

~~LIMITED OFFICIAL USE~~

JDR
GR

<p>NATIONAL INTERDEPARTMENTAL SEMINAR on Problems of Development and Internal Defense</p>
<p>R E P O R T</p>
<p>Evaluation by Participants of Session XVIII (April 5 - 30, 1965)</p> <p>Summary 2</p> <p>Details 3</p> <p>Narrative Excerpts 8</p>

Document No. _____
 Review of this document by CIA has
 determined that
 CIA has no objection to declass
 It contains information of CIA
 interest that must remain
 classified at TS S C
 Authority: NR 70-2
 It contains nothing of CIA interest
 Date 20/01/82 Reviewer 018995

May 3, 1965

LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

- 2 -

ONE: SUMMARY

From this, the largest session (92 participants) of the Seminar yet held, has emerged the most positive set of evaluations to date. The following is based upon the 83 completed questionnaires received by COB, Friday, April 30, the final day of the session. (Since not all respondents replied to all parts of all questions, totals do not always add up to 83.)

- ① There were no negative responses to the question "If you are--or were to be--Chief of Mission in one of the developing countries, would you prefer that the members of your country team participate in this Seminar before assuming their duties at your embassy?" Seventy-seven replied in the affirmative and one with a "yes-and-no" answer. Five felt the question was "not applicable" in their cases.
- ② Nine out of ten respondents (73 "yes"--9 "no") felt that the right amount of time, proportionately, was devoted to each of the three major themes of the Seminar.
 - ① There was, additionally, unusual unanimity of opinion among those who replied in the negative, with 5 opting for more on "Threat" and 4 for more on "Response", with none suggesting less in either case.
 - ② Two recommended more on "Development Process" and one, less.
- ③ No more than five per cent saw any of the four basic aspects of the Seminar as not having adequately been covered by formal presentation, discussions, and country team sessions. Parenthetical numbers in the following represent affirmative-to-negative responses:
 - ① Growing interdepartmental nature of U.S. foreign policy problems and programs (81-0);
 - ② Development and coordination of policy and program implementation (78-4);
 - ③ Concept and operation of the Country Team (78-4);
 - ④ Washington organization for overseas internal defense (78-3).
- ④ The role of AID was viewed as inadequately presented by eight respondents. The presentation of DOD's role was criticized by six (but four of these were concerned with specific aspects). State received four critical votes and USIA three (as well as one viewing the USIA role as having been over-emphasized).

LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

- 3 -

- ① Ninety-four per cent considered the Country Team Exercise "very useful" or "useful". Three respondents considered it "not useful", and one "a waste of time". For the first time since the Seminar's inception, more respondents selected the "very useful" description than any of the other three.
- ① With only 2, 3, and 4 negative responses, respectively, the level, scope, and availability of reading material were viewed as satisfactory.
 - oo Thirteen specifically decried lack of time to do essential reading.
 - oo Five others recommended that the basic reading material be sent to participants as far as possible in advance of their attendance at the Seminar.
- ① The field trip to Eglin and Bragg was viewed as "time well spent" by 65 respondents, with 11 negative reactions. Three participants did not make the trip. Four placed themselves in the "Bragg, yes; Eglin, no" category.
- ① Against a 5 through 1 scale, three case studies received average ratings between 3 (adequate) and 4 (superior). One case study (The Congo) was rated at 4.5 (between superior and outstanding).
 - oo Panels were decidedly not popular with the participants.
- ① Fifteen speakers were cited as "outstanding" by ten per cent (eight respondents) or more of the respondents, and one was cited as "unsatisfactory" by ten per cent or more.

TWO: DETAILS

Question: If you are--or were to be--Chief of Mission in one of the developing countries, would you prefer that the members of your country team participate in this Seminar before assuming their duties at your embassy? (If "no", please state reason(s) briefly.)

YES.....77

NO..... 0

YES AND NO..1

LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

Question: Do you feel that the right amount of time, proportionately, was devoted to each of the major themes of the Seminar (Development Process, Threat, U.S. Response)? (If "no", please indicate theme(s) to which you believe more (or less) time should be devoted.)

YES.....73
NO..... 9

*
**

Five recommended more on Threat and four, more on Response, with none suggesting less in either case. Two respondents wanted more on the Development Process, while one urged less. There were nine individual recommendations, such as one calling for more on economic development and less on youth, one suggesting more on "stability operations", and another recommending more on communist objectives and techniques.

Question: Bearing in mind the purpose and objectives of the Seminar as specified in basic documents and directives which you have read and discussed, is it your opinion that the following were adequately covered by formal presentation, discussions, and Country Team sessions? (Where reply has been "no", please indicate briefly where you think improvement is needed.)

	<u>YES</u>	<u>NO</u>
a. The growing interdepartmental nature of U.S. foreign policy and programs.....	81	0
b. The development and coordination of policy and program implementation.....	78	4
c. The concept and operation of the Country Team.....	78	4
d. The Washington organization for overseas internal defense...	78	3

*
**

No consensus emerged among those who replied in the negative as to where they thought improvement was needed.

Question: If it was your impression that the role of any agency (agencies) or service(s) was either inadequately presented or, conversely, overemphasized, please identify same under appropriate heading, below.

	<u>Inadequately Presented</u>	<u>Over-emphasized</u>
AID.....	8	0
DOD.....	6*	1**
STATE.....	4	0
USIA.....	3	1*
OA.....	0	0

LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

- 5 -

* Of these, four specified certain areas, such as MAP and the attache system. One respondent felt that U.S. Army MAAGs and Advisors, U.S. Army Support Group Vietnam (Heliborne and Combined Operations), and U.S. Air Force Advisors and Liaison Officers and teams were inadequately presented, while Special Forces and Air Commando Operations were overemphasized.

** Civic action specified

Stated "one too many lecture periods."

Question: In terms of your own participation and contribution, as well as what you gained from the experience, how would you rate the Country Team Exercise? (Bearing in mind the purpose and objectives of the Seminar as specified in basic documents and directives which you have read and discussed, what modifications--if any--do you think should be made in approach, composition of teams, selection of problems, or other aspects of the Country Team Exercise?)

TEAMS

	I	II	III	IV	V	VI	VII	VIII	IX	X	TOTALS
VERY USEFUL	2	3	3	3	4	4	6	4	4	7	40
USEFUL	5	2	6	2	5	5	3	3	3	3	37
NOT USEFUL	0	1	0	0	1	0	0	1	0	0	3
WASTE OF TIME	1	0	0	1	0	0	0	0	0	0	2

*

**

As usual, most complaints about the Country Team Problem centered around the need to produce a paper and work on problems concerning countries not those to which individuals are assigned. One respondent made perhaps the best summation of the latter, to date: "Obviously, it would have been more useful if the team problem concerned the country to which I am being assigned. I have no solution." At least two respondents mentioned the desirability of working on specific problems within countries, rather than broad, over-all problems. As one put it: "The specific problem, which Team ___ had, is very good. I think it more useful to concentrate on certain aspects of a country than to try and develop a country plan as a whole."

LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

- 6 -

Question: Regarding the course reading material, would you rate each of the following aspects as satisfactory (S) or unsatisfactory (U)?
(Please note any suggestions you may have with regard to course reading material.)

	<u>S</u>	<u>U</u>
LEVEL....	78	2
SCOPE....	75	3
AVAILABILITY....	75	4

*

**

Thirteen respondents said there was not enough time available to do required reading. Another five probably felt the same way, recommending as they did that the unclassified reading notebook be sent to participants as far as possible in advance of their arrival at the Seminar. There were several individual suggestions, as well as words of commendation for the Library staff.

Question: Did you consider the field trip to Eglin and Bragg as time well-spent? (If "no", please state reason(s) briefly.)

YES.....65

NO.....11

"Bragg, yes;
Eglin, no" 3
Did not go 4

*

**

As usual, some respondents remarked upon what they saw as duplication of effort in the two places. Two commented adversely upon the expense involved in the trip. One suggested that the Seminar alternate visits to Eglin and Bragg. Several of those who replied "yes", on the other hand, reinforced their replies with adverbs such as "definitely!"

Question: All things considered--e.g., content, presentation, relevance to theme of Seminar to be illustrated--what numerical rating would you give to each of the four case studies (SCALE: 5-outstanding; 4-superior; 3-adequate; 2-inadequate; 1-unsatisfactory, should be dropped). (Comment, if any.)

LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

- 7 -

RATINGS

	5	4	3	2	1	Average
PHILIPPINES	13	36	25	5	3	3.6
VENEZUELA	6	23	38	12	6	3.1
VIETNAM/THAILAND	12	36	27	8	3	3.5
CONGO	57	20	2	1	3	4.5

*

**

There was a strong reaction against panels on the part of several respondents.

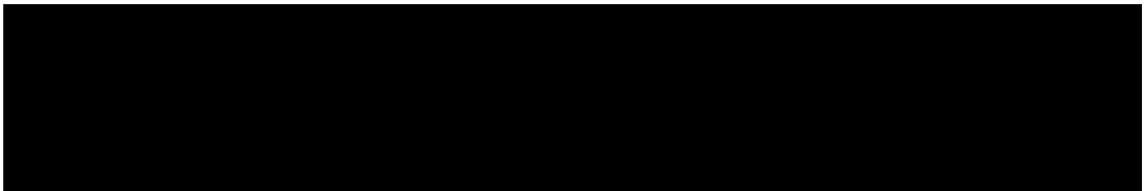
Question: In retrospect, are there any lectures and/or lecturers (including those who addressed afternoon Country Team sessions) you would care to cite as particularly unsatisfactory or as outstanding?

Fifteen speakers were cited as outstanding by at least ten per cent (8 or more respondents). One was cited as unsatisfactory by more than 8 respondents; two more came close, however, with 7 negatives.

Particularly gratifying is the fact that, of the speakers considered outstanding, two--addressing the Seminar for the first time--handled key lectures which have posed problems in the past: one concerned with Response in connection with organized labor [redacted] and the other, with STATINTL problems relating to the youth sector [redacted]

STATINTL

STATINTL



There were the usual diametrically opposed judgments. [redacted] for example, was rated "unsatisfactory" by 5 and "outstanding" by 6. STATINTL

STATINTL

* While 27 rated [redacted] generally, as outstanding, another 16 gave him this rating for his Congo presentation and an additional 6 did so for his other lecture.

** Five additional respondents cited as outstanding the speakers at Langley, in general.

LIMITED OFFICIAL USE

THREE: NARRATIVE EXCERPTS

From DOD Participants:

I think the course very worth while even tho' I was under considerable pressure of time, language training, and a sick wife. You worked me right to the limit.

It would have been better if CT's could have each studied the country that the member is going to--but that is not possible. On the whole the speakers were superior and each tops in his field

This has been a very beneficial 4 weeks.

There was too much /reading/ prescribed for the time available. (*)

The Country Team Problem concept is a little "far fetched" in that we were required to write, and judge, things which we really knew very little about. Further . . . I was working on a country to which I am not going and therefore not intimately interested.

I was extremely impressed by the caliber of the students attending the Seminar, but I don't know if their talents are being properly tapped. There should be an opportunity for an expression of opinion on improvement, not of course content, but opinions on how to improve the counterinsurgency program itself With time saved from the Eglin-Bragg trip, there could be a couple of hours for a slug-fest on "How to improve the Counterinsurgency Program", with the complete faculty as the Panel . . .

. . . . The questioner needs a means of amplification in the lecture hall . . .

Well organized, interesting and highly beneficial.

The PA system should be improved to provide a means of hearing questions from the floor. The effectiveness of the course is degraded by the present system The seminar is excellent and I am grateful, both for the associations it has afforded and for the "leg up" it has given me for my forthcoming assignment.

The sound system in the auditorium is unsatisfactory . . . The importance of visual aids were overlooked in too many instances by lecturers The amount of material in this course does not warrant 4 weeks . . .

This being my second assignment as AirA I think it worth noting that, this time, I feel considerably more knowledgable about what to expect, actions to take, etc., than for my previous job (1959). Much of this is due to your course and the cross-fertilization obtained from personal contacts in the class. Many thanks.

The DOD presentation was impressive. In making an impression the presentation failed to present adequately the more important but more mundane aspects of the military advisors Admittedly I write from a position of bias (having been an advisor)

LIMITED OFFICIAL USE

Our group /Country Team/ was well selected and all agencies were represented. I thought it was most worthwhile and that I have a better understanding of the country team concept and its operation. (*)

The War Game was an excellent vehicle for the team study

The National Interdepartmental Seminar has been for me a most broadening, enlightening and positive experience. I intend to make recommendations along these lines to my sponsor. There are, however, two aspects which seem worthwhile for me to comment. a. . . . While I consider the /Country Team/ problem a useful practical exercise, in my judgement it is not a governing one. It could be cut out of the course with consequent savings of time.

b. Assuming that the Country Team problem remains as an integral part of the course it would be helpful if concrete guidance were offered on organization for its execution A standard, albeit elastic guide for organization would, I am sure, be a great help.

. . . The visit to CIA which [redacted] arranged to view and be briefed on equipment was interesting and informative.

a. Recommend either: (1) a short oral briefing (10-15 min) on 1st day of seminar of specific goal and recommended method for accomplishing the goal, or (2) a written statement of the goal and desired method for accomplishing same . . . Overall I feel that I gained from participating.

I consider the Seminar an outstanding course, which has been of major importance to me in preparing for my assignment to [redacted] Perhaps soliciting student comments after adequate time on station may be beneficial to the faculty.

I believe that an urgent effort should be made to improve the sound system in the auditorium and that floating microphones should be provided persons asking questions to permit full participation by all members of the seminar.

I was very much disappointed in the manner [redacted] statement on the road in [redacted] (worthless) was allowed to stand without the school (at a later date) citing DOD's response to the GAO report

Course reading was extremely voluminous compared to the time available, especially for persons departing for foreign posts soon after course termination. (*)

This has been a well constructed and most stimulating seminar. Without it, I would not have been adequately prepared to contribute in a meaningful way to the Country Team effort in Vietnam.

From STATE Participants:

NIS is to be commended for development of library facilities and for selection

LIMITED OFFICIAL USE

STATINTL

STATINTL

STATINTL

STATINTL

LIMITED OFFICIAL USE

of efficient, courteous and diligent personnel. The NIS faculty's contributions were excellent

I recognize that varying backgrounds produce varying reactions. My own experience has required working with other agencies. Even so, I would hope that other agencies and teamwork could emerge as almost unconscious byproduct benefits of a focussing on problems and problem areas and urge restructuring or creating course materials to this end I have enjoyed the course and value the experience. My comments are intended to be constructive. It is an excellent course.

I would suggest a more detailed discussion on private U.S. organizations' role and ability to make a contribution in relation with what is now or may become U.S. objective.

I think State should be jacked up to provide top level FSO's for the course. An occasional dud has an adverse impact far beyond PER's appreciation when the country team concept is emphasized. (*)

. . . . 2. Considering the physical and sound facilities available, there is some question in my mind as to the value of the seminars held in the auditorium 3. . . . It would be helpful if the NIS could establish a procedure under which it reviewed published articles bearing upon the subject /insurgency and counterinsurgency/ and in appropriate cases mailed copies of those articles to graduates of the NIS.

More emphasis on target areas, such as youth, labor, peasants. (*)

. . . . Physical facilities not in keeping with importance of course or investment in officer time. Coordinator and faculty to be congratulated on building a very valuable course, which will undoubtedly be further improved as time goes on.

Generally speaking many of the topics presented about developing countries are made to seem to apply only to developing nations. Actually the patterns apply to all countries including the U.S. . . . A less doctrinaire and more flexible citation of characteristics with a / undecipherable word / of emphasis would be more meaningful . . .

More time should be made available for reading, and for discussion of what is read (*)

I suggest that the NIS staff be used to explain the basic organization and mission of their organizations. Speakers from the agencies should then relate these points to the subject of the seminar I am somewhat concerned that the subject of insurgency and counterinsurgency is falling into a steadily hardening pattern, especially among the military concerned with the subject. Maximum flexibility and greater willingness to entertain new

LIMITED OFFICIAL USE

and, perhaps, heretical ideas are necessary prerequisites to combatting the kind of problem we are dealing with. It does not lend itself to a doctrinaire approach.

This was a very satisfying and interesting experience for me. Although administration is and has been my specialty in the Foreign Service, my absorption with broad political, economic and social problems has been brought into very sharp and well defined focus through the mechanism of this seminar.

From USIA Participants:

On balance, I think the course is worthwhile. In general, however, I would say that when top speakers are not available, it would be better to devote the time to reading.

This has been an extremely useful course to me, one which has given me a much clearer insight to insurgency problems confronting the U.S. generally and, specifically that in [REDACTED] the country to which I have been assigned. P.S. One technical point--PA system in auditorium needs considerable improvement . . .

Too much time devoted to CT assignments of problem country--for those not assigned to that country

My criticisms, as will be noted, are minor. I think the faculty and the coordinator are to be congratulated for the general level of excellence of the course.

1. Seminar is a must for an officer going overseas. It should come early enough in his leave in the US or training so that he doesn't have too many other distractions such as: Agency checkout; shipment of effects, etc. . . . 3. The PA system needs attention. . . .

Not enough emphasis on follow-up, in the field, of activities purported to fulfil policy. (*)

I would like to commend the director and staff for the excellent management of all aspects of the seminar. In addition to the high so-called academic level of the course, the sessions were kept lively and, with minor exceptions, highly stimulating as well as interesting. Special mention should be made of the instructors and the librarians who gave us the fullest possible assistance and cooperation.

LIMITED OFFICIAL USE

STATINTL

LIMITED OFFICIAL USE

- 12 -

I thought / the growing interdepartmental nature of U.S. foreign policy problems and programs/ was especially well covered. (*)

My many "affirmative" checks on the preceding pages faithfully reflect my belief that the NIS is well worth the not inconsiderable effort and expense it must cost

In general, and despite some of the critical comments noted before, I consider the course well organized. I felt that it would have profited by greater exposure to people recently returned from the field . . . I would like to suggest more opportunity for small group discussion of the topics of the day's lectures . . .

Although I have felt at times that the amount /of reading/ was excessive, and at other times that the scope was too broad, now, at the end of the Seminar, I am convinced that the reading requirements are satisfactory as they are. (*)

STATINTL

I'm deeply appreciative of the opportunity to have this course. Only wish I'd had it before I left for [REDACTED] in 1962 . . I do think there were too many encroachments on our time for reading, but realize this is no excuse for not covering all of it

STATINTL

I would not have missed the Seminar for the world; a great part of what I learned in it will materially affect my approach to the job I am undertaking in [REDACTED]

From AID Participants:

. . . . I suggest that members of the faculty of NIS be introduced by another member with a short biographical sketch prior to addressing the seminar. While admitting the existence of the biographical data covering members of the faculty the participants in the seminar shouldn't be expected to remember the details on each faculty member.

I am completely amazed (and horrified) at the resistance to the use of the word "Capitalism" as a mechanism to promote US self interest in the developing countries.

I wish to express the feeling generated in me during this seminar of the generally high level of the faculty and special lecturers as well as the quality and interest-provoking content of the course If possible it is my recommendation that AID be induced to broaden its use of the seminar for its senior personnel and to make it a mandatory course for all such personnel . . .

LIMITED OFFICIAL USE

The Seminar would be improved if much more time and attention and care were given to probing for issues and problems. These should be generated by both the students and the faculty advisors in advance of platform presentations. Some examples of problems are: Why AID is Under a Cloud... Recognition vs. Non-Recognition of Military Dictatorships...The Compromise between Security and Freedom (*)

In the future I shall be a far more enthusiastic booster of NIS than I have been in the past. It is a very, very valuable operation. I have my own strong opinions expressed on the preceding pages regarding areas of emphasis and quality of speakers. However, if not one word or speaker were changed-- I should highly recommend the course to anyone in a key slot in Washington or overseas I would like particularly to commend the USIA technique of following formal guest and faculty lectures with a panel of students. These panels provided me a better feel for the USIS operations than the formal lectures. I would like to see AID employ the same technique . . .

There can be no question but what the course is worthwhile, and I suspect the byproducts have almost equal value with the basic purpose of the course-- the broadening experience of association and dialogue with people outside one's own agency and field of competence, a view in depth of the other agencies' operations, about which most of us know only by hearsay . . . I have heard proposals that the course be shortened; I would vote the other way, either extend it or trim down the present curriculum . . . Please fight the Battle of the Budget and get some mikes on the floor of the auditorium . . .

I think this seminar is one of the finest training exercises I have ever attended under government sponsorship. The seminar is especially valuable in presenting the entire country team approach to the problems being studied I should think that every Ambassador would appreciate having the key members of his country team attend this course.

/ Recommend / seminar work of country team, based on the case method.

I should like to see 2. The importance of this course given more prominence--value--importance, by AID officials . . . 3. More time spent in "team work". I felt that I worked on a segment of the problem . . .

I came to the NIS as a rank novice and while I cannot suggest that I feel confident as a CI tactician--there is no question but that my attitudes and concern re CI matters have been materially heightened.

Course is good and from all reports, continues to improve. This writer found it to be a meaningful experience The following items are suggested: . . . 2) Movies were most valuable and schedule should be fixed and not subjected to so many switches in time . . . 5) Move course to [redacted] thus permitting compression . . into a three-week schedule utilizing the two weekends, removing the participants from their residual office concerns . . . 6) Substitute one hour of case study time for a Congressional staff panel . . .

STATINTL

STATINT

From OA Participants:

Rather than the long question periods after each lecture, I believe it would serve a greater purpose for these lecturers to hold smaller seminars (e.g., 20 students). Obviously not as many students could benefit but a few would gain a more meaningful insight into the problems involved. The afternoon speakers helped to fill this gap.

Recommend that a safe be placed in each country team room and require each student to secure all materials in this cabinet. This would make security duty officers' job much easier

Sincerely believe that, as a consequence of participating in the NIS, I have a much broader and sounder conception of the counterinsurgency effort and of the role of the country team in this effort.

. . . . This is an excellent course, with higher quality of substantive content than any other course I have taken. It should be required for all Country Team personnel in developing countries.

a. I would particularly commend your Library and Typing Staffs. Their support was excellent. b. I missed the use of the teaching device common to War Colleges--the use of smaller discussion groups which would "bull session" the morning's presentations and the day's readings . . . c. My principal criticism lies in my experience with the Country Team Exercise. I did not feel that its contribution justified its use, and that as a result, the part it should play in aiding students to understand the concept and operation of a Country Team was not accomplished (4) I regret that I must attack what I know to be a "sacred cow" of the NIS. I believe that you must either reconsider the entire program /Country Team Exercise/, or perhaps examine your faculty controls on the committee activities.

While several lectures contributed to the country team concept I believe a wrap-up was needed with special emphasis on the role of the ambassador . . (*)

. . . . More group discussion within the CT's would seem desirable. These should be guided but on all subjects, not just the team problem. There was a wealth of experience and knowledge in my team but I had little time to pick much up. NIS instructors should be selected for their ability to teach. Several were not strong in this area. Critiques are always somewhat negative. I would like to point out how very fine I feel this course is and how valuable I found it. Keep up the good work.

I enjoyed the Seminar and feel that it was of considerable benefit to me. In fact it is unfortunate that all representatives of the various agencies concerned cannot attend the Seminar prior to overseas assignments. Perhaps my greatest criticism is of the acoustics of the lecture room

(*) Excerpts marked by asterisk have been taken from sections of questionnaires other than last part reserved for narrative comment; this has been done in cases where participant did not append narrative comment but did have significant observation(s) included in response to some specific question.