

(b) The vehicle numbering system was changed from vehicles being numbered by type, i.e. all $\frac{1}{2}$ tons in numerical sequence 1 to 22, to a system where the headquarters vehicles were numbered from 1 to 13 and increments of three sequential numbers for each of the Platoons. For example, the 1st Platoon $\frac{1}{2}$ ton truck number is 14, the $\frac{1}{2}$ ton trailer is 14F, and the two $\frac{3}{4}$ ton trucks are 15 and 16. This system aids in keeping maintenance and accountability records.

(c) The Civilian Supply Section has been temporarily non-functional because of the shortage of personnel. The essential civilian supply functions have been accomplished by the unit Supply Section. Many of the civilian supply items handled previously by the section are now available through the Province Warehouses. The logistics system of the GVN at the province level appears to be developing to a degree where

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materials are available for valid, province approved self-help projects. Voluntary agencies, e.g. CARE, Catholic Relief, etc., are making most of their assets available through GVN channels. However, in special or emergency cases, these assets can be obtained by the unit for distribution. However, the current concept of operations regarding civilian supply type items is to insure that a demand is placed on the province logistical supply system first. Then, if the materials are not available, efforts are made to obtain what is needed either by encouraging the people themselves to put up some of the money to purchase items locally and/or getting materials from USARV Property Disposal Yard, or in some cases using Assistance in Kind (AIK) funds.

(d) Maintenance of the unit's vehicles continues to be a problem area. While arrangements have been made by G-4, II FFORCEV, to have the Platoons' vehicles serviced by various units throughout III CTZ, only that maintenance which is of an emergency nature is accomplished in this manner. Routine organizational maintenance must still be done by the unit maintenance personnel. Due to the large number of vehicles, 70, and the small number of maintenance personnel, three mechanics, vehicles are scheduled for service at the Company shop each 60 days. This is necessary because spare parts must be requisitioned through the Company's PLL, and it insures that the vehicles are thoroughly inspected and serviced at least each 60 days. Road security precludes some vehicles from traveling to the Company area, and in these cases maintenance personnel must be sent by air to the Platoons' locations.

2. Section 2, Lessons Learned: Commander's Observations, Evaluations, and Recommendations.

a. Personnel.

(1) Observation: The assignment of officers to a civil affairs unit, without civil affairs training, is detrimental to the unit's ability to accomplish its mission.

(2) Evaluation: This unit's operations for the past two years have been at the province level and not in support of tactical US units. In this situation the Platoon Commanders are effective in direct proportion to their maturity, previous military experience, and knowledge of civil affairs operations. Of the 19 platoons authorized, eight are commanded by captains. None of these captains is an advanced course graduate, none is on a second tour in Vietnam, and only one has had the advantage of attending the Civil Affairs School. Experience through past operations strongly suggests that maturity, training, and experience, especially for the Platoon Commanders, is absolutely necessary, if, in fact, the civil affairs platoon is to be effective in its role at the province level. When the civil affairs platoons support US tactical units, they are usually supervised by the Division G-5 or Brigade S-5, but this type of supervision is not provided

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at the province advisory team level. The platoon commanders find themselves dealing with GVN officials from hamlet to province level, the province advisory team key staff members, US and RVNAF commanders and staff officers. This is hardly the situation to expect a two year OBV type officer to be adequately prepared for. A few are relatively successful, but most are inadequate.

(3) Recommendation: That mature, experienced, and Civil Affairs schooled officers be assigned to Civil Affairs units to at least provide an adequate number of officers to command the Generalist Platoons authorized by the MCE, in the case of this unit, 19 platoon commanders.

b. Intelligence.

c. Operations.

(1) Civic Action Project Data Sheet.

(a) Observation: On occasions, complete coordination by Platoon Commanders was not accomplished prior to initiating work on civic action projects.

(b) Evaluation: A civic action data form was prepared and will be completed by Civil Affairs Platoon personnel prior to initiating work on a project. This form will also be used as a guide by civil affairs personnel to insure complete coordination of civic action projects. The form when completed will identify the project, all commitments made, project accountability, and the project requirements in terms of material, funds, and labor.

(c) Recommendation: That a Civic Action Project Data Sheet (Inclosure 6) or similar form be used by Civic Action Project Officers.

(2) MEDCAPs.

(a) Observation: In some hamlets in III CTZ the public health facilities and health workers have experienced difficulties meeting the health needs of the population.

(b) This is partially due to the insufficient amount of training received by health workers and midwives, in addition to the limited facilities available for their use. MEDCAPs conducted in these hamlets can be used as a training vehicle for health workers.

(c) Recommendations: MEDCAPs in the future should, when practical, be performed in Vietnamese health facilities in coordination with practical training from MEDCAP personnel in the treatment of patients, diagnosis of diseases, and dispensing of medications.

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(3) Civic Action Projects in Support of GVN Pacification Program

(a) Observation: The 18th Platoon in BINH DUONG Province assisted the District officials of TRI TAM in relocating the villagers within THANH AN Village, which is rated under the Hamlet Evaluation System (HES) as a D village. This action could possibly have had an adverse effect on the villagers since their only contact with the GVN had been under restrictive measures: rice control, police check points, and military operations.

(b) Evaluation: In order to defray the adverse effects of relocation, as well as to introduce the people to the advantages that can be obtained from association with the GVN, village self-development projects and other high impact civic action projects were undertaken in the hamlets. These projects introduced to the people the beneficial effects of the GVN.

(c) Recommendation: That civic action and self-help projects be employed by civil affairs personnel to complement the government pacification programs.

- d. Organisation. None
- e. Training. None
- f. Logistics. None
- g. Communications. None
- h. Material. None
- i. Other. None

6 Incls
1. Location of AA Platoons
2. Major Completed Projects
~~3. Promotions and Awards
During Quarter~~
~~4. Critical HES Shortages~~
5. Distribution of Commodities
~~6. Civic Action Project Data Sheet~~
Incls 3, 4 & 6 w/d HQ DA

Harold V. Madden
HAROLD V. MADDEN
LTC, FA
Commanding

AVFBC-RE (15 May 70) 1st Ind
SUBJECT: Operational Report of 2d Civil Affairs Company for Period Ending
30 April 1970, RCS CSFOR-65 (R2) (U)

DA, HQ, II FFORCEV, APO San Francisco 96266 7 JUN 1970

THRU: Commanding General, US Army Vietnam, ATTN: AVHGC(DST), APO 96375

Commander-In-Chief, US Army Pacific, ATTN: GPOP-DT, APO 96558

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

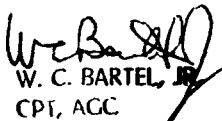
1. This headquarters has reviewed and concurs with the Operational Report -
Lessons Learned for the quarterly period ending 30 April 1970 for 2d Civil
Affairs Company.

2. Comments follows

a. Reference item concerning "Maintenance of Unit Vehicles", page 4,
paragraph 1e(3)(d). Arrangements were made in December 1969 for four sub-
ordinate maintenance units of the 29th General Support Group to provide
organizational and direct support maintenance support on vehicles utilized
by 8 platoons of the 2d Civil Affairs Company at various locations through-
out the III Corps Tactical Zone. A review of the "service agreement" by a
renewal of the liaison between the Motor Officer, 2d Civil Affairs Company
and the supporting units should improve the maintenance situation.

b. Reference item concerning "Assignment of Officers to a Civil Affairs
Unit", page 4, paragraph 2a. Personnel selected for assignment as platoon
leaders to Civil Affairs Companies with the mission of supporting provincial
advisory teams should be mature, experienced officers since they are required
to perform with little direct supervision. They should be trained at the
Civil Affairs School prior to assignment to the 2d Civil Affairs Company.
It is recommended that priority be given to the assignment of Civil Affairs
Officers with the qualifications stated above.

FOR THE COMMANDER:


W. C. BARTEL, JR.
CPT, AGC
Asst AG

CF:
CO, 2d CA Co.

AVHGC-DST (15 May 70) 2d Ind
SUBJECT: Operational Report of 2d Civil Affairs Company for Period
Ending 30 April 1970

Headquarters, United States Army Vietnam, APO San Francisco 96375 24 JUN 1970

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 30 April 1970 from Headquarters, 2d Civil Affairs Company and concurs with comments of indorsing headquarters.

2. Comments follow:

a. Reference item concerning "Assignment of Officers to Civil Affairs Units without Civil Affairs Training", page 4, paragraph 2a. HQ, IIFV prepares and submits requisitions for civil affairs officers for the 2d Civil Affairs Company. Civil affairs officers are identified by MOS 8105. DA fills validated requisitions for officers, MOS 8105, with school trained civil affairs officers whenever possible. However, many requisitions are non-validated by DA because they exceed the PRA. The status of requisitions for civil affairs officers, MOS 8105, submitted by IIFV for the months March 1970 through December 1970 reflect that of the 18 requisitions, 11 have been cancelled by IIFV, four non-validated by DA, two pending validation and one validated. In view of the requisitions which have been cancelled by IIFV in January 1970 during the third redeployment increment, IIFV should re-evaluate the requirements for civil affairs officers and, if necessary, submit additional requisitions to meet the requirements. USARPV attempts to assign every CA qualified officer to a major subordinate command requiring these skills. During the time frame noted in this ORLL no major subordinate command indicated a problem in the civil affairs area. The previous IIFV cancellations and non-validations have resulted in a redistribution of incoming 8105 MOS assets to cover the shortfall in these qualified areas. To complement our limited input this Headquarters has assigned officers with a background in farming, agriculture, history, etc. to those subordinate commands needing such skills. Units have been so advised. No action by DA or USARPAC is recommended.

b. Reference item concerning "Civic Action Project Sheet", page 5, paragraph 2c(1): concur. However, the recommendation is only applicable in the 2d Civil Affairs Company's area of influence. The local commanders should coordinate application with II FFORCEV, G5. Unit has been so advised.

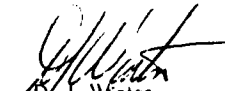
AVHGC-DST (15 May 70) 2d Ind

24 JUN 1970

SUBJECT: Operational Report of 2d Civil Affairs Company for Period
Ending 30 April 1970

c. Reference item concerning "Civic Action Projects in Support of GVN Pacification Programs", page 6, paragraph 2c(3): concur with self-help projects and nonconcur with civic action projects. The recommendation on employing self-help projects is in keeping with USARV Reg 515-1, however, civic action projects conducted unilaterally by US personnel is in contradiction to policies and guidance contained in USARV Reg 515-1. Unit has been so advised.

FOR THE COMMANDER



D. J. Winter
CPT, AGC

Assistant Adjutant General

Cy furn:
II FFORCEV
2d Civil Affairs Co

GPOP-DT (15 May 70) 3d Ind
SUBJECT: Operational Report of HQ, 2d Civil Affairs Company for Period
Ending 30 April 1970, RCS CSFOR-65 (R2)

HQ, US Army, Pacific, APO San Francisco 96558 17 JUL 70

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

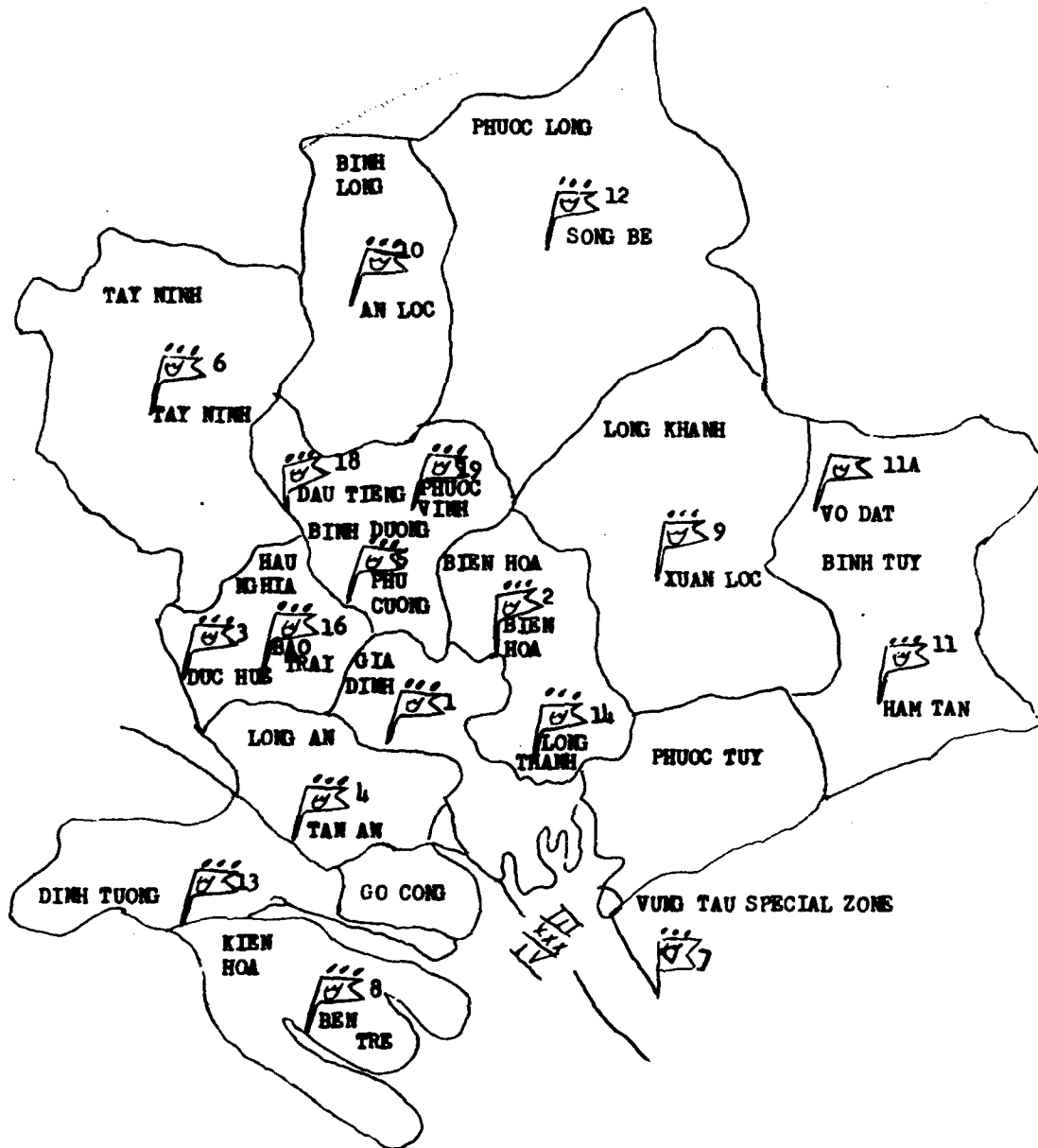
This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:



D.D. CLINE
2LT, AGC
Asst AG

Area of Operation and Locations of AA Platoons of 2d Civil Affairs Company
1 February 1970 - 30 April 1970



Incl 1

MAJOR COMPLETED PROJECTS

1 Feb - 30 Apr 70

	Constructed	Repaired
Schools	21	21
Civilian Homes	0	5
Dispensaries	2	11
Religious Buildings	5	3
Bridges	2	1
Chieu Hoi Centers	2	0
Water and Drainage	19	2
Roads	14 kms	1 km
Markets	0	2
RF/FF Housing	1	0
Hospitals	0	1
GVN Buildings	9	6
Fish Ponds	0	0

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Security Classification

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