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FM 41-10

DEPARTMENT OF THE ARMY FIELD MANUAL

CIVIL AFFAIRS MILITARY GOVERNMENT OPERATIONS



DEPARTMENT OF THE ARMY

MAY 1957

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**CIVIL AFFAIRS MILITARY GOVERNMENT
OPERATIONS**

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CHAPTER 1

INTRODUCTION

1. Purpose and Scope

This manual is published for the use of all personnel concerned with civil affairs/military government (CAMG) operations. It is intended for use in conjunction with FM 27-5 and FM 41-15. It is generally applicable to situations of combat or anticipated combat and contains techniques and procedures employed by CAMG staff sections and units, as integral parts of the Army in the field, in planning, conducting, and supervising CAMG activities; in controlling populations; providing maximum support to military operations; fulfilling international obligations; and furthering the national policies of the United States. The material presented herein is applicable without modification to both atomic and nonatomic warfare.

2. Definitions

Civil Affairs/Military Government (CAMG) is a grouping of terms employed for convenience to refer to either civil affairs or military government, depending upon the context. For definitions of CA and MG, see FM 27-5 and/or SR 320-5-1.

3. Objectives

The basic objectives of CAMG operations are—

a. To Support Military Operations. Through the support or control of local law enforcement agencies in implementing measures to maintain public order, the CAMG organization promotes the security of the military forces. Civilian interference with military operations is reduced by such measures as the control of civilian movement, the operation of camps for the control of refugees and displaced persons, and the organization of local civil defense agencies. Measures to control the spread of disease and improve the state of health, prevent unrest and epidemic conditions that would endanger the military force. The reestablishment of governmental agencies enables local authorities to perform the necessary functions of civil administration while the mobilization and procurement of such local resources as labor, supplies, and facilities for military use serve to minimize requirements for military personnel and supplies:

b. To Fulfill Obligations Arising from Treaties, Agreements, or Customary International Law. In the planning for and conduct of CAMG operations, provision is made for the discharge of the commander's responsibilities pertaining to the civil population, the government, and the economy of the area. In the conduct of civil affairs activities, these obligations are usually covered by treaty or civil affairs agreement. The provisions of international law govern the conduct of a military government administrator. Since it is the policy of the United States to discharge its responsibilities in an exemplary manner, faithful observance of international legal obligations is required of its agents and representatives. For chief responsibilities, see FM 27-10.

c. To Support and Implement National Policies. The objective of CAMG operations is to implement United States national policy as a whole in a particular area for which the military commander is responsible. It is essential that national policies be established at the highest level of Government. Within the framework of national policy, foreign and other policies pertaining to the field of CAMG operations are developed by the Department of State, the Department of Defense, and other agencies of the Government. The Department of Defense formulates specific policies within broad policies with such modifications as may be necessitated by the requirements of the military situation.

d. To Provide for the Transfer of Responsibility from the Military Commander to a Designated Civil Agency of Government. Upon the cessation of hostilities, responsibility for the conduct of CAMG operations is transferred from the military commander to a designated civil agency of government as soon as the military situation permits. The latter may be a reestablished central government of the area or a United States or allied civil agency. Detailed prior planning is essential to insure continuity of policies. So long as elements of the military force remain in the area, the military commander must be prepared to conduct relations and liason with the designated civil agency of government. To insure effective coordination and support, it may be necessary to provide a staff to serve as a focal point for the conduct of relations with the designated political authority and local population of the country. Consideration must be given to the employment of United States or local civil agencies which are capable of furnishing the required logistical support in order to permit the withdrawal of military administrative commands and technical service units.

4. Principles

In the absence of specific policy guidance, the following principles should be considered in all CAMG operations:

a. Humanity. The principle of humanity prohibits the use of any degree of violence not actually necessary for the purpose of the war.

War is no excuse for ignoring established humanitarian principles. To a large extent, these principles have been given concrete form in the laws of war. But because all these principles have not become legal rules, a military commander must consider whether a proposed course of action will be humane even though it is not prohibited by international law.

b. Benefit of the Governed. Subject to the requirements of the military situation, the principle of governing for the benefit of the governed should be observed. The CAMG organization performs for the commander those obligations imposed by treaty or international law respecting the government and the inhabitants of territory in which United States armed forces are deployed. For chief obligations, see FM 27-10 and DA Pam 27-1.

c. Reciprocal Responsibilities. In the administration of military government, the commander of the occupying force has the right, within the limits set by international law, to demand and enforce such obedience from the inhabitants of an occupied area as may be necessary for the accomplishment of his mission and the proper administration of the area. In return for such obedience, the inhabitants have a right to freedom from unnecessary interference with their individual liberty and property rights. In the administration of civil affairs, reciprocal responsibilities are as set forth in a civil affairs agreement.

d. Command Responsibility. The military nature of CAMG operations requires that the responsibility and authority for the establishment and conduct of those activities be vested in the senior commander. The military commander is guided by directives from higher authority, national policies, applicable agreements, and international law. Commanders under the appropriate U.S. Department of Defense authority may delegate their authority for CAMG; such delegation may extend to the commanders of front line divisions or the equivalent level of command (par. 28a).

e. Support of the Commander's Mission. All CAMG operations must support the commander's politico-military mission except when overriding international legal considerations forbid.

f. Continuity of Policy. In order to insure continuity, it is essential that overall policy be developed at governmental or top command levels and transmitted through normal command channels. In a theater of operations, this policy must issue from the theater commander.

g. Continuity of Plans and Operations. The efficiency of CAMG operations, which depends upon a plan, a staff, and an organization, also requires a continuity of plans and operations. It is therefore essential that all military plans contain appropriate guidance and direction to insure the accomplishment of the CAMG mission. Continuity of operations is best achieved by the proper execution of these plans which should

be adapted to the requirements of the military situation and the capabilities of the organization.

h. Economy of Personnel. To effect an economy of personnel, the duties of CAMG personnel are confined, wherever possible, to supervision over existing or reestablished civilian authorities.

i. Integration in Combined Operations. In combined operations an integration of effort is achieved by exercising CAMG control through a combined command, as opposed to establishing separate national spheres of influence. The integration of personnel may be effected at all command levels, but it should not extend to the command of a CAMG unit of one nation by an officer of another nation.

5. Implementation of Policy

The pattern and objectives of CAMG operations in any area depend primarily on United States foreign policy as modified in detail by such variable factors as the requirements of the military situation, participation of allies, the nature of enemy operations and intentions, and other related factors. In the formulation and implementation of policy, it is essential that primary consideration be given to United States national interests. Although the first responsibility of the commander in the theater of operations is to destroy the forces of the enemy, his responsibility for building the peace is equally important even though it may come later in time. When a commander has not been furnished timely policy guidance in sufficient detail, he must request such guidance so that he will have available a sound basis for that planning necessary to accomplish ultimate political objectives. Due to the close relationship between the conduct of CAMG activities in the field and the attainment of fundamental national objectives, personnel engaged in the conduct of CAMG operations must possess a thorough understanding of the wider and longer range significance of actions which are to be taken. They must be capable of assisting commanders and of furnishing sound advice on the future consequences to United States national interests of all acts of the military force. Information on the development and administration of policies in the field of CAMG operations is contained in FM 27-5, FM 110-5, FM 110-10, and chapter 3 of this manual.

6. Degree of Control or Supervision

a. In the conduct of military government operations, the commander of the occupying military force may exercise absolute control over the inhabitants, the government, and economy of the occupied area, within the limits set by international law and by policy directives furnished by higher authority.

b. In the conduct of civil affairs activities, the commander of the military force may exercise only such limited executive, legislative, and

judicial controls as may be indicated by the terms of a treaty, agreement, or other consensual arrangement. In the combat zone, or in a fluid or comparable situation, the military commander may be authorized by agreement with the local government to exercise a degree of control similar to that which is required for military government operations. In rear areas, in static or peacetime situations, or when United States forces are stationed in foreign countries not actually in a theater of operations, the functions of the military commander are normally limited to those of a supervisory nature primarily involving liaison and the conduct of close relations with the agencies of civil government, on a basis of advice, assistance and negotiation. However, when the government of a friendly nation has been eliminated as a result of enemy action and it is not possible to conclude a civil affairs agreement, the commander of the military force may conduct a military government administration as a temporary expedient until the recognized central government is established in the area and a civil affairs or similar type of agreement is concluded.

c. Although it may be necessary to apply coercive controls, it is desirable in any situation to limit the application of such measures and to gain the active support and voluntary cooperation of the local government and civilian population.

d. Whenever practicable, control or supervision should be of an indirect rather than a direct nature. Local governmental agencies should be utilized to the maximum extent.

e. For information on the various techniques of control and supervision see chapter 5.

7. Application of Law of Land Warfare

a. The laws of war place limits on the exercise of a belligerent's power and require that belligerents refrain from employing any kind or degree of violence which is not actually necessary for military purposes, and that they conduct hostilities with regard for the principles of humanity and chivalry.

The prohibitory effect of the laws of war is not minimized by "military necessity" which has been defined as that principle which justifies those measures (not forbidden by international law) which are indispensable for securing the complete submission of the enemy as soon as possible. Military necessity has been generally rejected as a defense for acts forbidden by the customary and conventional laws of war inasmuch as the latter have been developed and framed with consideration for the concept of military necessity.

b. The United States has long been an advocate of international treaties and conventions dealing with the laws of war. The treaties to

which the United States is a party are set forth in DA Pam 27-1 and include, among others—

- (1) Annex to Hague Convention IV of 1907, respecting the laws and customs of war on land.
- (2) Geneva Conventions of 1949, relative to the protection of civilian persons in time of war.

Since the United States Government has ratified these Conventions, they are binding on all United States forces in the same manner as Congressionally enacted laws of the United States.

c. In conjunction with FM 27-10, *The Law of Land Warfare*, all members of the United States Armed Forces should have a general understanding of the contents of the Geneva Conventions of 1949. CAMG personnel should have a thorough understanding of the *Convention Relative to the Protection of Civilian Persons in Time of War* since this international agreement is the legal basis for conduct of relations with foreign civil populations.

d. An international agreement of particular significance to CAMG personnel is the *Convention for the Protection of Cultural Property in the Event of Armed Conflict* of which the United States became a signatory at the Hague in 1954. This convention outlines the measures which armed forces are obligated to follow in the preservation of historical, cultural and scientific properties in an enemy territory. CAMG personnel will have principal responsibility for compliance measures necessary to implement this convention.

CHAPTER 2

ORGANIZATION FOR CAMG OPERATIONS

Section I. ORGANIZATION OF STAFF SECTIONS AND UNITS

8. Composition

In theaters of operations the organization for the conduct of CAMG activities encompasses a wide variety of functions and is composed of staff sections and units. Through these staff sections and units, commanders exercise the CAMG authority delegated to them by higher authority. Each element of this organization is specifically designed to conduct CAMG operations at a specified echelon of command or level of government. Based on operational plans, theater requirements for staff sections and units are determined in advance of operations. Each element of this organization should be trained and manned prior to its employment.

9. CAMG (G5) Staff Sections

a. The CAMG (G5) Section is the staff agency which has primary responsibility for the planning, coordination, and supervision of CAMG operations.

b. During wartime, the staff organization for CAMG is on the general staff level (G5) at all echelons of command down to and including divisions and comparable commands. On joint staffs the CAMG staff may be termed the J5 or other appropriate joint staff designation. In a large command or when CAMG problems are numerous, a deputy commander for CAMG operations may be appointed.

c. During peacetime, the staff organization for CAMG activities should be sufficiently flexible to meet the particular needs of the command echelon and theater in which it operates as determined by the commander. At Army headquarters (or separate corps) of overseas commands, CAMG functions should normally be executed by a separate entity of the general staff (G5). At lower echelons (corps, division, and comparable levels of the communications zone), a CAMG subsection, operating as an element of the G3 section, can effectively perform the required functions until the need for a CAMG (G5) staff section has been demonstrated.

d. Standardization of Operations and Logistics (SOLOG) Agreement 41, CAMG Principles of Organization, 9 October 1956.

- (1) British and Canadian Division Headquarters will include a Civil Affairs/Military Government officer and staff section when the division operates under the command of a United States Corps to conform with United States organization. (This will not apply when assignment is of a temporary nature only.)
- (2) The armies of the three countries will accept responsibility for appropriate administration and support required by attached Civil Affairs/Military Government personnel or units of any of the other armies.

e. For further information on CAMG (G5) staff organization and procedures, see chapter 3, FM 27-5 and FM 101-5. For a list of applicable tables of organization and equipment, see appendix I.

10. CAMG Units

CAMG units are organized on either a table of organization and equipment (TOE 41-500R) or a table of distribution basis. For detailed information on the organization, capabilities, and training of CAMG units, see FM 41-15.

11. TOE Units

Units organized under the TOE 41-500R-series include CAMG groups, companies, and platoons. Each type of unit, which is organized on a cellular basis, consists of a headquarters augmented with appropriate administrative and functional teams. The flexible composition of this organization permits varying requirements to be met without the creation of special units or the subdivision of fixed units. However, for the purpose of simplifying training and providing guidance for unit organization and for calculating requirements for units, standard organizations for the CAMG group and company are prescribed by the Department of Army. The group and company headquarters are each provided with a given number and type of functional teams. In addition to a headquarters and a stated number of functional teams, the company organization contains from one to ten platoon headquarters. Mess and automotive maintenance teams for TOE CAMG units are authorized by TOE 29-500R, *Composite Service Organization*.

12. Administrative and Functional Teams

a. Cellular teams organized under TOE 41-500R consist of administrative and functional teams. Administrative type teams consist of platoon, company, and group headquarters, language, and food service teams. Functional teams of varying size are grouped into four principal subdivisions identified as governmental control functions, economic

functions, public facilities functions, and special functions. The senior functional team chief within each of the four principal subdivisions is the nominal head of his respective subdivision. The grouping of functional teams is not fixed; it may vary according to the requirements of the particular situation.

b. Governmental control functional teams include legal; public safety; public health; public welfare; public education; and labor. Economic functional teams include economics; commerce and industry; food and agriculture; price control and rationing; property control; public finance; administrative (civilian supply); and transportation of civilian supplies. Public facilities functional teams include public works and utilities; public communications; and public transportation. Special functions include displaced persons; civil (public) information; and arts, monuments, and archives.

c. For information on the general scope of the various functional specialties, see FM 27-5 and field manuals of the 41-series relating to these specialties. For the organization and duties of administrative and functional teams, see TOE 41-500R and FM 41-15.

13. CAMG Group

a. The CAMG group, organized under TOE 41-500R, possesses a higher degree of technical capacity than the company but does not contain within its own organization subordinate units which may be dispatched on the ground for the actual conduct of operations. The group may direct the activities of from one to five attached companies.

b. It may be assigned or attached to a field army, the headquarters of a communications zone, or any other comparable tactical or administrative command to form a CAMG command and to direct the operations of attached companies and platoons.

c. When an appropriate number of CAMG companies has been attached, the group may be employed to reestablish, control, or supervise the government, economy, and social institutions of a province or a large urban area. When a CAMG area headquarters unit is employed to control or supervise governmental and other activities at the national level of a country, the group may be attached to the area headquarters as an operating unit. For further discussion see paragraph 16.

14. CAMG Company

The CAMG company possesses a lesser degree of technical capacity than the group but, because of the inclusion of a stated number of platoon headquarters within its organization, the company has greater capabilities for the actual conduct of CAMG operations.

a. The company may be assigned or attached to a corps headquarters, or to any other designated tactical or administrative headquarters to

form a CAMG command. When not employed as a CAMG command, the company is normally attached to a group.

b. The company may be employed to reestablish, control, or supervise the government, economy, and social institutions of a large city or of the subdivisions of a province.

c. The company may also perform specified missions, such as the control of refugees, evacuees, and displaced persons, and the establishment and operation of refugee or displaced persons camps.

d. The company furnishes administrative support and technical assistance to its platoons. When required by the complexity of the situation, platoons are augmented with functional teams or specialists from the parent company.

15. CAMG Platoon

The CAMG platoon, which is a component of the company, normally consists of a platoon headquarters and a language team.

a. Platoons from a parent company which is assigned or attached to a corps are attached to frontline divisions to supplement the division CAMG staff sections and to perform such tasks during combat as collecting refugees, posting proclamations, and supervising the issuance of emergency relief supplies to civilians. When not attached to a division, the platoon normally operates under the control of its parent company.

b. The platoon may be employed to control or supervise operations in a small city or in a political subdivision equivalent to a county. It may also be assigned a specific mission such as the establishment and operation of a refugee or displaced persons camp.

c. Unlike the company and group, the platoon is not administratively self-sufficient. Mess and motor maintenance services must be provided by the parent company or the unit to which attached.

16. Table of Distribution Units

a. The following CAMG units, which are organized under applicable tables of distribution, are employed in theaters of operations: CAMG area headquarters type A units; CAMG area headquarters type B units; and CAMG theater school units. The area headquarters A and B units possess a greater degree of specialization in the CAMG functional activities than the CAMG groups organized under TOE 41-500R. Although not organized on a cellular basis, the identification and grouping of functional specialties in area headquarters units correspond generally with those followed in the groups and companies. Tables of distribution for the CAMG units described herein do not list supplies or equipment. Special provision must be made to authorize supplies and equipment and

to provide personnel to perform communications, mess, and automotive maintenance services.

b. Information on table of distribution CAMG units, which are utilized in the continental United States, is contained in FM 41-15 together with additional details on the units described in *a* above.

17. CAMG Area Headquarters Type A Unit

The type A area headquarters unit is larger than the type B. The type A unit may serve as the basic organization for a CAMG (J5) staff division of a theater headquarters. It may also be employed in a large country as the national headquarters unit for the purpose of reestablishing, controlling, or supervising the central government.

18. CAMG Area Headquarters Type B Unit

The type B area headquarters unit may serve as the basic organization for the G5 staff section of a theater army, army group, communications zone, or other headquarters of comparable level. It may be employed in a small nation as the national headquarters unit for the purpose of reestablishing, controlling, or supervising the central government. It may also be utilized for special type missions as designated by the theater or theater army commander.

19. CAMG Theater School Unit

The theater school unit serves as an administrative and instructional unit for CAMG units and personnel within the theater. It develops and presents instructional courses and procures training materials. It provides refresher training in CAMG operations and special area requirements to CAMG units and personnel.

Section II. PERSONNEL

20. Qualifications

Since personnel assigned to CAMG duties act as the representatives of the United States in the political, economic, and sociological aspects of military operations, extreme care in the selection of personnel is essential to insure that the type of representation is of the high quality to which the United States is entitled. It is desirable that personnel selected for the performance of CAMG duties be familiar with the principles which guide the operations of the United States Government, and it is essential that such personnel possess and demonstrate complete loyalty and fidelity to the United States. The extent of authority which may be exercised by CAMG personnel and the opportunities which may be offered for great personal gain, necessitate that such personnel also possess a high degree of integrity, judgment, and initiative.

a. Integrity. CAMG personnel must possess absolute personal honor and integrity. Since they may be authorized to remove and appoint officials and to grant privileges and licenses, they are subject to various influences and temptations in the conduct of their activities. CAMG personnel must therefore act with propriety and must possess a high degree of personal dignity.

b. Judgment. CAMG personnel must deal wisely with the local inhabitants, individually and collectively. They must be able to act with sound judgment and discernment in confused and unfamiliar situations and be able to analyze intelligently the various elements of a complex problem, to foresee the long range effects of taking various courses of action, and to make sound recommendations with respect to CAMG matters. They must possess a mature attitude and avoid an appearance of conspicuous luxury in the midst of desolation and human want. Under no circumstances should CAMG personnel allow themselves to become in the slightest degree compromised or indebted, socially or otherwise to any local individual or group.

c. Initiative. CAMG personnel must possess initiative. Manuals, directives, and policy decisions usually do not provide detailed instructions on the diverse types of situations which may be presented. CAMG personnel may have to use initiative in making decisions on matters of an urgent nature which should not await referral to higher headquarters. They may likewise find it necessary to stimulate the local inhabitants of the area into taking the initiative. When local officials are newly appointed to their positions, CAMG personnel must imbue them with the desire to act whenever possible on their own initiative in the accomplishment of desired objectives.

21. Assignment of Personnel

a. In assigning personnel to CAMG duties, it must be recognized that there is a scarcity of individuals qualified to conduct the various CAMG functional specialties. Every effort must be made to employ the most technically qualified personnel at those echelons and in those positions which make maximum utilization of their capabilities.

b. Consideration is also given in the assignment of personnel to such factors as age, military experience, and physical qualifications. Personnel assigned to CAMG units or to the staffs of tactical commands employed in the combat zone normally should be physically capable of serving under combat conditions. In rear areas and at the theater of operations or comparable level, age limitations may be waived in the field grades for those officers who are physically and professionally qualified.

c. Chiefs of G5 staff sections and their deputies assigned to the headquarters of major tactical and administrative commands should possess

broad military education, experience, and background. They not only should be familiar with correct staff procedures and the operations of Army forces in the field but should also have a thorough knowledge of the principles, doctrine, policies, techniques, and procedures which guide the organization for and conduct of CAMG operations.

d. Officers assigned as commanders and executive officers of CAMG units should have a thorough knowledge of military operations in the field, Army administration, and specific training in CAMG principles, doctrine, policies, techniques, and procedures. Other unit officers, not assigned to the various CAMG functional specialties, must be trained or experienced in general military subjects and in the conduct of CAMG operations, and be qualified by military occupational specialty to perform their principal duties.

e. Functional specialists assigned to the staffs of major tactical or administrative commands or to CAMG units should by reason of education, civilian occupation, or previous experience have a specific working knowledge of the specialty to which assigned and possess the appropriate military occupational specialty. All specialists assigned to CAMG duties should possess previous military training or experience. Specialists possessing outstanding competence should be assigned to high level staffs and commands in order to facilitate the furnishing of guidance and advice to other less qualified individuals assigned to subordinate elements.

f. Enlisted personnel assigned to general military duties must possess the appropriate military occupational specialty. Enlisted personnel assigned to the various functional specialties must possess, in addition, military or civilian experience or training in the specific specialty to which assigned.

g. For further information on personnel, see FM 27-5. Military occupational specialties for officer and warrant officer personnel are contained in SR 605-105-5. Enlisted personnel occupational specialties are contained in AR 611-201. For utilization of scientific and professional enlisted personnel, see AR 611-211.

22. CAMG Career Pattern and Reserve Branch of Service

a. *General.* The CAMG career pattern for officers in the Active Army and the CAMG Branch in the Army Reserve provide effective measures for the selection, procurement, and control of qualified CAMG officers in the Active Army and insure that the CAMG Reserve organization can attract, train, and furnish effective CAMG units to meet operational requirements.

b. *CAMG Career Pattern.* In accordance with the provisions of AR 616-170, a CAMG area of specialization is established within the framework of career management for selected officers in the Active Army to

include provisions for their utilization in controlled duty assignments, the conduct of advanced training in specialized subjects for such officers in civilian colleges and universities, and their attendance at military schools operated by other services or allied governments. For details on the career pattern in the CAMG field, see DA Pam 600-3.

c. CAMG Branch of Army Reserve. AR 140-108 establish the CAMG Branch of the Army Reserve, provide selection and assignment criteria for Reserve officers and enlisted reservists, provide appropriate peacetime assignments of personnel to Reserve CAMG units, insure the development of the military and educational qualifications of such individuals, and develop an adequate source and continuity of training for such personnel.

d. Applications. Applications, as appropriate, for career specialization or assignment to the CAMG-USAR Branch are submitted to the Adjutant General, Department of the Army, in accordance with provisions of the above and other pertinent regulations. Determination of requirements, qualifications, and selections is the responsibility of the Chief of Civil Affairs and Military Government, Department of the Army, in coordination with other Department of the Army staff agencies, as appropriate.

23. Employment of United States and Allied Civilian Technical Specialists

a. United States and allied civilian personnel possessing outstanding qualifications in the various CAMG functional specialties may be procured in accordance with applicable authorizations and policies for employment on the staffs of the theater headquarters, CAMG area headquarters type units, or on the staffs of other comparable levels of command. The employment of allied civilian personnel depends on the extent of allied participation in the operation, the availability of United States military and civilian personnel, the level of command, and applicable policies.

b. Since operational planning normally provides for the transfer of responsibility for the conduct of CAMG operations from the military commander to a designated civil authority upon the cessation of hostilities, it is desirable to employ approved civilians possessing the necessary qualifications as expeditiously as possible and prior to the cessation of hostilities.

c. For information on the employment of civilian personnel, see FM 101-1. Information on the procurement of local civilian labor is contained in paragraphs 166 through 176.

Section III. THEATER ORGANIZATION

24. Theater Commander (United States Forces)

a. The theater commander, guided by policy directives transmitted to him by the appropriate executive agency within the Department of Defense, is responsible for the conduct of CAMG activities within a theater of operations.

b. The theater commander receives broad directives, and implements them in planning, directing, and coordinating the CAMG operations of all the forces under his command. He secures the CAMG units and personnel required to execute his plan in the same manner by which other forces are secured.

c. The theater commander is not merely responsible for insuring compliance with policy directives pertaining to the furnishing of CAMG logistical support; he also influences economic decisions in order to assure the effectiveness of civilian emergency relief and economic aid programs.

d. The theater commander is relieved of responsibility for the conduct of civilian relief and economic aid programs within a theater of operations—

- (1) When the retention of this responsibility is no longer necessary for the accomplishment of his mission or justified by the requirements of the military situation.
- (2) When this responsibility can be transferred to a designated United States or allied civilian agency which can prepare long range economic plans and programs and provide the required logistical organization for their implementation.

e. The CAMG (J5) staff section of the theater of operations advises the theater commander; provides overall supervision and coordination of all CAMG activities in the theater; prepares plans; requests policy decisions from the appropriate Department of Defense authority; and disseminates policy guidance and direction to subordinate commanders.

25. Political Adviser on Staff of Theater Commander

a. As the agency within the United States Government primarily charged with the development and implementation of foreign policy, the Department of State may furnish a political adviser to the staff of the theater or other military commander having civil affairs or military government responsibilities.

b. The duties of the political adviser are limited to advising the commander on the implementation of established policies on such matters as governmental affairs and relations with other allied and

neutral countries, and to furnishing informal contact with the Department of State to expedite that Department's decisions on matters of policy determination.

c. Contact between personnel of the CAMG staff section and of the office of the political adviser should be habitual, informal, and characterized by mutual confidence.

26. Responsibilities of a Subordinate Military Commander

a. Each commander of a military unit, regardless of its size or subordinate position, must comply with the applicable provisions of international law with respect to the inhabitants, governments, and economies of occupied, liberated, or host territory.

b. Ordinarily, he will depend upon CAMG units and personnel to deal with local civilians and governmental agencies and to secure for him necessary assistance, supplies, and facilities from local sources.

c. He may be required to perform CAMG missions in the field in the absence of CAMG personnel or units.

27. Organization for Combined Operations

When United States forces operate in conjunction with allied troops, the responsibility for the conduct of CAMG operations may be exercised jointly by the United States and its allies.

a. Directives covering broad aims and policies for the initiation or conduct of CAMG operations by a combined or allied command are promulgated preferably by a higher international policy-forming body. If such an organization is not in existence or if international representation is not to be supplied at the headquarters of a combined or allied command, an advisory or consultative body may be established for the purpose of furnishing policy guidance and effecting coordination with the governments concerned. The composition of this body is not limited to representatives of allied nations responsible for the conduct of the operation; it may include representatives of other nations not participating in, but concerned with, the operation.

b. A United States officer commanding a combined or allied command complies with CAMG operational instructions, formulated at interallied governmental or command levels, which are transmitted to him through normal command channels. He not only insures adequate CAMG coverage in his operation plans and in the plans of his subordinate commanders; but he also makes an equitable allocation of responsibilities for the implementation of CAMG plans among the national forces under his command, to include, when appropriate, provision for CAMG units and personnel. The responsibilities of the senior United States commander serving under a combined or allied command are

similar to those described above. In addition, he brings to the attention of appropriate authority those policies or actions in the field of CAMG operations which are believed to be contrary or prejudicial to international law, United States Law, United States national interest, United States war objectives, or the postwar international position of the United States.

c. When United States and allied forces are employed under a single commander, adequate staff representatives from each force are provided. Although the organization of the CAMG staff section and the principles of staff operations are the same as in unilateral operations, it may be necessary to develop common staff procedures. Methods of representation on combined staffs are similar to those for joint staffs and are described in FM 101-5.

28. Delegation of CAMG Authority

The theater commander is authorized but not required to delegate his authority for CAMG matters in all or a part of the theater of operations to a designated deputy or to the theater army, navy, or air force commander. In a theater containing army troops of significant size, the commander of army forces is normally the officer to whom this delegation is made. He, in turn, except as limited by the theater commander, may in his discretion redelegate this authority to subordinate commanders. Each commander delegating authority to conduct CAMG operations will define the extent and degree to which this authority may be redelegated. All delegations of authority are accompanied by the transmission of appropriate policy guidance, orders and instructions.

a. A mobile or unsettled situation, whether in the communications or combat zone, favors the delegation of authority for the conduct of CAMG operations to the administrative or tactical commander responsible for the area. In this situation, the authority to conduct CAMG operations is normally limited to the commanders of the communications zone, field armies, corps, and frontline divisions. Authority is delegated to commanders of units below the division level only to the extent necessary for the *initiation* of CAMG operations.

b. A static or stabilized situation, whether in the communications or combat zone, favors the retention by superior commanders of authority to conduct CAMG operations. In this situation, it is desirable to retain this authority at a level which will enable conformance with existing political boundaries and later centralization of CAMG authority at national political levels.

29. Area Responsibility

A commander delegated authority for CAMG operations is responsible for their conduct within his assigned area. He assigns areas of juris-

diction, in accordance with the overall theater plan, and directs the operations of the CAMG units assigned or attached to his command and operating within his area.

30. Requirements for CAMG Units

a. Theater requirements for CAMG units are determined well in advance of an operation on the basis of the politico-military objectives, the task organization, and detailed studies of the target areas.

- (1) CAMG units are provided to serve as operating CAMG commands for those tactical and administrative echelons of command to which CAMG area authority is delegated.
- (2) Additional units are provided to conduct CAMG activities in designated areas primarily on the basis of population and the civil affairs or military government nature of the operation.
- (3) In the determination of area requirements for units, consideration is given to the size of the area to be controlled or supervised, the levels of its government, and the extent of its economic, political, and social development.

b. Based on the estimate of the requirements, an overall plan is prepared for the deployment of CAMG units. Provision is made for the modification of this plan because of changes in the tactical situation, and for the temporary deployment of units in emergency conditions.

31. Theater Army Commander

a. When CAMG authority is delegated to the theater army commander, he is responsible to the theater commander for the planning, coordination, direction, and supervision of CAMG operations and for the furnishing of CAMG logistical support. To the maximum extent practicable, he decentralizes the conduct of civilian relief and economic aid programs to his major subordinate commanders.

b. The theater army commander provides direction on the conduct of CAMG activities through his G5 staff section. The theater army G5 receives and interprets directives on CAMG matters received from higher headquarters; requests needed policy guidance; disseminates guidance and instructions to subordinate commands; prepares plans for CAMG operations in coordination with other staff sections; and advises on the execution of plans and policies by major subordinate commanders.

32. Communications Zone Commander

a. The communications zone commander is responsible to the theater army commander for the full administrative support of all army units located in the theater, and for such administrative support of navy, air force, allied, and other forces as may be directed. In accordance with the directives of the theater army commander, he furnishes maximum CAMG logistical support to the field armies.

b. The communications zone commander is normally delegated authority for the conduct of CAMG operations in areas behind army rear boundaries, until the military situation permits the consolidation of political entities and the corresponding centralization of CAMG authority at a higher echelon of command. When the communications zone commander is delegated CAMG area authority, he assumes command of the operating CAMG units located in areas which pass to his control as field army rear boundaries are moved forward.

c. When combat operations are confined to one country and the communications zone commander is delegated CAMG area authority for that country, he discharges his CAMG responsibility through his G5 staff section and the operating CAMG units located in his area. When the communications zone commander is delegated CAMG area authority for two or more small countries, he discharges his responsibilities through his G5 staff section and the operating CAMG units located in each country, respectively, in his area.

d. When the military situation permits, the theater commander, or theater army commander, relieves the communications zone commander of authority for the conduct of CAMG operations in all or part of the communications zone. The theater commander, the theater army commander, or a designated deputy, then exercises direct control over CAMG operations. Although relieved of CAMG area authority, the communications zone commander continues to be responsible for furnishing CAMG logistical support as directed.

33. Section Commanders of the Communication Zone

a. Authority for the conduct of CAMG operations is delegated to section commanders when the situation requires. Conditions in portions or the whole of the communications zone may permit the centralization of CAMG area authority at higher levels of command.

b. Conditions requiring a section commander to execute CAMG operations include the existence of a hostile and uncooperative population, widespread destruction and concomitant unrest, partisan and guerilla activity, or fast-moving situations resulting, for example, from an exploitation when the usual stages of assumption of control have not been possible.

c. Delegation of authority under the provisions of this paragraph must in each case be accompanied by an allocation of the CAMG units for the effective conduct of CAMG activities within the area concerned.

34. Field Army, Corps, and Division Commanders

a. Until the situation becomes static or stabilized, the field army commander is normally delegated CAMG area authority and is responsible for the conduct of CAMG operations within his command. He

deploys CAMG units in accordance with the overall theater plan, and implements policies pertaining to the government, economy, and population of the area. Since the field army is an administrative as well as a tactical unit, the army commander is responsible for the CAMG logistical support of his corps and divisions. He allocates civilian supplies when required by the situation; makes long range plans; prepares detailed estimates of CAMG logistical requirements; and coordinates with the army group, theater army, and communications zone commanders on CAMG matters.

b. Since the corps commander is normally delegated CAMG area authority until the situation becomes static or stabilized, he is likewise responsible for the conduct of CAMG operations in his area. As the corps is primarily a tactical unit, the corps commander is not normally responsible for furnishing CAMG logistical support to divisions. The latter draw their supplies primarily from installations operated by field army service units. However, the corps commander estimates supply requirements for an operation, and he may control the allocation of civilian supplies when the situation requires.

c. The commander of a front line division is normally delegated CAMG authority until the situation becomes static or stabilized. The division commander is responsible for initiating CAMG operations when areas come under his control and is particularly concerned with the prevention of civilian interference with military operations. As the commander of an administrative as well as a tactical unit, he is responsible for the CAMG logistical support of his subordinate elements.

35. Army Group Commander

a. Although the army group commander is responsible for the supervision and coordination of CAMG operations of field armies under his command, he normally does not exercise CAMG area authority. When conditions in the combat zone become static or stabilized, the theater army commander may assume responsibility for CAMG supervisory and coordinating functions previously performed by the army group commander.

b. To the maximum extent permitted by tactical and logistical considerations, the army group commander gives consideration to the integrity of political entities in the establishment of boundaries between his field armies and in his recommendations to the theater army commander on the location of field army rear boundaries. He estimates requirements for CAMG units and makes recommendations to the theater army commander on their deployment within his area of operations. He may also estimate requirements for civilian supplies and control the allocation of such supplies to his field armies in accordance with applicable policies.

CHAPTER 3

STAFF ORGANIZATION AND PROCEDURE

Section I. CAMG STAFF FUNCTIONS

36. Duties of the CAMG Officer (G5)

a. In general, the assistant chief of staff, G5, assists the chief of staff in the planning for and coordination of those functions pertaining to the civil population, government, and economy of areas in which armed forces are employed, and the conduct of CAMG operations.

b. G5 is assigned primary general staff responsibility in the planning for, preparation, and execution of CAMG policies, plans, orders, and directives, and is charged with keeping the commander and members of the staff informed on all matters pertaining to CAMG operations or activities. The other general staff sections of the headquarters assist G5, as appropriate, in the planning for and performance of those functions of personnel, intelligence, planning coverage, and logistics, which are related to CAMG operations and in which they have a primary interest.

c. G5 assists the commander in providing positive and continuous control over the land areas and populations therein for which the commander has responsibility. He advises the commander on those vital installations and local resources which should be spared from destruction in order to provide a basis for building a peace when the conflict is over. When a friendly nation is liberated from enemy occupation, G5, in conjunction with the political adviser (if present), advises the commander on the implementation of those directives pertaining to the restoration of the political and territorial integrity of the nation.

d. For information on the specific duties of G5, see FM 101-5.

37. Staff Supervision

a. The G5 insures that CAMG plans, operation orders, letters of instruction, and other documents are received by subordinate units or agencies. He makes certain that the documents are correctly understood and, when necessary, assists in their implementation. Close supervision is necessary to assure that the intent of orders and instructions is carried out as desired by the commander. Supervision is effected by visits and by study and analysis of special and routine reports of subordinate CAMG units. G5 staff section officers, in their inspections, determine

whether the CAMG policies of the commander are being followed, and advise subordinate units and their staff sections on the actions they should take to assure conformance with these policies. Staff supervision in the CAMG field is of particular importance to insure the proper conduct and effective coordination of the various CAMG functional specialties.

b. G5 staff section officers make inspection visits to subordinate units in order to obtain information for the commander relative to the condition of the command, and to observe the execution of orders or instructions previously issued. Staff visits are made in the name of the commander as his designated representative. Visiting staff officers conduct themselves in such a manner as to promote cordial relations and cooperation with the commander and staff of the subordinate unit, and refrain from criticism of or interference with the responsibilities of the subordinate commander.

38. Staff Coordination

Each general staff officer is charged with primary responsibility for assisting the chief of staff in the coordination of those activities which are included within a specified functional field. The general staff accordingly acts as a single coordinating staff in the coordination of all of the principal functional duties of the commander. When the commander of a major tactical or administrative command is delegated CAMG area authority and a command support CAMG unit is assigned or attached to form an operating CAMG command, the G5 must effect the necessary coordination with other members of the general staff on matters of plans, policies, and programs and is responsible for the accomplishment of all coordination within his functional field. The relationships of the various general and special staff officers within a headquarters may be determined from an analysis of functions described in FM 101-5.

39. Relationship Between G5 and Operating CAMG Units

a. Personnel of the G5 section are advisors, planners, coordinators, and supervisors. As members of the coordinating staff, they should not allow themselves to become engrossed with the details of administration and operation. A general staff officer (G5) has no authority as such to command subordinate elements of the command. He conducts staff supervision of those activities for which he has primary general staff responsibility.

b. The extent of relationship between the G5 of a major tactical or administrative command and CAMG units operating in the particular area is primarily dependent on whether the commander of such major echelon has been delegated authority to conduct CAMG operations within his area.

c. When the commander of a major tactical or administrative command is delegated CAMG area authority, the commander of the CAMG unit assigned or attached to form a CAMG command normally should be authorized to exercise operational control over other CAMG units attached to the major echelon. The commander of the CAMG command receives his orders and instructions from the major echelon to which assigned or attached. Although his contacts on matters of CAMG plans, policies, and programs are primarily with G5, he may also deal with G1 on matters of personnel, with G2 on intelligence, with G3 on the organization for and conduct of tactical operations, and with G4 on the logistical support of his operations. Although contacts with the CAMG commands of higher or subordinate major echelons may be used extensively, such contacts are normally confined to technical matters for the exchange of specialized information, techniques, and procedures. Prescribed chains of command between higher headquarters and subordinate CAMG units are not violated except in emergencies. In such emergencies bypassed commanders are promptly informed of those instructions which have been issued.

d. When the commander of a major tactical or administrative echelon is not delegated CAMG authority, he should not be deprived of an essential minimum G5 staff section. The G5 section coordinates support to CAMG units operating in the area, handles relationship matters, and plans for the future conduct of CAMG operations in the event CAMG authority is delegated by higher headquarters.

40. Organization of Unit Staff Sections Within CAMG Units

a. The duties and functions of unit staff officers are described in FM 101-5 and FM 41-15.

b. The commander of a CAMG unit, not authorized a unit staff within his headquarters by applicable tables of organization or distribution may designate personnel of his unit to perform the duties of unit staff officers when it is determined that the organization of a unit staff will facilitate the operations of his unit. Since a commander may not alter the number or grade structure of personnel authorized by applicable tables of organization or distribution he may find it necessary to assign to his functional specialists, which constitute his special staff, additional duties as unit staff officers. In the designation of officers to perform unit staff duties, adequate consideration is given to the military occupational specialties of his assigned personnel.

c. When a unit is employed as a CAMG command, the establishment of a unit staff may be particularly desirable to assist in the coordination and supervision of the internal operations of the various functional specialties and the conduct of CAMG activities by subordinate CAMG units. A unit staff may also provide the necessary coordination with

the staff sections of supporting and adjacent units. The establishment of a complete unit staff in a CAMG unit which forms the J5 or G5 staff section of a higher headquarters is usually unnecessary.

Section II. ESTIMATES, PLANS, ORDERS, AND REPORTS

41. Estimates of the Situation

a. The commander's decision is influenced not only by the relative combat power of opposing forces but also by characteristics of the area of operations. The CAMG estimate accordingly assists the commander in reaching a decision by weighing the effects which the lines of action open to him may produce with respect to his mission, evaluating for him those political, economic, and sociological conditions in the area of operations, and determining the degree of assistance or interference such conditions may present to the proposed operation (FM 100-5).

b. FM 101-5 contains detailed information on the preparation of estimates of the situation and a form and example of the CAMG estimate for use as guides. The form of CAMG estimate described therein is particularly suited for use by the G5 of a major tactical or administrative command in selecting the actions which best support the accomplishment of the mission of the command as a whole and in determining the major CAMG features which must receive the commander's attention. In the analysis and comparison of appropriate CAMG actions, the various CAMG functional specialties are grouped in such a manner as best to facilitate their consideration.

c. Shown as appendix II to this manual, is a form of a CAMG unit commander's estimate of the situation suitable for use by the commander of a CAMG area headquarters, group, or company. This form of estimate, which is a modification of the basic form contained in FM 101-5 is a logical and orderly examination of the factors affecting the accomplishment of the mission to determine the most suitable course of action for the unit as a whole. The basic form of the commander's estimate is arranged to insure investigation of all pertinent factors. When time permits, a complete written estimate may be made. When time does not permit, as is usual in smaller units, the form may be used as a mental checklist to insure consideration of all factors prior to arriving at a decision.

42. Planning

a. *General.* The successful accomplishment of national objectives in military operations in which United States armed forces participate depends in large part on the recognition of the necessity for prior planning at the theater level for the conduct of CAMG operations. Since detailed prior planning is also essential at all echelons of command

within the theater, the theater or senior United States commander must provide an overall CAMG plan for the guidance of his subordinate commanders in order to prescribe the objectives of CAMG operations and insure continuity of policies and uniformity of their application. Although responsibility for the conduct of CAMG activities should be transferred to a designated United States or allied civil agency of government as expeditiously as the military situation permits, the theater plan should insure that authority and responsibility for CAMG activities during military operations are vested in military commanders and not divided between military and civil agencies.

b. Development of Theater Plan. The military force serves primarily as an instrument of national policy in the attainment of political objectives. Accordingly, the theater or senior United States commander insures that primary attention is given in the preparation of his plan to the politico-military objectives received from the appropriate Department of Defense authority and to limitations which may be imposed by the rules of customary international law, or terms of treaty or agreement. As applicable, consideration is given in the development of the overall CAMG plan to the mission of the command; policy guidance received from higher authority on political, economic, and sociological matters; the type of operation, e.g., whether civil affairs or military government; and the degree of control or influence to be exerted over local agencies of government. The preparation of the overall CAMG plan necessitates a determination of the precise depth of area to which the military operation will penetrate. A detailed prior study must be made of area intelligence to include geographical and economic features; the density and composition of the population; forms and levels of government; and attitudes, customs, and traditions of the people. Information on sources of area intelligence is contained in chapter 6.

c. Content of Theater Plan. The overall theater CAMG plan prescribes the objectives of operations; specifies the depth and extent of the area to be covered by projected operations; provides information on the anticipated phasing of the operation; furnishes guidance on the delegation of CAMG authority to the commanders of major tactical and administrative commands; establishes the CAMG organization and requirements for units; and includes direction on the deployment of command and area support units. The overall plan furnishes general instructions on the conduct of relationships with national or local civilian authorities and the degree of control, influence, or supervision to be utilized. Policies are set forth pertaining to the conduct of the various CAMG functional specialties and the levels of government at which they will be conducted. Guidance is also included on the extent of procurement of local supplies, equipment, and services for military use, the furnishing of civilian relief and economic aid from United States resources,

and on other matters essential to the conduct of CAMG operations. When projected operations are to extend into the territory of two or more nations, variations of objectives and policies with respect to each nation necessitates clear differentiation in plans. Planning for the deployment of units should stress simplicity and flexibility so that unforeseen requirements can be met readily with minimum disruption of the planned organization.

d. Implementation of Theater Plan. Since army forces have the unique capability of providing control of the enemy's land areas and the population therein, and enforcing surrender terms after victory has been assured, the implementation of the CAMG portions of the theater plan is normally an army responsibility. The theater or senior United States commander insures that subordinate commanders can implement the CAMG portions of the theater plan by insuring that qualified personnel are provided for the staffs (and augmentations thereof) of subordinate commands, providing command and area support units for deployment at the required time and place in accordance with the overall theater plan, and insuring the timely issuance of the theater plan.

e. Planning Procedures. Planning procedures to include the formulation of plans, coordination in the preparation of plans, assignment of planning tasks, determination of planning phases and programs, and the preparation of outline plans are fully described in FM 101-5. Planning for the conduct of CAMG operations, which is a continuous process, consists primarily of three basic steps:

- (1) Compilation of essential information and data relative to missions and proposed actions of the commands concerned.
- (2) Analysis and evaluation of assembled information to determine feasibility, capability, and method of accomplishing the stated objectives.
- (3) Preparation and dissemination of plans, directives, orders, and instructions necessary for subordinate units to plan for and execute the functions involved in their CAMG operations.

f. Planning Considerations. At all concerned echelons of command, plans for the conduct of CAMG operations must include areas beyond the immediate lines of communication and combat front and extend in depth to the limit of objectives of army forces. In addition, plans are made to conduct CAMG operations in areas abandoned by the enemy even though army forces may not have to engage the enemy to gain such areas. At all echelons of command planning consideration is given to:

- (1) Manner in which CAMG operations may best contribute to the overall mission of the command.
- (2) Coordination of CAMG activities with tactical operations.

- (3) Requirements of CAMG operations for troop unit and administrative support.
- (4) Ability of and extent to which the command can support CAMG operations.

43. Preparation of Orders and Instructions

a. The CAMG plan is put into effect by the issuance of appropriate orders and instructions. The five-paragraph form of the operation plan or order prescribed in FM 101-5 is particularly suitable for the preparation by the G5 section of a major tactical or administrative command of CAMG orders and instructions. Since the preparation and issuance of an operation order are staff responsibilities of G3, G5 and other staff officers concerned furnish G3 with drafts of paragraphs or annexes pertaining to their activities for inclusion in the resulting order under the coordination of the chief of staff. As the preparation and issuance of an administrative order are a responsibility of G4, G5 submits to G4 paragraph 5 and other related subparagraphs and annexes pertaining to CAMG functions for inclusion in the complete order.

b. Determination of whether CAMG instructions are to be included in the operation or administrative order, or both, and the manner of their inclusion is normally made by the chief of staff. This determination is based on the type and level of the command concerned, the nature of the operation, and the necessity for direction of subordinate elements on such matters as objectives, the delegation of CAMG authority, the deployment of CAMG units, and policy guidance pertaining to the various CAMG functional specialties.

c. In continuing situations, CAMG instructions previously issued in orders may be included in standing operating procedure with additional instructions issued in fragmentary form as changes occur in the CAMG situation. The outline for fragmentary orders follows the sequence prescribed for a complete five paragraph plan or order.

d. Since annexes to operation and administrative orders are authenticated by the general staff officer having primary general staff responsibility in the field of the annex, G5 authenticates annexes, appendixes, tabs, and inclosures pertaining primarily to CAMG activities.

e. CAMG units publish their instructions in appropriate orders.

f. A form and example of a CAMG annex are shown as appendixes III and IV.

44. Policy Guidance

a. Since CAMG planning at all echelons of command is dependent on the receipt of adequate and timely policy guidance on the conduct of the various CAMG functional specialties, each headquarters within the

theater concerned with the planning for CAMG operations must incorporate policy guidance in its CAMG plans and disseminate applicable instructions to its subordinate units. In the development of CAMG plans, policy guidance must be analyzed not only in relation to the ultimate objective but also with respect to the various operational phases and the functional specialties pertinent thereto. In the analysis of policy guidance, determination is made of those matters on which guidance must be requested from higher headquarters. The general or specific nature of the policy required varies in accordance with the level of the command and the nature of the operation.

b. When the requirements of the situation necessitate that prompt action be taken on a matter for which policy guidance can not be obtained, the established principles and policies described in chapter 1 and FM 27-5 are analyzed and used as guides until the required guidance is obtained. Unless otherwise prohibited, authorization should be given for subordinate units to make minor departure from policy guidance when such departure is necessitated by the requirements of the military situation. When a subordinate unit deviates from policy guidance, it promptly transmits notice of such departure to higher authority furnishing justification for such action and information on the probable duration of the period of deviation.

c. Policy files, as described in FM 101-5, are maintained to summarize the current policies of the commander and of higher headquarters and to outline basic operating principles for the staff section or unit concerned.

d. A form for CAMG policy check list is furnished as appendix V to present an illustration of a type of policy check list which may be utilized by G5 staff sections and CAMG units in a theater of operations to determine matters on which policy guidance should be received or requested from higher headquarters. With respect to many of the functional specialties, the extent of the guidance received and directions transmitted will necessarily require subdivision and the insertion of supplementary information requiring space in addition to that which appears on the form.

45. Standing Operating Procedure

a. The purpose, scope, and form of standing operating procedures (SOP) are set forth in FM 101-5. In general, standing operating procedures prescribe routine methods to be followed in the absence of instructions to the contrary. Their preparation or development frequently require prior combat experience. Standing operating procedures should not repeat matters already specifically covered in field manuals. They should be flexible and serve to simplify orders, assist training,

promote understanding and teamwork, and make operations more effective.

b. A standing operating procedure may be prepared to govern procedures to be used by assigned and attached CAMG units or by subordinate commands. The standing operating procedure of a division or higher echelon may contain a CAMG paragraph or separate CAMG annex. Such CAMG annex should not repeat those matters of intelligence and administration otherwise covered in the standing operating procedure of the command concerned but may include appropriate references thereto. When published by a CAMG unit, standing operating procedures constitute the basic document rather than an annex thereto and include all the functions of command. The standing operating procedure of a major tactical or administrative command may be supplemented by staff section standing operating procedures and may include references thereto.

c. A standing operating procedure applicable to CAMG operations should generally cover a statement of its application; appropriate instructions pertaining to the delegation of CAMG area authority; assignment or attachment of CAMG units; sources of area intelligence; procedures for area surveys; measures for handling suspect personnel and documents of intelligence value; establishment of civilian check points; measures and procedures on the conduct of the various functional specialties; handling and issue of civilian supplies; personnel matters not otherwise covered in standing operating procedure of the command concerned; and instructions pertaining to the location of command posts, establishment of liaison, responsibility for communications, and submission of reports.

d. The form shown in appendix VI may be used as a guide.

46. CAMG Handbooks

CAMG handbooks may be published by the theater headquarters, or in combined operations by the senior allied headquarters, to serve as a basis for the training of personnel assigned to CAMG duties and to provide information and guidance on applicable policy directives for the use of all concerned with the planning for and conduct of CAMG operations. Due to variations in objectives and policies, it is normally desirable to provide separate handbooks for each country in which CAMG operations are to be conducted. Handbooks of a general nature setting forth basic policies pertaining to the general organization and conduct of CAMG operations and containing basic documents such as initial proclamations, laws and ordinances, or the provisions of civil affairs and other agreements, as applicable to the situation, are of particular value to nonspecialist CAMG officers. Such handbooks may be supplemented with other technical handbooks containing detailed pro-

cedural guidance on the various CAMG functional specialties primarily for the use of specialist personnel. Although procedures contained in handbooks are adhered to, provisions are made for their subsequent modification by those major tactical and administrative commanders delegated CAMG authority who receive policy guidance and direction from higher headquarters on CAMG matters. Although CAMG handbooks must include sufficient information on the political, sociological, and economic structure of the area of concern to permit an understanding of the actions which are to be taken, they do not constitute a primary source of area intelligence. For documentary sources of area intelligence, see chapter 6.

47. Handbooks for Unit Commanders

A handbook for commanders of units other than CAMG units may be published by the theater headquarters, or in combined operations by the senior allied headquarters, for each country in which operations are to be conducted to furnish general information and guidance which will be of assistance to unit commanders in the conduct of their relations with the inhabitants of the area. Such handbooks, which should be prepared in the form of ready reference guides, may contain information on the historical background and social and economic development of the country; governmental structure at national, provincial, and local levels; organization of political parties; police, security, and legal systems; banking and monetary systems; civil service system; recommended treatment of civilians; establishment of courts, as appropriate; anticipated problems of a unit commander in the area; and measures for the protection of United States and allied elements of the military force. Handbooks for unit commanders provide only limited assistance to CAMG unit commanders since the latter require information and guidance of a more detailed and comprehensive nature.

48. Periodic CAMG Reports

a. The periodic CAMG report is valuable to commanders and staffs in that it provides an accurate picture of the CAMG situation at regular intervals. It furnishes information relating to areas of jurisdiction, locations of units, results of operations, area and political intelligence, actions taken, outstanding problems pertaining to the various functional specialties, and special recommendations and requests for actions necessary to accomplish the objectives of the operation. When the periodic CAMG report is prepared by divisions and higher echelons those portions of the report which are included in the periodic intelligence, personnel, and logistics reports of the command may be deleted to prevent repetition.

b. A specific form for the periodic CAMG report is not required by regulations. The headquarters requiring the report prescribes the form, content, and frequency of submission. Regardless of the format which

may be prescribed, clarity and accuracy must be closely followed in the preparation of the report to prevent misunderstanding or misinterpretation and to insure reliability. Annexes consisting of maps, overlays, and other data, should be used whenever practicable to shorten the body of the report.

c. The form and example of a periodic CAMG report provided in FM 101-5 may be used as guides.

49. Situation and Special Summaries

Situation summaries (SITSUMS) may be required by higher headquarters to obtain a brief summary of the situation at the end of a prescribed reporting period. Special summaries may be required on a call basis. When situation or special summaries are required, an abbreviated form of the periodic CAMG report may be used as a guide. Changes in the situation which have occurred since the last report are reported; when there is no change, this fact should be so stated. Coded headings may be used to transmit information and statistical data. Consistent with the effective conduct of the operation, the minimum number of reports should be required.

50. Command Report

The command report, which is prepared in letter form at the end of each month by commanders of headquarters and units from theater to company, is prescribed by SR 525-45-1. This report is the medium through which the commanders of designated headquarters and units periodically submit information and evaluation on their combat operations and forward recommendations based on experiences, including joint and combined operations and support activities, which are pertinent to doctrine, organization, equipment, training, administration, techniques, and tactics.

CHAPTER 4

CONDUCT OF CAMG OPERATIONS

Section I. EMPLOYMENT OF STAFF SECTIONS AND UNITS

51. General

a. The CAMG organization, which consists of staff sections and units, is an integral component of the military force. It supports army forces in the conduct of tactical military operations. It assists in fulfilling the military commander's legal obligations with respect to the inhabitants, government, and economy of the area. It serves as the military agency with primary concern for the attainment of ultimate national objectives and provides for the future transfer of CAMG responsibilities to a designated civil agency of government.

b. The CAMG organization serves as an agency at the disposal of the military commander to assist in the accomplishment of his assigned mission and to combat enemy action which may be either planned or unplanned. Planned enemy action may consist of driving refugees into friendly lines to disrupt military operations; sending infiltrators into friendly lines to gather information and attack vulnerable lines of communication and administrative installations; and disrupting the political, economic, and sociological structures of countries under enemy occupation in order to weaken the will of population to resist. Unplanned enemy action may include the damage to civilian economies and centers of population which normally accompanies full scale military operations. Resulting chaos and confusion must be reduced in the shortest possible time in order to reduce interference with the conduct of military operations.

c. The CAMG organization must be flexible and adaptable to local political, economic, and sociological conditions. It must be prepared to implement policies transmitted by proper authority. It is responsible for recommending changes or modifications to policies and providing substantiation for such recommendations through the observation of results in the field.

d. The CAMG organization is concerned with the regulation of those social processes which represent the changing ways in which human beings relate themselves to others. Social processes constitute a complex and unpredictable medium. Detailed prior planning enables the com-

mander to employ the CAMG organization in the regulation of social processes and in the control, supervision, or influence of the local population, government, and economy.

e. In order to utilize fully the capabilities of the CAMG organization, military commanders must provide adequate direction to the CAMG units placed under their control, and must insure that such units are effectively employed, adequately supported, and properly supervised.

f. For information on the doctrine and principles employed in military operations, see FM 100-5.

52. Phasing of Operations

a. To insure compliance with applicable legal or policy requirements and to provide a sound basis for civilian cooperation during future military operations, CAMG units initiate activities in the combat zone as soon as an area comes within the control of the military force.

- (1) During fluid situations in forward areas, CAMG activities primarily support tactical military operations. The requirements of the military situation may limit CAMG activities to the conduct of critically essential functions.
- (2) In fluid or unsettled situations, the control of operations must be established according to the principle of unity of command.
- (3) Since uniformity and continuity of policies and operations are essential to the success of CAMG operations, tactical commanders exercising CAMG area authority must conform with guidance and directives concerning CAMG operations.

b. During static situations, a realignment of priorities among the activities of the various CAMG functional specialties will occur. Certain activities, such as the restoration of public order and safety, control of refugees and displaced persons, and furnishing of emergency relief, which may have received primary attention during a fluid situation, will receive more routine attention. Functional specialties such as public works and utilities, public transportation, and civil information will be expected to present a more pressing requirement than previously with relation to accomplishment of the mission.

c. In a static situation, primary attention may be given to long range policies for the restoration of local institutions. In occupied areas, consideration is given to the reformation of institutions and the adoption of more liberal policies in the control of the inhabitants. It is essential to establish a stable government, and to confirm its exercise of authority subject to the authority of the occupying power.

53. Command and Area Support Units

a. CAMG units which provide *command (tactical) support* are assigned or attached to major tactical or administrative units to perform recurring tasks.

b. CAMG units which provide *area (service) support* are attached to major tactical or administrative units to augment the units which provide command support and to perform continuing CAMG functions in specific areas.

c. Command support units accompany in movement that unit to which assigned or attached. When command support units displace, their tasks are transferred to area support units which remain in place. Area support units do not accompany in movement the major units to which they are attached.

d. Command support units are normally allocated on the following basis:

- (1) A CAMG group to each field army and to the headquarters of the communications zone.
- (2) A CAMG company to each corps.
- (3) One or more CAMG platoons from the corps CAMG company (above) to each front line division.

e. Area support units will normally be designated TOE groups, companies, and platoons. However, special table of distribution units may also be employed.

f. For operations of both command and area support units, see paragraphs 74 through 84.

54. Operations of Command Support Units

In a continuing situation, assignment rather than attachment of the group to the field army or the communications zone headquarters, and of the company to the corps, is preferable.

a. As a CAMG command, a command support unit performs recurring CAMG operations which are generally similar in nature, regardless of the level of command at which the unit is employed.

b. The commander of a unit providing command support is responsible for maintaining liaison with the headquarters of the major unit to which assigned or attached, and for performing the following recurring tasks and functions:

- (1) Furnishing the commander and staff with information, estimates, and recommendations pertaining to the various CAMG functional specialties listed in paragraph 12.
- (2) Assisting the G5 and other members of the general staff in the preparation of plans, orders, and reports.
- (3) Exercising technical supervision over the functional activities performed by subordinate CAMG units.
- (4) Establishing liaison with corresponding CAMG units assigned or attached to higher or adjacent commands.

- (5) Planning and supervising the training of his own unit and, in coordination with G3 and G5, the training of other attached CAMG units within the various specialized fields.
- (6) Exercising, in the name of the commander, operational control of the CAMG units which have not been assigned or attached to subordinate units.
- (7) Making recommendations on the employment of CAMG units designated to provide area support.
- (8) Determining detailed requirements for civilian supplies and supervising the issuance of such supplies to local authorities.
- (9) Transmitting to higher headquarters requests from subordinate units for policy decisions.
- (10) Receiving, holding, and orienting CAMG area support units to be deployed in the area.

55. Deployment of Area Support Units

Units providing area support are deployed for operations in designated areas in accordance with the overall theater plan. Plans for the allocation and deployment of these units in specific areas are prepared in accordance with tactical plans. Requirements for types and numbers of area support units are based primarily on the number of inhabitants within an area and the civil affairs or military government nature of the operations. In determining requirements, consideration is also given to levels of government; number of localities; size of area; degree of economic, social, and political development; the required degree of control; and other related factors. Area support units normally focalize their activities in centers of population, cities which are seats of government, or industrial complexes.

a. To the maximum extent practicable, area support units are informed in advance of their deployment on the specific areas where they are to be employed in order to permit them to make detailed analyses of pertinent area intelligence. When this area training is not provided prior to the departure of these units from the continental United States, it should be furnished upon their arrival in the theater by the theater school unit.

b. Commanders of major tactical or administrative commands delegated CAMG area authority deploy CAMG units in accordance with the overall theater plan, supplemented as necessary with additional units or functional teams according to the exigencies of the particular situation.

c. Since a command support unit normally accompanies in movement the major unit to which assigned or attached, it is the responsibility of a commander delegated CAMG area authority to call forward an area

support unit designated in the theater plan in time to permit its deployment prior to the movement of the command support unit from the area uncovered.

d. As rear boundaries are moved forward, those area support units which are deployed in a designated area in accordance with the theater plan pass from the control of the subordinate major commander delegated CAMG area authority to the higher commander delegated the authority for that area. For example, when division or corps rear boundaries are moved forward, area support units deployed therein remain in place and pass to the control of corps or field army. As the rear boundary of a field army is moved forward, area support units remain in place and pass to the control of the communications zone.

e. As rear boundaries are moved forward, it may be necessary to regroup the area support units remaining in place.

56. Chains of Command

The operations of CAMG units may be directed through an *operational chain of command* or a *CAMG chain of command*. Either or both may be utilized within a theater, together with technical channels for the exchange of information. For a graphic presentation of chains of command, see figures 1, 2, and 3.

a. *Operational Chain of Command*. This chain of command is employed primarily in the combat zone when tactical considerations are of paramount concern and when the situation is fluid or unsettled. In this situation, CAMG activities are directed by the commanders of those major tactical commands to whom CAMG area authority is delegated. Instructions of a higher commander pertaining to the conduct of CAMG operations in the area of a subordinate major unit are transmitted through normal command channels. The commander of a CAMG command or area support unit receives his directives from the commander of the major unit to which his CAMG unit is assigned or attached. Although this chain of command facilitates the discharge by major unit commanders of their CAMG obligations, it generally requires detailed direction to insure continuity and uniformity of operations.

b. *CAMG Chain of Command*. This chain of command is used in areas where the situation is static or stabilized and the commanders of subordinate major tactical and administrative units are not delegated CAMG area authority. It is particularly desirable to use the CAMG chain of command after hostilities have ceased in order to focalize the direction of CAMG operations in the higher levels of command, to insure uniformity and continuity of effort, and to prepare for the transfer of CAMG responsibilities to a civil agency of government. Under the CAMG chain of command, the commander of the major unit delegated CAMG area authority transmits instructions through his CAMG command direct to all CAMG units within his area of responsibility.

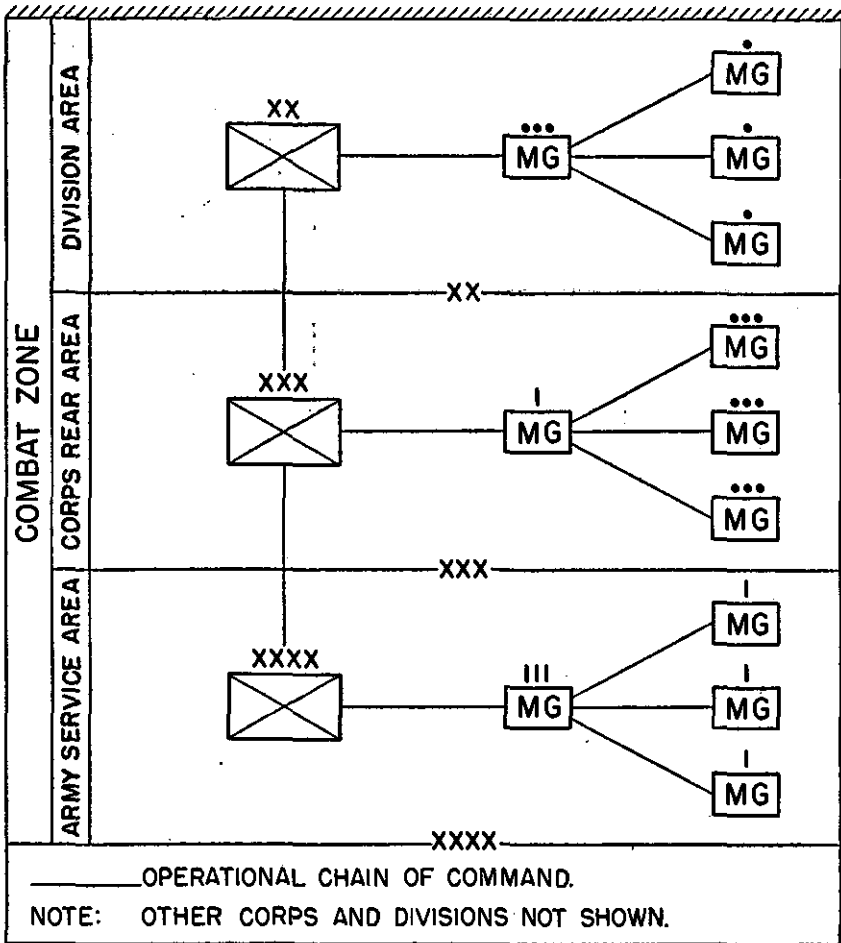


Figure 1. Operational chain of command in a field army area.

57. Areas of Jurisdiction

a. Whenever feasible, CAMG command and area support units employed in the combat zone are allocated areas of jurisdiction based on local political boundaries. When such is not feasible, areas of jurisdiction are based on applicable tactical boundaries.

b. In areas to the rear of field army rear boundaries, where the situation is normally static, CAMG units located therein are allocated areas of jurisdiction which are based on political rather than administrative boundaries.

c. When the assigned area of jurisdiction of a CAMG unit extends into areas of more than one commander delegated CAMG area authority the commander deploying the CAMG unit accomplishes the necessary

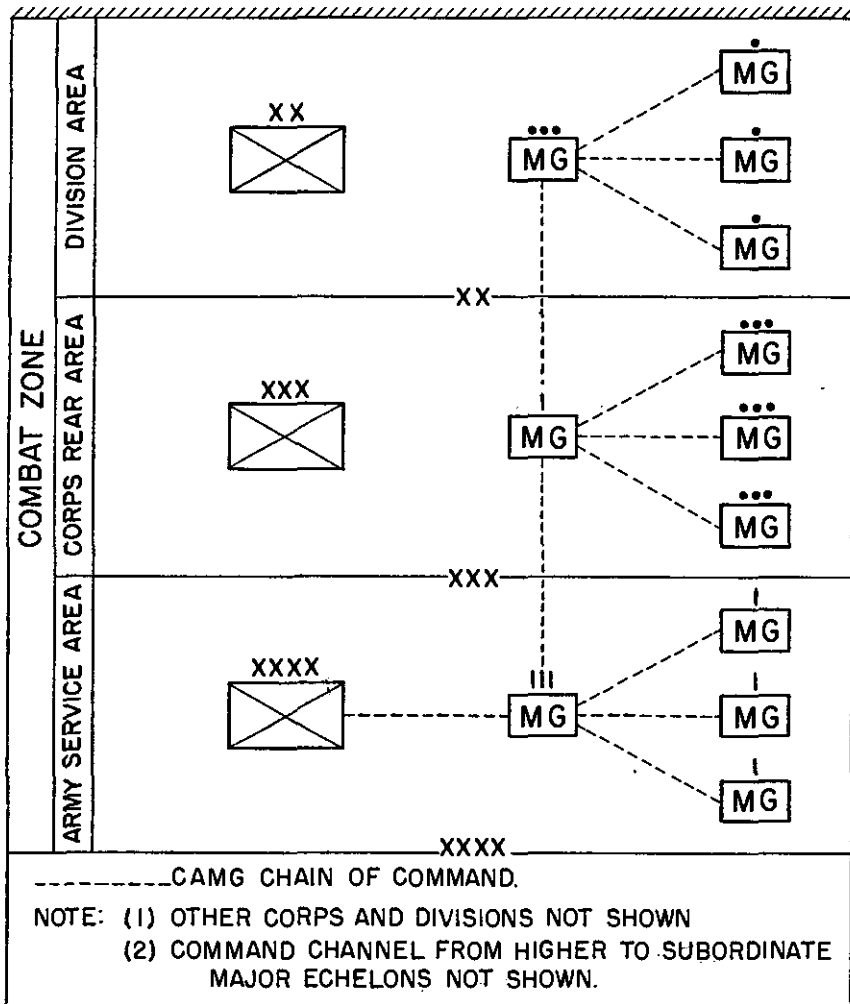


Figure 2. CAMG chain of command in a field army area.

coordination and liaison with adjacent commands in order to insure uniformity and continuity of operations.

58. Consolidation of Political Entities

a. In the initial stages of a military operation or campaign, military boundaries usually cut across the boundaries of provinces or states and it may not be feasible to establish complete units of civil administration therein. However, military boundaries should be relocated to coincide with political boundaries as soon as the military situation permits the consolidation of political entities.

b. During static conditions or after the cessation of hostilities, in order to consolidate political entities and to centralize CAMG area

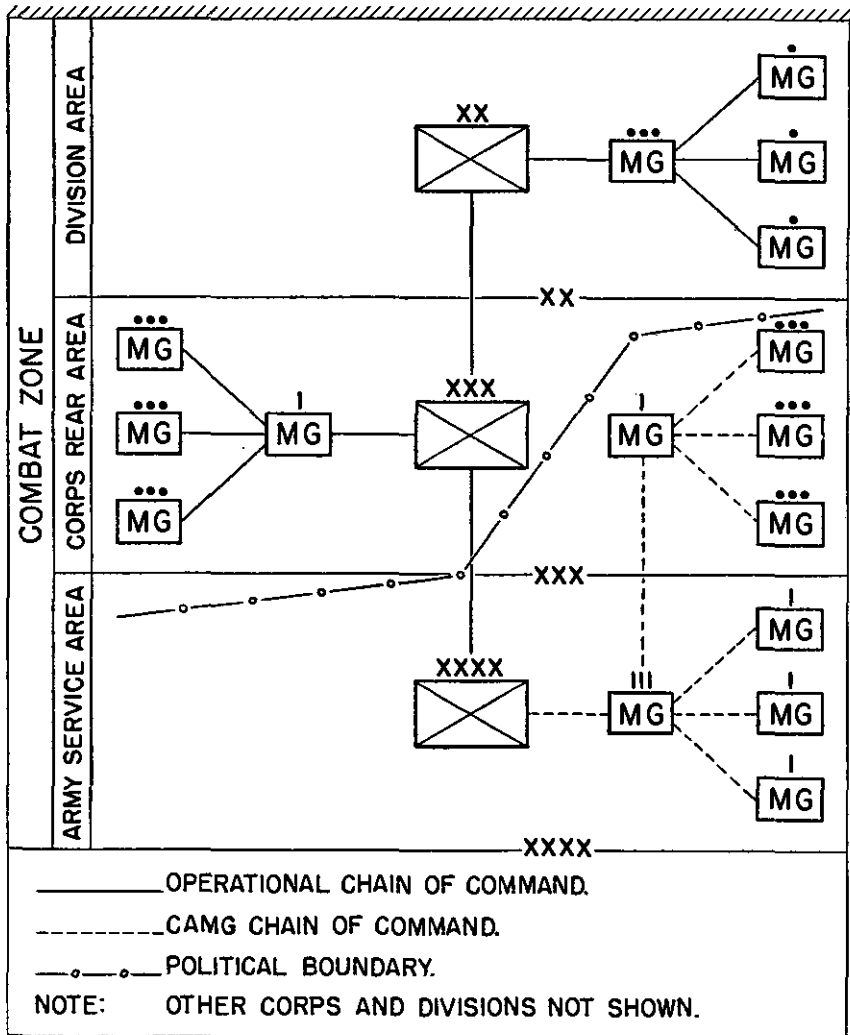


Figure 3. Operational and CAMG chains of command in a field army area.

authority, authority for the conduct of CAMG operations is normally withdrawn from subordinate tactical and administrative commanders (par. 10, FM 41-15). The consolidation of political entities facilitates efficient operations, requires less military personnel, provides for greater continuity of policy, and furthers United States policy aims. Consolidation may, however, be delayed by the presence of organized guerilla activity or by other adverse conditions existing in the area.

c. In order to effect economy of units and personnel, there should be a continuous process of consolidation. For instance, units which are deployed in the course of combat may be regrouped or deployed according to the requirements of the situation; as local governmental agencies

become increasingly able to function with decreasing support or control, the number of CAMG units required can be reduced. The disposition of units made surplus by consolidation is accomplished in accordance with the theater plan.

d. When enemy territory is occupied by allied forces of which United States troops form a part, the division of occupied territory into zones should be avoided. The zonal boundaries may later become international boundaries and the occupied country partitioned in contradiction to the policies of the United States. In addition, the consequent disparities in policies and practices may severely prejudice the success of the occupation.

59. Relinquishment of CAMG Area Authority

a. When the commander of a subordinate major unit is relieved by a higher commander of area authority to conduct CAMG activities, the CAMG units which have been operating in his area pass to the control of the commander who has been delegated the CAMG area authority. In this situation, commanders are responsible for insuring that CAMG units are left in place as specified in the overall theater plan.

b. The relinquishment of CAMG area authority does not deprive the relieved commander of his G5 staff section, and does not release him of his responsibilities for compliance with legal requirements with respect to the inhabitants, government, and economy within his area of concern and for the observance of humanitarian principles by his troops. A commander of a major unit not delegated CAMG area authority, supports and assists the CAMG units operating in his area and may be required to supervise them within directed limits. He must be prepared at all times to resume the direction of CAMG operations in his assigned area in the event he is redelegated CAMG area authority.

c. To assure uniformity and continuity of operations, it is essential that plans for the relinquishment of CAMG area authority include such matters as liaison between responsible commanders; channels of command, augmentation of units, and other related matters.

Section II. UNIT OPERATIONS

60. Relief of CAMG Unit

When a CAMG unit is directed to relieve a CAMG unit which has been deployed in a designated area, the commander and principal members of the staff of the relieving unit make a personal reconnaissance of the area and confer with the staff of the headquarters to which the unit will be assigned or attached and with the commander and staff of the unit being relieved. The commander of the unit being relieved insures that necessary actions are taken to familiarize the relieving unit with the current situation. These actions include but are not limited to:

a. Acquainting the commander and staff of the relieving unit with the designations, locations, and commanders of higher, subordinate, adjacent, and supporting units in the area.

b. Acquainting the commander and staff of the relieving unit with the characteristics and peculiarities of the area.

c. Furnishing copies of current orders, standing operating procedures, and policy checklists.

d. Furnishing copies of reports and records summarizing previous activities of the unit.

e. Describing activities in progress, their relative importance, and pointing out additional measures that must be taken.

f. Documenting commitments made to civilians or civilian officials.

g. Furnishing a list of individuals, not appointed as officials, but of value to the CAMG unit.

h. Furnishing information and recommendations on other items outlined in the periodic CAMG report shown in FM 101-5.

61. Security

a. Security depends primarily on the success of civil security measures for the control of the civilian population including the prompt establishment of reliable local police forces, registration of civilians, control of circulation and communications, and the fostering of friendly relations with the civilian population; military security operations including counterintelligence measures to prevent disclosure of information to the enemy, espionage, and sabotage; and operations to separate guerillas from civilian support. See paragraphs 90, 140 and FM 100-5.

b. Security embraces all measures taken by a unit to protect itself against annoyance, surprise, and observation by the enemy. The CAMG unit commander is responsible for the security of his unit. Upon movement of his unit into a new area, the commander takes immediate action to provide for the security of his command. He establishes liaison with the military commander responsible for the security of the area. He conforms with the security plan of the area commander and insures that personnel of his unit comply with such security restrictions as blackout, curfew, and travel. Security measures within the unit are coordinated by a designated officer, usually the executive officer or headquarters detachment commander.

c. In the selection of a location for the command post of the unit, appropriate consideration is given to the advantage of security furnished by local troops in the vicinity. The presence of a sizable armed force near the CAMG headquarters enhances law and order and minimizes the threat of hostile measures from civilians, guerillas, and partisan

forces. In appropriate circumstances, other military units in the area may be directed by the area military commander to afford security to the CAMG unit.

d. The CAMG unit commander takes both active and passive security measures to protect the unit headquarters from hostile ground action, air action, covert threats, atomic attack, and CBR weapons. These measures, which are normally set forth in the unit SOP, are integrated in the consolidated defense and warning system which may be established for all military units in the area. Passive defensive measures against CBR attack include the use of protective masks, special clothing, and other protective equipment; use of protective shelters; immunization procedures and field sanitation; decontamination; self aid, and first aid. For information on the defense against CBR attack, see FM 21-40 and FM 21-41.

e. As conditions require, a guard system is established utilizing local civil police augmented, when directed by the area military commander, with troops. Whenever practicable and as required, an all-round perimeter defense is established, utilizing subordinate elements in assigned sectors of the perimeter. Effective utilization is made of terrain, fields of fire, individual cover, defensive works, and obstacles. Mutual support measures are closely coordinated with other units in the vicinity. In areas where only very limited support can be provided by other military units, it may be necessary for the unit commander to request that higher headquarters augment the defensive capabilities of the unit with automatic and other type weapons.

f. Guards and outposts supplemented by motorized reconnaissance patrols, within the capabilities of the CAMG unit, may be employed to give early warning of attack. In addition, contact is maintained with friendly civilians who are in a position to supply information. Effective communications are maintained with patrols, guards, outposts, other military units in the area, and higher headquarters.

g. The CAMG unit commander insures that personnel of his unit are prepared at all times during the conduct of its normal CAMG operations to repel a security threat. Weapons are kept at hand in condition for use.

h. Maximum practicable use is made of passive measures including concealment, camouflage, cover, and dispersion. (See appropriate field manuals of the 5-series.)

62. Communications

a. The commander exercising control over the CAMG unit is responsible for including the unit in his communications network. The CAMG unit commander insures that his unit is appropriately tied into the military signal communications system and is responsible for the establishment and maintenance of signal communications with his subordinate units.

b. Local civilian communications facilities are used for communications between the agencies of civil government. When local facilities have been damaged or have been taken over for military use, the unit commander requests an allocation of minimum military facilities or supplies to permit the conduct of emergency governmental services. When it is not possible to furnish military supplies or equipment, the unit commander arranges for the transmission of essential messages through the military communications system. The CAMG unit commander conducts the necessary liaison and coordination between military signal corps units and local officials. For information on the principles of tactical employment and techniques of operating the most commonly used signal equipment, see FM 24-5, FM 24-18, and FM 24-20.

c. The unit commander is responsible for communications security including the imposition of all measures which prevent or delay the gaining of information by the enemy from friendly means of communications. Arrangements for the censorship of civil communications are made with G2 of the staff of the area military commander. See AR 380-83, AR 380-5, JANAP, and/or ACP 122-series.

63. Marches

a. *General.* The CAMG unit makes both administrative and tactical types of marches. Administrative marches are normally made prior to deployment when contact with an enemy ground force both en route and after arrival at the destination is a remote possibility. When deploying for operations and when contact with an enemy ground force is possible, the unit makes a tactical type of march. Marches of a CAMG unit are made by motor. Daylight marches are preferable to night marches except when it is necessary to provide concealment from hostile observation and attack, insure secrecy, conform to traffic control restrictions, maintain effective support, and avoid excessive heat in hot climates. Marches may be made by infiltration, close column, or open column depending on such factors as the mission of the unit, visibility, condition of the roads, traffic conditions, enemy air activity, and proximity to the front lines.

b. *Organization for the March.* The order and composition of the march column depend on the mission, terrain, the probable order of need of the subordinate elements, and any differences in relative mobility. In the movement of a CAMG unit of larger size than a platoon, reconnaissance and/or quartering parties usually precede the movement of the main body of the unit. The main body of the unit, which may move under the command of the executive officer, consists of the remaining members of the unit staff, the majority of functional specialist teams, and the administrative teams. In appropriate situations, the administrative teams may be formed into a rear echelon and marched behind

the main body under the command of the motor officer or other designated individual. When sufficient organic transportation is not available to move all the personnel and equipment of the unit in one trip and additional transportation is not furnished by other units, the unit moves its personnel and equipment successively by echelon until the entire movement has been completed.

c. Reconnaissance Party. The unit commander's reconnaissance party consists of the personnel and equipment needed to assist the commander in his reconnaissance, formulation of his plan, issuance of orders, and initiation of the establishment of the unit headquarters. The composition of the party varies according to the situation and the size of the unit. In a unit of group size, the party may consist of the group commander, S2, S3, public safety officer, sergeant major, interpreter, and messenger. Additional members of the unit to include the remainder of the public safety team are included according to the requirements of the situation.

d. Quarters Party. The quarters party of a CAMG group may consist of the headquarters detachment commander (in charge); the communication officer; the assistant S4 (for assistance in billeting and local procurement); guides; route markers; and such other personnel as may be required by the situation. The composition of the quarters parties for other type CAMG units vary according to the availability of personnel. The quarters party locates and lays out bivouac areas, selects and prepares the actual command post site for occupancy, and allocates space for the staff section, functional teams, messes, motor pools, and other facilities. It also provides guides to meet the column upon arrival, performs route reconnaissance and pioneer work, and prepares plans for the defense of the area.

e. Warning Order. A warning order for the march is issued by the unit commander as early as possible to give the personnel of his unit adequate time for preparation. The warning order includes information that a movement is to be made, how it is to be made, and the approximate time it will begin. Any other pertinent information which is available and which does not conflict with secrecy requirements is also included.

f. March Order. The march order for the unit may be written or oral. The amount of detail to be included in the march order depends on the tactical and traffic aspects of the situation, the state of training of the unit, and the amount of detail already included in standing operating procedure. A complete march order describes the situation; designates the mission, destination, formation organization of the column, initial point, control point, regulating or release point, times of arrival or clearance at these points, rate of march, route or routes of march; furnishes instructions to security detachments, reconnaissance, pioneer,

quartering, route marking, and traffic control parties; and prescribes restrictions on the use of roads, maximum speed of march, alternate routes and detours, restrictions on lights, halts, precautions during halts, special instructions on march discipline, and instructions on defense against air or ground attack; and furnishes instructions on administrative details and communications.

g. Route Reconnaissance. Route reconnaissance is made from maps, aerial photographs, or airplanes. Whenever practicable, this route reconnaissance is followed by driving over the route. Route reconnaissance serves to determine the most suitable route, alternate routes, available cover and concealment, road conditions, locations of mine fields, road blocks, defiles, gassed areas, or other obstacles, conditions and capacity of bridges, selection of sites for halts, bivouacs and assembly areas, and plans for route marking and pioneer work.

h. March Security. March security necessitates the establishment of a warning system within the unit to include ground observers, security detachments, reconnaissance elements, and effective signal communication, when available. Unless augmented with automatic weapons, the CAMG unit commander relies primarily on passive defense measures for defense against hostile air attack. Passive security measures include marching at night, dispersion in column, concealment and camouflage, movement of march elements by bounds, and mobility. Alternate routes and vulnerable points are determined by reconnaissance. At halts, vehicles are dispersed and march outposts established.

i. March Discipline. March discipline includes the observance and enforcement of the rules which govern a unit on the march, especially those involving correct formations, distances, speeds, and the effective use of cover. March discipline is acquired through training and experience in marching. Effective march discipline enables CAMG units to enter forward areas with combat forces and to take such action as is necessary to establish control of the civilian population.

j. References. For general information on troop movements and conduct of marches, see FM 100-5. FM 101-10 contains information necessary to plan motor marches including statistics on vehicle capacities, instructions on the calculation of road spaces, time lengths of motor columns, and guidance in the preparation of march graphs and march tables. For information on the conduct of motor marches, see FM 25-10.

64. Marking of Headquarters

Since it is essential that both military personnel and local civilians be able to locate and identify the CAMG headquarters readily, the approaches to the CAMG headquarters are clearly marked by signs. A large sign, in English and the language of the area concerned, is dis-

played at the entrance to the CAMG headquarters; it states that the building is the CAMG headquarters for that area.

65. Retrograde Movements

a. Primary CAMG tasks during a retrograde movement include control of the local inhabitants to prevent interference with military operations and evacuation of designated civilian personnel, essential resources, assets, supplies, and equipment. Prior to a retrograde movement, the flow of civilian supplies to forward areas is reduced and the evacuation to the rear of supplies which may be of use to the enemy is accomplished using local civilian transportation to the maximum. In order to neutralize the value of the area to the enemy, it may be desirable to destroy resources, assets, supplies, equipment, and local facilities which may be of use to his forces. However, this destruction is accomplished only in accordance with international law and upon the authorization of the commander directing the retrograde operation.

b. Detailed plans for retrograde movements must be made in advance in accordance with overall plans. Effective coordination by the CAMG unit with higher headquarters, adjacent, and supporting unit is essential to the control and movement of civilians, including establishment of check points, the prevention of interference with tactical operations, and the utilization of all available roads.

c. Commanders of major tactical units are responsible for directing the movement of the CAMG units assigned or attached to their headquarters. During retrograde operations, CAMG command support units normally move with the headquarters of the command to which assigned or attached. In order to provide for the continuing control of the civilian population in forward areas, it is desirable for the command of designated CAMG area support units to pass to the last friendly major tactical commander operating in the area. Thus, designated area support units deployed in the army service area may come under the successive control of commanders of corps and divisions; the orders for their rearward movement are issued by the latter commands.

d. For general information on the conduct of retrograde movements, see FM 100-5. For information on the evacuation of civilians during a retrograde movement, see paragraph 100.

66. Withdrawal of the CAMG Unit

a. When a CAMG unit prepares to conduct a directed withdrawal from the area in which it has been conducting operations, it—

- (1) Removes or destroys, as appropriate to the situation, all classified material and documents to prevent their use by the enemy.

- (2) Removes or destroys all papers, letters, lists, and records identifying civilians who have cooperated or assisted in the conduct of operations.
- (3) Alerts designated civil officials and other civilians included in categories designated by higher headquarters, and provides for their evacuation in accordance with established priorities.
- (4) Discontinues its communication network when directed and, upon authorization from higher headquarters, renders unusable equipment which cannot be evacuated.

b. The CAMG units conducts its operations in such a manner that information concerning its probable departure is disclosed to the local inhabitants only at the latest practicable time. To prevent detection of the movement, consideration is given to withdrawal at night. A night withdrawal must be closely coordinated with other military units in the area.

Section III. OPERATIONS IN DIVISION AREAS

67. General

a. CAMG activities in infantry, armored, and airborne division operations are primarily directed toward the support of military operations and the fulfillment of the division commander's legal or treaty obligations. The complexity of division CAMG operations, which are principally concerned with the control and care of the local inhabitants, varies according to such factors as the mission of the division, fluidity of tactical situation, density and attitude of the population, partial or complete disruption of normal civil law and order, extent of interference by refugees with military operations, and use by enemy of mass destruction weapons.

b. In order to insure the success of CAMG operations, directives of higher headquarters must provide detailed policy guidance on the initiation of the various functional specialties with which the division may be concerned.

c. Since all personnel within the division are to some extent concerned with the conduct of CAMG activities, the division must provide adequate direction, support, and supervision to its subordinate elements.

68. Armored Division Operations

In armored division operations, it may be necessary to accord highest priority to public order and safety measures at the expense of other CAMG activities because of the longer lines of communication and the extent of the area in which operations may be conducted. When an armored division is employed in pursuit or exploitation missions and is

supported by an infantry division, coordination must be effected by the concerned commanders on the conduct of CAMG activities to include the initial establishment of public order and safety in order not to delay the advance of the armor and still to provide for the full discharge of legal or treaty obligations. When an armored division occupies a front-line defensive sector, its CAMG activities are not limited and are conducted in the same general manner as those of an infantry division.

69. Planning and Intelligence

a. Division planning for the conduct of CAMG activities in cities or areas which will come under division control must be made in advance and coordinated with other interested staff officers and adjacent units. Prior planning insures the availability of those area support platoons to plan in advance of operations, and facilitates the application of measures necessary for the control of the local population upon entry into the city or area. Division plans must be effectively coordinated with its attached command and area support platoons.

b. Since accurate and detailed information of areas which will come under division control is essential to the success of CAMG operations, G2 of the division takes appropriate action to obtain maps, official documents, air photos, and information from prisoners of war and refugees. G2 also requests various intelligence collecting agencies to obtain specific items of information.

c. For further information on planning and intelligence, see chapters 3 and 6.

70. Operations of a Command Support Platoon

a. The platoon, which is attached to the front line division to provide command support, is a component of the parent corps company. The platoon normally consists of a platoon headquarters and a language team. In a complex situation, the command support platoon may be augmented with other command support platoons, functional specialists, or area support elements. Normally, the command support platoon will remain attached to the frontline division until the division reverts to corps or army reserve or is relieved from corps attachment. Upon such reversion or relief, the CAMG elements attached to the division revert to the control of their parent units.

b. Personnel of a command support platoon may function as a platoon or be attached to the regiments or combat commands of the division depending on the situation. Regardless of the method of employment personnel of the command support platoon are prepared to conduct reconnaissance and survey of forward areas and to furnish such advice and assistance to regimental commanders as is necessary for the initiation of those CAMG activities which are essential to the control or relief of the civilian population.

c. The duties of the commander of an area support platoon are enumerated in paragraph 71. Operations of both command and area support units are described in paragraphs 74 through 84.

71. Operations of an Area Support Platoon

a. An area support platoon attached to the division enters its assigned deployment area at the earliest practicable time. It normally operates directly under division control, except when deployed in front line regimental areas and when the fluidity of the situation necessitates that the control of its operations be exercised by regimental commanders.

b. Upon entry into his assigned area or city, the commander of an area support platoon confers with the personnel of the command support platoon, the commanders of regiments and subordinate tactical units remaining in the area, and with local officials in order to obtain information which will enable the platoon to continue effectively the CAMG functions which were initiated prior to its arrival. Area surveys are conducted promptly with assistance from personnel of the command support platoon in order to verify information previously received and to provide a basis for the adjustment of area requirements.

c. An attached area support unit remains under division control until such time as the division rear boundary is moved forward of the area in which the CAMG unit is employed or the division commander is relieved of CAMG authority in all or a part of his area.

d. When required CAMG area support units are not provided by higher headquarters, the division commander utilizes his command support platoon to conduct CAMG activities in his area and requests the necessary augmentation from the corps CAMG company.

72. Operations in Regimental Areas

a. Upon entry into an area and prior to the arrival of the designated area support unit, regimental commanders initiate, in accordance with division directives, such of the following actions as are appropriate:

- (1) Locate local officials.
- (2) Post proclamations.
- (3) Guard civilian food warehouses and supplies of equipment.
- (4) Maintain control of billets and of office and warehouse space.
- (5) Provide for safeguarding of local records, archives, public monuments, and works of fine art.
- (6) Advise on when entry of the designated area support unit is desirable.

b. CAMG personnel attached to a regiment perform the following functions:

- (1) Advise and assist the regimental commander on problems concerning the civilian population as well as the relationship of his troops to the civilian population.
- (2) Perform recurring tasks such as locating desirable civilian officials, finding civilian and local military supplies, and posting proclamations and instructions to the civilian population.
- (3) Provide liaison on CAMG matters between regimental commanders and the commander of the CAMG platoon.

73. Operations in Division Rear Area

CAMG operations in the division rear area are conducted by those command or area support CAMG units to which the conduct of such operations is assigned. Since the service type units of the division do not conduct CAMG operations, they refer problems pertaining to the local inhabitants and the economy to the appropriate CAMG units operating in the area or to the G5 of the division.

Section IV. OPERATIONS IN A CITY

74. General

a. The scope of operations conducted by a CAMG unit varies according to the specific mission assigned in orders published by higher headquarters. In a fluid or moving situation, a command support unit normally initiates only limited emergency activities in an area prior to movement. The continuance or extension of these activities is carried out by designated area support units. In a static situation, a command support unit may perform many or all of those activities which, in a fluid situation, are conducted by an area support unit.

b. The various activities, which are described in this section, are primarily of an emergency nature directed toward the prevention of civilian interference with military operations and discharge of the commander's legal obligations toward the civilian population. In a fluid or moving situation, measures for the rehabilitation or restoration of the local economy are undertaken only when local resources in the form of labor and materials are available or when the objectives of the military operation necessitate the diversion of necessary supplies from military stocks.

c. During static conditions or when political entities are consolidated, measures previously taken on an emergency basis may be extended to include rehabilitation or restoration measures depending on the provisions of applicable treaties or agreements and United States objectives with respect to the area of concern.

d. The activities of CAMG units in small cities are generally similar in nature, regardless of the size or complexity of the area. However, the sequence of actions to be taken varies according to local conditions. Priority is generally given to the most essential activities. CAMG operations in a small city are normally conducted by a CAMG platoon augmented as necessary with functional teams or specialists from the parent company.

e. The operations of a CAMG unit in a large city such as the capital city of a country or state or a principal center of population cover the various functional specialties in greater detail and are of a more complex nature than the operations of a CAMG unit in a small city. Although the unit is of necessity a larger unit, such as a CAMG group or company augmented with appropriate functional teams, the size, composition, and number of units required depend primarily on the size and attitude of the population, extent of destruction, availability of services and supplies, and complexity of the area.

f. When a large city is not divided into geographical subdivisions, the commander employs both his functional specialists and subordinate units at the center of government. In the event that the large city is divided into geographical subdivisions, the commander may find it advantageous to employ his principal functional specialists in the supervision of the major administrative functions of the city government and his subordinate units in the various geographical subdivisions.

g. For a check list of operations, see appendix VII.

75. Reconnaissance

The CAMG unit commander conducts a preliminary reconnaissance of the assigned city and its environs upon arrival. He becomes familiar with the area as soon as possible and instructs the members of his unit to conduct area surveys to determine area requirements. Higher headquarters is notified promptly of the results of the reconnaissance and initial survey. As information is obtained from the initial survey or from subsequent surveys of a more detailed nature, comparison is made with conditions described in preliminary area studies. Differences which are noted serve as a basis for revision of previous estimates of requirements. For further information on the intelligence activities of the CAMG unit, see chapter 6.

76. Commander's Estimate of the Situation

The commanding officer of the CAMG unit continues to revise his previous estimate of the situation during his reconnaissance of the area and his initial conversations with local inhabitants. Within the scope of the mission assigned by higher headquarters, he reviews the effects of the significant factors described below on the implementation of the

course of action previously selected. He promptly advises higher headquarters of those changes which are necessary and requests policy guidance, as appropriate.

a. *Own Situation.* In revising his estimate the commander considers changes in the friendly situation. During his reconnaissance of the city, he verifies the number, types, and locations of friendly military units in the area in order that he may plan for the security of his unit. He requests necessary assistance in the initial guarding of essential civilian installations and provides support to the military force in the form of necessary services and supplies from local resources.

b. *Enemy Capabilities.* Enemy capabilities for interfering with the accomplishment of the mission of the unit through use of mass destruction and conventional weapons, sabotage, espionage, subversion, and passive resistance are reviewed on the basis of information obtained from friendly units already in the area and from local officials and other inhabitants who are considered to be reliable.

c. *Characteristics of the Area.* The commander gives further consideration to the effect on the implementation of his course of action of those significant characteristics of the area which differ from those which had been considered previously or on which specific information was not available prior to entry into the city. These characteristics may include such matters as the extent of war damage in the city, availability of food, clothing, medical supplies, and shelter for the civilian population, numbers of refugees and displaced persons requiring care and control, state of repair of public utilities, present status of government, attitude and state of health of the civilian population.

d. *Operations to be Supported and Special Factors.* Consideration is given to the effect of changes in the nature of tactical operations on the activities of the CAMG unit and to those special factors, such as the possible employment of mass destruction weapons.

77. Posting of Proclamations and Issuance of Instructions to Civil Officials

Upon entering the city, the CAMG unit insures that the necessary proclamations and ordinances are posted in public places frequented by the inhabitants. The CAMG unit accomplishes the initial posting and maintains an official record of the time, date, and place of such posting. Local officials may be directed to post additional copies. In addition, the commander of the CAMG unit issues instructions to appropriate civil officials and directs that such instructions be transmitted to other appropriate authorities or agencies. Proclamations, ordinances, and instructions may cover such matters as—

- a. Collection of weapons and ammunition.
- b. Imposition of curfew regulations.

c. Control of civilian movement and establishment of zones of circulation.

d. Reorganization and delineation of authority of local police force.

e. Establishment of law and order and enforcement of public laws.

f. Implementation of public health and sanitation measures, including identification and burial of civilian dead.

g. Control, care, and disposition of refugees or displaced persons, as appropriate.

h. Provisions for guarding civilian food warehouses, public facilities, industrial and scientific installations, and cultural property, using local police whenever possible.

78. Location of Unit Headquarters

The headquarters of the CAMG unit is located where it can best control or supervise activities within its assigned area of jurisdiction. The location of the headquarters is marked by a sign designating the unit, its area of jurisdiction, and the hours during which local inhabitants may visit. The location of the headquarters is determined from prior reconnaissance and is coordinated with the headquarters exercising military control of the area. In determining the exact location, appropriate consideration is given to—

a. Availability of necessary space, undamaged facilities, and all-weather hard standing.

b. Locations of governmental offices.

c. Local security.

d. Proximity to designated transportation routes.

e. Availability of communications facilities.

f. Location of higher headquarters.

79. Conference with Civil Officials

Upon arrival in the city, the CAMG unit commander meets and confers with local civil officials and leading citizens in order to obtain such information as—

a. Existence or absence of civil authority and capabilities of local police organization.

b. Location of normal population and presence of large numbers of refugees and displaced persons.

c. State of public health and sanitation, including number of civilians requiring medical treatment.

d. Extent of damage to public buildings, civilian housing, public works and utilities, and communications systems.

- e.* Quantities and locations of food, clothing, and medical supplies.
- f.* Condition of transportation routes.
- g.* Presence of mine fields and suspected booby traps.
- h.* Locations of buildings or areas contaminated with CBR agents.
- i.* Status of rationing and distribution systems.
- j.* Attitude of the civilian population toward the occupying force.

80. Removal and Appointment of Officials

a. As specified in applicable directives, important public officials with undesirable political backgrounds are removed from office. The retention in office of other public officials is normally a matter within the discretion of the CAMG unit commander.

b. The CAMG unit commander selects and appoints persons to governmental positions which have been vacated by officials who have fled from the city or who have been removed for political reasons, inefficiency, or uncooperativeness. The selection of new officials is made in accordance with policy directives published by higher headquarters and is normally based on professional or occupational competence and the possession of satisfactory political backgrounds. All appointments to key positions are usually temporary in duration and are subject to the approval of higher military authority. In liberated territory, individuals to be appointed to public office may have been designated in advance by the recognized central government of the area.

c. Control or supervision of activities is conducted through local civil officials and designated agencies, whenever possible. Personnel of the CAMG unit act as operators rather than supervisors only when suitable officials cannot be found.

81. Conference with Area Military Commander

As soon as possible, the CAMG unit commander reports his location, address, and telephone number to all interested headquarters and confers with the area military commander. When required, the CAMG unit commander arranges with the area military commander for guards, for the issuance of orders to troops concerning their relations with civilians, and for certain buildings not to be occupied by troops. Other matters to which consideration may be given by appropriate authority include planning for civil defense of the area; the denial of local resources to enemy forces; registration of the civilian population and control of circulation; planning for the evacuation of the civil population from the immediate battle area; the use of local friendly labor to assist troop effort in the preparation of defensive positions and construction of barriers; and measures for the separation of guerillas from civilian support. For further details, see FM 100-5.

a. *Guards.* In the event that local police forces are ineffective, the unit commander may request that troops be utilized initially to guard banks, food stocks, warehouses, public utilities, arms and explosives, important property and financial records, repositories of archives, museums of art, and collections of fine arts. Maximum effort must be exerted by the unit commander to reorganize and employ local police at the earliest possible time so that troops may be released.

b. *Orders to Troops.* The CAMG unit commander assists and advises the area military commander on the issuance of orders to troops regarding their conduct towards the inhabitants, prohibiting traffic in foreign currencies, and governing the protection of cultural property.

c. *Restrictions On Use of Buildings.* The CAMG unit commander recommends that essential buildings of the civil government, buildings containing scientific works, hospitals and other essential medical or health facilities, art and other museums, and archives buildings not be occupied by troops. In accordance with the law of land warfare, municipal property dedicated to charitable and cultural purposes may be requisitioned in case of emergency for the quartering of troops and the sick and wounded, storage of supplies and material, housing of vehicles and equipment but must be secured against all avoidable injury. Religious buildings, shrines, and consecrated places employed for worship are used only for aid stations, medical installations, or for the housing of wounded personnel awaiting evacuation, provided in each case that a situation of emergency requires such use. For details, see FM 27-5.

82. Unit Liaison

The CAMG unit establishes and maintains liaison with the following types of units in the city:

a. *Tactical Units.* Commanding officers of tactical units in the city are contacted and informed of the location, telephone number, and address of the CAMG unit headquarters. Coordination is effected with tactical units in the city on security measures.

b. *Military Police.* Close liaison is maintained by the CAMG unit with the provost marshal or commanders of military police units in the city on mutual law and order problems; circulation of civilians and establishment of check points; traffic circulation; collection, disposition, and control of refugees and displaced persons; investigation of specified offenses committed by civilians against the military; apprehension of civilians who have committed offenses against the military; control of vice; and enforcement of regulations pertaining to the sale of drugs and intoxicants. For further details see FM 19-90.

c. *Counter Intelligence Corps Units.* Liaison is maintained with Counter Intelligence Corps units in the city on screening the civilian

population and conducting interrogation of local officials and technicians for intelligence and counterintelligence information. Interrogation of civilians serves to obtain information of intelligence value, to separate friendly civilians from enemy ones, to segregate refugees and displaced persons, and to detect and apprehend line-crossing or stay behind agents. Basic principles and detailed procedures with respect to the examination of documents and enemy and friendly personnel are contained in FM 30-5 and FM 30-15.

d. Technical Service Units. Liaison is maintained with various technical service units in the city so that CAMG assistance may be provided in the local procurement of labor, supplies, and equipment to fill approved allocations (ch. 8 and FM 100-10).

83. Initial Tasks

The major initial tasks of a CAMG unit upon arrival in the city in addition to the appointment of civilian officials and establishment of the local governmental structure include—

a. Public Safety. A conference is held with the senior civilian police official as soon as possible after arrival in the area so that the status and capabilities of the local police may be ascertained and the necessary reorganization accomplished. The police are instructed on the extent of authority which they may exercise under applicable proclamations and ordinances or terms of agreement, as appropriate, and on the assignment of responsibility for enforcement of local laws. In order to insure the effective maintenance of law and order, plans are formulated for the coordination of civil and military police activities. When appropriate, arrangements are made to secure arms and/or special equipment for the civil police. Civil defense activities are initiated as soon as practicable upon entry into the city. For further details on civil defense, see paragraph 105.

b. Public Health.

(1) Initial basic and continuing public health activities will be directed toward the determination as to what epidemics or other health hazards are present or developing which may adversely affect the health of our troops, advising the surgeon of the command promptly, and taking necessary action to control these conditions.

(2) The local public health administration will be reviewed to include the principal legislative features, budget, and personnel, with considerations for the retention or replacement of personnel. The appointment of a completely new emergency administration may be necessary when the local government is disrupted to the extent that no public health administration

exists. Through the administration, but with close supervision, the following activities are initiated:

- (a) Establishment of a system for the continuing and regular review of communicable diseases (including epizootic diseases) and of supportive measures to control these.
- (b) Establishment of a system for the continuing and regular review of—civilian casualties; condition and bed capacities and location of civilian hospitals and availability of buildings as substitutes; quantitative and qualitative survey of medical and para-medical and auxiliary personnel. (Supportive measures will be implemented to organize local resources to the maximum so that the local government and people can handle their own medical care problem.)
- (c) Establishment of a system for the continuing and regular review of environmental sanitation activities by technical guidance and direction and by supportive measures. (In many areas, public health does not have operational responsibility, although it has responsibility for technical guidance inasmuch as failure in these activities may result in adverse effects upon the public health. Such areas relate to the provision of minimum sustaining diet, housing, fuel, clothing, soap, garbage and sewage disposal, removal and burial of the dead, water supply, management of displaced persons camps, movement of masses of people, etc. The public health staff will provide constant technical guidance to the other CAMG functional staffs having primary operational or supervisory responsibility in these areas.)
- (d) Survey of existing civilian medical supplies and of civilian pharmaceutical industry potentials plus availability of civilian transportation to support the above essential health and medical activities. Action will be taken through appropriate CAMG functional staffs to provide necessary supportive measures.
- (e) Nutritional surveys may be indicated. If so, these should be initiated as early as possible by United States nutritional teams available from the theater level.

Inherent in all the above actions is the continuation or establishment of a satisfactory system of reporting according to higher directives, local capabilities, and the local situation.

c. Civilian Supply. A survey of available food resources, means of transportation and distribution, and amount of food consumption is promptly initiated. Unless changes are required, existing systems of rationing and distribution are continued. Essential quantities of civilian relief supplies, such as food, clothing, and medical supplies required to

supplement local stocks, are obtained through prescribed military supply channels. The commander supervises the establishment of local organizations for the administration and distribution of civilian supplies. In appropriate conditions, he may make arrangements to obtain from civilian or military sources essential supplies which are necessary to conduct those agricultural, industrial, and commercial activities which may be of direct benefit to the military force. Locations, types, and quantities of locally available supplies which are surplus to the needs of the city are reported to higher headquarters.

d. Refugees and Displaced Persons. If there are large groups of refugees and displaced persons in the city or if the local population is to be evacuated, utilization of a displaced persons team will be required to plan, coordinate, and supervise measures for care, control, and movement. The CAMG unit to which the displaced persons team is attached requisitions such civilian relief supplies as are needed for the operations of civilian collecting points and assembly areas and arranged for the transportation of such supplies from the designated supply points.

e. Public Welfare. The CAMG unit implements those emergency and continuing relief measures essential to public order and safety, such as provisions for emergency shelter for civilians. It coordinates local relief activities and welfare measures, and supervises the operation of public and private charitable institutions which care for children, the aged, and the physically and mentally handicapped. It assists authorized charitable and relief organizations and provides for the distribution of contributions from voluntary agencies.

f. Public Facilities. Initial activities include surveys of water supply and sewage disposal systems and the determination of requirements for the operation of essential services. Coordination is effected with the various military technical services in the reestablishment, control, and supervision of those public utilities, transportation facilities, and local communications systems needed for military or essential civilian use.

g. Labor. The CAMG unit commander initiates surveys to ascertain the amount and type of available labor in the city. He makes recommendations on local requirements for labor, arranges with local officials to provide labor for employment by the military force, and assists in directing labor to the using military unit. In the event that existing registration practices are inadequate, a system for the registration of local labor according to age, sex, skills, physical condition, and mobility is initiated. Directives of higher headquarters are implemented with respect to such matters as the organization of labor; settlement of labor relations problems; wage rates, hours and working conditions and medical care and compensation in cases involving disability. Measures to provide adequate screening of labor employed by the military force are appropriately coordinated with counterintelligence corps units.

h. Civil Information. In order to reduce to a minimum any antipathy or belligerency on the part of the population toward the military force, to establish elements of a cooperative attitude among the population, and to render ineffective enemy propaganda themes and doctrines, the objectives and policies of the United States are disseminated to the inhabitants. The civil information program to be used in the city is transmitted to the unit by higher headquarters. The program includes such matters as the selection of targets, presentation of themes, selection of media, manner of presentation, and provisions for continuous checking and measurement of results. The dissemination of information may be accomplished through such media as the press, radio, motion pictures, postal service, personal contacts, and information centers. Teams of the psychological warfare consolidation company may be attached to the CAMG unit for operational control to provide essential support and assistance. See paragraphs 107 through 110 and FM 33-5.

i. Curfew. When curfew regulations are imposed upon the inhabitants of the city, they are informed by civil police under the supervision of the CAMG unit. When local police are incapable of enforcing a curfew, it may be necessary for higher headquarters to provide assistance in the form of military police or other units.

j. Travel. When it is necessary to impose travel restrictions, military or civilian police establish check points at road barriers, bridges, railway stations, airports, and docks to enforce such restrictions.

k. Passes. The CAMG unit issues passes to doctors, midwives, key officials, utility repairmen, and other persons whose essential occupations may require special consideration. The unit commander may authorize key officials, such as the mayor or police chief, to issue passes, under CAMG supervision to designated classes of civilians.

84. Area Inspections

The unit commander makes frequent inspections of the city to insure that operations are being conducted in accordance with established policies, and the laws of land warfare, or terms of treaty or agreement, as applicable. The commander insures that all essential measures are taken to maintain law and order and to prevent disease and unrest. He insures that local officials, agencies, and installations are functioning in compliance with CAMG directives and in a manner which best achieves the objectives of the operations.

Section V. OPERATIONS IN OTHER AREAS

85. Rural Areas

a. Since it is desirable to focalize the conduct of CAMG operations at seats of local government or centers of population, the overall theater plan normally provides for the deployment of CAMG area support units in cities.

b. When an area support unit such as a platoon is initially deployed in a city in a division area during a moving or fluid situation, the area of jurisdiction of the unit may include those surrounding rural areas included within division boundaries. As the CAMG unit comes successively under the control of higher echelons, the extent of area over which the unit exercises jurisdiction is adjusted in accordance with the overall plan, as modified by the exigencies of the situation.

c. The extent of area over which an area support unit may effectively exercise control or supervision varies according to such factors as the size and geographical nature of the area; locations of political boundaries; attitude of the local population and amount of guerilla activity; extent of agricultural and industrial development; condition of routes of transportation; existence of communications facilities; and other pertinent considerations.

d. Activities of CAMG units in rural areas devoted to agricultural production include initial surveys to determine the location of food surplus and deficit areas and continuing studies of agricultural production, farming methods, reclamation, conservation of lands, food processing and marketing systems, forestry, and fisheries. Estimates are made, as necessary, of requirements for food, fertilizer, and farm machinery.

e. Measures are normally taken to facilitate and encourage the earliest possible resumption of agricultural production. When authorized by higher headquarters, military assistance may be provided during the course of operations in the form of supplies such as fertilizers and farm machinery.

f. Appropriate recommendations may be forwarded by the CAMG unit to higher headquarters on the imposition of restrictions on civilian circulation and transportation of nonessential supplies in order to permit the movement and distribution of required agricultural supplies and equipment. During critical periods involving the seeding and harvesting of crops, it may be undesirable to requisition the labor of farmers for the performance of other tasks.

g. The CAMG unit initiates surveys and analyses of natural resources in the area, such as mineral deposits, forests, water resources, and wild life. Measures are promptly taken to provide maximum practicable protection of such resources from exploitation and to safeguard the records pertaining to their administration. In appropriate situations, it may be necessary to give particular attention to the control of water pollution, provisions for an adequate water supply, and to flood control planning to reduce flood damage.

h. When the area of jurisdiction of the CAMG unit includes extensive lands devoted to agricultural production or contains significant quan-

ties or types of natural resources, the CAMG unit should be augmented by higher headquarters with appropriate functional teams or specialists:

86. Province

a. As here used, the term "province" denotes one of the several major political entities in which a nation is geographically divided. Such divisions are known in many countries by other names. CAMG operations at a provincial or comparable level of government involve a higher degree of specialization, and a greater need for supervision and policy direction than operations at a municipal level. An area support CAMG group is normally deployed as soon as the military situation permits in order to serve as a provincial headquarters.

b. The group commander directs or supervises CAMG activities at the provincial level through his functional teams. He is directed to assume area jurisdiction of activities in the lesser political subdivisions of the province as soon as conditions therein become sufficiently static to permit conformance with political boundaries. He controls or supervises activities in the political subdivisions through previously deployed area support companies which are attached to his unit. He provides technical support and assistance to his attached units or furnishes from the personnel resources of his headquarters such functional teams or specialists as the subordinate elements may require.

87. Nation

a. The commander of a CAMG area headquarters unit, serving as a national CAMG headquarters, controls, supervises, or assists the highest governmental level or authority within the area. As soon as the requirements of the military situation permit and a competent and acceptable central government of the area has been established, major political entities of the nation are consolidated and CAMG authority is centralized at a comparable level of command. At this time, the commander of the area headquarters unit, is directed by the theater or theater army commander, as appropriate, to assume control of those previously deployed CAMG groups which are located within the communications zone at a provincial or comparable level of government.

b. The area headquarters commander insures that constant and detailed coordination and liaison is effected by himself and the members of his staff with the communications zone headquarters or other major military administrative command located in the area in order to insure unity of command. The area headquarters commander exerts every effort through the national or central government of the nation to mobilize and utilize within permissible limits the total resources of the area in support of the military operation and to prevent the area from becoming a drain on United States resources. The commander of the

communications zone or major military administrative command located in the area insures, in turn, that military support in the form of civilian relief and economic aid is furnished through the area headquarters unit to the national or central government in such quantity and form as may be directed by higher headquarters. Lack of direction by higher authority in matters of joint concern to the area headquarters and communications zone commanders must not preclude maximum effective coordination and mutual support.

c. In a military government operation, the area headquarters commander normally directs and controls officials of the national or central government and may relieve them from authority. However, when the type of operation is civil affairs, the activities of the area headquarters unit may be primarily concerned with relationship matters and measures for furnishing support, advice, and assistance.

d. In the conduct of operations at a national or central level of government, the area headquarters commander normally utilizes his principal functional specialists to develop policy guidance received from the theater or theater army commander; to determine matters on which policy guidance should be requested; and to control, supervise, or conduct relationships with the principal officials of the national or central government.

e. Members of the staff of the area headquarters unit function as planners, coordinators, and supervisors. To prevent the area headquarters staff from becoming engrossed with the operations of units, services, and activities, a CAMG group is normally furnished to the area headquarters commander to serve as an operating CAMG command at the national level. The group commander directs and supervises the operations of other subordinate CAMG elements deployed in political subdivisions of the nation in accordance with policies furnished by the area headquarters commander, assists in the preparation of plans, orders, and reports, and exercises technical supervision of the activities of subordinate elements within the various functional fields.

Section VI. SPECIAL OPERATIONS

88. General

a. Although the conduct of special operations normally requires special or specially trained troops, special techniques, tactics, materiel, or an emphasis upon certain considerations, the CAMG principles, concepts, and techniques described in this manual generally apply to special operations. The flexible composition of CAMG TOE units permits the addition or deletion of specified functional teams to meet the requirements of the particular operation.

b. FM 100-5 describes the various types of special operations and sets forth the special considerations which are involved in their conduct. For details, see applicable FM's of the 31-series.

89. Conduct of Guerilla Operations

a. *General.* Guerilla warfare is conducted by independent or semi-independent forces, usually indigenous, organized on a paramilitary or military basis. It is usually conducted to hinder, harass, sabotage, or delay operations of enemy forces. It may be employed in friendly areas which are to be liberated from enemy occupation or in enemy territory which is to be seized and occupied by friendly forces. For details on the conduct of guerilla operations, see FM 31-21.

b. *Before Link Up.* Operations of friendly guerilla forces located in enemy controlled territory are closely coordinated with those United States political objectives and policies which are to guide the conduct of CAMG operations as the area of concern comes under friendly control. Since friendly guerilla forces endeavor to gain and maintain civilian support and to organize and regiment civilians, they serve to provide a valuable basis for subsequent CAMG operations in gaining control of the civil population. Guerilla forces may be employed to furnish valuable information of political, economic, and sociological conditions. Such current information, which supplements or modifies area intelligence previously obtained, is of particular value in planning for the conduct of CAMG operations. When guerilla forces are assigned a mission by the conventional force to collect data for intelligence, specific CAMG items of information, such as the suitability of individuals for appointment as local officials, are included in appropriate requests. Since it is usually necessary to provide trained personnel to direct and supervise intelligence missions assigned to guerillas, it may be necessary to infiltrate agents, such as especially qualified CAMG personnel or reliable civilians, into areas under enemy control. Dispatch of agents by the conventional force may provide valuable guidance to guerilla forces with respect to United States objectives and may assist in gaining early control of the population after link up is effected.

c. *After Link Up.* Friendly guerilla forces previously employed in enemy held areas may be effectively utilized by CAMG units after link up particularly in territory where the local population is hostile or unsympathetic to United States objectives. Due to their knowledge of the language and their familiarity with the local population, friendly guerilla forces may be used to assist in controlling and administering the civilian population; controlling refugees in rear areas; apprehending enemy collaborators and spies; providing assistance in the recruitment of labor; furnishing or locating technicians capable of operating public

utilities; and guarding bridges, supply dumps, and other vital installations.

90. Operations Against Guerilla Action

a. General. Since combat forces normally are not available for the protection of rear areas, it is essential that initial CAMG operations be primarily directed toward gaining early control of the population in land areas occupied or liberated by the military force. Guerillas depend on the active support of the local inhabitants for food, medical supplies, shelter, intelligence, and personnel. No effective guerilla movement can exist without, as a minimum, the passive sympathy of the local population. Since guerillas thrive on confusion and the disorganization of government, CAMG operations are so conducted as to engender stable conditions which are unfavorable to guerilla and partisan activities through the relief of local destitution, restoration of law and order, resumption of agricultural production, reestablishment of local government, and measures to enlist the active support and sympathy of the local population. For details on the conduct of antiguerilla operations, see FM 31-15, FM 31-20, and FM 31-21.

b. Planning and Intelligence. Planning for rear area defense is initiated without delay and is continuous. Rear area defense planning includes the development of plans to prevent, minimize, and combat guerilla activities. Planning for defense against guerilla action necessitates a detailed analysis of intelligence of the area of operations including the enemy, weather, terrain, national characteristics, customs, beliefs, desires of the people, and of counterintelligence necessary for the employment of friendly countermeasures. In prior planning consideration is given to those political and economic policies which are necessary to gain control of the area and its population and to prevent development of an enemy resistance and guerilla movement. Policies must be intelligently conceived and wisely executed to gain the respect and cooperation of the civil population. Plans must be effectively coordinated with adjacent commands and vigorously implemented in all areas to prevent the movement of guerillas into such other areas. When extensive use is to be made of local civilian personnel in conducting antiguerilla operations, plans must include provisions for their supervision, training, and administration. Plans must provide for the aggressive conduct by CAMG units of intensive civil information activities directed towards the local population and the support of such activities by consolidation psychological warfare operations. For information on intelligence necessary to the planning for and conduct of psychological warfare operations, see FM 31-21 and FM 33-5.

c. Prevention of Infiltration. Since enemy personnel disguised as civilians mingle with refugees passing through front line areas and

operate as guerillas upon arrival in rear areas it is essential to effect the systematic search of all civilians moving toward the rear, the strict channelization of their movement, and the establishment of collecting points for detailed interrogation (FM 100-5).

d. Separation of Guerillas From Civilian Support. Since guerilla forces cannot exist without material, moral, ideological, and psychological support from the majority of the local population, a basic objective of antiguerrilla operations is to separate guerilla forces from civilian support. It is accordingly essential to induce the local population to support the conduct of CAMG operations and to establish good will between the population and the military force. Appropriate consideration is given to the use of rewards for friendly assistance; imposition of punishment for collaboration with guerillas; utilization of propaganda followed by the implementation of promises; and the utilization of those restrictive measures described in subparagraph *e* below. For information on the legal status of partisan forces and status of individuals who engage in or assist guerilla operations in support of an enemy of his own country see FM 31-21 and FM 27-10.

e. Control of the Civil Population. The threat of hostile guerilla operations necessitates the implementation of extensive security measures to safeguard troops, military installations, lines of communications, local institutions, and the resources of the area from guerilla attack and to protect the local population from guerilla coercion and exploitation. When the local population collaborates with hostile guerilla forces, rigid controls and restrictions are imposed. Such controls and restrictions may be relaxed subsequently according to the requirements of the situation. Punishment for violation of regulations and restrictions must be just and deserved to prevent exploitation by guerillas. Maximum publicity is given to those offenses for which punishment is imposed. In order to reduce collaboration with guerillas, it may be desirable to impose strict rationing controls on the production, distribution, and consumption of food, clothing, and medical supplies. For measures to control the civil population, see paragraph 140.

f. Utilization of the Local Population. Local and national police forces, security detachments, and other formations of local personnel are organized and utilized to control the civil population, guard critical installations against sabotage by infiltrators and guerillas, assist in the movement and control of refugees, insure the security and safety of life and property, and function as an information collecting agency. In rear areas all local civilians who are dependable and sympathetic are employed to the maximum practicable extent as governmental officials, local police, security units and as agents and informers to infiltrate guerilla units and report their movement and locations. Labor and service units may be utilized in the storage and distribution of supplies

and the preparation of defensive works. Screening of local civilian employees is essential to prevent accurate information of military operations and troop movements from falling into the hands of guerillas and infiltrators. Local defense units may be organized and advantageously employed in rural areas or inaccessible regions to protect against hostile guerillas. Use of enemy nationals to combat guerillas not only necessitates the careful screening of individuals based on reliable intelligence but requires that particular attention be given to measures which will prevent treachery and exploitation of such units by the guerillas themselves. Civil information activities supported by consolidation psychological warfare operations are essential to widen differences between opposing factions. In liberated areas, CAMG operations must furnish maximum support and assistance to the reestablished government and facilitate the use of the organized forces of the government to combat and destroy guerillas.

91. Airborne Operations

a. General. Due to the fluid nature of airborne operations, commanders of field armies, corps, and airborne divisions participating in such operations are normally delegated CAMG authority within their assigned areas of military responsibility. When link up with friendly forces is accomplished, authority for the conduct of CAMG operations may be transferred to the commanders of those major tactical units effecting the link up. To assure continuity of operations, particular attention must be given to providing information and making records available to other commanders who will subsequently enter the area. For detailed information on airborne operations, see FM 57-20 and FM 57-30.

b. Scope of CAMG Activities. In the planning for and conduct of CAMG activities in support of airborne operations, the commander of a major tactical unit must provide, as a minimum, for the establishment of public order and safety, the discharge of his legal responsibilities, and such additional activities as the nature of the operation may require. These additional activities, which may be undertaken after the airhead is secure, may include the local procurement of motor and other forms of transportation to increase the mobility of airborne units; the utilization of local labor, supplies, and equipment for use in airfield repair or construction and the preparation of defensive positions; and the protection of local resources.

c. Planning for Airborne Operations. The effective conduct of airborne operations necessitates detailed prior planning. CAMG planning, which is based on the tactical plan of operations, necessitates accurate, detailed, and timely intelligence of objective areas on such matters as the attitude of the local population; movement by the enemy of inhabi-

tants from the landing area; extent of disease, privation, and unrest among the inhabitants which may necessitate the diversion of civilian relief supplies from military stocks; availability of local labor for military use; and availabilities of local supplies and equipment for military procurement.

d. Employment of CAMG Units. In airborne division operations, the CAMG command support platoon, augmented as necessary with functional teams or other command support platoons, moves to the objective area with or immediately behind the regimental combat teams. Since the CAMG units normally will not be able to assume control over civilians in the airhead until some degree of stability is established, personnel of the unit act in advisory capacities to the commanders of regimental combat teams who are responsible for the control of civilians in their respective areas. As specified in division directives, initial actions may include measures to freeze the civilian population in place in order to prevent interference with military operations; to establish law and order and prevent sabotage; and to provide shelter, rations, clothing, and medical care for civilians. In independent type operations, designated CAMG area support units should be deployed in the airhead prior to the exploitation phase. In link up operations, area support units may enter the area with the force effecting the link up.

e. Training of CAMG Personnel. Personnel of CAMG units required to land by parachute or assault aircraft must be given appropriate training including the loading and unloading of vehicles and equipment into and from aircraft. Personnel of CAMG units landing with the assault troops must be given parachute training. Equipment of CAMG units must be modified as necessary.

92. Amphibious Operations

When the reinforced division participates in amphibious operations, it is organized into regimental landing teams for landing. Personnel of the division command support platoon, as augmented, are attached to the regimental landing teams (RLT) to advise and assist the regimental commander in initiating CAMG operations. In planning for amphibious operations, particular consideration is given to the vulnerability of beachhead operations; to activities by local inhabitants which may cause congestion or confusion; to the need for absolute control over civilian circulation so that movement from and to the beachhead areas will not be impeded, and to problems which may be created by refugees. Since economy of force is a paramount consideration, maximum permissible use is made of local resources. To the extent authorized by international law and when security considerations permit their utilization, it is desirable to employ local inhabitants in great numbers for cargo handling, warehousing, and related activities.

Section VII. EVACUATION OF COMMUNITIES AND CONTROL OF REFUGEE MOVEMENTS

93. General

a. During combat operations effective control of the movement of civilians is of primary importance. Disorganized masses of refugees and displaced persons resulting from military operations seriously impair the maneuverability of military units, endanger security, and threaten the health of the military force. In addition, refugees and displaced persons constitute a potent weapon which the enemy may use to disrupt friendly military operations. To prevent interference with military operations resulting from the movement of the local population, it is essential that civil administration be reconstituted at the earliest practicable time and that constructive direction be given through civil authorities to the local population.

b. For definitions of applicable terms, see AR 320-5.

94. Planning for the Care, Control and Disposition of Refugees and Displaced Persons

a. The theater commander is responsible for including in his planning basic policies and procedures on the care, control, and disposition of refugees and displaced persons in accordance with directives furnished by the appropriate Department of Defense authority. General guidance on refugees and displaced persons must be closely coordinated by the theater army commander with the support capabilities of the communications zone and transmitted in advance of operations to all major subordinate commanders within the theater. Field army and communications zone commanders prepare detailed plans based on policies of the theater army commander.

b. In the development and implementation of their plans, all commanders are under the legal obligation imposed by the rules of international law, including the Geneva Convention of 1949, to provide a minimum standard of humane care and treatment, to establish law and order, and to protect private property. Additional humanitarian considerations are observed whenever possible providing such do not result in interference with military operations.

c. Detailed planning for the care and control of refugees and displaced persons should include consideration for such matters as the authorized extent of migration and evacuation; location and establishment of camps; sources of materials and personnel to construct camps; standards of care; status and ultimate disposition of refugees and displaced persons from allied, neutral, or enemy countries; extent of local

governmental authority over nonnational civilians; designation of routes for refugee movement; military police units to provide traffic control; and CAMG units to operate camps.

d. For general legal requirements, see FM 27-10. For specific provisions of the Geneva Convention of 1949, see DA Pam 27-1.

95. Disposition of Refugees and Displaced Persons

a. The ultimate disposition of refugees is to return them to their homes as quickly as tactical and logistical considerations permit in order to lessen the burden on the military force and the civilian economy for their support and to lessen the danger of disease which accompanies the grouping of peoples in restricted areas. When refugees are returned to their homes, they are converted into local inhabitants who can assist in the restoration of their towns and contribute to their own support through such activities as the tilling of fields and harvesting of crops. Continuing attention is given by all commanders exercising control over refugee camps to the early return of refugees to their homes.

b. The ultimate disposition of displaced persons is to assemble them and move them in groups to their native country or area in consonance with United States national policy. The early assembly and movement of such displaced persons shortens the period of time during which they are a responsibility of the military commander.

96. Control of Refugees and Displaced Persons in Forward Areas

a. During a rapid, forward moving situation, it is desirable to billet refugees with the local population in nearby communities to the greatest practicable extent rather than to move them to the rear through assembly areas to camps. When front line tactical units have advanced rapidly, it is advantageous to relax circulation restrictions in areas to their rear in order to permit the early return of refugees to their homes. Logistical support requirements may, however, delay the return of refugees to centers of population.

b. In a static or slow moving situation, it may be necessary to collect and move all refugees to the rear rather than to billet them in nearby communities. In this situation and when the enemy possesses the capability of counterattacking, refugees are not allowed to return to their homes as soon as in a fluid, forward moving situation. To enable refugees to return to their homes, it may be necessary to provide special travel permits and facilities.

c. In either a fluid, forward moving situation or a static situation, displaced persons are formed in groups and moved through assembly areas to displaced persons camps as soon as the tactical situation permits.

d. All movements of refugees and displaced persons to the rear are made on designated secondary roads. Maximum utilization is made of local transport.

97. Screening of Refugees and Displaced Persons

To prevent infiltration of guerillas, enemy agents, and escaping members of the hostile armed forces, it is essential to screen refugees and displaced persons, set up control points, issue passes and other identification documents, search suspected individuals, enforce curfews, and impose restrictions on the use of military transportation. Although screening activities may be performed initially by military police, counter intelligence corps or other type units, they are most effectively conducted by using friendly and reliable local civilians under the supervision of CAMG units. Administrative controls to prevent infiltration must be conducted with care to prevent the alienation of people who are sympathetic to United States objectives. Especial attention is given to the possibility of displaced persons being used by the enemy as carriers of diseases for biological warfare purposes.

98. Evacuation of Communities

Whenever possible, the rearward evacuation of communities in forward combat or other areas is avoided. Evacuation uproots civilians from their homes; provides material for enemy propaganda; and arouses resentment. Evacuation affords civilians an opportunity to observe valuable military installations; complicates the control of their movements; and increases the difficulties of maintaining adequate security. By converting the local inhabitants into refugees, evacuating necessitates the use of military transport and the expenditure of additional food, fuel, clothing, and medical supplies, thereby increasing the burden upon military resources. Moving the inhabitants in groups may create epidemic conditions and decreases the availability of facilities to support military operations.

a. Initially, all civilians in forward combat areas are instructed to stand fast in order to prevent interference with military operations. Instructions may be disseminated by air dropped leaflets, airborne loudspeakers, or portable speaker units. In appropriate situations, proclamations, orders, and instructions are posted by advancing troops. Every effort is made to hold civilians as near to their places of residence as is possible.

b. When civilians are made homeless as a result of military action or when it is necessary to remove them from a specified area, every effort is made to quarter them with their neighbors or to place them in nearby communities in order to avoid evacuation to the rear and preclude the establishment of refugee camps.

c. In a fast moving or fluid situation, the voluntary movement of civilians to enable them to take shelter from combat is permitted only when such movement is essential to prevent interference with military operations.

d. In a static or defensive situation, all civilians may be removed from forward battalion areas and not be permitted to return to their homes until the advance of friendly elements has resulted in the establishment of a new forward zone. The removal of civilians from other portions of regimental areas may be partial or complete, as security considerations require. If practicable, livestock may be evacuated with the civilians. In any event, provision should be made for the protection of property, both real and personal of the absent civilians, the feeding of remaining livestock, guarding of mines, and performance of other essential services.

e. When civilians have been removed from an area, they are not permitted to return to their homes until authorized. However, when the military situation permits, civilians may be returned to their homes under escort in order to rescue livestock or minimize personal losses which may impair the local economy.

f. When it becomes necessary to accomplish the rearward mass evacuation of the inhabitants from an area of active military operations, the decision for such action must be made by the division or higher commander. For example, a rearward evacuation beyond the division rear boundary is made only after coordination with the corps or field army commander.

g. Civilians are evacuated to the rear only when necessary—

- (1) To remove them as a hindrance to military operations.
- (2) To provide for increased security of troops and installations, and to safeguard information.
- (3) To provide for their safety and welfare by removing them from the front lines.

h. Civilians may be evacuated when—

- (1) There is time for the evacuation to be accomplished.
- (2) Density, character, and composition of the population render such evacuation necessary.
- (3) Means are available to accomplish the evacuation.
- (4) Routes are available for the evacuation.
- (5) Areas are available to absorb the evacuees.
- (6) Distances involved are not prohibitive.
- (7) Fall out from nuclear attack has not made movement impracticable because of lethal radioactivity over escape routes.

- i. The commander directing the evacuation of local inhabitants is responsible for the designation and control of routes of evacuation.
- j. Duties of a CAMG unit commander in an evacuation include—
 - (1) Executing plans for evacuation.
 - (2) Utilizing civilian transportation to the fullest extent possible for the transport of civilians.
 - (3) Planning for and maintaining feeding stations along refugee routes.
 - (4) Insuring that plans for reception have been made.
 - (5) Establishing civilian collecting points and civilian assembly areas or refugee evacuation centers.

99. Mass Evacuation Planning

When a decision is made to accomplish the mass evacuation of a community, detailed plans are made in the same manner as for a troop movement. No stragglers or uncontrolled groups are allowed to congest main supply routes or to disrupt the forward movement of military units and supplies.

- a. Mass evacuation planning includes consideration of the following:
 - (1) *Transportation.* Civilian transportation is used whenever possible; military transportation is utilized if necessary and available.
 - (2) *Distance.* The distance of the move from the point of departure should be no greater than is necessary to meet the minimum objective for which the movement is planned.
 - (3) *Fall out.* Where radioactive fall out has occurred, or is anticipated, precautions are taken to avoid moving civilians leeward from the actual or anticipated nuclear attack.
 - (4) *Evacuation control.* The movement is made in convoy and is rigidly controlled.
 - (5) *Screening.* Security screening and documentation of evacuees should be accomplished at the earliest possible moment—preferably not later than their arrival in assembly areas.
 - (6) *Identification.* Every evacuee is provided with and required to wear visibly on his person a tag identifying him by name, or official identification card indicating the locality from which evacuated, and bearing other pertinent information.
 - (7) *Briefing of evacuees.* Adequate briefing to explain the purpose of the move and the methods of passive air defense is accomplished by leaflets, loudspeakers, posters or other means available prior to beginning the movement.
 - (8) *Impedimenta.* Each person is allowed to take a predetermined allowance of personal effects.

- (9) *Rations.* If available, rations for the estimated period of the movement, are provided at the time of departure to each person evacuated, or rations may be issued at designated points enroute. Issues of food, fuel, clothing, and medical supplies are furnished in advance to the holding area receiving the evacuees.
 - (10) *Housing.* Housing in the holding area should be such that it will not endanger the health of the evacuees, nor unnecessarily increase the suffering caused by the evacuation.
 - (11) *Medical care.* The health and physical well-being of the evacuees are carefully provided for. The use of civilian medical personnel is mandatory. Civilian medical personnel are supplemented by military medical personnel to assure meeting the minimum standards of medical care required. Particular attention is given to elderly persons; pregnant women; the blind, cripples, and feeble; and very young children. Appropriate health measures will be taken prior to movement to prevent the spread of infectious diseases and to prevent the development of epidemics.
 - (12) *Religious needs.* When practicable, the religious needs of the evacuees are ascertained upon their arrival at the holding area. Facilities are made available for holding meetings and for worship, utilizing civilian religious personnel assisted by military chaplain personnel, when available.
 - (13) *Duration.* The duration of the evacuation should be no greater than that necessary to meet the maximum objective for which the movement is planned. Repeating evacuations because of unanticipated reverses or for other reasons is wasteful of personnel and equipment. It is also a source of irritation and unrest to the civilians. Repeated evacuation may also present a hazard to the security of the troops and interfere with military operations.
 - (14) *Return.* Plans for mass evacuation also include provision for the return of the evacuees as well as criteria for determining the duration of their absence. Areas subjected to CBR warfare are carefully screened for safety of occupancy before return movement is accomplished.
- b. In planning for a large movement, consideration is given to—
- (1) Establishment of refugee control posts to insure an orderly evacuation from regimental areas to the division collecting point.
 - (2) Transfer of evacuees from the division area to assembly areas in the army service area. If such transfer is not practicable, evacuees are moved to assembly areas in the corps rear area with subsequent transfer to the army service area.

- (3) Transfer of evacuees from assembly areas in the army service area to other communities, temporary holding camps, or permanent refugee camps.

100. Evacuation During a Retrograde Movement

a. In a retrograde movement, standfast orders normally are applied to civilians in order to prevent interference with military operations and to preclude disclosure of the plan of operation. However, the rearward evacuation of civilians in special categories and priorities may be authorized by policies of higher headquarters.

b. Policies pertaining to the evacuation of civilians are implemented by subordinate tactical commanders as the military situation permits. Evacuation priorities may include persons and resources according to the following priorities:

- (1) Allied military personnel.
- (2) Civil officials, resistance leaders, and their immediate families who have worked for the military forces of the United States and its allies and are subject to reprisals.
- (3) Other civilians including medical and religious personnel, as policy directs and the military situation permits.
- (4) Civil police.
- (5) Essential resources, assets, archives, cultural objects, and other items of value to the enemy force.

101. Civilian Collecting Points

Civilian collecting points are temporary areas designated for the assembly of small numbers of refugees, evacuees, and displaced persons prior to their evacuation to assembly areas, or refugee camps, or to their resettlement in local communities. At collecting points only minimum emergency relief for limited periods to include food and medical treatment is provided. Appropriate disposition of civilians held in collecting points is made as rapidly as the military situation permits.

a. Collecting points may be established in rear areas of front line infantry divisions to provide temporary care and control for civilians prior to their evacuation to assembly areas. In division forward areas, infantry regimental commanders may be authorized by the division commander to establish civilian collecting points for refugees and displaced persons who are interfering with military operations. Collecting points should be in defilade, accessible by road, and near water.

b. Whenever practicable, civilians are searched for documents of intelligence value and unauthorized possessions. Prisoners of war are separated from refugees, evacuees, and displaced persons, and are turned over to military police for delivery to prisoner-of-war collecting points.

Refugees, evacuees, and displaced persons are screened against listings furnished by G2 describing enemy civilians whose internment as "civilian internees" is considered necessary in the interests of security. Civilian internees are also segregated and turned over to military police. To the maximum extent within their capabilities, personnel of CAMG units assist tactical commanders in the organization and administration of civilian collecting points.

c. In the movement of refugees, evacuees, and displaced persons from collecting points in a division forward area to assembly areas in the division service area, corps rear area, or army service area, civilian police are utilized whenever practicable to assist military police in providing control. Every effort is made to hold family groups together. Movement is made on secondary roads selected by the provost marshal utilizing refugee control posts. When movement is made to assembly areas under corps or army control, CAMG units under corps or army control furnish personnel to assist in supervision of the movement.

d. If necessary, intermediate transit areas are established for intelligence questioning and further investigation of suspects.

102. Civilian Assembly Areas or Refugee Evacuation Centers

An assembly area or refugee evacuation center provides a temporary assembling place for refugees, evacuees, and displaced persons in preparation for further movement to refugee camps or for resettlement in local communities. Assembly areas, which may be located in the division service area, corps rear area, or army service area, are operated under the supervision of the CAMG units assigned to conduct CAMG operations in the given area.

a. Assembly areas, which are generally designed to accommodate a larger number of persons than a civilian collecting point, provide additional emergency relief to include food, clothing, medical supplies, medical treatment, and limited shelter.

b. In assembly areas, the process of screening to segregate prisoners of war and civilian internees for separate handling by military police units is continued. In addition, action is commenced, whenever the requirements of the military situation permit, to segregate civilians by nationality or ethnic groups in preparation for movement to designated refugee camps.

103. Refugee or Displaced Persons Camps

Refugee or displaced persons camps or collection centers serve as temporary or semipermanent places for the grouping of refugees, evacuees, and displaced persons prior to the return of such persons to their normal place of habitation, resettlement in local communities,

repatriation to their own countries, or other designated disposition. Refugees and displaced persons camps are normally located in the communications zones. In these camps a further segregation of refugees and displaced persons takes place according to nationality or ethnic group. In addition, appropriate action is taken to detect enemy civilians who should be interned; examine civilians for communicable and other diseases; prepare individual identification records; reestablish individual family groups; provide food, clothing, and additional medical care; and prepare individuals for future disposition.

a. Refugee or displaced persons camps may utilize available civilian accommodations or consist of military construction. In either instance, it usually is desirable to limit the size of camps to a maximum of about 5,000 persons to facilitate care and control and preclude requirements for medical personnel to provide increased medical care and improve sanitation, and for military police or other military units to preserve order.

b. Refugees and displaced persons may be accommodated in hotels, schools, halls, theaters, disused factories, or any type of public buildings; they may occupy blocks of unoccupied houses or workers camps. Local facilities are utilized whenever practicable to reduce the requirements for engineer construction materials. In the designation of locations, care is taken to avoid those which are in the vicinity of such profitable targets as vital communications centers and large military installations. In the selection of local facilities, general consideration is given to the temporary or semipermanent nature of the facilities to be established and such factors as weatherproof roofing; solid floors; necessary ventilation; provisions for water supply, sewage, and waste disposal; and proximity to local sources of food supply.

c. Types of authorized construction for refugee and displaced persons camps, which may approximate those outlined in FM 101-10 for troop housing, are prescribed in theater directives. The specific type of authorized construction, which is the minimum necessary to satisfy the requirements of the particular situation, varies according to the climate of the area; anticipated permanency of the particular camp; the number of camps to be constructed; the extent of local sources of labor and materials; and the availability from military resources of engineer materials and assistance. Whenever possible, construction is accomplished by local agencies of government employing civilian labor, local sources of materials are utilized to the maximum practicable extent in accordance with legal limitations. It may be desirable to provide for the subsequent conversion of refugee and displaced persons camps into prisoner of war camps by the construction of guard towers and additional security fences.

d. The administration and operation of a refugee or displaced persons camp usually are directed by a CAMG platoon under the supervision of its company headquarters. The parent CAMG company provides technical advice, support, and assistance, and may furnish additional platoons and functional teams or specialists, such as displaced persons, public health, public welfare, or public safety, at any particular camp according to the requirements of the particular situation. When functional teams or specialists are provided to reinforce a platoon, the senior officer at the camp is normally the camp commander. In the event that additional functional teams or specialists are required beyond the capabilities of the CAMG company, the company commander requests the minimum necessary assistance from the CAMG group or major echelon to which assigned or attached. Due to the large numbers of refugees and displaced persons for whom control and care normally must be provided, it is feasible to provide only a minimum essential number of CAMG personnel.

e. Maximum attention must be given to the utilization of local civilian personnel to provide the cadre for camp administration. This cadre should be organized and trained prior to the opening of the camp. Whenever practicable, civilian personnel should be obtained from public and private welfare organizations and employed under military supervision. The inmates of camps should be required not only to establish and maintain the organization for internal camp administration but also to provide for the security and guarding of the installation. Within the limitations imposed by international law, camps should provide the necessary labor for their own operations and within applicable limitations should be looked to as a source of essential labor. Allied liaison officers and representatives of the local governments are conducted on visits to camps at regular intervals.

Section VIII. AREA DAMAGE CONTROL

104. General

Area damage control is a responsibility of the military area commander. It minimizes damage, thus aiding the reestablishment of disrupted service. Restoration of administrative support is not a function of area damage control. It is the responsibility of the commander through his technical services.

a. The army service area, undivided communications zone, or the sections of a divided communications zone are divided into subareas for area damage control purposes. Subarea boundaries will always be common for area damage control and rear area defense. A rear area security control center is established as a special staff section of a headquarters

having area damage control responsibilities. A subarea control center is established in each subarea.

b. Area damage control planning, which is normally performed by all tactical, technical, and administrative commands, is a general staff responsibility of the G4. Area damage control plans are closely coordinated with rear area defense plans prepared under the supervision of G3. Execution of the area damage control plan is a function of the rear area defense controller, who is designated by the responsible commander.

105. Civil Defense

a. General. Civil defense, which is an integral part of area damage control, includes the mobilization, organization, and direction of the civil population, designed to minimize by passive measures the effects of enemy action against all aspects of civil life. Due to the extensive damage to civilian populations and economies which may result through the enemy use of mass destruction weapons, careful development and effective implementation of civil defense plans are essential to preserve the stability and security of civil government. In addition, civil defense affords protection to military installations from related damage, minimizes military casualties, permits the continuance of local support to military operations, and generally reduces the extent of dislocation to military operations.

b. Responsibilities. G5 is assigned general staff responsibility for civil defense planning and measures for the control of the civilian population. He coordinates his plans with G3 and G4 in their respective fields of interest. In his assigned area of jurisdiction, the CAMG unit commander is responsible for the implementation of provisions of the civil defense plan and for the coordination of control measures with local agencies of government and with subarea control centers, as appropriate. Within the CAMG unit, the public safety officer has primary staff responsibility for the planning and supervision of all activities pertaining to civil defense. To the maximum practicable extent, local officials are held responsible for the organization of local civil defense activities and the effective conduct of civil defense measures.

c. Planning. Civil defense planning is not confined to protective measures against nuclear weapons in the mass destruction category but must include protection against all types of warfare, such as the use of CBR weapons, and against all forms of natural disaster such as floods, fires, and earthquakes. G5 submits to G4 those paragraphs of the area damage control plan pertaining to CAMG operations including civil defense and those related measures for the control of the civil population. In the development of civil defense plans, consideration is given to—

- (1) General guidance contained in the draft of the area damage control plan.

- (2) Provisions for emergency repair of vital installations, fire prevention and protection, disposal of enemy explosive ordnance, and emergency hospitalization of civilian personnel.
- (3) Maximum utilization, consistent with military plans for area damage control, of existing local plans, organizations, and facilities.
- (4) Mutual support provisions to enable both military and civilian rescue and working parties and their equipment to be employed, in emergency, in the installations and facilities of the other.
- (5) Establishment of civilian control centers in the vicinity of subarea control centers, whenever feasible, in order to receive air raid warnings, dispatch measures, direct emergency services, and coordinate measures for mutual assistance between military and civil organizations and facilities.
- (6) Coordination of neighboring civil defense organizations particularly when the boundaries of military sectors for damage control cross political boundaries.
- (7) Establishment in towns and cities, where no operating civil defense organizations exist, of civil defense organizations with directors subordinate to the mayors or chief executive officer.
- (8) Establishment of civil defense organizations at provincial and national levels as soon as the situation permits.
- (9) Organization and training of fixed support installations, facilities, and personnel for emergency hospitalization, housing, mass feeding, and traffic control and of mobile reserves containing combined teams capable of rapid mobilization and movement to military installations and other localities for the purpose of performing police, fire, medical, rescue, and engineering services.
- (10) Provisions for the evacuation of cities and towns rendered unsafe as a result of contamination, radiation, flood, or other disaster to include the supply of necessary transportation, control of allocated transportation, and alternate traffic circulation plans. Such provisions must stress flexibility and mobility. In planning for any evacuation to avoid the blast and thermal effects of atomic weapons, consideration must be given to the availability of shelter or cover, the speed of movement which can be achieved, and the difficulty of identifying areas of safety with reasonable accuracy. For details on the evacuation of communities see paragraphs 93 through 103.
- (11) Development of protective measures against guerillas, infiltrators, and subversive elements who can be expected to take advantage of the disruption or disorganization of local government.

- (12) Education of the local population and provisions for the dissemination of information, orders, and instructions requiring group action and establishing individual responsibilities in order to avoid the extensive casualties which may result from mass panic.

d. Operations. Provisions for civil defense are required from the instant operations are initiated. In order to establish temporary measures for the control of damage and to provide higher headquarters with a basis for planning, the CAMG unit, upon entry into its assigned area, promptly gathers information on the structure and capabilities of any existing civil defense organization and on the availabilities of local supplies and equipment. Sources including neighboring communities from which additional equipment may be obtained are also explored. Under the direction of the CAMG unit commander, the public safety officer or other individual designated to act in this capacity, coordinates the activities of the various CAMG functional specialists. Functional specialists supervise those local agencies of government and civil defense services which normally are most closely related to their respective specialties. Organization of or augmentation to the following types of services is desirable in most situations:

- (1) Police services, consisting of community police organizations and supplemented by an auxiliary corps of volunteer policemen to restore public order and safety, prevent and detect crime, protect life and property, enforce civil defense orders, and control the movement of people.
- (2) Fire services, consisting of existing fire fighting units and supplemented by an auxiliary corps of volunteer firemen to combat large conflagrations and to perform rescue work related to fire fighting.
- (3) Warden services to maintain liaison between the local civil defense organization and the civilian population and to assist in the dissemination of information, orders, and instructions to the public.
- (4) Public health services augmented with nurses, first aid workers, first aid stations, and mobile casualty units to provide first aid treatment; to classify, evacuate, and hospitalize casualties; to operate blood banks and perform laboratory services; to test the potability of water supplies; and to conduct other activities related to public health and sanitation.
- (5) CBR defense services to minimize the effects of enemy attacks, conduct surveys for the detection and delimitation of CBR hazards, and to advise civil defense workers on the maximum period of time they may remain in specific areas without injury.

- (6) Rescue and engineering services to release living persons trapped in debris or damaged buildings; and to provide for a potable water supply, the disposal of garbage and sewage, and the clearance of debris from roads to permit the movement of essential traffic.
- (7) Communications and transportation to provide services required for civil defense activities and to mobilize, organize, and deploy available civilian transportation facilities for the purposes of providing emergency ambulance and evacuation services in event of disaster and of facilitating such evacuation of cities and towns as may be directed.
- (8) Public welfare services to assist in the supply and distribution of food and clothing and to provide shelter for those who are homeless.
- (9) Local information bureaus to prepare and disseminate information and instructions. To discourage local workers employed by the military force from leaving their jobs, it is desirable to give assurances to workers that actions are being taken to provide care for their families and protection for their homes.

e. Supplies. Logistical portions of operation plans should include provisions for anticipated requirements of civil defense equipment and supplies so that later diversions from military stocks of supplies needed for the support of military operations will not be required. Civil defense equipment and supplies, which should be available for issue to the local government as soon as the reliability and capability of that government have been established, may include fire fighting and heavy equipment, tools, chemicals, industrial gases, and civilian relief supplies.

f. Training. All CAMG personnel should receive training in area damage control prior to operations and possess a working knowledge of the application of their respective functional specialties to the planning for and implementation of civil defense measures. Public safety officers should receive intensive training in area damage control. The CAMG unit supervises the conduct of general and specialized training of all local civil defense personnel to provide a working knowledge of assigned duties and of the capabilities of civil defense equipment, devices, and materials. In the training of local personnel, flexibility and versatility should be stressed to permit the utilization of personnel both in their assigned duties and in the varied emergency tasks required under disaster conditions.

106. References

For additional information on area damage control planning and appropriate control measures, see FM 100-10. A form of damage control plan annex to a rear area defense plan is contained in appendix III to

FM 101-5. For defense against CBR attack, see FM 21-40, and FM 21-41. Detailed technical guidance on related matters is contained in TM's of the 3, 5, and 8 series.

Section IX. SUPPORT OF OPERATIONS BY PSYCHOLOGICAL WARFARE UNITS

107. General

a. As an integral part of CAMG operations, civil information and public education activities are conducted in areas under friendly control to render direct assistance to military operations, gain the support of civilian populations, and facilitate the control and reorganization of occupied and liberated territory. (United States policies and objectives are disseminated to the inhabitants through the use of persuasion, education, and orientation.) All available media of information are utilized. As areas come under friendly military control, psychological warfare units provide essential support and assistance to CAMG operations through the conduct of consolidation activities.

b. Since this section presents only a brief summary of the organization and capabilities of psychological warfare units, personnel engaged in CAMG operations should be thoroughly familiar with FM 33-5 which contains detailed information on the capabilities, limitations, organization, procedures, principles, and techniques of psychological warfare.

c. For an example of civil information activities in a small city, see paragraph 83*h*. For a discussion of CAMG civil information and public education activities, see FM 27-5 and FM 41-15.

108. Staff Coordination and Responsibility

a. Clear delineation of responsibilities and detailed planning by all interested staff officers are essential to avoid confusion and duplication and to insure the effective integration of consolidation psychological warfare activities in the planned CAMG operation. Careful planning and coordination must be effected between preoccupational psychological warfare objectives and themes and the objectives and themes which will later be employed in CAMG operations as the area of concern comes under friendly control. Free exchange of basic intelligence and close coordination in the determination of essential elements of information (EEI) also must be accomplished between CAMG and psychological warfare officers.

b. To assist commanders, psychological warfare staff officers are provided at theater, army, corps, and division echelons to plan, coordinate and supervise operations. The functions of the psychological warfare staff officer are described in FM 101-5 and FM 33-5.

c. G3 has general staff responsibility for psychological warfare operations, training, methods, and allocation of means. G2 has general staff responsibility for the intelligence aspects of psychological warfare to include estimating the effectiveness of own and enemy psychological warfare operations and assisting in the planning and supervision of training activities concerning defense against enemy propaganda (FM 101-5).

d. G5 has general staff responsibility for internal affairs and governmental functions in occupied and liberated areas to include civil information, public education, and consolidation psychological warfare operations directed toward the civil population therein. G5 coordinates with G3 on the deployment of consolidation psychological warfare units and their attachment to CAMG units for operational control.

109. Mission and Organization of Psychological Warfare Units

a. *General.* The two principal types of psychological warfare troop units are the loudspeaker and leaflet (L&L) company (TOE 33-77R) and the radio broadcasting and leaflet (RB&L) battalion (FM 33-5).

b. *Loudspeaker and Leaflet Company.* The mission of the loudspeaker and leaflet company is to conduct psychological warfare operations in support of a field army. One company normally is assigned to each field army. The company consists of a company headquarters, publication platoon, operations platoon, and loudspeaker platoon. A mobile radio detachment may be attached to the company by the radio broadcasting and leaflet battalion for specific operations in which radio is essential.

c. *Radio Broadcasting and Leaflet Battalion.* The mission of the radio broadcasting and leaflet battalion is to conduct psychological warfare operations in a theater of operations. Although one battalion normally is assigned to each theater of operations, additional units may be authorized if required. The battalion normally consists of a headquarters and headquarters company (TOE 33-56R), an attached radio broadcasting company (TOE 33-58R), reproduction company (TOE 33-57R), and a consolidation company (TOE 33-67R).

d. *Consolidation Company.* The mission of the consolidation company, identified above, is to conduct consolidation psychological warfare operations in support of the CAMG activity through the use of still and motion pictures, newspapers, periodicals, loudspeakers, radio, and other appropriate media of communication. The consolidation company is organized on a cellular basis in the same manner as the CAMG group and company. Team designations follow in alphabetical series the CAMG TOE team designations. Since the last team listed in TOE 41-500R is an E series team, the first specialist team listed in TOE 33-67R begins an F series. The capabilities of the company vary with the size and grouping of the teams. A company headquarters (team AC)

is authorized when three platoon headquarters have been established. A platoon headquarters (team AA) is authorized when 40 or more personnel are assigned to eight or more operational teams in the field. Seven specialized types of operational teams may be authorized. These are identified as team FA—motion picture and theater, team GA—news and press, team HA—mobile sound and film, team IA—radio, team KA—publications, team LA—distribution, and team MA—display. Augmentation teams are provided in TOE 33-67R to strengthen the basic administrative and operational teams when necessary. Mess teams and automotive service teams are drawn from TOE 29-500R (*Composite Service Organization*). For details on the composition and functions of the various psychological warfare operational teams, see TOE 33-67R and FM 33-5.

110. Support Capabilities of Consolidation Psychological Warfare Operations

The capabilities of consolidation psychological warfare activities for support of CAMG operations vary primarily according to the number and composition of consolidation companies employed in the area. In general, psychological warfare operational teams, attached to CAMG units can—

- a. Supervise the reestablishment and operation of newspapers and other publication facilities.
- b. Plan and supervise the operation of a fixed radio broadcasting station.
- c. Operate mobile sound and film trucks and employ airborne loudspeakers.
- d. Reestablish, operate, and direct the operation of motion picture installations.
- e. Supervise the distribution of newspapers, periodicals, and other materials.
- f. Prepare and conduct pictorial, photographic, art, poster, and instructional displays, and exhibitions.
- g. Utilize civilian panels to gauge the effectiveness of operations.
- h. Disseminate information and CAMG directives and instructions.

Section X. SUPPORT OF CAMG OPERATIONS BY OTHER SERVICES AND AGENCIES

111. Direct Support

a. CAMG operations in any area are an essential part of the overall military effort, and require tactical and administrative support in the same manner and degree as any other military operation.

b. Commanders delegated CAMG area authority must afford the CAMG effort direct support. Commanders to whom CAMG area authority has not been delegated may, nevertheless, be required to support the CAMG organization and operation.

c. Direct support may consist of communication facilities within command nets, logistical support, forces for the prevention of civil disorder, and similar support activities. The supporting efforts depend in large degree on the civil affairs or military government nature of the operation and the extent to which the support is available in or provided by the areas of operations.

d. The paragraphs below outline some of the assistance which is furnished by the supporting services of the military forces in addition to the normal logistical support.

112. Security Guards

Security guard detachments, composed of United States or allied troops, may be directed to support CAMG operations by—

- a. Guarding essential industries.
- b. Protecting records or archives.
- c. Enforcing circulation restrictions and curfews.
- d. Guarding supplies.
- e. Maintaining order and quelling frays or disturbances.
- f. Controlling traffic.
- g. Controlling movements of displaced persons and refugees and enforcing standfast orders.

113. Investigation Units

Investigative units may be directed to support CAMG activities by—

- a. Screening civilian officials.
- b. Locating and discovering war criminals.
- c. Detecting and preventing sabotage.
- d. Detecting and preventing the transmission of information to enemy forces, unfriendly partisans, or guerillas.

114. Hospitals and Dispensaries

Hospitals and dispensary units may be directed to support CAMG activities by—

- a. Providing substitute facilities for permanent civilian facilities which are being utilized by the military.
- b. Providing facilities to substitute for civilian facilities that have been destroyed by war.

c. Augmenting civilian facilities to care for civilian casualties or to control disease.

115. Construction Units

Construction units may be directed to support CAMG activities by—

a. Constructing camps and billets for civilians, particularly refugees and displaced persons.

b. Making necessary repairs to essential public utilities, such as water reservoirs or filtering plants, essential bridges, dams, locks, and similar structures.

116. Other Units

As the situation may require, other units, such as preventive medicine, signal, psychological warfare, engineer, ordnance, chemical, and transportation units, may be assigned to, or directed to support the operations of, CAMG units.

117. Civilian Agencies

United States or allied civilian governmental and private agencies may support CAMG operations.

a. *Governmental Agencies.* Federal departments and policy-making agencies contribute policy guidance on matters for which they are primarily concerned, and may furnish technical advice and assistance as requested by appropriate authority.

b. *Private Agencies.* Public and private organizations of a charitable, religious, or fraternal nature may be solicited for emergency relief activities. They may assist the CAMG organization with trained personnel and supplies. Personnel of these agencies may operate under the direct supervision of CAMG units to assist such units in the accomplishment of humanitarian objectives. It is essential that the personnel and contributions of these organizations be subject to the general control of the theater commander.

CHAPTER 5

TECHNIQUES OF CONTROL AND SUPERVISION

Section I. GENERAL

118. General

a. The relationship of the theater commander with the populations and governments within the area of contemplated or actual military operations is either one of civil affairs, military government, or a combination of both (ch. 1).

b. In the conduct of his relations with the civil government of the area, the theater commander, within the designated limitations of his authority, establishes and delineates policies which are to be implemented. However, he does not normally furnish detailed instructions on the manner of execution of such policies.

c. G5 staff sections and CAMG units within the theater of operations are appropriately employed at the various levels of civil government as the focal points of contact with local officials. CAMG elements of the military force are not used in substitution for the designated agencies of civil government.

d. In order to attain the stated objectives of the operations, CAMG officers make maximum utilization of those techniques, described in paragraphs 121 through 123, which are appropriate to the civil affairs or military government nature of the operation and best suited to the particular activity under consideration.

119. Civil Affairs Activities

a. In the conduct of civil affairs activities, the theater commander may assume some or all of the functions normally exercised by the local government. The degree of control exercised by the military commander may be limited to the authority granted by a civil affairs agreement. Since it is normally desirable to restore all governmental functions to the recognized central government of the area at the earliest practicable date, the military commander transfers the exercise of controls to the local government as rapidly as the military situation permits. It is normally desirable, prior to the initiation of civil affairs activities, to conclude a formal civil affairs agreement.

b. The civil affairs activities of the theater commander may not necessarily require the reestablishment of a civil administration. Where an adequate civil administration is in existence, his activities may be limited to the conduct of proper relations between his forces and the civil population and such procurement or utilization of local resources or facilities in support of his military operations as may be authorized.

c. A formal civil affairs agreement is an instrument whereby one state, whose forces are present in the territory of another state, is authorized by the latter state to exercise certain aspects of governmental authority in the area. An agreement may specify that the area of operations is to be divided into forward and interior zones as determined by the theater commander or higher authority. The degree of control exercised by the theater commander in an interior zone is normally less than in a forward zone.

120. Military Government Operations

a. In the conduct of military government operations, the theater commander retains paramount authority in his area and determines the extent to which the functions of the existing government may be continued.

b. The theater commander may, while retaining paramount authority, permit the government of the area to perform some or all of its functions. He may, for example, require local authorities to administer rear areas subject to his guidance and direction.

c. In occupied areas, the military commander maintains his authority through the presence of military forces. When elements of his military force possess the capability of moving throughout the entire area or parts thereof, the commander may support his authority without locating troops in all portions of his area.

d. For guidance on the authority of an occupant and the rights of the population of an occupied territory, see FM 27-10.

Section II. DEGREE, DURATION, AND LEVELS OF CONTROL

121. Degree of Control

a. The degree of control exercised over the inhabitants, government, and economy of an area in which military operations are conducted depends primarily on the civil affairs or military government nature of the operation. In addition, the necessary degree of control may be influenced by such factors as the requirements of the military situation; the attitude of the inhabitants toward the military force; governmental, economic, and sociological conditions within the area; and the political and other objectives of the United States.

b. Some degree of control is necessary as long as military operations continue. Strict controls are usually essential in forward areas during fluid situations to insure the security of the military force and to maintain orderly government within the area. However, it is desirable to relax strict controls when the static nature of the situation reduces the capability of the local population to interfere with military operations and when other conditions (described below) are favorable.

c. When the inhabitants are cooperative, strict control may not be necessary to achieve the objectives of the operation, to enforce law and to maintain order, and to impose the will of the military commander on the inhabitants. In this condition, the officials of civil government may be permitted freedom of action within broad policies and under the general supervision of the military commander.

d. However, when the inhabitants are not cooperative, strict control is necessary. The officials of civil government are not permitted great latitude of action and are closely controlled and supervised.

e. Absence of an established government or its inability to control the inhabitants may necessitate strict control to prevent interference with military operations.

f. Other conditions which may necessitate strict controls include—

- (1) Acute shortages of housing and damage to essential public facilities.
- (2) Damage to hospital facilities, and shortages of professional medical personnel.
- (3) Lack of foodstuffs, clothing, and medical supplies.
- (4) Disruption of public and private welfare agencies.
- (5) Large numbers of refugees and displaced persons in the area.
- (6) The presence or threat of epidemics.
- (7) Damage and disruption of the local economy, destruction of industrial and commercial facilities and supplies, lack of labor or managerial personnel, inflated monetary conditions, and inability of the local economy to contribute to its own support.

122. Duration of Control

The period of time during which control is to be maintained may vary according to such factors as the continuance of military operations; the use of the territory as a base for future operations; the future status of the territory; and the political, economic, and sociological objectives of the United States.

a. *Continuance of Military Operations.* As long as military operations continue, the theater commander continues to maintain his control over the inhabitants in order to insure the security of his forces and his

lines of communication, the enforcement of law and the maintenance of order, and the achievement of the objectives of the operations.

b. Base of Future Operations. The use of territory as a base for future operations may require the extension of control. The preparation for, and the security of, future operations necessitate the continuation of control over the inhabitants. The use of available labor, economic resources, and physical facilities may require that control be extended beyond the termination of future operations in order that the objectives of the operations may be achieved.

c. Attainment of Objectives. In order to insure the attainment of national objectives, it may be necessary to continue the exercise of control over certain aspects of internal and external affairs of the territory after restoring to it certain legislative, judicial, and executive authority. In this situation, control may continue to be exercised for international agreements, foreign trade, reparations, social reform, displaced persons, and similar matters.

d. Future Status of Territory. In the conduct of military government operations national policies or international agreements regarding the future status of an occupied territory may influence the duration of control. When a potential threat to national or international security exists or conditions in an occupied territory are unfavorable or unsettled, the duration of control may extend beyond the period of active military operations until such time as the objectives of the United States are achieved.

123. Levels of Control

a. Controls are established at those levels of government where the conduct of governmental activities can be controlled or supervised with the greatest efficiency and uniformity consistent with established policies.

b. Certain functional specialties, such as public communications and public finance, are most effectively controlled or supervised at a high level of government; other specialties, such as public education and public safety, are best controlled or supervised at a subordinate level of government; and still other functional specialties, such as public health and public welfare, are best controlled or supervised at each level of government.

Section III. ADMINISTRATIVE AND JUDICIAL CONTROLS

124. Forms of Administrative and Judicial Control

a. Administrative and judicial controls are utilized to control or supervise the people, government, and economy of areas in which CAMG operations are conducted. Administrative controls include coercive

measures which can be enforced and noncoercive measures which offer an incentive for compliance. All judicial controls are coercive in nature.

b. Whenever possible noncoercive controls are employed; resort is made to coercive measures only when necessary. In many instances, both coercive and noncoercive measures can be combined to accomplish a desired result, or one can be applied with the other held in reserve.

c. In the conduct of civil affairs activities, reliance must be placed entirely on noncoercive measures to secure the cooperation of the local population. The strongest measure available may be the withholding of assistance which is desired by the local government.

d. A sanction is the legal application of a penalty as a result of a specific violation of law. A sanction may be imposed by force, if necessary. In a military government administration, sanctions are specified in applicable military government proclamations and ordinances. Sanctions, which are effective only in the prevention of harmful overt acts, include such positive measures against the violator as capital punishment, fines, imprisonment, and taxation. In addition, a sanction may be identified as the withdrawal of a benefit or privilege previously enjoyed by the violator such as the revocation of a license to conduct business. Although the type of sanction involving the imposition of a penalty by the government is normally imposed only by a court, the withdrawal of a benefit or privilege may be accomplished by the grantor with subsequent review by higher authority.

e. Measures intended to cause every member of the population to cooperate in a single accomplishment cannot involve the use of force. The people must be induced to recognize their interest in the accomplishment of the public aim. They may be offered an otherwise unobtainable incentive for accomplishment of the intended objective or it may be made more convenient for them to cooperate rather than not.

f. In order to provide the most effective means of control or supervision over the many activities of the local population, operations should be conducted through a minimum number of public officials in designated agencies of the civil government. In the selection of officials it may be found desirable to utilize those who may be most readily subjected to pressure. In addition, utilization may be made of those individuals who possess great prestige or influence over the remainder of the population. To the maximum practicable extent, control or supervision of the population is confined to the review of acts of legislative bodies, supervision of officers of the executive branch, and review of court decisions.

125. Techniques for Gaining Local Support and Assistance

Regardless of the forms of administrative or judicial control which may be utilized, personnel of G5 staff sections and CAMG units endeavor to—

a. Establish good personal relationships with local officials and the civilian population.

b. Make thorough studies of local conditions and to adopt projects and programs to meet these conditions.

c. Use initiative in generating ideas.

d. Delegate authority to officials of the recognized central government who should not only be required to conduct desired projects but should be made responsible for actual results. Local officials should participate as early as possible in the planning of projects.

e. Give constant encouragement and credit for performance to local officials.

f. Maintain a constant check on the progress of programs.

126. Noncoercive Administrative Controls

Noncoercive measures are utilized to induce the government or inhabitants of the area to accept or follow an announced policy or desired course of action. The effectiveness of noncoercive measures is greatly increased when good public relations exist between governmental officials and the local population. Positive efforts are made to cause the people to regard governmental officials and employees favorably. Noncoercive measures include—

a. *Declaration of Policy.* A declaration of policy is an overall statement of United States objectives, aims, and policies with respect to the area in which operations are conducted. Although a statement of policy is generally the least onerous of noncoercive administrative devices, it may, in a military government administration, provide penalties for the recalcitrant. A declaration of policy may suffice to cause the local population to move together in a desired direction especially when the people have no preference for a particular course of action and there is sufficient incentive to follow any clear policy that is announced. In occupied areas, proclamations, ordinances, orders, and instructions may be employed to inform the inhabitants of conduct which is expected of them. In any situation, policy should be clearly enunciated through official channels and public news media.

b. *Declaration of Legal Obligations.* A declaration of legal obligations clarifies for the government and inhabitants of the area those relationships with the military force which are prescribed by international law. In occupied areas a declaration of legal obligations may be included in initial or subsequent proclamations. Awareness of prescribed obligations and relationships tends to promote integrity of action and increases mutual respect.

c. *Establishment of Standards.* Standards are guides without any binding provisions. The establishment of standards for convenient use

facilitates conformance since acceptance may be easier than rejection. Standards may provide an effective means for spot checking and may assist in the improvement of local procedures. Standards may be of particular value in the conduct of such functional specialties as public health, public transportation, public utilities, and public communications.

d. Setting of Examples. CAMG units and the civil government of the area should both set examples for the inhabitants. For instance, any action taken by the government in the conduct of its affairs may, in part, stimulate voluntary action by individual inhabitants along similar lines. Elements of the United States military force should stress correct conduct of troops in public places and among the local inhabitants. CAMG personnel should strive to be prompt in making replies to inquiries, punctual in keeping appointments, and accessible to local officials. Emphasis also should be given to the promotion of respect for local laws, customs, and traditions.

e. Demonstrations. A demonstration is an explanation by example or exhibition of a preferred method or device. The expectation is that the superiority of the demonstrated method or device will encourage voluntary acceptance. Demonstrations may be particularly suited to such matters as child care, public health and sanitation through the use of mobile clinics, soil testing, deinfestation of grain, care of poultry, and operations of communications equipment. Agencies of civil government are encouraged to make maximum use of improved techniques. Advice to employees at the technical level may be of little value unless accompanied by practical demonstrations and the actual conduct of operations by these employees in accordance with the demonstrated techniques. Demonstrations may be made a part of inspection visits conducted for the purpose of observing progress and securing information.

f. Educational Campaigns. Educational campaigns are useful in familiarizing the inhabitants with an idea, action, or policy in order to secure cooperation, increase the scope of local interest, and raise standards. Educational campaigns may be prepared by the various CAMG functional specialties in coordination with the civil information function to furnish information on such matters as sanitation, food and agriculture, and the source and amounts of imported civilian supplies. Within the various functional specialties such as public health, public works and utilities, public communications, and public transportation, technical periodicals and other publications may be prepared and furnished to the respective local agencies of government.

g. Conferences. Conferences with local officials constitute the most frequently used method of clarifying and interpreting laws, policies, or procedures which are of mutual interest. Discussions in conferences not only serve to show an interest on the part of CAMG personnel in local activities or projects but also provide a most effective method of obtain-

ing the acceptance of advice. In instances where local officials appear reluctant at first to accept advice, repetition of such advice, using different examples and citing the results of experience in other similar situations, may accomplish the necessary results. When questions arise on especially complex problems, effective action may be obtained by discussing the subject in gradual stages until a time is reached at which the entire matter can be summarized. At central or comparable levels of government, it may be desirable to conduct daily informal conferences with the chiefs of the various agencies of government. Although advice may be given orally in such conferences, written memoranda should be prepared on matters of particular importance.

h. Conciliation, Mediation, and Arbitration. In both conciliation and mediation, a third party helps to resolve a dispute between two other parties. In arbitration, an arbitrator is given the power of making a final binding decision. Conciliation and mediation differ from arbitration in that there is no prior agreement to abide by the decision of a third party. Conciliation and mediation may be advantageously employed in lieu of arbitration to reconcile divergent groups of leaders in following a common policy since the voluntary nature of such agreement tends to provide more active support of the agreed decision.

i. Purchase of Consent. Purchase of consent is the purchase of the capacity to act. It may be exercised by a government through its power to raise and disburse funds. The payment of a subsidy granting a material or financial reward for following a desired policy or plan is a form of purchase of consent. In addition, payment by the United States for the procurement of local supplies, equipment, and services is also a form of purchase of consent.

j. Submission of Reports and Review of Records. The submission of reports and review of records provide a valuable method of obtaining information, controlling operations, observing efficiency, verifying conditions, and checking the accuracy of actions taken. When a requirement is imposed for the submission of a necessary report, the person preparing the report usually must become familiar with the activities covered therein. The advantages and disadvantages of this method are similar to those of inspection described in paragraph 127e with the additional advantage of being suspended in time so that they may be examined at a later date. In addition, documents may be brought to a central location for examination by experts. When a violation is exposed by a document, the document itself may be suitable for use in evidence against the violator. Since this method extends the effectiveness of CAMG personnel beyond that of most other control processes, it should be used to the maximum practicable extent.

k. Compliance Through Publicity. Compliance through publicity may be used to obtain a desired result through the use of favorable or adverse

publicity or comment with respect to a specific activity or selected civilians. There is no resort to legal means of compulsion. Since people as a whole usually respond to publicity concerning themselves, publicity may in appropriate circumstances be used to influence the entire population.

127. Coercive Administrative Controls

Coercive controls apply restraint in requiring the government or inhabitants of the area to accept or follow an announced policy or desired course of action. Penalties may be provided for their violation. Coercive controls may include—

a. Licensing. Licensing may be applied to a general type of activity or to a commercial or industrial enterprise over which rigid control is desired. Licensing may be accomplished by a law or directive making it illegal for a person or organization to engage in a specified activity without a license. The primary aim of licensing is regulation, not prohibition. When a more restrictive method of regulation is necessary, resort may be made to specific orders which require prior governmental approval before an action may be taken. The use of licensing and issuance of specific orders are limited by the large number of trained people essential to the efficient administration of such systems and the length of time necessary for their development.

b. Investigations. An investigation is the act of searching for facts and often concerns an alleged error, deficiency, or incident of misconduct. The person or agency being investigated may be required to justify the conditions which have been uncovered or to show cause for the deficiencies observed. Investigations possess advantages over other methods of control in that they (1) do not necessarily require technically trained personnel for their conduct, (2) can occur sometime after an alleged violation took place, and (3) can make use of the testimony of witnesses who observed the act or activity even though such witnesses may not be technically trained. Local civilians may be particularly ready to furnish information when their interests coincide with the objectives of the operation. The principal disadvantage of the extensive use of investigations is the requirement for a large number of qualified investigators.

c. Inspection. Inspection may be used for the physical surveillance of the operations of civil government or the performance of activities involved in the production or transportation of products. It may be employed to disclose instances of active sabotage or to uncover violations of directives. A few competent inspectors may extend their influence over a large part of the population. Inspections may serve to (1) determine the status or condition of a given product, activity, or group of persons, (2) form a basis for constructive or penal action, and (3) provide a means for the improvement and control of activities in the

future. When an inspector is technically qualified, valuable instruction may be furnished to the persons whose activities are inspected. If continuous operation is essential, as in the case of such vital activities as the production of food, practice of medicine, operation of water systems, communication lines, and transportation systems, inspections provide a particularly valuable method of control. However, since an inspector of a civilian activity should usually possess a greater knowledge and ability than the participants in the inspected activity, the use of inspections as a means of control may be limited by a shortage of competent inspection personnel. Inspection permits the continued operation of vital activities, enables small numbers of competent personnel to be widely effective, promotes constructive policy, provides a strong disciplinary influence, and is particularly suited for use in the conduct of CAMG operations.

d. Apprehension of Violators. Apprehension of violators includes actions taken in searching for, finding, and detaining persons who violate proclamations, ordinances, orders, and instructions. The successful conduct of CAMG operations necessitates that violations be detected and violators identified and punished. In order to secure compliance with the laws of civil government, reports and information must be obtained from members of the civilian population. Since compliance with the intent of directives may be obtained from most local civilians, the latter may develop a vested interest in the enforcement of such directives. As a result, when others violate directives, those who comply tend to furnish information on which the apprehension of violators may be based. A further method of apprehending violators is provided through the making of inspections, as described above.

e. Taxation. Taxation is the raising of revenues by the requirement of compulsory payments, other than contributions. Taxation may be used as a charge for a specific act and, under appropriate conditions, as a means of control of the local economy. Taxation has the same weakness as other methods of control; to be effective each violation must be identified and proved. In addition, the incentive is to violate rather than comply with the law.

f. Summary Action. A summary action is an immediate action taken to correct or improve a specific activity or situation. Summary decision by an investigating officer, inspector, reviewer, or supervisor may be justified when it is essential to prevent further violations or to remove a potentially dangerous person from a position of responsibility. The type of summary action may be judicial or administrative. Summary actions may include removal from office, denial or revocation of license, and denial or withdrawal of benefits.

128. Coercive Judicial Controls

Coercive controls of a judicial nature are exercised over the civil population of the area through designated courts. A judicial decision is coercive in that it is supported by a definite degree of force. Coercive judicial controls may include—

a. Adjudication. Adjudication is the settlement by judicial decree or determination of matters in dispute by the decision of a competent court.

b. Fine. A fine is a judgment imposed by a court requiring the payment of money as a punishment for an offense.

c. Prison Sentence. A prison sentence is a judgment by a court imposing punishment by confinement of a person found guilty of an offense.

d. Injunction. An injunction is an equitable writ or process granted by a court of equity whereby a party is required to do or refrain from doing certain acts, according to the exigency of the writ or process.

e. Writ. A writ is a precept in writing, in the form of a letter, running in the name of the state or head of state, issuing from a court of justice and sealed with its seal, addressed either to an officer of the law or directly to the person whose action the court desires to command, either as the commencement of a suit or other proceeding or as incidental to its progress, and requiring the performance of a specified act, or giving authority and commission to have it done.

f. Reparations. Reparations are a compensation in money, materials, commodities, capital equipment, or the like, payable for direct damages or as war indemnity for economic damage.

129. Enforcement of Administrative Control Measures

a. Within the limitations of international law, commanders delegated CAMG authority employ such administrative control measures as are necessary to attain the objectives of the operation or as may be directed by higher headquarters.

b. Initially, commanders enforce administrative control measures through CAMG units, military police, and such other military forces as may be necessary to achieve the degree of control desired. As soon as conditions permit, the enforcement of administrative control measures is achieved through local enforcement agencies under the supervision of CAMG units. When necessary, CAMG unit commanders request other military unit commanders in the area to assist in enforcing administrative measures in the manner prescribed by the commander delegated CAMG area authority.

c. In an emergency involving the security of his forces, the commander takes such actions as are considered essential to safeguard the

security of his troops. He makes a full report of the actions taken, and the reasons therefor to the commander delegated CAMG authority.

d. When a commander delegated CAMG area authority enforces administrative controls through local enforcement agencies supervised by CAMG units, any disagreement between CAMG units and other military units in the area concerning administrative controls is referred for resolution to the commander delegated authority to conduct CAMG activities in the area.

130. Enforcement of Judicial Control Measures

a. A commander delegated CAMG area authority establishes such military tribunals as he considers necessary to enforce law, to maintain order, and to punish offenders. The commander determines the number and types of courts needed, their jurisdiction, and procedures in accordance with international law.

b. Requirements of the military situation, policy directives of higher headquarters, and the terms of prior agreements may determine whether the civilian courts of the territory are to continue to remain open or whether they are to be closed and to be reopened later. Initially, the jurisdiction of the civilian courts may be limited to criminal laws of the territory. The theater commander may authorize civilian courts to try cases where there have been violations of CAMG enactments promulgated for the government of the territory.

c. During the initial conduct of operations, military tribunals may be established to enforce judicial controls. However, local courts under the supervision of CAMG personnel are utilized, as soon as conditions permit, to enforce local laws and such orders or instructions as may be published by competent authority.

CHAPTER 6

INTELLIGENCE

131. General

a. Intelligence. CAMG intelligence activities are primarily concerned with the collection, evaluation, analysis, and interpretation of information of the area of operations pertaining to the government, economy, and inhabitants to include their attitude, activities, and such other matters as may affect the conduct of CAMG operations.

b. Counterintelligence. CAMG counterintelligence activities are primarily concerned with civil security including the imposition and supervision of those measures which are necessary to gain and maintain control of the local population.

c. References. The details of intelligence functions and operations conducted under the general staff supervision of G2 are set forth in FM 100-5, FM 101-5, and FM's of the 30 series. For other miscellaneous intelligence activities, see AR's and SR's of the 380 series. For intelligence functions of CAMG units, see FM 41-15.

132. Purpose

a. Accurate, complete, and timely CAMG intelligence enables the commander and his staff to estimate in advance of operations the influence of CAMG factors on the accomplishment of the mission or on the contemplated course of action of the command, to develop CAMG annexes to plans, and to determine in accordance with policy guidance those measures which will be necessary to control the local population or to relieve reported political, economic, and sociological conditions in the area of operations.

b. Intelligence concerning immobilized, isolated, or bypassed enemy forces, hostile underground movements, and the activities of partisans and guerillas, permits the planning for and employment of such friendly countermeasures as the prevention of infiltration, use of local civilians to report guerilla activities, and the separation of guerillas from civilian support. For operations against guerilla action, see paragraphs 61 and 90. Civil security measures are outlined in paragraph 140.

c. On the basis of intelligence, continuous and long range estimates are made of the effect which CAMG operations will have on the inhabi-

tants and the effect which the civilian reaction will have on CAMG activities.

133. CAMG Intelligence Planning

a. Prior to the conduct of operations in an area to be liberated from enemy control or occupied by friendly forces, attention must be given to the development of a CAMG intelligence plan which outlines the requirements of the various CAMG functional specialties for basic intelligence, cites the available sources of intelligence, summarizes and analyzes the principal aspects of available intelligence, and sets forth those essential elements of information which are required but are not available. During the conduct of intelligence planning, consideration is given to the effect of damages to the civilian economy and centers of population resulting from military operations. In general, CAMG intelligence required prior to operations in a specific area includes information pertaining to—

- (1) Topography; hydrography; climate; weather and terrain to include land forms, drainage, vegetation, and soils.
- (2) Size; location; ethnic composition; and attitude of the population to include ideological, religious, and cultural background.
- (3) Governmental structure; political situation; biographical sketches of political figures; facilities for public education and educational standards; and manpower resources including availability of labor by type and skill.
- (4) Road and rail nets; harbors, and all phases of transportation; power sources; water supply; and signal communication.
- (5) Economic development; accustomed standard of living; presence of significant natural resources; principal industries; scientific and technical capabilities; commercial and industrial activities; extent and type of agricultural production; availability of food supplies; accustomed caloric intake of population; existing price control and rationing structure; and banking structure and monetary system.
- (6) Locations and identifications of artistic monuments; refuges of cultural property and fine arts; and repositories of archives.

b. After liberation or occupation of the area of concern, CAMG intelligence planning is directed toward gaining information which verifies and supplements intelligence previously obtained. In addition, CAMG intelligence activities are concerned with information on—

- (1) Attitude of the population.
- (2) Presence of resistance movements which may be inspired by public officials removed from office.

- (3) Enemy intelligence and counterintelligence activities including overt acts and passive resistance in the form of espionage, sabotage, and political subversion.
- (4) Presence and activities of agents, infiltrators, and informers.
- (5) Organization and operations of guerilla forces in rear areas including support furnished by the local population.

134. Documentary Sources of CAMG Intelligence

a. Basic Intelligence. Documentary sources of basic intelligence available on the initiation of hostilities are primarily of a strategic nature. These materials, which are prepared by the Central Intelligence Agency, the Departments of the Army, Navy, and Air Force, and other agencies of the Government, are identified as National Intelligence Surveys, joint Army and Navy Intelligence Surveys, and Strategic Intelligence Digests. These documents, supplemented with other intelligence studies prepared in the theater of operations by the theater intelligence division, provide basic CAMG intelligence on potential or actual areas of operations with respect to geographical, political, economic, sociological, and biographical intelligence.

b. Current Intelligence. Upon the initiation of hostilities, intelligence previously obtained from basic documentary sources is supplemented and revised with current intelligence obtained from the conduct of military operations. Combat intelligence documents prepared in the field by G2 staff sections not only contain current intelligence relating to the local tactical situation but also serve as a valuable source of intelligence pertaining to political, economic and sociological conditions within the area under enemy control. Combat intelligence documents include intelligence estimates, annexes, periodic intelligence reports, tactical studies of the weather and terrain, summaries, reports and studies. For format and content of intelligence documents, see FM 101-5.

135. Area Studies

CAMG area studies not only furnish information on the weather, terrain, and geography of a specific area but also summarize available documentary sources of intelligence pertaining to the organization and effectiveness of the local government, nature and condition of the economy, status of social and cultural institutions, and such other matters as are outlined in paragraph 133. Area studies serve as a basis for operational planning and provide subordinate units with ready reference material. Within the theater of operations it is desirable that area studies be prepared in advance of operations by the theater CAMG division in coordination with the intelligence division for each country in which projected operations are to be conducted. Area studies may also be prepared by the G5 section of a tactical or administrative command in

coordination with the G2 section, assisted by other members of the staff, or may be prepared by CAMG units. During the course of military operations, area studies may be prepared to summarize, evaluate, and interpret conditions for subordinate units from the CAMG aspect of operations.

136. Area Surveys

a. Area surveys consisting of physical reconnaissance in the field are essential to gather current information on local conditions and to verify, modify, and supplement basic intelligence previously received prior to deployment in the area. Due to the need for detailed and accurate information, such surveys should be a matter of regular practice with procedures for their accomplishment incorporated in standing operating procedure.

b. The G5 plans, coordinates, and assigns the principal objectives of area surveys. The commander of the CAMG unit or detachment is responsible for promptly initiating a personal reconnaissance of his assigned area as soon as it has been uncovered and for the direction of surveys to be made by members of his staff. Initial surveys are concerned with the gathering of information on local conditions and activities of the population which may interfere with or assist the conduct of military operations such as—numbers of refugees and displaced persons, existence of contagious diseases and disease vectors, adequacy of food, clothing and medical supplies, presence of reliable governmental officials, existence of enemy sabotage or subversive groups, and the attitude of the civilian population. Initial surveys are later supplemented with more detailed surveys of the area to obtain additional information.

c. As new information is obtained, basic intelligence previously used as the basis for planning is reevaluated. Actions are promptly taken to advise higher headquarters of discrepancies, to adjust supply requirements, and to request policy guidance on activities which were not previously anticipated.

137. Production of Intelligence

a. *Steps.* G2 has primary general staff responsibility for the production and use of intelligence. During the course of military operations the production of intelligence includes four concurrent steps identified as (1) direction of the collection effort, (2) collection of information, (3) processing of collected information, and (4) use of the resulting intelligence. While new information is being collected, other information is being processed, and intelligence is being used. Each step is essential to the entire process. Details pertaining to the production and use of combat intelligence are contained in FM 30-5.

b. *Direction.* The direction of the collection effort consists of the determination of the essential elements of information (EEI), preparation of a collection plan, and issuance of orders and requests for information to the agencies concerned. EEI comprise the specific information of tactical value concerning enemy capabilities and also include local political, economic, and sociological conditions which may interfere with or assist CAMG operations. In designating the EEI, the commander is assisted by his staff, principally by his G2. The G5 and the CAMG unit commander must be prepared at all times to recommend appropriate EEI and to present the important considerations which govern their selection. They should also determine those indications or specific items of information which are clues to the answers for the EEI which they recommend. Examples of EEI, which should be clearly, concisely, and simply stated in question form, are—

- (1) Will the enemy interfere with our military operations by directing refugees and displaced persons into our lines? If so, when, where, and in what numbers?
- (2) What is the prevalence of communicable diseases in city X?
- (3) What is the availability of unskilled civilian labor in city X?
- (4) What is the attitude of the local population of city X toward United States policies and objectives?
- (5) What serious economic problems exist in city Y? What are their causes?

c. *Collection in General.* Since G2 must keep the commander and all interested agencies and sections fully informed of the enemy situation, enemy capabilities, and the area of operations, he must employ all available collecting agencies to gather the necessary information. Since local inhabitants represent one of the best sources of information, CAMG units are in a position to gain information not only of value in the conduct of CAMG operations but also information of essential use in the conduct of tactical military operations, such as the strength, composition, and disposition of the enemy force. Units must report promptly all items of information regardless of whether they are negative or seemingly unimportant and must aggressively explore through research, observation, and interrogation all available sources of information, such as civilian officials, the local civilian population, refugees, and displaced persons. Intelligence activities of CAMG units may include the interrogation of civilians, searches for documents in buildings formerly utilized as command posts, examination of materials in libraries and archives, and the locating of enemy equipment and materiel which may have technical, tactical, or strategic value.

d. *Archival Intelligence "Targets."*

- (1) The military policy of protecting important enemy archives from avoidable destruction, loss, or damage is based in part

on the sound knowledge that records are a weapon of war. With respect to their exploitation, as soon as captured, for intelligence or other urgent purposes, the problems involved are solved through—

- (a) Control of the agencies requiring documents for information purposes.
 - (b) Predicting in advance the localities and actual places or buildings which will be of interest from an intelligence point of view.
 - (c) Placing of such archives under guard or control as soon as possible after occupation, suitable plans being previously drawn up.
 - (d) The use of documents only under control and supervision.
 - (e) The removal of documents, when essential, only through one controlling and supervising agency.
- (2) The requirements under (1) (a), (b), and (c) above, will have been met, to the satisfaction of CAMG, by the taking of immediate protective measures. In order that records may be secured as promptly as possible, and their usefulness for urgent CAMG and G2 purposes determined, it is important to have made plans at Army or Army Group level, depending on the CAMG plan of operations for the area. Control should have been exercised at such levels because the CAMG staff located there is aware of the strategic and tactical plans of operations and can therefore warn lower CAMG sections to prepare for specific missions.
- (3) Satisfying the requirements under (d) and (e) of (1), above, suggests a number of problems, although not insurmountable. Intelligence agencies may be mainly concerned with the removal of documents for study elsewhere; CAMG agencies will be largely though not exclusively, concerned with exploiting records—often the same records—locally. Therefore, procedures to insure the meeting of both needs will have to be evolved. The purpose of such procedures from the CAMG point of view will be to insure that enemy archives which have been handled by one agency should remain in such a state that they can be of use to other agencies needing them and that any necessary removals should be conducted in a proper manner.

e. Coordination of Interests in Immediate Use of Archives. Intelligence and other objectives (including CAMG objectives) that necessitate the use of archives *immediately* upon the occupation of a particular area must be coordinated in advance of the occupation with the appropriate AMA team or subsection. This coordination will involve the

establishing of the importance, in the mutual interest of all agencies concerned, of regulating access to archives, preventing unnecessary removals, and, where removal cannot be avoided, registering it. The appropriate AMA team or subsection, during this period of immediate use for urgent purposes of archives, will be the controlling agency to supervise their custodianship, use, and removal. CAMG staff sections of Army or Army Group levels will cause instructions to be issued, through command channels, to that effect.

f. Processing. Processing transforms information into intelligence and includes recording, evaluation, and interpretation. Recording arranges incoming information in a systematic manner to facilitate processing into intelligence. Evaluation is the appraisal of an item of information to determine its pertinence, credibility of the source or agency, and the accuracy of the information. Interpretation analyzes evaluated information to determine its significance with respect to information or intelligence already at hand. Although the CAMG unit transmits to higher headquarters all information it obtains, it also processes those items which may be of immediate value in its operations. Due to the specialized nature of many items of area intelligence required in the planning for and conduct of CAMG operations, G5 maintains close contact with G2 and assists in the processing of specialized area information. Since new items of intelligence may affect the conclusions and recommendations obtained from the CAMG estimate of the situation, G5 must revise and keep the estimate up to date. Commanders of subordinate CAMG units revise their own estimates in a like manner upon the receipt of new intelligence pertaining to their areas of jurisdiction.

g. Use. G2 is responsible for providing intelligence necessary for the commander to make sound and timely decisions. In the intelligence estimate, G2 summarizes for the commander characteristics of the area which may affect enemy courses of action and capabilities, presents the enemy situation, and analyzes and considers each enemy capability which can affect the friendly mission. Since political, economic, and sociological conditions strongly influence the selection of CAMG courses of action, G5 obtains intelligence from G2 on characteristics of the area and on those enemy strengths, dispositions, and capabilities which may affect the conclusions and recommendations to be determined in the CAMG estimate. Since intelligence must be used by higher, lower, and adjacent commanders, G2 transmits intelligence through the means of conferences, messages, and the publication of intelligence documents. Since it may be necessary for G2 to limit the inclusion of details relating to political, economic, and sociological conditions in intelligence documents, it also may be desirable to utilize the periodic CAMG report and other CAMG documents as a means for informing higher, lower, and adjacent units of enemy political activities and for making special recommendations per-

taining to civil security. Dissemination of periodic CAMG report and other CAMG documents will be coordinated with G2 in order that there will be no duplication in the dissemination of intelligence.

138. Preparation of CAMG Collection Plan

Upon designation by the commander of the EEL, the G5 prepares a collection plan in the form of a worksheet in order to provide G2 with a systematic analysis of those EEI which pertain to the conduct of CAMG operations. In appropriate situations, the collection plan may be prepared by the intelligence officer of a CAMG unit. The collection plan furnishes indications to the EEI and determines the assignment of collecting agencies to procure the required items of information. When time does not permit, the collection plan may be reduced to a mental analysis. The completed CAMG collection plan is submitted to G2 for integration into the collection plan prepared for the command as a whole. In coordination with G3, G2 issues orders for the collection of information to subordinate units of the command and requests specific items of information from higher and adjacent units. When time permits, G2 may incorporate orders and requests in the intelligence annex. In appropriate situations, the G5 or the CAMG unit commander may be authorized to transmit specific requests to subordinate CAMG elements of the command. A form of CAMG collection plan particularly suitable for use in a static situation is shown as appendix IX. For detailed guidance on the preparation of a collection plan, see FM 30-5.

139. Counterintelligence

a. Counterintelligence is that aspect of military intelligence relating to all security control measures, both active and passive, designed to insure the safeguarding of information, personnel, equipment, and installations against enemy espionage, sabotage, or subversive activities. The general military aspects of counterintelligence include counter-espionage, countersabotage, countersubversion, communication security, and intelligence security.

b. G2 has primary general staff responsibility for the planning and implementation of active and passive security measures designed to counter or neutralize hostile espionage, sabotage, and subversive activities, for the planning of methods and procedures for deceiving the enemy, and for the conduct of security investigations. However, activities pertaining to the reestablishment of government, the conduct of internal affairs, and the related control of the civil population are the primary general staff responsibility of G5, in close coordination with G2 and other concerned members of the staff.

140. Civil Security

a. Civil security encompasses counterintelligence measures affecting nonmilitary nationals of belligerent states who are ~~permanently~~ or temporarily under military jurisdiction. In a fluid situation, civil security measures are primarily directed toward assisting combat operations through effective control of the civil population.

b. The control or supervision of measures which provide for the security control of the civil population is exercised by CAMG units within their areas of jurisdiction in coordination with military intelligence units. In a military government administration, regulations for the control of the civil population are issued in the form of proclamations, orders, and instructions which are enforced by military and civilian police and other agencies. In the conduct of civil affairs activities, the security control of the civil population is exercised by the local offices of civil government or by CAMG units, depending on the situation and the pertinent terms of the civil affairs agreement. In any situation the security of the military force takes precedence over the welfare and convenience of the civil population subject to the rules of international law or terms of agreement, as applicable.

c. Civil security measures may include the following:

- (1) Systematic registration of civilians.
- (2) Control of civilian movement and circulation.
- (3) Imposition and enforcement of curfew.
- (4) Provisions for passes and permits for civilians in accordance with theater pass plan.
- (5) Screening, removal, and appointment of local officials.
- (6) Security screening of local labor.
- (7) Barring of civilians from restricted areas.
- (8) Planning, coordination, and implementation of measures for the control of refugees, evacuees, and displaced persons.
- (9) Measures to protect local facilities and sources of supplies.
- (10) Dissemination of information and counterpropaganda to the civil population.
- (11) Civil censorship of public media in accordance with policies announced by G2.
- (12) Control or supervision of civil communications including radio transmitting facilities used primarily for the dissemination of information and counterpropaganda to the civil population.
- (13) Control of international commerce.

d. In the conduct of their operations CAMG units normally provide the focal point of contact for counter intelligence corps personnel and detachments with local civil authorities. CAMG units provide maximum

support and assistance in the detection and prevention of espionage, sabotage, subversion, and civilian aid to guerilla activities. Specific examples of activities in which CAMG units provide assistance are—

- (1) Identification of known or suspected agents, collaborators, or sympathizers.
- (2) Search of public buildings for documents of intelligence value.
- (3) Discovery and confiscation of hidden weapons, ammunition, and equipment.
- (4) House-to-house searches for contraband.
- (5) Obtaining information from reliable local officials.
- (6) Seizing and impounding mail pending instructions for screening and disposition.
- (7) Measures to prevent local publication of information which is inimical to the military force and not in sympathy with CAMG policies and objectives.

e. The form of CAMG collection plan shown as appendix IX includes examples of EEI and specific requests which are of value in maintaining the security control of the civil population.

141. Civil Censorship

The objectives of civil censorship are to obtain and disseminate information which assists the United States and its allies in the successful attainment of their politico-military objectives and in the conduct of CAMG operations and to prevent the passage of information which may assist the enemy or adversely affect any current policy of the United States or its allies.

a. G2 exercises policy control over all types of civil censorship and both policy and operational control over all types of communications except public media. Civil censorship of the postal services, domestic and international telecommunications, and of travelers is not a function of the CAMG organization but is performed under the supervision of an officer of the area commander's intelligence division by civil censorship officers who maintain liaison and coordination with appropriate CAMG officers concerned with the censorship of public media.

b. G5 implements the civil information policies of the area commander and, in coordination with G2, plans, coordinates, and operates censorship of all public information media, such as radio and television, cinema, stage, and press to include newspapers and books.

c. For further details, see AR 380-83.

CHAPTER 7

PROCLAMATIONS, ORDINANCES, ORDERS, AND INSTRUCTIONS

142. General

a. In the territory of an enemy occupied by a belligerent military force, all powers of government are vested in the commander of the occupying force limited only by the rules of international law. Regulations promulgated by the theater commander as military governor, or under his authority, constitute legislation which is binding upon the civil officials and inhabitants of the occupied area.

b. The laws of the occupied territory existing at the time of occupation continue in effect as amended, annulled, suspended, or modified by the action of the military occupant or by competent civil authorities in the exercise of powers conferred upon them by the military occupant.

c. In the conduct of civil affairs activities, the publication of proclamations, laws, ordinances, orders, and instructions is limited by the provisions of a civil affairs agreement or other consensual arrangement.

d. Due to the limited application of proclamations, ordinances, orders, and instructions in the conduct of civil affairs activities, the succeeding paragraphs of this chapter are primarily concerned with the conduct of a military government administration.

143. Authority of Military Commanders

a. *Theater Commander.* The theater commander as military governor prepares and approves all initial proclamations and ordinances. Subsequent regulations on subjects for which uniformity of treatment is desirable throughout the theater are prepared and approved by the theater commander, or by subordinate commanders when authorized by the theater commander. Approved regulations are promulgated by subordinate commanders when authorized by the theater commander.

b. *Subordinate Commanders.* Subordinate commanders delegated authority to conduct military government operations, publish necessary regulations for their assigned areas, in the form of orders, instructions, and directives and may, when the situation requires, authorize their subordinate commanders to publish more detailed regulations. Regulations published by subordinate commanders must conform to the policies

of the theater commander. Subordinate commanders delegated authority to conduct military government operations normally do not issue proclamations or ordinances except when they are directing separate task forces and are specifically granted such authority.

144. Supervision

a. To insure the maximum coordination and uniformity of regulations, each commander, who authorizes a subordinate commander to publish regulations, requires that such instructions be submitted to him for approval prior to promulgation, except when the exigencies of the military situation necessitate that emergency action be taken. When emergency regulations are promulgated, a detailed report is made to the higher commander.

b. Subordinate commanders report to the authorizing higher commander upon the issuance of any regulations within their respective areas of military government authority to include the date, place of issuance, and area of application. Higher commanders may require the submission of copies of all regulations published by subordinate commanders.

145. Proclamations

a. In advance of an actual occupation or liberation, the theater commander prepares documents necessary to conduct a military government administration or civil affairs activities in conformance with the policies of higher authority. In preparing his initial proclamation, he considers such factors as United States national objectives, requirements of international law, and measures required for the security of his forces. In addition, proclamations may be issued by the theater commander, and by subordinate commanders when specifically authorized, to announce matters and acts of special importance.

b. Although proclamations are not mandatory under international law, the theater commander, utilizing brief and simple terms, should issue initial instructions to the population of an occupied territory in the form of a proclamation. The points outlined below, which apply primarily to a military government administration of occupied territory are appropriately modified by the terms of agreement to show relationships between the military and local civil authorities when civil affairs activities are to be conducted in liberated territories.

- (1) *Declaration of the fact of occupation.* The declaration is a formal notice of the fact of occupation. In the declaration, the extent of area and the people covered by the occupation are defined.
- (2) *Purpose and policy of the occupation.* A general statement of the purpose and policy of the occupying force is included in the proclamation as designated by higher authority.

- (3) *Supremacy of the military commander of the occupying force.* A declaration of the supremacy of the military commander is essential if a military government administration is to be established. Announcement is made of the appointment of a military governor and of the suspension of political ties with, and obligations to, the enemy government. In addition, the inhabitants are informed that they will be required to obey the orders of the military commander and his subordinates and to abstain from all acts or words of hostility or disrespect to the occupying force.
- (4) *Obligations, duties, and rights of the inhabitants.* Confirmation is given that, unless the military authority directs otherwise, local laws and customs will continue in force, local officials will continue in office, and officials and employees of all transportation and communications systems and of public utilities and other essential services will carry on with their regular tasks. Assurance is also given that persons who obey the instructions of the military commander will be protected in their persons, property, religion, and domestic rights and will be allowed to carry on their usual occupations.
- (5) *Statement of additional proclamations and ordinances.* Advance notice is given of subsequent proclamations and accompanying ordinances which will specify in detail what will be required of the inhabitants.
- (6) *Miscellaneous matters.* The proclamation includes the place and date of signing, the signature and title of the issuing authority and such other matters as the commander considers appropriate.

c. The tone and character of the proclamation may be affected by the—

- (1) National political objectives of the United States.
- (2) Military situation.
- (3) Composition and disposition of the occupying force.
- (4) Attitude of the inhabitants.
- (5) History of the territory and the traditional culture and accustomed standard of living of the population.
- (6) Degree of civilian control to be required.

d. Subsequent proclamations, numbered in sequence, and supplemented by ordinances, are prepared as necessary to set forth detailed rules governing the conduct of the population. Wherever possible, required actions are accomplished through the agencies of civil government.

e. A form of initial civil affairs proclamation adaptable for use in liberated territory is shown as appendix X. For a form of initial mili-

tary government proclamation suitable for use in occupied territory, see appendix XI.

146. Laws

Laws are approved legislation of general application to the area and to the inhabitants therein; such laws affect the previous general law of the territory and are subject to the control of the issuing authority. For an example of a law pertaining to the circulation of currency in occupied territory, see appendix XII.

147. Ordinances

a. Ordinances should be prepared in advance of operations and be issued under the authority of the theater commander as military governor in order to provide detailed rules of law or procedure on such matters as offenses against the military force and establishment and control of courts. The format of ordinances is standardized to the maximum practicable extent, as follows:

- (1) They consist of a series of main subdivisions entitled as articles.
- (2) They contain definitions of any terms used therein which are ambiguous or unfamiliar to the persons to whom addressed.
- (3) The final article in each ordinance specifies the effective date of the ordinance.
- (4) Ordinances are signed by the military governor or an authorized subordinate.

b. For an example of an ordinance published in occupied territory specifying penalties for particular crimes and offenses, see appendix XIII.

148. Orders, Instructions, and Directives

a. Orders and instructions differ from proclamations and ordinances in that they are local in application and are primarily intended to prevent civilian interference with military operations by providing more detailed instructions on compliance with the provisions of previously published documents of a general nature. Orders and instructions, which are published by subordinate commanders delegated military government authority, may be published in the form of notices to include such matters as the establishment of curfew, restrictions on travel, and limitations on the operations of local agencies of government. For an example of a notice specifying hours of curfew in occupied territory, see appendix XIV.

b. Directives are issued to specified persons such as civil officials and are distinguished from those orders and instructions which are published for the information and compliance of the general public.

149. Publication

All regulations addressed to the inhabitants are given the widest publicity feasible within their area of application. During the initial conduct of operations and in fluid or moving situations, publication is accomplished by posting printed copies as widely as practicable, or by such other means as the responsible commanders may deem appropriate. In static situations and when conditions permit, regulations are published in newspapers, official publications, and gazettes.

150. Effective Date of Regulations

a. Unless otherwise stated, military government regulations issued prior to occupation are effective and binding within the occupied territory upon occupation. However, penal provisions of such legislation shall not come into force before they have been published and brought to the knowledge of the inhabitants in their own language, and shall not be retroactive.

b. Whenever feasible, the effective date of a given regulation is stated therein and in an official gazette.

c. Ordinances subsequently published to amplify initial ordinances should contain the following statement: "This ordinance (or other applicable term) becomes effective.....19....." Such ordinances become effective on the date stated therein.

151. Enforcement

a. In the initial stages of an occupation, the enforcement of military government regulations is accomplished by commanders delegated military government authority under the supervision of their G5 staff sections, utilizing military government units, military police, or other military units. As rapidly as the situation permits, civil police and other authorities are organized by the military government organization to take over such enforcement. The employment of military police or other military personnel for such enforcement purposes is then confined to such matters as emergency measures, crimes against the military, and traffic control.

b. Violators of military government regulations are brought for prosecution before military government type military tribunals, or if authorized by the theater commander before the civil courts of the occupied territory. Military tribunals with jurisdiction over the local population normally are not established in friendly territory except when authorized by the terms of agreement or other consensual arrangement.

152. Official Language

a. English is the official language for dealing with the inhabitants in occupied territory. The theater commander is under no obligation to

provide translation of his orders or instructions except to the extent that violation thereof is made a penal offense. The onus of understanding military government orders or instructions correctly is entirely the responsibility of the inhabitants. Civil authorities and officials are obligated to furnish correct English translations to military government units of all official communications, and to arrange for the translation of all official communications from military government units into the language or languages of the occupied territory.

b. All military government regulations are issued in English and the language or languages of the inhabitants of the occupied territory. For any question of meaning with regard to such regulations, the meaning of the English text prevails, except in the case of penal provisions. Although it is normally the policy of the United States to furnish translations, the latter are purely for the assistance of the population and have no legal force, except in the case of penal provisions.

c. Legislation authorized for enactment by the local government is furnished to military government units by the issuing authority.

d. In combined operations, all regulations are issued in English and the language of the allies, and are binding upon the inhabitants, subject to the qualification with respect to penal legislation contained in paragraph 150a, above. The language used by combined forces for a given transaction is the official language under such circumstances. If there is any discrepancy between the English and other language texts, it is resolved administratively and may not be questioned by the inhabitants except in the case of penal legislation.

153. Gazettes

a. Ordinances and other acts binding upon the inhabitants may be printed from time to time in an official gazette.

b. Instructions pertaining to the operations or internal administration of military government units are transmitted through command channels and are not published in a gazette.

c. Regulations published in a gazette are an authoritative statement of the law which is set forth therein. Such regulations, however, are subject to any amendment which may be issued after the date of the publication of the gazette.

CHAPTER 8

LOGISTICS

Section I. GENERAL

154. General

a. CAMG logistics is that integral part of military logistics which deals with the civilian economy and local resources within the theater of operations to include materiel, supplies, personnel, facilities, and services and which involves both the support of United States military operations from local resources and contributions from military resources to the local population and economy of the area of concern. The supply policies and procedures set forth in this chapter do not apply when the Area Commander is a Naval officer. Supply policies and procedures in such areas will be as established by the Area Commander. CAMG logistics is specifically concerned with—

- (1) The acquisition, storage, movement, distribution, maintenance, and evacuation of supplies and material intended for civilian relief and economic aid.
- (2) The acquisition, construction, maintenance, operation, and disposition of facilities, utilities, and real estate required for the support of military operations.
- (3) Assistance to appropriate technical services in the procurement of local resources and services required to support military operations.
- (4) Evacuation and hospitalization of local civilian personnel.

b. Civilian supply is that part of CAMG logistics which includes both civilian relief and economic aid.

- (1) Civilian relief includes that direct civil relief assistance such as food, clothing, shelter, medical supplies, and other relief items furnished for the control of disease and relief of civilian distress.
- (2) Economic aid includes capital goods, raw materials, railroad equipment, fertilizers, and technical assistance furnished to industrial facilities, public utilities, transportation facilities, and agricultural production for the preservation, relief, rehabilitation, or restoration of the civilian economy.

c. Basic steps in the conduct of civilian supply operations include the development of requirements, approval of requirements, acquisition of approved requirements, movement of supplies, and ultimate distribution of supplies.

155. Objectives

a. Originated in policy decisions of the National Security Council, the broad objectives of CAMG logistical operations are formulated by the Department of State as a part of United States foreign policy and are transmitted to the theater by the appropriate executive agency within the Department of Defense.

b. Specific objectives of CAMG logistical operations may include the following:

- (1) Maximum permissible utilization of local supplies, equipment, labor, and services in support of military operations.
- (2) Prevention of disease, starvation, and unrest to comply with legal requirements and preclude conditions which may interfere with the conduct of military operations.
- (3) Support of the local economy by the military force through provisions for substantial technical and economic assistance.
- (4) Maximum effective utilization of local resources to reduce requirements for imports.

c. The policies pursued by CAMG logistical operations may be described as short or long term in nature.

- (1) Short term policies are those imposed by an immediate requirement for the alleviation of hunger, disease, and unrest among the civilian population resulting from military operations and the prevention of conditions which may interfere with the military effort. Short term policies also include the diversion to military use of such local resources as may be required to assist in the prosecution and rapid termination of hostilities without detriment to the civil mission of the commander.
- (2) Long term policies originate from United States objectives with respect to the preservation, rehabilitation, or restoration of the economy of the area of concern.

d. Although the policies and objectives of CAMG logistical requirements vary according to the civil affairs or military government nature of the operations, logistical support requirements of military operations usually limit initial goals to the provision of civilian relief supplies. However, consideration must be given to economic aid if long term policy objectives are to be met. A civilian supply program, limited to items of immediate relief and not integrated with the complex aspects of the economy, ultimately may generate a greater demand for more relief supplies.

e. In a civil affairs type of operation the extent and manner of furnishing civilian relief and economic aid from United States resources and the permissible degree of utilization of local resources in support of military operations should be set forth in a civil affairs agreement or other consensual arrangement concluded between the United States and the recognized government of the area. In the conduct of a military government administration, long term policy objectives, including the provision of economic aid, are governed by general United States and allied approaches to the area of concern.

156. Scope

The scope of CAMG logistical operations extends to a consideration of the entire economy of the area of military operations with respect to the following aspects:

a. Military logistical support includes provision of supplies, material aid, and technical assistance in the form of civilian relief and economic aid to the local government, population, and economy of the area.

b. Civilian logistical support includes maximum permissible utilization of the material resources, facilities, and services of the area concerned for the purpose of supporting the conduct of military operations. Such resources, facilities, and services include, but are not limited to the following:

- (1) Material resources including natural resources, raw materials, agricultural products, and manufactured commodities.
- (2) Port, transportation, and communication facilities; public utilities; and industrial plants, machinery, and equipment.
- (3) Real estate including troop areas, housing, warehousing, open storage, and hardstand space.
- (4) Local civilian labor.
- (5) Contractual services.

157. Logistical Support by Technical and Administrative Services

The implementation of approved plans and the actual conduct of CAMG logistical operations is not confined to CAMG units. It is essential that the various technical and administrative services of the Army in the field render appropriate support in the form of supplies, services, and technical assistance, as follows:

a. Procurement, receipt, storage, and transportation of supplies for civilian relief and economic aid.

b. Provision of assistance or technical advice to the maximum extent consistent with requirements for the support of military operations in such activities as—

- (1) Removal of mines and booby traps, and execution of demolitions.
- (2) Rehabilitation of water supply facilities and public utilities for military or essential civilian use when such rehabilitation is beyond the capabilities of local agencies of government.
- (3) Rehabilitation of port, transportation, and communication facilities, as may be directed.
- (4) Clearance of debris or damaged structures.
- (5) Emergency care of civilian casualties.
- (6) Emergency graves registration service.
- (7) Care and control of refugees and displaced persons beyond the capabilities of local authorities and the CAMG organization.

Section II. REQUIREMENTS

158. General

a. Requirements for civilian supplies include the need for such supplies, by specific quantities, for specific periods of time or at a specified time, or to complete a specific project. Project requirements, which may be established to provide supplies not authorized by established allowances, include civilian supplies. An approved project requirement is one which has been authorized by the Department of the Army for supply, including necessary procurement. Project requirements may originate in a theater or may be included as a part of the Department of the Army plan for specific operation. Adequate lead time must be considered especially in the procurement of large quantities of critical materials or the manufacture of special items.

b. G5 of the tactical or administrative command concerned is responsible for estimating both initial supply requirements and continuing supply requirements for supplies after military operations have been initiated. In any situation, consolidated requirements for civilian supplies are submitted to G4 for review and necessary supply action in accordance with normal procedures for military requirements. G5 is also responsible for recommending allocations and planning for the distribution of supplies to civilians.

159. Civilian Supply Planning

a. Civilian supply planning must be carefully integrated with military logistical operations so that required shipping space within desired delivery times may be assured.

b. In the theater of operations civilian supply planning may be divided into three steps briefly described as the determination of objectives, analysis of policies, and development of program.

c. Applicable policies are determined for each country or area in which operations are to be conducted and are furnished to the theater commander for guidance in planning. In general, such policies may cover the extent to which civilian relief supplies are to be furnished from United States resources for the relief of civilian distress and the calorie value of rations for civilian consumption. In addition, guidance is furnished on the general scope of military assistance with respect to any rehabilitation or restoration of the economy, stabilization procedures, the desired standard of living in the country of concern, and extent of utilization of local resources for military support purposes.

d. In the absence of appropriate guidance, the calculation of requirements for civilian relief supplies is limited to furnishing the minimum level of supplies necessary as a supplement to local resources and to comply with legal obligations for the alleviation of disease, starvation, and unrest. Economic aid likewise may be confined to the rehabilitation of civilian facilities for military use and the production of essential civilian relief supplies using locally available resources.

160. Estimates of Civilian Supply Requirements

a. Prior to the initiation of active military operations, the theater commander directs that estimates be made of requirements for civilian supplies within his area of responsibility and insures that such requirements are adjusted to the limitations of his supply lines and considerations to be imposed by the tactical situation. Since military operations may be initiated by an enemy so unexpectedly as to preclude a detailed estimate of requirements and their review, approval, and programming through normal channels within the limitations of time, the theater commander must be prepared to cope with minimum initial civilian relief requirements through the diversion of food, clothing, and medical supplies from military stocks, as supplemented by authorized offshore procurement from allied nations in the vicinity of the area of need.

b. Comprehensive estimates of minimum requirements for civilian relief supplies, such as food, clothing, fuel, shelter, and medical supplies to include types, quantities, and scheduled delivery dates should be made prior to the initiation of operations. Such estimates of requirements are preferably made to include operations during the first six months of combat. The determination of civilian supply requirements prior to operations serves as the basis for initial automatic supply. Subsequent estimates of supply requirements made after operations have been initiated are based on prescribed requisitioning periods. In addition, review and adjustment of previously determined requirements are made

on the basis of actual experience. Spot requirements, such as immediate need for large quantities of a particular medicine or vaccine, must be anticipated. Such requirements must be handled on an emergency basis.

161. Basis for Estimates of Civilian Supply Requirements

a. The development of civilian supply requirements may be more complex than the calculation of purely military requirements due to the many unknown factors which may be involved. For example—

- (1) There are no convenient tables of organization and equipment for ready reference.
- (2) Civilian supply requirements may be extremely diverse including many types of items required to meet the basic needs of a civilian population during or subsequent to military operations when the normal sources of production and means of distribution have been eliminated, curtailed, or disrupted.
- (3) Requirements for civilian supplies are sensitive to developments in the tactical situation and changes of a drastic nature.

b. In the development of estimates of requirements, consideration as appropriate, is given to such factors as—

- (1) Previous and existing standards of living of the civilian population including health and dietary factors.
- (2) Climate, customs, and general way of life of the inhabitants.
- (3) Agricultural and industrial pattern of the nation including the status of local production, times of harvest, percentage of population living in cities, effectiveness of rationing and distribution systems, and need for imports. Additional allowances may be required due to breakdown in transportation facilities between production areas and cities and disruption of the rationing and food distribution systems.
- (4) Availability of essential supplies, such as food and fuel in excess and means of transportation to deficit areas.
- (5) Present extent of damage and disruption to the local economy including the means of production, processing, and distribution of supplies and probable effects thereon of future military action including foraging by the enemy.
- (6) Availability of local civilian labor by type and skill.
- (7) Impact on the local economy and price structure resulting from the importation of civilian supplies.

162. Types, Quantities, and Priorities of Civilian Supplies

a. Urban areas are largely dependent on outside food sources; rural areas are normally self-sustaining. An examination of the records of wholesalers, containing information on previous imports, may provide

basic data of assistance in determining types and quantities of supplies to be imported into a specific area.

b. Civilian supplies intended for initial distribution in an area of active military operations, such as canned goods, ready-made garments, or tents for shelter, should be susceptible of rapid distribution and immediate consumption or use. They should not require major preparation, processing, or detailed handling. As the military situation becomes relatively stabilized, bulk type supplies may be more suitable, such as unprocessed foodstuffs, cloth to be made into clothing, or lumber for the construction of shelter. The provision of supplies in the form of raw materials conserves vitally needed shipping space, reduces purchasing costs, and, when local processing is employed, may assist in industrial rehabilitation and economic recovery.

c. A tangible basis is established for determining priorities to be accorded to civilian supplies in order to assure delivery of such supplies when needed and provide conformance with the timing of supplies required for the support of tactical military operations.

d. Consistent with the dietary habits of the local population and the traditional mode of food preparation, fuels for cooking are assigned priorities in consonance with those accorded to food supplies. Such fuels may be identified as wood, peat, coal, gas, and electricity. Logistical support planning should provide for the procurement, storage, and issue in bulk of fuels in common use. In urban areas, it can be anticipated that coal, gas, or electricity will be the most desirable forms of fuel or source of power.

e. The supplementing of local resources with such items as fertilizers, seeds, tools, or spare parts, may serve to accelerate local production of large amounts of needed supplies at low cost and free valuable shipping space for other use.

163. Theater Review of Civilian Supply Requirements

a. Within the theater of operations, the aggregate of supply requirements is reviewed to determine those supplies, facilities, and services which should be obtained through local procurement. This review may be accomplished by a central procurement agency established to recommend policies and procedures for local procurement; assist in developing maximum local sources of supply and production; and prevent competition between military and civilian supply agencies.

b. For further details on the functions of a central procurement agency, see FM 101-5.

164. Review of Requirements by Department of the Army

a. The theater commander's estimate of requirements is forwarded to the Department of the Army where the requirements are compared with

the budget or appropriation intended for utilization in the particular area.

b. Upon approval of a specific requirement within the Department of the Army, the theater commander or the chief of the appropriate technical service is allocated funds from the particular appropriation title and symbol and under a specified project to cover the procurement cost and shipment of the required items. The theater commander may be authorized to divert supplies from oversea stocks to civilian use or to purchase the required items through offshore procurement.

c. The approval of a specific requirement and the allocation of the necessary funds are evidenced by the issuance of an approved part program for civilian supplies. This document which contains all pertinent information necessary for the initiation of supply action and the shipment of required supplies is directed to the theater commander or the chief of the applicable technical service within the Department of the Army.

165. Reconstruction and Rehabilitation for Military Use

a. In the logistical planning prior to a large scale military operation, consideration is given to projects involving the reconstruction and rehabilitation for military use of local facilities in the objective area. These facilities, which are returned to civilian use as soon as there is no further need for them, may include ports, railroads, highways, hospitals (under special circumstances, for which see FM 27-10), accommodations for personnel, depots, shops, plants, factories, and communications facilities.

b. In planning for the reconstruction, rehabilitation, and use of local facilities, both military and civilian requirements are considered to insure that assigned priorities and allocations reflect the civil as well as the military mission of the commander.

c. In the selection and recommendation of vital installations for pre-operational attack, military planners should avoid indiscriminate destruction. Indiscriminate destruction destroys the bases on which a peace can be built when the conflict is over and may impose an additional drain on the resources of the United States.

Section III. PROCUREMENT

166. Civilian Supply in General

a. Civilian supplies consist principally of commodities such as food, coal, petroleum products, medical supplies, clothing, and any raw materials which can be utilized in local production. Supplies and services necessary to establish or restore information services in the area

are provided (newsprint, printing facilities, radio broadcast and reception, motion pictures, etc.).

b. Although civilian supply operations must be flexible, every effort should be made to provide stability and prevent the performance of supply functions on a crisis basis. Basic minimum stocks or reasonable reserves of supplies are maintained in order to assure stability of operations.

c. Supplies for civilian relief or economic aid may be procured, as appropriate, from military stocks, domestic purchase within the United States, offshore procurement, procurement from local resources, captured enemy stocks, and through the contributions of voluntary agencies such as the American Red Cross.

d. When the procurement or transportation of civilian supplies involves the expenditure of Army funds or reimbursement to other governmental agencies, authorization therefor is evidenced by the publication of Department of the Army part programs.

167. Automatic Supply for Civilian Requirements

a. Upon the initiation of military operations in a new theater, supply action is normally conducted on an automatic basis from the zone of interior. In accordance with requirements established prior to operations, civilian supplies are shipped automatically (without requisition) in accordance with prearranged schedules. Corrections in amounts of supplies furnished on an automatic basis are made when amounts exceed desired stock levels. Provisions are made to call forward additional supplies on an emergency basis.

b. As soon as possible, the Department of the Army, based on the recommendation of the theater commander, cuts off automatic supply action. Prior to the expiration of the automatic supply period, plans are developed for the furnishing of civilian supplies in accordance with prescribed requisitioning periods. As military operations proceed, G5 staff officers of major commands estimate continuing civilian supply requirements for their areas using reports, requisitions, and other data submitted by subordinate CAMG units and the appropriate technical services.

c. Requirements for civilian supplies must conform with the requirements for the logistical support of tactical military operations and must be closely coordinated with G4 of the major unit concerned.

d. All requisitions for civilian supplies are consolidated and forwarded by the communications zone to the oversea supply agency at a designated army terminal in the zone of interior.

e. CAMG units in the theater of operations obtain previously requisitioned supplies at designated depots and supply points of the various technical services.

168. Regulated Items of Civilian Supply

Regulated items are those articles which are scarce, costly, of a highly technical or hazardous nature, or which, for some other reason, must be controlled closely during and after distribution.

a. Regulated items are designated by the Department of the Army. Appropriate commanders establish controls and publish lists of critical items which are handled in the same manner as regulated items.

b. Although supplies primarily intended for civilian use normally are not included in Department of the Army lists, they may be strictly controlled and may appear on a theater-controlled supply list to prevent waste or unauthorized diversion. Military supplies to be diverted to civilian use may be included in Department of the Army regulated item lists. Under normal conditions, civilian supplies are handled in the same manner as regulated items and are not shown on appropriate lists.

c. When supplies required for civilian use are included in the theater-controlled supply lists, major commands, such as armies or communication zones, submit separate requisitions every ten days or higher multiples thereof for those controlled supply items needed for the period.

d. In accordance with current theater directives and instructions pertaining to CAMG, each theater technical service apportions between major commands available quantities of regulated or theater-controlled items intended for civilian use. Within each major command, the responsibility for the control of regulated civilian supplies is discharged by the commander through his G4 and G5. The appropriate supply services of the command perform appropriate technical and operational functions.

169. Requisitions for Civilian Supply

Requisitions for needed civilian supplies are prepared by those CAMG units in whose areas ultimate distribution to civilian agencies will be made. The form of the requisition or request may be a complete, written formal requisition on a specified form, a call against a credit, an informal request in the form of a message, and oral request, or an estimate made by the supplying service without any request from the CAMG unit.

a. Each formal requisition includes articles issued by only one supply service, and includes a statement that the requested items are necessary for civilian use in a specified area. This statement is necessary to enable the technical services to account for quantities and costs of items issued for civilian supply.

b. Procedures to be followed in the preparation and submission of requisitions will be published by the headquarters of the field army or communications zone and will be supplemented by instructions issued by subordinate commands. When a CAMG unit requisitions civilian sup-

plies for which a specific credit or allocation has been established by the headquarters of an authorized major command, a requisition citing the authorization may be submitted directly to the specified technical service depot or supply point. When a credit or allocation has not been established for needed civilian supplies, requisitions will normally be forwarded through command channels to the headquarters of the CAMG group or company which forms the operating command for the area for approval and consolidation. Where necessary, approval by G5 of the major command exercising CAMG area authority is obtained before the requisition is sent to the appropriate depot or supply point for issue.

c. When requisitions for regulated items are prepared, such requisitions will be forwarded for approval to the headquarters of the CAMG group which forms the operating command for the field army or communications zone, and to the field army or communications zone G4, as appropriate, prior to being sent to the appropriate depot or supply point for issue.

d. It is emphasized that in submitting requisitions for civilian supplies, careful consideration must be given to overall plans and programs for the area of concern in order to conserve United States resources and prevent interference with the logistical support of military operations.

170. Objectives of Local Procurement

Local procurement is utilized as an alternate supply source to fill known military requirements; and to augment other supply sources on an as required basis to insure the adequacy of logistical support for tactical operations. This includes the utilization (for military purposes) of local supplies, transportation, utilities, real estate, services and civilian labor. The objectives of local procurement are to—

a. Decrease the industrial burden on the United States for the conduct of military operations.

b. Conserve critical domestic materials of the United States.

c. Decrease production manpower requirements of the United States and thereby increase manpower available for military service.

d. Reduce procurement lead time.

e. Reduce supply distribution time.

f. Conserve shipping space.

g. Promote economic and industrial self-sufficiency for the country furnishing local resources.

171. Basic Considerations Affecting Local Procurement

a. In the support of military operations, the CAMG organization supervises or controls the civilian economy and mobilizes all available

local resources to achieve military objectives. It is essential that elements of the military force avoid wanton destruction of property and exploitation of the inhabitants in order to comply with legal requirements and permit the effective utilization of local resources for both military and civilian use.

b. In procuring items from local resources, consideration is given to agreements concluded with allied governments and the effects of such procurement on the local population and economy of the area.

c. Utilization of existing local facilities serves to reduce the need for military construction and requirements for engineer units and class IV supplies. It also augments the potential of the quartermaster service through the use of existing refrigeration, bath, laundry, baking, shoe, clothing, and metal repair facilities; of the transportation service through the use of existing rail systems, waterways, road nets, and installations; and of the signal service through the use of existing communication facilities.

d. Although certain military supplies may be available, the local procurement of similar items is not precluded. Whenever feasible, local supplies should be procured in substantial amounts. Those supplies most suitable for local procurement contain great bulk or tonnage, such as food, fuel, gasoline, lubricants, ammunition, and construction materials. Local procurement releases valuable cargo space on vessels proceeding from the United States.

e. In the determination of supplies to be procured locally, careful consideration must be given to the urgency of the needs of the local economy and the requirements of the military force. Local procurement will be avoided when it results in the subsequent importation of similar items for the civilian population. When the minimum needs of the local population are involved, local procurement of items such as food, livestock, fodder, medical supplies, insecticides, soaps, and fuel should be avoided.

f. Real estate and local facilities, which are utilized after prior acquisition through prescribed procurement procedures, may include land, buildings, rights of way, piers, docks, bridges, railways, utility and communications systems, together with those fixtures and appurtenances required for their operation, such as machinery, equipment, and tools.

g. Prices, wages, rentals, or fees for materiel, labor, facilities, and services should conform to practices existing prior to entry into the area. Scales are prepared on a preplanned basis and adjusted to on-the-ground conditions after consultation with local civil authorities through the CAMG organization. Price discipline must be observed and competition between using military agencies avoided.

172. Local Procurement Procedure

Although the functions of local procurement are conducted under the general staff supervision of G4 of the headquarters concerned, G5 has general staff responsibility for providing liaison with civil agencies; locating local supplies, equipment, and labor required for military use; determining the effect of their military utilization on the local economy; and reporting their availability based on a determination of civilian needs. Prior staff planning and detailed staff coordination are required to insure the maximum effective utilization of local resources. Chiefs of technical services, in coordination with CAMG units, aggressively explore the possibilities of and initiate action for the local procurement of supplies, facilities, real estate, services, and civilian labor.

a. Procurement is effected only by purchasing and contracting officers duly appointed in accordance with policies and procedures established by the Department of the Army (see APP 1-401). Purchasing and contracting officers may also be designated agent finance officers for the purpose of making cash purchases. Since the procurement of local resources may provide a source of friction and misunderstanding with local civilians, P & C officers should avoid direct dealings with property owners and performers of services and should arrange with CAMG units for the utilization of properties and services through local officials.

b. CAMG units assist and advise P & C officers in making arrangements for local procurement and facilitate compliance with the regulations and procedures prescribed by higher headquarters.

c. Procedures for local procurement by CAMG units conform to those prescribed for all military units operating in the area.

173. Methods of Local Procurement

Procurement may be accomplished by purchase, requisition, contribution, or confiscation. Directives of the theater commander, based on applicable legal limitations, furnish guidance to subordinate commanders on available methods of procurement.

a. Purchase, which is a transaction whereby the ownership of supplies is transferred and services are performed for an agreed cash payment or obligation, may be used to obtain supplies and services of a non-recurrent nature and where procurement by requisition may be detrimental to military operations or security.

b. Requisition, which is a demand made on the inhabitants, differs from purchase in that the price is fixed, usually by the buyer and the owner has no option in the transaction. Requisition may be of the direct or indirect type. Direct requisition is the process whereby supplies and services are demanded from the vendor or performer of services in exchange for a receipt to be utilized as a basis for future compensation.

Indirect requisition is similar to direct requisition with the exception that the transaction is accomplished through local authorities who should make immediate payment to the vendor or performer. In return the United States assumes an obligation to repay the local government. Indirect requisition is normally preferable to direct requisition.

c. Contributions result from demands, levies, or taxes on the civilian population for the conduct of the essential services of the local government.

d. Lawful confiscation is that seizure of the property of an enemy government for public use authorized by the Law of Land Warfare (FM 27-10).

174. Procurement of Real Estate

The acquisition and disposition of real estate are functions of the engineer service. In the conduct of civil affairs activities these functions are performed in accordance with the terms of agreement; in a military government administration such functions are conducted in accordance with the law of land warfare and applicable theater policies.

a. Adequate prior planning is essential to the effective determination of requirements and allocations of areas and facilities.

b. Although control over all activities concerned with real estate is centralized in the engineer service, the acquisition of real estate has a strong and direct impact on the economy of the area of operations. G5 accordingly determines the availability of real estate for military use and the effect of such utilization on the local economy. G4 develops policies on the requisitioning and administration of real estate and makes allocations of areas, billets, and facilities to users. G1 sub-allocates shelter and quarters for the use of staff sections and personnel within the headquarters. Prior to initiating the movement of their respective units, subordinate commanders and special staff officers concerned clear with G4 to assure that allocations of required areas have been made.

c. CAMG units must assist engineer real estate officers in locating desired properties and facilities. To assure close coordination, it is desirable that engineer real estate offices be established in the vicinity of the headquarters of those CAMG units allocated area jurisdiction for major political subdivisions. Engineer real estate officers insure that requests for utilization of real estate are within the allocations made by G4 and maintain, in coordination with CAMG units, inventories of available real estate.

d. Effective coordination of real estate requisitions may necessitate the establishment of area real estate allocation boards including CAMG and other representation from the various commands concerned.

175. Procurement of Labor

a. Maximum permissible use is made of local sources of labor in support of military operations. Theater policies, based on legal or treaty requirements and United States policies with respect to local economic considerations, are promulgated on such matters as the procurement and distribution of labor, uniform wage scales, and conditions of employment. When the availability of local labor has been determined by G5 in accordance with theater policies, the report of such availability is furnished to G1, the allocating staff agency.

b. Civilian labor services are operated by unit labor officers or civilian personnel officers in coordination with appropriate CAMG units. CAMG units direct local labor to the using military unit and establish and maintain such minimum records as are necessary to insure adherence to prescribed policies and directives. CAMG units are not responsible for such matters of administration as hiring, payment for services, and maintenance of employment records. Labor specialists of CAMG units assist unit labor officers or civilian personnel officers in locating and contacting local sources of labor.

c. Refugees are utilized to the maximum practicable extent as a source of local civilian labor.

176. Acquisition and Utilization of Captured Enemy Supplies

Captured enemy military supplies or public property become the property of the United States immediately upon capture and must be handled in the same manner as all other governmental property. Private property must be held pending return to or compensation of its owner. Usable captured material is distributed through normal supply channels or is moved to the rear, as in the case of salvage. Care is taken to safeguard and evacuate captured material of new design to the appropriate technical intelligence team or to the appropriate special staff officer of the responsible supply branch.

a. Maximum efforts are made to exploit those captured enemy supplies which are suitable for civilian use. The military use of captured enemy supplies tends to be unsatisfactory due to their dissimilar quality, packaging, marking, and the difficulty which may be encountered in repair and maintenance. The allocation of captured supplies to civilian use in the area of their location reduces requirements for civilian supplies and the transportation necessary to move such supplies from rear areas.

b. Prior planning includes consideration for the disposition of captured enemy supplies which are adaptable for use as civilian supplies. In rapidly moving situations the enemy may be unable to remove or destroy supplies contained in its various supply points and depots prior to the seizure of such installations by friendly military units.

c. Captured enemy supplies released and issued for civilian use are accounted for in the same manner as imported supplies. Captured enemy military supplies and public property may be sold to local authorities only when such sale is specifically authorized.

Section IV. STORAGE

177. Storage

Storage includes the operations of receiving, storing or warehousing, and shipping civilian supplies in accordance with the overall distribution plan. Depots perform four supply functions—control, storage, procurement, and distribution. The extent to which a depot exercises each of these functions depends on its location, mission, type, and service.

a. Control of depots is normally decentralized to the major command responsible for their operations, that is, communications zone or field army. Each chief of service at communications zone headquarters and at each communications zone section headquarters, acting for his commander, recommends missions, levels, use or assignment of personnel or organizations or sections, stock control procedures, and policies and procedures by which supplies pertaining to his service are routed through the depot system.

b. Depots are classed as branch and general depots. Branch depots pertain to a single supply service; and general depots pertain to two or more supply services. Depots located in the army service area are normally branch depots.

178. Storage of Civilian Supplies

Civilian supplies are stored in and distributed from military depots and supply points as appropriate by reason of class of supply and responsible technical service. Each technical service is charged with the maintenance of stocks at the prescribed level and furnishing the necessary operating personnel. Records indicating type, location, and status of supplies are maintained by each depot. Reports on these records serve as a basis for operation of the stock control system.

179. Civilian Supply Depots and Supply Points

In situations where the volume of civilian supplies exceeds depot space limitations, where the complexity of such supplies requires special handling, and where special documentation is required, separate branch sections of general depots or additional branch depots or supply points may be established by the appropriate technical services solely to handle civilian supplies. Since storage is a highly specialized technique, a primary consideration in the establishment of such depots will be the availability of trained personnel to provide the basis of staffs for such depots.

Qualified local civilian personnel should, after proper screening by CIC personnel, be employed to the maximum extent to furnish the remainder of staffs and the operating personnel. When permitted by the rules of international law, prisoners of war may be used to provide labor in rear areas, but must be closely supervised and guarded. The operation of depots or supply points by CAMG personnel should be limited to an extended static situation in which the quantity of supplies for civilian use greatly exceeds that required for the conduct of military operations, or when normal military supply channels have been discontinued. In the operation of depots or supply points particular care must be given to the prevention of losses from theft, unauthorized diversion, improper handling, exposure to weather, and fire.

180. Locations of Depots and Supply Points

Depots and supply points designated solely to handle civilian supplies may be located in the vicinity of established general or branch depots in the interest of control, economy of personnel, and efficiency of operations. However, civilian supply depots may be located at a distance from established depots when primary consideration must be given to decentralization and dispersion of facilities. Normally, depots handling military supplies are located along the axis of advance with consideration given to tactical and strategic plans, the location of ports, and the major transportation facilities. In determining locations for civilian supply depots and supply points, overall plans must be developed which consider those centers of population or industrial areas in which the greater quantity of civilian supplies will be required. In selecting any specific location, attention must be given to the following factors:

- a.* Adequate dispersion.
- b.* Defensibility of the installation.
- c.* Location relative to transportation including local roads and rail sidings.
- d.* Area requirement including hardstandings.
- e.* Adequacy of local communication facilities and utilities.
- f.* Adequacy of existing buildings and structures when covered storage is required.
- g.* Availability of local labor.

181. Inventories, Records, and Inspections

a. Physical inventories are a storage operation undertaken by trained personnel to show the quantities of items actually on hand. Stock record cards which show the quantities of items on hand are corrected as the result of inventories. Complete inventories are taken at prescribed times

of every item in a depot. Special inventories are taken when stock record cards and quantities on hand do not agree.

b. Depot records include locators which show where supplies are located in a depot or supply point. Proper depot procedure includes a locator system with two elements: a locator card for every item stocked and a master chart of the depot showing the location of every numbered storage space, both open and covered. These two elements, when used together, provide the means of locating an item.

c. Command and technical inspections are required to check on storage procedures and provide technical assistance. Inspectors point out idle equipment, shortages of equipment, labor overages and shortages, and defects in local operation.

Section V. DISTRIBUTION

182. Supply Channels

a. In a theater of operations, military supply channels are used in the distribution of civilian supplies. Adherence to normal supply channels not only obtains the most efficient use of personnel, transportation, communications, and storage space but also assures that such supplies reach their proper destination and serve their intended purpose. When civilian supplies are procured from the zone of the interior, such supplies are furnished to the theater through established military supply channels.

b. Supply officers of the administrative and tactical commands concerned insure the timely movement of civilian supplies from the ports through military supply channels. The chief of each technical service processes and handles such supplies in the same manner as those of a purely military nature. Uniform procedures for the issuance of such supplies are determined by the chiefs of technical services in coordination with G4 and G5 of the communications zone or field army headquarters.

c. If the harvests or the stocks of local supplies are adequate to meet civilian supply needs as each military objective is reached, the clogging of military channels may be avoided by holding back imports in storage areas and by utilizing local resources to the maximum. Allocated supplies are called forward as needed; priorities are adjusted to conform to actual on-the-ground needs.

d. Operational considerations and the requirements of the local situation may require deviations from the normal supply distribution system. When the organic transportation of forward CAMG units is adequate, such units may draw directly from army or communications zone supply points or depots thus relieving the technical services of a division from the responsibility of drawing such supplies. Where the organic trans-

portation of CAMG units is limited in relation to the bulk or quantities of supplies to be drawn, unit distribution using transportation furnished by a higher echelon may be authorized. Under some conditions which may be established within the terms of a civil affairs agreement, civilian supplies may be issued directly to local governmental agencies by depots in the communications zone or army maintenance area. In any instance, maximum utilization is made of local civilian transportation.

e. Since the main objective of supply distribution is to get the supplies to the ultimate consumer where and when needed, civilian supplies will normally be issued by the depot or supply point in closest proximity to the CAMG unit responsible for ultimate distribution to the agencies of local government.

f. Civilian supplies carry special markings to distinguish them from items normally issued to troops, and to facilitate ready identification. In order to obtain the good will of the inhabitants, the contribution of civilian supplies is fully explained.

g. The distribution of civilian supplies through sale rather than gratuitous issue is instituted under appropriate conditions. Due consideration is given to the avoidance of inflation and black market activities.

h. The ultimate distribution of civilian supplies to consumers is a responsibility of CAMG units in their respective areas of jurisdiction. Best results are obtained when the actual distribution of supplies to consumers is performed by the agencies of local government or by civilian organizations under the supervision of CAMG personnel.

183. Drawing of Civilian Supplies

a. Civilian supplies required in the communications zone are normally drawn from those supply points and local issue sections of branch and general depots, designated in applicable administrative orders, which are located in the appropriate communications zone sections.

b. Civilian supplies required in the army service area are normally drawn from those army supply points and local issue sections of army depots, designated in the army administrative order, which are located therein.

c. Civilian supplies required in the corps rear area and division area are drawn from those army supply points and depots, designated in applicable army, corps, and division administrative orders, which are located in corps and division service areas.

184. Issue of Civilian Supplies by Corps and Divisions

a. Commanders of corps and divisions may be authorized to issue military rations as relief supplies when local supplies or special military rations for civilian relief are not available. As enemy food supplies are

uncovered, adequate security measures are taken to protect them from destruction or looting, either by troops or by the inhabitants. These supplies may be released for distribution through CAMG distribution channels for the feeding of refugees, displaced persons, and local inhabitants.

b. Commanders of corps and division may be authorized to requisition necessary salvage clothing. Prior to issue to civilians, such clothing is dyed and identifying insignia are removed therefrom. Issues of tentage for emergency shelter and wire for inclosures may be authorized when similar local supplies have been exhausted. Commanders endeavor to provide potable water supplies for civilian consumption. Medical supplies are made available for civilian use or distribution, as required by the situation.

c. Gasoline from military supplies or captured enemy stocks may be issued for the movement of food from rural to urban areas and in emergency conditions to prevent disease and unrest. Whenever possible, gasoline is given a distinctive color to prevent misuse. Captured enemy vehicles may be used for the movement and distribution of civilian supplies.

d. Since military supplies for industrial needs usually are not available during combat operations, enemy construction supplies, machine tools, and equipment are protected from destruction and looting in order to permit their later use in the civilian economy.

e. Engineer equipment to restore the operation of such essential utilities as the water system, sewage disposal, and electric power facilities is requested through engineer supply channels when the operation of such facilities is necessary to prevent disease or unrest or to contribute to the military effort.

185. Civilian Supply Accounting

a. The CAMG organization maintains civilian supply records in such detail as is necessary for a full and proper accounting of supplies provided from military sources and of contributions made by allied governments and nonmilitary agencies.

b. When supplies are transferred to the local government for distribution or for reallocation to lower levels of government, authorized signatures must be obtained on receipts.

c. Central accounting controls over the receipt and issue of civilian supplies are maintained to provide information in the course of operations on which to base continuing requisitions for civilian supplies and insure that supplies are not issued in excess of essential minimums or of amounts which have been determined by proper authority. Statistical

evaluations at local, regional, and national levels assist in determining the effectiveness with which civilian supply operations are being accomplished.

Section VI. EVACUATION AND HOSPITALIZATION

186. Evacuation and Hospitalization of Civilian Casualties

In the interest of humanity, it may be necessary for military aid stations to administer emergency type treatment to civilians during active military operations and, when feasible, to evacuate seriously wounded or critically injured civilians. The extent of military treatment and evacuation of civilian casualties depends upon the requirements of the military situation, the availability of military medical facilities, and the lack of civilian medical personnel and facilities. Whenever possible, civilian casualties are evacuated to the nearest civilian medical installation. If civilian medical facilities are not available, the surgeon of the field army or communications zone headquarters prescribes the military medical installation to which evacuation is to be made.

a. When civilian casualties are to be evacuated to prescribed military medical installations, such evacuation is accomplished through the military evacuation system on a priority basis second to military casualties.

b. If civilian ambulances are not available for the transport of civilian casualties, trucks, private cars, and animal drawn carts are utilized. When military transportation must be provided, available air, rail, and motor transportation facilities, including empty vehicles moving to the rear are employed. Army ambulances usually are not available, since they are required for the evacuation of military casualties.

c. Provisions are made, where appropriate, for the transportation of civilian casualties by litter or improvised means. Individuals serving as litter bearers should be in excellent physical condition and should receive instruction in first aid.

d. When sick and wounded civilians have been evacuated to military medical facilities, they are segregated from military personnel and transferred as soon as their physical condition permits to civilian facilities. Accordingly, measures are taken, whenever practicable, to rehabilitate civilian hospitals on a first priority basis.

Section VII. TRANSPORTATION

187. General

As described herein, transportation includes the utilization of civilian and military transportation facilities for the movement of civilian supplies. It is not concerned with the operation of public transportation

facilities by local civilian authorities under control or supervision of the CAMG organization, which is a part of the CAMG functional specialty identified as public transportation; or with the military operation of local water, highway, and railroad transportation facilities, which is a function of the Transportation Corps. For Transportation Corps functions, see appropriate field manuals of the 55-series.

a. The primary function of military transport in a theater of operation is the movement of military personnel and supplies. It also provides the means of transporting civilian supplies required for civilian relief and for such economic aid as may be directed by higher authority.

b. The transportation officer, communications zone, is the chief of land transportation. He has operational control of intersectional transportation services such as the military railway service, highway transport service, and inland waterways service. Pipelines are operated by the Quartermaster Corps.

c. Close coordination with the other services and staff sections by the transportation officer, under the general staff supervision of G4, is essential to the effective conduct of military operations.

d. Transportation by air between the zone of interior and a theater of operations is performed by the Military Air Transport Service. Transportation by air within the theater of operation is the function of the troop carrier command. The transportation officer, communications zone, coordinates Army use of air transport and executes those priorities for the movement of personnel, supplies, and equipment established by the theater and theater army commanders.

e. Utilization for military purposes of public transportation facilities not operated by the Transportation Corps is coordinated through G5 of the communications zone or that major administrative command charged with the control or supervision of such facilities.

188. Utilization of Civilian Motor Transport

To the maximum extent practicable, civilian motor vehicles are utilized for the transport of civilian supplies in order that rail transportation and military vehicles will be free to furnish logistical support to military operations. When authorized by competent authority, civilian transportation may be requisitioned for military use. In the allocation of civilian transport between military and civilian use, careful consideration must be given to the terms of the civil affairs agreement or rules of international law, as applicable, and to local requirements for the movement of food, clothing, medical and other supplies. Civilian vehicles should not be utilized for military purposes when additional requirements for military transportation of civilian supplies can be

anticipated. Civilian vehicles are returned to their proper owners as soon as effective control over their use can be exercised by civilian authorities.

189. Civilian Truck Pools

Upon entry into an area previously under enemy control, all civilian vehicles, trucks, and animal-drawn carts required for the transportation of civilian supplies are organized into truck pools for operation under the supervision of CAMG units in the area. The organization of vehicles into truck pools provides the most effective means for the movement of civilians and transportation of essential civilian supplies. To the maximum practicable extent, such vehicles are operated by their respective owners. When local or captured enemy supplies and facilities are not available, minimum amounts of fuel, lubricants, tires, and spare parts from military stocks, and essential military maintenance facilities are made available by the responsible military commander for issue to and utilization by civilian truck pools under the supervision of CAMG units. Issues of supplies are made against approved trip tickets and are restricted to the controlled employment of the vehicles in meeting the approved transportation needs of the community involved. Such needs may include the movement of food from rural to urban areas and the transportation of medical supplies and clothing in such quantities as are necessary to prevent disease and unrest. Commanders of CAMG units estimate future requirements from military stocks for fuels and lubricants in advance and submit the necessary requisitions through appropriate technical service channels.

APPENDIX I

REFERENCES

AR 20-1	Inspector General Activities and Procedures
AR 105-31	Message Preparation
AR 115-20	Field Water Supply
AR 140-108	Civil Affairs/Military Government Branch
AR 140-192	Military Intelligence and Army Security Branches; Assignment, and Retention Cri- teria.
AR 140-220	Active Duty for Training of Individual Mem- bers.
AR 140-305	General, Organization, Mobilization, and Training.
AR 220-50	Regiments; General Provisions
AR 220-60	Battalions; General Provisions
AR 220-70	Companies; General Provisions
AR 220-315	Unit Awards
AR 310-1	General Policies
AR 310-3	Preparation and Processing
AR 310-110A	Orders, Bulletins, Circulars, and Memoran- dums Issued from Headquarters of Field Commands.
AR 320-1	Dictionary of United States Military Terms for Joint Usage.
AR 320-5	Definitions of "Department of The Army", "United States Army", "Army Establish- ment", and other terms.
AR 320-50	Authorized Abbreviations
AR 335-15	Reports Control System
AR 340-15	Correspondence
AR 380-5	Safeguarding Defense Information
AR 380-83	Civil Censorship
AR 611-103	Officer Qualification and Classification
AR 611-201	Manual of Enlisted Military Occupational Specialties
[c] AR 611-202	Manual of Enlisted Military Occupational Specialties (u).
AR 611-203	Enlisted Classification

AR 611-211	Scientific and Professional Personnel
AR 616-170	Civil Affairs/Military Government Specialization.
AR 740 series	Storage and Shipment of Supplies and Equipment.
AR 750 series	Maintenance of Supplies and Equipment.
SR 140-190-2	Selection, Training, and Utilization of Officers in Research and Development.
SR 310-30-1	Organization and Equipment Authorization Tables.
SR 320-5-1	Dictionary of United States Army Terms
SR 320-50-1	Authorized Abbreviations
SR 525-45-1	Command Report
SR 605-105-5	Commissioned and Warrant Officer Personnel Military Occupational Specialties.
SR 725 series	Issue of Supplies and Equipment
SR 740 series	Storage and Shipment of Supplies and Equipment.
SR 746-30-5	Marking of Oversea Supply
SR 750 series	Maintenance of Supplies and Equipment
FM 3-5	Tactics and Techniques of Chemical, Biological, and Radiological Warfare.
FM 5-6	Operations of Engineer Troop Units
FM 5-20	Camouflage, Basic Principles
FM 5-35	Engineer's Reference and Logistical Data
FM 7-40	Infantry Regiment
FM 8-10	Medical Service, Theater of Operations
FM 10-10	Quartermaster Service In Theater of Operations.
FM 10-13	Quartermaster Reference Data
FM 17-100	Armored Division and Combat Command
FM 19-10	Military Police Operations
FM 19-15	Civil Disturbances
FM 19-25	Military Police Traffic Control
FM 19-30	Physical Security of Military and Industrial Installations.
FM 19-40	Handling Prisoners of War
FM 19-90	The Provost Marshal
FM 21-5	Military Training, Part One, Training Management.
FM 21-6	Techniques of Military Instruction
FM 21-10	Military Sanitation
FM 21-30	Military Symbols
FM 21-40	Defense Against CBR Attack

FM 21-41	Soldier's Manual for Defense Against CBR Attack.
FM 21-75	Combat Training of the Individual Soldier, and Patrolling.
FM 22-10	Leadership
FM 24-5	Signal Communications
FM 24-18	Field Radio Techniques
FM 24-20	Field-Wire Techniques
FM 25-10	Motor Transportation, Operations
FM 26-5	Interior Guard Duty
FM 27-5	United States Army and Navy Manual of Civil Affairs Military Government.
FM 27-10	The Law of Land Warfare
[o] FM 30-5	Combat Intelligence
FM 30-15	Examination of Personnel and Documents
[c] FM 30-102	Handbook on Aggressor Military Forces (u)
FM 30-103	Aggressor Order of Battle
FM 31-15	Operations Against Airborne Attack, Guerilla Action, and Infiltration.
[c] FM 31-20	U. S. Army Special Forces Group (Airborne (u).
FM 31-21	Guerilla Warfare
FM 31-25	Desert Operations
FM 31-50	Combat in Fortified Areas and Towns
FM 31-71	Operations in the Arctic
FM 33-5	Psychological Warfare Operations
FM 41-15	Civil Affairs/Military Government
FM 57-20	Airborne Techniques for Divisional Units
FM 57-30	Airborne Operations
FM 70-10	Mountain Operations
FM 72-20	Jungle Operations
FM 100-5	Field Service Regulations, Operations
FM 100-10	Field Service Regulations—Administration
FM 100-11	Signal Communications Doctrine
FM 100-15	Field Service Regulations, Larger Units
[c] FM 100-31	Tactical Use of Atomic Weapons (u)
FM 101-1	The G1 Manual
FM 101-5	Staff Officer's Field Manual, Staff Organization and Procedure.
[o] FM 101-10	Staff Officer's Field Manual: Organization, Technical, and Logistical Data.
FM 101-51	Department of the Army Planning and Programming Manual.
FM 110-5	Joint Action of the Armed Forces

[c] FM 110-10	Joint Logistics Policy and Guidance (u)
JANAP and ACP	Joint Communications Instructions
121 series	
JANAP and ACP	Joint Communications Instructions
122 series	
JANAP 169	Standard Abbreviations
TM 5-295	Military Water Supply and Purification
TM 5-614	Packing and Crating, Repairs and Utilities
TM 5-687	Inspection and Preventative Maintenance
	Services for Fire-Protection Equipment and
	Appliances.
TM 9-2810	Tactical Motor Vehicle Inspections and Pre-
	ventative Maintenance Services.
TM 10-250	Storage of Quartermaster Supplies
TM 10-402	Mess Management
TM 27-250	Cases on Military Government
TM 27-251	Treaties Governing Land Warfare
TM 38-230	Preservation, Packaging, and Packing of Mili-
	tary Supplies and Equipment.
TM 38-705	Army Shipping Document
DA Pam 20-21	The Army School Catalog
DA Pam 27-1	Treaties Governing Land Warfare
DA Pam 108-1	Index of Army Motion Pictures, Television
	Recordings, and Filmstrips.
DA Pam 310-1	Index of Administrative Publications
DA Pam 310-2	Index of Blank Forms
DA Pam 310-3	Index of Training Publications
DA Pam 310-4	Index of Technical Manuals, Technical Regu-
	lations, Technical Bulletins, Supply Bulle-
	tins, Lubrication Orders, and Modification
	Work Orders.
DA Pam 310-5	Index of Graphic Training Aids and Devices
DA Pam 310-7	Index of Tables of Organization and Equip-
	ment, Tables of Organization, Type Tables
	of Distribution, and Tables of Allowances.
DA Pam 350-60	Announcement of Army Extension Courses
DA Pam 600-3	Career Planning for Army Officers
TOE 7-1C	Headquarters, Infantry Division
TOE 17-1C	Headquarters, Armored Division
TOE 29-500R	Composite Service Organization
TOE 33-56R	Headquarters and Headquarters Company,
	Radio Broadcasting and Leaflet Battalion.
TOE 33-57R	Reproduction Company
TOE 33-58R	Radio Broadcasting Organization
TOE 33-67R	Consolidation Organization

TOE 33-77R	Loudspeaker and Leaflet Company, Army
TOE 41-500R	Military Government Service Organization
TOE 51-1C	Headquarters, Army
TOE 52-1C	Headquarters, Corps or Airborne Corps
TOE 54-1R	Headquarters, Logistical Command A
TOE 54-101R	Headquarters, Logistical Command B
TOE 54-201R	Headquarters, Logistical Command C
TOE 57-1C	Headquarters, Airborne Division
ATP 21-114	Basic Combat Training Program for Male Military Personnel without Prior Service.
ATP 41-200	Army Training Program for Military Govern- ment Service Organizations Consisting of Military Government Groups, Military Government Companies, and Military Gov- ernment Platoons.
ATT 41-1	Army Training Test for Military Government Service Organization.

APPENDIX II

CLASSIFICATION

Form for CAMG Unit Commander's Estimate of the Situation

Unit or Area
Place
Date and Time

COMMANDER'S ESTIMATE OF THE SITUATION

Map or chart references: (As necessary for understanding of the estimate).

1. Mission

A concise statement of the task and its purpose. The overall politico-military mission is the controlling factor of the estimate. If the CAMG mission is multiple, determine priorities. If there are intermediate tasks, prescribed or deduced, necessary to the accomplishment of the mission, such tasks should be listed in this paragraph.

2. The Situation and Courses of Action

a. Considerations Affecting the Possible Courses of Action. Determine and analyze those factors which will influence your choice of a course of action as well as those which affect the capabilities of the enemy to act adversely. Consider such of the following and other factors as are involved:

- (1) *Characteristics of the area of operations including its physical features— climate, and basic political, economic, and psychological factors.* Consider also the following specific points:
 - (a) Attitudes of the population—whether cooperative or non-cooperative.
 - (b) Availability of local material and personnel to support CAMG operations.
 - (c) Estimated number of refugees, evacuees, and displaced persons in the area.
 - (d) Amount and type of war damage suffered by the economy, particularly in public utility and communication fields.
 - (e) Status and character of civil government.
 - (f) State of health of the civilian populace.
- (2) *Enemy capabilities and relative strengths.* Note all enemy capabilities which could possibly affect the accomplishment of

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your mission and estimate the relative probability of their adoption. These capabilities may include the following:

- (a) Relative enemy strengths and combat capabilities, to include special attention to unconventional weapons and the possibility of their employment.
 - (b) Sabotage—include all capabilities for military, political, and economic sabotage possible of execution by agents, guerillas, and partisans.
 - (c) Espionage—include all methods for which the enemy is known or estimated to be capable.
 - (d) Subversion—include all types of propaganda, treason, disaffection, and similar acts affecting friendly troops and local civilians.
 - (e) Movement by the enemy of refugees, evacuees, and displaced persons into the area.
 - (f) Passive resistance to military government, such as refusal to serve in various capacities in the military government framework.
- (3) *CAMG situation and nature of operations to be supported.* Consider whether the operation will be conducted under a condition of civil affairs or military government, review general policy guidance from higher headquarters, and consider pertinent terms of relevant civil affairs agreements or rules and conventions of international law. Other factors to be considered include—
- (a) Review of current problems faced by the supported operation pertinent to your mission.
 - (b) Estimate the impact of future plans of the supported force on your operations.
 - (c) Note the size and composition of the CAMG unit and the availability of military or civilian relief supplies for diversion to the civilian population.

b. Assumptions. Matters which are assumed, but not known, to be valid for the purpose of the estimate.

c. Special Factors. Items not covered by any of the above categories which require special recognition and treatment in your estimate, such as the possible employment of mass destruction weapons by the enemy and the effect of such employment on your mission.

d. Own Courses of Action. Note all practicable courses of action open to you which, if successful, will accomplish your mission. The following checklist will serve as a reminder of the various activities for which

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you may be responsible and over which you may be required to exercise control or supervision:

- (1) *Governmental functions.*
 - (a) Governmental affairs.
 - (b) Legal.
 - (c) Public safety.
 - (d) Public health.
 - (e) Public welfare.
 - (f) Public education.
 - (g) Labor.
- (2) *Economic functions.*
 - (a) Economies.
 - (b) Commerce and industry.
 - (c) Food and agriculture.
 - (d) Price control and rationing.
 - (e) Property control.
 - (f) Public finance.
 - (g) Civilian supply.
- (3) *Public facilities.*
 - (a) Public works and utilities.
 - (b) Public communication.
 - (c) Public transportation.
- (4) *Special functions.*
 - (a) Displaced persons.
 - (b) Civil information.
 - (c) Arts, monuments, and archives.

3. Analysis of Opposing Courses of Action

Determine the probable effect of each enemy capability on the success of each of your own courses of action. At this stage of the estimate, eliminate those capabilities which have little or no effect on your selection of a course of action. An enemy capability will not influence your choice of a course of action if it affects all alternatives equally.

4. Comparison of Own Courses of Action

Weigh the advantages and disadvantages of each of your own courses of action (in the light of the governing factors of the situation) and decide which course of action promises to be the most successful in accomplishing your mission. In arriving at a decision, the commander may assign particular weight to one or more of the factors listed in paragraph 2 and may consider additional factors such as those policy decisions affecting the conduct of CAMG under special political situations.

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5. Decision, Conclusions, or Recommendations

Translate the course of action selected into a concise statement of what the unit as a whole is to do, and so much of the elements of who, when, where, how, and why, as may be appropriate.

/s/.....

Commander

Notes

1. The estimate may be a thorough, complete, written document or it may be a brief mental evaluation. In preparing his estimate the CAMG unit commander will normally rely on his staff for evaluation and recommendations pertaining to their principal fields of interest.

2. The commander's decision is not confined to the statement of decision made in paragraph 5 of the estimate but may include additional implementing instructions, supplementary decisions, admonitions, or warnings to clarify his intent or furnish guidance to his staff or subordinate commanders.

APPENDIX III

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Form for CAMG Annex to Operation or Administrative Plan or Order

Headquarters
Place
Date and Time

Annex _____ (CAMG) to Operation Order _____

References. (Maps, charts, and relevant documents)

Time zone. (Used throughout the order; if unnecessary, omit.)

Task organization. List here, when appropriate, the CAMG units which will comprise the command, together with names and ranks of commanders.

1. Situation

Such information of the general overall situation as may be essential to an understanding of the CAMG annex.

a. Enemy Forces. Pertinent information regarding composition, disposition, location, movements, estimated strengths, identifications, and capabilities.

b. Friendly Forces. Pertinent information on the organization, locations, strengths, and plans of our forces, other than those listed above under organization, which may have a bearing on the decision of a subordinate.

c. Attachments and Detachments. When not shown under task organization, list here units attached to or detached from the issuing unit together with the times they are effective. When shown under task organization, list here an appropriate reference.

d. Area Intelligence. Pertinent information relating to the politics, economy, and sociology of a specific area of operations and furnishing guidance as to the sources of such information.

e. Assumption. Assumptions used as a basis for this plan. Normally applicable only to higher planning echelons.

2. Mission

A clear, concise statement of the CAMG task and its purpose. This statement is not confined to broad generalities but also relates to the specific nature of the particular operation.

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3. Execution

Contains the concept of operation and assigns definite tasks or missions to each element of the command. A separate lettered subparagraph beginning with "b" assigns specific tasks to each element of the command

a. Concept of the Operation. Include the commander's general plan for the development and phasing of the operation.

b. A Major Subordinate Element and its specific task.

c. Another Major Subordinate Element and its tasks.

d. Another Major Subordinate Element and its tasks.

e. The Delegation of Authorization for specific CAMG tasks to specific commands.

f. Coordinating Instructions. The final subparagraph contains the details of coordination and control measures applicable to two or more elements of the command as well as other instructions, the repetition of which would be cumbersome in the other subparagraphs of paragraph 3.

4. Administration and Logistics

Contains a statement of administrative matters including logistical arrangements for the conduct of operations. When an administrative order is in effect or is to be issued separately as an annex to the operation order, this paragraph may consist of only a reference to the administrative order and a checklist of functional specialties.

a. Instructions to Subordinate Commands for the administrative and logistical support of CAMG operations.

b. Governmental Functions.

- (1) *Governmental affairs.* Supervision, coordination, or control of governmental functions; modification or replacement of governmental structure.
- (2) *Legal.* Organization and supervision of courts; suspension or promulgation of laws.
- (3) *Public safety.* Restoration of public order and safety, and direction of measures for civilian defense.
- (4) *Public health.* Preservation or improvement of public health.
- (5) *Public welfare.* Supervision over public welfare activities.
- (6) *Public education.* Supervision of educational institutions.
- (7) *Labor.* Determination of availability of labor for military purposes; priority of utilization of labor in rehabilitation of the economy.

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c. *Economic Functions.*

- (1) *Economics.* Maintenance, preservation, rehabilitation, or restoration of local economy; determination of availability of local resources for military use.
- (2) *Commerce and industry.* Development of local commerce and industry, coordination of productive capacity, and determination of requirements for military assistance.
- (3) *Food and agriculture.* Stimulation of food production, processing, and effective marketing.
- (4) *Price control and rationing.* Measures to insure equitable and effective distribution of essential supplies; supervision or control of prices, rationing, and other restrictive measures.
- (5) *Property control.* Custody, protection, and control of public and private property.
- (6) *Public finance.* Supervision or control of budget, taxation, public funds, currency issue, and banking structure.
- (7) *Civilian supply.* Provision for and distribution of food and supplies for disaster relief and the prevention of disease and unrest.

d. *Public Facilities.*

- (1) *Public works and utilities.* Supervision and operation, where required, of such facilities as water, gas, and electrical systems.
- (2) *Public communications.* Supervision or control of postal services and those civil communication facilities not under direct military control of the signal officer.
- (3) *Public transportation.* Supervision of transportation facilities which remain under or are transferred to civil government or private operation.

e. *Special Functions.*

- (1) *Displaced persons.* Control, care, repatriation, resettlement, or other disposition of displaced persons, refugees, and evacuees.
- (2) *Civil information.* Censorship; dissemination of information to the inhabitants, using all media of information available.
- (3) *Arts, monuments, and archives.* Care and protection of fine arts, monuments, and archives.

5. **Command and Signal**

Contains instructions relative to command and the operation of signal communication, including a statement of the command relationship for CAMG, location of commanders and command posts, and the CAMG

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plan of communications (may refer to a standard plan, separate annex, or appendix). Acknowledgment instructions.

.....
Commander

Annexes
Distribution
Authentication

Notes

1. Subparagraphs not required should be omitted.
2. The CAMG order may be published as an annex to the operation or administrative order or as a separate document. It results from preceding estimates, plans and studies, and enables subordinate commanders to prepare their plans or orders.
3. Specific information and instructions too detailed for inclusion in the CAMG annex may be transmitted in appropriately numbered appendixes thereto.
4. The commanders of CAMG area support units will normally include CAMG instructions in their operation plans and orders rather than in annexes thereto.
5. In continuing situations, CAMG orders normally will be issued in fragmentary form as changes occur in the CAMG situation. A complete order should be issued when changes to the current order are so numerous as to make the order ineffective.
6. The commander may prescribe the paragraphic format of CAMG annexes. The form provided above is for illustrative purposes only.

APPENDIX IV

CLASSIFICATION

Example of Civil Affairs Annex to Operation Order—Army

COPY NO. 5
First Army
CASABLANCA, MOROCCO
140800 Apr 19...
KR 75

Annex I (Civil Affairs) to OpnO 1.

Maps: SOUTHERN FRANCE, 1:200,000 MONTPELLIER, MARSELLE, ANTIBES, AVIGNON, DIGNE, NICE, LEPUY, GAP, and LARCHE sheets.

Task Organization: Appendix 1, Task Organization.

1. Situation

- a. *Enemy Forces.* Annex B (Intelligence) to OpnO 1.
- b. *Friendly Forces.* OpnO 1 and Annex C, Opn Overlay.
- c. *Attachments and Detachments.* None.
- d. *Area Intelligence.*
 - (1) Theater Intelligence Estimate and Surveys.
 - (2) United States National Intelligence Surveys (NIS) plus other finished intelligence documents.
- e. *Assumptions.*
 - (1) Assumptions included in OpnO 1.
 - (2) Aggressor has not eliminated all organizations and leaders capable of offering a threat to his forces.
 - (3) Aggressor sponsored government is capable of going underground in event of liberation of the area and of opposing subsequent operations by guerilla and subversive activities.
 - (4) Any objective area will be extensively devastated prior to liberation.
 - (5) French authorities will be capable, with minimum assistance, of establishing friendly, local and other governmental echelons as areas are liberated by U. S. forces.

2. Mission

First Army civil affairs organization supports attack, assists in maintaining law and order, supports friendly, local, and other governmental

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echelons in accordance with Civil Affairs Agreement. It also provides for rehabilitation of local population, government, and economy, as permitted by local resources and available U.S. military supplies, in order to achieve the overall politico-military mission. Appendix 2, Civil Affairs Agreement.

3. Execution

a. Concept of Operation.

- (1) No military government as such will be established in France.
- (2) Under appropriate staff supervision and pursuant to stated objectives, civil affairs units will conduct liaison with governmental echelons, control refugees in combat areas assisted by local police and will report availability of local resources.
- (3) During combat phase standard of living for civilians will not be established in excess of essential minimum when contributions therefore must come from U. S. resources.
- (4) Civil affairs organization provides such assistance to or influence on local and other governmental echelons as may be required to establish or maintain law, order, and government.
- (5) In course of this operation, primary concern of G5 staff sections and civil affairs organization will be directed toward sociological aspects of the activity with secondary and tertiary concern given to problems of local government and economy in that order.
- (6) In absence of specific policy direction for conduct of certain civil affairs activities, principles and precepts set forth in FM 101-5 may be employed initially to plan for and conduct civil affairs activities.
- (7) Area support companies as follows: one per 10 million population in allied areas.

b. I Corps.

- (1) Establish civil affairs in ST. RAPHAEL.
- (2) Be prepared to establish civil affairs in DIGNE.

c. II Corps.

- (1) Establish civil affairs in TOULON.
- (2) Be prepared to establish civil affairs in NYONG.

d. III Corps.

- (1) Establish civil affairs in MARSEILLES.
- (2) Be prepared to establish civil affairs in AVIGNON.

e. Delegation of Authorization.

- (1) Area authority for conduct of civil affairs delegated to corps and front line division commanders in respective areas.

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- (2) Divisions in corps and army reserve may be required to assist and supervise civil affairs units but specific area authority is not delegated when divisions are so employed.
- (3) Commanders exercising authority for civil affairs establish and maintain checklists dealing with policy matters to insure timely requests for decisions.

f. Coordinating Instructions.

- (1) Normal command channels on all CAMG matters which affect policy, tactical operations, or security of troops.
- (2) Report locations of primary points of contact with civil authorities.
- (3) To maximum extent practicable, establish tactical and administrative boundaries in conformity with local political subdivisions. Appendix 3, Political Subdivisions.

4. Administration and Logistics

Logistical support of civil affairs activities is a military responsibility with priority second only to combat operations.

a. First Army Admin O 1.

b. Governmental Functions.

- (1) *Governmental affairs.* Commanders will accept and utilize local government existing at time of entrance into an area pending modification and replacement of that governmental structure in accordance with Civil Affairs Agreement and U. S.-French war objectives.
- (2) *Legal.* Commanders will assist local, criminal, and civil courts and support French authorities in the exercise of their control; assist French courts in conduct of jurisdiction as stated in Civil Affairs Agreement; and will implement civil affairs court ordinances on publication.
- (3) *Public safety.* Commanders will utilize, within security limits, existing public safety organization in coordination with French authorities; and will coordinate local civilian defense plans with military rear area defense and damage control plans.
- (4) *Public health.* Commanders will initially take steps necessary to protect health of military force, prevent undue suffering and distress, and will assist French in public health matters.
- (5) *Public welfare.* Delegate control and supervision of local welfare agencies to French authorities, and coordinate and direct foreign military agencies.
- (6) *Public education.* Delegate control and supervision of public education to French authorities.

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- (7) *Labor.* Commanders will accord maximum respect for local laws and practices consistent with military situation.

c. *Economic Functions.*

- (1) *Economics.* Commanders will limit military assistance in combat operations to preservation of law and order measures and to that rehabilitation which will assist military operations. In post-combat phase military effort may be directed toward restoration. Detailed supervision to be delegated to French authorities.
- (2) *Commerce and industry.* Encourage local production of items essential to prevent disease and unrest and such other production dictated by availability of raw materials and labor.
- (3) *Food and agriculture.* Maximum practicable military assistance to agricultural production; control or supervision by French authorities; no military use of food production and processing plants and no local procurement of food supplies by military agencies.
- (4) *Price control and rationing.* Delegation of responsibility for price control and rationing to French officials.
- (5) *Property control.*
 - (a) Identification of ownership of French private property in accordance with Civil Affairs Agreement.
 - (b) Military use of French private property in accord with Civil Affairs Agreement.
 - (c) Property belonging to other than French owners under control of civil affairs organization.
 - (d) Institute measures to prohibit removal of controlled property from area.
- (6) *Public finance.* Commanders will assist French authorities in establishing safeguards, will prevent acquisition of public funds by unfriendly forces, and will protect value of currency by preventing unauthorized practices.
- (7) *Civilian supply.*
 - (a) In a mobile situation, military supply of items for civilian use to be limited to prevention of disease and unrest.
 - (b) Assist French authorities in establishing and controlling local organizations for administration and distribution of civilian relief supplies.
 - (c) Relief contributions and personnel from other than French services directed by theater commander.

d. *Public Facilities.*

- (1) *Public works and utilities.*
 - (a) Military concern limited to minimum authorized use.

CLASSIFICATION

- (b) Construction or repairs limited to local material resources unless required for military operations.
 - (c) Rehabilitation, other than that necessary for military operations limited to post-combat phase.
- (2) *Public communications.* Commanders will give priority for military purposes and establish essential controls to insure security and safety of military operations.
- (3) *Public transportation.*
- (a) Maximum military assistance in rehabilitation of public transportation facilities essential for military purposes.
 - (b) Military utilization established by Civil Affairs Agreement.
 - (c) Surrender of authorized military use as military situation permits.
- e. *Special Functions.*
- (1) *Displaced persons.*
- (a) Commanders direct handling and evacuation of displaced persons.
 - (b) Standard of care will be that required to prevent disease and unrest to prejudice of military mission.
 - (c) French authorities and economy will not be burdened with care of non-French displaced persons.
- (2) *Civil information.* Civil affairs organization coordinates psychological warfare and public information activities with respect to local population.
- (3) *Arts, monuments, and archives.*
- (a) Maximum protection to arts, monuments, and archives consistent with military mission.
 - (b) Care and preservation a function of French authorities.
 - (c) Commanders will enforce measures safeguarding centers holding cultural property.
- (4) *Cultural relations.*
- (a) Within requirements of military situation, maximum respect for customs, traditions, and desires of civilian population.
 - (b) Use of churches and religious institutions for military purposes is prohibited.
- f. *Miscellaneous.*
- (1) Civil Affairs Handbook for France.
 - (2) SOP, Civil Affairs. First Army.

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5. Command and Signal

a. *Annex N, Signal.*

b. *Command.*

- (1) Civil affairs staff sections of subordinate commands located with their respective commands.
- (2) Civil affairs units located insofar as practicable in capital cities of political subdivisions.

Acknowledge.

/s/.....

Commander

- Appendixes: 1—Task Organization (omitted)
2—Civil Affairs Agreement (omitted)
3—Political Subdivisions (omitted)

Distribution: A.

OFFICIAL:

/s/ Jones

JONES

G5

APPENDIX V
CLASSIFICATION

Form for CAMG Policy Checklist

Functional specialty	Nature of policy received or to be requested	Date requested	Date received and file no.
<p style="text-align: center;">GOVERNMENTAL FUNCTIONS</p> <p><i>1. Governmental affairs</i></p> <p><i>a.</i> Degree of control or supervision over civil administration.</p> <p><i>b.</i> Retention, modification, or replacement of existing governmental structure.</p> <p><i>c.</i> Retention or removal of governmental officials.</p> <p><i>d.</i> Criteria for appointment of governmental officials.</p> <p><i>e.</i> Issuance of proclamations, ordinances, orders, instructions, and restrictions pertaining thereto.</p> <p><i>2. Legal</i></p> <p><i>a.</i> Supervision, control, or closing of local, criminal, and civil courts.</p> <p><i>b.</i> Legal status and jurisdiction of civil courts and law.</p> <p><i>c.</i> Revision of legal code including modification or suspension of local criminal and civil laws.</p> <p><i>d.</i> Matters respecting the legal basis for and establishment of military government courts, their jurisdiction, and procedure.</p>			

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Functional specialty	Nature of policy received or to be requested	Date requested	Date received and file no.
<p>3. <i>Public safety</i></p> <ul style="list-style-type: none"> <i>a.</i> Degree of supervision over civil law enforcement officials. <i>b.</i> Retention or removal of law enforcement officials. <i>c.</i> Degree of restraint over civil populace. <i>d.</i> Establishment and degree of jurisdiction over local organizations for civilian protection. <i>e.</i> Coordination of civilian defense measures and integration with military defense and damage control plans. <i>f.</i> Provision of equipment and arms for police and fire protection. <i>g.</i> Internment policies. <p>4. <i>Public health</i></p> <ul style="list-style-type: none"> <i>a.</i> Degree of supervision over public health officials and public health activities. <i>b.</i> Retention or removal of public health officials. <i>c.</i> Extent of military assistance in control of disease and care of civilian populace. <i>d.</i> <i>Rehabilitation or reconstruction of civilian medical facilities.</i> <i>e.</i> Nutritional standards. <p>5. <i>Public welfare</i></p> <ul style="list-style-type: none"> <i>a.</i> Degree of consideration for welfare of population. 			

-
- b. Military assistance to public and private welfare organizations.
 - c. Coordination of public welfare activities and agencies by the military.
 - d. Extent of supervision and control of public welfare agencies and organizations.
6. *Public education*
- a. Degree of supervision over educational system including public and private schools.
 - b. Retention or removal of public education officials and teachers.
 - c. Objectives of public education system and priorities as to level and type of instruction.
 - d. Retention or alteration of teaching doctrine and principles.
 - e. Rehabilitation or reconstruction of public and private schools.
 - f. Military assistance in rehabilitation or reconstruction of public and private schools.
 - g. Determination of religious doctrines and individual philosophies not inimical to military objectives.
 - h. Restrictions on utilization of facilities of religious institutions.
 - i. Screening of religious leaders.
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CLASSIFICATION

Functional specialty	Nature of policy received or to be requested	Date requested	Date received and file no.
<p>6. Public education—Continued</p> <p><i>j</i> Measures to protect individual right to freedom of worship and to respect religious convictions and practices.</p> <p><i>k</i> Provisions for religious guidance and instruction in consonance with traditional culture.</p> <p><i>l</i> Supervision and coordination of missionary activities by the military commander.</p> <p><i>m</i> Supplies and materials for religious use.</p> <p>7. Labor</p> <p><i>a</i> Degree of control or supervision over labor market.</p> <p><i>b</i> Degree of supervision over labor organizations.</p> <p><i>c</i> Priority of utilization of labor in rehabilitation of the economy.</p> <p><i>d</i> Availability of civilian labor for military purposes.</p> <p><i>e</i> Wage controls including wage scale and schedule of hours of work.</p> <p><i>f</i> Labor relations including medical care and compensation.</p> <p><i>g</i> Specific guidance respecting economic and political aspects of labor.</p>			

ECONOMIC FUNCTIONS

8. *Economics*
 - a. Preservation.
 - b. Relief (applies to capital goods, raw materials, fertilizer, etc., and excludes civil relief).
 - c. Rehabilitation.
 - d. Restoration.
 - e. Stabilization procedures.
 - f. Degree of control or supervision over economic life.
 - g. Centralization of controls.
 - h. Modification of economic structure.
 - i. Desired standard of living.
 - j. General scope of military assistance in rehabilitation of economy.
 - k. Allocation of natural resources between military requirements and civilian needs.
 - l. Allocation of natural resources between areas, industries, and plants.
 - m. Extent of exploitation of natural resources for military support purposes, reparations, etc.
9. *Commerce and industry*
 - a. Degree of control or supervision over physical output of commodities.
 - b. Reestablishment of commercial relationships.
 - c. Rehabilitation or reconstruction of production facilities.

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Functional specialty	Nature of policy received or to be requested	Date requested	Date received and file no.
<p>9. <i>Commerce and industry</i>—Continued</p> <p><i>d.</i> Military assistance in rehabilitation or reconstruction of production facilities (machinery, technical skills, etc.).</p> <p><i>e.</i> Coal, oil, or fuel for industry.</p> <p><i>f.</i> Allocation of production facilities between consumers and capital goods and direction of production.</p> <p><i>g.</i> Development of production for export.</p> <p><i>h.</i> Relocation of production facilities.</p> <p><i>i.</i> Degree of regulation or supervision over exports and imports.</p> <p>10. <i>Food and agriculture</i></p> <p><i>a.</i> Degree of control or supervision over agricultural output.</p> <p><i>b.</i> Improvement of agricultural means of production through reclamation or improved methods.</p> <p><i>c.</i> Military assistance to agricultural production (fertilizers, farm machinery, etc.).</p> <p><i>d.</i> Direction of agricultural production.</p> <p><i>e.</i> Degree of control or supervision over means of distribution.</p> <p><i>f.</i> Diversion of perishable goods to military forces.</p> <p><i>g.</i> Extent of land reforms.</p> <p><i>h.</i> Subsidies to producers.</p>			

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11. *Price control and rationing*
 - a. Establishment or continuance of price control and rationing.
 - b. Supply and control of civilian price control and rationing agencies.
 - c. Control or assistance measures to insure equity of distribution and counter-inflationary measures.
 12. *Property control*
 - a. Degree of supervisory authority over property.
 - b. Specific directions with respect to property of foreign governments or citizens.
 - c. Preservation of property assets which are subject to treaty settlement (patent rights, cartel ownership, properties susceptible of confiscation or requiring protection).
 - d. Evidence of ownership and rights of equity claimants.
 - e. Utilization of private property for military purposes.
 - f. Property restitution measures.
 13. *Public finance*
 - a. Degree of control or supervision over currency.
 - b. Designation of type of circulating local currency.
 - c. Provisions for a circulating military currency.
-

CLASSIFICATION

CLASSIFICATION

Functional specialty	Nature of policy received or to be requested	Date requested	Date received and file no.
<p>13. <i>Public finance</i>—Continued</p> <p><i>d.</i> Establishment of currency exchange rates.</p> <p><i>e.</i> Restrictions on exportation of currencies.</p> <p><i>f.</i> Control of foreign exchange.</p> <p><i>g.</i> Control or supervision over budget, taxation, expenditures, and handling of public funds.</p> <p><i>h.</i> Reestablishment or revision of taxation system.</p> <p><i>i.</i> Utilization of national taxes for operation of local governments.</p> <p><i>j.</i> Extent of control or supervision over banking system.</p> <p><i>k.</i> Liquidation, reorganization, opening, or closing of banks.</p> <p><i>l.</i> Supervision over credit and provisions for credit needs.</p> <p><i>m.</i> Extent of regulation or supervision of credit cooperatives and other financial agencies.</p> <p><i>n.</i> Declaration of debt moratoria.</p> <p><i>o.</i> Funding and refunding directives.</p> <p>14. <i>Civilian supply</i></p> <p><i>a.</i> Extent of diversion of food and other supplies from military stocks for disaster relief and prevention of disease and unrest.</p>			

- b. Acceptance and disposition of donations made by civil and relief agencies.
- c. Establishment of local organization for administration and distribution of civilian relief supplies.
- d. Command authority over voluntary agencies and their contributions.
- e. Utilization of military transportation facilities for transportation of civilian supplies.
- f. Accounting for supplies furnished and services rendered for civilian relief.

PUBLIC FACILITIES

- 15. *Public works and utilities*
 - a. Degree of supervision over public works and utilities and officials thereof.
 - b. Rehabilitation or reconstruction of public works and utilities.
 - c. Military assistance in reconstruction or rehabilitation of public works and utilities.
 - d. Utilization of public owned works and utilities for military purposes.
 - e. Coal, oil, or fuel for public works and utilities.
 - f. Appropriation or utilization of private utility interests.
- 16. *Public communications*
 - a. Degree of supervision over public communications and officials thereof.

CLASSIFICATION

Functional specialty	Nature of policy received or to be requested	Date requested	Date received and file no.
<p>16. <i>Public communications</i>—Continued</p> <p><i>b.</i> Rehabilitation or reconstruction of public communications facilities.</p> <p><i>c.</i> Military assistance in reconstruction or rehabilitation of public communications.</p> <p><i>d.</i> Utilization of public communications for military purposes.</p> <p><i>e.</i> Restrictions on and censorship of public communications.</p> <p>17. <i>Public transportation</i></p> <p><i>a.</i> Degree of supervision over public transportation facilities and officials thereof.</p> <p><i>b.</i> Rehabilitation or reconstruction of public transportation facilities.</p> <p><i>c.</i> Military assistance in reconstruction or rehabilitation of public transportation.</p> <p><i>d.</i> Utilization of public transportation for military purposes.</p> <p><i>e.</i> Restrictions on appropriation and utilization of private transportation.</p> <p style="text-align: center;">SPECIAL FUNCTIONS</p> <p>18. <i>Displaced persons</i></p> <p><i>a.</i> Authorized extent of migration or evacuation.</p> <p><i>b.</i> Location and establishment of camps for refugees and displaced persons.</p>			

- c. Sources of materials and personnel to construct camps.
- d. Status and ultimate disposition of refugees and displaced persons from allied, neutral, or enemy countries.
- e. Extent of local governmental authority over non-national civilians.

19. *Civil information*

- a. Objective of civil information programs.
- b. Contributions to T.I.& E. programs (to acquaint military personnel with CAMG and role of military in such operations).
- c. Employment of consolidation psychological warfare units and teams.
- d. Coordination of consolidation psychological warfare and PIO activities with respect to local population.
- e. Supervision and control of public information media including retention or removal of policy making and operating personnel.

20. *Arts, monuments, and archives*

- a. Extent of supervision over identification and safeguarding of arts, monuments, and archives.
- b. Recognition of art objects and determination of ownership.
- c. Utilization of buildings or locations of a cultural value for purposes other than originally intended.

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Functional specialty	Nature of policy received or to be requested	Date requested	Date received and file no.
<p>20. <i>Arts, monuments, and archives</i>—Continued</p> <p>d. Establishment of demilitarized areas for preservation of arts, monuments, and archives.</p> <p>e. Extent of use of local custodial personnel.</p>			

NOTES

1. The foregoing form is a type of policy checklist that may be utilized by commanders, G5s and CAMG units in the theater of operations in determining matters on which policy guidance should be received or requested from higher headquarters.
2. In analyzing policy which has been received or in determining matters on which policy guidance is to be requested, consideration must be given to the objectives of each of the various operational phases and the functional activities pertinent thereto.
3. The general or specific nature of the policy required will largely depend on the operating level of the particular command. The type of function or activity on which policy guidance will be required will vary with the particular situation, will depend on whether operations are being conducted under a civil affairs or a military government condition, and will be governed by the control exercised by the military commander, or the agreement defining and delimiting his authority.
4. With respect to many of the above functions the extent of the guidance received and directions transmitted will necessarily require subdivision and the insertion of supplementary information requiring space in addition to that which appears on this form.
5. Chiefs of the Governmental Affairs, Economics, and Public Welfare functions are the nominal heads of their respective functional subdivisions.

CLASSIFICATION

APPENDIX VI

CLASSIFICATION

Form For CAMG ANNEX TO STANDING OPERATING PROCEDURE

1. Application

a. Purpose.

- (1) A statement of the purpose, scope, and application.
- (2) A standing operating procedure standardizes normal procedures; it applies unless otherwise prescribed.

b. Unit Procedure. Instructions concerning the issuance of standing operating procedures by subordinate units.

2. Organization

a. General.

- (1) Information of a general nature pertaining to the designation of CAMG units to provide command or area support.
- (2) Statement as to the delegation to subordinate commanders of the authority for the conduct of CAMG activity.
- (3) Organization of staff sections and subordinate CAMG units.

b. Special. Statement on the assignment or attachment of CAMG units to subordinate commands.

3. Intelligence

Concise instructions relating to each of the following when not otherwise covered in SOP.

a. Area Intelligence.

- (1) Sources of information and procedures for obtaining area intelligence.
- (2) Continuing surveys and search for information to verify and supplement area intelligence previously received.

b. Measures for Handling Personnel, Documents, and Materiel.

- (1) Special instructions pertaining to suspect civilians.
- (2) Procedure for determination of those personnel entitled to treatment in a prisoner of war status.
- (3) Reference to SOP.

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c. *Maps and Air Photos.* Special instructions and reference to SOP.

d. *Counterintelligence.*

- (1) Special instructions pertaining to sabotage, espionage, and subversion.
- (2) Reference to SOP.

4. Operations

Concise instructions relating to each of the following when applicable:

a. *Deployment and Training of CAMG Units.*

- (1) Procedure for calling forward CAMG units by commanders having area authority.
- (2) Provisions for indoctrination and training of newly arrived units and personnel.

b. *Functional Specialties.*

(1) *Governmental functions.*

(a) *Governmental affairs.*

1. Procedures for conduct of governmental functions as determined by civil affairs agreement or rules of international law, as applicable.
2. Survey and analysis of governmental agencies to determine their capability, reliability, and essential control or assistance measures.
3. Authorization for removal of governmental officials.
4. Authorization for issuance of proclamations, ordinances, orders, and instructions, as appropriate.

(b) *Legal.*

1. Procedure for determination of legality of questionable CAMG activities.
2. Authorization for closing local, criminal, and civil courts.
3. Authorization and procedure for establishment of military government courts when appropriate.

(c) *Public safety.*

1. Measures for control of or assistance to local government in restoration of public order and safety.
2. Directions as to measures for civilian defense.
3. Authorization for removal of local law enforcement officials.

(d) *Public health.* Measures for control of or assistance to local government in—

1. Control, prevention, and treatment of disease.
2. Rehabilitation and supervision of hospitals.

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3. Furnishing medical supplies.
4. Disposal of sewage and waste.
5. Treatment and evacuation of civilian casualties.

(e) *Public welfare.*

1. Measures for control of or assistance to local government in the supervision of public and private welfare institutions and the reestablishment of local charitable and relief organizations.
2. Coordinating activities essential to the public welfare objectives.

(f) *Public education.* Procedures under established policies for the rehabilitation and opening of schools, conduct of the educational system, revision of textbooks, and the detection of subversive or harmful instruction.

1. Methods of furnishing assistance to the local government in the reestablishment of religious activities.
2. Procedure for obtaining military supplies and materials for school and/or religious use.

(g) *Labor.*

1. Procedures for determination of availability of labor by type and skill and estimates of impact on essential civil activities resulting from military use of labor.
2. Measures available under established policies for control or supervision over civilian labor market.
3. Procedure for labor relationship activities including recognition of union organizations and the application of labor laws.

(2) *Economic functions.*

(a) *Economics.*

1. Procedures for control or supervision of economic structure of assigned area.
2. Survey and analysis of economy of area to determine support and assistance essential to accomplish objectives.
3. Measures available under established policies for the rehabilitation of the local economy.
4. Procedures for economic stabilization.
5. Procedures for determination of availability of and requirements for natural resources.

(b) *Commerce and industry.*

1. Measures for stimulation of and assistance to domestic trade to ensure equitable distribution of essential civilian goods.

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2. Measures for regulation of exports and imports.
- (c) *Food and agriculture.*
1. Measures available under established policies for furthering maximum agricultural production through establishment of food production programs, reclamation, conservation of lands, and improvement of agricultural methods.
 2. Procedures for supervision, processing, and storage of food and agricultural products.
- (d) *Price control and rationing.* Measures for establishment of price control, rationing, and other measures to reduce inflation, hoarding, and black market activities.
- (e) *Property control.*
1. Procedure for assuming custody and conducting administration of property and enterprises owned wholly or in part by an enemy government, or by enemy nationals of countries other than that of the country in which operations are being conducted.
 2. Procedures for obtaining utilization of property for military purposes in accordance with existing policies and rules of international law or terms of agreement, as applicable.
- (f) *Public finance.*
1. Means for supervising civil financial operations and reestablishment thereof.
 2. Measures for securing banks and fund depositories.
 3. Currency restrictive measures.
- (g) *Civilian supply.*
1. Procedure for obtaining supplies such as food, clothing, shelter, and medical aid for disaster relief and prevention of disease and unrest.
 2. Procedure for providing other essential goods which may be necessary for the reestablishment of public order and safety.
 3. Measures for distribution of military supplies for civilian use in emergency situations.
- (h) *Public works and utilities.* Measures available under established policies for reestablishment and supervision of public works and utilities.
- (i) *Public communications.*
1. Measures available under established policies for reestablishment and supervision of public communications facilities.

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2. Restrictions on and censorship of public communications.
 3. Authorization for utilization of civilian communications for military use.
- (j) *Public transportation.*
1. Measures available under established policies for reestablishment and supervision of public transportation facilities.
 2. Authorization for utilization of civilian transportation to meet military requirements.
- (3) *Special functions.*
- (a) *Displaced persons.*
1. Measures for the control, care, and disposition of displaced persons and refugees.
 2. Instructions under established policies for evacuation of civilian communities and procedure for submitting requests for evacuation to higher headquarters for approval.
- (b) 1. Procedures for utilization of the press, radio, and motion pictures in the dissemination of information.
2. Procedure for obtaining utilization of psychological warfare and other supporting agencies.
- (c) *Arts, monuments, and archives.* Measures for assisting the local government in the recovery, rehabilitation, and preservation of historical monuments, works of art, and archives.

5. Logistics

Concise instructions relating to each of the following when not otherwise covered in SOP—

a. *Civilian Supply.* Instructions not included in paragraph 4, above, under functional activities of *Civilian supply.*

b. *Evacuation and Hospitalization.* Instructions not included in paragraph 4, above, under functional activities of *Public health* and *Displaced persons.*

c. *Transportation.* Procedure under established policies for obtaining utilization of military transportation to supplement civilian facilities. Instructions not included in paragraph 4, above, under functional activities of *Public transportation.*

d. *Service.* Availability of and procedure for obtaining utilization of military technical service facilities in CAMG operations.

e. *Miscellaneous.* Information as to any special instructions or procedures not covered above.

CLASSIFICATION

6. Personnel

Concise instructions relating to each of the following when not otherwise covered in SOP.

a. Discipline, Law, and Order. Authority and jurisdiction for the enforcement of laws, and regulations, and making arrests in assigned areas.

b. Burials and Graves Registration. Instructions pertaining to the interment of civilian dead by local citizens and reference to SOP.

c. Interior Management. Special instructions pertaining to the movement of CAMG units, additional requirements for quarters and messing facilities, and utilization of public and private buildings for military purposes.

d. Miscellaneous. Information as to any special instructions or procedures not covered above.

7. Command and Signal

Concise instructions relating to each of the following, when not otherwise covered in SOP.

a. Command Posts. Location of command posts.

b. Liaison. Requirements for establishing liaison and furnishing liaison officers.

c. Signal Communication.

(1) *General.*

(a) *Responsibility for establishing signal circuits.*

(b) *Authorization for direct communication.*

(2) *Radio.*

(a) *Radio nets.*

(b) *Limitations on radio communication.*

d. Reports. Instructions for submission of periodic CAMG reports and summaries.

e. Orders and Distribution. Distribution of CAMG operation orders or annexes thereto and reference to SOP.

.....
Commander

Appendixes
Distribution
Authentication

APPENDIX VII

Form for COMBAT CHECKLIST

For Front Line CAMG Operations Upon Initial Entry

This checklist is adaptable for use by troop commanders or front line combat CAMG personnel who are inaugurating CAMG control over communities uncovered in their advance. In order to be readily accessible, this checklist is indexed by CAMG functions. Action recommended herein consists of the principal emergency measures recommended as most highly desirable for accomplishment by front line CAMG units.

This checklist is primarily intended for use in an occupation of enemy territory but may be adapted for use in the liberation of friendly territory.

It should be understood that accomplishment of any or all of the subsequent requirements will be conditioned by the requirements of the military situation.

1. GOVERNMENTAL FUNCTIONS

a. Governmental Affairs.

- (1) Retain existing administration officials on a "stand-by" basis until CIC can adequately screen key officials.
 - (a) Where officials in key positions are not available or utilizable due to public censure or strong political implications inimical to allied policies, temporarily appoint key officials after careful consultation and deliberation with any or all of the following personalities or agencies; reputable clergymen, allied nationals in the area/or prominent local citizenry considered in sympathy with allied policies. CIC screening should be utilized.
 - (b) All identity documents, curfew exemptions, travel exceptions, and similar privilege documents should be issued on a temporary basis until conditions become stabilized.
- (2) Issue such proclamations, laws, ordinances, and notices as are authorized by higher headquarters upon initial entry into the area. See that a record of postings is kept and reported in periodic reports. See that all such publications receive widest possible publicity.

- (3) Display appropriate United States or allied flags in public center when possible and practicable.

b. Legal.

- (1) Examine and suspend, if deemed necessary, activities of all courts in the area.
- (2) Safeguard all legal records and court archives.
- (3) Where situation permits, set up and exercise summary court jurisdiction if competent personnel are available to conduct the court.

c. Public Safety.

- (1) Enforce proclamations, laws, ordinances, notices, and directives after populace has been duly informed by posting and publication.
- (2) Collect and take into custody all arms, ammunition, explosives, and other implements of war. Radio receiving sets will not be disturbed.
- (3) Reestablish local police chief and such police force as is necessary to cope with local situation, augmenting police with military police or shore patrols.
- (4) Check jails and prisons to insure that proper guards are utilized at these institutions. Only prisoners to be released are those affirmatively identified as allied POWs, political prisoners, and displaced persons not charged with criminal actions. CIC or intelligence teams should assist in screening before any releases are effected.
- (5) Keeping military routes clear of civilian traffic by posting signs, establishing static and mobile check points, issuing directives, and enforcing such measures through the civil police force. When feasible, civil police forces may be augmented to accomplish adequate control.
- (6) Reestablish the fire department and also charge it with responsibility for air raid warning and air raid shelters.
- (7) Establish guards over civilian food warehouses, public facilities, industrial, scientific, and cultural installations, using local police wherever possible.
- (8) Control the sale of liquor and narcotics.

d. Public Health.

- (1) Bury the dead, remove debris, and rehabilitate the sanitation system through the recruitment of local labor.
- (2) Assist civil administration in maintenance of sanitariums, orphanages, homes for indigent and maimed, and hospitals and

institutions for the infirm and insane by obtaining required supplies from local supply stocks.

- (3) Supervise plans to control disease.

e. Public Welfare.

- (1) Survey needs of populace concerning emergency food, shelter, and clothing requirements.
- (2) Assist local welfare officials in providing above requirements to needy civilians.

f. Public Education.

- (1) Maintain and preserve educational facilities as permitted by the requirements of the military situation.
- (2) Utilize school personnel, when politically acceptable, as fillers for administration as replacements are needed. If politically acceptable educational personnel are located, they may be advantageously utilized as advisors in the assumption of CAMG controls.

g. Labor.

- (1) Conduct survey to ascertain amount and type of available labor in the area.
- (2) Recruit civilian labor for military support purposes which are not contrary to the law of land warfare.
- (3) Order key officials to clean up debris, bury dead, and repair utilities as the situation and priorities require.

2. ECONOMIC FUNCTIONS.

a. Economics.

- (1) Survey economic structure of the area with view toward assisting any subsequent economic rehabilitation.
- (2) Insure that natural resources are not exploited for military support purposes unless absolutely essential to military operations.

b. Commerce and Industry.

- (1) Place "Off Limits" signs or guards on vital industries to protect all equipment and records and to conserve all items in short supply.
- (2) Local authorities will be held strictly responsible for the preservation of all funds, property, equipment, records, stocks of material on hand, and patents of all plants and mines.
- (3) All principal trade and industry officials not actively engaged in production for allied purposes should be ordered to survey stocks and produce a complete stock inventory as soon as practicable for subsequent report to higher headquarters.

c. Food and Agriculture.

- (1) Safeguard agricultural stocks and food supplies by guards and/or "Off Limits" signs.
- (2) Survey food stocks and requisition civilian supplies to supplement these when an emergency situation demands.
- (3) Continue farm and crop activity whenever this will not interfere with military operations.

d. Price Control and Rationing.

- (1) Continue or reestablish ration office and maintain existing rationing, price control, and local measures in full force and effect except in instances where food stocks preclude maintenance of former ration scale in full effect. Any diminution or increase in existing ration scales will be authorized only after concurrence by CAMG authorities.
- (2) Take every measure possible to prevent hoarding and black marketing.
- (3) Control requisitions and purchases by the military which injure the local economy.

e. Property Control. Insofar as the situation will permit, see that properties in the following categories are safeguarded and/or placed "Off Limits."

- (1) Property of enemy nationals capable of direct military usage.
- (2) Property of allied nationals.
- (3) Property and enterprises owned wholly or in part by an enemy government or by enemy nationals of countries other than the one occupied.
- (4) Property which has a vital usage for maintenance of the civilian economy where owner or management is unknown or absent.

f. Public Finance.

- (1) Secure and safeguard banks and principal financial institutions.
- (2) If deemed necessary, close financial institutions until directives and military situation permit normal resumption of their activities.
- (3) Safeguard all financial records from spoilation, looting, damage, or destruction.

g. Civilian Supply.

- (1) Safeguard captured and essential civilian supplies.
- (2) Make requisitions through normal supply channels for emergency civilian supplies of clothing, food, or medical items when the situation demands and local stocks are unavailable.
- (3) Report to higher headquarters any excess stocks in the area which can be used for civilian supply purposes.

3. PUBLIC FACILITIES FUNCTIONS

a. Public Works and Utilities, Public Communications, and Transportation.

- (1) Survey above facilities to determine requirements for operation of essential services.
- (2) Insure that civilian administration exercises initial priority in rehabilitation of public works, utilities, communications, and transportation, which provide our troops with facilities.
- (3) Requisition and/or cannibalize parts to mobilize transportation, communications, and utilities to an operational stage, utilize Engineer and Signal units where necessary.
- (4) Safeguard transportation, communications, and oil storage installations in order to keep highest possible operation of normal functions.
- (5) Control communications facilities and restrict to Army and essential civilian usage.

4. SPECIAL FUNCTIONS.

a. Displaced Persons.

- (1) Set up displaced person and refugee assembly centers and appoint or delegate chief officials of ethnological groups.
- (2) Arrange for issuance of rations from local stocks in same ratio as civilian populace ration scale.
- (3) Arrange for medical supplies, clothing, and such other civilian supplies as are immediately needed from local stocks.
- (4) In the absence of local supplies to cope with requirements, requisition civilian supplies through prescribed supply channels.
- (5) Report numbers and identifications of displaced persons and/or refugees to their respective allied officers.

b. Civil Information.

- (1) Safeguard, and close if deemed necessary, all public and private information media until competent allied CAMG and/or Psychological Warfare personnel can assume charge of these installations.
- (2) Have all operating personnel of newspapers, journals, and radio/TV installations stand by until needed or directives authorize their resumption of activities under competent supervision. Printing presses should be utilized to duplicate such forms and proclamations, laws, and other military government publications which are immediately needed.

c. Arts, Monuments and Archives.

- (1) Secure and protect fine arts and monuments, and archives by the use of guards and "Off Limits" signs.

- (2) Caution troops to refrain from desecration of objects of art and local fetishes and symbols unless directed to be destroyed by competent authority.

5. MISCELLANEOUS

a. Constantly see that troops are reindoctrinated as to their rights, obligations, and responsibilities in the occupied country.

b. Stress to troop commanders and their personnel that the laws of land warfare must be rigidly enforced.

- (1) Emphasize that the policy of "stern courtesy" should predominate in their relationships with civilians.
- (2) Emphasize that billeting, contacts with civilian administration, and requisitions from local resources should be cleared and coordinated through CAMG agencies or duly appointed representatives.
- (3) Emphasize that troops should keep out of local and central government offices, banks, courts, post offices, factories, food warehouses, and similar institutions unless absolutely necessary.
- (4) Emphasize that troops should not buy rationed food and should respect local fixed prices.
- (5) Emphasize that troops will respect CAMG regulations and "Off Limits" signs.
- (6) Emphasize that troops will be denied access to monuments, museums, and other buildings and sites indicated in the official lists of protected monuments; warehouses and enemy dumps containing food and other valuable supplies; and churches and other religious premises except for the purpose of attending regular church services.
- (7) Emphasize that troops will not use for military purposes the monuments and other buildings and sites included in the official list of protected monuments.
- (8) Emphasize to all personnel—
 - (a) That they, individually, are personal representatives and symbols of the military, economic, and moral power of the United States and/or its allies.
 - (b) That they must maintain an attitude which will be at all times fair, impartial, dignified, and a credit to the United States.

c. Any derelictions of the above are a transgression of discipline and good conduct and should be dealt with accordingly.

APPENDIX VIII

CLASSIFICATION

Example of a Checklist for a CAMG Inspection

SUBJECT: Periodic Inspection Checklist for CAMG Units in Country X.

TO: Corps and Division Commanders; CAMG Unit Commanders.

1. Attached hereto is a Periodic Inspection Checklist for CAMG units operating in Country X. The Checklist is divided into Sections A and B. Section A includes points on the general housekeeping of the unit, which are observed by the inspecting officer during the period of his visit. CAMG unit personnel will not be interrogated on any of these points. Section B includes points of a progress nature, i.e., items which must be accomplished by the unit. The investigator may discuss these points with personnel of CAMG Groups and Companies and make such explanatory notes as are necessary.

2. Do not be critical of all *apparent minor deficiencies*, since the action taken may have been performed in the most expeditious manner. The best constructive results are obtained if the information sought is developed during conversation with the members of CAMG Groups and Companies, and by observation of their activities. It is by this method that efficient phases of the unit's operations are brought to light and deficiencies exposed. Groups and Companies have much to contribute to CAMG operations, and the inspector should encourage constructive suggestions. Notes should be made of any existing problems which are brought to light, and of items that merit criticism or commendation.

3. This Checklist may be used by Corps and Division inspecting officers in making periodic inspections of CAMG units. It will also serve to give units a general outline of the various aspects of the CAMG activity which will be investigated.

4. The following procedure is suggested to all inspecting officers:

a. Inform yourself before making the visit:

(1) By reading the unit's latest reports and surveys.

(2) By becoming familiar with the unit's problems as stated in its reports.

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- (3) By becoming familiar with the unit's jurisdictional boundaries.
 - (4) By checking with appropriate CAMG subsections for action taken, or to be taken, on requests made by the unit.
 - (5) By keeping a file of the latest directives and letters of instruction on hand, and to be sufficiently familiar with all their provisions to be able to discuss them intelligently.
 - (6) By reading the unit journal before initiating the discussion.
- b. Upon arrival at the unit, state:
- (1) Purpose of your visit to the unit CO.
 - (2) That the inspection will be conducted by discussions and observations made of his unit and a check of his jurisdictional area.
 - (3) That observations and suggestions concerning the improvement of efficiency of the unit and the extent of adherence to CAMG policies will be made upon completion of the inspection.

PERIODIC INSPECTION CHECKLIST FOR CAMG UNITS

UNIT.....JURISDICTION.....

DATE VISITED.....DATE OPERATIONS BEGAN IN PRESENT JURISDICTION.....

RATING OF UNIT (BASIS OF 100).....

INSPECTING OFFICER.....
(Name and Rank—Unit)

LOCATION

- a. Town.....
- b. Office..... Phone.....
- c. Billets..... Phone.....

SECTION A—OBSERVATION

<u>1. GENERAL</u>	<u>Yes</u>	<u>No</u>	<u>None</u>	<u>See Note</u>
a. CAMG signs conspicuously spotted at town entrances.				
b. Civilians show signs of returning to normal life.				
c. Security precautions for CAMG office adequate.				
d. Retail establishments operating.				

2. CAMG PERSONNEL

- a. Personnel busily engaged in essential duties.

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Yes No None See
Note

- b. Unit personnel are observed to have:
 - (1) Neat appearance.
 - (2) Good military posture.
 - (3) Good military discipline.
- c. Personnel adequate to accomplish mission.

3. CAMG OFFICE

a. Exterior

- (1) Centrally located.
- (2) Large enough for unit offices.
- (3) Building has dignified appearance.
- (4) Flags are displayed.
- (5) Garage space or parking lot near.
- (6) Building occupied solely by CAMG personnel.
- (7) Building within walking distance of chief civil official.
- (8) Civilian police posted at entrance.
- (9) Civilian police show military courtesy as U.S. and Allied personnel approach.

b. Reception Room

- (1) Comfortable.
- (2) Sufficient seating space.
- (3) Businesslike atmosphere prevails.
- (4) Separate seating space for civilian and military.
- (5) Receptionist (soldier) present.
- (6) Interpreter present.
- (7) Visitor's requests handled individually.
- (8) Receptionist and interpreter neat, efficient, courteous.
- (9) Military visitors granted priority over civilians.
- (10) Information available at receptionist desk:
 - (a) Road map
 - (b) Town plan
 - (c) Directory of civil officials
 - (d) Directory of important civilian establishments

CLASSIFICATION

- | | <u>Yes</u> | <u>No</u> | <u>None</u> | <u>See
Note</u> |
|--|------------|-----------|-------------|---------------------|
|--|------------|-----------|-------------|---------------------|
- (11) No classified documents are left in reception room.
- c. Office Space*
- (1) Office furniture is practical.
 - (2) Inter-office communication operating (if essential).
 - (3) Each EM has space allocation for his work.
 - (4) War trophies, and the like, are not displayed.
- d. CO's Office*
- (1) Private office.
 - (2) Office well enough away to avoid distraction.
 - (3) Map present defining unit jurisdictional boundaries.
 - (4) Area map present showing important industrial, utility, communication, etc., installations.
 - (5) Latest summaries of unit operations, charted/edited.
- e. Specialists' Offices*
- (1) Each specialist has a private office or desk space.
 - (2) Each specialist has a map showing his installations well defined.
 - (3) Each specialist has readily available his latest survey.
 - (4) Each specialist has readily available governing texts and directives.
- f. Operational/Administration*
- (1) Log (incoming-outgoing mail).
 - (2) Civilian and military visitors diary.
 - (3) Message blanks.
 - (4) Journal (current events).
 - (5) War Diary.
 - (6) Work Progress Record.
 - (7) Files, system utilized (decimal system where necessary).

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	<u>Yes</u>	<u>No</u>	<u>None</u>	<u>See Note</u>
4. <u>CAMG BILLETS</u>				
a. Convenient to offices.				
b. Safeguarded.				
c. Physical arrangement.				
(1) CO, separate room.				
(2) Officers and EM in separate places.				
(3) Recreation rooms.				
d. Messes				
(1) Officers, EM, and civilians separated.				
(2) Cooks.				
(3) Civilian service.				
(4) Supplies received satisfactorily.				

SECTION B—OBSERVATION AND INTERROGATION

1. GOVERNMENTAL FUNCTIONS

- a. *Governmental Affairs*
- (1) All civil officials contacted, screened by CIC.
 - (2) Unsatisfactory officials dismissed and vacated posts filled.
 - (3) Civilian officials instructed as to duties and conduct.
 - (4) Records surveyed for possible use.
 - (5) Governmental setup adequate for next 30 days.
- b. *Legal*
- (1) Local native courts surveyed and closed.
 - (2) Machinery for reopening courts organized.
 - (3) Military Government courts functioning.
 - (4) Prescribed oaths of office taken by judges, notaries, prosecutors, lawyers.
 - (5) All civilian claims against U. S. transmitted to proper agency.
- c. *Public Safety*
- (1) Proclamations, notices, etc., posted, dated.
 - (2) Police organized, operating.

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	<u>Yes</u>	<u>No</u>	<u>None</u>	<u>See Note</u>
(3) Mines, hazardous buildings cleared, marked.				
(4) Fire department organized, operating.				
(5) Liaison with CIC, PM, tactical units established.				
(6) Arms, radio transmitters, collected.				
(7) Cameras, field glasses, radio receivers collected or impounded, if required.				
(8) Pass system organized.				
(a) Pass system operating efficiently.				
(b) Civilian check points, static and mobile, established.				
(9) Curfew regulations being enforced.				
(10) Prescribed registration completed.				
(11) All persons on "black list" arrested.				
(12) All arrests recorded and reported through channels.				
(13) Political activity investigated.				
(14) Essential utilities, public works, industries, banks securely guarded.				
(15) Police and civil administrative records, archives, and works of art seized and guarded.				
(16) Civilian officials and appointees screened with CIC assistance.				
(17) Prison facilities, personnel checked. Minimum sanitation requirements met.				
 <i>d. Public Health</i>				
(1) Dead soldiers, civilians, animals, buried.				
(2) Civilian hospitals checked and operating.				
(3) Number of vacant hospital beds reported.				
(4) Doctors, nurses, midwives surveyed, organized.				
(5) Health Department officer functioning.				
(6) Water checked for contamination.				
(7) Sewage system operating.				

CLASSIFICATION

	<u>Yes</u>	<u>No</u>	<u>None</u>	<u>See Note</u>
<i>e. Public Welfare.</i>				
(1) Supervision of public welfare agencies and organizations.				
(2) Military assistance to public and private welfare agencies where necessary.				
(3) Public welfare agencies functioning.				
<i>f. Public Education.</i>				
(1) Adequate supervision over education system including public and private schools.				
(2) Rehabilitation of public and private schools.				
(a) Military assistance for rehabilitation or construction.				
(b) Schools operating.				
(3) Rehabilitation of churches.				
(a) Protection of freedom of worship.				
(b) Churches operating.				
<i>g. Labor.</i>				
(1) Available labor registered and reported.				
(2) Labor office set up.				
(3) Labor needs of military being met. (If not, explain under notes.)				
2. <u>ECONOMIC FUNCTIONS.</u>				
<i>a. Economics.</i>				
(1) Industries surveyed, reported.				
(2) Essential industries operating.				
<i>b. Commerce and Industry.</i>				
(1) Rehabilitation of production facilities.				
(2) Adequate coal, oil, other fuel for industry.				
(3) Military assistance in rehabilitation of production facilities.				
<i>c. Food and Agriculture.</i>				
(1) Food surpluses, deficiencies, reported, investigated.				
(2) Fisheries, forestries, operating.				

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Yes No None See
Note

- (3) People moved from urban to rural areas to alleviate suffering as required.
- (4) Agricultural organizations and bureaus, reconstituted, operating.

d. Price Control and Rationing.

- (1) Price control and rationing set up, operating.
- (2) Appropriate counterinflationary measures taken.

e. Property Control.

- (1) Adequate control and administration of property designated for control.
- (2) Supervision over requisition of private property for military use.
- (3) Adequate protection of records of title, transfers, other property transactions.
- (4) Property custodians appointed where required.

f. Public Finance.

- (1) Banks safeguarded.
- (2) Instructions given to banks.
- (3) Instructions to finance officials delivered.
- (4) Access to safe deposits controlled.
- (5) Accounts blocked by banks.
- (6) Balance sheet, accounts list, sent to central bank or ready for delivery.
- (7) Foreign exchange assets, sent to central bank or ready for delivery.
- (8) Banks reopened. (Give number under note.)
- (9) Notices of custody posted when required.
- (10) Postal financial services started.

g. Civilian Supply.

- (1) Essential civilian supplies safeguarded.
- (2) Needed supplies received.
- (3) Adequate arrangement for storage and issue of civilian supplies.
- (4) Proper accounting system for receipt and issue.

CLASSIFICATION

Yes No None See
Note

3. PUBLIC FACILITIES FUNCTIONS.

a. Public Works and Utilities.

- (1) Supervision over public works and utilities.
- (2) Steps taken to guard essential installations of this nature.
- (3) Military assistance in rehabilitating public works and utilities.
- (4) Essential facilities operating.
 - (a) Gas.
 - (b) Electric.
 - (c) Water.
 - (d) Sewage.

b. Public Communications.

- (1) Supervision over public communications.
- (2) Safeguard of public communications.
- (3) Military assistance in rehabilitating public communications.
- (4) Essential facilities operating.
 - (a) Telephone.
 - (b) Telegraph.
 - (c) Postal system.
 - (d) Radio.
 - (e) Television.
- (5) Adequate restrictions and censorship of public communications.

c. Public Transportation.

- (1) Supervision over public transportation.
- (2) Safeguard of public transportation where necessary.
- (3) Military assistance in rehabilitating public transportation.
- (4) Essential facilities operating.
 - (a) Rail.
 - (b) Road.
 - (c) Water.
 - (d) Air.

CLASSIFICATION

Yes No None See
Note

4. SPECIAL FUNCTIONS.

a. *Displaced Persons.*

- (1) DPs, refugees, billeted, registered, reported
 - (a) Billets fulfill sanitary requirements.
 - (b) Food and water requirements met.
- (2) DP camp sites surveyed, reported.
- (3) Imported food furnished only under established policy.

b. *Civil Information.*

- (1) Supervision and control of public information media.
- (2) Coordination with psychological warfare units.
- (3) Newsprint stocks impounded where necessary, and reported.
- (4) Printing and publishing facilities surveyed, reported.

c. *Arts, Monuments, and Archives.*

- (1) Monuments, art, surveyed, reported.
- (2) Safeguarded where necessary, including steps to prevent wanton damage by troops.
- (3) Archives located, guarded.

5. OPERATIONS, TRAINING AND INTELLIGENCE.

a. *Deployment.*

Unit in pinpointed location/on interim assignment.

b. *Operation Reports and History.*

- (1) All operation reports submitted.
- (2) All functional reports submitted.
- (3) All historical information furnished.

c. *Training and Inspections.*

- (1) Unit/individual training prior to present assignment.
- (2) Previous periodic inspections — how many.

CLASSIFICATION

- | | <u>Yes</u> | <u>No</u> | <u>None</u> | <u>See
Note</u> |
|---|------------|-----------|-------------|---------------------|
| <i>d. Internal Security and Information.</i> | | | | |
| (1) Civilian attitude surveyed/reported.
Civilian attitude toward Military
Government checked. | | | | |
| (2) Combat information (enemy records,
documents maps, etc.) being reported? | | | | |
| (3) Intelligence of special interest to
CAMG collected, evaluated, and re-
ported. | | | | |
| <i>e. Miscellaneous.</i> | | | | |
| (1) Unit's outstanding accomplishments
(list under notes). | | | | |
| (2) Unit's new methods or forms used
(attach samples or explain). | | | | |
| (3) Disposition of personnel and special
means of CAMG control of outlying
districts. (List under notes.) | | | | |

6. UNIT NEEDS.

— NOTES —

(Use additional sheets if necessary)

APPENDIX IX CLASSIFICATION Form for CAMG Intelligence Collection Plan

Essential Elements of Information	Analysis of Essential Elements of Information (Indications)	Collecting Agency or Source	Specific Request or Orders to Agency	When and How to Report
1. What is the attitude of the populace toward CAMG authority?	<p>1a. Behavior or conduct indicating--</p> <p>(1) Confidence and trust through compliance with CAMG laws, etc.; acceptance of change; approval of civilians selected for positions of authority; lack of support of resistance movements.</p> <p>(2) Cooperation as shown by reporting violators of CAMG laws; making constructive suggestions.</p> <p>(3) Doubt and suspicion as manifest by ill-tempered compliance; reluctance to accept employment with CAMG;</p>	All Branches	<p>1a. Include a short summary of any change in attitude noted during the period giving details of specific actions, which indicate any of the following--</p> <p>(1) Confidence and cooperation</p> <p>(2) Doubt and suspicion</p> <p>(3) Apathy and indifference.</p>	1a. Include in periodic report.
		Civil Information	<p>b. In addition to the above, include questions in public opinion questionnaire that indicate which of the three attitudes listed under 1a above is prevalent.</p>	1b. Same as 1a.
			<p>c. Analyze all press releases not censored prior to publication, and statements of radio commentators to detect criticism of CAMG operations or circulation of rumors and propo-</p>	c. Same as 1a. Include specific details.

drawing unfavorable comparison with situation in other zones.

(4) Apathy and indifference.

b. Expressions in public opinion polls.

c. Fraternalization and other friendly gestures toward the occupying forces personnel.

d. Articles in the press, radio, handbills, rumors, films, etc.

e. Clandestine or open meetings demanding changes.

Detachment Offices

ganda. Cover theatrical performances, musical recitals and films for the same purpose.

d. Make continuous study and analysis of fraternization in area, noting trends, impressions and conclusions as to trends.

e. Keep bulletin boards, trees, building walls, etc. under periodic surveillance for posters and unauthorized handbills and notices.

f. Investigate thoroughly all requests for permission to hold meetings; ascertain ostensible purpose and follow through to determine real purpose. If real purpose is other than that given at time of request, report complete details including names, number attending, time and place of meeting, and what transpired, with conclusions as to real purpose.

d. Same as 1a.

e. Report immediately to designated headquarters by fastest means available; send two copies of translated material to designated headquarters.

f. Report circumstances of unusual incidents, unauthorized meetings or misrepresentation of purpose of meetings immediately to designated headquarters by fastest available means.

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CLASSIFICATION

Essential Elements of Information	Analysis of Essential Elements of Information (Indications)	Collecting Agency or Source	Specific Request or Orders to Agency	When and How to Report
<p>2. Do migrating populations constitute a problem? What are the social and political effects of such movement?</p>	<p>2a. Tabulated record showing number and nationality of people moving into and out of the area.</p> <p>d. Indications of cause to include—</p> <ul style="list-style-type: none"> (1) Labor shortages. (2) Loss of need for workers or specialists in industry or agriculture. (3) Insufficient food, housing, clothing, or fuel. (4) Epidemic diseases. 	<p>Military Intelligence Units</p>	<p>g. Monitor all forms of communications originating with citizens for statements of interest to CAMG.</p>	<p>g. Same as 1a. Include specific details. Send two copies of the translation of such matter direct to designated headquarters.</p>
		<p>2. Displaced Persons</p>	<p>2a (1) Maintain tabulated record of number and nationality of people moving into and out of the area.</p> <p>(2) Maintain record of persons in camps; number received each week; number discharged each week. Determine destination of discharges and purpose of going there; origin of persons received and reasons for leaving former place of residence; occupation of wage earners.</p>	<p>2a. Same as 1a.</p>

<p>c. Economic and political implications of failure of emigrants to adapt themselves to community life or to be accepted by the community.</p> <p>d. Possible presence and effect of large numbers of dangerous fanatics among groups.</p>	<p>Detachment Offices</p>	<p>b. Determine reasons for large groups of people moving into or out of the area. Also determine number of political fanatics coming into the area.</p>	<p>b. Same as 1a.</p>
	<p>Labor</p>	<p>c. Maintain record of labor requirements; shortages and overages in the area by requirements such as industry and agriculture; by locations; tabulation of the unemployed by profession, skill, or occupation. Number of prescribed party members in each group.</p>	<p>c. Same as 1a.</p>
	<p>Economic</p>	<p>d. Maintain record of status of housing, food, fuel, and clothing in the area to show requirements, shortages, and overages.</p>	<p>d. Same as 1a.</p>
	<p>Public Health</p>	<p>e. Maintain record of status of health in the area to show number sick in hospitals, in homes, type of illness, probable cause, whether or not contagious.</p>	<p>e. Same as 1a.</p>

CLASSIFICATION

CLASSIFICATION

Essential Elements of Information	Analysis of Essential Elements of Information (Indications)	Collecting Agency or Source	Specific Request or Orders to Agency	When and How to Report
<p>3. What is the influence of political parties upon the populace of the area? How is it exercised? Relative strength and potency of various parties? What is the platform? Who are the leaders? What social and economic group supports each party? Do large groups or organizations contribute to the support of certain parties? What parties are gaining in public support? Which are losing?</p>	<p>3a. Registration of political party. b. Political meetings and rallies. c. Membership drives and campaigns or other tactics used to stimulate party membership. d. Party funds. e. Party publicity. f. Public reception and interest in party platform and activity. g. Evidence of influence from outside the area.</p>	<p>Civil Information</p>	<p>f. Determine political significance of migrating populations and degree to which they adapt themselves to community life and/or are accepted by the community.</p>	<p>f. Same as 1a.</p>
		<p>Civil Information</p>	<p>3a. Study press releases and opinions expressed in public opinion polls; listen in on radio broadcasts; have representatives attend political rallies or meetings having political significance. Analyze data from all available sources to determine—</p> <p>(1) Relative strength and popularity of various parties with reasons for popularity</p> <p>(2) Changes in regular policies and procedures or nonconformity with established procedures.</p>	<p>3a. Same as 1a.</p>

<p><i>h.</i> Allegiance of any local group or element to a central party or organization.</p>	<p>(3) Social and economic status of party membership, i.e., urban, rural, literate and illiterate, etc.</p>	
<p><i>i.</i> Failure of membership to show allegiance to own party in local election.</p>	<p>(4) Methods used to gain new members.</p>	
<p><i>j.</i> Political attitudes, allegiances, interest and activities of returning or repatriated individuals to the area.</p>	<p>(5) Amount and source of income.</p>	
<p><i>k.</i> Power struggles within the elite group of party organs and underlying reasons.</p>	<p>(6) Expenditures.</p>	
<p><i>l.</i> Deviations from policy or propaganda line by key party members.</p>	<p>(7) Party affiliations with other parties, groups, etc. Investigate scope of party program and evidence of influence from outside the area.</p>	
<p><i>m.</i> Defections of key members or groups from party and reasons for these defections.</p>	<p><i>b.</i> Examine records of political parties to determine to what extent support is being given to groups and organizations by contributions of services, money, or supplies.</p>	<p><i>b.</i> Same as 1a.</p>
<p>Detachment Offices</p>	<p><i>c.</i> (1) Same as 1e and 1f.</p>	<p><i>c.</i> (1) Same as 1e and 1f. (2) Same as 1a.</p>

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Essential Elements of Information	Analysis of Essential Elements of Information (Indications)	Collecting Agency or Source	Specific Request or Orders to Agency	When and How to Report
4. What economic problems are serious in the area? What are their causes? What will be the estimated duration?	<p>4a. Economic disruption as evidenced by—</p> <ol style="list-style-type: none"> (1) Food shortages (2) Fuel shortages (3) Lack of adequate housing (4) Transportation shortage (5) Excessive unemployment (6) Serious floods or drought (7) Disorganization of normal trade and production systems 	<p>Military Intelligence Units</p>	<p>(2) Observe political attitudes, allegiances, interests and activities of returning or repatriated natives.</p>	<p>d. Same as 1a.</p>
4. What economic problems are serious in the area? What are their causes? What will be the estimated duration?	<p>4a. Economic disruption as evidenced by—</p> <ol style="list-style-type: none"> (1) Food shortages (2) Fuel shortages (3) Lack of adequate housing (4) Transportation shortage (5) Excessive unemployment (6) Serious floods or drought (7) Disorganization of normal trade and production systems 	<p>Economic and Related Functional Specialties.</p>	<p>d Peruse mail of recently returned or repatriated natives to determine political attitudes, allegiances, interests, and activities.</p> <p>4a. Maintain continuing study of economic situation as it might disrupt standards of living in the area. Analyze results of food and fuel shortages, lack of adequate housing; lack of transportation to move commodities within area; effect of shutdown of essential or vital industries; probable results of unemployment caused by layoff of workmen; effect of serious floods or draughts on agriculture and industry; existence of undistri-</p>	<p>4a. Same as 1a.</p>

<p><i>b.</i> Existence of undistributable surpluses.</p> <p><i>c.</i> Bank failure or runs on financial institutions.</p> <p><i>d.</i> Hoarding of currencies, commodity barter and black market activities.</p> <p><i>e.</i> Widespread complaint on economic difficulties.</p> <p><i>f.</i> Lack of confidence in the currency.</p>	<p>butable surpluses; hoarding of commodities; cause and duration of black market as it pertains to items necessary for health, comfort, or well-being of populace.</p>	<p><i>b.</i> Same as 1<i>a.</i></p>
<p>Public Finance</p>	<p><i>b.</i> Make a continuous study to determine those conditions which might lead to bank failures or runs on financial institutions; amount of currency being hoarded; relation of value of currency in circulation to the value of commodities available for purchase; lack of confidence in the currency and/or banking institutions in the area as evidenced by a cheapening of the purchasing power of the monetary unit by the transfer of currency from the area to other areas; effect of black market activity on stability of the currency.</p>	<p><i>c.</i> Same as 2<i>b.</i></p> <p><i>d.</i> Maintain a tabular record of number of arrests for black market activities.</p>
<p>Labor</p> <p>Public Safety</p>	<p><i>c.</i> Same as 2<i>b.</i></p> <p><i>d.</i> Maintain a tabular record of number of arrests for black market activities.</p>	<p><i>c.</i> Same as 2<i>b.</i></p> <p><i>d.</i> Same as 1<i>a.</i></p>

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Essential Elements of Information	Analysis of Essential Elements of Information (Indications)	Collecting Agency or Source	Specific Request or Orders to Agency	When and How to Report
5. What is the extent of crime and misdemeanor on the area?	5. Number of arrests for commission of law violations over and above what is normal. Type of violation, frequency, against whom committed and whether increasing or decreasing.	Detachment Offices	<p>e. (1) Follow up all complaints on economic difficulties; determine cause of complaints and whether or not justified.</p> <p>(2) Use all available means to detect black market activities within the area.</p>	e. Same as 1a.
6. What are the attitudes of educators or leaders	6.a. Degree of success or failure of reorientation programs	Military Intelligence	f. Recapitulate various types of complaints pertaining to economic difficulties as found in letters written by natives or overheard in telephone conversations between natives.	f. Same as 1a.
		5. Public Safety	5. Be alert to detect technical compliance with rules, regulations, laws, proclamations, and instructions while attempting to thwart the purpose of the law by evading its scope or retarding its implementation.	5. Same as 1a. Render informal report by telephone or memorandum to designated headquarters when first detected or suspected.
		6. Public Education	6. Maintain a constant study of attitude of teachers and edu-	6. Same as 1a.

<p>of schools and universities? What are they teaching? What are their qualifications, backgrounds, beliefs, ideas advocated, and the strength of their following?</p>	<p>toward principles underlying U. S. policy.</p> <p>b. Organization of secret societies in colleges and schools.</p> <p>c. Presentation of lectures and theories directed against U. S. objectives and policies, methods used, and results obtained.</p>	<p>cators to determine; what they are teaching, strength of their following, methods used to eliminate or perpetuate ideologies inimical to U. S. policy. Determine degree of success or failure of reorientation programs toward U. S. policy. Detect organization of secret societies in colleges or schools. Examine critically lectures and theories directed against U. S. policies. Analyze reactions of students to such lectures and theories. Determine to what extent native youth is regimented in schools and colleges. Report all student demonstrations; determine causes. Ascertain influence exerted upon students by political parties or other outside groups; what junior organizations are being developed among the student body. Detect efforts being used, if any, to restrict school attendance to those students approved or satisfactory to certain groups or organizations.</p>
<p>d. Regimentation of local youth in schools and colleges.</p>	<p>d. Regimentation of local youth in schools and colleges.</p> <p>e. Student demonstrations.</p>	<p>mine to what extent native youth is regimented in schools and colleges. Report all student demonstrations; determine causes. Ascertain influence exerted upon students by political parties or other outside groups; what junior organizations are being developed among the student body. Detect efforts being used, if any, to restrict school attendance to those students approved or satisfactory to certain groups or organizations.</p>
<p>f. Influence exerted by political parties or other outside groups; efforts to set up junior organizations to develop student following.</p>	<p>f. Influence exerted by political parties or other outside groups; efforts to set up junior organizations to develop student following.</p> <p>g. Efforts toward restricting attendance to politically approved or satisfactory individuals.</p>	<p>mine to what extent native youth is regimented in schools and colleges. Report all student demonstrations; determine causes. Ascertain influence exerted upon students by political parties or other outside groups; what junior organizations are being developed among the student body. Detect efforts being used, if any, to restrict school attendance to those students approved or satisfactory to certain groups or organizations.</p>
<p>g. Efforts toward restricting attendance to politically approved or satisfactory individuals.</p>	<p>g. Efforts toward restricting attendance to politically approved or satisfactory individuals.</p>	<p>mine to what extent native youth is regimented in schools and colleges. Report all student demonstrations; determine causes. Ascertain influence exerted upon students by political parties or other outside groups; what junior organizations are being developed among the student body. Detect efforts being used, if any, to restrict school attendance to those students approved or satisfactory to certain groups or organizations.</p>

CLASSIFICATION

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Notes

1. The intelligence worksheet is most conveniently prepared in columnar form. The advantage is in the concise presentation of each EEI, together with the analysis of the element into indicators, the probable sources of information about the various indicators, the specific mission, and the reporting procedures to be applied to each.

2. Form. *a.* Column one lists the Essential Elements of Information generally in order of importance. EEI's may include some or all of the foregoing as well as others, depending on the situation.

b. In column two there is the result of a mental analysis of each EEI listing indications or points of evidence that shed light on the questions implicit in the EEI.

c. Column three indicates the probable best collecting agency or best source of the needed item of information.

d. Column four delineates specific instructions for gathering information, as well as instructions relative to assembling, evaluating and reporting.

e. Column five prescribes when and where, and how to report.

APPENDIX X

Form of Initial Civil Affairs Proclamation for Use in Liberated Territory

PROCLAMATION TO THE PEOPLE OF _____:

As Supreme Commander of the Allied Expeditionary Force I salute the.....People. It is an honor to participate in the restoration of the freedom and independence for which you have been fighting during all these years, regardless of privation, suffering and sacrifice. Your efforts have not only served the cause of....., but have been of signal importance as a shining example in our joint struggle against oppression and violence.

The presence in.....of the Allied Forces under my command has been effected in full unity and agreement with the..... My forces include.....military, naval and air force units. Together with the men of the..... merchant marine they have been fighting at our side and their efforts have contributed conspicuously to our common cause.

My Forces have come to complete the liberation of your country and to secure final victory over the enemy. As soon as this task has been discharged those Forces which are not..... will be withdrawn.

But there is still much that remains to be done. Therefore, until further notice, in areas affected by military operations my authority may be supreme to the full extent necessitated by the military situation, and you will obey all orders which military considerations may require. However, I have anticipated that the decrees and regulations demanded by the situation will be issued by the.....Government or its representatives, and it will thus not be necessary for me to exercise control over your public and private actions.

The Allies salute you!

.....
Supreme Commander
Allied Expeditionary Force
Date.....Place.....

APPENDIX XI

Form of Initial Military Government Proclamation for Use in Occupied Territory

TO THE PEOPLE OF.....:

WHEREAS in prosecuting their war against....., it has become necessary for the armed forces of.....and.....under my command to occupy.....and

WHEREAS it is the policy of the Allied Forces not to make war upon the civilian inhabitants of the occupied territory but to protect them in the peaceful exercise of their legitimate pursuits in so far as the exigencies of war and their own behavior will permit, and

WHEREAS, in order to preserve law and order and provide for the safety and welfare both of my troops and of yourselves, it is necessary to establish Military Government in the occupied territory.

Now, therefore, I,,
General, General Officer Commanding the Allied Forces and Military Governor of the territory occupied, by virtue of the authority vested in me by....., Commander in Chief of the Allied Forces in....., do hereby proclaim as follows:

I

All powers of government and jurisdiction in the occupied territory and over its inhabitants, and final administrative responsibility are vested in me as General Officer Commanding and Military Governor, and the Allied Military Government of Occupied Territory is established to exercise these powers under my direction.

II

All persons in the occupied territory will obey promptly all orders given by me or under my authority and must refrain from all acts hostile to the troops under my command or helpful to our enemies, from all acts of violence, and from any act calculated to disturb public order in any way.

III

Your existing personal and property rights will be fully respected and your existing laws will remain in force and effect except in so far as

it may be necessary for me, in the discharge of my duties as General Officer Commanding the Allied Forces and as Military Governor, to change or supersede them by proclamation or order issued by me or under my direction.

IV

All.....civil and criminal courts and all universities, schools and educational establishments will be closed until further order of the Allied Military Government.

V

All administrative and judicial officials of the provinces and communes and all other government and municipal functionaries and employees, and all officers and employees of state, municipal or other public services, except such officials and political leaders as are removed by me, are required to continue in the performance of their duties, subject to my direction or the direction of such of my officers of the Allied Forces as may be deputed for that purpose.

VI

Further proclamations, orders and regulations issued by me or under my authority from time to time, will specify what is further required of you, and what you are forbidden to do, and these will be displayed in court-houses, police stations, post offices, or prominent public places.

VII

So long as you remain peaceable and comply with my orders, you will be subjected to no greater interference than may be inevitable in view of military exigencies.

.....
General Officer Commanding

The Allied Forces and Military Governor

Date..... Place.....

APPENDIX XII

Example of a Law Pertaining to the Circulation of Currency in Occupied Territory

LAW No. 51

CURRENCY

ARTICLE I

Allied Military Currency

1. Allied Military Currency Notes bearing local denominations and in readily distinguishable form shall be legal tender in the occupied territory for the payment of any debt expressed in the terms of the local currency.

2. Allied Military Currency Notes will in all respects be equivalent to any other local currency which is legal tender and of equal value.

3. No person shall discriminate between Allied Military Currency Notes and any other local currency which is legal tender and of equal value.

ARTICLE II

Prohibited Transactions

4. Except as authorized by the Military Governor, no person shall make or enter, or offer to enter, into any arrangement or transaction providing for payment in or delivery of a currency other than Allied Military Currency or Notes or local currency which is legal tender and of equal value.

5. Any person violating any provision of this Law shall, upon conviction by a Military Government Court, be liable to any lawful punishment, other than death, as the Court may determine.

ARTICLE III

Penalties

6. Any person violating any provision of this Law shall, upon conviction by a Military Government Court, be liable to any lawful punishment, other than death, as the Court may determine.

ARTICLE IV

Effective Date

7. This Law shall become effective upon the date of its first promulgation.

J. A. WHITE

General, United States Army

Military Governor

APPENDIX XIII

Example of an Ordinance Published in Occupied Territory Specifying Penalties for Crimes and Offences

ORDINANCE NO. 4

PROHIBITION OF WEARING OF.....MILITARY UNIFORMS

ARTICLE I

1. No former member of the.....armed forces and no other civilian shall at any time wear or display on his person or clothing any military decorations, medals, insignia, or badges of rank or any miniatures thereof.

ARTICLE II

2. From the effective date of this article, no former member of the.....armed forces and no other civilian shall at any time wear a.....military uniform, or any part thereof, in its regulation color and pattern.

3. The wearing of garments which have been produced by dyeing a uniform a color other than blue or olive drab or by remodelling it into a civilian pattern will be permitted, provided such dyed or remodelled garment may not be readily identified as a uniform. This provision does not apply to headgear of any.....military uniform, which will in no event be worn.

ARTICLE III

4. The term “.....military uniform” shall mean any uniform of—

- (a) any branch of the.....armed forces, including any.....armed forces prior to.....
- (b) the.....Party, its formations or affiliated or supervised organizations, and
- (c) any.....para-military organization, and any police uniforms similar thereto, and shall include all

outer garments including shirts and headgear but not including boots, shoes, or socks.

ARTICLE IV

5. The term "insignia" shall include but shall not be limited to collar, sleeve or shoulder ornaments or devices, distinctive braid, and distinctive buttons of any of the organizations listed in article III.

6. The term "military decorations and medals" shall include but not be limited to decorations and medals awarded to military personnel or to civilians for services related to the organizations listed in article III, or for any other services related to military operations, but will not include decorations or medals granted or authorized by the government of any of the United Nations.

7. The term "military insignia and badges of rank" means insignia and badges of rank of any of the organizations listed in article III.

ARTICLE V

8. The senior official at each level of Government will initiate and carry out a program for the remodelling and dyeing of uniforms and for the collection and distribution of clothing to those without other adequate clothing whose uniforms are not adaptable to remodelling or dyeing, the senior official at each level being responsible for the distribution of clothing as between communities within the areas under his jurisdiction. For these purposes, mayors and county councillors shall have power to requisition surplus clothing. Without limiting individual responsibility hereunder, mayors and county councillors shall be responsible for insuring compliance within their areas of the terms of articles I, II and III hereto.

ARTICLE VI

9. Any person violating any of the provisions of this Ordinance shall upon conviction by a Military Government Court be liable to any lawful punishment, other than death as the Court may determine.

ARTICLE VII

10. Articles II and III of this Ordinance shall become effective on Articles I, IV, V and VI shall become effective on

J. A. WHITE
General, United States Army
Military Governor

APPENDIX XIV

Example of a Notice Specifying Hours of Curfew in Occupied Territory

NOTICE

CURFEW

Until further notice no person within
will be permitted to circulate on the streets or outside his own house
without a permit of Military Government authorities between the hours
of and

Any persons found in the streets without such permit between those
hours will be severely punished.

All persons are further warned that military guards are instructed to
shoot any person seen outside his house after hours attempting to hide
or escape.

W. F. BROWN

Major General, United States Army

Commanding General

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By Order of *Wilber M. Brucker*, Secretary of the Army:

MAXWELL D. TAYLOR,
General, United States Army,
Chief of Staff.

Official:

HERBERT M. JONES,
Major General, United States Army,
The Adjutant General.

Distribution:

Active Army:

COFSA	Log Comd
VCOFSA	MDW
DCSPER	Armies
ACSI	Corps
DCSOPS	Div
DCSLOG	Brig
ACSRC	Regt
CARROTC	Bn
COFF	Co
COA	Ft & Cp
CRD	USMA
CNGB	Gen & Br Svc Sch
Sp War	Army Intel Sch
CAMG	Sp War Sch
TJAG	CAMG Sch
TAG	Joint Sch
TIG	PMST Sr Div Unit
COFCH	PMST Jr Div Unit
CINFO	PMST Mil Sch Div Unit
TPMG	Gen Depot
CMH	Sup Sec, Gen Depot
Tec Svc, DA	Depot
Admin & Tec Svc Bd	AH
Hq CONARC	US Army Tng Cen
CONARC Bd	Mil Dist
Army AA Comd	MAAG
OS Maj Comd	Mil Msn
OS Base Comd	ARMA

NG: State AG; units—same as Active Army.

USAR: Same as Active Army.

For explanation of abbreviations used, see SR 320-50-1.