

McNamara's Memo on July 20, 1965, On Increasing Allied Ground Force

Excerpts from memorandum from Secretary McNamara for President Johnson, drafted on July 1, 1965, and revised on July 20, as provided in the body of the Pentagon's study. Paragraphs in italics are the study's paraphrase or explanation.

In a memorandum to the President drafted on 1 July and then revised on 20 July, immediately following his return from a week-long visit to Vietnam, he recommended an immediate decision to increase the U.S.-Third Country presence from the current 16 maneuver battalions (15 U.S., one Australian), and a change in the mission of these forces from one of providing support and reinforcement for the ARVN to one which soon became known as "search and destroy"—as McNamara put it, they were "by aggressive exploitation of superior military forces . . . to gain and hold the initiative . . . pressing the fight against VC-DRV main force units in South Vietnam to run them to ground and destroy them." . . .

His specific recommendations, he noted, were concurred in by General Wheeler and Ambassador-designate Lodge, who accompanied him on his trip to Vietnam, and by Ambassador Taylor, Ambassador Johnson, Admiral Sharp and General Westmoreland, with whom he conferred there. The rationale for his decisions was supplied by the CIA, whose assessment he quoted with approval in concluding that 1 July version of his memorandum. It stated:

Over the longer term we doubt if the Communists are likely to change their basic strategy in Vietnam (i.e., aggressive and steadily mounting insurgency) unless and until two conditions prevail: (1) they are forced to accept a situation in the war in the South which offers them no prospect of an early victory and no grounds for hope that they can simply outlast the US and (2) North Vietnam itself is under continuing and

increasingly damaging punitive attack. So long as the Communists think they scent the possibility of an early victory (which is probably now the case), we believe that they will persevere and accept extremely severe damage to the North. Conversely, if North Vietnam itself is not hurting, Hanoi's doctrinaire leaders will probably be ready to carry on the Southern struggle almost indefinitely. If, however, both of the conditions outlined above should be brought to pass, we believe Hanoi probably would, at least for a period of time, alter its basic strategy and course of action in South Vietnam.

McNamara's memorandum of 20 July did not include this quotation, although many of these points were made elsewhere in the paper. Instead, it concluded with an optimistic forecast:

The overall evaluation is that the course of action recommended in this memorandum—if the military and political moves are properly integrated and executed with continuing vigor and visible determination—stands a good chance of achieving an acceptable outcome within a reasonable time in Vietnam.

Never again while he was Secretary of Defense would McNamara make so optimistic a statement about Vietnam—except in public.

This concluding paragraph of McNamara's memorandum spoke of political, as well as military, "vigor" and "determination." Earlier in the paper, under the heading "Expanded political moves," he had elaborated on this point, writing:

Together with the above military moves, we should take political initia-

tives in order to lay a groundwork for a favorable political settlement by clarifying our objectives and establishing channels of communications. At the same time as we are taking steps to turn the tide in South Vietnam, we would make quiet moves through diplomatic channels (a) to open a dialogue with Moscow and Hanoi, and perhaps the VC, looking first toward disabusing them of any misconceptions as to our goals and second toward laying the groundwork for a settlement when the time is ripe; (b) to keep the Soviet Union from deepening its military [sic] in the world until the time when settlement can be achieved; and (c) to cement support for US policy by the US public, allies and friends, and to keep international opposition at a manageable level. Our efforts may be unproductive until the tide begins to turn, but nevertheless they should be made.

Here was scarcely a program or drastic political action. McNamara's essentially procedural (as opposed to substantive) recommendations amounted to little more than saying that the United States should provide channels for the enemy's discreet and relatively face-saving surrender when he decided that the game had grown too costly. This was, in fact, what official Washington (again with the exception of Ball) meant in mid-1965 when it spoke of a "political settlement." (As McNamara noted in a footnote, even this went too far for Ambassador-designate Lodge, whose view was that "any further initiative by us now [before we are strong] would simply harden the Communist resolve not to stop fighting." In this view Ambassadors Taylor and Johnson concurred, except that they would maintain "discreet contacts with the Soviets.")

McNamara's concluding paragraph spoke of "an acceptable outcome." Previously in his paper he had listed "nine fundamental elements" of a favorable outcome. These were:

(a) VC stop attacks and drastically reduce incidents of terror and sabotage.

(b) DRV reduces infiltration to a trickle, with some reasonably reliable method of our obtaining confirmation of this fact.

(c) US/GVN stop bombing of North Vietnam.

(d) GVN stays independent (hopefully pro-US, but possibly genuinely neutral).

(e) GVN exercises governmental functions over substantially all of South Vietnam.

(f) Communists remain quiescent in Laos and Thailand.

(g) DRV withdraws PAVN forces and other North Vietnamese infiltrators (not regroupes) from South Vietnam.

(h) VC/NLF transform from a military to a purely political organization

(i) US combat forces (not advisors or AID) withdraw.