

A R E P O R T O N T H E

NATIONAL INTERDEPARTMENTAL SEMINAR

O N

PROBLEMS OF DEVELOPMENT AND INTERNAL DEFENSE



FOREIGN SERVICE INSTITUTE

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A REPORT ON THE NATIONAL INTERDEPARTMENTAL SEMINAR
ON PROBLEMS OF DEVELOPMENT AND INTERNAL DEFENSE

I. Authority for the National Interdepartmental Seminar

The National Interdepartmental Seminar was established pursuant to National Action Security Memorandum (NSAM)#163 of June 14, 1962, to provide instruction on the problems faced by the United States in dealing with developing countries, particularly counterinsurgency problems.

This authority was reaffirmed in NSAM #283 of February 13, 1964, entitled, "U. S. Overseas Internal Defense Training Policy and Objectives," which includes the following directives with respect to the National Interdepartmental Seminar:

"Officers Assigned to Key Positions

All officers assigned to 'key positions' (as determined by the Special Group (CI) in the underdeveloped world or in headquarters positions related thereto, will receive special instruction at the National Interdepartmental Seminar. This training will be considered as a prerequisite for assignment to designated 'key positions' although it will be available to other selected personnel on a case by case basis. Exception to this training as a prerequisite to such assignment may be made only by the head of the department or agency concerned.

"National Interdepartmental Seminar

The National Interdepartmental Seminar will be the inter-agency training center for those officers assigned to 'key positions.' In performing this function, the Seminar will undertake research, develop case studies, and offer instruction on the manifold problems of development and internal defense and improve the U. S. capability to assist underdeveloped countries to overcome these problems. In addition,

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the Seminar will serve as the focal point of the U.S. overseas internal defense training effort. Accordingly, it will undertake to assist other more specialized U.S. Government institutions engaged in related training activities by developing instructional materials on the non-technical aspects of internal defense and counterinsurgency."

II. Background

The National Interdepartmental Seminar is, in all respects, an integrated inter-agency program. As such, it serves two separate, but related, purposes--both relevant to the training needs of the participating agencies.

The Seminar, pursuant to NSAM #283, provides specialized senior-level training on the problems and the use of U.S. resources in developing countries that have particular relevance to averting threats of subversive aggression.

Beyond this specific requirement, the Seminar also serves a broader purpose. By combining an analysis of the modernization process and its instabilities and vulnerabilities with illustrative country and geographic area case studies examined in the context of U.S. interests and policy and program choices, the Seminar offers a unique interdepartmental approach to senior career training.

The content of the course has been carefully tailored to meet its assigned objectives. Its central concern is to develop an analytical understanding of the nature of the modernization process, its multiple dimensions and transitional instabilities, the potential for exploitation of these instabilities by internal and external forces, and the nature and extent of United States capability to influence the processes of change in directions compatible with our interests and policy objectives.

The importance of a coordinated inter-agency approach is given particular emphasis throughout the four-week program, with special attention to the use and coordination of programs of the several departments and agencies as they apply to specific problem situations and objectives.

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III. Organization and Method

The Faculty, under the direction of the Coordinator and the Deputy Coordinator, consists, as does the student body, of representatives from the five participating agencies. Since the Seminar's inception in 1962, through the final session of 1966, there have been a total of 1,760 graduates, including some 35 Ambassadors. Of the 386 graduates in the six sessions of 1966, 80 were State Department participants, 57 were from USIA, 77 from AID, 123 from the Department of Defense, and 52 from CIA.

The four-week sessions consist of lectures, case studies and reading and, in the afternoons, so-called "country team" sessions. These teams are small groups of officers assigned to the same geographic area and representing, to the extent possible, all of the component agencies. These teams are led by a designated student chairman supported by a Faculty Adviser. The objective of the afternoon sessions is to develop a better understanding of country team operation and to give participants the opportunity to apply to their area lessons learned in the course.

For lecturers, NIS relies on senior officials of the sponsoring departments and agencies, academicians and outside specialists, as well as on its own faculty.

IV. Evaluation

In order to determine the extent to which the Seminar is meeting the needs of the students and what changes, if any, would better meet those needs, we ask for frank evaluations of the course through individual questionnaires and through the Coordinator's meetings with Country Team chairmen.

In the three sessions since July, 1966, every student stated that the course was useful in some respects; most found it useful in most respects; and many offered suggestions for improvement. Several suggestions have been put into effect. There has been broad agreement on three principal benefits of the Seminar: that it widens the perspective from which

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policy problems and programs can be viewed; that it provides a broader comprehension of total U.S. policy considerations; and that it offers practical exposure to the roles and concerns of other agencies. The daily opportunity to work with colleagues from other agencies has consistently been noted as a valuable training experience.

Student reaction to the last three sessions is consistent with the conclusions drawn from questionnaires submitted in earlier sessions. A heavy majority of the students have expressed their belief that their time in the Seminar was well invested.

V. Evolution of Seminar

We continue to base the course content on the U.S. Overseas Internal Defense Policy (OIDP) and on NSAM #283. On the basis of past experience and evinced need of the student body, the curriculum has been modified over the past two years to increase the emphasis on analysis of the causes or roots of social dissatisfaction and political dissension which heighten the danger of subversion or insurgency.

To re-enforce this emphasis, the afternoon "country team" assignments have been redirected. The narrow focus on the problem of a single country has been changed and, in the last session of 1966, a procedure was introduced that puts greater stress on analysis and on the relevance of lessons learned to each individual's more particular need.

VI. The NIS as Focal Point of the "United States Overseas Internal Defense Training Effort"

The Seminar has substantially increased its assistance to and collaboration with other Government schools concerned with overseas internal defense training.

(a) Outside lectures:

The NIS serves as a lecture bureau for other Government schools by providing lecturers from its own Faculty or by helping to obtain speakers when Faculty Members are not available. NIS Faculty Members have lectured in the past year at some fourteen Government schools, providing a total

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of 175 lectures or seminar discussions. They have also lectured before a number of non-Government audiences. Lectures were given at schools of each of the Armed Services, at CIA, the Defense Intelligence School and AID. Some 50 lectures were given as part of regularly scheduled courses at FSI.

(b) Participation of instructors from military schools:

The number of instructors from military schools who have been students at the NIS has considerably increased. Partly as a result of this closer association, the demand for NIS Faculty Members as lecturers at those schools has also increased.

In December, 1966 and January of this year, NIS was called on by the National War College, the Army War College and the Industrial College of the Armed Forces to provide six-man panels for "country team" presentations and to lead discussion groups.

The Defense Intelligence School is planning one week of its next course around NIS presentations.

(c) Coordination Conference:

The NIS has now conducted three annual Coordination Conferences for Directors of Training in the field of internal defense.

The basic objective of the Coordination Conference is to provide a forum where, through lectures and seminar sessions, United States policies, programs and training procedures and problems can be discussed, and where the conferees can become better acquainted with current activities and accomplishments of the several departments and agencies involved in internal defense operations abroad. The Conference is designed to give maximum opportunity to exchange views and experiences and for the conferees to evaluate the needs and requirements of the field of instruction in which they are engaged. The Conference also enables NIS to determine how it can better fulfill its responsibilities--within limits defined by personnel and budget ceilings.

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Participants have been unanimous in recommending that the Coordination Conference be continued. The Fourth Conference is scheduled for June, 1967.

This Conference is the nearest thing to a forum on development, internal defense and counter-subversion training that exists in the U. S. Government.

(d) Advice:

The NIS has been called on by a number of military schools for advice and guidance in the organization and structuring of their courses in "counterinsurgency."

(e) "Transition"

The quarterly publication, prepared and issued by NIS, is now sent to approximately 3000 U.S. Government addressees at home and overseas. "Transition" provides original articles and reprints of significant material on political and economic development, internal defense and subversive aggression.

(f) Research:

During the year, the Research Section has been reorganized and given responsibility for preparation of the program. While little original research has been undertaken, a reference file is maintained of work being done both in governmental and private institutions that pertain to our subject.

(g) Bibliography:

The preparation of up-to-date bibliographic material for distribution throughout the foreign affairs community is under way.

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