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THE SECRETARY OF DEFENSE
WASHINGTON

1 SEP 1962

Office of the Secretary of Defense
Chief, RDD, ESD, WHS
Date: 17 Jan 2012 Authority: EO 13526
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Reason: _____
MDR: 12-M-3089

MEMORANDUM FOR The Secretaries of the Military Departments
The Director of Defense Research and Engineering
The Chairman, Joint Chiefs of Staff
The Assistant Secretaries of Defense
The General Counsel
The Assistant to the Secretary of Defense
The Director, Defense Intelligence Agency

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Chief, Records & Declass Div, WHS
Date: JUL 17 2012

SUBJECT: Counterinsurgency Doctrine (NSAM No. 182)*

1. The attached document, entitled, "U.S. Overseas Internal Defense Policy," sets forth a national counterinsurgency doctrine for the use of U.S. departments and agencies concerned with the internal defense of friendly overseas areas threatened by subversive insurgency. The President has approved this document and directed its promulgation (National Security Action Memorandum No. 182, dated 24 August 1962, subject as above) as basic policy guidance for diplomatic missions, consular personnel, and military commands abroad; government departments and agencies at home; and the governmental educational system.

2. NSAM No. 182 requests that action be taken to ensure that the policies set forth in the attached document are reflected in departmental and agency operations and in such additional instructions and guidance as may be required to assure uniformity of effort. The departments and agencies involved were also requested to initiate the formulation of appropriate internal doctrine, tactics, and techniques, based upon the attached document, and to submit studies thus developed to the Special Group (GI) for review. The Department of State, in consultation with other interested departments and agencies was assigned the task of keeping the attached document up to date, making such modification as changes in policy or practical experience may require, and publishing revised additions as necessary.

3. "U.S. Overseas Internal Defense Policy" is furnished addressees for information, guidance and implementation, as appropriate. Addressees are requested to ensure that organizations or activities under their cognizance which are concerned with operational, planning or educational aspects of the counterinsurgency problem are apprised of the contents of this document and that appropriate instructions or guidance are furnished to assure implementation and uniformity of effort.

** Attachment to JCS 1969/410

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4. Within the Department of Defense, the Joint Chiefs of Staff will be responsible for ensuring the formulation of internal doctrine, tactics and techniques based upon the attached document.

5. The Assistant Secretary of Defense (International Security Affairs) will be responsible for providing staff support to the Department of Defense member of the Special Group (CI) in connection with the review of any studies formulated in accordance with the requirement outlined in paragraph 4 above. The Assistant Secretary of Defense (ISA) will also be responsible for maintaining liaison with the Department of State in connection with the continuing review of the attached document and with any modifications thereof which may be proposed.

6. Reproduction of the attached document* or sections thereof is authorized, as necessary, to facilitate implementation of the requirements set forth above.

7. A brief Top Secret annex to the attached document is being disseminated separately to those addressees concerned with the guidance contained therein.

Russell S. ...

Incl:
U.S. Overseas
Internal Defense
Policy.

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THE JOINT CHIEFS OF STAFF
Washington 25, D.C.

SM-1289-62
20 November 1962

MEMORANDUM FOR: Chief of Staff, US Army
Chief of Naval Operations
Chief of Staff, US Air Force
Commandant of the Marine Corps
Commander in Chief, Alaska
Commander in Chief, Atlantic
Commander in Chief, Caribbean
Commander in Chief, Continental Air Defense
Command
US Commander in Chief, Europe
Commander in Chief, Pacific
Commander in Chief, US Strike Command
Commander in Chief, US Naval Forces, Eastern
Atlantic and Mediterranean
Commander in Chief, Strategic Air Command
Commandant of the National War College
Commandant of the Industrial College of the
Armed Forces
Commandant of the Armed Forces Staff College

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Subject: Joint Counterinsurgency Concept and Doctrinal
Guidance (U)

1. The enclosed Joint Counterinsurgency Concept and Doctrinal Guidance is forwarded for your use. It is in support and implementation of approved national policy, which has been distributed separately.
2. The Enclosure is a revision of interim guidance previously approved by the Joint Chiefs of Staff to bring it into detailed consonance with national policy. It supersedes JCS 1969/326.
3. Reproduction, in whole or in part, is authorized.

For the Joint Chiefs of Staff

M. J. Ingelido

M. J. INGELIDO
Brig Gen, USAF
Secretary

Attachment

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ENCLOSURE

JOINT COUNTERINSURGENCY CONCEPT AND DOCTRINAL GUIDANCE (U)

INDEX

<u>Paragraph</u>	<u>Title</u>	<u>Page</u>
1	Purpose	1
2	Scope	1
3	Background	1
4	Framework of US Overseas Internal Defense Policy	1
5	National Level and Country Team Organization	3
6	US Strategy in Overseas Internal Defense	4
7	US Concept of Operations in US Overseas Internal Defense	5
	a. Intelligence	5
	b. Levels of Intensity	7
8	Concept of Employment of US Military Capabilities	8
	a. Phase I	8
	b. Phase II	11
	c. Phase III	12
9	Roles and Missions	13
	a. Special Group (CI)	13
	b. Department of State	13
	c. Agency for International Development	14
	d. USIA	15
	e. CIA	18
10	The Role of the Department of Defense	18
11	Counterinsurgency Responsibilities of the Joint Chiefs of Staff	21
12	Counterinsurgency Responsibilities of the Commander of a Unified or Specified Command	23
13	Counterinsurgency Responsibilities of Military Assistance Advisory Groups (MAAG)	24

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date:

JUL 17 2012

~~SECRET~~

SM-1289-62

~~SECRET~~

<u>Paragraph</u>	<u>Title</u>	<u>Page</u>
14	Counterinsurgency Responsibilities of the Army	25
15	Counterinsurgency Responsibilities of the Navy	26
16	Counterinsurgency Responsibilities of the Marine Corps	27
17	Counterinsurgency Responsibilities of the Air Force	28

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date: JUL 17 2012

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JOINT COUNTERINSURGENCY CONCEPT AND DOCTRINAL GUIDANCE (U)

1. Purpose. The purpose of this document is to set forth joint policies and principles, in consonance with United States Overseas Internal Defense Policy, for the conduct of counterinsurgency operations by the Armed Forces of the United States. It provides the basis for development of detailed doctrine and plans for each Service and for the commanders of unified and specified commands. It also provides guidance for the further development of counterinsurgency tactics and techniques.

2. Scope. Counterinsurgency operations as discussed herein include the entire spectrum of military, paramilitary, political, economic, psychological, and civic actions taken by or in conjunction with the government of a nation to prevent or defeat a subversive insurgency.

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3. Background. Historic communist successes in capturing states through organized subversive aggression, coupled with the grave risks involved in limited and general war, have caused the Communist Bloc to select planned subversion as a favored form of conflict in areas where they do not enjoy military superiority. The United States recognizes communist subversive insurgency as a purposefully directed strategy to gain power ascendancy over the West, using Soviet military, political, propaganda, economic, and psychological strengths in an integrated attack on weak or emerging nations. United States Overseas Internal Defense Policy provides for countering insurgency by coordinated employment of all United States national resources to assist countries in repelling subversive aggression.

4. Framework of US Overseas Internal Defense Policy:*

a. The United States Overseas Internal Defense objective is to safeguard and assist less developed societies in fulfilling their aspirations to remain free and to fashion ways of life independent from communism or other totalitarian domination or control.

* United States Overseas Internal Defense Policy; Enclosure to DJSM-1145-62, dated 17 September 1962

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b. The broad United States interests in the underdeveloped world are as follows:

- (1) A political and ideological interest in assuring that developing nations evolve in a way that affords a congenial world environment for international cooperation and the growth of free institutions.
- (2) A military interest in assuring that strategic areas and the manpower and natural resources of developing nations do not fall under communist control; that these nations remain able to maintain effectively their internal security and to preserve independence from communist control.
- (3) An economic interest in assuring that the resources and markets of the less developed world remain available to us and to other Free World countries.
- (4) A humanitarian interest in assuring the achievement of the social, economic, and educational aspirations of developing nations.

c. The over-all US purpose in the field of internal defense is to encourage and assist vulnerable nations to develop balanced capabilities for the internal defense of their societies. To this end the US role is:

- (1) To assist in the immunization of vulnerable societies not yet seriously threatened by communist subversion or insurgency.
- (2) To assist countries where subversive insurgency is latent or incipient to defeat the threat by removing its causes before the stage of insurgency is reached.
- (3) To assist in the establishment or strengthening of intelligence and internal security organizations so that they are capable of dealing with the threat of subversion and insurgency.
- (4) To defeat subversive insurgency in countries actively threatened by assisting the government under attack with military as well as non-military means.

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Date: JUL 17 2012

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(5) To minimize the likelihood of direct US military involvement in internal war by maximizing indigenous capabilities of countering and defeating subversive insurgency and by drawing on, as appropriate, the assistance of third countries and international organizations.

(6) To minimize the risk of escalation (without deferring to this risk) from subversive insurgency to civil, conventional, or nuclear war.

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Authority: EO 13526
Chief, Records & Declass Div, WHS
Date: JUL 17 2012

5. National Level and Country Team Organization:*

a. Washington: At the national level, the Special Group (Counterinsurgency) has been established, responsible directly to the President, and assigned the following functions:

(1) To insure proper recognition throughout the US Government that subversive insurgency ("wars of liberation") is a major form of politico-military conflict equal in importance to conventional warfare.

(2) To insure that such recognition is reflected in the organization, training, equipment, and doctrine of the US Armed Forces and other US agencies abroad and in the political, economic, intelligence, military aid, and informational programs conducted abroad by State, Defense, AID, USIA, and CIA. Particular attention will be paid the special training of personnel prior to assignment to MAAGs and to Embassy staffs in countries where counterinsurgency problems exist or may arise.

(3) To keep under review the adequacy of US resources to deal with actual or potential situations of insurgency or indirect aggression, making timely recommendation of measures to apply, increase, or adjust these resources to meet anticipated requirements.

(4) To insure the development of adequate inter-departmental programs aimed at preventing or defeating

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subversive insurgency and indirect aggression in countries and regions specifically assigned to the Special Group (CI) by the President, and to resolve any interdepartmental problems which might impede their implementation.

b. Abroad: At the country level, the Ambassador or the Principal United States Diplomatic Officer is responsible for over-all direction of the Country Team and for the coordination of all US programs.

(1) The United States Country Team consists of a senior member of each agency of the United States Government located in the foreign country. A primary responsibility of the Country Team in countries threatened with subversive insurgency is to produce a plan to achieve approved US objectives and to delineate US resources required for its accomplishment. The Country Team will develop a Country Internal Defense Plan. After its submission to Washington for consideration and approval by all departments and agencies concerned, these plans will become the basis for program proposals.

(2) As the President's representative, the Ambassador or Principal Officer will ensure that the United States effort is developed and applied effectively through an integrated approach comprising all civilian and military programs employed in attaining US objectives.

6. US Strategy in Overseas Internal Defense:*

a. When insurgency can be anticipated the United States should induce local government leaders to take remedial action before a real crisis limits the alternatives and makes the use of force imperative. The United States Country Team is designated as the primary unit for continually assessing developments within a country to allow ample opportunity for the United States Government to determine its position and courses of action.

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Chief, Records & Declass Div, WHS
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JUL 17 2012

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SM-1289-62

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b. Where subversive insurgency is latent or incipient US strategy will be directed toward its elimination lest it provide a communist foothold and escalate into active insurgency. The scale of United States involvement and the level of force should be as limited as the achievement of its objectives permit, and only ancillary to the indigenous effort. It is important for the United States to remain in the background, and, where possible, to limit its support to training, advice, and materiel, lest it prejudice the local government effort and expose the United States unnecessarily to charges of intervention and colonialism.

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Date: JUL 17 2012

c. In insurgency situations indigenous military action will be required. United States operational assistance may be a necessary adjunct to the local effort. United States programs should be designed to make the indigenous military response as rapid and incisive as possible while parallel reforms are directed at ameliorating the conditions contributing to the insurgency outbreak.

d. Anticipating, preventing, and defeating communist-directed insurgency requires a blend of civil and military capabilities and actions to which each US agency at the Country Team level must contribute. The safeguarding of the developmental process requires carefully evaluated intelligence, the ability to penetrate the enemy's organizations, and the training of adequate and balanced military and police forces. These, as well as bilateral and multilateral developmental assistance, advice, and information programs designed to ameliorate and bring understanding to local problems, are all indispensable components of an effective internal defense program.

e. Preventing and defeating subversive insurgency is therefore a total program for the local government and for United States agencies in support thereof. Success will

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depend on accurate information, a careful evaluation thereof, and on a unified concept of operations based on a comprehensive plan tailored to the local situation in which civil and military measures interact and reinforce each other.

f. Where appropriate, multilateral action to prevent or defeat subversive insurgency may be preferable to unilateral United States action, even though there is some immediate sacrifice of operational efficiency. It is the policy of the United States whenever it is in the national interest to:

(1) Take such action in and through the United Nations, NATO, the OAS, SEATO, CENTO, and other multilateral and regional organizations as appropriate.

(2) Encourage, as appropriate, other nations to give diplomatic, political, economic, and where necessary, military support to threatened countries.

(3) Encourage, where feasible and desirable, the former responsible powers to assume major responsibility for assisting their former wards in developing an adequate internal defense.

(4) In countries contiguous to those under attack, encourage the maintenance of effective border security to prevent use of their territory as a sanctuary by insurgent forces.

7. US Concept of Operations in US Overseas Internal Defense.*

In assisting a country to strengthen its internal defense system, the United States must be prepared to present a closely coordinated and integrated approach in which each operational arm of United States policy represented on the Country Team plays a unique and indispensable part in the attainment of United States objectives.

a. Intelligence:

(1) An intelligence and counterintelligence effort is required to:

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Date: JUL 17 2012

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DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date:

JUL 17 2012

(a) Identify those Free World countries where the threat of subversion or insurgency is potential, latent, or incipient.

(b) Appraise the nature and scope of the threat, the underlying causes, and related significant factors.

(c) Provide intelligence estimates and appraisals upon which United States courses of action can be planned.

(d) Provide operational intelligence required to execute United States plans.

(e) Provide intelligence needed to appraise the extent to which United States internal defense objectives are being achieved.

(f) Strengthen the intelligence capabilities of vulnerable countries.

(2) Agencies having action responsibilities for overseas internal defense operations will contribute to the United States intelligence effort in accordance with applicable directives. Abroad, the Chiefs of Missions and Principal Officers are responsible for the coordination of all United States activities within their respective areas of assignment. However, acting as the designated representative of the Director of Central Intelligence (DCI), the Central Intelligence Agency (CIA) Station Chief is assigned the specific task of coordinating clandestine intelligence collection.

b. Levels of Intensity. The level of intensity of subversive insurgency may be classified in three general phases:

(1) Phase I. This phase ranges from circumstances in which subversive activity is only a potential threat, latent or already incipient, to situations in which subversive incidents and activities occur with frequency in an organized pattern. It involves no major outbreak of violence or uncontrolled insurgent activity.

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(2) Phase II. This phase is reached when the subversive movement, having gained sufficient local or external support, initiates organized guerrilla warfare or related forms of violence against the established authority.

(3) Phase III. The situation moves from Phase II to Phase III when the insurgency becomes primarily a war of movement between organized forces of the insurgents and those of the established authority.

8. Concept of Employment of US Military Capabilities. The following actions will normally be taken by US military units at each level of intensity:

a. Phase I:

(1) The identity of friendly foreign nations with a current or potential insurgency problem can be recognized before the danger of communist incursion becomes a serious threat to the security of the nations concerned. When a danger area is identified, immediate action should be taken to encourage the nation concerned to request appropriate assistance through the establishment of either a MAAG or military training mission, if one of these two organizations is not already present.

(2) In those nations where a potential insurgency situation exists, the military assistance program must be designed and directed toward strengthening the military capability of that nation to combat insurgency directly, at both the existing lower levels of enemy activity and at such higher levels as may reasonably be anticipated. Failure to meet the full spectrum of military insurgency requirements in a given country, once a potential insurgency has been identified, would tend ultimately to extend the magnitude of countermeasure problems and to increase greatly costs associated with their resolution.

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Authority: EO 13526
Chief, Records & Declass Div, WHS
Date: JUL 17 2012

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(3) The MAAG or Mission in the country should be reinforced by a specially designed counterinsurgency force or specialists in numbers and skills as needed for the individual situation. If no MAAG or Mission exists, a tailored counterinsurgency force can be introduced. United States military forces assigned to counterinsurgency tasks, tailored to meet specific requirements, should include appropriately selected and trained personnel with instructional skills, area and language training, and knowledge of the political, psychological, and sociological aspects of insurgency. The mission of this force should be primarily to increase the capability of the host nation military forces to maintain adequate internal security. Secondly, their mission should be to assist the host nation's forces to conduct an imaginative civic action program, designed to enhance the viability of the host nation, and to convince the indigenous population that the governmental authority fully supports popular aspirations for economic and social progress.

(4) During Phase I emphasis should be placed on nation building, entailing military contribution through civic action.

(a) In determining the most appropriate military measures which can be taken to assist in the nation building program, specially trained or selected and jointly manned military survey teams should be requested by the Country Team.

(b) Of particular importance is coordinated AID and MAP assistance to enhance the capability of indigenous units to undertake civic action projects.

(c) Where appropriate, increased emphasis should be given to the police aspects of existing MAP programs.

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Chief, Records & Declass Div, WHS
Date: JUL 17 2012

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US military elements may advise and assist national police forces, such as gendarmerie and constabulary forces, which by AID/Department of Defense agreement are under the cognizance of the Department of Defense. AID is responsible for insuring that Country Teams give appropriate priority for police assistance including equipment where needed.

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Authority: EO 13526
Chief, Records & Declass Div, WHS
Date:

JUL 17 2012

(d) US military individuals, groups, units, and commands may be used as part of the integrated country plan to advise the local military and civil authorities in programs of economic betterment and social progress such as engineering construction activities, transportation and communications improvements, including roads, railroads, bridges, telecommunication facilities, airfields, and port facilities. United States military elements are encouraged to advise indigenous military units on the use of their talents in developing sanitation projects, conduct of medical training, and health and welfare programs. Psychological operations using tools such as loudspeakers, radio, newspapers, movies, magazines, television, show of flag, and goodwill visits can enhance the effectiveness of military civic action programs and also provide educational and instructional programs.

(e) This assistance of the United States military given throughout the local military structure will provide a grass roots approach to improvement of conditions throughout the country and is capable of making a favorable impact on the country from its head of government down through all levels of society.

(f) The use of highly motivated and area-oriented United States military personnel or teams in direct contact with indigenous military personnel will also

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Enclosure

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serve to further the effectiveness of the indigenous military or paramilitary force. In addition to making a major contribution to internal security, this relationship, developed during a less violent period, will enhance the relationship during combat if conditions deteriorate to that point.

(g) Optimum results in nation building assistance can be obtained by demonstrating the ability of United States military personnel to operate successfully under adverse conditions, while at the same time providing aid to the local populace through the medium of the local military personnel.

b. Phase II:

(1) An increase in United States efforts should be accomplished by a further augmentation of the force to include an authorization for United States military personnel on duty in the country to provide "operational assistance". This can be provided in the form of instruction personnel to give guidance and advice in the conduct of counterinsurgency operations, or the provision of training units to train indigenous organizations participating in combat operations. The presence of United States military personnel and teams actually operating with the friendly forces can be expected to demonstrate United States resolve, provide material assistance and planning guidance, as well as provide an advanced United States military intelligence, operations, and communications base to facilitate further expansion in United States military effort should it be required.

(2) During Phase II, combat actions have begun and the establishing of political stability will require more than the non-military assistance and military training

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Chief, Records & Declass Div, WHS
Date: JUL 17 2012

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SM 1289-62

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which were provided during Phase I. Inasmuch as combat operations require military control, consideration should be given to establishment of a United States command directly subordinate to the unified command concerned. In the event such a command were established, the relationship of the commander with the Chief of Mission and the Chief of the State concerned must be clearly delineated in accordance with conditions existing at the time. During this phase all efforts by the United States representatives will be to bring the combat conditions under control and to re-establish stability throughout the country by using the indigenous military capabilities in well coordinated, integrated, and adequately supported operations. During this phase it may be necessary for the United States to take positive actions outside the borders of the host country. For example, it may be necessary to prevent safe havens from being available to protect the insurgent forces who may be operating across country borders. The early return to political stability will be largely a result of the success of the military effort which must be aggressively pursued.

c. Phase III:

(1) The operational employment of United States forces may be required. In most cases it is anticipated that these forces would be requested by the host government and would operate in conjunction with indigenous forces. They must be constituted as a team which molds together the appropriate capabilities of the participating Services to best meet the situation.

(2) The decision to commit United States forces to combat action will be taken only at the highest governmental level. If such a determination is made a further Presidential decision will be necessary to prescribe the

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Chief, Records & Declass Div, WHS
Date:

JUL 17 2012

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relationship between the United States Chief of Mission and the United States Military Commander and their relationship with the Chief of State in the country concerned. Operational command of United States Armed Forces will flow from the President to the Secretary of Defense through the Joint Chiefs of Staff and military channels to the designated United States Military Commander in the field.

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Chief, Records & Declass Div, WHS
Date: JUL 17 2012

9. Roles and Missions.* United States Overseas Internal Defense Policy assigns roles and missions to Departments and Agencies. These roles and missions for Departments and Agencies other than Department of Defense are:

a. The Role of the Special Group (CI):* The Special Group (CI) assures a coordinated and unified approach to regional or country programs, and verifies progress in implementation thereof. It undertakes promptly to make decisions on inter-departmental issues arising out of such programs.

b. The Role of the Department of State:* In its role as chief adviser to the President in the field of foreign affairs and executant of national foreign policy, the Department of State is responsible for providing over-all policy guidance and assuring the coordination of internal defense programs. In so doing it will:

- (1) Assure that internal defense problems as they arise receive the continuing attention of our friends and allies.
- (2) Provide intelligence on foreign political, economic, and socio-cultural developments.
- (3) Assure the development of Country Internal Defense Plans, where required.
- (4) Assess in conjunction with other responsible agencies the adequacy of the various US programs which, in the aggregate, constitute the total US internal defense effort in a country.

* Enclosure to DJS-1145-62, dated 17 September 1962

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SM-1289-62

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(5) In collaboration with other United States Intelligence Board agencies keep under constant review the internal security situation of all countries in order to identify those where subversion and insurgency require particular attention.

(6) Participate, with the other agencies involved, in providing training for selected US civilian and military government officials in the field of internal defense and the problems of modernizing societies.

(7) Through the United Nations and other international organizations, increase the Free World's awareness of the threat of Communist Bloc indirect aggression and, as appropriate, organize such field operations as would aid in promoting general US objectives.

(8) Encourage foreign diplomatic, political, economic, psychological, and military support for countries under indirect attack by the communists.

(9) Encourage US private interests (business firms, foundations, etc.) to take action in support of US policy and programs.

c. The Role of Agency for International Development:*

The Administrator of AID has primary responsibility for the administration of economic aid programs. In addition, the Secretary of State has responsibility for the continuous supervision and general direction of the assistance programs including, but not limited to, determining whether there shall be a military assistance program for a country and the value thereof, to the end that such programs are effectively integrated both at home and abroad and the foreign policy of the United States served thereby. To further US policy objectives directed toward the strengthening of internal defense in countries receiving US assistance, AID will plan and implement programs having as their long-term aim the

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14

Enclosure

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creation of economic and social conditions of sufficient vitality to eliminate the causes of discontent on which the communist appeal breeds and to sustain responsive, representative government and institutions. It also has the responsibility to plan and implement programs responsive to the degree of urgency of the potential or existing threat of subversive insurgency which will maximize the capability of civil police to deter and/or cope with subversive action, to develop and implement civilian counter-insurgency programs, and to support military civic action as appropriate. Specifically included is the responsibility to:

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Authority: EO 13526
Chief, Records & Declass Div, WHS
Date:

JUL 17 2012

(1) Plan, develop, and implement civilian programs aimed at strengthening sectors of a society or of geographic areas threatened by subversion or insurgency (e.g. community development, emergency economic assistance, improvement of communications facilities, road construction, irrigation projects, etc.).

(2) Plan, develop, and implement programs for technical assistance to help strengthen the vulnerable sectors of a society by increasing technical proficiency, broadening skills and raising the quality of workmanship.

(3) Assess and evaluate the adequacy of those aspects of Internal Defense programs which are the responsibility of the Administrator to develop and implement under the Foreign Assistance Act of 1961.

(4) Promote measures for self-help, where applicable in coordination with Department of Defense in such areas as the better utilization of resources, reduction of dependence on external resources, better utilization of manpower (including manpower engaged in internal defense), and effectiveness in public administration.

(5) In the mass communications field, where applicable in collaboration with USIA and/or Department of Defense,

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assist in developing the host governments capabilities for reaching its citizenry, particularly those segments most vulnerable to subversion, by technical assistance and training and by supporting worthwhile host government information programs.

(6) Encourage, as appropriate, expansion of external assistance from other free countries, international organizations, international lending institutions, and private capital sources.

(7) In coordination as appropriate with Department of Defense and/or CIA provide assistance to:

(a) Strengthen the capability of police and police paramilitary organizations to enforce the law and maintain public order with the minimum use of force.

(b) Strengthen the capability of police and police paramilitary organizations to counter communist inspired or exploited subversion and insurgency.

(c) Encourage the development of responsible and humane police administration and judicial procedure to improve the character and image of police forces, and bind them more closely to the community.

(8) Where appropriate in coordination with Department of Defense and/or CIA, plan, develop, and implement civilian counterinsurgency programs such as village alarm systems, village communications systems, and remote area aviation liaison.

(9) In collaboration with Department of Defense and where appropriate with USIA, plan, develop, and implement military civic action programs on such projects as public works, sanitation, transportation, communications, and education, and assure that such programs are coordinated and properly funded.

d. The Role of the United States Information Agency:* USIA will orient its programs toward immunizing the vulnerable sectors of developing societies against communist propaganda and subversive activities, and helping the modernization process to maturity without impairing the progressive

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date: JUL 17 2012

* Reference to DJS-1145-62, dated 17 September 1962

~~SECRET~~

enhancement of sovereignty and national values of the recipient country. Developing societies require professional advice and assistance in their public information services and psychological operations to develop and maintain effective channels of communication. Accordingly the United States Information Agency will:

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date: JUL 17 2012

(1) Employ information techniques, in cooperation with the host government, in support of the latter's social, economic, and military efforts, to strengthen the people's feeling of identity with their government and counter the propaganda efforts of hostile subversive or insurgent groups.

(2) Strengthen local understanding of the United States policies and objectives, and the United States role in assisting nations through the modernization process.

(3) In coordination with AID and Department of Defense, as appropriate, assist the host government in its psychological operations aimed at preventing or defeating subversive insurgency.

(4) In coordination with AID and Department of Defense as appropriate, assist the host government in improving its mass communication techniques; promote effective two-way communications between the government and its citizenry.

(5) In cooperation with the host government, work to improve distribution of effective informational and educational materials to all areas; produce in collaboration with the host government, such film, radio, TV, and other information materials as will further the joint effort against the insurgency.

(6) Using whatever techniques are feasible, including public opinion research and motivational studies, provide information on political attitudes, the extent and causes

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SM-1289-62

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of disaffection and dissidence, and other aspects of opinion relevant to potential or actual insurgency.

(7) Using secure channels, supply such intelligence information as may be available and relevant to overseas internal defense problems from those segments of the society which are particularly accessible to USIA officers, e.g., communicators and intellectuals.

(8) In cooperation with AID and Department of Defense, as appropriate, provide training to host country personnel in psychological operations and informational activities.

(9) Provide informational materials to the critical sectors (i.e., youth, labor student, peasant, and intellectual groups) of the indigenous population.

(10) In collaboration with other responsible agencies, encourage US private interests (business firms, foundations, etc.) to take actions in support of the United States Government policies and programs.

(11) Develop and maintain a flow of information to the rest of the world exposing communist inspired subversion and insurgency.

e. The Role of Central Intelligence Agency:* CIA is an active participant in the United States Internal Defense effort at both the national and country team levels. The role of the Director of Central Intelligence and of the Central Intelligence Agency in Internal Defense activities will be carried out in accordance with the provisions of statutory authority and executive direction.

10. The Role of the Department of Defense:* The Department of Defense has the major responsibility for assisting selected developing countries to attain and maintain military security. In discharging this responsibility it seeks to achieve in each country a proper balance of the capabilities to meet both

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date: JUL 17 2012

* Enclosure to DJS-1145-62, dated 17 September 1962

~~SECRET~~

external and internal threats. In nations not confronted with a real or credible external threat to their security, the task is primarily one of assisting in the development of an effective internal defense capability.

Where subversive insurgency is virtually non-existent or incipient (Phase I) the objective is to support the development of an adequate counterinsurgency capability in indigenous military forces through the Military Assistance Program, and to complement the nation-building programs of AID with military civic action. The same means, in collaboration with AID and CIA will be employed to develop a similar capability in indigenous paramilitary forces (see paragraph 8 a (4) (c) above). In this low intensity situation the task of United States forces is essentially advisory in character. If this aim is not realized in a particular country, and as a consequence insurgency develops to serious proportions (Phases II or III), the task of United States Forces may become operational. The Department of Defense, when directed by the President, will provide operational assistance in the form of United States Armed Forces units in support of indigenous forces to provide increased land/sea/air mobility, additional communications facilities, training assistance, and advice on the conduct of counterinsurgency operations. In fulfilling its internal defense role, the Department of Defense will:

- a. Develop United States military forces trained for employment in unconventional warfare and counterinsurgency and other military counterinsurgency operations.
- b. Develop, test, and maintain transportation, communications, and logistics systems to support these forces.
- c. Develop military doctrine for unconventional warfare and counterinsurgency military operations to provide guidance for the employment of United States forces and for the training of US and friendly foreign military personnel.

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date: JUL 17 2012

~~SECRET~~
SM-1289-62

~~SECRET~~

d. Develop strategy and prepare contingency plans, in accordance with United States foreign policy objectives and commitments, to provide operational assistance and/or reinforcement with United States tactical units to friendly countries faced with a credible threat of internal and/or external aggression.

e. Provide research and development activities in support of unconventional warfare and counterinsurgency operations.

f. Conduct military intelligence operations to provide intelligence on foreign military and paramilitary forces.

g. Be prepared to execute military operations in support of national objectives as directed.

h. Plan, develop, and implement civilian counterinsurgency programs where appropriate with AID and CIA.

i. Assess the adequacy of its part of the over-all internal defense program in relation to those of other United States agencies.

j. Develop language trained and area oriented United States forces for possible employment in training, or providing operational advice or operational support to indigenous security forces.

k. Provide, in coordination with other interested governmental agencies, training and advisory assistance in all aspects of military intelligence.

l. Maintain continuous surveillance of all United States and foreign military and paramilitary forces available to the Free World, evaluating their state of effectiveness and readiness, and making appropriate recommendations for their support and improvement.

m. Develop the military sections of Country Internal Defense Plans.

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date:

JUL 17 2012

~~SECRET~~
SM-1289-62

20

Enclosure

~~SECRET~~

n. Support the psychological operations of USIA in pre-insurgency or counterinsurgency situations.

o. Through the Military Assistance Program the Department of Defense will:

(1) Provide, in collaboration with AID, military weapons and materiel within available resources to friendly indigenous military and paramilitary forces and training in the fields of guerrilla warfare and counterinsurgency.

(2) Encourage and support, in collaboration with AID and USIA where appropriate, the use of indigenous military and paramilitary forces in civic action programs, including such projects as public works, sanitation, transportation, communications, and other objectives helpful to economic development.

11. Counterinsurgency Responsibilities of the Joint Chiefs of Staff:

a. Serve as principal military advisors to the President, the National Security Council, and the Secretary of Defense in initiating advice and responding to requests for advice.

b. Maintain continuing survey of military and paramilitary resources both foreign and domestic available to the Free World and the Department of Defense, verify their readiness, report on their adequacy, and make appropriate recommendations for their expansion and improvement.

c. Present the military viewpoint in governmental councils to insure that military factors are clearly understood before decisions are reached and assist in arriving at unified and effective plans for execution.

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date: JUL 17 2012

~~SECRET~~

d. In consonance with policies promulgated by the Secretary of Defense provide guidance for and supervise counterinsurgency operations through the commanders of unified and specified commands. The military portions of Country Internal Defense Plans shall be forwarded by commanders of unified and specified commands to the Joint Chiefs of Staff for review. Military programs based on these plans will be approved by the Joint Chiefs of Staff.

e. Provide for the development of strategy and preparation of contingency plans, in accordance with US military objectives in support of US national objectives. When directed, provide operational assistance and/or reinforcement with United States Forces to friendly countries faced with a credible threat of internal and/or external aggression.

f. Provide for the training of officers in the background, tactics, techniques, and program planning for counterinsurgency.

g. The Chairman, Joint Chiefs of Staff, serves as a member of the Special Group (CI). Within the Joint Staff:

(1) The Special Assistant to the Director of the Joint Staff for Counterinsurgency and Special Activities serves as the focal point on the Joint Staff for all counterinsurgency matters.

(2) The Office of the Special Assistant performs its assigned duties in counterinsurgency matters in coordination with all other elements of the Joint Staff. Counterinsurgency matters are the responsibility of all elements to the same degree as for limited and general war and all types of military operations.

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date:

JUL 17 2012

~~SECRET~~

1289-62

~~SECRET~~

12. Counterinsurgency Responsibilities of the Commanders
of Unified and Specified Commands:

a. Exercise operational command/control of assigned/attached military units in accordance with current directives. General doctrine and principles for joint organization and command are applicable to organizations conducting joint counterinsurgency operations.

b. Command relationship agreements have been published with other governmental departments and agencies which may provide some basis for coordination of counterinsurgency operations.

c. Support, through the Military Assistance Program, appropriate requirements of the country team in counterinsurgency action.

d. Assure the adequacy of the internal security and civic action content of military assistance plans and programs.

e. Review for adequacy and appropriateness the military portions of country internal defense plans forwarded by Chief, MAAG, or the Senior Military Representative participating in the development of such plans. The military portions of the plans will be forwarded, together with recommendations by commanders of unified and specified commands, to the Joint Chiefs of Staff.

f. Appropriate command structures should be planned to be activated when military conditions dictate, and upon approval of the Joint Chiefs of Staff.

(1) The chain of command runs from the President to the Secretary of Defense through the Joint Chiefs of Staff to the commanders of unified and specified commands. The Ambassador, as Chief of the American Diplomatic Mission is not in the line of military command, but works

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date: JUL 17 2012

~~SECRET~~

9-1289-62

~~SECRET~~

closely with the American military commander to insure the full exchange of information.

(2) When the commander of a unified or specified command is directed to conduct or support counter-insurgency operations, he should consider requesting a special representative to be designated by each government agency involved. This representative normally should have the authority to coordinate the efforts of all similar agencies within the area of operations, in order to provide a maximum contribution to the United States effort.

g. Make recommendations related to new ideas and concepts developed and tested in the field which will provide the basis for action by the Joint Chiefs of Staff or by the Service directly concerned.

h. Direct and supervise the activities of assigned MAAGs and provide them with necessary technical assistance and administrative support.

i. Make periodic reports to the Joint Chiefs of Staff of numbers and status of known military and paramilitary resources located within the area of responsibility, which are potentially available to the Free World.

j. When appropriate, make recommendations for the use of third-country military and paramilitary personnel in counterinsurgency situations.

13. Counterinsurgency Responsibilities of Military Assistance Advisory Groups (MAAG):

a. MAAGs are representatives of the Secretary of Defense in the countries to which they are accredited, and have a specified relationship with the Chief of the Diplomatic Mission, prescribed in each case by Executive Order or other pertinent instruction.

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date:

JUL 17 2012

~~SECRET~~

b. The Chief, MAAG, is responsible for contributing the military section to internal defense country teams and will forward such plans to the unified or specified commander concerned for review of the military aspects. He will assure that provision is made for MAP support and that coordination is achieved with other United States agencies involved in counterinsurgency.

c. MAAGs will, in addition, provide advice and assistance to host countries on the military aspects of counterinsurgency, whenever such assistance is sought by the host country and approved by the United States.

d. When directed, develop or assist in the development of trained mobile units identifiable as a third-country force and capable of giving training and operational support for military and paramilitary operations in counterinsurgency situations.

e. In countries where no MAAG is assigned the senior US military officer will perform the responsibilities listed above.

14. Counterinsurgency Responsibilities of the Army:

a. Develop doctrine, tactics, techniques, procedures, and equipment employed by guerrilla forces in combat operations on land, and conduct training of such forces with the assistance of the other Services.

b. Organize, equip, and provide Army forces for joint counterinsurgency operations, and for support of country counterinsurgency programs.

c. Develop, in coordination with the other Services, the doctrine, tactics, procedures, techniques, and equipment employed by the Army and the Marine Corps ground forces in counterinsurgency operations. The Army shall have primary interest in the development of counterinsurgency doctrines, procedures, tactics, techniques, and equipment

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date: JUL 17 2012

~~SECRET~~
SIR-1289-62

~~SECRET~~

which are employed by the Army and the Marine Corps, but excluding related doctrines, tactics, techniques, and equipment as are employed primarily by landing forces, in amphibious operations for counterinsurgency purposes, for which the Marine Corps shall have primary interest.

d. Participate with the other Services in joint counterinsurgency training and exercise as mutually agreed by the Services concerned.

e. Provide research and development activities in support of unconventional warfare and counterinsurgency operations within the area of responsibility of the Army..

f. Conduct military intelligence operations to provide intelligence on foreign military and paramilitary forces.

g. Develop language trained and area oriented United States Army forces as necessary for possible employment in training, or providing operational advice or operational support to indigenous security forces.

15. Counterinsurgency Responsibilities of the Navy:

a. Organize, equip, and provide Navy forces for joint counterinsurgency operations and for support of country counterinsurgency programs.

b. Develop, in coordination with other Services, the doctrine, tactics, procedures, techniques, and equipment employed by Navy forces in counterinsurgency operations.

c. Participate with the other Services in joint counterinsurgency training and exercises as mutually agreed by the Services concerned.

d. Provide research and development activities in support of unconventional warfare and counterinsurgency operations within the area of responsibility of the Navy.

e. Conduct military intelligence operations to provide intelligence on foreign military and paramilitary forces.

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date: JUL 17 2012

~~SECRET~~

1289-62

~~SECRET~~

f. Develop language trained and area oriented United States Navy forces as necessary for possible employment in training, or providing operational advice or operational support of indigenous security forces.

16. Counterinsurgency Responsibilities of the Marine Corps:

a. Organize, equip, and provide Marine Corps forces for joint counterinsurgency operations and for support of country counterinsurgency programs.

b. Develop, in coordination with the other Services, counterinsurgency doctrine, tactics, procedures, techniques, and equipment employed primarily by landing forces in amphibious operations.

c. Participate with the Army in the joint development of the doctrine, tactics, procedures, techniques, and equipment employed by Army and Marine Corps ground forces in counterinsurgency operations. The Army shall have primary interest in the development of counterinsurgency doctrine, tactics, procedures, techniques, and equipment which are of common interest to the Army and Marine Corps, except for related doctrine, tactics, procedures, techniques, and equipment as are employed primarily by landing forces in amphibious operations for which the Marine Corps shall have primary interest.

d. Participate with the other Services in the joint development of doctrine, tactics, procedures, techniques, and equipment employed by naval and air forces in the conduct or support of counterinsurgency operations.

e. Participate with the other Services in joint counterinsurgency training and exercises as mutually agreed by the Services concerned.

f. Provide research and development activities in support of unconventional warfare and counterinsurgency operations within the area of responsibility of the Marine Corps.

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date: JUL 17 2012

~~SECRET~~

SM-1289-62

~~SECRET~~

g. Conduct military intelligence operations to provide intelligence on foreign military and paramilitary forces.

h. Develop language trained and area oriented United States Marine Corps forces as necessary for possible employment in training, or providing operational advice or operational support to indigenous security forces.

17. Counterinsurgency Responsibilities of the Air Force:

a. Organize, equip, and provide Air Force forces for joint counterinsurgency operations and for support of country counterinsurgency programs.

d. Develop, in coordination with the other Services the doctrine, tactics, procedures, techniques, and equipment employed by Air Force forces in counterinsurgency operations.

c. Participate with the other Services in joint counterinsurgency training and exercises as mutually agreed by the Services concerned.

d. Provide research and development activities in support of unconventional warfare and counterinsurgency operations within the area of responsibility of the Air Force.

e. Conduct military intelligence operations to provide intelligence on foreign military and paramilitary forces.

f. Develop language trained and area oriented United States Air Force forces as necessary for possible employment in training, or providing operational advice or operational support to indigenous security forces.

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date: JUL 17 2012

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SM-1289-62