APPENDIX IV

ESTIMATE OF THE NATIONAL INTERNAL DEFENSE/DEVELOPMENT SITUATION FORMAT

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ESTIMATE OF THE NATIONAL INTERNAL DEFENSE DEVELOPMENT SITUATION

REFERENCES. Maps, charts, and relevant documents.

1. MISSION

Counter and neutralize latent/incipient/active insurgency in the country, establishing internal peace and public security (example).

2. THE SITUATION AND COURSES OF ACTION

a. Considerations Effecting the Possible Course of Action. Determine and analyze those factors which will influence the choice of action as well as those which affect the capabilities of the insurgents. Consider such of the following and other factors as are involved and

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include under each a statement of each factor or assumption, if necessary, and a deduction of its probable influence on insurgent or friendly actions.

(1) Characteristics of the area of operation. Significant data based on the area assessment and including:

(a) General nature of the terrain under consideration as an area of operations for insurgent and ID/D forces to include terrain barriers, degree of accessibility of various sectors, possible safe areas and sanctuaries, critical border areas, vegetation, cover and concealment afforded, obstacles to movement, effect of terrain on employment of chemical and biological weapons, effect of terrain on radiating devices such as communications and surveillance devices, and determination of key terrain features.

(b) Key aspects with regard to present or potential national development and civic action programs.

(c) Economy.

1 Critical aspects from insurgent and ID/D points of view to include:

a Government policy.

b Existing and programmed economic development measures.

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2 Priorities (according to need) with regard to:
   a. Agriculture.
   b. Raw material base.
   c. Commerce and industry.
   d. Finance.
   e. Transportation and telecommunications.
   f. Labor.
   g. Capital.

(d) Sociology:

1 Critical aspects from insurgent and ID/D points of view to include:
   a. Government policy.
   b. Existing and programmed sociological improvement measures.

2 Priorities (according to need) with regard to:
(e) Politics:

1. Existing and programmed improvement measures.

2. Existing or potential support for governmental programs.

3. Priorities (according to need) with regard to:
   a. Public political allegiance and good will.
   b. Political system to include electoral procedures.
   c. International problems and foreign relations.
   d. Intelligence, security, and propaganda.

(2) Insurgent situation: National analysis of latent, incipient, or active insurgency generally follows
conventional intelligence procedure. Special care is taken, however, to identify the movement to isolate the elements (hard-core, supporters, etc.) of the insurgent movement from one another and the general body of the population. Particular attention is directed to the nature and extent of support of the insurgency from sources outside the country. If internal dissident factions exist, include, if necessary, analysis of each of the following characteristics of the insurgent movement.

(a) Identification (strength, composition, and disposition).

(b) History.

(c) Leadership and political motivation.

(d) Armament, other equipment, and supplies.

(e) External guidance and other external support.

(f) Support by the population (including attitude of).

(g) Intelligence.

(h) Psychological operations.

(i) Security.
(j) Combat tactics and other methods of combat operations.

(k) Methods of operations of other than guerrilla elements.

(l) Morale, training, and combat efficiency.

(m) Recent status.

(n) Legal status.

(3) Own situation: The analysis of the ID/D capabilities should be as complete and thorough as possible. In making such an analysis full advantage should be taken and guidance of personnel familiar with the situation, host country government, military, and key civilian members of the populace. It should be noted that ID/D operations require full marshaling of all possible assets that could conceivably have a useful role in the effort. This includes many civilian as well as military organizations and groups of a commercial, trade, welfare, or social nature. A suggested outline for the analysis of ID/D capabilities is as follows:

(a) Military, police, and paramilitary forces available.
1 Military forces: strength, organization, disposition, command structure, doctrines, defenses, tactics, personnel, reserve and mobilization system, training, logistics, intelligence, psychological operations, morale, key personalities, history of recent combat actions, significant tradition, major strengths and weaknesses, and overall evaluation for ID/D operations.

2 National police: constabulary, gendarmerie, and other police or quasi-military forces (same as above for military forces plus effectiveness of police and populace control systems).

(b) Other government organizations and capabilities (e.g., communications, transport, etc.) available: qualitative aspects and effectiveness for ID/D operations.

(c) Other than government organizations and capabilities (e.g., communications, transport, etc.) available.

1 Organizations: strengths, disposition, composition, recent activities, and potential for use in counterinsurgent operations.

a Youth.

b Labor and labor management.
b. Other Capabilities: qualitative aspects and effectiveness for ID/D operations.

d. Other ID/D assets in the political, sociological, and economic sphere to include outside (the country) assistance and programs already in effect.

e. Overall evaluation of capabilities—present capabilities and potential for expansion.

(4) Relative power: Indicate the general, overall relationship of counterevaluation of significant strengths and vulnerabilities of the insurgency and own capabilities.

b. Insurgent Capabilities.

(1) To conduct clandestine operations (to include various types of subversive activity; agitation

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propaganda; infiltration of mass organizations; exploitation of political/social/economic conditions; assassination; sabotage; etc.) to undermine and overthrow the existing government.

(2) To conduct open military operations (to include guerrilla or regular military operations) to overthrow the existing government.

(3) A combination of (1) and (2) above.

c. **Own Courses of Action.** State all courses of action, which, if successful, will defeat the insurgent movement. Courses of action are expressed as a program in the following terms: the type of program to be undertaken (what); the time-phasing of the program (when); the geographical delienation of the operation (where); the employment of the available forces and resources (how). Courses of action are formulated considering all main programs.

(1) **Counterguerrilla operations program:**

   (a) Course 1.
   
   (b) Course 2.
   
   (c) Course 3.
3. ANALYSIS OF OPPOSING COURSES OF ACTION

Determine the probable effect of each insurgent capability on the success of each course of action. This analysis can be reduced by determining initially and eliminating those difficulties (insurgent factors) which have little or no effect or affect each course of action equally. Strengths and weaknesses of courses of action emerge during this analysis.

4. COMPARISON OF OWN COURSES OF ACTION

Weigh the advantages and disadvantages of each of the courses of action with respect to the governing factors. Decide which course of action promises to be the most successful in accomplishing the mission.
5. DECISION

Translate the course of action selected into a concise statement of what the force as a whole is to do and so much of the element of when, where, how, and why as may be appropriate.

Acknowledges.

Annexes:

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APPENDIX V
NATIONAL INTERNAL DEFENSE/DEVELOPMENT
PLAN FORMAT

(Classification)

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NATIONAL INTERNAL DEFENSE/DEVELOPMENT PLAN.

REFERENCES: A listing of policy, regulations, concepts, decrees, and other pertinent plans which apply to the internal defense problem.

1. SITUATION

a. General. Plan objective and scope, policy statements, and major considerations affecting formulation of the plan.

b. Definitions.

c. Insurgent Resources. Identification, basic organizational concepts, major activities, outside support, leadership, morale, political indoctrination and broad concepts of operations, and legal status.

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d. **Friendly Resources.**

(1) Armed forces: major units and deployment, major strengths and weaknesses, and evaluation of capability for internal defense employment.

(2) Paramilitary forces: present role in internal defense, major considerations and deployment, significant strengths and weaknesses, evaluation of capabilities, and potential for internal defense employment.

(3) Government ministries: location and present and future potential in terms of internal defense.

(4) Other major resources (public and private): location and present and future capabilities in terms of internal defense.

(5) Foreign resources: agencies, military assistance (advisory, combat support, and combat service support), nature, and amount of significant assistance to internal defense situation.

e. **Operational Factors.**

(1) Terrain and weather: major characteristics and significance.

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(2) Population: significant characteristics in terms of internal defense situations, attitude, and potential.

f. Assumptions. Broad assumptions affecting the national effort.

2. MISSION

A clear, concise statement of tasks to be accomplished to include who, what, when, where, and why.

3. EXECUTION

a. Concept of Operations. Overall objectives and phasing; new national policy; judicial matters; establishment of the three main ID/D programs to include relationships; use of foreign aid; orientation of forces; initiation and disposition of area studies and field surveys; establishment of procedures for national-level planning groups; channels of communication and liaison; considerations affecting intelligence and psychological information programs; monitoring agencies and procedures.

b. Army. Main missions and priorities.

c. Air Force. Main missions and priorities.
APPENDIX VI
NATIONAL POPULACE AND RESOURCES
CONTROL PLAN FORMAT

(Classification)

Copy No. _________
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ANNEX A (POPULACE AND RESOURCES CONTROL PLAN) TO THE NATIONAL INTERNAL DEFENSE/DEVELOPMENT PLAN.

REFERENCES:

1. SITUATION

   a. General. Outline the general situation from the national and community standpoints to include significant characteristics of the population directly contributing to the problem (making references to intelligence estimates and other documents as necessary). Analyze the resources and materiel situation confronting the population and the insurgents. State present government policy and efforts in the field of P&RC and results of these efforts to include emergency legislation or decrees already enacted or potential for such legislative support.

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b. **Insurgent Forces.** Outline the general insurgent situation to include organization, level of intensity, political orientation, outside support, operations, leadership, and other matters. Include a detailed summary of the nature and functions of the insurgent apparatus within the nation to include a delineation of specific targets if possible. Summarize in detail the nature and functions of the supporting linkage between the population and the insurgent to include a delineation of targets. Refer to intelligence estimates and other documents as necessary.

c. **Friendly Forces.** List information concerning all major elements (to include armed forces, police, paramilitary, and civilian) primarily concerned with the P&RC program. Make references to other ID/D plans (military campaign plans, intelligence plans, and internal development plan) to include objectives and phasing of each with the P&RC plan. Refer to estimates, studies, and other documentation as required.

d. **Assumptions.** State assumptions applicable to the ID/D plan as a whole and to the P&RC portion, particularly.

2. **MISSION**

Make a clear, concise statement of the P&RC mission.
3. EXECUTION

a. State the broad concept for execution of the populace and resources control program. Concept should be comprehensive to include priorities and areas; timing, phasing, and scope of operations; and organization, training, and indoctrination of forces to be used in the program. Statement of forces should include primary forces (police) and secondary forces (paramilitary) to be used and to what extent armed forces will participate in the program. Concept should contain a statement concerning integration of this program with the overall ID/D program. Intelligence and PSYOP programs will be emphasized to include the phasing-in of these programs with other aspects of P&RC, special systems of operations (amnesty and rehabilitation, resettlement, village defense, etc.), to include significance to the overall program.

b. Phase I.

(1) Tasks.

(2) Concept. This will be a specific statement of concept to include priorities of forces and operations; organization, training, and indoctrination of forces; and goals or objectives to be accomplished.

c. Phase II. Cite information as contained in paragraph 3b above for this and subsequent phases. Provide
a separate phase for each populace and resources control program as suggested below:

(1) Phase I. Preparatory actions.
(2) Phase II. Initiation of control actions.
(3) Phase III. Intensification of the program.
(4) Phase IV. Relinquishment of controls.

d. Coordinating Instructions. This will consist of instructions applicable to two or more phases of the plan or multiple elements of the force involved. Reference will be made to coordination with other ID/D programs.

4. LOGISTICS

This will consist of brief, broad statements of logistics information or instructions applicable to the P&RC control program. This may be issued separately or reference made to other logistic documents as necessary. Some suggested subparagraphs under this heading are:

a. Supply and Maintenance of Forces Involved.

b. Support of Civil Agencies within the Population.

c. Support of Specific Major Projects within the Program (e.g., food control, resettlement, village defense.)
5. COMMAND AND SIGNAL

a. Signal. Plan of communications with special reference to integration of all (armed forces, paramilitary, police, and civil) communications means. Include time zones to be used and liaison instructions as appropriate.

b. State generally the command arrangement for the entire program and any special portion thereof. Indicate legal/legislative basis for command authority where necessary. State establishment and use of ACC's and CMAC's.

Acknowledge.

Appendices: 1--Intelligence (omitted)
2--Psychological Operations (omitted)
3--Amnesty and Rehabilitation System (omitted)
4--Resettlement Program (omitted)
5--Village Defense Program (omitted)
6--Paramilitary (omitted)
7--Legislative Support (omitted)
8--Frontier Operations (omitted)
9--Food Control Program (omitted)
10--Logistics (omitted)
11--Communications (omitted)
12--Lines of Communication Security (omitted)
13--Public Safety Organizations (omitted)

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/t/______________

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ANNEX B (INTELLIGENCE PLAN) TO THE NATIONAL INTERNAL DEFENSE/DEVELOPMENT PLAN.

REFERENCES:

1. GENERAL

   a. Purpose and Scope. A general statement of the purpose of the plan (example: to furnish guidance to civilian and military intelligence agencies in developing and implementing plans and programs); general statement covering scope of the plan to include mission, objectives, concept, responsibilities, etc.

   b. Insurgent Objectives. A general statement of the insurgent's intelligence objectives, followed by specific goals (example: penetration of governmental agencies, recruitment for intelligence nets at village level, etc.).
2. MISSION

Specific statement of the national intelligence mission.

3. EXECUTION

a. Concept. Series of statements on how intelligence agencies will operate to accomplish the mission, achieve the objectives with attention to chain of command, levels of supervision, integration of activities, etc.

b. Civilian Agency Responsibilities. Specific statements on the limits of responsibilities, with reference to various agencies involved, covering the following subjects:

(1) Planning and programming.
(Classification)

(2) Collection and dissemination.

(3) Training.

(4) Research and development.

4. COORDINATION

a. Inter-Agency Coordination. State which governmental agency or office will be the overall coordinator and at what levels and to what degree coordination will take place, indicating responsibilities for coordination by each intelligence agency or office.

b. Coordination with Other ID/D Functions. State what other government agencies may assist intelligence, indicating the degree and level of coordination desired, with specific responsibilities of civilian and military intelligence agencies indicated.

Acknowledge.

Annexes: A. Strategic Intelligence (omitted)

B. Combat Intelligence (omitted)

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C. Internal Intelligence (omitted)
D. Counterintelligence (omitted)
E. Countersubversion (omitted)
F. Counterespionage (omitted)
G. Countersabotage (omitted)

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ANNEX C (MILITARY PLAN) TO THE NATIONAL DEFENSE/DEVELOPMENT PLAN

REFERENCES:

TASK ORGANIZATION

List all armed, paramilitary, and other forces which are designated as ID/D forces. Organizations and strengths should be shown if necessary. Civil and other police support contributing directly to the effort should be made a part of this listing.

1. SITUATION

a. Insurgent Forces. Outline the general insurgent situation to include organizations, level of intensity, political orientation, leadership, outside support, operations, and other matters. Include a detailed

(Classification)
summary of the tactical elements of the insurgency as to reinforcements, support, efficiency, and other information. Make reference to intelligence estimates, studies, and other relevant material.

b. **Friendly Forces.** List information concerning all major force elements to include aid from other nations which contribute directly to the effort. Make reference to other plans (P&RC, intelligence, and internal development) to include objectives and major phasing of each. Refer to estimates, studies, and other relevant documents as necessary. Indicate legal basis of authority such as martial law.

c. **Assumptions.** State here assumptions applicable to the plan as a whole with emphasis on direct relationships (or overlapping) with the ID/D program, and those particularly applicable to the national ID/D plan.

2. **MISSION**

State the mission clearly and concisely.

3. **EXECUTION**

a. **Concept of Operations.** State the broad concept for employment of the force as a whole. Concept
will be comprehensive and will include priorities (with regard to forces and areas of operations); timing; phasing; and scope of operations, to include organization, training, and employment of forces for the conduct of the consolidation, strike, and remote area campaigns.

b. Phase I (Preparatory).

(1) Tasks.

(2) Concept: This will be comprehensive and include priorities (with regard to forces and operations); timing; phasing; and scope of operations to include organization, training, and employment of forces; scheme of maneuver; and civic action programs.

(3) Forces required:

(a) Army.

(b) Navy.

(c) Air Force.

(d) Other.

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c. Phase II (Offensive). Cite information as stated in paragraph b, above, for this and subsequent phases. Provide a separate phase for each step in the military plan as suggested below:

1. Phase I: Preparatory.
2. Phase II: Offensive.
3. Phase III: Development.
4. Phase IV: Consolidation.

d. Coordinating Instructions. This will consist of instructions applying to two or more phases of the plan or multiple elements of the overall ID/D forces.

4. ADMINISTRATION AND LOGISTICS

Brief, broad statements of administration and logistic information or instructions applicable to the military plan will be provided under the following subparagraphs as appropriate. Include administration and logistics requirements for civic action programs.

a. Supply Aspects.

b. Maintenance and Modification.
c. Medical Service.

d. Transportation.

e. Base Development.

f. Personnel.

g. Foreign Military Assistance.

h. Administrative Management.

5. COMMAND AND SIGNAL

a. Signal. Plan of communications. Refer to standard plan or other communications documents as necessary. Include zone times to be used and liaison instructions as appropriate.

b. Command. State generally the command arrangements for the entire campaign or any portion of it. Indicate any shifts in command contemplated during the campaign, to include time of expected shift.

Acknowledge.
Annexes: A. Consolidation Campaign  
B. Strike Campaign  
C. Remote Area Campaign

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ANNEX A

APPENDIX VIII

CONSOLIDATION CAMPAIGN PLAN FORMAT

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ANNEX A (CONSOLIDATION CAMPAIGN PLAN) TO
ANNEX C TO THE NATIONAL INTERNAL DEFENSE/
DEVELOPMENT PLAN.

REFERENCES:

TASK ORGANIZATION: List major civil-military
forces and headquarters designated to participate in
the campaign.

1. SITUATION

a. Insurgent Forces. Outline the general insurgent
situation to include organizations, level of inten-
tensity, political orientation, infrastructure, and other

(Classification)
matters pertaining to the area to be consolidated with special emphasis on initial priority areas. Include a detailed summary of the insurgent organization and activities which will have a definite bearing on the consolidation campaign. Make reference to intelligence estimates, studies, and other relevant material as necessary.

b. **Friendly Forces.** List information concerning all major force elements, civilian and military, which will contribute directly to the effort. Make reference to other plans (internal control, intelligence, and internal development) that contain tasks which will support and must be coordinated with this plan.

c. **Assumptions.** State assumptions applicable to the plan as a whole with emphasis on integrated activities with other national-level plans.

2. **MISSION**

State the mission clearly and concisely. Example: To establish or re-establish governmental control of priority areas and populations so that the full range of internal development activities may be conducted in a relatively secure environment.
3. EXECUTION

a. Concept of Operations. State the broad concept for employment of all civil-military forces to include scope of organization, training, and priority of employment. Designate geographical priority areas and staging (avoid rigid time schedules) with emphasis on expansions of the campaign outward from secure areas such as urban industrial complexes or communication centers. Priority areas should be population centers, agricultural and other resources locations, and routes of communication. State mutual support and interface provided by strike and remote area campaigns.

b. Preparatory Phase.

(1) Tasks.

(2) Concept. Mobilization of human and material resources will be covered to include training; system for coordination and approval of plans; integration of civil-military task forces; integration of applicable aspects of national-level internal control, intelligence, and internal development plans.

(3) Forces required:

(a) Army.
(Classification)

(b) Navy.

(c) Air Force.

(d) Paramilitary/irregular.

(e) Civilian.

(f) Other.

(4) Priorities.

c. Offensive Phase.

(1) Tasks.

(2) Concept. This will include moving of forces into the area and clearing insurgent tactical forces, destroying insurgent infrastructure, establishing initial governmental administration, and specifying civil-military organizational arrangements.

(3) Forces required:

(a) Army.

(b) Navy.

(Classification)
(Classification)

(c) Air Force.

(d) Paramilitary/irregular.

(e) Civilian.

(f) Other.

(4) Priorities.

d. Development Phase.

(1) Tasks.

(2) Concept. This will include type of tactical operations to defend cleared areas from insurgent attack, phasing-in of civilian internal security forces and governmental agencies involved with internal development, and training of additional local irregular and paramilitary forces to relieve regular armed forces, where possible, for operations in new areas to be consolidated.

(3) Forces required:

(a) Army.
(Classification)

(b) Navy.

c) Air Force.

d) Paramilitary/irregular.

e) Civilian.

(f) Other.

(4) Priorities.

e. Consolidation Phase.

(1) Tasks.

(2) Concept. This will include continuation and acceleration of internal development programs to attain political, economic, social, and psychological objectives for the area and to establish a peaceful environment. Civil-military forces, apart from local government forces such as police, will be withdrawn for operations in other areas. No attempt should be made to determine when this stage will end except as indicated by fulfillment of those criteria which ensure return to peacetime activity.
(3) Forces required:

(a) Army.

(b) Navy.

(c) Air Force.

(d) Paramilitary/irregular.

(e) Civilian.

(f) Other.

4. ADMINISTRATION AND LOGISTICS

Broad logistical statements or instructions applicable to all phases of the campaign should be included. Details concerning material resources and funding may be issued separately and should be itemized with respect to allocation for the following operational stages:

a. Preparatory Phase.

b. Offensive Phase.
c. Development Phase.

d. Consolidation Phase.

5. COMMAND AND SIGNAL

a. **Signal.** Plan of communications. Ensure that fully integrated civil-military communications system is established.

b. **Command.** State generally the command arrangements for the entire campaign or portions thereof with special emphasis on the critical civilian-military command relationships which will be governed by local policies and situations.

Acknowledge.

Tab: A. Tactical Operations (Omitted)

B. **Intelligence** Operations (Omitted)

C. Civil Affairs Operations (Omitted)

D. Psychological Operations (Omitted)
E. Populace and Resources Control Operations (Omitted)

F. Advisory Assistance (Omitted)

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ANNEX B

APPENDIX VIII

STRIKE CAMPAIGN PLAN FORMAT

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ANNEX B (STRIKE CAMPAIGN PLAN) TO ANNEX C TO THE NATIONAL INTERNAL DEFENSE/DEVELOPMENT PLAN.

REFERENCES:

TASK ORGANIZATION: List major armed forces and headquarters designated to participate in the campaign.

1. SITUATION

   a. Insurgent Forces. Outline the general insurgent situation to include organizations, level of intensity, leadership, outside support and reinforcements, type

(Classification)
of operations, and other matters. Include a detailed summary of insurgent tactical forces with emphasis on main and regional force base areas, infiltration routes, and operational areas. Make reference to intelligence estimates, studies, and other relevant matters.

b. Friendly Forces. List information concerning all major force elements which will take part in the strike campaign. Reference other plans (internal control, intelligence, and internal development) which contains tasks which will support, and must be coordinated with, the strike campaign.

c. Assumptions. State assumptions applicable to the plan as a whole with emphasis on direct relationships and mutual support between the strike campaign and other national plans.

2. MISSION

State the mission clearly and concisely. Example: To conduct tactical operations against major insurgent tactical forces located outside of provincial areas of control.
3. EXECUTION

a. **Concepts of Operations.** State the broad concept of all armed forces and supporting paramilitary/irregular forces to be engaged in offensive action to include scope of organization, training, and priority of employment. Emphasis will be on destruction or harassment of insurgent tactical forces with no intent to remain permanently in the operational area after mission accomplishment. Delineate type of operations (encirclement, pursuit, raid, sweep, or coordinated attacks) which should be considered by major commanders. State mutual support and interface with the consolidation and remote area campaigns.

b. **Preparation.**

(1) Tasks.

(2) Concept. This will be comprehensive and will include priorities (with regard to forces and operations); timing; phasing; and scope of operations to include organization, training, employment of forces, scheme of maneuver, and civic action programs.

(3) Forces required:

(a) Army.
(b) Navy.

(c) Air Force.

(d) Other.

c. Execution. Cite information as stated in paragraph b, above, for this and subsequent phases. Provide a separate phase for each step in the campaign as suggested below:

(1) Establishment of forward bases.

(2) Reconnaissance to locate insurgent tactical forces and base areas.

(3) Assumption of the offensive.

(4) Pursuit and destruction.

d. Coordinating instructions will apply to two or more stages of the campaign plan and multiple strike forces. Directed coordination with any civil-military provincial forces engaged in consolidation or remote area campaigns will be cited.
4. ADMINISTRATION AND LOGISTICS

Brief, broad statements of logistical information or instructions applicable to the campaign will be provided under the following subparagraphs as appropriate. This may be issued separately or reference made to other logistic documents as necessary. Include logistical requirements for civic action programs.

a. Supply Aspects.

b. Maintenance and Modification.

c. Transportation.

d. Base Development.

e. Personnel.

f. Foreign Military Assistance.

g. Administrative Management.

5. COMMAND AND SIGNAL

a. Signal. Refer to standard plan or other communications documents as necessary. Include liaison
instructions as appropriate.

b. **Command.** State generally the command arrangement for the campaign. Indicate command arrangements such as joint or combined headquarters and exact relationships between strike forces commanders and territorial commanders such as civilian/military province chiefs/governors.

Acknowledge.

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Tab:  
A. Tactical Operations (Omitted)  

   B. Intelligence Operations (Omitted)  

   C. Civil Affairs Operations (Omitted)  

   D. Psychological Operations (Omitted)  

   E. Populace and Resources Control Operations (Omitted)  

   F. Advisory Assistance (Omitted)  

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ANNEX C

APPENDIX VIII

REMOTE AREA CAMPAIGN PLAN FORMAT

(Classification)

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ANNEX C (REMOTE AREA CAMPAIGN PLAN) TO
ANNEX C TO THE NATIONAL INTERNAL DEFENSE/
DEVELOPMENT PLAN

REFERENCES:

TASK ORGANIZATION: List major civil-military
forces and headquarters designated to participate in
the campaign.

1. SITUATION

a. Insurgent Forces. Outline the general insurgent
situation to include organizations, level of

(Classification)
intensity, political orientation, and other matters pertaining to the insurgent activities as they apply to specific remote areas. Make reference to intelligence estimates, studies, and other relevant material.

b. Friendly Forces. List information concerning all major force elements, civilian and military, which will contribute directly to the effort. Cover in detail political and social considerations such as: size of minority groups and distribution, different power structure, social structure, religion, and culture. Make reference to other plans which support, or must be coordinated with, this plan.

c. Assumptions. State assumptions applicable to this plan with emphasis on integrated activities with other national level plans.

2. MISSION

State the mission clearly and concisely. Example: To establish government control in insurgent-dominated areas.

3. EXECUTION

a. Concept of Operations. State the broad concept for employment of all military, paramilitary, and
irregular forces to include recruitment, training, and priority of employment. Designate geographical priority areas and general staging (avoid rigid time schedules). If allied armed forces are to be used in training or controlling host country tribal and ethnic minorities, delineate all ramifications of the allied armed forces' sensitive political role. State mutual support and interface between remote area campaign and consolidation/strike campaigns.

b. **Preparatory Phase.**

(1) Tasks.

(2) Concept: This entails an estimate of resource requirements, preparation of area assessment, recruitment and training of forces, and integration with other national plans.

(3) Forces required.

(4) Priorities.

c. **Offensive Phase.**

(1) Tasks.

(Classification)
(2) Concept: This will include movement into the operational area; establishment of secure bases; destroying, dispersing, or clearing insurgent tactical forces from the area; eliminating the insurgent infrastructure; and establishing or re-establishing host country government.

(3) Forces required:

(a) Army.

(b) Navy.

(c) Air Force.

(d) Paramilitary/irregular.

(e) Civilian.

(f) Other.

(4) Priorities.

d. Development Phase.

(1) Tasks.

(Classification)
(Classification)

(2) Concept: This will include type of tactical operations and the development of intelligence to support the strike campaign.

(3) Forces required:
   (a) Army.
   (b) Navy.
   (c) Air Force.
   (d) Paramilitary/irregular.
   (e) Civilian.
   (f) Other.

e. Consolidation Phase.

(1) Tasks.

(2) Concept: This will include continuation and acceleration of internal development programs with emphasis on eventual transfer of operational control to appropriate civil-military agencies/organizations.

(Classification)
(3) Forces required:

(a) Army.

(b) Navy.

(c) Air Force.

(d) Paramilitary/irregular.

(e) Civilian.

(f) Other.

4. ADMINISTRATION AND LOGISTICS

Broad logistical statements or instructions applicable to all phases of the campaign should be included. Details concerning material resources and funding may be issued separately and should be itemized with respect to allocation for each of the following operational phases:

a. Preparatory Phase.

b. Offensive Phase.
c. Development Phase.

d. Consolidation Phase.

5. COMMAND AND SIGNAL

a. **Signal.** Ensure that a responsive signal capability exists, integrated with contiguous civil-military communications.

b. **Command.** State generally the command arrangements for the entire campaign with special emphasis on the critical host country allied force command advisory relationships, particularly in connection with ethnic minority groups who may or may not be responsive to host country governmental control.

Acknowledge.

Tab: A. Tactical Operations (Omitted)

B. Intelligence Operations (Omitted)
C. Civil Affairs Operations (Omitted)

D. Psychological Operations (Omitted)

E. Populace and Resources Control Operations (Omitted)

F. Advisory Assistance (Omitted)

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ANNEX D (INTERNAL DEVELOPMENT PLAN) TO THE NATIONAL INTERNAL DEFENSE/DEVELOPMENT PLAN.

REFERENCES: A listing of policy regulations, concepts, degrees, and other pertinent plans which apply to the internal defense problem.

1. SITUATION

   a. General. Plan objective and scope; policy statements and organization considerations affecting formulation of the plan.

   b. Definitions.
c. Insurgent Forces. Identification, basic organizational concepts, major activities; outside support, leadership, morale, political indoctrination and broad concepts of operations, and legal status.

d. Friendly Resources.

(1) Armed forces: major units and deployment, major strengths and weaknesses, evaluation of capability for internal defense employment.

(2) Paramilitary forces: present role in internal defense, major considerations and deployment, significant strengths and weakness, evaluation of capabilities; and potential for internal defense employment.

(3) Other major resources (public and private): location, and present and future capabilities in terms of internal defense.

(4) Foreign resources: agencies, military assistance (advisory, combat support, and combat service support), nature, and amount of significant assistance to the internal defense situation.

e. Operational Factors.

(1) Terrain and weather. Major characteristics and significance.
(2) Population. Significant characteristics in terms of internal defense situation, attitude, and potential.

f. Assumption. Broad assumptions affecting the course of the national effort.

2. MISSION

A clear, concise statement of tasks to be accomplished to include who, what, when, where, and why.

3. EXECUTION

a. Concept of Operation. Overall objectives and phasing, new national policy, judicial matters, establishment of the main programs to include relationships, use of foreign assistance, orientation of forces, initiation and disposition of area studies and field surveys, establishment of procedures for national-level planning groups, channels of communication and liaison, considerations affecting intelligence and psychological information programs, and monitoring agencies and procedures.

b. Ministry of Interior. Main missions and priorities.

(Classification)
c. Minister of Defense. Main missions and priorities.

d. Attorney General. Main missions and priorities.

e. Ministry of Agriculture. Main missions and priorities.

f. Minister of Finance. Main missions and priorities.

g. Minister of Labor. Main missions and priorities.

h. Minister of Health, Education, and Welfare. Main missions and priorities.

i. Director of Information. Main missions and priorities.

j. Other Government Agencies. Main missions and priorities.

k. Other Assets and Capabilities. Main missions and priorities.
1. **Coordinating Instructions.**

4. **ADMINISTRATION AND LOGISTIC**

   Major matters affecting the outcome of the internal defense program.

5. **COMMAND AND SIGNAL**

   Direction, command relationships, and coordination of communications capabilities.

   a. **Signal.**
   
   b. **Command.**

Acknowledge.

Annexes: A. Economic Development (Omitted)

B. Political Development (Omitted)

C. Social/Civil Development (Omitted)

D. Psychological Development (Omitted)
E. Community (or local) Development (Omitted) (Others as needed in specific country)

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NOTE: All items 3b through 3h may be given missions separately or in an integrated paragraphing by phases. The activities of these agencies are interrelated and all may share a portion of the various missions.
ANNEX E (PSYCHOLOGICAL OPERATIONS PLAN) TO THE NATIONAL INTERNAL DEFENSE/DEVELOPMENT PLAN

REFERENCES:

NOTE: FM 33-1 and 33-5 and USIS publications should be the basic guides to planning.

1. SITUATION

This section of the plan should contain sufficient information to permit the user to understand the current situation. Normally, there will be existing documents which can be used as references or inclosures. For example, psychological operators must understand the political, economic, and sociological factors
underlying the insurgent threat. Regardless of existing documents, this section should summarize in some detail those aspects of the situation which are relevant to current operations. Target susceptibilities particularly should be given.

a. Insurgent Forces. Included in this section is a thorough analysis of the insurgent movement. The professed ideology, the local causes of insurgency, basis of popular support, and potential insurgent weaknesses and susceptibilities should be spelled out. Target groups and insurgent leaders must be described from the standpoint of strengths and weaknesses. Techniques of insurgent PSYOP are analyzed here. The planner should strive for an objective appraisal in this section and avoid "wishful thinking" with respect to the popular support of the insurgent movement.

b. Friendly Forces.

(1) A thorough analysis of the communications system of the nation must be made to include formal and informal channels of communication. This should include statistical data on radio transmitters and receivers, motion pictures, loudspeakers, and literacy rates in the target area. Educational facilities and their roles, and cultural groups and their influence on public opinion should be specified. Youth, labor,
and other organizations should be analyzed. Particular attention should be given to the role of the intellectual and other opinion-formers. Specific groups of key communicators, such as barbers, prostitutes, bus drivers, salesmen, etc, should be identified and analyzed. The point to keep in mind that the psychological/information campaign must use every available medium to reach selected target audiences.

(2) Morale of host country military forces and civilians must be evaluated carefully. Care must be taken to ensure that the actual conditions are addressed. If a portion of the analysis is too sensitive for dissemination, classify it for limited access.

(3) The basic philosophy of the government should be summarized, and reference made to other plans. Summaries of philosophy usually are available and can be added as inclosures or can be referenced.

(4) Include in this section references to the roles and missions of all other psychological/information agencies (governmental and nongovernmental).

2. MISSION

Write a clear and concise statement of the psychological/information campaign mission to be accomplished. For example, the general mission may
be stated as, "unifying the people behind the government and destroying the psychological unity of the insurgent force." Objectives and tasks then will be derived from this general mission.

3. EXECUTION

a. Concept of Operation.

(1) This paragraph should contain the concept of the ID/PSYOP campaign including the development and phasing of the operation.

(2) With respect to internal defense operations, there should be a discussion of the general requirements and techniques of strategic and tactical PSYOP. This would include operations directed toward the insurgent tactical force and the civilian population. The following are examples:

(a) Compulsory propaganda meetings.

(b) Distribution of posters and leaflets.

(c) Various techniques to be used in hostile areas.
(Classification)

(d) Procedure to be followed in preparing for population resettlement.

(e) Procedure for handling refugees.

(3) The internal development aspects of the psychological/information campaign will include indoctrination of troops and morale building of the entire population. Methods and techniques of indoctrination should be given in general terms. Morale building will probably be the most important aspect of the PSYOP campaign.

(4) It is useful to have some conceptual framework for developing the morale-building aspect of the psychological campaign. Scientific analysis has given some insight into the dynamics of group morale and indicates that several factors tend to determine morale in a group. While there may be some situational variances, the following may be used as guides in developing themes for morale building:

(a) Tradition. There must be a history of past experience, customs, and habits which gives the people a means of identification as a group and gives them confidence in their nation. The campaign should
stress history in a way that gives factions and ethnic groupings a common heritage and should be symbolized by such things as holidays, flags, monuments, myths, legends, etc. The campaign should be designed to include as many groups as possible, with specific attention to areas in which there are frictions or potential antagonisms.

(b) Leadership. The people must have confidence in the integrity and ability of the leaders. Officials must go before the people with “clean hands.” It is of utmost importance that this leadership project an image of public service. It is important that the chief of state be viewed as a strong, wise individual who is capable of leading the nation against all obstacles.

(c) Equity. People must believe that there is an equitable share of benefits and sacrifices. Equity (fair share) must not be confused with equality. While there are always different concepts of what constitutes an equitable share for various positions in a society, there usually is quite a latitude of tolerance; however, when large groups come to define conditions of favoritism and discrimination, morale will break down. Particularly sensitive is nepotism, enrichment of government officials, and religious and minority discrimination. Internal development is a painful process and many sacrifices must be made. Careful
attention must be directed to ensure that some segments of the population do not consider themselves as "sacrificial lambs."

(d) Trend of recent experience. "Nothing succeeds like success" illustrates this principal. An atmosphere of improvement must be created in the areas of interest of the people. Political, social, and economic development must be shown. Announced plans (2-year, 5-year, etc.) and their fulfillments are useful for this purpose. One technique which is very useful is the comparison of "then and now" pictures.

(e) Crises. People will rally together if they perceive an external threat which endangers their way of life. Although it is important that the people be made clearly aware of an external threat, there often is too much emphasis placed on this aspect, with a resulting neglect of the other determinants. This sort of "negative" morale building will not work. Internal crises, on the other hand, should be played down and, if possible, attributed to a scape-goat, such as the insurgent movement.

(f) The planner should ask himself the following questions: Do all segments of the population have pride in national traditions; do they have confidence in their leadership; does equity exist; do they perceive a favorable trend of recent experience; and do
they clearly recognize an external threat to their way of life? If the answers are negative, attention must be given to these areas. Actual conditions are of little concern, since what the people think determines their behavior.

(5) PSYOP in ID/D must utilize all media possible, civilian and military, formal and informal, in implementing the program. The role of organizations, artists, poets, musicians, etc., should be set forth. The areas of responsibility of civilian and military agencies must be clearly defined so that no gaps are left and the two are complementary to each other. For example, the civilian information agencies may be charged with primary responsibility for secure areas and the military for insecure areas. The use of mass rallies, control of opinion formers, etc., should be discussed.

b. The coordinating instructions paragraph of the PSYOP plan should contain pertinent statements of U.S. policy guidance which must be adhered to by subordinate PSYOP units in the execution of the campaign.

4. ADMINISTRATION AND LOGISTICS

Instructions concerning administrative matters, including logistical arrangements for the conduct of operations, are contained in this paragraph. Reference usually is made to an annex or separate document.
Requirements for special reports are included here.

5. COMMAND AND SIGNAL

(See FM 33-1 and 33-5.)

Acknowledge.

Annexes:

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