

## GUIDELINES

**INSURE UNITY OF EFFORT.** Internal defense and development require well-coordinated action and centralized control at all levels. The organizational basis for coordinating and controlling IDAD activities, including activities conducted by security forces, is described on pages 58 through 62 .

**MAXIMIZE INTELLIGENCE.** Intelligence must be the basis for all IDAD activities. Internal security requires an alert organization with special police functions that is capable of assessing the insurgent threat, warning the government, taking action to penetrate the insurgent organization, and assisting in neutralizing it. The government must develop and improve the intelligence capabilities of security forces.

**MINIMIZE VIOLENCE.** Although insurgent organizations may act violently, it does not follow that a host government must respond in the same manner. Instead, it should use its resources to minimize violence and maintain law and order. Depending on the situation, governments may act decisively to shorten the duration of violence, or they may proceed with caution, extending the duration, but limiting the intensity or scope of violence. In either case, "minimum essential force" is the guideline. To minimize violence a government should consider:

- Conducting campaigns and operations in a manner which enhances popular support and promotes compliance with its laws and directives.
- Developing and supporting organizations which provide opportunities for individuals and group development, nonviolent expressions of discontent, and the means to implement IDAD programs.
- Taking actions to minimize opportunities for insurgent groups to coordinate and practice violence.
- Employing loyal, disciplined security forces effectively to inhibit the insurgent from using violence.
- If security forces are used to suppress insurgency, applying controls and punishments with fairness and consistency to enhance the government's legitimacy and promote compliance with its laws and directives.
- Using those forces not required for maintaining "normal" law and order to assist the populace, as in military civic action, and in places where they provide a psychologically insignificant target. Security forces are necessarily in the public eye while maintaining normal law and order - - which varies from country to country.

**IMPROVE ADMINISTRATION.** The effectiveness of governmental policies, planning, and projects is influenced by the competency of governmental administration. In many developing countries the government must provide additional training, supervision, followup, and controls to insure that subordinate personnel and organizations follow national policies and properly implement and administer programs. An important element in administering IDAD programs is the loyalty, discipline, and morale of security forces.