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6 P.M.

MEMORANDUM TO THE PRESIDENT

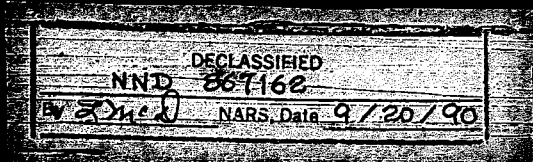
FROM: William J. Donovan

Permit me respectfully to submit the following:

I have not been advised of the particular proposals our government is to make for consideration as a joint strategic plan for the winning of the war. I fear, however, that there may be no suggestion that an integral and vital part of such plan would be the preparation and conditioning of those people and those territories where the issue is to be fought.

Based on my observations of wars during the past five years, I believe it would be a serious error to ignore or neglect such preparation and such conditioning.

On the offensive, this kind of operation is necessary in order to disintegrate the resistance. On the defensive, it is necessary in order to harrass the enemy as local conditions may permit.



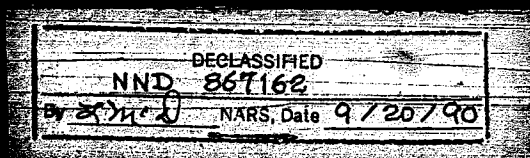
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~~We can consider this under two types of guerrilla warfare:~~

1. Setting up of small groups working as bands under definite leaders.
2. The establishment of guerrilla forces military in nature, in order to secure cohesion and successfully carry out a plan of campaign.

It is unnecessary to stress that modern large-sized armies are greatly dependent on roads, railways and signal communications, and the creation of supply and munitions dumps, to keep themselves supplied with food, munitions and gasoline -- without which they cannot operate. These communications constitute a desirable target both of the military and sabotage type.

The principle laid down is that the whole art of guerrilla warfare lies in striking the enemy where he least expects it and yet where he is most vulnerable.



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~~Specifically, I suggest the following:~~

1. That as an essential part of any strategic plan, there be recognized the need of sewing the dragon's teeth in those territories from which we must withdraw and in which the enemy will place his army; for example, the Azores or North Africa. That the aid of native chiefs be obtained, the loyalty of the inhabitants be cultivated; Fifth columnists organized and placed, demolition material cached; and guerrilla bands of bold and daring men organized and installed.

2. That there be organized now, in the United States, a guerrilla corps independent and separate from the Army and Navy, and imbued with a maximum of the offensive and imaginative spirit. This force should, of course, be created along disciplined military lines, analogous to the British Commando principle, a statement of which I sent you recently.