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ANNEX A

A POLICY OF SUSTAINED REPRISAL

I. Introductory

We believe that the best available way of increasing our chance of success in Vietnam is the development and execution of a policy of sustained reprisal against North Vietnam -- a policy in which air and naval action against the North is justified by and related to the whole Viet Cong campaign of violence and terror in the South.

While we believe that the risks of such a policy are acceptable, we emphasize that its costs are real. It implies significant U.S. air losses even if no full air war is joined, and it seems likely that it would eventually require an extensive and costly effort against the whole air defense system of North Vietnam. U.S. casualties would be higher -- and more visible to American feelings -- than those sustained in the struggle in South Vietnam.]

Yet measured against the costs of defeat in Vietnam, this program seems cheap. And even if it fails to turn the tide -- as it may -- the value of the effort seems to us to exceed its cost.

II. Outline of the Policy

1. In partnership with the Government of Vietnam, we should develop and exercise the option to retaliate against any VC act of violence to persons or property.

2. In practice, we may wish at the outset to relate our reprisals to those acts of relatively high visibility such as the Pleiku incident. Later, we might retaliate against the assassination of a province chief, but not necessarily the murder of a hamlet official; we might retaliate against a grenade thrown into a crowded cafe in Saigon, but not necessarily to a shot fired into a small shop in the countryside.

3. Once a program of reprisals is clearly underway, it should not be necessary to connect each specific act against North Vietnam to a particular outrage in the South. It should be possible, for example, to publish weekly lists of outrages in the South and to have it clearly understood that these outrages are the cause of such action against the North as may be occurring in the current period. Such a more generalized pattern of reprisal would remove much of the difficulty involved in finding precisely matching targets in response to specific atrocities. Even in such a more general pattern, however, it would be important to insure that the general level of reprisal action remained in close correspondence with the level of outrages in the South. We must keep it clear at every stage both to Manol and to the world,

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that our reprisals will be reduced or stopped when outrages in the South are reduced or stopped -- and that we are not attempting to destroy or conquer North Vietnam.

4. In the early stages of such a course, we should take the appropriate occasion to make clear our firm intent to undertake reprisals on any further acts, major or minor, that appear to us and the GVN as indicating Hanoi's support. We would announce that our two governments have been patient and forbearing in the hope that Hanoi would come to its senses without the necessity of our having to take further action; but the outrages continue and now we must react against those who are responsible; we will not provoke; we will not use our force indiscriminately; but we can no longer sit by in the face of repeated acts of terror and violence for which the DRV is responsible.

5. Having once made this announcement, we should execute our reprisal policy with as low a level of public noise as possible. It is to our interest that our acts should be seen -- but we do not wish to boast about them in ways that make it hard for Hanoi to shift its ground. We should instead direct maximum attention to the continuing acts of violence which are the cause of our continuing reprisals.

6. This reprisal policy should begin at a low level. Its level of force and pressure should be increased only gradually -- and as indicated above it should be decreased if VC terror visibly decreases. The object would not be to "win" an air war against Hanoi, but rather to influence the course of the struggle in the South.

7. At the same time it should be recognized that in order to maintain the power of reprisal without risk of excessive loss, an "air war" may in fact be necessary. We should therefore be ready to develop a separate justification for energetic flak suppression and if necessary for the destruction of Communist air power. The essence of such an explanation should be that these actions are intended solely to insure the effectiveness of a policy of reprisal, and in no sense represent any intent to wage offensive war against the North. These distinctions should not be difficult to develop.

8. It remains quite possible, however, that this reprisal policy would get us quickly into the level of military activity contemplated in the so-called Phase II of our December planning. It may even get us beyond this level with both Hanoi and Peking, if there is Communist counter-action. We and the GVN should also be prepared for a spurt of VC terrorism, especially in urban areas, that would dwarf anything yet experienced. These are the risks of any action. They should be carefully reviewed -- but we believe them to be acceptable.

9. We are convinced that the political values of reprisal require a continuous operation. Episodic responses geared on a one-for-one basis to "spectacular" outrages would lack the persuasive force of sustained pressure. More important still, they would leave it open to the Communists

to avoid reprisals entirely by giving up only a small element of their own program. The Gulf of Tonkin affair produced a sharp upturn in morale in South Vietnam. When it remained an isolated episode, however, there was a severe relapse. It is the great merit of the proposed scheme that to stop it the Communists would have to stop enough of their activity in the South to permit the probable success of a determined pacification effort.

III. Expected Effect of Sustained Reprisal Policy

1. We emphasize that our primary target in advocating a reprisal policy is the improvement of the situation in South Vietnam. Action against the North is usually urged as a means of affecting the will of Hanoi to direct and support the VC. We consider this an important but longer-range purpose. The immediate and critical targets are in the South -- in the minds of the South Vietnamese and in the minds of the Viet Cong cadres.

2. Predictions of the effect of any given course of action upon the states of mind of people are difficult. It seems very clear that if the United States and the Government of Vietnam join in a policy of reprisal, there will be a sharp immediate increase in optimism in the South, among nearly all articulate groups. The Mission believes -- and our own conversations confirm -- that in all sectors of Vietnamese opinion there is a strong belief that the United States could do much more if it would, and that they are suspicious of our failure to use more of our obviously enormous power. At least in the short run, the reaction to reprisal policy would be very favorable.

3. This favorable reaction should offer opportunity for increased American influence in pressing for a more effective government -- at least in the short run. Joint reprisals would imply military planning in which the American role would necessarily be controlling, and this new relation should add to our bargaining power in other military efforts -- and conceivably on a wider plane as well if a more stable government is formed. We have the whip hand in reprisals as we do not in other fields.

4. [The Vietnamese increase in hope could well increase the readiness of Vietnamese factions themselves to join together in forming a more effective government.]

5. We think it plausible that effective and sustained reprisals, even in a low key, would have a substantial depressing effect upon the morale of Viet Cong cadres in South Vietnam. This is the strong opinion of CIA Siagon. It is based upon reliable reports of the initial Viet Cong reaction to the Gulf of Tonkin episode, and also upon the solid general assessment that the determination of Hanoi and the apparent timidity of the mighty United States are both major items in Viet Cong confidence.

6. The long-run effect of reprisals in the South is far less clear. It may be that like other stimulants, the value of this one would decline over time. Indeed the risk of this result is large enough so that we our-

selves believe that a very major effort all along the line should be made in South Vietnam to take full advantage of the immediate stimulus of reprisal policy in its early stages. Our object should be to use this new policy to effect a visible upward turn in pacification, in governmental effectiveness, in operations against the Viet Cong, and in the whole U.S./GVN relationship. It is changes in these areas that can have enduring long-term effects.

3. While emphasizing the importance of reprisals in the South, we do not exclude the impact on Hanoi. We believe, indeed, that it is of great importance that the level of reprisal be adjusted rapidly and visibly to both upward and downward shifts in the level of Viet Cong offenses. We want to keep before Hanoi the carrot of our desisting as well as the stick of continued pressure. We also need to conduct the application of the force so that there is always a prospect of worse to come.

4. We cannot assert that a policy of sustained reprisal will succeed in changing the course of the contest in Vietnam. It may fail, and we cannot estimate the odds of success with any accuracy -- they may be somewhere between 25% and 75%. [What we can say is that even if it fails, the policy will be worth it. At a minimum it will damp down the charge that we did not do all that we could have done, and this charge will be important in many countries, including our own.] Beyond that, a reprisal policy -- to the extent that it demonstrates U.S. willingness to employ this new norm in counter-insurgency -- will set a higher price for the future upon all adventures of guerrilla warfare, and it should therefore somewhat increase our ability to deter such adventures. We must recognize, however, that that ability will be gravely weakened if there is failure for any reason in Vietnam.

IV. Present Action Recommendations

1. This general recommendation was developed in intensive discussions in the days just before the attacks on Pleiku. These attacks and our reaction to them have created an ideal opportunity for the prompt development and execution of sustained reprisals. Conversely, if no such policy is now developed, we face the grave danger that Pleiku, like the Gulf of Tonkin, may be a short-run stimulant and a long-term depressant. We therefore recommend that the necessary preparations be made for continuing reprisals. The major necessary steps to be taken appear to us to be the following:

(1) We should complete the evacuation of dependents.

(2) We should quietly start the necessary westward deployments of back-up contingency forces.

(3) We should develop and refine a running catalogue of Viet Cong offenses which can be published regularly and related clearly to our own reprisals. Such a catalogue should perhaps build on the foundation of an Initial White Paper.

(4) We should initiate joint planning with the GVN on both the civil and military level. Specifically, we should give a clear and strong signal to those now forming a government that we will be ready for this policy when they are.

(5) We should develop the necessary public and diplomatic statements to accompany the initiation and continuation of this program.

(6) We should insure that a reprisal program is matched by renewed public commitment to our family of programs in the South, so that the central importance of the southern struggle may never be neglected.

(7) We should plan quiet diplomatic communication of the precise meaning of what we are and are not doing, to Hanoi, to Peking and to Moscow.

(8) We should be prepared to defend and to justify this new policy by concentrating attention in every forum upon its cause -- the aggression in the South.

(9) We should accept discussion on these terms in any forum, but we should not now accept the idea of negotiations of any sort except on the basis of a stand down of Viet Cong violence. A program of sustained reprisal, with its direct link to Hanoi's continuing aggressive actions in the South, will not involve us in nearly the level of international recrimination which would be precipitated by a go-Morth program which was not so connected. For this reason the international pressures for negotiation should be quite manageable.