

Office of the Secretary of Defense
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To CIA #26
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A MECHANISM FOR THE PLANNING AND COORDINATION
OF COLD WAR STRATEGY

1. The overall problem in conducting Cold War operations is to be able to coordinate, foster and focus all available and necessary assets on the achievement of objectives approved by the President. These assets are found in many departments of the Government, but particularly in the Department of State, the Department of Defense and the CIA. To use them effectively requires planning and coordination across departmental lines without disturbing departmental responsibility for the execution of agreed tasks arising from the Cold War programs.

2. In the past, the requirements of Cold War actions have often been met by weekly meetings of the 5412 Committee or by ad hoc task forces organized to cope with a particular situation. This method is clumsy and lends itself to a proliferation of short-lived committees which come and go without building up experience in a permanent staff and accumulating a body of knowledge needed for improved future performance. The present proposal is to set up a permanent committee of representatives of under-secretarial rank from State, Defense and CIA under a full-time Chairman reporting directly to the President. This new organization (herein called tentatively the Strategic Resources Group and abbreviated SRG) would guide and coordinate Cold War strategy and maintain a Cold War Indications Center where useful Cold War data would be assembled and the world Cold War situation kept under constant review. (See inclosure A - Chart of SRG.) The SRG would replace the 5412 Committee, would assume the review of important covert operations now being conducted or to be conducted under

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

12-M-3105

~~CONFIDENTIAL~~

DEC 10 2012

-2-

NSC 5412/2, and would undertake the development and recommendations of Cold War plans and programs for those countries or areas specifically assigned to it by the President for that purpose.

3. A Cold War Plan or program would usually have its inception in the approval by the President of a concept submitted to him by the SRG. Thereafter, the SRG with the staff of the Cold War Indications Center would produce an outline plan containing an assignment of primary responsibility and supporting roles for further development of the concept. At this point, it may often be desirable to set up an inter-departmental task force to expand the plan and coordinate execution. The Chairman, SRG, or its representative, would be the chairman of such a task force and would keep records of all meetings. If the execution of the plan fell generally within the capability of a single agency no task force would be necessary. In either case, the outline plan would be expanded by this task force or by the agency of primary responsibility to include the assignment of specific departmental tasks.

4. Upon the elaboration of the supporting departmental plans to carry out these tasks, the SRG would assemble and review all parts of the plan, submitting it or a summary thereof to the President for approval and for authorization to implement. At this point, as well as at earlier stages, it is anticipated that the President would consult the NSC or members of it.

5. The foregoing procedure shows in outline the possible treatment of a completely new project. In practice, the procedure would be

~~CONFIDENTIAL~~

DEC 10 2012

~~CONFIDENTIAL~~

-3-

compressed and short-circuited when preliminary work had been done prior to consideration of a project by the SRG. The full procedure is shown in the following tabulation:

PROCEDURE FOR PLANNING AND COORDINATING
INTERDEPARTMENTAL COLD WAR OPERATIONS

	<u>Developed By</u>	<u>Approved By</u>	<u>Executed By</u>
Concept of a Cold War Operation	SRG or other governmental agency	SRG President	
Outline Plan including assignment of primary responsibility and basic tasks	SRG or other designated agency	President	
Development of Departmental Tasks	Task Force or department of primary responsibility	SRG	
Departmental Plans	Departments & agencies involved	SRG President	Departments & agencies involved, often under coordination of an interdepartmental Task Force of which the Chairman, SRG or his representative would be a member
Evaluation of progress and final results		SRG	Data provided by departments & agencies involved

6. a. The Cold War Indications Center (CWIC), under the Strategic Resources Group, could if fully developed eventually serve as the governmental command post for the Cold War, organized and staffed to operate around the clock. Initially, it would perform the following functions for the countries and areas assigned to the SRG:

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

DEC 10 2012

-4-

(1) Constant study of the situation to determine progress toward the approved goals of U.S. foreign policy.

(2) Maintenance of basic data for each country showing assets and liabilities affecting U.S. policy.

(3) The timely determination of "criticality," that is, where and when there is a danger of defeat or opportunity for victory in a given country or area. When a country is determined to be "critical," it would normally be assigned by the President to the planning and coordination jurisdiction of the Strategic Resources Group.

(4) Determination of requirements to fill the gap between assets and liabilities, and recommendations to correct the imbalance.

(5) Recommendation of tasks which should be assigned to the Executive departments and agencies.

(6) Follow-up on decisions and actions taken and recording of results achieved.

b. The Staff of the CWIC would consist of a director assisted by a technical advisor for the display of data within the Center. He would have two principal assistants; (1) The Chief, Foreign Information, charged with the assembly and display of basic data; (2) the Chief of Plans and Review, charged with the evaluation of criticality, the determination of requirements, the recommendation of tasks and the review of results. The Center would be supported by a small working staff

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

DEC 10 2012

-5-

including specialists from State, Defense, JCS, CIA and USIA on loan or detail from their departments and agencies of origin.

7. It should be clear that the SRG would not operate and would issue no orders in its own name. At the Washington level, it would collect data, keep the Cold War situation under review and anticipate future requirements. It would not get into interdepartmental activities except when specifically directed by the President and then only for overall planning, coordination and review. Responsibility for coordination overseas would remain as at present, although it may become desirable to have miniature Cold War Indications Centers in some embassies.

8. It is recommended that appropriate action be taken at once to set up a Strategic Resources Group and a Cold War Indications Center in accordance with the foregoing concept.

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