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MACV Dir 381-41

HEADQUARTERS
UNITED STATES MILITARY ASSISTANCE COMMAND, VIETNAM
APO San Francisco 96222

DIRECTIVE NUMBER 381-41

9 July 1967 (MACCORDS)

MILITARY INTELLIGENCE INTELLIGENCE COORDINATION AND EXPLOITATION F(ATTACK ON VC INFRASTRUCTURE (C) SHORT TITLE: ICEX (U)

- (C) PURPOSE. To coordinate and give new impetus to US and GV erations, both intelligence collection and processing and action openions, directed toward elimination of VC infrastructure. To insure that osic programs conducted by different GVN/US organizations and components as they relate to identification, exploitation and elimination of the infrastructure, are mutually compatible, continuous, and fully effect
- 2. (C) SCOPE. This directive applies to all elements of the US ion engaged in intelligence collection and action programs specifically geted against the VC infrastructure, or which have advisory responsibilities with respect to similar GVN programs.

3. (C) CONCEPT.

- a. Destruction of the VC infrastructure as an effective instruis an essential concomitant to Revolutionary Development (RD) and security of RD operations. It facilitates intelligence/counterintelligence operations against VC main and guerrilla forces.
- b. Achieving a sustained and effective attack on VC infrastructure requires coordination, integration, and improvement of programs already being conducted by various US components at all levels, and bringing about corresponding integration and focus on the Vietnamese side.
 - c. As a first step, therefore, and consistent with the assignto COMUSMACV of the responsibility for performance of US field
 rams in support of RD, a joint civil/military management structure for
 structure Intelligence Coordination and Exploitation (ICEX) is estabunder the supervision of Deputy for CORDS to COMUSMACV.

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- (1) Basic Structure (see Annex A). The US management structure will consist of:
- (a) An ICEX Committee chaired by Deputy for CORDS to COMUSMACV and including senior representatives of OSA and MACV (CORDS, J-2, J-3).
- (b) A small civil/military ICEX staff in Saigon to sport this committee, reporting directly to Deputy for CORDS.
- (c) Infrastructure intelligence and operations coording elements at Corps, Province, and in selected Districts.
 - (2) Methods and Principals of Operation.
- (a) At each level, the designated US ICEX coordining elements will be charged with coordinating and focusing the intelligence and operational attack on infrastructure, and with stimulating, ergizing, guiding and collaborating with the corresponding Vietnamese reganizations and effort. The US side will be developed first, to set an example and to serve as a catalyst for similar Vietnamese development, building primarily upon existing programs and resources.
- (b) The latter will be marshaled and concentrated to permit a "rifle shot" rather than a shotgun approach to the real target -key, important political leaders and activists in the VC infrastructure.
 The ultimate attack on this elusive target is fundamentally a Vietnamese responsibility, employing essentially police-type and other special resources and techniques. Hence, for example, it is intended that Provincial Reconnaissance Units (PRU) be especially focused and the Police Field Forces (PFF) redirected against infrastructure, with other forces and resources playing supporting and complimentary roles.
- (c) Progress and success clearly will depend on a variety of interrelated factors, including:
- 1. Improved coordination of infrastructure intelligence collection and collation, and development of a clearer, common knowledge and understanding of VC organization and functioning.
- 2. More selective targeting, and timely exploitation of operational intelligence.

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- 3. Coordination of various collection and action activities with other military and civil programs and operations.
- (d) Standing rules and operating procedures will be observed for protection and compartmentation of intelligence sources and tempiques; however, as in the case of military tactical intelligence, every effort will be made to speed up the appropriate sharing and distribution of infrastructure intelligence information susceptible of effective operational exploitation. Similarly, based on such intelligence om all available sources, plans for its exploitation will be afforded maximum possible security to avoid their unauthorized disclosure.
- (e) Responsibility for implementing this operational approach is vested in the ICEX "program managers" or "coordinators" at each level of coordination, employing committee/staff management techniques and, where appropriate, combined US/GVN coordinating centers. It will be recognized that a balance must be struck, depending upon local circumstances, between tactical, security and infrastructure requirements, for allocation of available assets and resources.
- (f) The ICEX management structure, as it develops, will serve among other purposes as a vehicle for effective coordination of plans, programs and operations; as a means of identifying issues and resolving problems; and as an instrument for avoiding unnecessary duplication and averting competition for assets. It will seek to minimize special ICEX reporting requirements to a degree consistent with good security, control and management, including program evaluation. It will promote an all-American effort in working effectively with Vietnamese counterparts in mounting a more concentrated attack on VC infrastructure.
 - 4. (C) US ORGANIZATION FOR ICEX (see Annex A).
 - a. National Level (Saigon).
- (1) The US organization for ICEX will be headed by a coordinating and decision-making committee with the following regular membership:
 - (a) Deputy for CORDS to COMUSMACV -- Chairman.
 - (b) Special Assistant to the Ambassador.
 - (c) Assistant Chief of Staff, J-2.

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- (d) Assistant Chief of Staff, J-3.
- (e) Chief, RDC Division, CORDS.

This committee will meet when occasion demands, at the discretion of the chairman or the initiative of any of its members.

(2) To support this committee and its chairman, and to conduct the day-to-day business of ICEX at the Saigon level, there is established an ICEX staff, reporting directly to Deputy for CORDS to COMUSMACV, and consisting of a Director, Deputy Director, and Executive Secretariat, together with small, functional groups for operations, reports management and intelligence.

b. Field Organization.

- (1) At Corps, the OSA Regional Officer in Charge (ROIC) will be designated by the Corps Senior Advisor (CSA), to function as the latter's principal staff officer in matters relating to infrastructure intelligence collection and action against the key VC infrastructure. CSA will normally delegate supervision of this matter to his Deputy for CORDS. As the Corps ICEX Coordinator, the ROIC will convene and chair an ICEX Committee composed of the Corps G-2, Corps G-2 Advisor, Corps G-3 Advisor, and the heads of principal US elements concerned with infrastructure. The ROIC will serve as a principal point of contact for the Saigon ICEX staff. He will, using the committee, coordinate infrastructure collection programs and review the effectiveness of collation and dissemination machinery. The ROIC will recommend reaction operations for attack on infrastructure. As a priority task, the ROIC and members of the Corps ICEX Committee will stimulate counterpart Vietnamese Corps Intelligence Coordinating Centers to focus attention on attacking the infrastructure and foster Vietnamese inter-agency cooperation and coordination.
- (2) At province, a qualified officer will be designated the principal staff officer to the senior province advisor, for intelligence and action coordination of the attack on the infrastructure. This Province ICEX Coordinator may be provided by OSA or by Central Registry Detachment (CRD) and, in addition to his other duties and when acting in this capacity, will be assigned to the senior province advisor's staff. He will coordinate infrastructure intelligence collection programs, assure timely collation and dissemination of information, and recommend reaction operations. He will serve as principal point of contact for the Corps ROIC with respect to ICEX matters. As a priority task, he will stimulate the Vietnamese

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Province Intelligence Coordinating Committee (PICC) and, with his US colleagues, seek to obtain effective Vietnamese agency participation in this PICC and to focus its attention on VC infrastructure.

- (3) In the selected Districts where they are now operating or are to be established, combined GVN/US District Operations and Intelligence Coordinating Centers (DOICC) will be established for the purpose of achieving rapid evaluation and dissemination of infrastructure intelligence and quick reaction operations targeted on disrupting, harassing, capturing and eliminating local VC infrastructure. The US senior province advisor, with the assistance of the Province ICEX Coordinator, is charged with advising the GVN on establishing DOICC's and assisting in their efficient functioning.
- 5. (C) STAFFING AND SUPPORT REQUIREMENTS. Staffing and other support requirements will be developed by Director, ICEX staff, in collaboration with OSA and MACV.

6. (C) TIMING.

- a. The national-level ICEX Committee and its supporting ICEX staff are established officially upon promulgation of this directive. The Saigon ICEX staff will begin to function initially on a skeletal basis, with personnel provided, as required, by OSA and MACV. It will draw upon the resources of OSA and MACV for the substantive assistance and support necessary to permit the ICEX program to get quickly underway.
- b. By 15 July 1967, corps senior advisors will designate Corps ICEX Coordinators, select supporting military personnel, and begin selecting Province ICEX Coordinators, and initiating required administrative actions to accomplish these assignments and to provide for any necessary augmentation of Province advisory teams.
- c. By 15 July 1967, Director, ICEX, will draft initial, basic mission and functions statements further defining responsibilities and relationships for Corps, Province, and District organizations. These will be subject to general or local revision, based upon operating experience and the approved recommendations of field ICEX Coordinators.
- d. By 15 July 1967, Corps ICEX Coordinators, ROIC will determine in each Corps the Districts in which DOICC's will be established initially, in addition to those already functioning.

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- e. By 31 July 1967, Director, ICEX, will prepare initial guidelines for DOICC operations, based on experiences of existing DOICC's. (These will be supplemented or augmented as additional experience is acquired.)
- f. The ICEX staff will develop a talking paper, explaining the concept and purpose of US 'ICEX' organization and describing experiences with DOICC's already in operation for presentation to the concerned GVN Ministries and senior police, civil intelligence, and military officials. Method, timing and responsibilities for making the actual presentations will be determined by the Deputy for CORDS to COMUSMACV, in collaboration with ICEX Committee members.
- g. As soon as possible thereafter, Corps ICEX Coordinators will begin explaining the infrastructure intelligence and action coordination concept to Vietnamese Corps Commanders and Province Chiefs, obtain agreement in principle for the program and, if necessary, formalize Corps-level CICC organization.

FOR THE COMMANDER:



WALTER T. KERWIN, JR. Major General, USA Chief of Staff

NEIL N. SNYDER, JR. Colonel, USA Adjutant General

1 Annex

US Organization for Infrastructure Intelligence Collection and Exploitation

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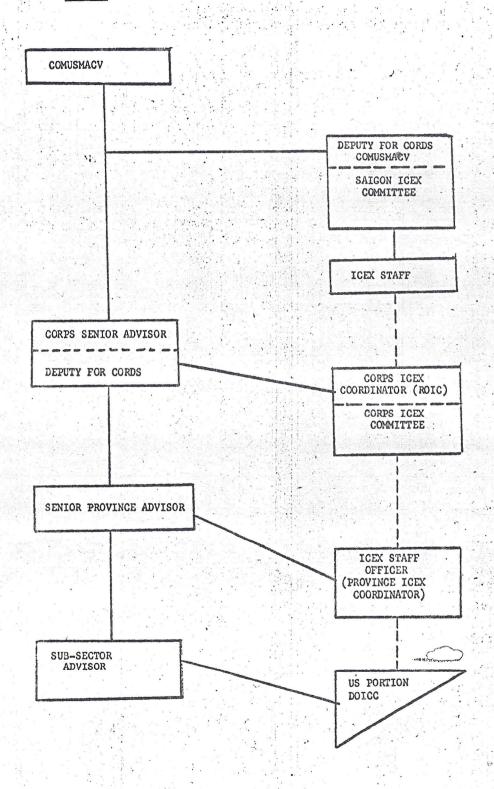
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US ORGANIZATION FOR-INFRASTRUCTURE INTELLIGENCE COORDINATION AND EXPLOITATION .

COMMAND (ICEX) COORDINATION



Annex A

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