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30 April 1958

MEMORANDUM FOR THE RECORD

SUBJECT: Letter from Charles A. Sullivan, Assistant Director for Plans and Programs, Office of Defense Mobilization (ER 10-3124), to DDCI (undated - received in O/DDCI on 4/28/58)

Copies of subject letter, with enclosure, were provided to

[redacted] would be an appropriate representative from this Agency at the meeting referred to in Mr. Sullivan's letter. This information was referred by phone call from [redacted] to Mr. Sullivan's office on 30 April, and should suffice as an answer to his letter.

General Cabell did not see the letter or its attachment, but was advised by [redacted] that the matter was being handled by the appropriate component of the Agency.

[Signature]
[redacted]

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Executive Registry
10-3124

**EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF DEFENSE MOBILIZATION
WASHINGTON 25, D. C.**

(Rec'd 28 Apr '58)

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OFFICE OF ASSISTANT DIRECTOR

Lt. General C. P. Cabell, USAF
Deputy Director
Central Intelligence Agency
2430 "E" Street, N. W.
Washington 25, D. C.

Dear General Cabell:

There are enclosed copies of a draft document responsive to a Presidential assignment to ODM, transmitted by the Executive Secretary of the National Security Council, to prepare plans for the wartime assignment of responsibility for and coordination of activity in the area of foreign information and psychological operations.

Your review of this document would be appreciated in preparation for a discussion with other interested agencies, including Department of Defense, Department of State and U. S. Information Agency, on May 1 in Room 226 Winder Building at 2:00 p.m. Following that meeting agencies are requested to submit their positions concerning the proposed structure by Monday, May 5.

Sincerely yours,

Charles Sullivan

Charles A. Sullivan
Assistant Director for Plans and Programs

Enclosures

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EXECUTIVE REGISTRY FILE

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Wartime Organization for Foreign Information and Psychological Operations

The Problem To delineate wartime responsibilities within the Executive Branch for the coordination of foreign information and psychological operations.

Discussion The experience of World War II and Korea and the advent of nuclear weapons make it increasingly important that maximum benefit be derived from overseas information and psychological operations during time of war. As has been recognized, existing organizational arrangements for this purpose are inadequate.

The organizational arrangements outlined in this memorandum would be applicable under conditions of limited and general war. Principal elements of the Executive Branch involved in foreign psychological and information programs are the Departments of State and Defense, the CIA and USIA. Under wartime conditions each of these agencies has a major contribution to make in carrying out United States psychological and information programs.

It is the purpose of this paper to delineate wartime responsibilities of the Departments and Agencies of the Executive Branch which would be required by the President for policy and operations. The organization within the Executive Office responsible for advising the President on wartime foreign information and psychological operations is dependent upon review of an entire range of matters requiring Presidential attention in wartime, and is, therefore, not dealt with in this paper.

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Past experiences in overseas information and psychological operations in wartime, as well as probable developments in the future, particularly general war involving nuclear weapons, make it clear that the establishment of an emergency wartime organization for handling these activities is not practicable in the case of limited war nor feasible in general war.

In reviewing the various alternatives, and as a result of discussions with Departments and agencies concerned, it is apparent that no single department or agency having responsibility for overseas information and psychological programs can be designated as responsible for establishing and implementing policies of the entire Executive Branch. As a result, it is concluded that in time of war, those agencies having responsibilities for such programs will and should participate in the development of both policies and programs.

Based on the foregoing, it is assumed that in wartime the Department of State will continue to originate international political objectives and foreign policy, advise the President on foreign affairs, and implement foreign policy when approved by the President.

Since foreign information and psychological operations are not ends in themselves but are part of the means by which international political objectives are attained during war, it follows that all overseas information and psychological plans, programs, and operations carried on by Executive agencies must be in consonance with the foreign policy guidance provided by the Department of State.

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The State Department, therefore, not only must provide appropriate agencies with guidance concerning the foreign policy of the United States as required for the conduct of information and psychological operations, but must, with the exception of military theaters of operation, coordinate the implementation of such programs in allied and neutral countries, utilizing the facilities of other departments and agencies in disseminating this program. As wartime United States foreign information and psychological operations must of necessity be related with those of allies, the State Department must coordinate, as necessary, U.S. psychological operations with other governments, with the advice of appropriate Executive agencies which have technical know-how and resources.

In military theaters of operation, which for the purpose of this paper include enemy held territory, immediate combat areas, and countries in which U.S. lines of communications and other military support forces are located, all efforts and resources available to prosecuting the war against the enemy and assuring support for U.S. forces must be placed at the disposal of the theater commander and under his policy direction.

The Department of State shall make available to the Department of Defense a representative who shall serve as political advisor to the theater commander who along with other responsibilities will, under the direction of the theater commander be responsible for information and psychological programs. (This matter is discussed in further detail under Department of Defense responsibilities.) Accordingly,

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in areas other than military theaters of operation, foreign information and psychological programs should be carried out on a country team concept as is the policy at the present time in accordance with _____.

The following responsibilities for wartime overseas information and psychological programs are proposed:

a. The Department of State

Originating international political objectives and foreign policy, and advising the President on foreign affairs.

Implementing foreign policy approved by the President.

Providing foreign policy guidance for all plans, programs, and operations in the field of foreign information and psychological operations carried on by Executive Branch agencies.

Directing the policy and controlling the content of the program which presents for use abroad official U.S. positions, with the exception of military theaters of operation. This will be accomplished under Department of State chairmanship, on a "country team" principle.

Coordinating, as necessary, U.S. psychological operations with other governments, with the advice of appropriate Executive agencies having technical know-how and resources.

b. The Department of Defense

Planning and executing psychological operations in military theaters of operation, where information and psychological

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programs will be under the direction of the theater commander. In order to assist the theater commander and to provide maximum effectiveness, there shall be established in each theater of operations a representative of the Department of State, as political advisor, who shall be responsible for developing and implementing, under the direction of the theater commander, information and psychological operations. The political advisor shall operate as the theater commander's deputy for such activities, shall have available to him representatives of other government agencies having responsibilities for these activities, including USIA, CIA, and psychological warfare combat teams.

The political advisor will (a) coordinate such operations with the Department of State to assure conformity with U.S. foreign policy; with the USIA to ensure that such operations are consistent with U.S. overseas information programs in areas when U.S. forces are not engaged, and as appropriate the CIA; and (b) coordinate as necessary, information and psychological operations with other governments in the military theaters of operations.

c. The U. S. Information Agency

Supporting the Department of Defense, in accordance with Defense-USIA agreements, in conducting foreign information operations in military theaters of operations. This support

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will be carried out by USIA overseas organizational units, intact, under the direction of the (U.S.) theater commander, and his political advisor. Planning and conducting foreign information operations in areas other than military theaters of operation, in accordance with Department of State foreign policy guidance, and in the field as part of the "country team."

Coordinating informational operations originating in areas other than military theaters of operations with the Department of Defense when such operations will directly affect approved strategic plans or strategic direction of military forces, and with the CIA to assure any desired and practicable support.

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Conclusions

It is recommended that:

- (1) The National Security Council approve the above proposed wartime assignments of responsibility for the coordination of overseas wartime information and psychological operations.
- (2) The National Security Council direct the establishment of an interagency committee composed of representatives of the Departments of State and Defense, the U. S. Information Agency, and the Central Intelligence Agency. The Committee to be chaired by the Chairman of the NSC Planning Board and charged with the development of interagency plans, organization and procedures required to implement the proposals contained herein.

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*Att to
10-3124*

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