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Military Government Operations



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Prepared by

THE PROVOST MARSHAL GENERAL'S SCHOOL
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CHAPTER 1

INTRODUCTION

Section I. BASIC OBJECTIVES AND PRINCIPLES

1. PURPOSE

This manual is designed for the use of all personnel responsible for CA/MG operations. It supplements and implements FM 27-5, the basic CA/MG manual.

2. SCOPE

This manual covers the techniques and procedures employed in planning, supervising, and accomplishing CA/MG operations.

3. REFERENCES

For a list of pertinent references, see appendix I.

4. BASIC OBJECTIVES

The CA/MG organization is the agency within the Armed Forces that has been assigned the specific mission of controlling the inhabitants, economy, and institutions of territory occupied by the United States. In accomplishing this mission the CA/MG organization has three basic objectives:

a. To assist combat operations. The CA/MG organization directly assists combat operations in occupied

territory by such activities as controlling civilian movement; operating refugee and displaced persons camps; obtaining civilian labor for port, railroad, and communications repair and construction; and providing local materials to be utilized by the services for augmenting, increasing, or replenishing needed supplies.

b. To further national war and postwar objectives. The CA/MG organization furthers the attainment of national war and postwar objectives in occupied territory by such activities as removing from office local inhabitants with objectionable political ideologies; controlling the economy in such a manner as to reduce need for United States and allied assistance; and improving, by regulating information media, the relations between the local inhabitants and the United States.

c. To fulfill the obligations of the occupying forces under international law. The CA/MG organization assists in fulfilling the commander's obligations under international law by such activities as appointing and giving directions to local governmental officials; and by re-establishing and controlling commerce and industry, food and agriculture, and public transportation. (For the rules of land warfare that are applicable to military occupation, see FM 27-10.)

5. BASIC PRINCIPLES

The CA/MG organization applies certain basic principles in the conduct of its operations:

a. Responsibility of individuals. All military personnel are responsible for observing CA/MG prinicples and policies.

b. Centralization of CA/MG authority. Authority to conduct CA/MG operations within an area is centralized at the highest practicable level of command.

c. Flexibility of plan. CA/MG plans must be sufficiently flexible to meet changing situations.

d. Continuity of policy, planning, and operations. The maximum continuity of occupation policy, planning, and operations is a prerequisite to efficient CA/MG operations. Adequate provision must be made for the continuity of CA/MG policies, plans, and operations in strategic and tactical plans.

e. Economy of personnel. For the greatest economy in the utilization of CA/MG personnel and units, precise planning is required with regard to the area of employment, the calculation of the essential force consistent with policy decisions, and the maximum employment of personnel and units that have been trained in the conduct of CA/MG operations.

f. Utilization of local authorities. Whenever military conditions permit, direct administration of occupied territory is avoided and control is exercised through local civilian authorities.

Section II. THE CA/MG ORGANIZATION

6. COMPOSITION

a. The CA/MG organization is composed of staff sections and units. Commanders exercise the CA/MG authority that is delegated to them through these staff sections and units.

b. Each element of the CA/MG organization is specifically designed for performing CA/MG activities at a given level of government or command.

7. CA/MG STAFF SECTIONS

CA/MG staff sections are normally general staff sections (G5) at theater and subordinate commands to include divisions; they advise commanders concerning the control and utilization of the inhabitants, economy, and institutions of the occupied territory. In a large command, or where CA/MG problems are numerous, a deputy commander for CA/MG may be appointed. Under certain conditions, such as where subordinate commanders have been relieved of authority to conduct CA/MG activities, or where the entire CA/MG responsibility has been transferred from the military, CA/MG staff sections may be on special

staff levels with direct channels to the commanders. (For a detailed discussion of CA/MG staff sections, see ch. 4.)

8. CA/MG UNITS

CA/MG units are organized on either a cellular table of organization and equipment or a table of distribution basis. (For a detailed discussion of CA/MG units and unit staff, see FM 41-5.)

a. T/O&E units. The CA/MG units that are organized under cellular T/O&E 41-500A include the group, company, and platoon. The organization is flexible. The differences in the levels of government to be controlled, in the sizes of cities and other political units, and between rural and urban areas, require that CA/MG units vary in size and composition. Functional teams, in the necessary types and strengths, are assigned or attached to CA/MG units to assist the CA/MG unit commanders in controlling specialized civilian functions.

b. T/D units. In addition to the units authorized by T/O&E 41-500A, the following CA/MG units are presently authorized by tables of distribution: CA/MG area headquarters, CA/MG unit training centers, and CA/MG schools. As need for them arises, other types of CA/MG units may be authorized under tables of distribution.

c. Internal organization. Although the CA/MG group, company, and platoon have a similar internal organization, the complexity of the internal organization varies with the mission and size of the unit.

Section III. THE CA/MG STRUCTURE IN THE CONTINENTAL UNITED STATES

9. ABOVE DEPARTMENT OF THE ARMY LEVEL

a. National policy, which is formulated in its broadest aspects at the very highest levels of government, is the concern of all the branches and agencies of the United States Government. The executive branch and certain agencies of the executive branch have a concern with the CA/MG aspects of policies and operations that is relatively substantial and continuous. The President of the United States, as the Chief Executive and the Commander in Chief, has a fundamental interest in the formulation of policy for occupied territory. The National Security Council, which is a coordinating and advisory group for the President and the agencies of the Government, may be called upon to help determine policies with regard to occupied territory. The National Security Resources Board, the Department of State, the Department of Commerce, the Department of the Treasury, and the Department of Agriculture are also among the major agencies that

may be concerned with CA/MG problems and that have frequent contact with the Department of Defense and Department of the Army on CA/MG matters.

b. The national security aspects of national policies are implemented by the Department of Defense. (FM 110-5.) The Joint Chiefs of Staff, who are responsible for the preparation of strategic plans and for providing for the strategic direction of the military forces, prepare and issue CA/MG policy directives to the theater commander for implementation. The Department of the Army has been charged with the primary responsibility for the CA/MG activity. (FM 110-5.) In areas of major concern to the Navy, particularly small island areas, the Navy and Marine Corps may be charged with certain CA/MG responsibilities. CA/MG support to the Air Force is provided by the Department of the Army. Coordination at the Department of Defense level with other government organizations is essential, especially in wartime operations. A system of committees, with representatives on the committees from all interested governmental agencies, is the method of coordination usually employed.

c. In some situations it may be necessary to secure the approval of allied powers to proposed courses of action for occupied territory. In other situations it may be necessary

to secure the approval of the United Nations or of similar international organizations. In an allied operation, a combined chiefs of staff may prepare and issue CA/MG policy directives to the theater commander for implementation.

10. DEPARTMENT OF THE ARMY LEVEL

a. The Office of the Chief of Civil Affairs and Military Government is the Department of the Army staff agency that is charged with advising the Secretary of the Army; the Chief of Staff, United States Army; agencies of the Department of the Army; and, when requested, agencies of the Department of Defense on CA/MG policy, planning, programming, and implementation in the light of broad United States CA/MG policy. This office provides staff supervision, in accordance with approved policies and programs, of CA/MG activities that are the responsibility of other agencies of the Department of the Army staff; it implements those CA/MG policies and programs that are the responsibility of the Department of the Army, i.e., such as matters having economic, political, and social implications that are not the responsibility of any other agency of the Department of the Army staff. (SR 10-65-1.)

b. Under general staff guidance and supervision, acting for the Department of the Army, the Office of The Provost Marshal General plans for and supervises the mobilization

and training of CA/MG units and individuals. (SR 10-5-1 and SR 10-310-1.)

Section IV. THE CA/MG STRUCTURE IN A THEATER OF OPERATIONS

11. THE THEATER COMMANDER

a. The theater commander, guided by policy directives transmitted to him by a combined chiefs of staff or the Joint Chiefs of Staff, is normally made fully responsible for the conduct of CA/MG activities within a theater of operations. In fulfilling this responsibility he exercises such authority as may be specifically given him by the President, the Congress, a higher commander, or a higher headquarters.

b. The theater commander formulates and issues the over-all plan and broad directives necessary to coordinate the CA/MG activities of all forces under his command. The theater commander may exercise his CA/MG authority through the theater army commander, or through a designated deputy for CA/MG. He may assign some of the CA/MG activities to the theater navy, theater air force, or joint task force commanders.

12. DELEGATION OF CA/MG AUTHORITY

The theater commander may delegate his CA/MG authority to subordinate commanders in such degree and for such period of time as is necessary for the subordinate commanders to accomplish their missions. The subordinate commanders, in turn, except as limited by the higher commander, may in their discretion likewise redelegate such authority to their subordinate commanders.

a. To lower tactical commanders. The authority to conduct CA/MG activities delegated to lower tactical commanders is usually limited to control over activities of individuals and lower governmental echelons.

b. Redelegation. Each commander delegating authority to conduct CA/MG activities defines the extent and the degree to which this authority may be redelegated. As a rule, delegation of authority to conduct CA/MG activities is not made below the division level.

13. AREA RESPONSIBILITY

A commander authorized to conduct CA/MG activities is responsible for the conduct of the activities within the area assigned to him. He has CA/MG area responsibility and assigns areas of jurisdiction to, and commands all CA/MG units operating within his area.

14. THE THEATER STRUCTURE

a. When a theater of operations is organized, CA/MG staffs and units are provided at all levels down through divisions.

b. The theater CA/MG staff exercises staff supervision over all CA/MG activities in the theater, supervises the procurement and allocation of all CA/MG personnel and units, disseminates instructions on CA/MG matters to subordinate commanders, and supervises the implementation of the instructions. It coordinates with the other theater staff sections on matters of interest to those sections; particularly in assuring that requisitions on the Department of the Army provide appropriate military personnel and units, and adequate civilian supplies. The theater CA/MG staff section may contain representatives from all the services or of allied nations.

c. The theater commander may establish a CA/MG command for the purpose of exercising administrativie supervision and control of CA/MG units in the theater that have not been deployed, or he may delegate this activity to the theater army commander (par. 15 c below). The CA/MG command may be a CA/MG area headquarters or a CA/MG group. The theater CA/MG command receives CA/MG units and personnel from the continental United States; provides them with quarters, facilities, and training; and supervises changes necessary in the

composition of each unit to fit it for the precise mission to which it is assigned. The theater CA/MG command may also furnish high-level specialists for use throughout the theater.

d. A CA/MG area headquarters is established within the theater of operations for each country that is to be occupied. Each CA/MG area headquarters is based on a table of distribution that is adapted to its assigned country. The size of CA/MG area headquarters will depend on the country for which the headquarters is designed. It is employed to supervise the indigenous government at the national level; as soon as conditions permit, it becomes the supervisory unit for all CA/MG units deployed in the country.

15. THE THEATER ARMY STRUCTURE

a. The theater army commander coordinates, supervises, and controls CA/MG operations of subordinate army and army group commanders.

b. The CA/MG staff section assists the theater army commander by exercising staff supervision over the CA/MG operations of subordinate army and army group commanders; by preparing, in coordination with the other staff sections, the plans for CA/MG operations and other theater army activities; and by receiving and interpreting directives from higher headquarters.

c. A CA/MG area headquarters or a CA/MG group may be designated by the theater army commander to be the theater army CA/MG command unit. The theater army CA/MG command unit controls the activities of the CA/MG units under its command. It receives directives from the theater army CA/MG staff section in the name of the theater army commander and supervises the execution of the directives by its subordinate units.

d. CA/MG units and personnel under the command of theater army, which are not yet deployed, or which have been made excess by area consolidation, constitute the CA/MG reserve. The composition of units in the CA/MG reserve is arranged in accordance with the needs of the area in which they are to be employed.

16. THE COMMUNICATIONS ZONE STRUCTURE

a. The communications zone commander may be initially authorized to conduct CA/MG operations behind army rear boundaries. A CA/MG staff section is provided the headquarters of the communications zone commander in order to assist him to accomplish his CA/MG mission. Until such time as he is relieved of authority to conduct CA/MG operations, the communication zone commander conducts CA/MG activities through CA/MG area headquarters or CA/MG groups. Normally,

the communications zone commander takes over, in place, a functioning CA/MG organization that has been deployed in accordance with the over-all plan.

b. Authority to conduct CA/MG activities may be delegated by the communications zone commander to section, base, port, or other subdivision commanders of the communications zone, when unsettled conditions, such as partisan activities, or major retrograde movements require such action.

c. The communications zone may embrace a relatively small portion of a large country, or it may embrace all or part of two or more small countries.

(1) When the communications zone is confined to one country, the communications zone commander discharges his CA/MG responsibility through the CA/MG area headquarters unit for that country. Insofar as practicable, communications zone section boundaries and political subdivision boundaries should be made to coincide.

(2) When the communications zone encompasses two or more small countries, the communications zone commander discharges his responsibility for CA/MG through the CA/MG area headquarters units located in each country in his area.

d. The theater or theater army commander may relieve the communications zone commander of authority to conduct CA/MG operations in all or part of the communications zone. The theater or theater army commander or a designated deputy then exercises direct control over CA/MG operations in such areas.

Section V. THE EMPLOYMENT OF CA/MG UNITS

17. ASSIGNMENT AND DEPLOYMENT OF CA/MG UNITS

a. CA/MG units may be assigned to tactical and administrative commands as organic components or they may be deployed in accordance with a theater plan.

b. CA/MG units that are assigned to tactical or administrative commands remain with the commands to which they are assigned and advance as the commands advance.

c. CA/MG units that are deployed in accordance with the theater plan remain in place after deployment and exercise control over their areas so that the theater commander's objectives are achieved. The units that remain in place are controlled by the CA/MG command of the tactical or administrative area in which the units are located. As the tactical and administrative boundaries are moved forward, the CA/MG units that are deployed in an area in accordance with the theater plan pass from the control of subordinate commanders

to higher commanders authorized to conduct CA/MG activities in that area.

d. It is the responsibility of the commander authorized to conduct CA/MG activities to call forward the CA/MG units provided in the theater plan in time to deploy the units as soon as the areas to which they are assigned are uncovered.

18. FUNCTIONS OF UNITS ASSIGNED AS CA/MG COMMANDS

a. The CA/MG group. The CA/MG group is generally assigned to an army group or field army as a CA/MG command. (T/O&E 41-500A.) As a CA/MG command, it controls the activities and provides technical guidance to all the CA/MG units placed under its control. As a CA/MG command, its main functions include the following:

(1) Supervising the activities of the CA/MG units under its control as prescribed by directives of the headquarters to which it is assigned.

(2) Transmitting from subordinate units inquiries pertaining to problems that require command decisions to the headquarters to which the group is assigned.

(3) Receiving and holding, pending deployment, CA/MG units and personnel allocated to the command.

(4) Performing normal administrative functions of a higher command for its subordinate units.

(5) Conducting a CA/MG school or training center for all CA/MG units and personnel under its command.

(6) Receiving assignments from the next higher CA/MG command for its subordinate units.

(7) Accompanying the headquarters to which it is assigned.

(8) Transferring the control of CA/MG units left in place to the appropriate headquarters.

(9) Taking control of CA/MG units left in place by advancing forces.

b. The CA/MG company. The CA/MG company when assigned to a corps may function as the CA/MG command for the corps. As a CA/MG command, its functions are the same as those of the CA/MG group except that it does not conduct a CA/MG school or training center.

c. The CA/MG platoon. The CA/MG platoon when assigned to a division does not normally function as the CA/MG command of the division. Officers of the platoon may be attached to regiments to act as CA/MG assistants and advisers to regimental commanders.

19. FUNCTIONS OF UNITS DEPLOYED IN ACCORDANCE WITH THE THEATER PLAN

a. The CA/MG group. When deployed in accordance with the theater plan, the CA/MG group may be used to control a political unit that is equivalent to a province or a large city. (T/O&E 41-500A.) When the CA/MG group is utilized to control a province, it supervises and directs all provincial governmental activities and exercises control over the lesser political subdivisions in the province through its assigned companies. When the CA/MG group is used to control a very large city, it utilizes its companies to supervise the major administrative subdivisions of the municipal government.

b. The CA/MG company. The CA/MG company may be utilized to control a political unit that is smaller than a province or to control a large city. The CA/MG company usually operates under the supervision, and is a normal component, of the CA/MG group. The company exercises control over the lesser political subdivisions in its areas through its platoons. The CA/MG company is responsible for and supervises and directs governmental activities in a manner similar to the CA/MG group. When the CA/MG company is used to control a large city, it employs its platoons to supervise the major administrative sub-divisions of the city.

c. The platoon. The CA/MG platoon may be used to control a political subdivision that is equivalent to a county or a small city. The platoon is normally a component of the CA/MG company. When it supervises CA/MG activities in a political subdivision, the CA/MG platoon controls all governmental matters at its assigned level; it has similar capabilities when it is used to control a small city. The CA/MG platoon is used to perform all CA/MG functions that do not require the personnel of a larger CA/MG unit, such as operating refugee and displaced persons camps.

20. CA/MG LIAISON

a. Liaison between commanders. In order to assure uniformity of operations throughout an area, to provide for uninterrupted operations as CA/MG units pass from control of one headquarters to another, and to promote understanding and unity of purpose and action in CA/MG operations, appropriate liaison is established by responsible commanders.

b. Liaison between other military units and CA/MG units. A commander of a military organization not authorized to conduct CA/MG activities, but who may expect future responsibility for CA/MG activities in his area, is responsible for the maintenance and promotion of close liaison between his command and the CA/MG units operating in his area.

c. CA/MG unit liaison. CA/MG units establish liaison with other CA/MG units in an area to effect close coordination and cooperation on CA/MG activities.

d. Liaison with allied CA/MG organizations. In order to coordinate and promote allied CA/MG activities and to bring about close cooperation among allied units, CA/MG units and CA/MG staffs establish liaison with CA/MG organizations of allied powers during combined operations.

21. CAPABILITIES AND LIMITATIONS

An understanding of the capabilities and limitations of the CA/MG organization by the using commander is essential to the efficient employment of that organization.

a. Capabilities. The CA/MG organization, by the use of appropriate control techniques, is capable of controlling the inhabitants, economy, and institutions of the occupied territory.

(1) The controls that are applied by trained CA/MG personnel are adjusted to the given situation; the controls are continued until the necessity for further control by CA/MG is obviated. (For a detailed discussion of control of civilians, see ch. 8.)

(2) Because the CA/MG organization regulates the inhabitants, economy, and institutions of the occupied territory, it is concerned with the regulation of social processes. The social processes are the changing ways in which human beings relate themselves to one another, and are a complex and unpredictable media. The thorough integrating of CA/MG operations with the using Commander's other operations provides the basic means for controlling these social processes.

b. Limitations. National policy, treaties, and agreements limit the degree and the duration of the controls that are imposed by the CA/MG organization.

Section VI. SUPPORT OF CA/MG UNITS BY OTHER SERVICES AND AGENCIES

22. DIRECT SUPPORT

Units of other arms and services may be required to provide direct support to CA/MG units. Commanders of supporting units report directly to the CA/MG units that they have been directed to support, and receive instructions with regard to the tasks that they are to perform. The methods of performance are left to the commanders of the supporting units.

Commanders of supporting units retain full responsibility for their commands; they issue orders to their troops through their normal chains of command.

23. SECURITY GUARDS

Security guard detachments, composed of United States or allied troops, may be directed to support CA/MG 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 in coordination with military police.

g. Controlling movements of displaced persons and refugees and enforcing "standfast orders".

24. INVESTIGATION UNITS

Investigative units may be directed to support CA/MG 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 guerrillas.

25. HOSPITALS AND DISPENSARIES

Hospitals and dispensary units may be directed to support CA/MG activities by:

a. Providing substitute facilities for more permanent civilian facilities that 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.

26. CONSTRUCTION UNITS

Construction units may be directed to support CA/MG 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.

27. OTHER UNITS

Other units, as the situation may require, such as public health units, signal units, and psychological

warfare units may be assigned to, or directed to support the operations of, CA/MG units.

28. CIVILIAN AGENCIES

United States or allied civilian governmental and private agencies may support CA/MG operations in occupied territory.

a. Governmental agencies. Representatives of the Department of State, Department of the Treasury, Department of Agriculture, or similar United States agencies, may operate under, or in direct support of, CA/MG units.

b. Private agencies. Private organizations of a charitable, religious, or fraternal nature, when authorized by the theater commander, may assist CA/MG welfare and relief activities with trained personnel and supplies. Personnel of such agencies may operate under the direct supervision of CA/MG units to assist such units in the accomplishment of humanitarian objectives.

Section VII. CA/MG PERSONNEL

29. QUALIFICATIONS. Because of their great responsibility, CA/MG personnel must possess and demonstrate a high degree of intelligence, initiative, and integrity.

a. Intelligence. CA/MG personnel must know how to deal with the local inhabitants, individually and collectively. They must be able to determine the elements of the occupation

situation and to foresee the long range effect of alternate courses of CA/MG action. They must possess mature judgment with regard to CA/MG matters in order that decisions, when made, will be based upon the best available knowledge of probable future occurrences.

b. Initiative. CA/MG personnel must possess initiative. Manuals and directives cannot provide instruction on all situations that may face CA/MG officers. Decisions may have to be made that cannot await referral to higher headquarters. CA/MG personnel may likewise have to stimulate the local inhabitants into taking the initiative. When working with officials newly appointed to their positions, CA/MG personnel may have to imbue them with the desire to act whenever possible on their own initiative in assisting in the restoration of their territory.

c. Integrity. CA/MG personnel must possess the highest personal integrity. Inasmuch as they are normally authorized to remove and appoint officials and to make recommendations with regard to privileges and licenses, they may be subjected to various forms of bribery, subversion, flattery, and offers of indirect payment in order to influence the acts that they will be required to perform. In some areas, such activities are regarded as a necessary part of government, and are

developed to such a high degree that only officers of unimpeachable integrity may be entrusted with the powers that accompany CA/MG assignments.

30. ASSIGNMENT OF CA/MG PERSONNEL

a. In assigning CA/MG personnel, it must be recognized that there is a security of qualified specialists. Every effort must be made to retain the most sepcialized personnel at the echelons that are the most appropriate to their capabilities. By placing such personnel at such echelons, they will be available to advise and guide individuals less specialized at lower levels.

b. In making CA/MG assignments, such factors as age, military experience, and physical capabilities must be considered. Personnel assigned to tactical and administrative commands, for example, should be mature, have had previous military experience, and be physically capable of serving with an army, corps, or division under combat conditions.

CHAPTER 2

CONCEPTS OF OPERATIONS

Section I. GENERAL CHARACTERISTICS

31. THE NEED FOR THE CA/MG ORGANIZATION

In modern warfare, strategical and tactical considerations require that the inhabitants, economy, and institutions in occupied territory be controlled. For such control, an effective military agency that is adequately staffed and trained to deal with complex problems of a politico-military nature is required. The CA/MG organization is such an agency. It is employed by the commander to meet this need.

32. STRATEGIC EMPLOYMENT

a. The commander employes the CA/MG organization strategically to control the inhabitants, economy, and institutions in occupied territory in order to further military operations and war aims and to increase the probabilities and favorable consequences of victory.

b. He employs the CA/MG organization to make constructive use of strategic objectives as they are attained, such as seats of government and administration,

Industrial centers, and transportation hubs.

c. Seats of government, for example, are nerve centers of administration, and are usually focal points of economic activity and communications. They are symbols of unity and power, and are vital to the life of the enemy. They have a high strategic value.

d. The commander not only denies or takes from the enemy vital political administrative, industrial, commercial, mineral, and agricultural areas, but through the CA/MG organization employs these areas and their resources to:

(1) Further his mission, such as by shortening his supply lines and reducing the the drain on his material.

(2) Restore conditions of normalcy, and by so doing lessen problems of disease, unemployment, and unrest among the inhabitants.

33. TACTICAL EMPLOYMENT

a. The commander employs the CA/MG organization tactically to assist military operations by maintaining order, promoting the security of the occupying forces, mobilizing local resources, and releasing other personnel from CA/MG

type duties. He also employs the CA/MG organization to prevent civilian interference with military operations, and to prevent disease and unrest.

b. The commander also employs the CA/MG organization tactically to reduce, destroy, eliminate, or counteract enemy action through the civilian population. Enemy action may take the form of withdrawing local officials; destroying communications; removing food stocks; crowding refugees onto highways to impede military traffic; sponsoring active or passive sabotage; stimulating activities of partisan and guerrilla groups in rear areas; and infiltrating troops disguised as refugees. The CA/MG organization combats these activities tactically, re-establishing local government, opening courts, organizing a police force, re-establishing communications, facilitating collection and distribution of food, establishing collecting points and camps to control the movement of refugees, and by utilizing local police to enforce law and maintain order and to combat partisan and guerrilla groups in rear areas.

34. COMMENCEMENT OF OPERATIONS

The commander plans his CA/MG activities in advance of occupation. He utilizes the CA/MG organization in occupied

territory as soon as any portion of the area is uncovered by his forces. The CA/MG organization does not await an official proclamation of occupation to begin operations.

35. COVERAGE IN DEPTH

In planning a campaign, the commander plans for controlling occupied territory in depth, and for exercising his CA/MG authority continuously throughout the area to be taken from enemy control. He plans beyond his immediate lines of communications and his combat front, and is prepared to extend his CA/MG activities to areas abandoned by the enemy even though his forces may not have to engage the enemy to gain such areas.

36. CHAINS OF COMMAND

a. CA/MG units may operate under either of two chains of command: (1) the CA/MG chain of command or (2) the operational chain of command. Either chain or both chains may be utilized within a theater.

(1) The CA/MG chain of command is used in an area where a higher commander has not authorized, or has relieved, a subordinate commander of authority to conduct CA/MG operations. Under the CA/MG chain of command, instructions of higher

headquarters are transmitted directly to all CA/MG units in the area; intermediate area commanders are bypassed.

(2) The operational chain of command is used when subordinate commanders have been authorized to conduct CA/MG operations in their areas. Under the operational chain of command, the instructions of a higher commander for CA/MG units in the area of a lower commander are issued through normal command channels.

b. For example, when army, corps, and division commanders are delegated authority to conduct CA/MG operations the operational chain of command is in effect. Instructions of the army commander reach CA/MG units in division areas through the division commanders. On the other hand, when the army commander relieves corps and division commanders of CA/MG area responsibility, the CA/MG chain of command is in effect. Instructions of the army commander to CA/MG units in the division areas are transmitted through a CA/MG chain of command; corps and division commanders are bypassed. (For a schematic presentation of the chains of command, see figs. 1, 2, and 3.)

Figure 1. CA/HG chain of command in an army area.

Figure 2. Operational chain of command in an army area.

Figure 3. CA/HG and operational chains of command in an army area.

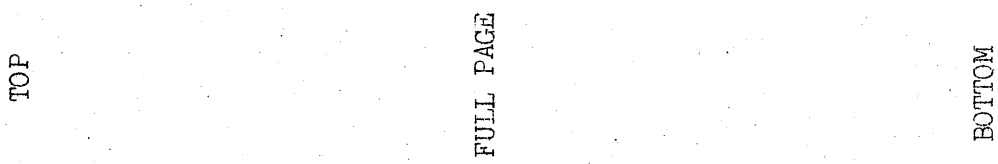
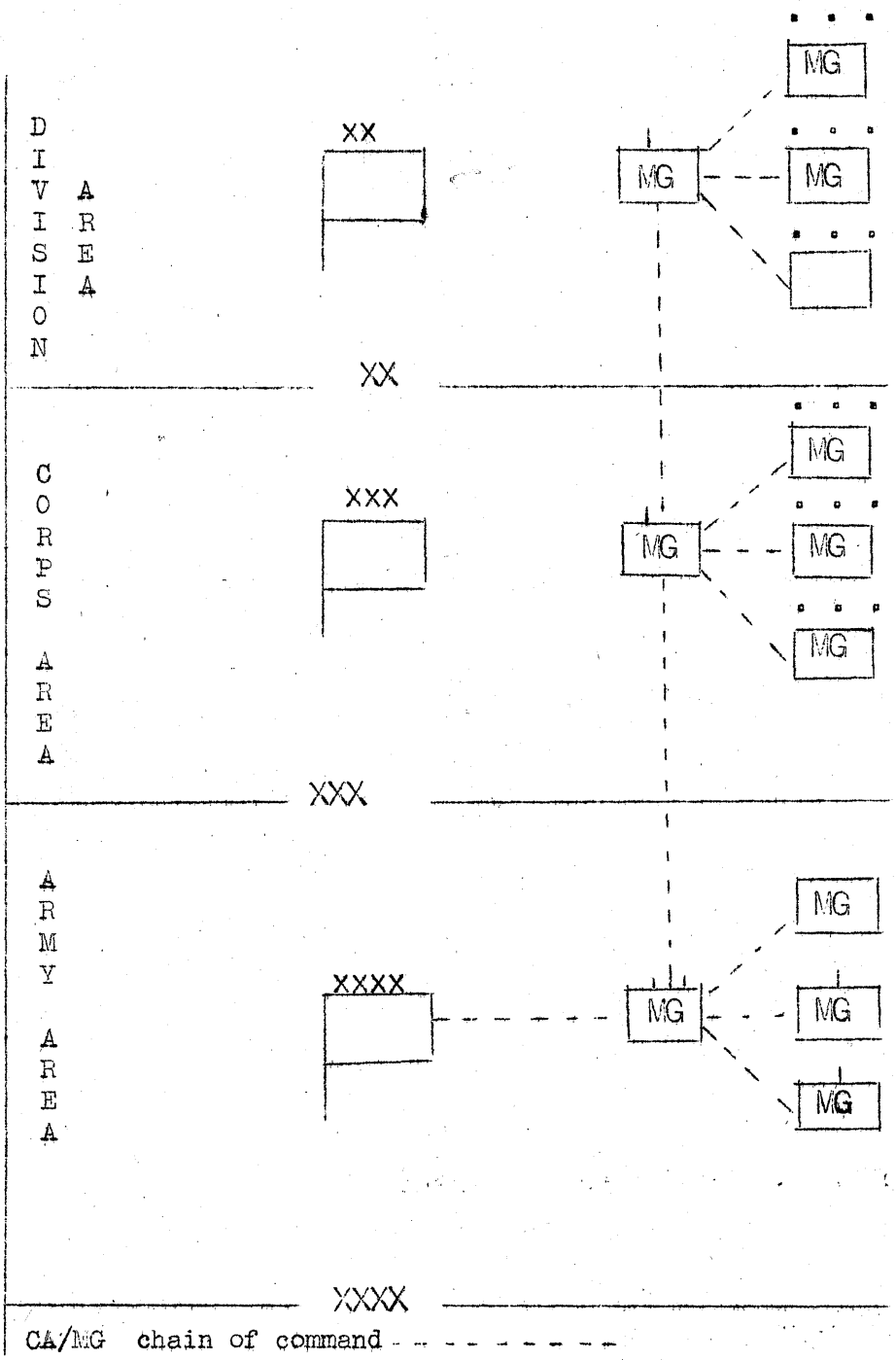


Figure 1. CA/MG chain of command in an army area.

(Text key: Par. 36b.)


DIVISION AREA
XX
MG
MG
MG
XX
CORPS AREA
XXX
MG
MG
MG
XXX
ARMY AREA
XXXX
MG
MG
MG
XXXX
CA/MG chain of command

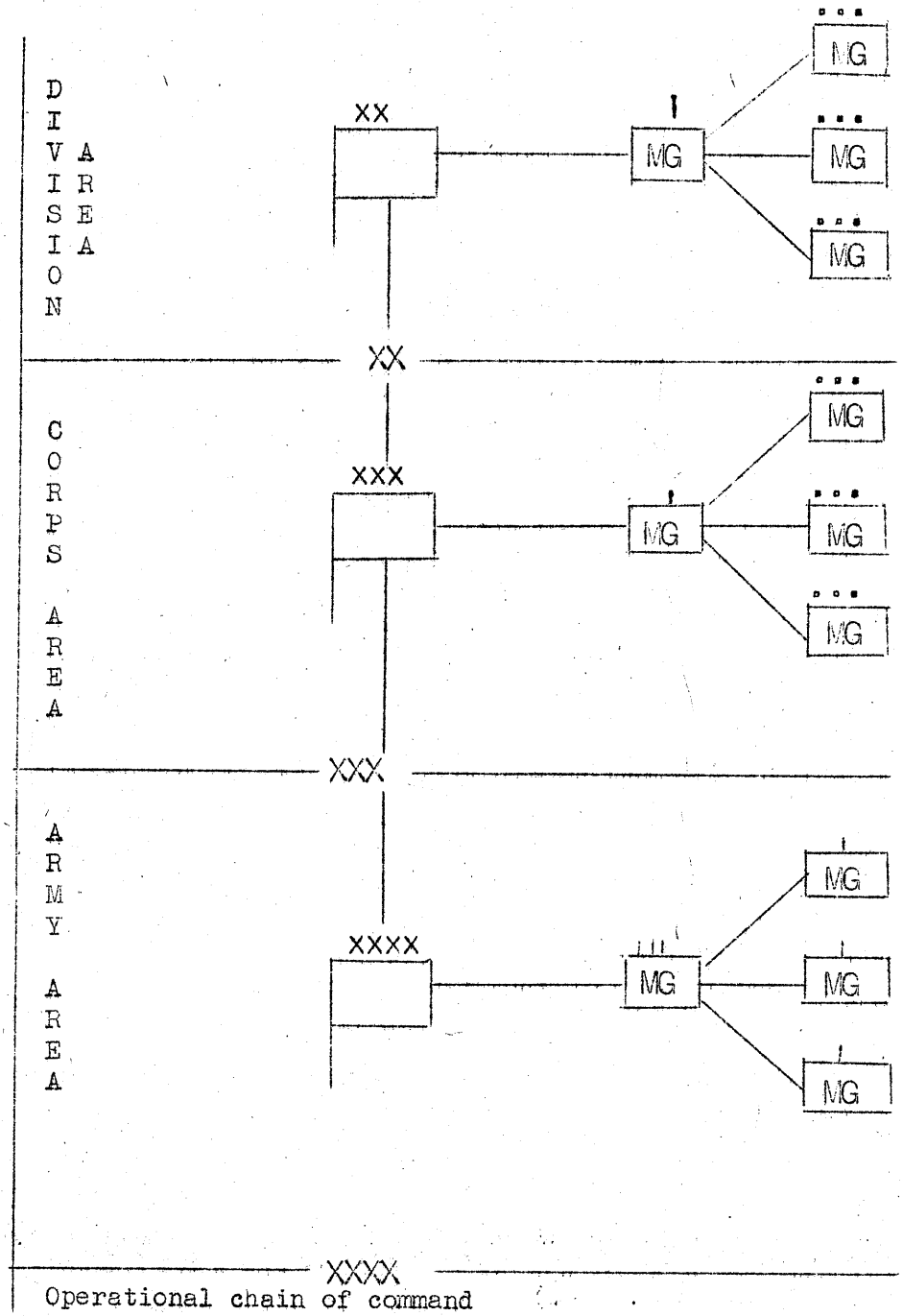
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Figure 2. Operational chain of command in an army area.

(Text key: Par. 36b.)


DIVISION AREA
XX
MG
MG
MG
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CORPS AREA
XXX
MG
MG
MG
XXX
ARMY AREA
XXXX
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MG
XXXX
Operational chain of command

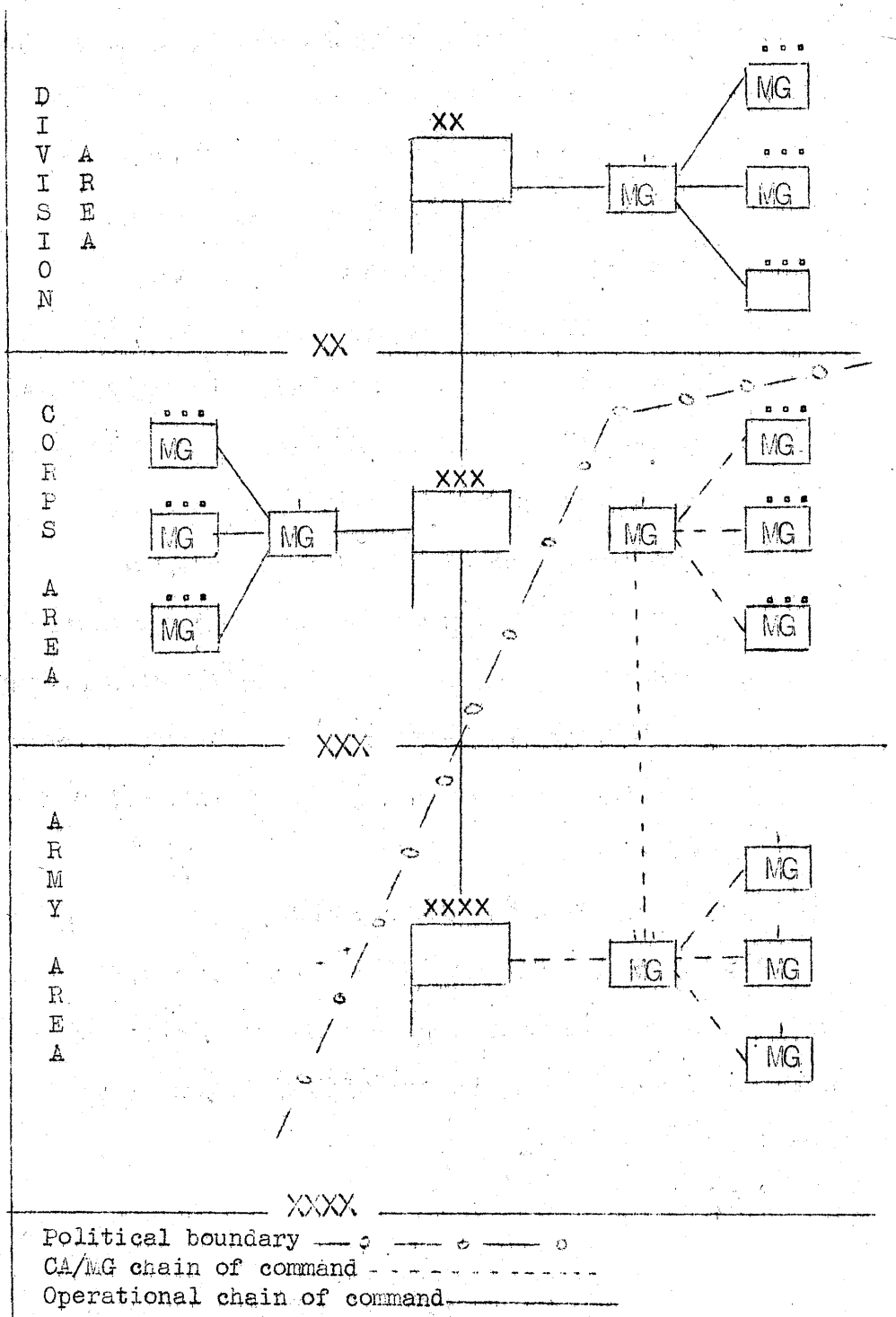
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Figure 3. CA/MG and operational chains of command in an army area.

(Text key: Par. 36b.)


DIVISION AREA
XX
MG
MG
MG
XX
CORPS AREA
XXX
MG
MG
MG
MG
MG
MG
MG
XXX
ARMY AREA
XXXX
MG
MG
MG
MG
XXXX
Political boundary
CA/MG chain of command
Operational chain of command

c. Authority to conduct CA/MG operations and the control of CA/MG units are centralized at the highest level of command as soon as practicable. The tactical situation determines whether subordinate commanders are authorized to conduct CA/MG operations in their respective areas.

(1) A static, stabilized situation, whether in the combat zone or the communications zone, is favorable to the retention of authority to conduct CA/MG operations by higher commanders and to the use of the CA/MG chain of command.

(2) A mobile, fluid, or unsettled situation, whether in the combat zone or the communications zone, is favorable to the delegation of authority to conduct CA/MG activities to subordinate commanders and to the use of the operational chain of command.

37. TECHNICAL CHANNELS OF COMMUNICATION

Direct technical channels of communication between CA/MG units and staffs, in either mobile or static situations, is authorized for the exchange of technical or specialist information.

38. REQUISITIONING OF CA/MG UNITS

CA/MG units are requisitioned by the commander who has been delegated CA/MG responsibility from the headquarters that has delegated the responsibility. The commander determines his basic allocation of CA/MG units from the overall plan for the deployment of the units. Based upon his estimate of the situation, the commander determines the number of additional CA/MG units needed for the particular situation. The inability of the higher headquarters to furnish CA/MG units does not relieve the requisitioning headquarters from CA/MG responsibility; in such a case, CA/MG control must be effected from the resources of the requisitioning headquarters.

39. TACTICAL AND POLITICAL BOUNDARIES

a. CA/MG units that are not organic to tactical organizations are assigned areas of jurisdiction that are based on local, political, or administrative districts. CA/MG units that are organic to tactical organizations are assigned areas of jurisdiction that are based on tactical boundaries.

b. In the initial stages of an operation or campaign, military boundaries usually cut across political boundaries

and it is not feasible to establish complete civil administrative units. Where, and as soon as, the military situation permits, military boundaries are drawn to coincide with the political boundaries to facilitate the task of the theater commander in the conduct of his CA/MG operations.

40. CONTINUITY

CA/MG operations are so planned and conducted as to provide for the continuity of policies, procedures, and organization. Frequent changes in these matters reduce the effectiveness and prestige of CA/MG administration. The continued presence of CA/MG units equipped and staffed with appropriate and competent officers is essential to integrated and efficient CA/MG operations.

41. RELINQUISHING OF CA/MG AREA RESPONSIBILITY

a. When a subordinate commander is relieved of authority to conduct CA/MG activities, by a higher commander, the CA/MG units that have been operating in his area pass to the control of the headquarters that has been delegated CA/MG responsibility for the area. In such a situation, it is the responsibility of the higher headquarters to insure that CA/MG units are left in place as specified in the over-all plan.

b. When a CA/MG unit relinquishes responsibility to a higher CA/MG headquarters or is replaced by another CA/MG unit, it maintains the continuity of the CA/MG operation by submitting reports of its activities in the area to the higher headquarters or by transferring essential files and records to the relieving unit.

c. Even though it is United States policy to shift authority from military to civilian authorities at the earliest opportunity, the theater commander must be prepared to continue CA/MG operations indefinitely.

d. When the authority to conduct CA/MG operations is transferred from the theater commander to another agency, steps are taken to insure a gradual transfer of authority and operations, thus insuring a smooth continuity of operations.

Section II. DURING A MOBILE SITUATION

42. PRIMARY TASKS

The primary tasks of the CA/MG organization during a mobile situation generally include:

a. Enforcing law and maintaining order among the inhabitants in order to insure the security of the troops.

b. Controlling and limiting the circulation of the inhabitants by the use of curfew and other administrative controls as directed by the commander delegated authority to conduct CA/MG operations.

c. Keeping military routes clear of civilian traffic by posting instructions, establishing civilian check points, issuing directives, and enforcing such measures through civil police forces.

d. Securing and safeguarding civilian records, buildings, monies, utilities, and communications.

e. Providing appropriate labor, supplies, and facilities.

f. Decreasing the civilian need for military supplies by guiding civilian efforts to restore normalcy.

43. NECESSITY FOR CONTROLLING INHABITANTS

During a mobile situation, control over the inhabitants of the area through which troops must move is of primary importance. Constructive direction must be given the inhabitants. If the inhabitants are friendly, they may desire to leave or re-enter the area; hence, they may impede the movement of the troops. If the inhabitants are hostile, they may commit acts of sabotage that will endanger

the security and movement of the troops.

44. STANDFAST ORDERS

Local inhabitants are instructed to stand fast; and local officials are instructed to remain at their posts until further orders. The inhabitants are instructed as to the hours and the extent of circulation permitted. The inhabitants and officials are instructed to obey and to enforce all orders addressed to the government or inhabitants of the occupied area.

45. INFANTRY OPERATIONS

The CA/MG activities of an infantry division provide an example of how some of the aspects of the CA/MG mission is implemented.

46. UNIFORMITY IN INFANTRY DIVISION OPERATIONS

Uniformity in the conduct of CA/MG activities in a division area is achieved by the division commander retaining authority for the conduct of CA/MG activities and limiting the discretionary action that may be taken by subordinate commanders. He assures that subordinate commanders accomplish their assigned CA/MG tasks in the desired manner by publishing instructions relative to CA/MG in division directives and by the means of division staff

supervision and inspection.

47. THE INFANTRY DIVISION CA/MG UNIT

a. The CA/MG unit that is organic to a division, the CA/MG platoon, is used to strengthen CA/MG controls at the regimental level. Usually an officer and an enlisted man are attached to each of the three regiments.

b. The balance of the personnel of the CA/MG platoon is held in reserve to be used in whatever part of the division area that additional personnel are needed.

c. For administration, the CA/MG platoon may be attached to the headquarters company of the division. The personnel attached to regiments may be provided rations and quarters by those regiments.

48. CA/MG UNITS ATTACHED TO THE DIVISION

a. It is the responsibility of the division commander when delegated CA/MG authority to call forward the CA/MG units provided in the theater plan.

b. The CA/MG units that are attached to the infantry division for deployment in accordance with the theater plan enter their assigned deployment areas at the earliest practicable time. They may move forward upon regimental call or they may be attached to and move forward with the

regiment that is scheduled to take the assigned area.

c. Until such time as the CA/MG units are deployed in their assigned areas, the units may be employed in whatever capacity the division commander may deem advisable. They may be utilized for example to establish and supervise displaced persons camps or refugee centers, to post proclamations, or to assist other CA/MG units.

d. The CA/MG units are under the operational control of the division G5 as long as they remain in the division area and are under the command of the division.

e. In an area where CA/MG units are not provided in the theater plan the division commander uses his assigned CA/MG unit to perform the necessary CA/MG activities. (For a discussion of CA/MG unit operations, see ch. 5. For a discussion of CA/MG operations in typical areas, see ch. 6.)

49. OPERATIONS IN REGIMENTAL AREAS.

a. In regimental areas, certain CA/MG activities are initiated by regimental commanders in order to accomplish the activities that are prescribed by division directives.

b. CA/MG personnel who are attached to a regiment perform the following functions:

(1) They 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) They perform, when necessary, recurring tasks, such as the initial posting of instructions to civilians.

(3) They provide liaison on CA/MG matters between the regimental headquarters and the G5 of division headquarters.

50. OPERATIONS IN DIVISION REAR

a. The area between regimental rear and division rear is controlled by the division commander through his G5 section and the CA/MG units that may be assigned jurisdiction for all or part of that area.

b. In order to centralize control over CA/MG activities in the division rear area, service units such as ordnance, quartermaster, or signal, do not exercise CA/MG authority. Problems that service units may have with the civilian population should be referred to the G5 of the division or to the appropriate CA/MG units that exercise jurisdiction over that area.

51. ARMORED OPERATIONS

a. The employment of CA/MG units in armored operations generally parallels the employment of CA/MG units in infantry operations. The dependence of armored operations on rapidly lengthening lines of communication and the large areas that may be taken in short periods of time, however, require that the CA/MG units that are provided in the theater plan be made available promptly or the armored forces will be weakened by the necessity of leaving military detachments to maintain order.

b. Commanders of armored units who are delegated authority to conduct CA/MG activities must also take such factors as the vulnerability of CA/MG units to guerrilla or bypassed enemy forces into consideration.

52. AIRBORNE OPERATIONS

The employment of CA/MG units in airborne operations parallels their employment in infantry operations. In an airborne operation, immediate and complete control of the civilian population is of prime importance to the commander. Not only is control necessary in order that there will be no interference to the commander's attaining his military objective, but so long as his forces are supplied by air,

the commander must have control in order to utilize to the maximum the civilian facilities and resources that may be available to him. CA/MG units in such operations must be prepared to operate independently of higher CA/MG authority and without the support they normally receive from adjacent, higher, and lower echelons in infantry operations.

53. AMPHIBIOUS OPERATIONS

The employment of CA/MG units in amphibious operations basically parallels their employment in infantry operations. In an amphibious operation, consideration must be given to the vulnerability of beachhead operations to activities by local inhabitants that may cause congestion or confusion, to the need for absolute control over civilian circulation in order that movements from and to the beachhead areas may not be impeded, and to the problems that may be created by refugees. As in an airborne operation, an amphibious operation may require the maximum utilization of civilian resources. To the extent that security permits their usage, local inhabitants may be employed in great numbers for cargo handling, warehousing, and similar activities.

Section III. DURING A RETROGRADE MOVEMENT

54. PRIMARY TASKS

The primary tasks of CA/MG during a retrograde movement include:

a. Preventing panic by taking necessary counter-measures and by controlling the inhabitants through local civil officials.

b. Controlling and limiting the circulation of civilians by the use of curfew and other measures approved by the tactical commander.

c. Keeping military routes clear of civilian traffic by posting signs, establishing 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.

d. Maintining security by safeguarding civilian records, buildings, monies, critical bridges, and utilities, and by planning for discontinuance of civil communications.

e. Maintaining constant communication and/or liaison with the tactical commander responsible for the area.

55. CA/MG UNITS REMAIN IN PLACE.

a. The commander having authority to conduct CA/MG

activities is responsible for the movement of CA/MG units.

b. During a retrograde movement, a CA/MG unit leaves its assigned area only upon the order of the responsible commander, or, if without orders, when in the judgment of the CA/MG unit commander the situation is untenable and remaining in place will not aid the military effort.

c. Generally, during a retrograde movement a CA/MG unit passes from the control of army to corps to division. It remains in place until relieved by division order.

56. EVACUATION

a. The general plan for the evacuation of CA/MG units and civilians during a retrograde movement is prepared in accordance with the policies prescribed by the appropriate commander. The execution of the plan, under the supervision of the appropriate headquarters, is decentralized to the major commands having authority to conduct CA/MG activities.

b. The policies for the priorities of evacuation are established by higher commanders and are executed, as the military situation permits, by lower tactical commanders. The evacuation priorities that are established may include the following categories:

(1) Military personnel.

(2) Civil officials who have worked for the armed forces, including immediate families if their lives have been jeopardized by their cooperation.

(3) Civil police.

(4) Other civilians, as policy directs and as the military situation permits.

c. The evacuation routes to be used by the inhabitants and the troops are determined by the headquarters directing the retrograde movement; these routes are controlled by the lower tactical commanders in accordance with such policy.

d. CA/MG units assist tactical commanders in an evacuation by:

(1) Planning and putting plans into operation for assembling local officials and civilians who are to be evacuated.

(2) Utilizing civilian transportation to the fullest extent possible for the transport of civilians.

(3) Planning for and maintaining feeding stations along refugee routes.

Section IV. DURING AN EXTENDED STATIC PERIOD

57. CONSOLIDATION

During an extended static period of operations, where possible, commanders consolidate the CA/MG organization at the highest level of government in accordance with the theater plan. As local officials become able to carry out controls in a satisfactory manner, the number of CA/MG units required is reduced and units are consolidated. The disposition of CA/MG personnel and units made excess by this consolidation is accomplished in accordance with theater policy.

58. TRANSFER TO CIVILIAN AGENCY

When directed by highest authority, the responsibility for the control of an occupied area may be transferred from the military to a civilian agency. The planning and preparation for a transfer of responsibility must begin well in advance of the transfer. It must provide for the early phasing of the personnel of the civilian agency into the CA/MG organization in order to maintain the continuity of operations.

Section V. SPECIAL OPERATIONS

59. GENERAL

a. Special military operations that may utilize the CA/MG organization may include small island, arctic, desert, mountain, or guerrilla operations.

b. Commanders responsible for CA/MG activities in these special operations must take into consideration the peculiar requirements of each type of special operation.

c. Special operations, for example, may require that CA/MG units be controlled by higher headquarters; that specially constituted CA/MG units be provided for each type of operation; and that only certain functional teams be assigned or attached.

60. ISLAND OPERATIONS

a. Although, in general, the Navy is responsible for the control of CA/MG activities in small island areas, the Army may be required to carry on CA/MG operations in island areas.

b. Commanders planning for CA/MG island operations must consider local factors, such as the following:

(1) Only a part of an island or island group may require CA/MG control.

(2) There may be relatively few inhabitants on an island or in an island group.

(3) There may be special economic or social problems.

(4) There may be no need for many of the CA/MG functional specialists.

61. ARCTIC, DESERT, AND MOUNTAIN OPERATIONS.

CA/MG operations in arctic, desert, or mountain areas are generally conducted in accordance with the principles set forth in this manual. Commanders planning CA/MG operations in these areas consider the local factors in these areas. For a discussion of military operations in these areas, see the appropriate field manuals. (App. I.)

62. GUERRILLA OPERATIONS

a. General. Guerrillas depend on the active support of some of the local inhabitants for food, shelter, intelligence, information, and personnel. No effective guerrilla movement can exist without, at the least, the passive sympathy of the populace in the area where guerrillas operate.

b. CA/MG offensive measures. The CA/MG organization is utilized offensively by the theater commander to engender a condition that is not favorable to guerrilla and partisan

activities, and that is favorable to the activities of his forces. The operations of CA/MG units are so accomplished as to create conditions of stability by relieving destitution; restoring law and order; encouraging agricultural production; and, wherever possible, lessening the unfavorable impact that the combat activities, necessary to the occupation, have occasioned. Through the CA/MG organization, the theater commander enlists the active and willing support and sympathy of the civilian populace; by so doing, he decreases the capabilities of enemy-supported guerrilla and partisan groups.

c. CA/MG defenisve measures. When the CA/MG activity is the object of guerrilla operations, defense measures are taken to protect the CA/MG headquarters, and the records, documents, and archives therein. Other military units in the area may be directed to afford security to CA/MG units, or a consolidated defense and warning system may be established for all military units in the area. When CA/MG units are operating in an area where there is little support from other military units, their armament is increased to provide a defense against guerrilla attacks. Passive defense measures employed by CA/MG include:

(1) An intelligence network to keep informed of indigenous activity.

(2) A consolidation of installations and lines of communication to simplify defense requirements.

CHAPTER 3

THEATER PLANNING AND DIRECTIVES

Section I. THEATER PLANNING

63. RESPONSIBILITY OF COMMANDERS

a. Theater commander. The theater commander, within the limitations imposed upon him, is responsible for the preparation, implementation, and supervision of the theater CA/MG plan. The over-all CA/MG plan for a theater of operations is prepared by the CA/MG staff section of the theater commander's staff. The plan gives the CA/MG organization for the area to be occupied in depth, the areas of jurisdiction of the CA/MG units, and the composition of the CA/MG units that are to be deployed in the area. (For a further discussion of theater and higher level planning responsibilities, see FM 27-5.)

b. Subordinate commanders. Subordinate commanders authorized to conduct CA/MG activities base their CA/MG plans on the CA/MG plans of higher headquarters. Each commander authorizing a subordinate commander to conduct CA/MG activities insures that the CA/MG plans of his subordinates are adequate and conform to his own plan.

64. FLEXIBILITY

The theater CA/MG plan must be sufficiently flexible to facilitate the utilization of existing governments and of as many civilian services as possible. It is prepared in such a way that sudden capitulation, or unexpected resistance, of the enemy will require only modifications and not radical changes in the plan.

65. CONTINUITY

The theater plan provides for a continuity of control by the same personnel in so far as possible, and for a minimum of change in policies once they are promulgated.

66. PERSONNEL AND UNIT REQUIREMENTS

CA/MG unit and personnel requirements are determined by analyzing the area to be controlled. The requirements are based on such factors as the levels of government to be controlled, the number of cities and towns to be supervised, and the degree of economic, industrial, and cultural development of the area.

67. PLANNING FACTORS

a. In preparing the theater CA/MG plan, among the factors that must be considered are:

(1) Depth of area. The precise depth of the area that the military operation will penetrate must be

determined; the CA/MG plan provides for the control of that area. The theater plan is based on the complete theater war plan, not on a series of operations or a single campaign. If the war plan involves the occupation of several countries, the over-all plan must include provision for the control of all of the countries.

(2) Levels of government. The levels of government that are to be controlled will depend upon such factors as the nature of the local government, the United States and allied objectives relative to the area, and the military situation.

(3) The economy. The economy of the territory to be occupied is carefully analyzed to determine which areas may be utilized to support the military effort. Among the economic factors that are analyzed are the self-sufficiency of the local economy, the degree to which it is dependent upon other countries for food, the raw materials, the export markets, and the degree to which portions of the economy are essential to the operation of the whole economy.

(4) National characteristics. The customs, beliefs, hopes, and desires of a people are analyzed to determine the most effective methods for using these characteristics to the greatest advantage of the occupying force. Special care is taken to insure that necessary acts are accomplished in a manner that will assure willing cooperation.

(5) Social development. The social development of the area to be occupied is considered. Public education, public welfare, public health, and similar activities are analyzed. Decisions are made as to the extent to which they may be of use or assistance.

b. For a more detailed discussion of the factors requiring analysis, refer to FM 27-5.

68. ISSUANCE OF THE CA/MG PLAN

The theater CA/MG plan is issued as far in advance of operations as security permits in order that planning by subordinate units may be accomplished and necessary personnel trained, organized, equipped, and made available.

69. INTEGRATION WITH OTHER PLANS

The theater CA/MG plan is prepared in conjunction with the theater plan of operations and is an integral part thereof.

Effective staff coordination in the preparation of the CA/MG plan insures that the plan will be in consonance with the theater plan of operations.

b. The theater commander insures that the theater CA/MG plan is integrated into operations plans at all subordinate planning levels by:

(1) Establishing CA/MG staff sections at all echelons authorized to conduct CA/MG activities.

(2) Providing for timely issuance of the theater CA/MG plan.

(3) Issuing directives and instructions.

Section II. THEATER DIRECTIVES

70. INTRODUCTION

National policies governing CA/MG activities originate at the national government level and are issued to the theater of operations by the means of Joint Chiefs of Staff directives. Personnel and units that are concerned with CA/MG matters in the theater of operations receive instructions through normal command channels by means of directives, orders, letters of instructions, operating procedures, handbooks, manuals, and guides. (For a discussion of the form and content of staff documentation as it relates to CA/MG, see ch. 4.)

71. JOINT CHIEF OF STAFF DIRECTIVES

Joint Chiefs of Staff occupation directives which are based upon the policies of the United States Government are forwarded to the theater commander for his guidance and govern the conduct of CA/MG activities in the theater. In a combined operation, the policies agreed upon are Allied policies, and may be issued as a combined Chiefs of Staff directive. Policies on matters not covered in the directives are decided on an interim basis by the theater commander until policy on such matters is received from the Joint Chiefs of Staff. The national objectives for which the war is being fought and the policies to be followed in achieving these objectives are usually set forth in the Joint Chiefs of Staff directives. The directives, for example, generally include instructions on such subjects as:

(1) The type and form of government to be established in the occupied territory.

(2) The extent and degree of protection to be given to the property of other nations.

(3) The measures to be taken to insure that the occupied territory does not again interfere or infringe upon international agreements to which the United States is a signatory.

(4) The steps to be taken to eradicate specified ideological concepts in the occupied territory.

(5) The economic policy to be followed with respect to the occupied territory.

(6) The apprehension of war criminals.

(7) The care and repatriation of displaced persons.

(8) The international rules and agreements by which our forces are to abide.

72. THEATER STANDING OPERATING PROCEDURES

The theater standing operating procedures forms the basic guide for the conduct of CA/MG in the theater. It is the guide for the preparation of standing operating procedures by subordinate headquarters. It is further implemented in the theater by means of orders, directives, letters of instruction, and handbooks. The theater CA/MG standing operating procedure contains introductory information including a restatement of the national objectives and policies concerning CA/MG activities as stated in the Joint Chiefs of Staff directives; a statement of broad CA/MG policy with reference to the headquarters from which additional policy will emanate during the progress of the operation; the area which will be placed under CA/MG control; the plan for the organization and responsibility for CA/MG activities during the operation; and instructions concerning the assignment, deployment, and utilization of CA/MG units.

73. UNIT COMMANDER'S HANDBOOK

The theater standing operating procedure may be incorporated into a unit commander's handbook that is published for the information and guidance of commanders of units other than CA/MG units. CA/MG unit commanders receive more detailed instructions. The handbook guides and assists the unit commanders in their relations with the inhabitants of a given country. It informs them of their responsibilities and of the role of the CA/MG units and staffs. The handbook contains information on such subjects as:

(1) The history of the country, its social background, and the country's present development.

(2) The governmental structure at national, provincial, and local levels.

(3) The political parties and organizations, and the role they play in the differences between the territory to be occupied and the United States.

(4) The police and security organizations, and the legal system.

(5) The banking and monetary systems.

(6) The civil service at national, provincial, and local levels.

(7) Pertinent information with regard to the treatment of the inhabitants of the occupied territory.

(8) The establishment of CA/MG courts and the manner in which they will operate.

(9) The problems that the unit commander may be confronted with and how he may handle them.

(10) Definitions of military occupation, war treason, and offenses; the effects of military occupation on the occupying forces and the occupied people; and the reciprocal rights and duties of both.

(11) Measures to be taken to safeguard the occupation troops.

74. COUNTRY HANDBOOKS

Theater policies and operating instructions for CA/MG units and staff sections may be prepared in the form of a handbook for each country occupied or to be occupied. The country handbook includes information on the political, social, and economic structure of the country as well as its physical characteristics. It discusses the responsibility for CA/MG; the legislative, executive, and judicial rights of the occupying power; and the extent of delegation of authority and power in matters of CA/MG to appropriate commanders. It contains the general plan for the operation of CA/MG prior to defeat or surrender. It also refers to the theater commander's proclamations, laws, and ordinances for

the commander's area of control, and the manner in which they will be posted and their content made known. In addition, the handbook outlines the organization and administrative activities of the governmental and economic institutions in the country to be occupied and discusses the functional policies to be used by CA/MG officers in reorganizing, reinstituting, or controlling these institutions so as to achieve the ultimate objectives of the United States.

75. TECHNICAL HANDBOOKS

In order to supplement the information relative to CA/MG functions as given in a country handbook, technical handbooks may be prepared at the theater level for CA/MG staffs and units. A technical handbook contains general policies and detailed information as to how a particular function is to be dealt with in a specific country. It also contains suggestions for the carrying out of the functional policy. The technical handbooks are primarily designed for the use of specialist officers; however, they are also of value to all CA/MG officers concerned in any manner with functional duties.

76. AREA STUDIES

a. Department of the Army. Detailed area studies of countries are usually furnished for a theater of operations

from the Department of the Army level. The studies may be prepared by any of the agencies of the Government that possess the research materials and the personnel trained in analyzing the political, economic, social, or geographic aspects of the countries concerned. The Central Intelligence Agency is an especially important source of information for area study materials. Other sources of area information are the strategic intelligence studies and strategic logistical studies of the Department of the Army. The area studies may be published in the form of guides, handbooks, technical handbooks, or briefs.

b. Theater level commands. The amount of area material to be prepared in the theater depends on the amount of material made available to the theater from the Department of the Army. In any event, basic terms of reference are provided by the theater commander in the form of C./MG area handbooks and technical handbooks concerning each country. The preparation of this material is usually accomplished by the area headquarters unit of the country concerned. The area headquarters unit is staffed with the necessary functional specialists and experts.

c. Commands below theater level. The staff sections of commands below theater level are furnished the area information prepared or procured at theater level in the form of CA/MG area handbooks, technical handbooks, guides, or briefs. The lower command CA/MG staff section supplements this information and adapts it to the area in which it is operating.

CHAPTER 4

STAFF ORGANIZATION AND FUNCTIONING

Section I. THE CA/MG STAFF OFFICER

77. ROLE OF CA/MG STAFF OFFICER

a. The CA/MG staff officer is the commander's principal staff assistant for controlling the inhabitants, and their economy and institutions, in the commander's area of control.

b. Although the duties and responsibilities of the CA/MG staff officer differ in both scope and detail from those of the other members of the commander's staff, the staff procedures and principles outlined for staff officers in FM 101-5 are equally applicable to the CA/MG staff officer.

78. PRIMARY MISSION

The primary mission of the CA/MG staff officer is to assist the commander and his staff in executing CA/MG directives and policies, and to keep him and his other staff officers advised regarding matters pertaining to civilians that may influence the mission, operations, security, and welfare of his command.

79. RESPONSIBILITY

The CA/MG staff officer is charged with the responsibility of:

a. Providing information and advice as required by the commander in planning and conducting CA/MG operations.

b. Making recommendations with regard to the number and type of CA/MG units required and the action that should be taken on the problems that may be encountered with respect to the civilian population.

c. Submitting his recommendations in the form of plans to the commander.

d. Coordinating and cooperating with other staff officers on CA/MG matters, and keeping them advised of CA/MG activities and plans.

e. Exercising operational control over CA/MG units controlled by the command of which he is a staff officer.

f. Preparing CA/MG operational and administrative annexes and orders.

g. Maintaining liaison with CA/MG officers of higher, adjacent, and subordinate units.

h. Submitting recommendations with respect to the logistical support of civilians in the zone of advance.

i. Consolidating, preparing, and forwarding reports on CA/MG activities, and submitting to the unit historian the CA/MG portion of the unit history.

j. Advising the commander under what conditions subordinate commanders should be authorized to conduct CA/MG activities, and under what conditions the commander should request higher headquarters to relieve him of responsibility for CA/MG activities.

80. RELATIONSHIP TO CA/MG UNITS

a. The relationship between the CA/MG staff officer and the CA/MG units operating in the area is dependent upon whether the commander of the area has been delegated authority to conduct CA/MG activities within his area.

b. When the commander of an area has authority to conduct CA/MG operations, all CA/MG units in the area are under his command. The commander directs his CA/MG staff officer to exercise operational control over such units. The CA/MG staff officer exercises operational control through the CA/MG command unit or through another CA/MG unit assigned to the command and through it, controls all other CA/MG units in the area.

c. When the commander has been relieved of CA/MG area responsibility, the relationship between the CA/MG staff officer and CA/MG units in the area deployed in accordance with theater plan is that of liaison and coordination. Assigned CA/MG units remain under the operational control of

the commander's CA/MG staff officer until relieved from assignment to that command. The CA/MG staff officer keeps abreast of CA/MG activities in order that he may inform the commander as to conditions in the area and advise the CA/MG units of the commander's plans and requirements.

81. OPERATIONAL CONTROL RESPONSIBILITIES

In exercising operational control over CA/MG units, the CA/MG staff officer is responsible for the following:

a. Authoritative direction. The giving of authoritative direction to the CA/MG units operating under the supervision of a commander authorized to conduct CA/MG activities is an operational control responsibility. In giving such direction, the CA/MG staff officer is guided by the needs of the command and the directives from higher headquarters. The direction must be adequate and concise to facilitate maximum support to the military effort and at the same time to further national objectives.

b. Designation of objectives. The CA/MG staff officer who prepares the over-all plan for CA/MG designates the general objectives for CA/MG units. CA/MG staff officers of subordinate headquarters designate specific objectives to CA/MG units that come under their control. The specific objectives given to CA/MG units are in accord with, or

supplement, the over-all CA/MG plan. Subordinate headquarters may make interim use of CA/MG units under their operational control until it is necessary to deploy the units in accordance with the over-all plan.

c. Assignment of tasks. General missions for CA/MG units are formulated by the staff officer who prepares the over-all plan for CA/MG. Specific missions for CA/MG units are formulated by the CA/MG staff officers at subordinate levels for CA/MG units under their operational control. Subordinate headquarters do not assign tasks to CA/MG units that are not in conformity with the objectives established by the theater commander.

Section II. CA/MG STAFF SECTIONS

82. ORGANIZATION

CA/MG staff sections are organized in accordance with tables of organization and equipment or tables of distribution. (For a list of T/O&E's of headquarters of tactical and administrative commands authorized CA/MG staff sections, see app. II.)

83. WITH A DIVISION, CORPS, ARMY, OR SIMILAR HEADQUARTERS

a. Infantry, airborne, and armored divisions. An infantry, airborne, or armored division is authorized a CA/MG staff section by the augmentation section of its headquarter's

table of organization and equipment.

b. National Guard and Army Reserve divisions. A CA/MG staff section of a National Guard or Army Reserve division is organic to its division.

c. Corps. The table of organization and equipment for the corps headquarters provides for a CA/MG staff section on an augmentation basis. (T/O&E 52-1.)

d. Field Army. The table of organization and equipment for the field army headquarters provides not only for an organic CA/MG staff section, but also for an augmentation when authorized by the theater commander. (T/O&E 51-1A.) (For a detailed description of the organization and duties of a field army CA/MG staff section, see app. III.)

84. WITH A LOGISTICAL COMMAND OR COMMUNICATIONS ZONE HEADQUARTERS

a. Logistical commands (A), (B), and (C) are authorized organic CA/MG staff sections by their tables of organization and equipment. (T/O&E 54-1, 54-101, and 54-201.)

b. The CA/MG staff section of a logistical command, communications zone headquarters, or communications zone section headquarters, advises the commander as to the exercise of CA/MG authority.

c. In order to conserve military manpower and resources, the logistical command, communications zone, or communications zone section commander draws upon the economy of the occupied territory for labor, raw materials, buildings, and transportation. The CA/MG staff section of the command advises the commander as to how these services and materials may be procured within limitations imposed by international law, and treaties and agreements, with a minimum adverse effect upon the occupied territory, and in a manner that will favorably influence public opinion at home and abroad.

85. WITH A HIGHER HEADQUARTERS

a. The CA/MG staff section of a higher headquarters, such as theater or theater army, advises the commander on the conduct of CA/MG activities and the selection of strategic objectives, and assists in the planning of military operations to insure that military operations either directly or indirectly assist in accomplishing CA/MG objectives within the framework of national objectives.

b. The organization of a CA/MG staff section for a higher command is provided for by a table of distribution by the Department of the Army or by the theater commander.

86. JOINT MILITARY GOVERNMENT STAFFS

The CA/MG staff section of a joint command may be accorded general staff status. The senior CA/MG officer on the staff may be referred to as the Assistant Chief of Staff, J-6. (FM 110-5.) The responsibilities of the J6 are similar to those discussed in paragraphs 71 and 73 above; the staff functions are similar to those discussed in section IV below. For a joint operation, the Joint Chiefs of Staff formulate the basic policy decisions, assign the mission, issue the basic directives, and allocate the major forces and military means. Although the responsibility for CA/MG operations normally falls on army personnel, the commander of the joint force should provide for the representation of other services on the CA/MG joint staff.

87. COMBINED STAFFS

The principles of staff operations for CA/MG and the functions of CA/MG staff officers do not change in combined operations. Because methods of operation vary among nations, it is necessary to develop common staff procedures that will meet with the understanding of all concerned. The organization of the CA/MG staff section should be the same as for unilateral operations, with a provision for a fair representation of officers of the participating nations.

Section III. CA/MG STAFF FUNCTIONING

88. STAFF FUNCTIONS

The CA/MG staff section assists the commander to achieve his objectives as they relate to civilian control. The functions of the CA/MG staff section include planning, coordination, documentation, deployment, supervision, reporting and recording, and liaison.

89. PLANNING

In planning, the CA/MG section investigates those features of a projected operation that are peculiar or of interest to the CA/MG function and determine how these features affect the plans of other staff sections and the accomplishment of the commander's mission.

90. CA/MG ESTIMATE OF THE SITUATION

The CA/MG staff section presents its analysis to the commander through the CA/MG estimate of the situation. The estimate gives the commander the CA/MG staff section's recommendations as to what should be done with regard to the inhabitants, the economy, and the institutions, of the area to be occupied. (For the form for the CA/MG estimate of the situation, see app. IV.)

91. COORDINATION

Staff officers must be coordinators as well as planners and supervisors if the staff of the unit is to function as a

single coordinating staff. The CA/MG staff section coordinates with the other staff sections on the adoption and enforcement of measures for controlling and directing civilian activities affecting the military effort. It coordinates and integrates the CA/MG plans and activities with the other tactical and administratve plans and operations of the command. The inter-relationship between the CA/MG section and the other staff officers and sections of the command include the following:

a. Chief of staff. The chief of staff supervises and coordinates the activities of all the other staff sections of the headquarters, including the CA/MG section, and provides general policies and directives for the staff. The CA/MG section, in turn, makes suggestions and recommendations to the chief of staff with regard to the execution of the commander's responsibilities and the policies of higher headquarters.

b. General staff sections. The relationships with the general staff sections that are discussed below are not comprehensive. The relationships do not represent any modification of normal staff duties or responsibilities, and are set forth here only to direct attention to their CA/MG aspects.

(1) G1 section. The G1 section coordinates requests or requisitions for additional CA/MG personnel, allied liaison officers, CA/MG staffs for newly attached subordinate headquarters, and other personnel. It also handles or processes requests for leave, for decorations, and for promotion of CA/MG personnel assigned or attached. The CA/MG section, in turn, makes recommendations to the G1 section pertaining to the relationship of the troops to the civilian population, including passes, defining of off-limit areas, selection of rest areas, purchasing of food, and general conduct of troops.

(2) G2 section. The G2 section provides information obtained from interrogation of prisoners of war, from assaying public opinion, or from CIC investigations to the CA/MG section. It coordinates with the CA/MG section on the security aspects of civilian communications services. The CIC screens civilians placed or retained in office by CA/MG units, and furnishes the CA/MG section with information obtained from its investigations. In return, the CA/MG section augments G2 intelligence

by obtaining questionnaires on public officials and employees. It cooperates with the G2 section by providing security by means of civilian police and guards and by promulgating and enforcing civil security controls. It assists intelligence teams in obtaining technical as well as political data. It also makes available for interrogation all persons known to have valuable information for the military.

(3) G3 section. The CA/MG section obtains from the G3 section information concerning the tactical situation, changes of boundaries and jurisdiction, attachments or transfers of units, and plans for future operations. The CA/MG section, in turn, supplies information to the G3 section regarding the deployment and movement of CA/MG units and prepares the CA/MG annexes to letters of instruction and other plans or orders. The CA/MG section also coordinates on civil defense and furnishes after-action reports to the G3 section.

(4) G4 section. The G4 section advises the CA/MG section of tonnage allocations for CA/MG supplies. All CA/MG requirements for captured enemy military

stocks for use by civilians are processed through the G4 section for coordination with plans for the collection, disposition, and utilization of the captured supplies and equipment. The G4 section receives from the CA/MG section the data that the CA/MG section desires to have published in administrative orders. The CA/MG section coordinates with the G4 section on the use of rail, water, air, and road transport for civilian requirements. It also coordinates with the G4 section when items are critical and must be controlled. The CA/MG section makes recommendations to the G4 section regarding billeting facilities.

c. Special staff sections. The relationships of the CA/MG section with the special staff sections, like those of the CA/MG section with the general staff sections are broad in scope. The relationships set forth below are not all-inclusive. They are discussed here for the purpose of indicating the nature and character of some of the problems of mutual interest between the CA/MG section and the special staff sections, and of forming a basis for interstaff coordination and cooperation on CA/MG matters that affect the operation of the command as a whole in the accomplishment of its mission.

(1) Chaplain section. The chaplain section assists in making contacts with local religious leaders. Chaplains may provide burial rites for civilians when local religious personnel are not available. The CA/MG section, in turn, assists chaplains in obtaining the use of local places of worship for temporary military religious use.

(2) Chemical warfare section. The chemical warfare section furnishes the CA/MG section with advice regarding gassed areas and means of decontamination. The CA/MG section, in turn, provides information on the status of civil protective measures against gas or incendiary attack, assists in the organization of gas-warning systems, and, whenever advisable, disseminates anti-gas information and instructions on the treatment of gas casualties to civilians.

(3) Engineer section. The engineer section provides maps and technical data of importance to the CA/MG section including technical advice on the condition and repair requirements of utilities; provides plans and assistance, where military expediency dictates, for the emergency restoration of vital

utilities; provides for the clearance of areas that interfere seriously with CA/MG operations; and cooperates on problems of bridge and road repair affecting the civilian economy. The CA/MG section assists the engineer section by making local resources and labor available for utilization under engineer directives.

(4) Judge advocate section. The judge advocate section furnishes legal advice with respect to military justice and military affairs. It handles all court-martial proceedings with regard to CA/MG personnel. The CA/MG section assists the judge advocate section in locating civilian witnesses for court-martials and in securing evidence of war crimes.

(5) Ordnance section. The ordnance section provides technical advice and assistance to the CA/MG section on the repair and/or salvage of machine and automotive equipment, disposes of unexploded bombs, and makes available certain captured enemy vehicles for essential civilian use. The CA/MG section assists the ordnance section by collecting weapons from civilinas, advising on the location

of unexploded bombs and captured material, and making available skilled civilian labor for ordnance shops and depots.

(6) Provost marshal section. The provost marshal section informs the CA/MG section of its plans, and of the assistance that it desires from civilian law enforcement agencies in matters concerning law and order such as: enforcement of regulations governing the association of military personnel with civilians; Investigation of crimes by civilians affecting the military; restrictions to be imposed on civilian traffic insofar as it affects military traffic; and arrangements for the disposition of civilians collected on restricted routes. The CA/MG section, in turn, assists the provost marshal section by facilitating the cooperation of civilians and civilian law enforcement agencies with military police.

(7) Quartermaster section. The quartermaster section makes available at army depots necessary relief supplies of food and clothing, according to plan and to G4 allocations. The CA/MG section, in turn, makes available to the quartermaster section information on local supplies and equipment, makes

labor available for use in quartermaster depots, and through reports from civilians advises the graves registration officer of the location of military dead.

(8) Signal section. The signal section provides telephone and other signal communications for CA/MG units. The CA/MG section cooperates with the signal section by obtaining equipment and data related to, and personnel previously employed by, civilian communications installations; by making civilian labor available for signal depots; and by controlling all civilian telecommunications not used by signal services.

(9) Medical section. The medical section gives technical assistance and advice on medical, public health, sanitation, veterinary, dental, and nursing matters; provides emergency medical care for civilians, institutes immunization and other procedures for preventing or controlling epidemics among civilians, including displaced persons; and issues military medical supplies for such civilians where indicated. The CA/MG section determines and reports on the availability of

local medical supplies, and personnel facilities, for military use; arranges for the use of civilian facilities and supplies; arranges for transferring the supervision of health matters to civilian agencies; reports measures taken to improve conditions with regard to health, epidemics, civilian doctors, nurses, and medical supplies; and furnishes epidemiological data on the incidence of civilian disease.

92. DOCUMENTATION

a. Operation plan. The detailed operation plan, as finally published, is the result of the coordinated activity of all the staff sections that engaged in the preparation of the plan, see FM 101-5. The CA/MG portion of the operation plan is contained in the CA/MG annex, and is referred to in paragraph 4 of the plan. The CA/MG annex is prepared in accordance with FM 101-5. Part of the annex may be in overlay form. At higher headquarters, it may be necessary to attach appendixes to the annex, such as with regard to standing operating procedures, proclamations, laws, and report forms.

b. Operation and administrative orders. The operation or administrative order is prepared from the final approved

operation plan. The operation plan, itself, may be designated as the order at a specified date. The sequence of the material in the operation or administrative order is not changed; it is also desirable that the numbering of the annexes remain unchanged. The CA/MG portion of the operation order or administrative order is contained in the CA/MG annex. The G3 prepares the integrated operation order, and the G4 prepares the integrated administrative order. Higher headquarters, such as the theater headquarters may issue their orders as directives. (For examples and forms of CA/MG annexes to operation or administrative orders, see apps. V, VI, and VII.)

c. Letters of instruction. Plans and orders of the commander may be communicated in the form of letters of instruction. The letters of instruction from time to time during an operation are issued when the commander's orders do not lend themselves to the five-paragraph operation order. (For the form for a CA/MG letter of instruction, see app. VIII.)

d. Standing operating procedure. Each CA/MG staff section should have a standing operating procedure that is to be followed in the performance of those tasks that it is desired to make routine. The standing operating

procedure simplifies and standardizes the work of the staff, promotes understanding and team work, facilitates and expedites operations, and minimizes confusion and error. The standing operating procedure delegates authority and fixes responsibility with regard to each CA/MG function, gives in detail the duties of each element of the CA/MG staff section, outlines the mission of the CA/MG staff as a whole in relation to the remainder of the command, and defines the interrelationships between the CA/MG staff and the other staff sections. (For examples of typical CA/MG standing operating procedures, see apps. V, IX, and X.)

e. Checklists. In addition to the standing operating procedure, a CA/MG staff section should prepare a check list of the actions normally taken in various situations, the plan of action for each of the functional activities, and the information for required reports. A check list is an important asset to the CA/MG officer, because of the numerous tasks he must perform in a limited period of time. The listing of "musts" in a clear manner assists the efficient performance of the mission and insures the accomplishment of the essentials of the mission. Check lists are generally most applicable to the emergency period, because it is then that time is of essence. (For examples of

check lists, primarily for unit operations, see app. XI.)

93. DEPLOYMENT

The CA/MG staff section of the headquarters exercising CA/MG area responsibility provides for the following:

a. Movement and deployment of CA/MG units within the area for which it is responsible. (Coordinates with G3.)

b. Arranging for attachment of CA/MG units to subordinate tactical headquarters. (Coordinates with G3.)

c. Coordinating with G3 regarding future operations in order that CA/MG units may be called forward at the proper time.

d. Determining the areas of jurisdiction of additional units deployed to supplement the units deployed in accordance with the over-all plan.

e. Orienting and briefing newly assigned CA/MG units and CA/MG staff sections of newly assigned subordinate tactical headquarters.

f. Preparing the CA/MG unit station list in coordination with G3.

g. Maintaining:

(1) The unit location map that depicts the geographical location of deployed units.

(2) The unit status chart that furnishes detailed information regarding the capabilities and status of each unit.

94. SUPERVISION

a. General. The CA/MG staff section insures that CA/MG plans, operation orders, letters of instruction, and other documents are received by subordinate units or agencies. They make certain that the documents are understood, and assist when necessary in their execution. Close supervision is required to assure that the intent of orders and instructions are carried out as desired by the commander. Supervision is effected by visits and reports, and by study and analysis of special and routine reports of subordinate CA/MG units assigned or attached. CA/MG staff section officers, in their inspections, determine whether the CA/MG 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. Supervision of activities in the field is of special importance for CA/MG functional work.

b. Inspection Visits. CA/MG 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 between the staff and the subordinate unit, and refrain from criticism or interference with the responsibilities of the subordinate commander. (For an example of a check list for a CA/MG inspection, see app. XII.)

95. REPORTING AND RECORDING

a. Reporting system. The CA/MG staff section must be familiar with the system of reporting prescribed for unit and staff operations, and must have an understanding of the importance of adequate and timely reporting. The reporting system must provide for the timely collection, in an orderly manner, of the information needed for the continued and effective direction of an operation or a series of operations. In a theater of operations, the report system is usually prescribed by the theater or theater army headquarters. The scope of the reports vary according to the requirements of the commander or of the higher headquarters. The guiding principle is that written reports required from subordinate units should be held to the minimum consistent with adequate

staff and headquarters operations. Daily reports are generally required during a fast moving tactical situation, whereas periodic reports once or twice a week may be found adequate during a static situation. Special reports are called for as required. Subjects covered by reports include information on each of the CA/MG functions, the actions taken concerning them, administrative matters, deployment of units, training, and security. (For reporting policies, principles of operation of a reports control system, and detailed definitions of reports, see AR 305-15. For the form for the CA/MG situation report and for the CA/MG situation summary, see app. XIII.)

b. Historical value. Reports are also used for historical purposes. Certain narrative type reports are prescribed for this purpose. The success or failure of future CA/MG operations will depend on what is learned from past operations. Good reports make it possible to study and to learn from past operations.

96. STAFF LIAISON.

Liaison to promote coordination and cooperation is essential among the CA/MG staffs of higher, lower, and adjacent tactical and administrative commands. (FM 101-5.) This is especially true for CA/MG operations in order to insure

uniformity of operations in a political subdivision, such as a province or muncipality that may be the area of operation for more than one tactical or administrative command.

CHAPTER 5

UNIT ORGANIZATION AND FUNCTIONING

Section I. UNIT ORGANIZATION

97. INTRODUCTION

a. CA/MG unit operations are the operations of the unit that are necessary for the accomplishment of the unit's mission. Unit operations include operations that are common to other military units as well as operations that are peculiar to the CA/MG organization.

b. Because CA/MG unit operations are closely related to CA/MG unit organization, a brief summary of CA/MG unit organization is presented below.

c. Only selected aspects of CA/MG unit operations are discussed in this chapter. For a detailed discussion of CA/MG units and unit operations see FM 41-5.

98. THE COMMANDER

The principal duties of the CA/MG unit commander are to:

a. Command the CA/MG unit.

b. Train the CA/MG unit.

c. Direct the activities of the CA/MG unit.

d. Make recommendations to higher headquarters regarding personnel, equipment and training.

e. Supervise the activities of subordinate CA/MG units.

f. Make a continuous estimate of the capabilities of the CA/MG unit and when required submit plans and recommendations concerning the activities the unit should undertake.

g. Formulate plans for the CA/MG unit that are based on the decisions and directives that are received from higher headquarters.

h. Maintain liaison with other commanders either by personal contact or through a representative.

99. THE STAFF

The principal duties of the staff officers of the CA/MG unit are to:

a. Provide the information required by the CA/MG unit commander for planning and conducting the operations of the unit.

b. Make continuing estimates of the situation for anticipatory planning.

c. Submit recommendations for policies and plans.

d. Translate the decisions and plans of the CA/MG unit commander into orders, and provide for their dissemination to the command.

e. Insure by staff supervision that the policies, intentions, and orders of the CA/MG unit commander are executed properly.

100. THE FUNCTIONAL TEAMS

a. Command. CA/MG functional teams are under the command of the unit to which they are assigned. The CA/MG unit commander controls the functional activities of the unit through the chiefs of the functional teams. When numerous functional teams are attached to the unit, the senior officers of the economic, governmental control, public facility, and special CA/MG functions respectively, may represent the functional teams within their sections.

b. Assignment. CA/MG functional teams are assigned or attached to a CA/MG group, company, or platoon on the basis of the requirements of the unit. These requirements in turn, are based upon such factors as the level of government the unit is to control, the size and nature of the area in which it is to operate, and the particular [illegible] conditions that is is expected to encounter. (For a detailed discussion with regard to functional teams, see FM 41-5.)

c. Organization. Functional teams are organized on a cellular basis. Each functional team is designed to supervise a special function in occupied territory. Functional teams are provided for economics; commerce and industry; food and agriculture; price control and rationing; property control; public finance; civilian supply; public safety; public health; public welfare; legal; public education; labor; public works and utilities; public communications; public transportation; displaced persons; public information; and arts, monuments, and archives. (T/O&E 41-500A.)

d. Operations. For the specific activities, operations, and relationships of functional teams, see the charts in appendix XIV.

101. DUAL ROLE OF FUNCTIONAL OFFICERS

The officers who are assigned to functional teams are specialists who serve in a dual capacity. They are staff officers of the unit commander and exercise staff supervision over the corresponding functional activities of subordinate CA/MG units. In addition, they supervise the civilian counterparts and offices of their function, and perform such specific missions concerning their function as may be directed.

102. PERSONNEL

a. Military personnel. The CA/MG unit operates with the military personnel provided in Table of Organization and Equipment 41-500A.

b. United States or allied civilian employees. Department of the Army, or other United States or allied civilian personnel may be procured by higher commands to perform special CA/MG functions. When authorized by the theater commander nonmilitary agencies such as the International Red Cross, the American Red Cross, economic aid, and relief agencies may be authorized to assist CA/MG operations. Personnel of such agencies may be attached to the CA/MG unit and function under the direct supervision of the CA/MG unit commander.

c. Local civilian employees. The CA/MG unit when required may employ local civilian employees:

(1) Local inhabitants are utilized by the CA/MG unit as interpreters, clerical assistants, mess assistants, and motor pool mechanics.

(2) All local inhabitants utilized by the CA/MG unit are screened for reliability and honesty.

(3) Whenever possible, the local inhabitants utilized

by the CA/MG unit are furnished and paid by the local government.

Section II. UNIT STAFF PROCEDURES

103. UNIT COMMANDER'S ESTIMATE OF THE SITUATION

a. The CA/MG unit commander's estimate of the situation is similar to the estimate of the situation presented in FM 101-5.

b. After determining his mission, which is normally set forth in orders and instructions received from higher authority, the CA/MG unit commander considers the problems to be overcome in accomplishing his mission. The commander takes into account such factors as obstacles that may be imposed by the local inhabitants to CA/MG operations; capabilities of the enemy to carry out a scorched earth policy, to evacuate officials, and to destroy records; density of population; potential refugee and displaced persons problems; possible or probable reaction of the inhabitants to defeat and occupation; ideologies, fanaticisms, and religions; state of the civil government and its probable effectiveness; politics and character of leaders; and critical and cultural objects or institutions.

c. The CA/MG unit commander also examines the means available to accomplish his mission. He considers his unit strength and capabilities; the assistance that he may be able to obtain from higher headquarters; the assistance that may be available from other troops; the extent to which local agencies may be utilized; the probable resources and equipment that will be available in the area to be occupied; the period of time available to him; and effectiveness of available local officials.

d. The CA/MG unit commander then analyzes and compares the probable courses of action.

e. As the final step, the CA/MG unit commander decides on the course of action that promises to be the most successful. He states the decision briefly and indicates what the unit as a whole is to do. He may also include so much of the when, where, how, and why as may be appropriate. (For the form of a CA/MG unit commander's estimate of the situation, see app. IV.)

104. UNIT OPERATION ORDER

Although a CA/MG unit operation order is identical in form to operation orders of other military units, it contains more detailed information concerning the civilian

population than do the operation orders of the other units. It deals with the conduct of the unit in controlling the inhabitants of the area, and includes specific information concerning the towns, levels of government, number of inhabitants, probable status of utilities, probable reaction of the inhabitants, designation of troop units assigned the mission of assisting the CA/MG unit, and the availability of security forces. (For the form for the CA/MG unit operation order, see app. XV.)

105. UNIT STANDING OPERATING PROCEDURE

a. The CA/MG unit standing operating procedure is a set of instructions that gives the methods to be followed by the unit for the performance of routine operations. The purposes of the unit standing operating procedure are:

(1) To simplify the preparation and transmission of orders.

(2) To simplify and perfect the training of the personnel.

(3) To promote understanding and teamwork between the commander, staff, troops, and units.

(4) To facilitate and expedite operations.

(5) To minimize confusion and errors.

b. Each CA/MG unit develops appropriate and effective standing operating procedures that conform to the procedures established by the next higher command. The unit standing operating procedure may be revised at any time to further standardize procedure.

c. The standing operating procedure is published by the authority of the commander in the form that is most effective for the unit.

106. IMPORTANCE OF CA/MG REPORTS

Higher headquarters secure information upon which to base future plans and decisions, and determine the effectiveness and progress of present plans, by requiring reports from subordinate CA/MG units.

107. ROUTINE REPORTS

a. Routine reports may be required of the CA/MG unit by higher headquarters at daily, weekly, monthly, or other intervals. The information that is to be submitted in routine reports by the CA/MG unit is obtained by the unit in the performance of its normal duties and through continuous contact with local civilians and governmental agencies.

b. Routine reports include a summary of the situation, the duties performed during the period covered by the report, and the location of the unit.

108. SPECIAL REPORTS

a. Special reports differ from routine reports in that there is no regular time for the submitting of such reports. Information in special reports may be obtained by the CA/MG unit through an informant network; through close liaison with civilian governmental and law enforcement agencies; through close liaison with other military organizations, such as CIC, CID, and psychological warfare; and through the channels for the obtaining of routine information.

b. There are two types of special reports:

(1) Reports initiated by the subordinate CA/MG unit covering subjects of special interest, such as demonstrations or riots. The report is submitted in concise summary form to the next higher headquarters by the most expeditious means.

(2) Reports submitted by the CA/MG unit upon the request of higher headquarters. Such reports may cover subjects not included in routine reports,

or may call for information in routine reports prior to submission of such reports. Special reports of this type are complete within themselves.

109. REPORTS CONTROL

A CA/MG reports control officer may be appointed to supervise the preparation and submission of CA/MG reports. Reports control in a large CA/MG unit necessitates the review and approval of reporting requirements and the use of report control symbols or numbers. In a smaller CA/MG unit, reports control may be maintained through a system of reports suspense dates. The CA/MG standing operating procedure would specify the control to be exercised over reports.

110. CA/MG REPORT CHANNELS

The reports of the CA/MG unit are submitted through channels to the next higher echelon of command. When authorized, reports pertaining to functional activities may be submitted through technical channels.

111. CA/MG REPORT RECORDS

The CA/MG unit maintains copies of reports submitted to higher headquarters and reports received from subordinate units. A record is kept of proclamations, orders, decrees, ordinances, public laws, etc., issued by higher

headquarters.

112. CA/MG STATISTICS

The CA/MG unit collects appropriate statistics and compiles them in the form of reports for its own use and the use of higher headquarters. It may require special reports containing statistical data of local governmental agencies. Statistical charts, tables, and graphs may be used by the CA/MG unit as reference material and to portray graphically the progress and nature of the unit's work.

113. CA/MG SURVEYS

The CA/MG unit may be required by higher headquarters to conduct surveys on various matters in its area. The surveys are used for reference and form a part of the office records. Control over surveys may be instituted in the same manner as control over reports. (AR 305-15.)

Section III. INTELLIGENCE AND SECURITY

114. CA/MG INTELLIGENCE

a. CA/MG intelligence activities are concerned with obtaining, collecting, evaluating, and interpreting information pertaining to the inhabitants, their attitude, their activities, their economic conditions, and similar matters, insofar as such matters affect the capability of the CA/MG

unit in accomplishing its mission. On the basis of intelligence, the CA/MG unit commander and his staff make continuous and long range estimates of the effect the unit activities will have on the inhabitants, and the effect the civilian reaction will have on the operation of the CA/MG unit.

b. Staff coordination furnishes the intelligence and counter-intelligence information required for the internal security and the lines of communications security of the CA/MG unit. Full utilization is made by the CA/MG unit of the intelligence services that are available through the organization to which the CA/MG unit is attached or assigned.

c. The CA/MG unit is primarily interested in military intelligence concerning immobilized, isolated, or bypassed enemy forces, hostile underground movements, partisan and guerrilla activities; censorship of civilian communications; psychological warfare; and screening of prospective civilian employees and appointees prior to their utilization by the unit.

115. SECURITY

a. The CA/MG unit commander is responsible for the security of his unit. The commander takes immediate action to insure the local security of his command and to insure that personnel of his unit comply with security regulations in the area concerning such matters,as blackout, curfew, and travel restrictions. A guard system is established as conditions require. The guard may be supplied from other troops in the area, as directed by the area commander, or may be provided from indigenous civil police forces. The presence of a sizeable armed force near the CA/MG headquarters enhances law and order and minimizes the danger of hostile measures by enemy civilian or by guerrilla and other partisan forces.

b. Liaison is maintained with the commander responsible for the security of the area. The CA/MG unit commander conforms to the security plan of the area commander.

c. The CA/MG unit commander takes passive defense measures to protect CA/MG unit personnel from enemy bombing and shelling, or from enemy chemical, biological, or radiological attack. Passive measures include the use of concealment, dispersion, cover, and warning systems.

Section IV. COMMUNICATIONS AND MOVEMENT

116. CA/MG COMMUNICATIONS

a. The headquarters exercising control over the CA/MG unit is responsible for including the unit in its communications network. The commander of the CA/MG unit is responsible for arranging with the headquarters to which his unit is attached for adequate communications facilities.

b. When civilian communications facilities have been taken over for military use, the CA/MG unit commander is responsible for securing such allocation of facilities for utilization of the civil government as the situation will permit. Until conditions permit use of civilian communications by local governmental officials, the CA/MG unit commander arranges for the handling of essential civil government communications through military channels.

c. For a discussion of communications capabilities and limitations, classification of messages, terminology, and similar matters, see FM 101-10.

117. CA/MG MOVEMENTS

a. The CA/MG unit moves as a unit when making administrative movements **prior** to deployment. When deploying for operations, the CA/MG unit moves in as many echelons as the

size of the unit and the prevailing conditions within the area require. The CA/MG unit commander prior to movement maintains liaison with the deploying headquarters to determine the extent of echelonment necessary.

b. The advance echelon includes the unit commander, public safety personnel and other necessary personnel. Upon arrival at the objective, the CA/MG unit commander makes a reconnaissance of the area, estimates the situation, initiates action to control local inhabitants, selects locations for CA/MG offices and billets, and calls forward remaining echelons of the unit.

c. The rear echelon consists of administrative and service personnel.

d. Intermediate echelons consist of functional teams and other specialists.

e. The mobility of the CA/MG unit is such that it is able to enter an area with the initial combat forces and to take the steps required to establish the necessary civilian controls.

118. MARKING AND POSTING

In CA/MG operations, it is essential that military and other persons be able to promptly identify and locate the

CA/MG headquarters. The approaches to the CA/MG headquarters are clearly marked by signs. A large sign, in English and the language of the occupied area is displayed at the entrance to the CA/MG headquarters; it states that the building is the CA/MG headquarters for that area.

119. WITHDRAWAL OF THE CA/MG UNIT

When the CA/MG unit is ordered to withdraw from the area in which it is exercising control over the civilian population, it will:

a. Destroy all classified material and documents in such a manner that they will be of no value to the enemy.

b. Destroy all papers, letters, lists, and records bearing the names of civilians who have assisted the unit in conducting its operations.

c. Alert key officials and expedite their evacuation upon authorization by higher headquarters.

d. Discontinue its communications network and render such equipment unusable if it cannot be evacuated.

e. Withdraw secretly by night when practicable, and in any event conduct operations in such a manner that information concerning its probable departure will not be disclosed to the inhabitants of the area.

Section V. AREA JURISDICTION

120. AREA OF JURISDICTION

a. The area and level of government over which the CA/MG unit exercises jurisdiction is designated in the CA/MG plan.

b. When the area of jurisdiction of the CA/MG unit as established by the CA/MG plan extends into areas of more than one commander delegated CA/MG area responsibility, the commander deploying the CA/MG unit accomplishes the necessary liaison and coordination with adjacent commands to insure the uniformity and continuity of CA/MG operations. Any matter that cannot be arranged between commanders delegated CA/MG area responsibility is resolved by the commander with overall CA/MG responsibility for the area.

c. An area of jurisdiction for a CA/MG unit deployed on a supplementary mission is designated by the headquarters exercising CA/MG area responsibility.

121. TRANSFER OF AREA OF JURISDICTION

a. When the CA/MG unit initiating activities in an area relinquishes jurisdiction of an area to another unit, the departing unit takes measure to acquaint the replacing

unit with what has already been accomplished in order to avoid duplication of effort and to maintain continuity of operations.

b. These measures include:

(1) Acquainting the new unit with the location and the commanders of troop units in the area.

(2) Acquainting the new unit with the peculiarities of the area, pointing out measures taken and additional measures needed.

(3) Documenting commitments made to civilians or civilian officials.

(4) Preparing a list of individuals, not appointed as officials but of value to the CA/MG unit.

(5) Compiling copies of all reports, records, journals, diaries, and other useful information for the utilization of the replacing unit.

(6) Listing activities in progress, their importance, and suggestions for their completion.

CHAPTER 6

OPERATIONS IN TYPICAL AREAS

Section I. IN A SMALL CITY

122. GENERAL

a. The area operations of CA/MG units are similar in nature, regardless of the size of the area or the unit performing the operation.

b. The scope of the operations of a CA/MG unit in an area is influenced by the directives of higher headquarters and the specific mission assigned to the unit.

c. CA/MG operations in a small city are generally conducted by a CA/MG platoon that operates as a part of a CA/MG company.

d. The exact sequence of the actions to be taken by a CA/MG unit in the occupation of a small city is dependent upon the conditions in that city. Hence, certain essential activities are executed promptly in the order required by the particular situation. (For a check list for unit operations, see app. XI.)

123. RECONNAISSANCE

The commanding officer of the CA/MG unit makes a preliminary reconnaissance of the assigned city and its

environs upon arrival. He becomes familiar with the area as soon as possible, and makes a survey to determine the requirements of the area.

124. COMMANDER'S ESTIMATE OF THE SITUATION

The commanding officer of the CA/MG unit continues to refine his estimate of the situation during his reconnaissance and his initial conversations with local inhabitants.

a. Tactical. In his estimate of the situation, the commander considers the tactical situation as it affects his CA/MG operations in the municipality. He ascertains the number and types of friendly military units in the city in order that he may plan for the security of his unit, the guarding of certain civilian installations, and the obtaining of required services.

b. Civilian. In his estimate, the commander considers the civilian situation, such as the number and age grouping of the civilians, the status of the local government, the damage to buildings and civilian facilities, as well as the immediate action required to accomplish his mission.

125. POSTING OF ENACTMENTS

The CA/MG unit, upon entering the city, posts the necessary proclamations and other enactments. The CA/MG

enactments are posted in public places that are frequented by the inhabitants. An official record is kept of the time, date, and place of the initial posting of the enactments. The CA/MG unit may post the initial copies of the enactments and direct the local authorities to post additional copies.

126. CA/MG HEADQUARTERS

The headquarters of the CA/MG unit is located where it can best control its assigned area of jurisdiction. The exact location of the unit headquarters is influenced by such considerations as location of governmental offices; space and facilities required; security; extent of war damage; proximity to available billets and routes of communications; and communications requirements and facilities. The headquarters is marked by a sign designating the unit, its area of control, and the hours during which local inhabitants may visit.

127. CONFERENCE WITH CIVILIAN OFFICIALS

Upon arrival in the city, the CA/MG unit commander meets and confers with local civilian officials and leading citizens. The information obtained at this meeting should include:

a. The existence or absence of civil authority and police organization.

b. The whereabouts of the normal population, including the presence or absence of large numbers of refugees and their morale.

c. The extent of damage to buildings, communications, and public utilities.

d. The establishing of through traffic.

e. The clearing of mine fields and suspected booby traps.

f. The food supply situation.

g. The state of public health and sanitation.

h. Other information pertinent to the successful operation of the CA/MG unit in the area.

128. REMOVAL OF OBJECTIONABLE OFFICIALS

Public officials holding important offices and having undesirable political backgrounds are replaced in accordance with pertinent directives. The retention in office of other public officials is normally within the discretion of the commanding officer of the CA/MG unit.

129. APPOINTMENT OF KEY OFFICIALS

The CA/MG unit commander selects and appoints persons to key governmental positions that have been vacated by

officials who have fled from the city or have been removed for political reasons, inefficiency, or uncooperativeness. The selection of new officials is based upon their professional and occupational competence and their satisfactory political records. All appointments are temporary and are subject to the approval of higher CA/MG authority.

130. DIRECTIVES TO LOCAL OFFICIALS

The commanding officer of the CA/MG unit issues instructions to appropriate civil officials. These instructions may also be published in the official CA/MG gazette. Civil officials are directed to distribute these directives to other appropriate authorities or agencies.

131. CONFERENCE WITH AREA MILITARY COMMANDER

As soon as possible, the CA/MG unit commander reports the location, address, and telephone number of the CA/MG office to the area military commander. When required, the CA/MG unit commander arranges with the area military commander for guards, for the issuance of orders to troops with regard to their relations with civilians, and for certain buildings not to be occupied by troops.

a. Guards. The CA/MG unit commander may request that troops be assigned to guard banks, food stocks, warehouses, utilities, arms and explosives stores, important records, museums, and works of art.

b. Orders to troops. The CA/MG unit commander coordinates with the area military commander on the issuance of orders to troops regarding their conduct towards the inhabitants, the prohibiting of traffic in foreign currency and United States dollars, and the protection of monuments and fine arts.

c. Restrictions. The CA/MG unit commander recommends to the area military commander that certain types of buildings should not be occupied by troops unless military necessity requires such use. These buildings include:

(1) Religious buildings.

(2) Essential civil government buildings.

(3) Museums, libraries, and scientific buildings.

(4) Political party or other buildings containing essential records, until the records are secured.

132. UNIT LIAISON

The CA/MG unit establishes and maintains liaison with other military units in the city. Liaison is established with:

a. Tactical units. The commanding officers of tactical units in the city are contacted and informed of the location, telephone number, and address of the CA/MG unit headquarters. CA/MG security measures are coordinated with the tactical units in the city.

b. Military police. Close liaison is maintained by the public safety officer of the unit with the provost marshal regarding mutual law and order problems, traffic circulation, and methods of enforcing regulations governing relations between military personnel and local inhabitants.

c. CIC. Liaison is maintained with CIC units in the city in order to coordinate intelligence matters of mutual interest that affect the civil population.

d. Service units. Liaison is maintained with service units in the city, such as engineer units that may require local labor or material for the construction of roads or repair of essential utilities or medical units that may require additional labor, facilities, or supplies.

133. INITIAL TASKS

The major initial tasks of the CA/MG unit upon arrival in the city include:

a. Public safety. As soon as it can be arranged, a conference is held with the senior civilian police official. The status of the local police force is determined and necessary reorganization is accomplished. The police are instructed with regard to the authority they possess under CA/MG proclamations and ordinances, and their responsibility for the enforcement of local laws. Plans are formulated for coordinating civil and military police activities to maintain law and order effectively.

b. Public health. Initial public health activities require the retention or appointment of a local civilian public health administrator; survey of water supply and sewage disposal systems, of hospitals and clinics, and of druggists; preparation of a plan for epidemic control; and accomplishment of other essential public health and sanitation measures.

c. Civilian supply. A study of available food resources, food transport and distribution, and food consumption is instituted. Unless changes are required the existing system of food rationing and distribution is continued. Emergency food requisitioning is accomplished through established military channels. Essential supplies for civilians, such as food, clothing, shelter, and

medical aid, are obtained through the CA/MG unit commander. The commander supervises the establishment of local organizations for the administration and distribution of civilian supplies. He makes arrangements for other essential civilian goods that are necessary to carry on agricultural, industrial, and commercial activities that may be of direct benefit to the occupying forces.

d. Displaced persons. If there are large groups of displaced persons, control by a displaced persons team or the officer designated to control the activities of such groups will be required. The CA/MG unit to which the displaced persons team is attached or assigned is responsible for requisitioning supplies and rations required by displaced persons camps and for arranging for local transportation of these supplies and rations from the nearest distribution point.

e. Relief. The CA/MG unit supervises the relief activities in the city. It supervises the distribution of civilian relief supplies; the administration of public and private institutions that care for the children, the poor, the aged, and the physically and mentally handicapped; and the re-establishment and administration of local charitable and relief organizations.

f. Curfew. When curfew regulations are imposed upon the inhabitants of the city, they are enforced by the civil police, supervised by the CA/MG unit, assisted by military police or other troops as directed by the commander delegated authority to conduct CA/MG activities.

g. Travel. When it is necessary to impose travel restrictions, military or civilian police check systems are established at road barriers, bridges, railway stations, airports, and docks to enforce the restrictions.

h. Passes. The CA/MG unit issues passes to the inhabitants of the city. Doctors, midwives, key officials, utility repairmen, and persons with essential occupations may require special consideration. The CA/MG unit commander may permit key civilian officials; e.g., the mayor or chief of police to issue, under CA/MG supervision, to certain classes of civilians.

i. Public utilities. The CA/MG unit commander cooperates with the appropriate arms and services in the reestablishment, control, and supervision of all transportation facilities and public utilities in the city needed for military and essential civilian use.

j. Labor service. The CA/MG unit commander initiates a survey of available labor. He arranges with local officials for obtaining labor to assist the military forces and for rehabilitation and reconstruction in the city. In accordance with pertinent directives, labor organizations may be re-established; labor relations problems may be adjudicated; medical care and compensation may be provided in cases involving temporary disability; and wage scale, hours of work, and appropriate distribution of available labor may be initiated.

134. AREA INSPECTIONS

The CA/MG unit commander makes frequent inspections of the city in order to determine whether the objectives of the operation are being achieved. The commander insures that all essential measures are taken to maintain law and order and to prevent disease and unrest. He insures that civilian officials, agencies, and installations are functioning in compliance with CA/MG directives and in a manner that best achieves the objectives of the occupying force.

135. PUBLIC INFORMATION

In order to maintain and improve relations between the occupying forces and the inhabitants of the occupied city, the CA/MG unit commander interprets the policies and

purposes of the occupation to the civilians. The dissemination of this information is accomplished by the use of the media available, such as press, radio, motion pictures, personal contacts, and information centers.

Section II. IN OTHER AREAS

136. RURAL AREAS

The operations of a CA/MG unit in a rural area are similar in nature to the activities outlined for a CA/MG unit in a small city. The size and composition of the unit may vary however, because of the increase in the area to be controlled, the type of area, the number of inhabitants, the state of agriculture or small industry, and other pertinent factors.

137. METROPOLIS

a. The activities of a CA/MG unit utilized to supervise and control a metropolis are similar to, but on a broader and more complex scale, than the activities of a CA/MG unit utilized to control a small city. The unit is of necessity a larger unit; e.g., a CA/MG group or company augmented by appropriate functional teams to achieve the objectives of the operation and meet the needs of the area.

b. The CA/MG unit controlling a metropolis utilizes its subordinate CA/MG units to supervise the major administrative subdivisions of the local government.

138. PROVINCE

a. CA/MG activities at a provincial level are broader and more complex than the activities at the municipal level. The CA/MG group, appropriately constituted, performs activities that are more supervisory than operational.

b. The CA/MG unit controlling the province supervises and directs all governmental activities at the provincial level through its functional teams, and indirectly controls and supervises the lower levels of government through subordinate CA/MG units.

139. REGION

a. The activities of a CA/MG unit at the regional level are primarily supervisory. Through its functional teams, the unit supervises all governmental agencies in the area. The CA/MG unit may operate certain specialized activities, such as a regional power or transportation organization or a national police force subdivided on a regional basis.

b. The CA/MG unit at a regional level is responsible for the activities of the subordinate CA/MG units in its region. It directs and supervises subordinate CA/MG units in its area, and through its functional teams provides support to CA/MG units below the regional level.

140. NATION

a. The CA/MG area headquarters unit advises, supports, or relieves from authority, existing national governmental officials. When an exiled government is restored, the area headquarters unit may limit its activities to supporting and advising the restored national government.

b. The activities of a CA/MG unit at the national level are both functional and supervisory. The CA/MG area headquarters unit controls and directs governmental activities at the national level through its functional teams, and indirectly controls and supervises the lower levels of government through subordinate CA/MG units.

CHAPTER 7

LEGISLATION

141. LEGISLATIVE POWERS

a. Under international law, all powers of government in occupied enemy territory are vested in the military occupant. Enactments promulgated by the military occupant, or under its authority, constitute legislation that is binding upon the civilian officials and the inhabitants.

b. The laws of the occupied territory existing at the time of occupation continue in effect as amended, anulled, suspended, or modified by CA/MG legislation or by legislative action of competent civilian authorities exercising power conferred upon them by the military occupant.

142. AUTHORITIES WHO MAY ENACT LEGISLATION

a. Theater commander. The theater commander prepares and approves all initial legislation. Subsequent legislation on subjects for which uniformity of treatment is desirable throughout the theater is prepared and approved by the theater commander, or by subordinate commanders when authorized by the theater commander. Approved legislation is promulgated by subordinate commanders when authorized by the theater commander.

b. Subordinate commanders. Subordinate commanders authorized to conduct CA/MG activities, enact legislation required for their given areas, and may, when the situation requires, authorize their subordinate commanders to enact further legislation. Legislation enacted by subordinate commanders conforms to the policies and legislation of higher commanders. When subordinate commanders are authorized to enact legislation, the enactments take the form of notices; they are not issued as proclamations, laws, or ordinances, except when commands are operating as separate task forces and are specifically granted such authority. (For types of CA/MG legislation, see par. 144 below.)

143. SUPERVISION

a. For the maximum coordination and uniformity of legislation, each commander who authorizes a subordinate commander to enact legislation requires the legislation to be submitted to him for approval prior to promulgation, except when the military situation requires emergency action to be taken. When emergency legislation is promulgated, a detailed report is made to the higher commander.

b. Subordinate commanders report to the authorizing higher commander the issuance of any legislation within

their respective areas of responsibility; they furnish the date, place of issuance and publication, and area of applicability of all proclamations, laws, ordinances, and notices, including legislation furnished by the higher commander. Higher commanders may require the submission of copies of all legislation enacted by subordinate commanders.

144. TYPES OF CA/MG LEGISLATION

a. Proclamations. Proclamations are general announcements of policy and action that are directed to the inhabitants of the occupied territory. They are issued by the theater commander, and by subordinate commanders when authorized, to announce matters and acts of special importance (app. XVI).

b. Laws. Laws are legislation of general application to the occupied territory and to the inhabitants; these laws affect the previous general law of the territory and are subject to the control of the issuing authority.

c. Ordinances. Ordinances are legislation of general application within the area of control of the issuing authority on matters related to CA/MG activities that do not directly affect the previous existing law of the territory.

d. Notices. Notices are notifications of special action required or prohibited that are addressed to the inhabitants of an area or to any class of person found therein.

e. Regulations. Regulations include rules and principles issued under a law or an ordinance and intended to be binding on the persons effected thereby.

145. INSTRUCTIONS AND DIRECTIONS

a. Instructions. Instructions are delegations of authority and other directions to CA/MG officers and units with respect to how, when, and by whom legislative matters are to be given effect.

b. Directions. Directions to specified persons, including civilian officials as distinguished from directions to the public generally, are known as CA/MG directions.

146. PREPARATION

a. In advance of the actual occupation, the theater commander prepares legislation necessary to establish CA/MG in conformance with the directives of higher authority. In preparing his legislation, he considers such factors as national objectives, requirements of international law, and measures required for the security of his forces.

b. The theater commander usually issues his initial legislation in the form of a proclamation that sets forth in brief and simple terms the following points (FM 27-5):

(1) The declaration of the occupation. The declaration is a formal notice of the fact of occupation. In the declaration, the area and the people to which the occupation applies are defined.

(2) The purpose and policy of the occupation. The political objectives are included in the proclamation when authorized by higher authority. A statement as to the extent to which civil administration will be affected is also included.

(3) The status of the military authority of the occupying forces. The supremacy of the military authority is declared if a belligerent occupation is to be established. The relationship of the military authority to the civilian authority is announced if the occupation is established pursuant to a civil affairs agreement or under similar circumstances.

(4) The treatment of civilian population. The manner in which the inhabitants are to conduct themselves, and the treatment which they may expect if they are obedient to the requirements of military authority, is stated.

(5) The measures to which CA/MG will resort. Advance notice is given of other legislation to be issued that will specify in detail what will be required of the inhabitants.

(6) Miscellaneous matters. Other matters that the theater commander deems appropriate should be included in the proclamation.

c. The tone and character of the proclamation are affected by:

(1) The military and political objectives to be attained.

(2) The strategic situation.

(3) The existence or nonexistence of a recognized government.

(4) The composition and disposition of the occupying forces.

(5) The attitude of the inhabitants.

(6) The history of the territory to be occupied and the psychology of its people.

(7) The degree of civilian control to be required.

d. Subsequent proclamations and implementing legislation are prepared as required.

e. Directions are prepared and used, rather than enactments, where the required action can most effectively be accomplished through the civil government machinery. Subsequent directions are prepared and issued in accordance with the procedure applicable to enactments.

147. FORMAT

a. Legislation issued by the theater commander, or by subordinate commanders authorized to conduct CA/MG, bears the following heading: "United States Civil Affairs/Military Government _____." (The heading is completed by including the designation of the geographical area to which it is applicable.) It is entitled as a "Proclamation," "Law," "Ordinance," "Notice," or "Regulation."

b. Proclamations, laws, and ordinances for a given area are numbered serially by the enacting authority. A concise title is used where applicable. The initial proclamation of the theater commander is issued over his

signature. All subsequent legislation carries the authority line: "By Order of the Military Governor."

148. PUBLICATION

All legislation that is addressed to the inhabitants is given the widest publicity feasible in the area in which it is applicable. During initial operations and in mobile situations, publication is accomplished by posting printed copies as widely as practicable, or by such other means as the commanders responsible therefore deem appropriate. In static situations and when conditions permit, legislation is published in newspapers and official gazettes.

149. EFFECTIVE DATE OF LEGISLATION

a. Unless otherwise stated, CA/MG legislation becomes effective and binding within the occupied territory upon occupation. It is not necessary to prove actual publication by posting or otherwise; it is, at most, necessary to prove that the area, within which the offense is alleged to have been committed, was occupied on the relevant date.

b. Whenever feasible, the effective date of a given enactment is stated in the legislation and in the official gazette.

c. Legislation subsequently enacted to initial enactments should contain the following statement. "This ordinance (or other applicable term) becomes effective _____ 19_____." Such legislation becomes effective on the date stated therein.

150. ENFORCEMENT

a. In the initial stages of occupation, the enforcement of CA/MG legislation is accomplished by the commanders authorized to conduct CA/MG activities through their CA/MG units, military police, or other military personnel. As rapidly as the situation permits, civil police and other authorities, through the CA/MG organization, 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 CA/MG legislation are brought for prosecution before CA/MG type military tribunals, or if authorized by the theater commander before the civilian courts of the occupied territory.

151. 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 translations of his orders or instructions. The onus of understanding the CA/MG orders or instructions correctly is entirely the responsibility of the inhabitants. Civilian authorities or officials are obligated to furnish correct English translations of all official communications to CA/MG offices, and to arrange for the translation of all official communications from CA/MG offices into the language or languages of the occupied territory.

b. All CA/MG legislation is issued in English and the language or languages of the inhabitants of the occupied territory. For any question of meaning with regard to such legislation, the meaning of the English text prevails. With regard to legislation, it is the policy of the United States to furnish translations. The translations are purely for the assistance of the population and have no legal force.

c. Legislation authorized for enactment by the local government is issued in the language or languages of the

inhabitants, an English translation is furnished to CA/MG by the issuing authority.

d. In combined operations, all legislation is issued in English and the languages of other allies, and is binding upon the inhabitants. 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 the other language texts, it is adjusted administratively. Such a discrepancy is not the concern of the inhabitants.

152. CA/MG GAZETTES.

a. The theater commander and the subordinate commanders authorized to conduct CA/MG activities publish the CA/MG enactments from time to time in an official gazette or gazettes.

b. Instructions regulating the internal administration of CA/MG units are distributed through military channels and are not published in a gazette.

c. Legislation that appears in a CA/MG gazette is an authoritative statement of the law that is set forth therein. The legislation, however, is subject to any amendment that is issued after the date of the publication of the gazette.

CHAPTER 8

CONTROL OF CIVILIANS

Section I. INTRODUCTION

153. ROLE OF CA/MG

a. The theater commander employs the CA/MG organization to supervise and control and not to replace, the civil government in occupied territory.

b. The theater commander, in his instructions to the civil government of the occupied territory, delineates and establishes the policies that are to be followed; he does not give detailed instructions as to the execution of the policies.

c. The CA/MG organization insures that the civil government complies with the instructions and policies of the theater commander.

154. DEGREE OF CONTROL

a. The degree of control to be exercised by the CA/MG organization over the inhabitants, economy, and institutions, of the occupied territory will vary. The degree of control will depend upon such factors as the attitude of the inhabitants toward the occupying force, their economic and

political development, and the military and political objectives of the occupying force.

b. When the inhabitants are cooperative, strict control may not be required to achieve military objectives, to enforce law and maintain order, and to impose the will of the occupying force on the inhabitants. In such a situation civil government officials may be permitted freedom of action under the broad policies and the general supervision of the occupying force.

c. When the inhabitants are not cooperative, strict control is required. Civil government officials are not permitted great latitude of action, and are closely controlled and supervised by the CA/MG organization.

d. One or more of the following conditions may affect the degree of control necessary to accomplish the desired objectives:

(1) Political conditions. Absence of reliable civil officials; destruction of records and equipment; or inability of the civil government to control the inhabitants.

(2) Physical conditions. Acute shortage of housing; destruction of essential service installations; or damage to public utilities.

(3) Economic conditions. Destruction of commercial and industrial facilities; shortage of foodstuffs and industrial supplies; lack of labor or managerial personnel; inflated monetary conditions; or the inability of the local economy to be self-supporting or to support the occupation.

(4) Social conditions. Large numbers of refugees and displaced persons; private and public welfare institutions damaged or not functioning; or hospital facilities, medical supplies, and professional personnel in short supply.

e. Conditions of unrest, absence of an established government, and inability of the civil government to maintain order in the occupied territory may necessitate strict control in order to prevent possible interference with military operations. As conditions in the occupied territory approach normal, the control that is exercised by the commander through the CA/MG organization may be relaxed.

155. CENTRALIZED AND DECENTRALIZED CONTROL.

a. CA/MG controls are established at the levels of government where the governmental activities can be controlled with the greatest efficiency and uniformity consistent with established policies.

b. Certain governmental functions, such as communications, finance, and international trade, are most effectively controlled and supervised at a high level of government; other governmental functions, such as education and fire fighting, are best controlled and supervised at a low level of government; and still other governmental functions, such as health and welfare, are best controlled and supervised at each level of government.

Section II. DURATION OF CONTROL

156. GENERAL

The period of time during which CA/MG control is to be maintained will depend upon 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 social objectives of the occupier.

157. CONTINUANCE OF MILITARY OPERATIONS

As long as military operations continue, the theater commander will continue 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 operation.

158. BASE OF FUTURE OPERATIONS

The use of the occupied territory as a base for future operations will require the extension of CA/MG control. The preparation for, and the security of future operations will necessitate the continuation of control over the inhabitants. The use of available labor, economy, and physical facilities will require the control to be extended beyond the termination of future operations in order that the objectives of the operations may be achieved.

159. ATTAINMENT OF OBJECTIVES

In order to insure the attainment of national or international objectives, the occupant may continue to exercise control over certain aspects of internal and external affairs after restoring to the occupied territory much of the legislative, judicial, and executive authority. In such a situation control will probably continue to be exercised for international agreements, foreign trade, reparations, industry, social reform, displaced persons, and similar matters.

160. FUTURE STATUS OF TERRITORY

National policies or international agreements regarding the future status of the occupied territory will also determine the duration of CA/MG control. Depending upon any potential threat to national or international security

and the existing conditions in the occupied territory, the duration of the control may be limited to the period of military operations or the control may be extended until the national or international objectives are achieved.

Section III. ADMINISTRATIVE AND JUDICIAL CONTROL

161. FORMS OF ADMINISTRATIVE AND JUDICIAL CONTROL

The CA/MG organization utilizes administrative and judicial controls in controlling the inhabitants and their government in occupied territory. These controls may be coercive or noncoercive. Where possible, the CA/MG organization employs noncoercive controls; it resorts to coercive measures only when necessary.

162. NONCOERCIVE ADMINISTRATIVE CONTROLS

Noncoercive measures are utilized by the CA/MG organization to induce the inhabitants or their government to accept or to follow a policy or a plan of action. Noncoercive controls are not backed by sanctions. They take the following forms:

a. Declaration of policy. A declaration of policy is an over-all outline of the CA/MG program. By the means of proclamations and other enactments, the inhabitants are informed of the conduct expected of them.

b. Declaration of legal obligations. A declaration of legal obligations clarifies for the inhabitants their position in relation to the occupier. A declaration of legal obligations may be included in the initial or subsequent proclamations.

c. Establishing of standards. Standards are guides without any binding provisions. Compliance is achieved because standards are desirable, and acceptance is easier than rejection.

d. Setting of examples. Both the CA/MG and the civil government of the occupied area may set examples for the inhabitants. For example, any action taken by the government in the conduct of its affairs may, in part, stimulate voluntary action by individual inhabitants along similar lines.

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.

f. Educational campaigns. An educational campaign informs the inhabitants of the facts of a particular matter. It may be used to familiarize the inhabitants with an idea,

action, policy, organization; as it may be used to secure their cooperation.

g. Conferences. Conferences are held to clarify and interpret laws or policies to parties whose interests are affected. Conferences may also be held to formulate policies.

h. Conciliation, mediation, and arbitration. In both conciliation and mediation, a third party helps to resolve a dispute between two other parties; there is no prior agreement to abide by the third party's decision. Conciliation and mediation differ from arbitration. In arbitration, the arbitrator is given the power of making a final binding decision.

i. Purchase of consent. Purchase of consent is the purchase of the capacity to act. Purchase of consent is exercised by a government through its power to raise and disburse funds. The government grants a material or financial reward for compliance with a stated policy. The payment of subsidy, for example, is a form of purchase of consent.

j. Receiving of reports. The submission of a required report makes it necessary for the responsible person to become familiar with a given activity. The review of the

report provides a check against the operations of the responsible person.

k. Reviewing of records. The making and reviewing of records parallels the making and receiving of reports. The reviewing of records is a means of obtaining information, controlling operations, observing efficiency, verifying conditions, and checking the accuracy of actions.

l. Specific instructions. Specific instructions are promulgated by proper authority ordering a specific performance or restraining a given activity. CA/MG ordinances are examples of specific instructions.

m. Compliance through publicity. Compliance through publicity is used to induce obedience by the means of adverse publicity or unfavorable comment. There is no resort to legal means of compulsion.

163. COERCIVE ADMINISTRATIVE CONTROLS

Coercive controls are direct measures that are employed to induce the inhabitants or the local government to accept or to follow a policy or plan of activity desired by the CA/MG organization. The controls are a means of applying restraint; their violation may be punished. Coercive controls include:

a. Licensing. A license is an official permit to carry on a particular business or profession. The primary aim is regulation, not prohibition.

b. Investigation. An investigation is the act of searching for an alleged error, deficiency, or incident of misconduct. The person being investigated must justify the conditions or show cause for the deficiencies noted.

c. Inspection. An inspection is the viewing of a condition and the making of a judgment as to whether the condition is in compliance with directives.

d. Apprehension of violators. The apprehension of a violator is the act of searching for, finding, and detaining a person who commits an offense.

e. Taxation. Taxation is the raising of revenue by the imposing of compulsory contributions. It is an effective control of the economy of an area.

f. Summary action. A summary action is an immediate action taken to prevent or correct a particular situation. The summary action may be judicial or nonjudicial. Summary actions may include removal from office, denial or revocation of license, or refusal or withdrawal of benefits.

164. COERCIVE JUDICIAL CONTROLS

The CA/MG organization exercises controls, coercive in nature, over the civilian populace and government through courts. A judicial decision is coercive in that there is a definite degree of force behind the decision.

a. Adjudication. An adjudication is the exercise of the judicial function in the determination of a question.

b. Fines. A fine is a judgment by a court that the punishment for an offense shall be a certain payment of money.

c. Prison sentences. A prison sentence is a judgment by a court that the punishment for an offense shall be by confinement.

d. Injunctions. An injunction is an equitable writ or process that is granted by a court of equity whereby a party is required to do, or to refrain from doing, a certain act.

e. Writs. A writ is any order or precept in writing in the name of the state, or of a court or judicial officer.

f. Reparations. Reparations are a compensation in money, materials, commodities, capital equipment, or the like, payable for direct damages or occupation costs.

165. ENFORCEMENT OF ADMINISTRATIVE CONTROL MEASURES

a. Commanders delegated CA/MG area responsibility enforce such administrative control measures as they feel are necessary for successful military operations or as directed by higher headquarters.

b. Initially, commanders enforce administrative control measures through CA/MG 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 CA/MG units. When necessary, CA/MG unit commanders request other military unit commanders in the area to assist in enforcing administrative measures in the manner prescribed by the commander with CA/MG area responsibility.

c. In an emergency involving the security of his forces, the commander takes the actions he considers essential to safeguard the security of his troops. He makes a full report of the actions taken, and the reasons therefore, to the commander delegated authority to conduct CA/MG activities.

d. When the commander delegated CA/MG area responsibility enforces administrative controls through local

enforcement agencies supervised by CA/MG units, any disagreement between CA/MG units and other military units in the area concerning the administrative controls is referred for resolution to the commander delegated authority to conduct CA/MG activities in the area.

166. ENFORCEMENT OF JUDICIAL CONTROL MEASURES

a. The commander delegated authority to conduct CA/MG activities in the area 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, and their jurisdiction and procedure.

b. The military situation, national policy, and prior agreements may determine whether the civilian courts of the occupied 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 occupied territory. The theater commander may authorize civilian courts to try cases where there have been violations of CA/MG enactments promulgated for the government of the occupied territory.

c. As territory is occupied, CA/MG type military tribunals initially enforce judicial controls, but as rapidly as conditions permit, local courts under the supervision of CA/MG personnel enforce local laws and such CA/MG enactments as the theater commander may authorize.

CHAPTER 9

LOGISTICAL OPERATIONS

Section I. INTRODUCTION

167. SCOPE OF LOGISTICS

a. Logistics is that part of the entire military activity which deals with the:

(1) Design and development, acquisition, storage, movement, distribution, maintenance, evacuation and disposition of material.

(2) Induction, classification, training, assignment, welfare, movement, evacuation, and separation of personnel.

(3) Acquisition or construction, maintenance, operation, and disposition of facilities.

(4) Acquisition or furnishing of services. (Dictionary of United States Military Terms for Joint Usage.)

b. It comprises both planning, including determination of requirements, and implementation of plans.

168. SCOPE OF CA/MG LOGISTICS

a. CA/MG logistics may encompass the total economy of the occupied territory; i.e., all of its material,

personnel, facilities, and services.

b. CA/MG logistics has two aspects, military and civil:

(1) The military aspect comprises the logistical factors in the territory that may have a bearing upon the mission and operations of the occupying power; i.e., the logistical support of military operations through the utilization of the potential of the civil economy.

(2) The civil aspect comprises the logistical factors that must be supplemented by the occupying force, in accordance with national policy or international agreement or, law, through relief, rehabilitation, and reconstruction measures against the devastating effects of modern warfare upon the civil economy; i.e., the logistical support of the civil economy through the utilization of military supplies, facilities, and technical services.

169. NECESSITY FOR CA/MG LOGISTICS

a. In modern warfare, the maximum utilization of all available resources is required to further the military effort. The inhabitants in occupied territory, and their economic wherewithal and institutions, provide a potential source of assistance or hindrance to the commander. The

commander controls the inhabitants in order that he may accomplish his military mission and utilize the resources of the area to the best advantage. During and after the hostilities, the civilian resources, including the population, may be of assistance in achieving the objectives of the war. As the peace as well as the war must be won, there must not be any wanton destruction or exploitation of the inhabitants and the occupied territory.

b. Extensive experience in the field has demonstrated that large numbers of civilians without shelter, food, fuel, and medical care, or the means of obtaining these and other bare essentials of life, contitute a grave danger to military operations, to lines of communication and supply, and to the health and safety of troops.

c. Military planners consider the need for balancing target objectives with possible damage to the civil economy; unnecessary damage to the civil economy results in added burdens upon the commander.

d. The responsibilities of a power with regard to the well-being of inhabitants in territory occupied by its forces are regulated by international law and customs of warfare. (For example, Art. 55, Geneva Convention Relative

to the Protection of Civilian Persons in Time of War of August 12, 1949.)

e. Prior to and during hostilities, plans must be made providing for the discharge of the responsibilities of the United States toward the inhabitants of the occupied territory. In accordance with national policies and international agreements, the responsibilities may also be extended into the post-hostilities period.

170. ROLE OF THE AREA COMMANDER

The entire staff of the area commander has some interest in CA/MG logistics. Technical assistance needed or deemed advisable from military sources other than the CA/MG organization to accelerate the progress of economic rehabilitation of an area is furnished. Supplies and special equipment needed, which are not otherwise available, are allocated from military stocks.

171. ROLE OF THE TECHNICAL SERVICES

a. Logistical planning contemplates supporting civil as well as military operations for which the commander is responsible. Since this is a command responsibility all the technical services are responsible for their respective functional responsibilities with regard to logistical support.

b. The respective technical services, contribute to or participate in the civil aspect of CA/MG logistics, as follows:

(1) Requisitioning, transporting, receiving, storing, and issuing imported CA/MG civilian supplies.

(2) Movement, housing, feeding, clothing, and medical care in mess evacuation of communities, when authorized.

(3) Clearance of debris; rehabilitation of water, and sewage facilities and allied utilities; and clearance of damaged structures and of mines and booby traps considered hazardous to the civilian population.

(4) Providing for adequate health and sanitary conditions, including provision for emergency medical care for civilian casualties, procurement of drugs and vaccines, and allocation of civilian hospitals or facilities for military and civilian use.

172. ROLE OF CA/MG

a. In supporting the military mission, the CA/MG organization supervises the civilian economy and mobilizes local resources in such a manner as to benefit most efficiently

the tactical mission and the achievement of military objectives as well as to encourage inhabitants to resume normal production and movement of goods at the earliest possible date.

b. The assumption of the control of the civilian facilities and functions requires the return to normal, as rapidly as possible, of the civilian economy in order (1) to meet the needs of the military forces and (2) to enable the area to become self-sufficient once again to the extent that it will not be a drain on the resources of the occupant.

c. Hence, local resources are protected to the maximum, and care is exercised to enable the civilian population, as a minimum, to transport and distribute equitably food, medical supplies, and clothing. Military personnel are properly instructed that billeting and requisitions from the civilian economy should be "cleared" and coordinated through appropriate CA/MG units or staff sections.

d. It is basic logistical doctrine that existing facilities are utilized to the maximum in the area of military operations. This approach has the effect of reducing the construction effort as well as the requirements for engineer corps personnel and class IV engineer supplies.

This approach, furthermore, serves to augment the potential of the services of the Quartermaster Corps through encouraging its use of existing refrigeration, bath, laundry, bakery, shoe, clothing, and metal repair facilities; of the Transportation Corps, through the use of existing rail, water, and road nets and installations; and of the Signal Corps, through the use of existing communication facilities.

e. CA/MG units, in turn, make strenuous efforts to restore communication nets or other damaged public facilities and to assist the technical services as required.

173. RECONSTRUCTION AND REHABILITATION FOR MILITARY USE.

a. In the logistical planning prior to a large-scale military operation, consideration is given to projects for the reconstruction and rehabilitation for military use of civilian facilities in the objective area. These facilities are returned to civilian use as soon as there is no further military logistical need for them. The facilities include ports, railroads, highways, hospitals, accommodations for personnel, depots, shops, special plants or factories, radio and tele-communications.

b. In planning for the reconstruction, rehabilitation, and use of such facilities, military and civilian use must

be considered to insure that adequate priorities and allocations reflect the civil as well as the military mission of the commander.

c. Every effort is made to increase the number and scope of these dual purpose projects in order to accelerate the accomplishment of the CA/MG logistical mission in its civil as well as its military aspect.

174. CIVIL ECONOMIC AID

a. Objectives. The objectives of civil economic aid are:

(1) To assure the maximum support of the occupied territory for the military effort.

(2) To prevent disease, starvation, unrest, and conditions prejudicing or interferring with military operations.

(3) To assist as required the civil economy through technical and economic aid.

(4) To achieve the maximum utilization of the local resources.

(5) To supplement local resources by imports only when necessary.

b. Policies. Civil Economic policies comprise the measures required to achieve these objectives. These

policies are formulated with regard to such matters as:

(1) Immediate relief.

(2) Short-range rehabilitation and reconstruction.

(3) Long-range planning and programming.

(4) Furnishing of technical assistance to the local government.

(5) Distribution and utilization.

175. RESPONSIBILITY FOR CIVIL ECONOMIC AID

a. The theater commander must control or effectively influence economic decisions in order to assure the effectiveness of an economic aid program in support of the economy of the occupied territory. In territory where the indigenous government retains sovereignty, civil affairs agreements are required for the administration of economic aid programs. They are negotiated prior to or immediately after occupation.

b. The theater commander should be relieved of responsibility for the activity or area when it is no longer important to his mission or justified by military necessity, and when there is an agency which is capable of performing the economic aid functions without conflicting with or jeopardizing theater interest and which can engage in long-range economic programming.

c. The providing of civil economic aid is an Army responsibility in an area of a military operation where Army furnishes the major logistical support. This unilateral responsibility is justified by the:

(1) Necessity for the integrity of command.

(2) Inseparability of relief and rehabilitation functions.

(3) Common civilian and military supply needs, resources, and facilities.

176. CIVILIAN EXPERTS

In CA/MG logistical planning and operations, the employment of United States or allied civilian specialists, such as, operations analysts, scientific and economic consultants, and technical observers can be anticipated. (For a discussion of the employment, status, privileges, discipline, credentials, uniforms, indoctrination, and transportation of such civilian specialists, see FM 30-27.)

177. CA/MG LOGISTICAL INFORMATION

a. There are three principal sources of information upon which to base CA/MG logistical planning:

(1) Intelligence studies. Intelligence studies of the General Staff, United States Army, made in conjunction with the Central Intelligence

Agency, and other agencies, which are descriptive studies of foreign countries and of possible theaters of operations, constitute one source of information. These studies cover the following subjects of CA/MG logistical interest:

(a) Topography of foreign areas, including climate and weather, land forms, drainage, vegetation, and soils.

(b) Population and manpower resources.

(c) Actual and potential industrial production.

(d) Harbors and all phases of transportation, power sources, water supply, and signal communication.

(e) Scientific and technical capabilities.

(2) CA/MG area studies. CA/MG area studies are prepared in anticipation of the eventual occupation of given areas. They contain as much recent information as is obtainable. Based on these studies occupation plans are formulated and personnel are indoctrinated for occupation duties in the given areas.

(3) On-the-ground surveys and reports. On-the-ground surveys and reports are made by CA/MG

units after an area is uncovered. These surveys and reports serve to confirm the data of prior planning or to point up the need for adjusting plans to actual conditions. They also are of assistance of refocusing occupation objectives, policies, and programs for the more expeditious accomplishment of the national objectives.

b. For reference data applicable to CA/MG logistical planning, see FM 101-10, FM 10-13, and Fm 5-35.

178. CA/MG LOGISTICS IN PLANS AND ORDERS

Particular care is given, in order to cover adequately the commanders responsibilities, to the proper inclusion of CA/MG logistics in all logistical estimates, administrative orders, and logistical annexes to operations plans, as well as to the paragraphs relating to administrative and logistical matters in the operations orders of all echelons of command. (For pertinent paragraphs on logistics in the formulation of military plans and orders, see FM 101-5.)

Section II. SUPPLY

179. CA/MG SUPPLIES

a. CA/MG supplies comprise three categories of supplies: military supplies, special supplies, and civilian supplies.

180. MILITARY SUPPLIES

a. Military supplies are supplies that are commonly furnished all military units by the technical services. They are not intended for civilian use. Military supplies include organizational equipment, rations, and similar items; they are issued for the use of the CA/MG units and their personnel.

b. These supplies are furnished in accordance with the established allowances and procedures that are generally applicable to all the military units operating in the same area, and in accordance with tables of allowances, tables of distribution, and tables of organization and equipment authorized for the given CA/MG units.

c. Supplies and equipment authorized for the use of a cellular team of a CA/MG unit are organic to that particular team and accompany the team in the event of a transfer of the team from one unit to another.

181. SPECIAL CA/MG SUPPLIES

a. Special CA/MG supplies are supplies that are not common to other technical services and that are special to CA/MG operations. These supplies are not intended for civilian consumption.

b. A list of special CA/MG supplies would include the following items: occupation script; CA/MG proclamations and regulations; official gazettes; official seals or rubber stamps for validation; area handbooks; questionnaires for screening purposes; brassards, insignia, and uniforms identifying local employees and officials of the CA/MG organization; off limits signs; and circulation passes and similar documents.

c. Certain captured enemy supplies may be included in the category of special CA/MG supplies, especially items not listed as controlled items by the technical services and which may be allocated automatically by theater directive to the CA/MG organization when uncovered. These supplies would include motor vehicles, office equipment, and similar class II, III, and IV supplies not generally adaptable to use by the technical services because of nonstandard parts and sizes, but which may be serviced and repaired by local personnel employed by the CA/MG organization.

182. CIVILIAN SUPPLIES

Civilian supplies are goods and commodities, excluding barter and lendlease items, that are made available in conformity with military necessity to the inhabitants in

occupied territory. (SR 320-5-1.) They include food, clothing, hand tools, factories, power plants, seeds, fertilizer, medicines, layettes, and similar items.

183. BASIC CONCEPTS OF CIVILIAN SUPPLY

a. Civilian supply is the procedure for and act of furnishing commodities, goods, or services in conformity with military necessity or to the extent of approved military supply responsibility to the civilian population, government, or economy in liberated or occupied areas administered by the United States or allied forces or to other countries or areas in which the United States and/or its allies have a pervading interest. (SR 320-5-1.)

b. The providing of civilian supplies to the inhabitants in occupied territory is an integral part of military operations, and is a basic consideration in operational planning at all levels of command, because it aids in achieving purely military objectives.

c. The Army provides from military supplies the absolute essentials to meet the urgent needs of the occupied territory for the period required for the full exploitation of military operations. During the period of active military operations, the responsibility for supply for the inhabitants cannot be separated from the responsibility

for supply for the military.

d. The supply objectives may either be short-term or long-term objectives.

(1) Short-term objectives are objectives that are imposed by the immediate need to alleviate the hunger, disease, and unrest of the inhabitants in the occupied territory to prevent conditions that may interfere with the military effort. These objectives include the utilization of local resources that may be diverted to aid the military effort and to hasten the end of hostilities, while, at the same time, not handicapping the accomplishment of the civil mission of the commander.

(2) Long-term objectives are objectives that are derived from national policies with regard to the reviving, rehabilitation, and reconstruction of the economy of occupied territory, as well as from international agreements to contribute civil economic aid to the war-torn area.

e. Initially short-term objectives may be based on a purely relief approach, but general problems of civilian supply must be considered if the long-term objectives are

to be met. The internal distribution and availability of indigenous resources, for example, are intimately linked with anti-inflationary measures, rationing, local transportation, and the use of local consumer goods. A civilian supply program that is limited to items of immediate relief and that is not integrated with the other aspects of the economy in the long run may primarily generate a greater demand for more relief supplies and more shipping.

f. Military planners must plan for reducing the need for economic relief by holding the destruction of warfare to the minimum necessary to achieve military objectives; by restraining local procurement to that which is excess to the minimum needs of the local economy; by stimulating local productive capacity in order to increase that excess and thus to strengthen the ability of the local economy to meet its own requirements and to contribute to the military effort.

g. The commander makes maximum use of local resources for civilian supply purposes; where they are inadequate, he supplements them by furnishing supplies from military stocks under his control.

184. RESPONSIBILITY FOR CIVILIAN SUPPLY

a. Department of the Army. The Army is the responsible agency for the distribution of civilian supplies in an area of military operations, except in an island-area occupied by the Navy. Within the Department of the Army, the civilian supply responsibility is delegated to the Assistant Chief of Staff, G-4. (SR 10-140-1.)

b. Other agencies. While the Army has primary responsibility, there must be an effective integration of the governmental agencies that participate under military leadership during the period of military responsibility in implementing the civilian supply policies of the United States Government.

185. COMMUNICATION ZONE RESPONSIBILITY FOR CIVILIAN SUPPLY

The communications zone responsibility for civilian supply may be divided into:

a. The territorial responsibility of the commanding general, communications zone.

b. The operational supply responsibility for the civilian needs of all forward areas, as estimated and requested by the armies who are to occupy those areas.

186. TERMINATION POINT OF ARMY RESPONSIBILITY

a. The decision with regard to a cutoff date for Army civilian supply responsibility, and the shift of that responsibility to a designated agency, national or international in character, is influenced by:

(1) The cessation of hostilities and the achievement of relative stability in the occupied or liberated territory.

(2) The axiom that it is less costly to reconstitute local resources and productive capacity than to continue direct relief.

b. The political and economic considerations with regard to economic rehabilitation make it desirable that civilian rather than military agencies be given the primary responsibility for civilian supply.

c. Army responsibility continues until the designated civilian agency, national or international, can secure the supplies needed to assume its responsiblity. The securing of these supplies is influenced by the priorities of the Army for all supplies essential to its military mission.

d. The Army, because of its know-how and supply machinery, may execute the actual supply task as the agent for the civilian agency designated the primary responsibility.

In such a case, the Army has no responsibility for determining or reviewing requirements. It furnishes technical advice and carries out the supply or shipping requests. It receives the necessary funds from the requesting agency.

187. CIVILIAN SUPPLY PLANNING

a. Prior to occupation, the plan must be prepared that sets forth the supplies that will be needed for each stage of the military operation. In planning operations, preparations are made for furnishing the minimum supplies and assistance necessary to supplement the indigenous resources.

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

c. Basic planning data for civilian supply include:

(1) The standard of living, including health and dietary factors.

(2) The agricultural and industrial pattern of the nation, including its need for imports.

(3) The effects of recent administrative policies of the civil government on civilian supplies.

(4) The probable effects of military action on the production, processing, and distribution of civilian supplies.

(5) The essential movements of supplies, particularly food and fuel from surplus to deficit areas.

d. A tangible basis for determining priorities is accorded civilian supplies to assure delivery when needed. No single project is assigned a single priority. Part of a single project may have a very high priority and part a very low one. The CA/MG civilian supply and timing conform to the tactical supply plan and its timing to the greatest extent possible.

e. Consistent with the dietary habits of the population and the traditional mode of food preparation, fuels for cooking are given priorities conforming to that for food supplies. Such fuels may be wood, peat, coal, gas, or electricity. Plans must provide for the procurement, storage, and issue of the fuels in common use in the occupied territory. In urban areas, it can be anticipated that coal, gas, or electricity will be the principal fuels used.

f. For planning purposes, estimates of requirements of food, fuel, clothing, and medical supplies for initial supply are converted as much as possible into units of tons per thousand of population in the objective area per day ration. The QMD, i.e., quantity per thousand per day, in turn, may be expressed in terms of varying rations for urban and rural type areas. In addition, the QMD may be expressed in terms of the proportions for food, fuel, clothing, and medical supplies. QMD units containing the separate proportions are allocated to the type area on a preplanned basis and are included in the scheduled supply plans for forward areas, particularly in the initial period of tactical operations.

g. The caloric value of rations to be furnished for civilian consumption in a theater of operations will be established for preplanning purposes. Attention is directed to the Emergency Reserve Food Unit, (ERFU) of the United Nations' Food and Agriculture Organization that was established to combat famine or emergency food shortages due to war, crop failure, flood, or misfortune. The ERFU is capable of furnishing 1,200 calories per day for a million persons for a month, it contemplates that the affected area would provide the remaining calories needed.

h. A typical table of basic ration-subsistence for civilians in an occupied area is shown below:

(1) Composition of Civilian Feeding Ration:

Quantity Ounces	Item	Calories	Protein Grams	Fat Grams	Carbohydrates Grams
14	Rice	1,224	30.0	1.00	291.2
3 1/2	Beans, soy	350	28.0	9.00	35.1
1/2	Fat/oil	120	0.0	14.28	0.0
1	Fish, canned	50	5.9	2.60	0.0
1/2	Sugar	80	0.0	0.00	14.0
1/2	Salt	0	0.0	0.00	0.0
20		1,824	63.9	26.88	340.3

Milk supplement figured at 1/2 oz. evaporated milk per child and nursing mother.

(2) Estimated quantities for 1000 civilians for 30 days:

Item	Net Wt. Short Tons Edible Basis	Unit	No. Units	Gross Wt. Short Tons	Ship Tons 40 cu. ft.
Rice	13	100 lb bag	262	13.15	16.875
Beans	3 1/4	100 lb bag	66	3.28	4.562
Fish, canned or meat	1	case	45	1.53	1.721
Fat/oil	1/2	37 # can	27	0.61	0.757
Sugar	1/2	Case of 6 10 lb bags	17	0.53	0.362
Milk, evaporated	1/20	Case of 48 14 1/2 oz cans	2	0.06	0.363
Milk, dry	1/40	Case of 6 5 lb cans	2	0.04	0.064
TOTAL	18 33/40			19.73	24.767

188. CIVILIAN SUPPLY PROCEDURES

a. There must be a complete integration of civilian supply with military supply procedures in all phases by the assigning of specific civilian supply responsibilities to the technical services.

b. Procedure must be prepared for the handling of military technical stores for civilian supply purposes, and for automatic processing by ports of embarkation of civilian supply requisitions against approved programs.

189. BASIC ELEMENTS OF THE CIVILIAN SUPPLY OPERATION

The basic elements of the civilian supply operation are the following:

a. Development of requirements.

b. Approval of requirements.

c. Obtaining of approved requirements.

d. The movement of supplies.

e. The ultimate distribution of supplies.

190. DEVELOPMENT OF REQUIREMENTS

The development of civilian requirements is more complex than the development of purely military requirements because of the many unknown factors involved.

a. There are no convenient tables of organization and equipment for ready reference.

b. The requirements may be extremely diverse because they may include all kinds of items required to meet the basic needs of a civilian population during or subsequent to a military operation, when the normal sources of production or supply have been eliminated or curtailed.

c. Consideration must be given to the climate, customs, and general way of life of the recipients.

d. The probable impact on consumer needs in the United States and on the domestic price structure must be carefully evaluated.

e. Civilian requirements may be sensitive to actual military developments, and, may undergo sudden drastic changes.

191. ESTIMATING CIVILIAN SUPPLY REQUIREMENTS

a. The theater commander is in the best position to estimate the requirements and to adjust them to the limitations of his supply lines and his tactical situation. He estimates his requirements by type, quantity, and scheduled delivery dates to cover at least six months, where possible.

b. The theater commander, in estimating his requirements, considers local production, time of harvest, percentage of population living in cities, extent of scorching by the enemy, allowances necessary because of any breakdown in transportation between production areas and consuming areas, and allowances necessary because of any breakdown in rationing and food collecting systems.

c. Civilian supplies that are to be distributed initially as an area is occupied should be supplies that are capable of simple, speedy distribution and immediate consumption without the necessity for major preparation or handling, such as canned foods, ready-made garments, or tents for shelter. As a given area becomes relatively stabilized, bulk-type supplies may be more suitable, such as foods requiring preparation, cloth to be made into clothing, or lumber for shelter. From the long-range standpoint, raw material-type supplies require less vitally needed shipping space and reduce over-all purchasing costs.

d. Urban areas are largely dependent upon outside food sources; rural areas are largely self-sustaining. An audit of the records of wholesalers, based upon past imports, should give an estimate of the requirements to be imported into an area.

e. The supplementing of indigenous resources with such items as fertilizer, seed, or salt or with spare parts, may encourage quick local production of large amounts of needed supplies at small cost, with the resultant freeing of valuable shipping space.

192. APPROVAL OF REQUIREMENTS

The theater commander's estimate of long-range requirements is forwarded to the International Branch of the Supply Division, Office of the Assistant Chief of Staff, G-4, Department of the Army. There the requirements are reviewed for validity, adequacy, and feasibility in consultation with the army technical services, the Munitions Board, the G-3, and other Government agencies, such as the Departments of State, Commerce and Agriculture.

193. OBTAINING OF APPROVED REQUIREMENTS

a. When the requirements are approved, the appropriate technical service is authorized to furnish the items in accordance with the scheduled phasing, either out of oversea stock or by purchase. The theater commander may be authorized to utilize his oversea stocks, or, in some cases, to make oversea purchases.

b. The supply authorization takes the form of a document that is called a "Part Program". It embodies all the pertinent information necessary to the initiation of the supply action by the technical service or the theater commander.

c. In processing requisitions by oversea commands for supplies furnished from the United States, the requisitions

for civilian supplies are placed in the category of special or interim requisitions. Requisitions in this category normally cover the oversea command requirements for other than maintenance supplies, and in emergencies may be authorized for shipment by air.

d. Ship tonnages for CA/MG civilian supplies may be allocated as follows:

(1) As partial cargo on ships carrying military supplies.

(2) In commodity-loaded CA/MG civilian supply vessels.

(3) By the supply services within their own allocated lifts.

(4) Within allocated CA/MG civilian supply tonnage lifts.

e. To diminish expense, surplus, excess, and used items are used to the maximum, even where types of items must be substituted or specifications disregarded. Parts may also be cannibalized in order to repair industries, transportation, communications, and utilities to an operational stage.

194. INITIAL AUTOMATIC SUPPLY

a. Military operations cannot await the on-the-site estimating of requirements, and their review, approval, and programming through the supply pipeline. The theater commander

is prepared to cope with the civilian supply problem upon the commencement of hostilities.

b. Bare initial requirements can be anticipated with reasonable certainty. Food, fuel, shelter, clothing, and medical supplies will meet most immediate needs.

c. The estimated supply can later be adjusted in accordance with actual on-the-ground experience.

195. SPOT REQUIREMENTS

There will always be instances of spot requirements, such as for an immediate need for large amounts of a particular medicine to quell a sudden disease epidemic. Spot requirements are handled on an emergency basis.

196. STABILITY OF SUPPLY OPERATION

a. Although civilian supply operations must be kept flexible, every effort must be exerted to avoid the supply function being performed on a crisis basis.

b. Certain basic stocks must be at hand and reasonable reserves maintained in order that stability of supply may be achieved.

c. Civilian supply must be integrated with military operations in order that logistical requirements, such as for shipping space and delivery phasing, may be assured.

d. For civilian supply operations up to the point of receipt of supplies or supply authorizations by the theater, see figure 4.

Figure 4. CA/MG civilian supply procedure to the theater.

197. SUPPLY CHANNELS

a. In a theater of operations, the greatest possible use is made of normal supply channels. This procedure facilitates the most efficient use of personnel, transportation, communications, and storage space, and assures that supplies serve their intended purpose.

b. The theater commander, through his staff, controls the flow of all supplies, civilian and military, through the ports and sets the necessary priorities. The clogging of the ports or any other part of the supply pipeline must be avoided.

c. The supply officers of the appropriate military commands make the necessary arrangements to insure the proper flow of

civilian supplies through the military pipeline from the ports. The technical services are prepared to process these supplies as they do supplies of a purely military nature.

198. STORAGE

a. CA/MG civilian supplies that are stored by the technical services other than the quartermaster may be comparatively limited in quantity and may be stored in established depots together with other military supplies.

b. To reduce loss by diversion of allocated CA/MG civilian supplies, separate storage facilities may be established.

c. Where expedient, a civilian supplies storage plan may be adopted in order that supplies may be distributed to meet the requirements of the respective areas into which the theater of operations may be divided. As the tactical situation develops and the actual state of local resources become known, the various armies may draw the bulk of their CA/MG civilian supplies from these depots.

d. The following factors should be taken into consideration in planning for a storage plant: (TM 10-250.)

(1) Available space.

(2) Physical characteristics of the space selected.

(3) Local climatic conditions.

(4) Kinds of transportation to be employed.

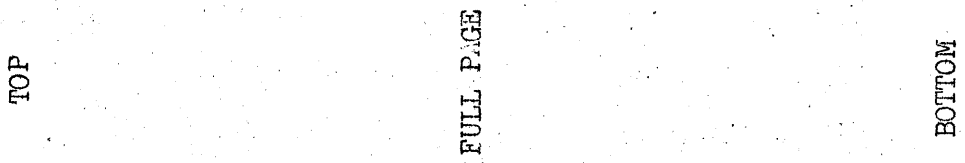
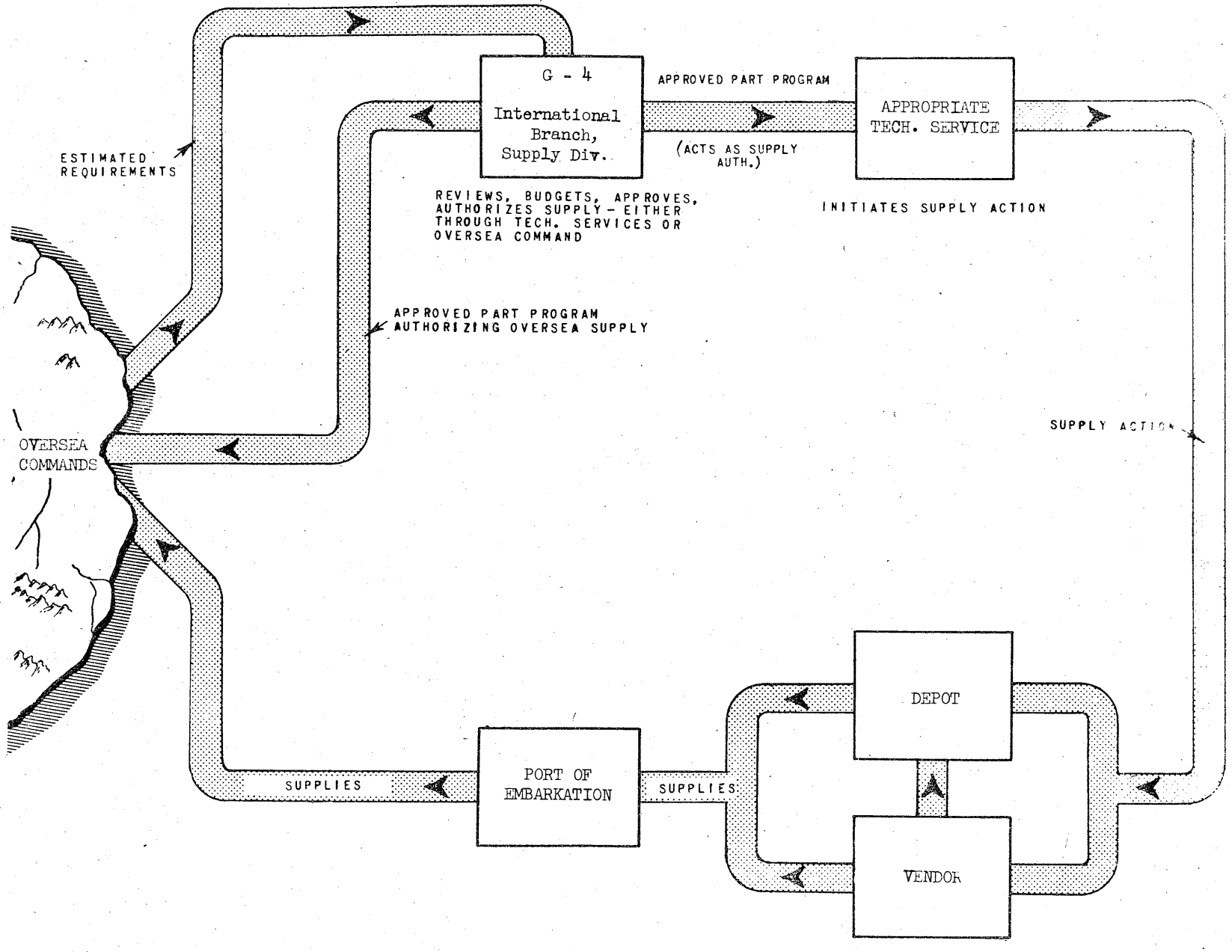


Figure 4. CA/MG civilian supply procedure to the theater.

(Text key: Par. 196d.)


G - 4
International Branch, Supply Div.
APPROVED PART PROGRAM
(ACTS AS SUPPLY AUTH.)
APPROPRIATE TECH. SERVICE
ESTIMATED REQUIREMENTS
REVIEWS, BUDGETS, APPROVES, AUTHORIZES SUPPLY - EITHER THROUGH TECH. SERVICES OR OVERSEA COMMAND
INITIATES SUPPLY ACTION
APPROVED PART PROGRAM AUTHORIZING OVERSEA SUPPLY
SUPPLY ACTION
OVERSEA COMMANDS
DEPOT
SUPPLIES
PORT OF EMBARKATION
SUPPLIES
VENDOR

(5) Location with reference to the transportation net.

(6) Material to be handled through storage.

(7) Type of handling equipment to be employed.

199. DISTRIBUTION

a. In order to assure that civilian supplies reach their destination at the required time, they should be transmitted through the supply channels to the appropriate military unit for issue to the CA/MG unit responsible for supervising the actual distribution of the supplies.

b. Inasmuch as civilian supply requisitions are special or interim requistions, the requisitions go from the originating CA/MG unit to higher echelons in the chain of command. Requisitions originating in the division area are forwarded by division to corps for consolidation and control, unless army authorizes the forwarding of such requisitions directly to army. The commander having CA/MG area responsibility consolidates the requisitions in his area and exercises control over the supply to the lower echelons in order to insure an efficient distribution for the accomplishment of the CA/MG civilian supply mission.

c. Because civilian supplies are subject to the same field conditions as military supplies, similar packing and marking standards are applied. (TM 5-614.) CA/MG civilian

supplies are marked to indicate the technical service that is responsible for the handling, and bear additional distinctive markings to identify them as CA/MG civilian supplies.

d. The public relations value of identifying supplies for civilian use as having come from the stocks of the occupier or as a result of an economic aid program of the occupying forces should not be overlooked. Every effort should be made to obtain the good-will of the inhabitants through such means.

e. The basic principle of using normal and accessible supply channels is adhered to in order to support efficiently the military operation. Initially, civilian supplies discharged by ships at ports may be handled by the respective supply services. When there is a delay in the movement of civilian supplies, direct handling may be resorted to in order that the bottleneck in the receipt and distribution of necessary items may be overcome. If it facilitates the distribution of civilian supplies, plans may be made to deliver the supplies to the local government at the ports direct from the ships. If civilian supplies include motor vehicles, arrangements may be made to have them loaded with other civilian supplies, such as spare parts, canned meats, or clothing, and to move the vehicles under their own power with their loads from the ports.

f. The distribution of civilian supplies through sale rather than gratuitous issue should be instituted wherever the local commander deems it advisable. Due consideration is given to avoiding inflation and black markets, and to having prices conform to local standards.

200. CIVILIAN SUPPLY SERVICE

a. The establishment of separate or parallel CA/MG civilian supply service permits:

(1) Determination of priorities at the general staff level.

(2) More accurate accounting.

(3) Complete regulation of stocks.

(4) Handling by specialists of special terms.

(5) Formation of an organization prepared to meet sudden emergencies.

(6) Civilian supplies to be treated on an equitable basis with the supplies of the technical services.

(7) Supplies to be more firmly allocated to civilian use.

b. Dispersing the responsibility to the various technical supply services involves:

(1) Using the same standard of accountability for CA/MG civilian supplies as for the items of the given technical supply service.

(2) Determining the requirements as much in advance for CA/MG civilian supply items as for other items of the given technical supply service.

(3) Prescribing a basis for issue which a technical supply service can apply as objectively as it applies standards for other bases of issue.

c. CA/MG personnel may be placed as liaison officers in depots operated by other technical services, if required.

d. Where the organic transportation of forward CA/MG units are adequate the units may be serviced from army depots or even from the communication zone, thus relieving forward combat echelons of certain civilian supply responsibilities. (For a possible system for the flow of civilian supplies within a theater of operations, see fig. 5.)

Figure 5. CA/MG civilian supply in the theater.

e. CA/MG units requisition, store, and issue CA/MG civilian supplies, and maintain the necessary accounting system for receipt and issue.

f. The distribution of CA/MG civilian supplies to the inhabitants (upon receipt) is the responsibility of the CA/MG units, except for those supplies utilized for part payment for services rendered to other agencies; those supplies are distributed by the using agency.

g. The actual distribution of civilian supplies to the inhabitants is performed by personnel of the local government or civilian organizations under the supervision of CA/MG units.

201. CIVILIAN SUPPLY IN THE COMBAT ZONE

a. Class I supplies.

(1) Commanders of corps and divisions are authorized to issue military rations as relief supplies when civilian items or specially designated CA/MG unit rations for civilian relief are not available.

(2) The basis of ration distribution for civilian consumption may be according to whether civilians are employed by the military or otherwise, and according to whether labor is static or mobile. For example, a basis of distribution may be: one ration

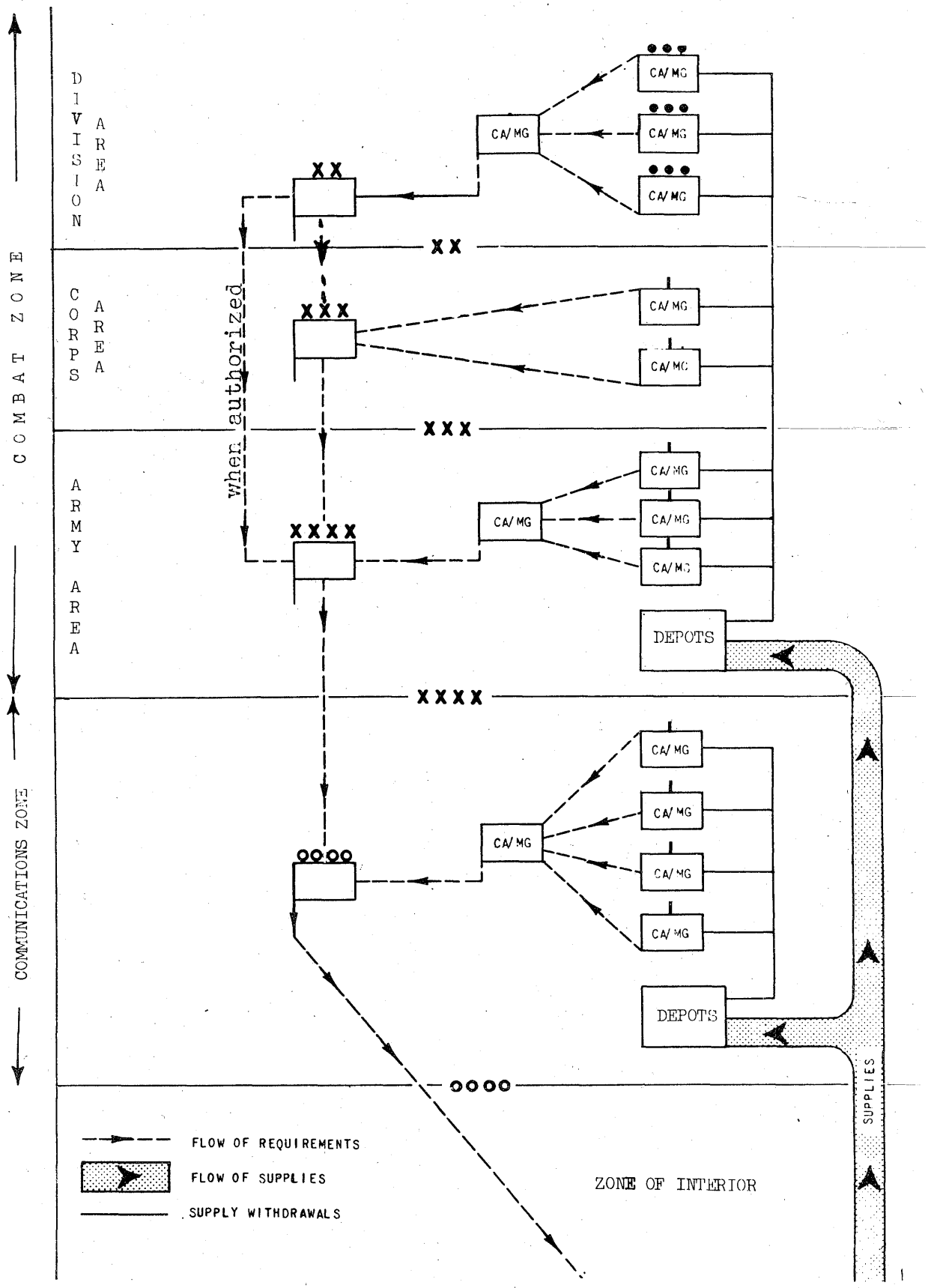
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FULL PAGE

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Figure 5. CA/MG civilian supply in the theater.

(Text key: Par. 200d.)


COMBAT ZONE
COMMUNICATIONS ZONE
DIVISION AREA
CORPS AREA
ARMY AREA
when authorized
XX
XXX
XXXX
CA/MG
DEPOTS
SUPPLIES
ZONE OF INTERIOR
FLOW OF REQUIREMENTS
FLOW OF SUPPLIES
SUPPLY WITHDRAWALS

for mobile civilian labor of the military; two-thirds ration for static civilian labor; and one-third ration for others.

b. Class II supplies.

(1) Commanders of corps and divisions may be authorized to requisition necessary salvage clothing from army depots.

(2) Identifying insignia are removed and clothing is dyed prior to issue to civilians.

c. Class III supplies.

(1) Military gasoline, from military supply or captured enemy supply stocks, may be issued at the discretion of area commanders for the movement of food from rural to urban areas and for other emergencies to prevent disease and unrest.

(2) Whenever possible, to prevent misuse, the gasoline is given a distinctive color.

(3) During active military operations initial supply is made available from army stocks when required.

(4) CA/MG units submit requirements immediately upon the determination of need in order that expeditious provision may be made.

d. Class IV supplies.

(1) No initial supply for industrial needs can be anticipated from army stocks during active military operations.

(2) CA/MG units assigned to an area in the rear of division submit through channels a list of industrial plants in their area, their condition, and the estimate of minimum material and supplies required to restore their operations in support of the military effort and the revival of the civil economy.

(3) Engineer equipment for the proper operation of essential utilities, water system, sewage disposal, electric power, etc., is requisitioned through engineer supply channels.

(4) CA/MG units may be required to certify that the supplies requested are necessary for the prevention of disease or unrest, or that they are to be used to repair civilian facilities that will contribute to the military effort.

e. Medical supplies. As in the case of food and clothing, cammanders are supported during combat with scheduled supply of medical supplies for civilian use or distribution on a pre-planned basis.

f. Miscellaneous.

(1) Commanders having CA/MG area responsibility insure that there are potable water supplies for civilian consumption.

(2) Commanders take prompt action to prevent unauthorized removal, disposal, or diversion of allocated CA/MG civilian supplies.

(3) Tentage for emergency shelter and wire for enclosures are made available at quartermaster and engineer depots respectively. Commanders are authorized to requisition these items only after they have exhausted civilian sources for shelter and enclosure facilities.

202. PARALLEL UNCOVERING OF ENEMY SUPPLIES AND OCCUPIED AREA

a. Because the uncovering of captured enemy supplies, and particularly of class I, II, and IV dumps, may parallel the uncovering of the area to be occupied in which CA/MG civilian supplies may be required, every effort is made to exploit these captured supplies in order to reduce the need for moving up supplies from the rear.

b. In planning, provision is made for the disposition of captured enemy supplies that are adaptable to CA/MG civilian supply uses.

c. The military use of captured enemy supplies tends to be unsatisfactory, because of inferior and dissimilar quality, packaging, and marking, and because of difficulty of repairing and maintaining such supplies.

d. Tables of exceptions that list certain controlled items are prepared by the technical supply services; all other items are automatically allocated to CA/MG civilian supply. For example, an exception would be a captured enemy signal supply dump that might provide cable, open wire, fixed plant, and electronic equipment for ultimate use by the Signal Corps.

e. Captured enemy supplies are sold to civil authorities only when specially authorized, except foodstuffs subject to immediate spoilage as flour in small quantities.

f. Captured enemy supplies released and issued for civilian use are accounted for in the same manner as for imported or locally procured supplies.

203. CLASS I SUPPLIES

a. As enemy class I dumps are uncovered, adequate security measures are instituted to protect them from destruction or looting, either by troops or the inhabitants.

b. These supplies may be released for distribution through CA/MG civilian supply channels for feeding refugees, displaced persons, and local inhabitants.

204. CLASS II AND IV SUPPLIES

a. With the exception of certain controlled items, class II and IV supplies are automatically allocated to the CA/MG civilian supply service.

b. Captured vehicles may be used to rehabilitate the transportation of the occupied territory, and to assist in the movement of goods required for the revival of the economy.

c. Construction supplies, such as cement, hardware, asphalt, tar, or lumber, may be used to accelerate the reconstruction of war damaged communities.

d. Enemy machine tools and equipment may be used to rebuild or provide equipment for plants to manufacture products for the military forces as well as for the civilian economy.

205. SUPPLY ACCOUNTING

a. Records of transfer of supplies must be carefully maintained.

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

c. Central accounting controls over the receipt and issue of CA/MG supplies are maintained in order that statistical evaluations may be made at local, regional, and national levels to determine the effectiveness of the accomplishment of the CA/MG supply mission. (TM 38-403.)

206. REPORTS

a. Periodical reports are prepared by all echelons of commands showing the status of stocks, estimates of requirements, and the movement of supplies. The periodical reports are based upon and consolidate, where appropriate, similar reports of lower echelons.

b. A monthly stock status report should show:

(1) CA/MG supplies by items and quantitites received during the month by the command allocations from other commands, salvaged or captured stocks, and military supplies.

(2) CA/MG supplies by items and quantities issued during the month to local governmental authorities, to military forces for their use, and to other commands.

(3) CA/MG supplies, by items, lost.

(4) An explanation of any extraordinary items in the report.

c. A monthly requirements estimate report should give the estimate of requirements for CA/MG supplies for the ensuing months (for example, a period of four months) and should be submitted as a forecast of anticipated needs.

d. A weekly report should show:

(1) Total CA/MG supplies, by items and quantities, called forward since arrival in the occupation of the area covered by the report.

(2) Total items and quantities received during the week.

(3) Total items and quantities on hand at end of the week.

(4) Total quantities issued for the week.

Section III. PROCUREMENT OF SUPPLIES

207. LOCAL PROCUREMENT

a. The local procurement of supplies, services, and facilities in occupied territory is a normal function of CA/MG logistics. The resources of the territory are utilized to the utmost to support the military and civil mission of the theater commander. The decision as to the extent to which local procurement is to be exercised are stated in policies and directives. Normal supply channels are used by a requiring service to obtain supplies, services, and facilities by local procurement.

b. Ample stocks of supplies within the theater do not preclude the supplementing of those supplies by local procurement.

c. The objectives of local procurement are to:

(1) Decrease the industrial burden on the United States.

(2) Conserve domestic critical materials in the United States.

(3) Promote the economic and industrial self-sufficiency of the territory.

(4) Lessen procurement lead time.

(5) Provide sources of resupply other than the United States sources.

(6) Decrease the production man-power requirements on the United States and increase the military man-power availability in the occupied territory.

d. Local resources and services, such as transportation, utilities, and facilities, including installations and billets, and supplies available from local production are utilized to the fullest practicable extent.

e. The utilization of local resources requires staff planning and coordination at all echelons. The chiefs of the supply services and the G4's of the major commands in coordination with the CA/MG organization continually explore the possibilities, and initiate action, for the local procurement of supplies, services, and facilities.

f. Wherever feasible, the items are procured in substantial amounts to include the total production of manufacturing facilities. The supplies most desirable for local procurement are supplies of great bulk or tonnage, such as food, forage, fuel, gasoline, lubricants, and engineer contruction material.

208. CENTRAL PROCUREMENT BOARD

a. The complexities of foreign procurement on a large scale are such that control should be vested in a central procurement board that functions at the level of the theater commander. The CA/MG organization should have a strong

representation in this board.

b. The central procurement board usually has the following membership:

(1) A general purchasing agent who, as chairman of the board, is responsible for the board's activities in the supervision and coordination of all local procurement in the theater. CA/MG staff officers on the G5 staff of the theater commander maintain close liaison with him.

(2) A senior procurement officer of each supply service of the command.

(3) Senior procurement officers of the United States Navy and United States Air Force respectively.

(4) Representatives of allied governments, when operations are conducted under an allied military command.

(5) Ex officio members, such as the assistant chiefs of staff, G4 and G5, and representatives of appropriate related agencies.

c. The functions of the central procurement board are normally to:

(1) Supervise, coordinate, and control all procurement in the theater.

(2) Establish and prescribe policies, procedures, methods, and regulations for local procurement in the theater, particularly with regard to direct cash purchases by the supply services.

(3) Publish, after consultation with the CA/MG organization availability lists of supplies procurable in the theater in order that requisitioning agencies by reference to these lists may eliminate the requisitioning of such supplies from the continental United States.

(4) Control the procurement of items requiring replacement in kind to the civil economy of comparable items or of raw materials from the United States.

(5) Determine through the CA/MG organization the local sources of supply and production, and assist in developing the sources to the maximum capacity.

(6) Perfect arrangements through the CA/MG organization with appropriate local government officials for the procurement (without cash payment) of needed supplies and facilities that are locally available.

(7) Negotiate standard arrangements through the CA/MG organization with local governments for the procurement of services and labor in order to prevent labor difficulties and the disturbance of local wage rates and hours and conditions.

(8) Insure cooperation and prevent competition among the supply services, and between military supply services and local civilian agencies, in acquiring of supplies, facilities, and services.

(9) Establish priorities, when directed by the theater commander, for items procured locally.

(10) Supervise the initial storage and inspection, when directed by the theater commander, of all supplies procured locally.

(11) Maintain records of all supplies and services received by or furnished to the military forces in the occupied territory.

209. METHODS OF PROCUREMENT

a. The method of procurement may vary with the nature of the territory.

(1) The local procurement of supplies in territory friendly to the United States is accomplished by means of long-range financial arrangements or by

direct cash purchases. The controls that are established to insure a sufficient flow of local supplies to the local civilian population must be honored by procurement personnel in their dealing with local industrial or business agents.

(2) The material resources in hostile territory are obtained by purchase, requisition, contributions, billeting, or confiscation. (FM 100-10.) The most common method of procurement in enemy territory is by purchase or requisition. The procedure for the utilization of local resources is prescribed by the theater commander in accordance with national policy, international law, and the rules of land warfare. (FM 27-10) Persons guilty of unauthorized seizure of property are punishable as looters.

b. There are two major methods of procurement in the occupied territory.

(1) Indirect Procurement. In indirect procurement, the requisition, or local procurement purchase order and invoice, is placed through the CA/MG organization on the local civil authority who, as the agent for his government, purchases the supplies

for the military agency. The price and payment is a matter between the local government and the vendor.

(2) Direct Procurement. In direct procurement, a requisition, or local procurement purchase order and invoice, for the desired items is submitted directly to the vendor. Payment is made by the local government for credit through the CA/MG organization from the United States. Direct procurement may be made for small amounts where the requisitioning process may delay or interfere with the procurement of the needed supplies or services. The using agency effects payment to the vendor in local currency at the time of purchase and submits vouchers through military channels for settlement between the two governments on a national level after the cessation of hostilities.

210. ROLE OF CA/MG IN PROCUREMENT

a. The CA/MG organization assists the purchasing agencies of all echelons of command:

(1) In the utilization of local resources.

(2) In the determination of civilian needs.

(3) In the uncovering of hidden resources.

(4) In providing liaison with civilian agencies.

b. In the communication zone and army service area, the CA/MG organization assists and advises the purchasing and contracting officers of the respective commands and supply services in making arrangements for local procurement. The CA/MG organization also insures that procurement of supplies, services, and facilities in the occupied territory complies with the rules and regulations prescribed by higher authority.

c. Local procurement by CA/MG units conforms substantially to the procedures applicable to all military units operating in the area.

d. The duties of CA/MG personnel generally require their circulation in outlying districts of the occupied territory, often without immediate contact with military or civil administrative facilities. They are frequently confronted with the need to make petty cash transactions with farmers, peasants, innkeepers, mechanics, and similar persons. Hence, a simple system of payment and accounting is essential. Authorization is granted CA/MG personnel to make transactions when emergencies arise through a petty cash fund system for the purpose, or by a prompt means of reimbursement of personal funds expended.

Section IV. EVACUATION AND HOSPITALIZATION

211. SICK AND WOUNDED CIVILIANS

a. In the interests of humanity and as the tactical situation permits, during active military operations, military aid stations administer emergency medical treatment to civilians. These civilians are moved to civilian facilities as soon as their condition warrants.

b. All agencies are authorized to utilize surplus transportation proceeding to rear areas for the conveyance of these persons to civilian hospitals.

c. Every effort is made to rehabilitate civilian hospitals to accommodate civilian sick and wounded.

d. Civilian casualties in division areas are evacuated to medical installations on a second priority basis through the military evacuation system and by available transportation.

e. Hospitalized civilian casualties are segregated within military medical installations. They are transferred to civilian facilities as soon as their condition permits.

212. EMERGENCY EVACUATION

a. When possible, evacuation is avoided. Evacuation uproots civilians from their homes, provides material for enemy propaganda, and encourages vindictive tendencies. Evacuation also affords the civilians an opportunity to see many

vulnerable army installations, complicates the control of their movements, and increases the difficulty of maintaining adequate security. It often entails the use of military transport, and additional food, fuel, clothing, and medical supplies, thereby increasing the burden upon CA/MG logistical planning. Moving the inhabitants in groups may tend to increase the incidence of epidemics and to decrease available facilities for military personnel.

b. It is operational policy that civilians in combat areas will be told to stand fast. Every effort will be made to retain civilians as near to their places of residence as is possible. Individuals who are evacuated from their homes will be quartered with their neighbors.

c. It sometimes becomes necessary to evacuate the inhabitants from an area of active military operations. The decision for such an action is made by the division or higher commander. A mass evacuation beyond the division rear boundary is made only upon the approval of the appropriate higher commander.

d. When military necessity dictates that a mass evacuation be made, every effort is made to place evacuees in nearby communities without establishing refugee camps.

e. In a fast moving or unstable situation, the voluntary evacuation of civilians to enable them to take shelter from combat may be permitted when it does not interfere with military operations.

f. In an extended static situation, all civilians may be evacuated from forward battalion areas and not be permitted to return until after the advance has permitted the establishment of a new forward zone. The evacuation of other regimental areas may be partial or complete, as security may demand.

g. When an evacuation is authorized, steps are taken to protect the property, both real and personal, of the evacuated civilians. If practicable, livestock may be evacuated with the civilians.

h. When the civilians have been evacuated 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 forward areas under escort to rescue livestock or otherwise to minimize their personal losses.

213. MASS EVACUATION PLANNING

a. If the decision is made to evacuate a community, the details of the movement are arranged in the same way as for

a troop movement. The evacuation is accomplished in accordance with a specific plan. No stragglers or uncontrolled groups are allowed to congest the main supply routes, or to disrupt the flow of men and material to the front.

b. Evacuation planning includes a consideration of the following:

(1) Transportation. Civilian transportation is used wherever possible; military transportation is utilized, if necessary.

(2) Impedimenta. Each person is allowed a minimum amount of personal effects. The maximum amount is predetermined.

(3) Rations. Rations are provided for each person evacuated at time of departure (for example, one-third ration per day per person.) Rations of food, fuel, clothing, and medical supplies for the period of the absence are furnished to the holding area receiving the evacuees.

(4) Briefing of Evacuees. Adequate briefing, in the local languages or dialect of the evacuees by military or civilian interpreter personnel, must be accomplished on the purpose of the move and on the methods of passive air defense prior to the

loading and departure of the convoy.

(5) Movement Control. The movement is made in convoy and is rigidly controlled.

(6) Housing. Housing in the holding area should be adequate. It should not endanger health, nor unnecessarily increase the suffering of the evacuees.

(7) Distance. The distance from the point of departure should be no greater than is necessary to meet the minimum objective for which the movement is planned.

(8) Return. Plans for the evacuation also include provision for the return of the evacuees as well as the criteria for determining the duration of their absence.

(9) Duration. The duration of the absence should be no greater than that necessary to meet the maximum objective for which the movement is planned. Repeating the evacuation later 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 involved. Repeated evacuation may also present

a hazard to the security of the troops and interfere with the military effort.

(10) Medical Care. The health and the physical well-being of the evacuees is 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, crippled, and feeble, as well as to very young children.

c. When a large movement is planned, the following procedure may be used:

(1) Refugee control posts are established to insure an orderly evacuation from regimental areas to the division collecting point.

(2) Evacuees are transferred from the division collecting point to communities within the division area.

(3) Evacuees to be removed from the division area are transferred direct to the army assembly area, if practicable, otherwise to the corps area from which they are to be transferred to the army assembly area.

(4) Evacuees are transferred from army assembly areas to communities, temporary holding camps, or permanent refugee camps, as the case may be.

214. TRANSPORTATION CAPACITY

In estimating requirements for truck transportation for the evacuation of civilians, the following scale can be used:

Type of Truck	PERSONS	
	Sitting	Recumbent
1/4-ton	3	2
3/4-ton	8	5
1 1/2-ton	15	10
2 1/2-ton	25	18

215. QUARTERING REQUIREMENTS

a. The capacity of a community to absorb evacuees by billeting can be estimated as follows:

(1) Rich farming country - 5 evacuees per inhabitant.

(2) Cities - 2 evacuees per inhabitant.

(3) Average American City - 20 per cent vacant dwellings.

(4) Vacant buildings and dwellings in an average city - 10 percent of the population.

b. In planning for emergency temporary holding camps to house potential evacuees in a theater, where evacuation to

communities is not expedient, the following basis for computing building space requirements for such temporary camps may be used; take five per cent of the prewar population of the theater and multiply by eight square feet per person.

c. In estimating the space requirement for sleeping quarters for a particular group of evacuees, normally forty square feet of floor space and four hundred cubic feet of air space per person, are allowed. In an emergency, a minimum of twenty square feet of floor space and two hundred cubic feet of air space per person is allowed. Consideration is also given to proportionate adjustments in the allowances for very young children, elderly persons, and pregnant women.

d. The office space that may be required for the administration of the operation can be computed on the basis of sixty square feet per person in the office.

e. Where more permanent facilities are authorized, the requirements for sitearea, building space, materials, and construction effort for 10,000 evacuees would be:

Climate region	Type of building	Site area (acres)	Building space (sq ft)	Building materials: Short tons	Building materials: Meas. tons	Construction effort Man-hours
Tropical	Tent	124	670,000	3,300	3,900	120,000
	Shell	124	810,000	9,800	9,500	270,000
Temperate	Tent	124	680,000	3,300	3,900	120,000
	Tent(winterized)	124	680,000	4,500	5,700	150,000
	Precut(insulated)	124	620,000	7,200	11,300	370,000
	Standard theater of operations	124	*820,000	13,100	18,000	480,000
Arctic	Standard theater of operations	124	*890,000	16,800	23,500	590,000

*Additional housing is necessary in a very cold climatic region.

216. WATER REQUIREMENTS

Consumer	Condition of use	Gallons per day	Remarks
Person	Temporary Camp	5 per person	Desirable for all purposes except bathing
	Temporary Camp with bathing	15 per person	Includes allowances for water-borne sewage
	Semipermanent camp	30-60 per person	do
	Permanent camp	60-100 per person	do
Hospital	Drinking and cooking	10 per bed	Minimum, except bathing and flushing
	With water-borne sewage	50 per bed	Includes water for medical personnel

Function	Consumption in pounds	Per
Space, water heating and cooking	4	person/day
Cooking only	1.5	person/day
Hospital use, winter	12	bed/day
Hospital use, summer	5	bed/day

b. When firewood or peat is used, two pounds of such fuel is required in lieu of one pound of coal.

218. RETROGRADE MOVEMENT

Particular attention is given to the evacuation, in a retrograde movement, of key civilians and the members of their immediate families. Key civilians are local officials who have been appointed by the CA/MG organization, and other persons who would be treated by the enemy as collaborators in the event of capture. Consideration is also given to the evacuation of scientific and technical personnel whose training, talent, and experience may be of value to the enemy in future operations.

Section V. TRANSPORTATION

219. MOVEMENTS

a. Movements of units, personnel, and impedimenta are made in accord with the applicable directives and procedures

established for the area. Organic civilian and CA/MG military transport equipment are used to the greatest extent possible in order to avoid any unnecessary burdening of the Transportation Corps.

b. When local civilian transport is not available, CA/MG unit or other military transportation is used for the collection and distribution of CA/MG supplies.

c. In the necessary movements of civilians, such as sick and wounded, displaced persons, or refugees and evacuees, civilian transportation is used wherever possible. It is supplemented by such military transportation as may be required. The CA/MG organization coordinates with the Transportation Corps on the utilization of transportation to rear areas without a pay load.

220. RESPONSIBILITIES AND CONTROL PROCEDURES

a. The Transportation Corps exercises general operational control over water, highway, and railway transportation in the occupied territory in the support of the military mission. In the same manner, the Military Air Transport Service operates air transportation.

b. Allocations of portions of transportation facilities for the use of local inhabitants are necessary for the accomplishment of the over-all CA/MG mission.

c. CA/MG personnel make known to higher headquarters the essential civilian needs upon which the allocations are made.

d. In an occupied territory where there is a civilian transportation system, movement control procedures for military transportation operations usually conform to those used in the civilian system.

e. Military documentation should conform to the maximum with civilian transportation documentation. It is essential that documentation be multilingual.

f. When military tonnages are to be hauled on civilian carriers, adequate records are kept by the military agencies in order to effect the accurate settlement of transportation charges and to reduce losses.

221. INLAND WATERWAYS

a. The utilization of inland waterways should be given close attention in the early phases of an occupation in order to supplement the military truck and rail transportation of CA/MG supplies and for the movement of essential civilian goods.

b. Barge transportation:

(1) Can move sizeable amounts of tonnage.

(2) Reaches areas not readily accessible to other modes of transportation.

(3) Provides alternative routes not used by trucks or railroads.

(4) Relieves congestion on main supply routes.

(5) Often requires little or no fuel, especially when there is a strong current in the water in the direction of travel, or when barges are animal drawn.

222. CAPTURED ENEMY MOTOR VEHICLES

Whenever uncovered, captured enemy motor vehicles that are adaptable to civilian use are made available to the CA/MG organization to supplement the transportation needs of the occupied territory.

223. REQUISITIONED CIVILIAN VEHICLES

a. The use of motor vehicles by civilians is rigidly controlled in order to conserve POL, tires, and spare parts.

b. When provided by directive of the theater commander, all civilian vehicles are requisitioned and secured.

c. Civilian transportation is not requisitioned for military use, except upon the specific approval of the army commander.

d. Due consideration is given to minumum military need. Available civilian transportation is organized to effect a proper balance between military and civil requirements.

e. The use of requisitioned vehicles is adequately controlled for the benefit of the occupied territory and to reduce the demand upon military transportation for civilian movements.

f. Civilian vehicles are returned to their proper owners when such action has been determined to be essential to the civil economy and as soon as it is certain that continued control can be maintained on the use of such vehicles for the benefit of the occupied territory.

224. CIVILIAN TRUCK POOLS

a. Immediately after uncovering an area, vehicles, trucks, and animal-drawn carts may be organized into truck pools under the direct supervision of CA/MG units.

b. These truck pools are charged with the essential movement of civilian goods and persons on a controlled basis. They are used for the relief and revival of the local civil economy.

c. To the greatest extent possible, such transportation is owner operated, as individual or fleet owners. Civil

ownership and operation is avoided. It is resorted to only with respect to certain categories of vehicles, such as captured enemy vehicles, requisitioned vehicles of incriminated civilians, and vehicles the ownership of which cannot be determined.

d. Provision is made for the allocation of the necessary POL, tires, spare parts, and maintenance facilities to civilian truck pools. Issues are made against approved trip tickets and are restricted to the actual, controlled employment of the vehicles in meeting the transport needs of the community served.

APPENDIX I

REFERENCES

1. ARMY REGULATIONS

AR 220-50	Field Organization - Regiments - General Provisions.
AR 220-60	Field Organizations - Battalions - General Provisions.
AR 220-70	Field Organization - Companies - General Provisions.
AR 305-15	Reports Control System.
AR 380-5	Safeguarding Military Information.

2. SPECIAL REGULATIONS

SR 10-5-1	Organization and Functions; Department of the Army, 1950.
SR 10-65-1	Organization and Functions; Department of the Army, Office of the Chief of Civil Affairs and Military Government, 1952.
SR 10-310-1	Organization and Functions; Department of the Army, Office of the Provost Marshal General, 1950.

SR 110-1-1	Index of Army Motion Pictures and Film Strips.
SR 310-20 Series	Military Publications.
SR 320-5-1	Dictionary of United States Army Terms.
SR 320-50-1	Authorized Abbreviations.

3. FIELD MANUALS

FM 5-35	Corps of Engineers Reference Data.
FM 7-40	Infantry Regiment.
FM 10-10	Quartermaster Service in Theatre of Operations.
FM 10-13	Quartermaster Reference Data.
FM 17-100	Armored Division and Combat Command.
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 20-105	USAF Logistical and Operational Planning and Control.
FM 21-5	Military Training.
FM 21-8	Military Training Aids.
FM 21-30	Military Symbols.

FM 25-10	Motor Transport
FM 27-5	United States Army and Navy Manual of Civil Affairs and Military Government.
FM 27-10	Rules of Land Warfare.
FM 30-5	Combat Intelligence
FM 30-27	Regulations for Civilian Operations Analysts, Scientific Consultants, and Technical Observers Accompanying U.S. Army Forces in the Field.
FM 31-15	Operations Against Airborne Attack, Guerrilla Action and Infiltration.
FM 31-20	Operations Against Guerrilla Forces.
FM 31-25	Desert Operations.
FM 31-50	Combat in Fortified Areas and Towns.
FM 33-5	Psychological Warfare in Combat Operations.
FM 31-71	Operations in The Arctic.
FM 41-5	Military Government Units (Draft).
FM 57-30	Airborne Operations.
FM 70-10	Mountain 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.
FM 101-1	Staff Officers, Field Manual - The G1 Manual.
FM 101-5	Staff Officers, Field Manual - Staff Organization and Procedure.
FM 101-10	Staff Officers, Field Manual - Organizational, Technical, and Logistical Data.
FM 101-51	Department of Army Planning System.
FM 101-52	War Planning.
FM 110-5	Joint Action Armed Forces.

4. TECHNICAL MANUALS

TM 5-295	Military Water Supply and Purification.
TM 5-614	Packing and Crating, Repairs and Utilities.
TM 5-687	Inspection and Preventive Maintenance Services for Fire-Protection Equipment and Appliances.
TM 10-205	Mess Management and Training.
TM 10-250	Storage and Issue.
TM 27-250	Cases of Military Government.
TM 27-251	Treaties Governing Land Warfare.
TM 37-2810	Motor Vehicle Inspections and Preventive Maintenance Services.

TM 38-403	Station Supply Procedure.
TM 38-418	Oversea Requisition.

5. PAMPHLETS

D/A Pamphlet 20-150	Geneva Conventions of 12 August 1949 for the War Victims.
D/A Pamphlet 22-2	Commander's Handbook and Check List.

6. TABLES OF ORGANIZATION AND EQUIPMENT

T/O&E 7-1N	Headquarters, Infantry Division.
T/O&E 29-500	Composite Service Organization.
T/O&E 41-500A	Military Government Service Organization.
T/O&E 51-1A	Headquarters, Army.
T/O&E 52-1	Headquarters, Corps.
T/O&E 54-1	Headquarters, Logistical Command (A).
T/O&E 54-101	Headquarters, Logistical Command (B).
T/O&E 54-201	Headquarters, Logistical Command (C).

7. TABLES OF DISTRIBUTION

T/D 41-8821 - 41-8826	Military Government School.
T/D 41-8827	Military Government Area Headquarters "A".
T/D 41-8828	Military Government Area Headquarters "B".
T/D 41-8829	Theater Military Government School.
T/D 41-8841 - 41-8846	Military Government Unit Training Center.

8. OTHER

Dictionary of United States Military Terms for Joint Usage.

APPENDIX II

LIST OF T/O&E's OF TACTICAL AND ADMINISTRATIVE COMMAND HEADQUARTERS HAVING CA/MG SECTIONS

7-1N	Headquarters, Infantry Division
17-1N	Headquarters, Armored Division
52-1	Headquarters, Corps
54-1	Headquarters, Logistical Command (A)
54-101	Headquarters, Logistical Command (B)
54-201	Headquarters, Logistical Command (C)
57-1	Headquarters, Airborne Division

APPENDIX III

ORGANIZATION AND FUNCTIONS OF THE FIELD ARMY G5 STAFF SECTION

The military government staff section of a field army may be organized as follows:

1. EXECUTIVE BRANCH.

a. Assistant Chief of Staff, G-5.

(1) Assists the commanding general and his staff in executing military government directives and policies.

(2) Keeps the chief of staff and the other staff officers advised of matters pertaining to the inhabitants that may influence the mission, operations, security and welfare of the field army.

(3) Directs the activities of the G5 section.

b. Deputy Chief.

(1) Assists the chief of section, and acts for him in his absence.

(2) Supervises and coordinates the functioning of the branches and subbranches.

(3) Takes final action on those matters for which authority is delegated by the G5.

c. Executive.

(1) Assists the G5 and Deputy.

(2) Coordinates the management of the Section and functions of the Branches and Subbranches.

(3) Expedites handling of all matters requiring attention, including action on reports, inspections, directives, incoming papers, TWX's, and particularly those matters requiring action by more than one Branch or Subbranch.

(4) Takes final action on those routine matters for which authority is delegated by the Chief of Section.

d. Administration Subbranch.

(1) Handles internal administration of Section.

(2) Operates G5 message center, maintaining record of all incoming and outgoing documents.

(3) Maintains G5 files and records.

(4) Secures and maintains Section equipment, supplies, and transportation.

(5) Determines personnel needs, and, through G1, accomplishes selection, requisition, assignment and transfer of personnel for military units and staffs.

(6) Processes and forwards to G1 recommendations for promotion, citations, efficiency reports, requests for leave, and similar administrative matters pertaining to military government troops in Army Service Area.

(7) Reviews all correspondence, reports, and literature leaving the G5 Section.

(8) Supervises distribution of directives, circulars, bulletins, manuals, proclamations, ordinances, passes, and other routine literature and forms to subordinate military government units.

(9) Coordinates with G1, AG, IG, and Hq Commandant.

2. GOVERNMENT AND FINANCE BRANCH.

a. Chief of Branch.

(1) Supervises all activities of the branch.

(2) Controls or supervises administration of the chief political offices of government on appropriate levels.

b. Legal Subbranch.

(1) Plans for the reestablishment, reopening, and supervision of essential civilian courts.

(2) Supervises, through Military Government Units, the practice of civilian attorneys, the judiciary and notaries.

(3) Interprets local civilian laws and ordinances.

(4) Plans for the establishment and supervision of Military Courts for the trial of civilian offenders.

(5) Reviews cases tried by military tribunals, by local civilian courts, and by the enemy prior to occupation.

(6) Furnishes legal advice to other subbranches and branches of the G5 Section and to military government officers of subordinate units.

(7) Interprets proclamations, ordinances, and orders.

(8) Maintains close liaison with JA Section.

c. Public Safety Subbranch.

(1) Plans for and supervises the reestablishment of local civilian police forces, fire-fighting organizations, and civil defense systems.

(2) Controls civilian prisons and jails, and arranges for review of records of all inmates with a view toward release of political prisoners.

(3) Prepares plans for the issuance of civilian travel permits and coordinates with the Provost Marshal on matters concerning the movement and circulation of civilian traffic, including routes and roads to be used.

(4) Arranges for conducting of counter-intelligence through military government units and civilian authorities.

(5) Coordinates with G2, G3, Provost Marshal and JA.

(6) Arranges for turning in prisoners of war who are uncovered by military government units.

d. Government Subbranch.

(1) Controls the reorganization, reestablishment, and efficient operation of civilian government and public service.

(2) Secures from CIC, underground groups, and other suitable sources, "black and white" lists and sees that this information is disseminated to subordinate Military Government personnel.

(3) Arranges, in conjunction with CIC, for the screening of all minor civil servants and for the selection of higher authorities.

(4) Arranges for survey of educational system and prepares plans for operation of schools and supervision of instruction.

(5) Supervises the Army program for protection of monuments, fine arts, and archives.

(6) Maintains control over civilian religious matters, especially where the enemy's religion can be used as a weapon against our forces.

(7) Coordinates with G1, G2, Chaplain.

c. Finance Subbranch.

(1) Supervises staff duties relating to public and private finance, including budgets, taxes, revenue, auditing, accounting, currency, exchange, deposits, banks, insurance companies, blocking of enemy accounts and commercial transfers.

(2) Plans for trusteeship of reclaimed Allied property, and for certain enemy property found in the occupied area.

(3) Arranges for necessary appointments of military government officers as Class A Finance Officers, and supervises issuance of invasion currency.

(4) Determines the need by military government units for operating funds and ascertains that such funds are obtained.

(5) Audits fiscal records of military government units and arranges for the collection and disbursal funds.

(6) Plans for proper receipt of and accounting for military government relief supplies.

(7) Maintains close liaison with the Finance Section.

3. OPERATIONS, TRAINING AND INTELLIGENCE BRANCH.

a. Chief of Branch.

(1) Coordinates activities of the branch.

(2) Maintains active contact and liaison with G3 Section on all matters pertaining to plans, training, boundaries, jurisdiction, directives, deployment, and attachment.

(3) Interprets directives and policies promulgated by higher authorities and prepares appropriate recommendations for the G5.

(4) Evaluates G5 policies and capabilities in the light of tactical plans, and recommends the establishment of new policies or the alteration of existing policies to meet new situations.

(5) Requisitions military government units as needed from higher headquarters and keeps the Commander advised of change in deployment so that proper troop attachment orders may be issued.

b. Planning and Deployment Subbranch.

(1) Prepares plans and schedules for known or anticipated military government situations and coordinates such plans with those of other sections and other echelons.

(2) Prepares situation estimates and required SOP's for the G5 Section.

(3) Assumes responsibilities for movement and deployment of military government units within Army Service area, and for attachment of such units to Corps and Divisions.

(4) Determines jurisdiction and assigns missions of military government units in Army Service Area.

(5) Maintains a tactical situation map, military government unit location map, unit status chart, Cardex file, and station list.

(6) Prepares G5 Annexes to Army Orders and Letters of Instruction.

(7) Assists G3 in preparation of long-range plans involving G5 aspects.

(8) Submits recommendations for attachment and duties of Allied military personnel for military government, and orients Allied liaison officers in policies and procedures.

(9) Maintains close liaison with G3.

c. Operation Reports and History Subbranch.

(1) Receives and reviews reports from Corps, Divisions, and Military Government Units in Army Service Area, and makes recommendations based on such reports to other Subbranches and Branches.

(2) Supervises compilation of required historical and operational reports to G3 Army and to higher headquarters.

(3) Prepares and maintains progress reports and status records for Military Government Units.

d. Training and Inspection Subbranch.

(1) Orients and briefs new Corps and Division G5 Staffs and new Military Government Units in Army policies and procedure.

(2) Supervises training program for assigned and attached Military Government personnel.

(3) Prepares letters of instruction, where needed, to interpret G5 policies to lower Military Government echelons.

(4) Inspects Military Government Units in the field and makes appropriate reports as result thereof.

(5) Recommends commendations and awards, and submits criticism or censure of personnel in the field.

c. Internal Security and Information Subbranch.

(1) Collects, assays, disseminates and exchanges military and civilian intelligence of special interest and value to the section.

(2) Conducts a continuous survey and analysis of public reaction to Military Government policies and actions, with particular reference to security, and makes appropriate recommendations for changes necessary to bring about the desired reactions.

(3) Maintains a library of publications, maps, statistics, and other material for use of the G5 Section and subordinate Military Government units.

(4) Procures and distributes informational material to Military Government units.

(5) Maintains close liaison with G2 and the Information and Historical Service.

4. CIVIL RELIEF AND SUPPLY BRANCH.

a. Chief of Branch.

(1) Supervises activities and Operation of the branch.

(2) Advises the G5 on all matters pertaining to relief, repatriation, medical care, sanitation, supply, salvage, and the utilization of local resources.

(3) Coordinates with G1, G2, G3, G4, QM and Surgeon.

b. Public Welfare Subbranch.

(1) Plans for and coordinates the movement of the civilian population, in conjunction with the Public Safety Subbranch, and arranges for the feeding, medical care, shelter, and security of groups of evacuees, refugees, and displaced persons.

(2) Secures cooperation of civilian officials in locating camp sites and providing food from local resources.

(3) Enlists assistance of local welfare agencies and church officials in the interest of refugees, evacuees, and displaced persons.

(4) Supervises activities of Red Cross Civilian War Relief and Allied Liaison personnel and coordinates them with the Army program.

(5) Controls the operation of state, private, and church welfare agencies or relief organizations.

(6) Coordinates civilian burials and proper maintenance of records.

(7) Inspects refugee camps, billets, and welfare agencies.

(8) Reports to higher headquarters on the movement of evacuees, refugees, and displaced persons into and out of the Army Area.

(9) Directs the operation of a civilian personnel "lost and found" bureau.

c. Public Health Subbranch.

(1) Coordinates the public health activities of Military Government with the Army Surgeon's Office.

(2) Supervises public health and sanitary aspects in refugee and displaced persons camps.

(3) Plans for and supervises the reorganization and reestablishment of civilian health administration and medical care.

(4) Recommends assignment of, and generally supervises, public health personnel of Military Government Units, and directs procurement of native personnel for public health services.

(5) Coordinates Military Government policies with those of the Surgeon for control of venereal diseases and other conditions likely to endanger health of military personnel.

(6) Plans for procurement and distribution of medical and sanitary supplies.

(7) Receives, consolidates and analyzes reports and epidemiological data from public health personnel and makes such information available to the Surgeon and to higher headquarters.

(8) Acts as sanitary engineering consultant on matters pertaining to water supply; sewage and excreta disposal; control of insects, rodents, and vermin; waste disposal, and general environmental sanitation.

d. Supply and Salvage Subbranch.

(1) Plans for procurement and distribution of emergency civilian supplies.

(2) Supervises establishment of local civilian agencies to handle distribution of relief supplies.

(3) Plans for establishment and operation of civilian salvage and repair plants, in conjunction with salvage officers of G4, QM, ORD, Engineer and Surgeon.

(4) Coordinates with Finance Subbranch in establishing procedures for receipt and accounting of relief supplies, and with Storage and Issue Subbranch in carrying out such procedure.

e. Local Resources Subbranch.

(1) Locates agricultural and industrial resources, supplies, and transportation facilities for military and emergency civilian supply.

(2) Organizes procurement of available materials for civilian supply.

(3) Coordinates with Economics Branch, G4, QM, Engineer, and Surgeon.

f. Storage and Issue Subbranch.

(1) Coordinates with supply services in the handling, storage, and issue of civilian relief supplies.

(2) Arranges for transportation of supplies from Army depots.

(3) Maintains records, in conjunction with supply services, for receipt and issue of supplies.

5. ECONOMICS BRANCH

a. Chief of Branch.

(1) Supervises the work of the entire branch and coordinates the activities of the subbranches.

(2) Prepares plans, directives, operating instructions, and reports relating to the field of economics.

(3) Coordinates with G4, QM, Engineers, Signal, Ordnance and Surgeon.

b. Trade and Industry Subbranch.

(1) Stimulates and controls civilian trade and industry necessary for rapid stabilization of civilian economy and for promotion of military operations.

(2) Analyzes particular industries and establishments to determine the extent to which their services, plant, equipment, and stockpiles of raw or manufactured materials may be used to further military operations.

(3) Coordinates civilian coal requirements with those of the Army.

(4) Maintains close liaison with G4, QM, Ordnance, and Engineers.

c. Labor Subbranch.

(1) Establishes procedures for the employment and control of civilian labor, including determination of wage rates and policy as to provisions of rations.

(2) Organizes through Military Government units, civilian agencies to provide labor for military requirements.

(3) Coordinates with G4 Labor Control Officer to insure services and to insure adherence to established procedures.

d. Utilities, Public Works, and Communications Subbranch.

(1) Plans for the establishment and maintenance of continuous operation of public utilities and communications, including postal services to the extent necessary to aid military operations.

(2) Arranges for utilization of civilian engineering and technical personnel to assist military operations.

(3) Institutes necessary measures for security control of authorized civilian channels of communications.

(4) Arranges for provision of minimum supply of water for civilian population.

(5) Coordinates with Engineer and Signal Sections.

e. Food and Agriculture Subbranch.

(1) Has jurisdiction over agriculture, food processing, fisheries, forestry, and over distribution, rationing, and price control of food products.

(2) Supervises organization of maximum development and utilization of agricultural resources for benefit of the Army and for civilian needs.

(3) Formulates policy and recommends issuance of directives dealing with stimulation and control of food production.

(4) Insures that epidemic diseases among cattle and hogs are controlled, and cooperates with the Surgeon in the analysis of agricultural practices that may affect the health of troops or civilians.

f. Transportation Subbranch.

(1) Plans for and supervises proper functioning of all means of civilian transport, coordinating with Transportation Branch of G4.

(2) Supervises organization of civil transport pools in order to effect proper use of civilian vehicles.

APPENDIX IV

FORM FOR THE CA/MG ESTIMATE OF THE SITUATION

CLASSIFICATION

Issuing section and headquarters
Place
Date and time

Charts or maps:

1. MISSION.--A statement of the task and its purpose. List here the broad general mission of military government in a brief summarized statement. The mission of military government will generally be multiple, therefore priorities must be determined. Specific tasks, prescribed or deduced, necessary to the accomplishment of the military government mission should be listed in this paragraph. This will include such subjects as curfews and the bans on travel.

2. THE SITUATION AND COURSES OF ACTION.
   a. Considerations affecting the possible courses of action. --Determine and analyze those factors of the situation which will influence your choice of a course of action. Consider such of the following and other factors as are involved:
      (1) Characteristics of the area of operations including weather, terrain, hydrography, and routes of communication, as they affect military government operations with special emphasis upon the amount of war damage suffered by the economy, availability of food, clothing and shelter for the civilian population, the number of displaced persons and refugees to be cared for, the state of repair of the public utilities, the amount of political and religious fanaticism among the civilian population, the present status of the government and the state of health of the civilian population.

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b. Enemy capabilities.--Note all of the possible courses of action within the capabilities of the enemy which can affect the accomplishment of your mission. List here the fact that the enemy is capable of guerrilla activity; that he is capable of passive resistance which might manifest itself in many forms chief of which would likely be the refusal to serve in governmental capacities, refusal to work for the occupier, refusal to produce sufficient food for the civilian population and a refusal in general to cooperate with the occupier; that he is capable of sabotage on a wide scale and in many forms; that he is capable of flooding the area with endless amounts of paper currency if we continue the practice of using his money; that he is capable of rendering ineffective any ration system by flooding the area with an unlimited number of additional coupons; that he is capable of causing the movement of large numbers of refugees into our area; that he is capable of adopting a scorched earth policy upon his withdrawal from the area; that he is capable of threatening the civilian population with acts of retaliation upon those who cooperate with the occupier; and that he is capable of keeping alive the deposed form of government in the underground and could, through this means, be the motivating force behind demonstrations and/or riots among the civilian population.

c. Own courses of action.--The courses of action open to the military government unit commander which will permit him to accomplish his mission will be noted here.

3. ANALYSIS OF OPPOSING COURSES OF ACTION.--Determine the probable effect of each enemy capability on the success of your own course of action. List here the fact that the degree to which each enemy capability as listed in par 2b above, will probably affect the success of our own course of action will depend upon the following:

a. The will and the zeal of the enemy in the commission of his capabilities;

b. The alertness, foresight and the will to succeed on the part of military government; and

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c. The sympathy of the civilian population and their inclination to aid the enemy in his capabilities, to remain neutral or to assist the occupier.

4. COMPARISON OF OWN COURSES OF ACTION.--The military government unit commander weighs the advantages and disadvantages of each course of action and decides which course of action promises to be the most successful.

5. DECISION.--Translate the course of action selected into a concise statement of what the force as a whole is to do, and so much of the elements of when, where, how, and why as may be appropriate. Since it has been already decided in par 2c above that military government generally pursues one course of action with possible slight variations thereto, the decision will then be stated in a concise statement of that general course of action. This statement will, with possible variations, include the following:

a. Maintenance of law and order.
b. Promotion of the security of the occupying forces.
c. Preventing interference with military operations.
d. Prevention of epidemics.
e. Provision for the care necessary to effect control of displaced persons and refugees.
f. Enforcement of the terms of the surrender.
g. Fulfillment of the obligation of the occupying forces under international law.
h. Establishment of suitable civil administration to the extent required to accomplish the above objectives.

_____
(signature)

APPENDIX V

EXAMPLE OF A CA/MG ANNEX TO AN OPERATION ORDER

CLASSIFICATION

Issuing Headquarters
Place of Issue
Date and Time

Annex 7 (Military Government) to Operation Order 3

Maps:

Task Organization: GS in Army, Corps and Divisions:
Army Control: ____Military Government Area Headquarters
____ Military Government Group as Army Military Government Command
____ Military Government Group with six Military Government companies attached
Corps Control: ____ Military Government company as Corps Military Government Command
Division Control: Headquarters Military Government platoon - one per Division
Military Government companies as allocated from ____ Military Government Group by Army.

1. a. Annex 2 (Intelligence) to Operation Plan 3.
b. Military Government: The Aggressor has been ruthless in its occupation policies and has disrupted local government and administration. The majority of the civil government officials appointed by the Aggressor have fled with Aggressor forces or gone into hiding with the help of subversive personnel in the area. Approximately 70 per cent of government employees are available to resume work within five days after liberation of the area. Industry has lost 50 per cent of its executives and suffered heavy war damage. Approximately 40 per cent of equipment has been damaged. Rail centers suffered heavy damage from aerial bombardment but most railways will be operative by D plus 15. State Police units in the area occupied

by Aggressor have been captured and supplemented by Aggressor officials and/or collaborationists.

2. a. Support of the military mission.
b. In accordance with SOP Military Government, _____ Field Army, attached as Appendix 1, Military Government staffs and units will plan for and put into effect measures;
(1) To control the civilian population and to enforce on it any measures which will assist the combat effort.
(2) To assume control of the civil government and to assume supervision over the civilian economy of all communities in the zone of the _____ Field Army as the area is recovered from Aggressor, and mobilize local resources in the aid of military objectives.
(3) To assume control of, and secure from looting or other forms of damage, all key industries.
(4) To cause the civilian government of the area to be reconstituted in a manner traditional to the area with the purpose of relinquishing military control when so directed by higher authority.
(5) To cause the civilian population to resume all normal productions and movement of goods at the earliest possible normal industrial and business relationships by the time of relief of the Military from Military Government responsibility.

3. a. ____ Corps will supervise and coordinate Military Government activities in its area of responsibility, except for those specific functions reserved for direct supervision by Headquarters _____ Field Army.
b. 1st Armored Division.
(1) Prepare plans for the occupation of city X within the division area, and establish Military Government in the city in accordance with SOP of _____ Field Army. Military Government platoon Headquarters attached to the division and placed under operational control of MGO will establish initial control of the city.
(2) Plan for and establish Military Government control for all other communities in the division area.

x. All Divisions:

(1) Flexible Military Government zoning will be maintained commensurate with the progress of combat operations. Law and order will be restored by the posting and enforcement of proclamations, laws, ordinances and notices. Care will be exercised to enable the civilian population to transport and equitably distribute food, medical supplies, and clothing. Necessary measures will be taken to permit medical care of the sick and injured and to insure prevention of disease and epidemics. Restoration of police activities to prevent crime and sabotage will be given priority. Local resources will be protected. SOP (Appendix 2) _____ Field Army will be used as a guide in the development of plans and conduct of the Military Government in the division area.

(2) Daily and weekly situation reports (SITREP/SITSUM) will be submitted to Commanding General, _____ Field Army, Military Government, in accordance with SOP, Military Government (Appendix 2) _____ Field Army.

(3) Military Government units to be deployed on a simulated basis will be under _____ Field Army control and attached to divisions on a scheduled basis.

(4) Authority granted to division Commanding General to appoint summary and intermediate Military Government Courts.

(5) Division Commanding Generals are delegated the Army Commanding General's legislative, executive and judicial authority and power except where Military Government policy directives of Headquarters _____ Field Army direct otherwise.

(6) Dealings with civilians in local administration at all levels will be coordinated through Military Government channels.

(7) Military Government activities in the zone of the _____ Field Army will be conducted in accordance with the following policy directives:

(a) FM 27-5
(b) FM 27-10
(c) Technical handbooks and policy manuals on specific Military Government functions.
(d) Geneva Conventions of 1949, "Convention for the Protection of Civilians in Time of War."

(e) SOP Military Government (Appendix 2) _____ Field Army.

4. a. Civilian Supply

(1) Class I:

(a) Commanders are authorized to requisition and issue supplementary military rations for emergency relief until D plus 45 at the rate of 1.1 tons of C rations per 1000 persons daily.

(b) Basis of distribution will be two-thirds C rations per day for labor employed by US Forces and one-third C ration per day for other.

(c) After D plus 45 civilian rations for relief supply will be available in Army depots.

(2) Class II:

(a) Clothing issue through Military Government channels will be made available at Army depots after D plus 10.

(b) Clothing will be issued to civilians on a basis of 200 pounds per 1000 persons.

(3) Medical Supply:

(a) Commanders are authorized to requisition medical supplies for civilian use or distribution for civilian relief until D plus 45.

(b) Expendable medical supplies will be provided on a basis of 20 pounds per 1000 persons per day.

(4) Miscellaneous:

(a) Water is a critical item in the _____ Field Army area. Commanders will take every possible means to restore potable supply to the maximum extent.

(b) Tentage for emergency shelter and wire for enclosures will be made available at Quartermaster and Engineer depots respectively on D plus 5. Commanders are authorized to requisition these items only after all efforts have exhausted civilian sources for shelter and enclosure facilities.

b. Civilian Evacuation

(1) Sick and Wounded:

(a) Military aid station will administer emergency treatments to civilians in the interests of humanity and as the tactical situation will permit, pending their rapid removal to

civilian facilities.

(b) All agencies are authorized to utilize surplus transportation proceeding to rear areas for transportation of such persons to civilian hospitals.

(2) Others:

(a) Civilians will be evacuated on a mass basis only on the order of division or higher command. Mass evacuation beyond division boundary will be made only upon approval from Headquarters _____ Field Army. Commanders will protect property, real and personal in evacuation areas.

(b) Evacuation will be accomplised as follows:

1. Civilian transportation will be used wherever possible. Military transportation may be utilized if necessary.
2. Each person will be allowed a minimum amount of impedimenta.
3. Movement will be made in convoy and rigidly controlled by the PM.
4. Rations for one day will be provided each person evacuated on the basis of one-third C ration per person.

c. Transportation: Civilian transportation will not be requisitioned for military purposes except upon specific approval of Headquarters _____ Field Army.

d. Personnel: Military Government staff section of Corps and Divisions will conform to the organization as prescribed in the T/O&E's of the Headquarters of Corps and Division. Their use will conform so far as practicable to the procedure as outlined in FM 27-5 and directives from Headquarters _____ Field Army. T/O&E 41-500A, 20 June 1952, and changes thereto, will be consulted with reference to any utilization of Military Government groups, companies or platoons.

e. Proclamations, laws, ordinances, and notices: See Appendix 1 of this Annex.

5. a. SOI, _____ Field Army.

b. Command:

(1) CP: Headquarters _____ Field Army (location)

(2) Normal command channels will be employed on all matters which affect policy, tactical operation or security of troops.

(3) A Military Government technical channel of command will operate from the outset between Headquarters _____ Field Army and the Military Government staffs of subordinate units, and will be used for technical guidance on functional matters.

JONES
MAJOR GENERAL

Appendixes: 1.--Proclamations, Laws, Ordinances, and Notices (omitted)
2.--SOP, Military Government, _____ Field Army

Distribution:
Same as Operation Plan 3

OFL:

/s/ Holland

G3

CLASSIFICATION

Issuing Headquarters
Place of Issue
Date and Time

APPENDIX 2 (SOP) to Annex 7 (Mil Govt) Opn Order 3

1. General.

a. Purpose: This standing operating procedure on Mil Govt supplements the directives of Headquarters, _____ Field Army. It delegates authority and fixes responsibility concerning each element of the administration of Mil Govt, the issue of military supplies to civilians, evacuation of civilians, and performance of each Mil Govt function among commanders responsible for specific areas in the zone of the Field Army.

b. Responsibility: The Commanding General, _____Army, has been delegated the responsibility for the establishment and operation of Military Government in the areas occupied by troops under his command. Such responsibilities and powers are hereby delegated to Commanding Generals of Corps, and may be redelegated by them, in their discretion, to subordinate commanders, except as may be limited by published directives.

2. Organization.

a. Mil Govt Staffs of Corps and Divisions will be organized according to the T/O&E's of the Headquarters of Corps and Divisions.

b. Mil Govt units will be organized according to T/O&E 41-500A.

3. Operations.

a. Hq. _____ Field Army will:

(1) Receive Mil Govt directives from Headquarters, _____ Theater of Operations.

(2) Prepare special directives as required for each Mil Govt function in the _____ Field Army.

(3) Receive, review and make appropriate disposition and recommendations concerning all Mil Govt reports from subordinate headquarters.

(4) Perform staff coordination and staff supervision of Mil Govt activities throughout _____ Field Army.

(5) Arrange for the timely attachments of Mil Govt units to each division.

b. Corps: The Commanding General of Corps when authorized

will supervise and coordinate Mil Govt activities in his area of responsibility, except for the specific functions reserved for direct supervision by this Headquarters.

c. Divisions: The Commanding General of each Division when authorized will:

(1) Administer Mil Govt within the division area.

(2) Make request to this headquarters for Mil Govt units for communities whose capture is imminent.

(3) Prepare all necessary plans for the occupation of areas in the division area.

(4) Have the necessary staff work performed to:

(a) Develop Mil Govt situation map.

(b) Take action on all problems presented to the division.

(c) Keep necessary journals and other records.

(d) Prepare and submit daily and weekly reports.

(5) Control and supervise all Mil Govt units employed in the division area and all units attached to the Division awaiting employment.

(6) Cause the MGO to assume operational control of the Mil Govt Platoon Hq, and any attachments thereto, permanently attached to Division.

(7) Cause all contacts of Army personnel with local administration to be made through Mil Govt.

4. Logistics.

a. Civilian Supply. Where supplies are made available for civilian use, the advisability of distribution through sale rather than gratuitous issue should be seriously weighed and instituted wherever the local commander deems it possible. Due consideration will be given to the avoidance of inflation and black markets, with prices conforming to local standards. Maximum use will be made of local supplies and dependable local agencies.

(1) Supplies approved for civilian issue will be made available at the appropriate supply point nearest the point where they are needed.

(2) Class I. Commanding Generals, Corps and Divisions, are authorized to issue military rations as relief supplies when civilian items or especially designed Mil Govt rations for civilian relief are not available. Such authority will not be delegated to subordinate commanders.

(3) Class II. Commanding Generals, Corps and Divisions, may requisition from Army depots salvage clothing as may be necessary. Any identifying insigna will be removed and clothing dyed prior to issue.

(4) Class III.

(a) Military gasoline may be issued at the discretion of area commanders for movement of food from rural to urban areas and for such other emergencies to prevent disease and unrest.

(b) To prevent misuse, the gasoline will be a distinctive color whenever possible.

(c) No initial supply will be available from Army stocks during the combat phase. Mil Govt units will submit requirements immediately upon determination of need.

(5) Class IV.

(a) No initial supply for industrial needs will be provided from any Army stocks during the combat phase. Mil Govt units assigned to areas in rear of Division boundaries will submit through channels a list of industrial plants, their condition, and an estimate of minimum materials and supplies to restore operation. Reports of surplus stocks will be made to this headquarters.

(b) Minimum necessary engineer equipment for proper operating of essential utilities (water systems, sewage disposal, electric power, etc.,) will be requisitioned through Engineer Supply channels.

(c) Medical supplies. Commanders having area responsibility will requisition and secure supplies through Medical supply channels.

(6) Miscellaneous. Commanding Generals, Corps and Divisions, will take prompt action to prevent unauthorized removal of civilian supplies.

b. Evacuation:

(1) Civilian casualties in Division areas will be evacuated to medical installations on second priority basis through military evacuation system and available transportation proceeding to rear areas.

(2) Unless otherwise specified, communities will be evacuated only by approval of Commanding General, _____ Field Army. Commanders will submit requests for approval to this headquarters. Evacuation will be in accordance with specific plans, and no stragglers or uncontrolled groups will be allowed to congest MSR's.

c. Transportation. Civilian transportation will be requisitioned to meet military requirements only upon approval of this headquarters. Due consideration will be given to minimum needs, and available civilian transportation will be organized to effect a proper balance between military and civilian requirements.

- 5. Specific Military Government Functions.

a. General. Mil Govt responsibilities for the administration of the civil population begin at the time the first civilians come under control and continue until the relinquishment of these responsibilities to the indigenous government or other designated control body. Having overthrown a pre-existing government and deprived the people of the protection which that government afforded, the occupier acquires the right and becomes subject to the duty of giving the people a government adequate to the protection of their personal and property rights. In the exercise of Mil Govt, the sovereignty of the country is not transferred by reason of the occupation, but the right of control passes to the occupying force. Its Commander, in carrying out directives from higher headquarters is limited only by international law and custom. Mil Govt, being supreme, can lawfully demand obedience of the inhabitants of the area over which it is exercised. Mil Govt is not limited to enemy territory. Furtherance of the military objectives may dictate necessity for the occupation and establishment of Mil Govt in an allied, neutral, or domestic territory, where no indigenous government capable of exercising necessary government functions is in existence. The occupation need not have been belligerent to justify the establishment of Mil Govt. These policies will be implemented by the following procedures:

(1) Restoration of regional and local self-government is to be promoted based on US democratic principles. Maximum use will be made of indigenous officials in establishing civil governments. If, after investigation, these personnel meet the required standards and are otherwise acceptable they will be placed in positions of trust and responsibility. These appointments are of temporary nature and subject to the desires of the Commander who is responsible for the review and correction of actions by civil officials.

(2) Administration of local governments will be coordinated with procedures and policies controlling national and regional governments.

(3) Commanders may be directed by higher authority to hold elections and select representative government officials through popular vote when conditions have stabilized.

b. Specific functions of Mil Govt, as set forth as a guide, will be implemented by Corps and Divisions to the extent permitted by time and exigencies of the situation. If the attack progresses rapidly, only those functions most urgent under existing circumstances can be initiated while the area is in the Division zone. If the movement is static, in order to reduce civilian interference with the military effort, it will be necessary for divisions to execute the program more fully. As the

combat area passes to succeeding elements, they will more completely accomplish these functions. SOP's of elements of _____ Field Army will comply with policy and general principles set forth in the following inclosures:

(1) Economic Functions (See Incl No. 1) (omitted)

(2) Government Controls (See Incl No. 2) (omitted)

(3) Public Facilities and Special Functions (See Incl No. 3) (omitted)

c. Team AA, Platoon Headquarters, as provided in T/O&E 41-500A Division MGO will have operational control over the Platoon. Personnel of the Division Mil Govt Platoon will initially occupy an area and assume control over all civilians and all governmental functions until such a time as the Mil Govt unit designated for the area is employed. SOP's as outlined in 5b (1), (2), and (3) above will be used as a detailed guide for the operation of the platoon with priority given to the establishment of law and order and the relief of disaster conditions, rather than more long range projects.

d. Check-list of actions to be taken by Mil Govt units on entrance into an area for occupation:

(1) Establish control over all public safety and fire facilities and personnel. Establish such public safety procedures as necessary in order to properly secure the area assigned.

(2) Establish control over all public health facilities and personnel. Establish such health procedures as will adequately protect the health of our troops, and prevent disorder on the part of the civil population.

(3) Establish control over such elements of the judicial system as exist in the area, including persons. Establish or re-open local courts as established by higher authority.

(4) Establish control over such elements of the governmental welfare system as exist in the area. Establish such elements of public welfare and disaster relief as will prevent unrest and disorder.

(5) Establish control over all public informational media and analyze for their security. Establish such procedures as will insure that such media operate for the benefit of the occupying forces.

(6) Establish control over all levels of governmental administration within the area. Establish such procedures of administrative control as to insure that the policies and desires of the occupying forces are properly executed.

(7) Establish control over all displaced persons

and refugees in the area through civilian officials, and insure that such persons do not interfere with the combat mission.

(8) Establish control over all captured food, medical, and agricultural supplies. Survey and report supplies and determine priority and method of distribution of such supplies in order that unrest and disorder might be prevented.

(9) Establish control over all public agencies involved in fiscal activities and ensure that directions of higher authority are followed in these matters. Establish control of all banking facilities in the area in accordance with instructions of higher authority.

(10) Establish control over all labor offices and officials in the area, and insure their continuation. Settle all labor disorders locally, if possible, keeping higher authority informed.

(11) Establish control over the area food and agricultural offices and insure their continuation by keeping in effect all food and agricultural supplies and food and the number of days food supply on hand.

(12) Establish control over local and area price control and rationing offices, continuing all regulations in effect with the exception of discriminatory regulations as determined by higher authority.

(13) Establish indirect control of trade and industrial groups in the area. Endeavor to re-establish all trade, manufacturing, and processing services as quickly as possible.

(14) Establish control over all local and area offices of transportation, public works, and communications, including mail. Restore all transport and public works facilities as soon as possible. Establish procedures to restore and utilize communication systems as determined by higher authority.

(15) Establish control over educational and religious affairs in the area. Reopen schools in accordance with procedures as determined by higher authority. Establish relation with church officials as determined by higher authority.

(16) Establish liaison with nearby units, especially area Provost Marshal, CIC, and Surgeon.

(17) Establish control over all public buildings for necessary conduct of the government, and all public supplies and materials required for government in accordance with property control regulations issued by higher authority.

6. Reports. Situation reports (SITREPS) will constitute the daily reports required of all Mil Govt staff sections.

Situation Summaries (SITSUMS) will constitute the weekly reports required of all Mil Govt staff sections. Format will be as indicated in Incl No. 4, (omitted) hereto.

a. SITREPS will be submitted daily for period ending 2400 hrs.

b. SITSUMS will be submitted weekly for period ending 2400 Sunday.

c. Negative reports will be submitted.

JONES
MAJOR GENERAL

Incls: 1. - Economic Functions (omitted)
2. - Governmental Controls (omitted)
3. - Public Facilities and Speical Functions (omitted)
4. - Format SITREPS/SITSUMS (omitted)

Distr: A

OFL

/s/ Kemp
J-1

APPENDIX VI

EXAMPLE OF CA/MG ANNEX TO AN ADMINISTRATIVE ORDER

Army Forces GRIDIRON
APO 442
121200 Jan 54
(Revised to 19 Feb 54)

Annex 11 (Military Government) to Admin Order 1

Maps: Southern FRANCE 1:250,000: Sheets: 27-LYON; 32-GRENOBLE; 37-AVIGNON; 38-FRANCE; 42-MARSEILLES and 43-ST RAPHAEL.

1. a. See Annex 2 (Intel) to Opn Plan 1, Army Forces GRIDIRON.

b. See Opn Plan 1 - with Annexes, Army Forces GRIDIRON.

c. Assumptions:

(1) A large number of civ govt officials will flee with AGGRESSOR Armed Forces, and many will be evac from FRANCE by AGGRESSOR to forestall punitive action by local population.

(2) Aprx 60 per cent of labor force (18 per cent of population) will be aval and willing to resume work within 72 hours after liberation of communities, and any remaining deficiencies in such forces may be filled by volunteers who are capable and qualified.

(3) Apprx 30 per cent of population of each municipality will be the local labor force. One-fourth of each labor force (7 1/2 per cent of population) are technicians, artisans, and mechanics of industry and commerce. This group will be employed within their capabilities soonest. One-fourth of labor force (7 1/2 per cent of population) are civ service to include all classes for govt, trans, util, postal, telephone, and telegraph. This group has been directed to remain at their posts and to continue their functions where possible. The balance of the labor force (15 per cent of population) is aval by means of bulk rqn to civ officials thru Civ Aff Off.

(4) All communities of less than 25,000 population will require daily one-quarter (1/4) ton per 1,000 of clothing and med sup until D + 180 (Specific est for each function in para 4 below).

(5) All communities of over 25,000 population will require daily three-quarter (3/4) ton per 1,000 of food, clothing and med sup until D + 180 (Specific est for each function in para 4 below).

2. The Civ Aff Off in France will:

a. Reestablish and maintain law and order.

b. Reg and ctl activities necessary to assist the combat effort.

c. Supervise the civ economy in all communities within the US Zone in accordance with Theater Directives.

d. Assure ctl of and safeguard all local resources which are included in the scheduled sup from GRIDIRON Force, and upon proper authorizations, undertake delivery of sup from these resources as may be ordered from time to time.

3. a. The cmdrs of Army, Corps, and Div having area responsibility will establish Civ Aff offices in their area of combat zone.

b. The CG, GRIDZONE will assume Civ Aff responsibilities in GRIDZONE area, and will proceed to institute provincial govt opns under directives and policies as listed in references obtained Senior Mil Govt Off this Hq.

c. Mil Govt units (Combat Cmd) assigned to Army, Corps and/or Div will be used for staff augmentation and opn.

d. Mil Govt units (US Civil Affairs, FRANCE), which are designated for the ctl supervision of a specific district may be atchd to the Thirteenth Army and further atchd to corps and/or div which will uncover a specific district at such time as the capture of the district is imminent. These units, when assigned to a district will remain in their respective districts as the district passes from div to corps, from corps to Army, and from Army to GRIDZONE ctl, insuring continuity of civ affairs effort within the areas.

e. Auth is hereby delegated to cmdr of armies, corps and div and to the CG, GRIDZONE, to appoint all types of mil courts for trial of civ. The activities of these courts will be in accordance with directives and tech manuals regulating the procedure for courts and admin of law as issued by Joint Chiefs of Staff U. S. and this Eq.

f. Auth is hereby delegated to major cmdr having area responsibility to establish labor offices and accommodation offices in required loc. Civ Aff Off will process bulk rqn to civ officials. Using svc will process vouchers for payment to the labor office and accommodations office.

4. a. Civilian Supplies.

(1) Class I

(a) Each assault div will carry five (5) tons of additional mil rat for use as relief sup. Cmdr are auth to rqn and issue mil rat for relief sup until D + 65. Thereafter Class I for civ distr will be made aval Army and GRIDZONE Dep.

(b) Class I sup shall be shipped in on the fol basis:

1. For towns or cities of less than 25,000 population - No Class I sup required.

2. For towns or cities of over 25,000 population - One-half (1/2) ton per thousand per day.

(2) Class III

(a) Clothing for issue to civ thru Civ Aff channels will be made aval Army and GRIDZONE QM Dep on or about D + 20.

(3) Water

(a) Cmd having area responsibility will ensure a potable water sup for civ consumption.

(b) Medical

1. Each assault div will carry one (1) ton of additional med sup for use as relief sup. Cmdr are

auth to rqn and use or distr med sup for relief purposes until D + 65. Thereafter med sup for civ distr will be made aval Army and GRIDZONE Med Dep.

2. Med sup shall be shipped in on the basis of one hundred (100) pounds per thousand population per day.

b. Civilian evacuation.

(1) Sick and wounded.

(a) Every effort will be made to speedily rehabilitate civ hosp to accommodate civ sick and wounded. All agencies are auth to utilize surplus trans proceeding to the rear for the trans of such persons to civ hosp.

(b) Mil med sta may administer emerg trmt and care to injured civ pending their prompt removal to civ instl as soon as their condition warrants.

(2) CG's of corps may auth the evac of civ from the combat area, when mil necessity or secrecy of projected mil opn make such mass mvmt a necessity.

(3) Evac of civ from the scene of imminent combat opn will generally be conducted under the following conditions:

(a) Each person evac will be allowed a maximum of thirty (30) pounds of personal effects.

(b) Mil trans may be utilized.

(c) All such mvmt will be under centralized ctl and be made in convoy.

(d) Adequate briefing, in French, of all civ must be accomplished on the methods of passive air def prior to loading and departure of the convoy.

(e) Rat for three (3) days for each person so evac will be furn to the Civ Aff Off of the area rec the evacuees at the time of arrival of the convoy by the evac mil govt unit.

c. (1) Courts and Admin of Law.

(a) TM 27-256, 30 Jan 50, Mil Govt Courts in Occupied Territory.

(b) TM 27-250, 20 May 43, Cases in Mil Govt.

(c) TM 27-251, 7 Jan 50, Treaties Governing Land Warfare (para 11c).

(d) US Liberation Agreement with France 1954.

(2) Censorship.

(a) See Intel Annex, Army Forces GRIDIRON.

(b) Censorship opn in GRIDZONE will be coord by G2s having responsibility within particular areas.

(3) Public Communications.

Public Comm facilities opn in GRIDZONE will be coord by SigO having prime responsibilities within particular area. Mil rqmt have priority.

(4) Ports and Harbors.

CG, GRIDZONE responsible for coord mil and civ rqmt for opn of ports, harbors and beaches.

(5) Currency and banking.

US Liberation Agreement with France 1954.

(6) Public Finance.

US Liberation Agreement with France 1954.

(7) Agriculture. (Indigenous and Imported).

Scd sup as established by Senior Mil Govt Off Mediterranean Theater will be aval at Army and GRIDZONE "M" Depots after D + 45.

(8) Industry and Manufacture.

Strict and rigid adherence to the Mediterranean Theater scd for rehabilitation of industry and manufacturing facilities is enjoined. Progress rept to be kept up-to-date and aval for insp at all times.

(9) Others.

(a) Para 12, FM 27-5.

(b) Handbook for Civil Affairs, FRANCE.

5. a. Hq for Province Mil Govt will be at MARSEILLES.

b. Direct comm between SMGO Thirteenth Army and SMGO, GRIDZONE, is authorized.

c. CO, Mil Govt Group, Marseilles, will cmd all Mil Govt Units (Prov Govt) GRIDZONE.

d. SMGO GRIDZONE will have operational ctl over Mil Govt Group GRIDZONE.

ANDERSON
General, USA

Distribution:
Special

OFFICIAL:
/s/ Jones
G1

APPENDIX VII

FORM FOR A CA/MG ANNEX FOR A JOINT OPERATION

CLASSIFICATION

Issuing Headquarters
PLACE
Date and Hour

Annex *** to (Command) Operation (Administrative) Plan (Order) ***
Civil Affairs/Military Government Plan (Order)

Map References: (As needed for understanding of annex)

Task Organization:

a. List designated tactical commands with their respective assigned or attached CA/MG units.

b. List designated CA/MG units not included above.

1. General Situation. Information of the general over-all situation considered essential for subordinates to understand the current CA/MG situation.

a. Enemy

b. Friendly

c. Assumptions

2. Mission and Concept of Operations

a. General. Statement of what is to be accomplished - (mission) by the integrated efforts of the CA/MG organization of the command as a whole. (By phases if appropriate).

b. Specific. Concise summary (concept) of operations of the CA/MG organization of the command as a whole as visualized by the commander. (By phases if appropriate).

3. Tasks

a. Policies and Procedures

(1) Directives. Indorse existent higher level CA/MG policies and procedures and direct compliance with specific CA/MG directives (current and future) of the command.

(2) Operations. General statement of policy regarding types of CA/MG organization (combat or occupational) to be employed (by

[redacted]

phases if applicable) and general statement of policy regarding CA/MG control by subordinate commanders (a) during combat phase and (b) after active combat has ceased.

(3) Special Authority. Delegation of specific authorities to subordinate commanders, e.g., authority to appoint military government courts.

b. Specific Functions of Subordinate Commands. For each of the CA/MG functions listed in U.S. Army and Navy Manual of Civil Affairs Military Government (FM 27-5-OPNAV P22-1115) cite all pertinent documents and prepare necessary directives as appendices. An appendix "Standing Operating Procedures (Standing Policy and Procedure) for CA/MG in (Theater; Command; Area)" can be used to fix responsibilities of subordinate commanders for specific functions and to supplement the basic CA/MG Annex and pertinent directives with more specific details.

4. Administrative and Logistical Matters

a. Supply and Evacuation

(1) Civilian supplies (by classes)

(2) Civilian transportation

(3) Civilian evacuation

(4) Miscellaneous measures

b. Reports (By phases if appropriate)

(1) Special

(2) Routine

(3) Classification

(4) Records

5. Command

a. General. Statement delegating authority and fixing responsibility for CA/MG.

b. Command Relationship. (Subordinate Commands, by phases)

c. Command Posts

Signature

[redacted], Rank, Service

Civil Affairs/Military Government
Short Title and Serial No. ***

Appendices:

1 - Standing Operating Procedure (Standing Policy and Procedure) for CA/MG in (Theater; Command; Area)

2 - Directives for Specific Functions of CA/MG (Policy)

3 - Handbooks for Specific Functions of CA/MG (Intelligence)

4 - Manuals for Specific Functions of CA/MG (Procedures)

5 - Handbooks of CA/MG (Areas)

APPENDIX VIII

FORM FOR A CA/MG LETTER OF INSTRUCTION

HEADQUARTERS
FIRST UNITED STATES ARMY
Office of AC of S, G-5
APO 230

370 (E) 26 February 1945

SUBJECT: Mil Gov Letter of Instruction, Operations No. 2.

TO : Mil Gov Detachments, Army Service Area.

ESTABLISHMENT AND OPERATION OF DETACHMENT OFFICES

SECTION A - Introduction.
SECTION B - Location of Office.
SECTION C - Interior Arrangements.
SECTION D - Records and Reports.
SECTION E - Conduct of Personnel.

SECTION A - Introduction. The efficient operation of a detachment has been found by experience to depend to a considerable extent upon the organization and conduct of its office. Necessarily the office is the central point from which all activities of the detachment emanate. If the office is well organized and operates in accordance with recognized military and business principles, success in accomplishment of the assigned mission is in part assured. Much of the actual work of the detachment will be done in the office, and its proper functioning will influence the effectiveness of activities of personnel in the field.

SECTION B - Location of Office.

1. The office should be located in the most modern and best equipped available public building in the community. A detachment office so located has an immediate prestige which the public will recognize.

2. Accessibility to civilian public offices should be a factor in the selection. Facilities for the parking and housing of vehicles should be provided.

SECTION C - Interior Arrangements.

1. The office area should be spacious.

2. The Commanding Officer must, and each specialist should, have a private office. Furnishings should be sufficient to accommo-

[redacted]

date the needs of the particular office. Area maps, showing jurisdictional boundaries, the location of important public buildings and other installations with which the work of the detachment may be concerned, should be available in the private offices. The display of war trophies is not approved.

3. The location of the Commanding Officer's office should combine, so far as possible, a degree of privacy with convenience in supervising the office routine.

4. The reception room should be large enough to accomodate visitors, both military and civilian, in separated waiting areas.

5. A civilian policeman should be stationed at the entrance to the reception room. He will come to attention when Allied Military personnel enter.

6. The conduct of business within the office should not be within the hearing of civilians coming to the reception desk. This applies particularly to use of the telephone and conversations between personnel.

SECTION D - Records and Reports.

1. A Message Center will be established.

2. A Visiting Officer's Register will be maintained.

3. A journal and history of the Detachment activities will be currently kept

4. Reports to higher headquarters will be made as required.

5. Progress Charts, work memoranda and other adequate written evidence of the work of the detachment will be made under the supervision of the Commanding Officer, or his designated representative.

SECTION E - Conduct of Personnel.

1. Since the detachment office is the local seat of government, it will be operated with the dignity of a governmental institution.

2. Un-military decorum, loud talk, and activities of personnel not relevant to the work of the detachment will not be permitted.

3. The reception desk personnel should consist of an enlisted man and a civilian interpreter. Except in emergency, the latter will not address inquiries to Allied Military visitors.

4. Courteous treatment will be accorded all visitors, and immediate attention to the presence of Allied Military personnel is required. When the SMGO, or the G-5, of the tactical unit to which the detach-

ment is attached visits the detachment, he will be escorted immediately into the office of the Commanding Officer, or in his absence, into the office of the next ranking officer. In the event of a visit by a General Officer of the Allied Forces, all personnel will be immediately called to attention by the military receptionist.

5. As in all military units, the responsibility for the proper functioning of the detachment lies with the Commanding Officer. Familiarity with and adherence to the principles herein set forth by all personnel will make his job easier and contribute to the effective accomplishment of the assigned mission. Credit for a job well done can then be shared by all the members, and the time within which Military Government may be needed will be shortened. That is a goal worth working for.

By command of Lieutenant General HODGES:

DAMON M. GUNN
Colonel, GSC
AC of S, G-5

[redacted]

APPENDIX IX

EXAMPLE OF A STANDING OPERATING PROCEDURE FOR AN ARMY G5 SECTION

HEADQUARTERS
_____ UNITED STATES ARMY
OFFICE OF THE AC of S, G-5
APO 999

15 December 1944

In order to establish the responsibilities of the departments and sub-sections, and to expedite staff action in the G-5 Section, _____ U. S. Army, the following Standing Operating Procedure for Departments is prescribed:

CIVIL ADMINISTRATION DEPARTMENT

A. LEGAL SUB-SECTION

1. Functions.

Supervise the organization and operation of Military Government Courts; supervise the reconstitution and control of the judicial system, including the bar and notaries; prepare local Military Government enactments; recommend the suspension of undesirable laws and supervise the enactment of new laws as required; review cases of political prisoners in concentration camps and prisons; review recommendations of G-2 Section with respect to the internment of persons considered dangerous to security; supervise the control of prisons; render legal advice on all matters relating to Military Government to commanders, staff sections and detachments; and generally supervise all legal aspects of Military Government.

2. Operations.

a. Orders will be prepared as required for the appointment of Military Government Court.

b. Records of all trials by Military Government Courts will be administratively reviewed and where a formal review is required or deemed advisable a written review and proposed Order on Review will be prepared for signature. Careful records will be maintained of all cases for ready reference. After review the case records will be forwarded to Group pursuant to directives, and the interested persons will be notified of the decision. A monthly report of all cases tried will be forwarded to Group.

c. Detachments will be required to furnish reports of the posting of all Military Government enactments, and copies of these reports will be forwarded to Group. Card records of the details of such postings will be maintained.

d. Special reports will be required from detachments as to local laws, courts, lawyers and notaries, and advice and assistance will be given as required with respect thereto.

e. A Legal Officer will be furnished to sit with a Public Safety Officer and a CIC Officer as a Board to review the cases of political prisoners in concentration camps and prisons, and advice will be given to the Board as required.

f. Special or local Military Government enactments will be prepared as required, and if the situation permits, submitted to Group for approval before posting.

g. Opinions will be rendered to the AC of S, G-5 as to concurrence by him in recommendations of G-2 Section for internment of persons considered dangerous to security.

h. Opinions on other legal aspects of Military Government will be rendered to other departments or will be drafted for submission by the AC of S, G-5 to commanders, other staff sections or detachments.

B. PUBLIC SAFETY SUBSECTION

1. Functions.

a. Military Government Public Safety will insure that law and order are maintained as far as possible with the civilian agencies.

b. Public Safety Officers will be responsible for control of the following agencies:

(1) Civil Police Forces

(2) Fire Defense services

(3) Civil Defense services for any purposes in the interests of Military Government

(4) Concentration Camps

(5) Prisons

(6) Special Branch Section

c. To insure coordination of activities at all levels and constant interchange of information, a close relationship must be maintained between Military Government Public Safety Officers, Military Police and CIC.

2. Operations.

a. The operations of the Public Safety Department functions will follow command channels on appropriate levels, but Army Public Safety Staff or Specialist Officers may be called upon by any detachment for advice. They will maintain close liaison with G-2, CIC, Provost Marshal, the Military Government Security Guards, and with other staff sections on Public Safety matters.

[redacted]

3. Reports.

The Public Safety Department of G-5 will receive and collate the Public Safety reports required by the Public Safety Manual of Procedures, and prepare recommendations for such additional routine or special reports on Public Safety as the situation may require.

C. GOVERNMENTAL ADMINISTRATION SUBSECTION

1. Functions.

a. The preparation of directives in regard to the elimination of collaborators, and militarists from government administrative personnel.

b. Supervision over the activities of Military Government Detachment and lower echelons in regard to the elimination of such personnel and the restoration of civil administration; and, in cooperation with the Information and History sub-section, the gathering of information concerning political movements and civilian reactions.

2. Operations.

a. The examination and classification of information from periodic reports and similar sources.

b. Upon the bases of such information, action through inspections or other means under those circumstances:

(1) In the larger cities,

(2) When reports are received of improper retentions of public officials,

(3) When insufficient data has been received as to progress in the elimination of undesirable officials from a given area,

(4) When reports of political organizations or movements are received.

c. General supervision over the schools and the initiation of preliminary action to choose suitable administrative personnel for schools and to survey physical equipment.

d. Action when necessary in religious matters.

D. MONUMENTS, FINE ARTS, AND ARCHIVES SUBSECTION

1. Functions.

Preservation of public monuments, archives, art and other cultural objects; providing a basis for the eventual return to their proper owners of looted material of this character.

2. Operations.

a. Dissemination to Military Government Detachments and lower echelons of information material concerning public monuments, art collections, archives, and temporary caches of such objects.

b. Direct inspections and action through detachments and lower echelons to safeguard these objects and, if necessary, to move them to places of greater safety.

c. Contact with public officials to obtain information on above matters and assistance in carrying out above objectives.

OPERATIONS, TRAINING, AND INTELLIGENCE DEPARTMENT

A. PLANNING SUBSECTION

1. Functions.

a. To effect overall plans for G-5 Operations, and to coordinate such plans with plans of tactical units.

b. To review overall G-5 Operations and keep in touch with current situation through reports, information liaison with detachments, corps and divisions.

c. To prepare situation estimates and to submit operations plan and detachments and personnel requirements in the light of such estimates.

d. To maintain a tactical situation map from overlay of G-3 map.

e. To prepare and supervise training programs for G-5 personnel.

f. To prepare and disseminate information of an operational nature to detachments in the field.

2. Operations.

a. Overall G-5 operations are reviewed, studies made, and new plans of operation developed in light of past experience in order that improved and uniform procedures may be effected. Such studies and reviews are coordinated with plans of tactical units so as to render maximum services in solving their problems.

b. Evaluations of current situations are made and recorded from Field, Periodic, and Inspection Reports.

c. A tactical situation map is maintained currently by means

of an overlay from the G-3 map.

d. Assistance in the preparation and conducting of training programs, based on observed needs, is given the Military Government Center during periods when detachments are not deployed.

e. Requests for services and the activities of the G-5 technical specialists are coordinated so as to utilize their abilities to the best advantage.

3. Reports.

a. Incoming. None

b. Outgoing. None.

B. INSPECTIONS SUBSECTION

1. Functions.

a. To inspect and confer with detachments relative to progress and uniform interpretation of policies.

b. To collect information necessary for surveys desired by higher authorities.

c. To arrange and coordinate specialist missions throughout the entire Army area.

d. To assure that all facilities available to Military Government are utilized to the fullest extent.

e. To review Corps, Division and other reports and papers, and take necessary action upon the requests therein.

2. Operations.

a. A schedule of visits will be worked out whereby each detachment will be contacted at appropriate intervals. Prior to any visit or inspection the visiting officer will clear through the Headquarters of the Corps and Division concerned. Before returning to Army he will again contact Division and Corps to discuss results of the visit and, if requested, will leave one copy of his inspection report.

b. Whenever assistance is requested by subordinate units, the inspecting officer will provide such assistance, but first clearing with Corps and Division as in a. above.

c. During the periodic visits detachments will be briefed in the latest policies and procedures of _____ U. S. Army

d. A system of rating or grading will be employed in order that the relative merits of the various personnel may be determined.

e. The inspections and surveys will be used to provide information to be used as a basis for the preparation of surveys desired by higher authorities, and for revising plans, policies and procedures.

f. Efficiency ratings of detachments and detachment officers, will be executed by all staff officers visiting or inspecting detachments.

g. All information on facilities available to Military Government will be kept as current as possible. Such information as may be required by Corps, Divisions and Detachments will be passed on with suggestions as to how those facilities may best be used.

3. Reports.

a. Incoming

(1) Detachment Progress Record, to be prepared by inspection officers after detailed inspection of a detachment.

(2) Detachment Spot Check, to be prepared by all staff officers after visiting a detachment.

(3) Efficiency Rating of detachment and detachment officers, to be executed by all staff officers visiting or inspecting detachments.

b. Outgoing. None.

C. REPORTS SUBSECTION

1. Functions.

a. To review incoming reports from Corps, Divisions and Detachments.

b. To review all other incoming reports and papers.

c. To make recommendations to Planning subsection regarding reports required, i.e., type, frequency, necessity, etc.

d. To instruct Corps, Divisions and Detachments regarding proper preparation of reports.

2. Operations.

a. After incoming reports and papers have been reviewed, routing and priority of action are marked thereon. Items of interest and those requiring action are dispatched to the Departments and Subsections concerned. Policy items are dispatched to the Executive Officer.

b. All items requiring action are extracted from the re-

ports, on forms, in duplicate. The original copy of the extract is dispatched to the Department or Subsection responsible for the required action; the carbon copy of the extract is then posted on the "Pending Action Board" where it remains until the original, which should indicate thereon the action taken, has been returned. If the original extract is not returned within a reasonable time a personal follow-up is made. Upon return of the original extract showing that proper action has been taken, the original is filed and the carbon copy on the "Pending Action Board" destroyed.

c. Extracts and notes are made from reports reviewed for the purpose of making recommendations to Planning subsection, and for instruction to Corps, Divisions and Detachments with regard to the proper preparation of reports.

d. Items of general interest are extracted from reports and papers for presentation at G-5 Section meetings.

e. Maintains close liaison with department and subsections - the G-5 Section to insure that they are receiving the functional reports to be made to them and makes follow-up with any unit deficient in submitting these reports.

3. Reports.

a. Incoming.

(1) Periodic - Daily, covering period 0800 to 0800 hours. Prepared by Corps, Division and Detachments in the Army Service Area.

b. Outgoing. None

D. DEPLOYMENT SUBSECTION

SECTION I - MILITARY

1. Functions.

a. To move and deploy detachments within Army Service Area. (Corps and Divisions move and deploy Detachments under their jurisdiction)

b. To arrange for attachment of Detachments to Corps and Divisions.

c. To maintain close liaison with G-3, and notify Executive Officer and appropriate Departments and Subsections when a new Corps or Division is attached to _____ U. S. Army

d. To determine jurisdiction of detachments on interim assignments.

e. To give appropriate notifications of the movement and trans-

fer of Detachments.

f. To orientate and brief new Corps G-5, Division MGO, and Detachment MGO's.

g. To prepare Detachment station list.

h. To maintain maps and charts.

2. Operations.

a. Move and deploy detachments and other G-5 units within Army Service Area and determine their jurisdiction. (Corps and divisions move and deploy units under their jurisdiction except they may not move units after they have been placed in areas for which pinpointed). Orders are prepared in draft form for movement of detachments and other G-5 units and forwarded to administration Subsection, which, after approval by the Executive Officer, prepares them in final form and makes delivery.

b. Attachment of detachments to Corps and divisions are made as required, as well as upon request. Detachments are briefed prior to reporting to corps or divisions. They are also briefed by corps and divisions upon arrival and are subject to their orders. Detachments may be attached to corps or division for special or interim assignments, upon request.

c. Appropriate notification of the movement and transfer of a detachment or other G-5 Unit is given, such as to G-3, Locator Section, etc.

d. Maintain close liaison with G-3 and make proper notification to AC of S, G-5, Army, AC of S, G-5, Corps (when new division reports) etc, when a new corps or a division is to report to _____ U. S. Army.

e. Brief AC of S. G-5, of new corps, MGO's of new division and commanding officers of new detachments or other G-5 units, on organization, duties and current military problems of their respective areas. Present these new unit officers to AC of S, G-5, Executive Officer and Department and Subsection chiefs in the G-5 Section.

f. Maintain the following map, chart and cardex record:

(1) Unit location map showing by locator pin or overlay the actual deployment of all G-5 units.

(2) Unit status chart, furnishing detailed information regarding the status of each unit.

(3) Unit historical record showing all location changes in G-5 units, by date, since original deployment,

also tactical units to which at present attached.

3. Reports.

a. Incoming. None

b. Outgoing - Transfer report - Communications zone when detachments are transferred to that command.

SECTION II - LIAISON

1. Functions.

a. To make recommendations on acceptance of proposed assignments of Allied Military personnel.

b. To consult with Department and Subsection Chiefs and Detachment Commanders with regard to assignment of Allied Military personnel.

c. To make recommendations for attachment of Allied Military personnel for administrative purposes.

d. To make personal presentations to AC of S, G-5, _____ U. S. Army Executive Officer and Department Chiefs and Subsections conerned.

e. To orientate liaison officers in current policies and procedures.

2. Operations.

a. Recommendations for approval or disapproval is given to AC of S, G-5 for proposed assignment of liaison officers to this Headquarters.

b. Department and Subsection Chiefs and Detachment Commanders are consulted regarding assignment of liaison officers. From such consultations it is determined where the liaison officers' services may best be utilized.

c. Recommendation will be made to the Administration Subsection for attaching liaison officers to some Military Government Unit for messing, P X issues, supplies, equipment, etc.

d. Each liaison officer is introduced to the AC of S, G-5, and the Executive Officer. He then visits each G-5 Department to be briefed in the various functions of its Subsections.

e. Each new liaison officer is orientated and instructed by the Deployment Subsection on the overall policies of the G-5 Section.

3. Reports.

a. Incoming - None.

b. Outgoing - None.

E. INFORMATION AND HISTORY SUBSECTION

1. Functions.

a. To effect exchange of intelligence relating to Military Government.

b. To summarize Military Government operations in operational and historical reports.

c. To make known the policies and requirements of Military Government to persons and agencies subject to control.

d. To assist accredited war correspondents in interpreting policies and operations of Military Government.

e. To edit and compile Letters of Instruction.

f. To maintain a reference library for the Section.

2. Operations.

a. Intelligence.

(1) Liaison is maintained with G-2 and P&PW Sections for the exchange of intelligence. Normally, copies of G-5 Summaries are transmitted to the P&PW Section, and reports from Corps, Divisions and Detachments are made available for the information of that section. Other information of intelligence value is transmitted to G-2 and P&PW immediately.

(2) Information from all available sources is examined for intelligence of interest to Departments and other subsections of the G-5 Section, and transmitted to them without delay.

(3) Intelligence is disseminated to lower Military Government echelons periodically in the form of the INTELLIGENCE BULLETIN, which is sent to the G-2 Section for comment prior to publication.

b. Operational and Historical Reports.

(1) G-5 Summaries (daily and fortnightly) for submission to 12th Army Group are prepared as prescribed in "SOP for Preparing G-5 Summaries" dated 2 February 1945. The first draft is submitted to the Executive Officer for approval prior to the preparation of the

final draft, of which eight copies are made. Eight copies will be submitted, with daily Supply report attached, to Executive Officer. The same procedure will be followed in the submission of the Fortnightly G-5 Summary, except that the draft, after approval by the Executive Officer, is sent to Administration Subsection for preparation in final form. I&H Subsection keeps a record of material submitted by Subsections for the G-5 Summary and makes a daily report thereon to the Executive Officer, using the prescribed check list.

(2) The I&H Subsection prepared the monthly After Action Report of the G-5 Section and submits it to the Executive Officer for approval prior to dispatch to G-3 not later than the 20th of the month following the period covered.

(3) The I&H Subsection prepares the monthly Historical Report of the G-5 Section for SHAFF in the form specified by that headquarters. After approval by the Executive Officer, the report is transmitted in triplicate (inclosures in duplicate) through 12th Army Group, not later than the 25th of the month following the period covered.

c. Information on Military Government

(1) Liaison is maintained with the P&PW Section to employ all available media of information to make the policies and requirements of Military Government known to persons and agencies subject to such control. Information which the G-5 Section desires to have put before the people in the form of newspaper articles, leaflets, radio broadcasts, pictures, posters, etc., will be submitted to P&PW, which is responsible for dissemination. In emergencies, such information may be disseminated directly by G-5, but the P&PW Section must be notified immediately. The I&H Subsection is responsible for relationships between the G-5 and P&PW Sections.

d. Public Relations

(1) News matter developed in this Section for publication in newspapers of the Allied nations, or for broadcast by radio, is transmitted to the First U. S. Army Public Relations Officer, P&PW Sections. Biographical data sheets on all Military Government personnel in Army area are maintained in this subsection for background information in preparing news items on personnel.

(2) Requests for photographic coverage of important events are submitted to the Army Signal Photo Officer.

(3) The I&H Subsection supervises relations with all war correspondents making inquiries of the G-5 Section about Military Government activities. The Chief of the Subsection, or someone designated by him, may accompany correspondents on visits to lower echelons, following the procedure prescribed for visits of liaison officers. The Subsection is notified of all visits of war correspondents to the Section and will be invited, if circumstances permit, to be present at all interviews of Section staff members by the press.

(4) The Subsection reports to the Chief of Section on the status of public reaction to Military Government operations and advises on measures to be taken to create a favorable public opinion

e. Editing of Publications

(1) The I&H Subsection edits and compiles Periodic Letters of Instruction from material submitted by the various Departments and Subsections. Such material is submitted first to the Functional Executive Officer for approval. Drafts in final form are submitted through the Chief of the Operations Department to the Functional Executive Officer for approval.

(2) The Subsection edits Letters of Instruction prepared by the various Departments and Subsections and approved as to policy and form by the Functional Executive Officer. Final drafts are submitted to the originating Departments and Subsections for concurrence in any revisions, and to the Functional Executive Officer for final approval.

f. All material submitted to the I&H Subsection for editing or compilation will be typewritten form, double-spaced, with map coordinates cited when appropriate.

g. Reference Library.

(1) Signal copies of publications of general interest to the entire section will be kept in the I&H Subsection as a reference library.

(2) Publications of a technical nature of major interest to one Department or Subsection only will be transmitted to the Department or Subsection concerned for filing.

(3) Publications requisitioned in bulk for distribution to Corps, Divisions and Detachments will be kept on file by the Administration Subsection, but it will be the responsibility of the I&H Subsection to indicate the distribution.

3. Reports.

a. G-5 Summaries will be compiled and submitted daily and fortnightly as outlined in 2.b.(1) above.

b. After action reports are compiled and submitted as outlined in 2.b. (2) above.

c. Historical Reports will be compiled and submitted as outlined in 2.b. (3) above.

F. MILITARY GOVERNMENT CENTER SUBSECTION

1. Functions.

a. To provide a pool for Military Government Detachments awaiting deployment and to supervise their maintenance and general administration while in the pool.

b. To provide an administrative center and base of operations for specialist officers on special duty with G-5 Section and to supervise their administration and maintenance.

c. To conduct training programs as required and as directed by the Chief of the Operations Department, G-5 Section.

2. Operations.

a. Staff. The Commanding Officer of the Military Government Center will be an officer designated by the AC of S, G-5 _____ U. S. Army. Such staff as required to operate the center will be obtained from available officers in the Military Government Center or from others under G-5 control.

b. Location. The Military Government Center will move to designated locations and conduct operations as directed.

c. Movement of Detachments or Personnel. On receipt of orders directing the movement of detachments or personnel in the Center, the commanding officer will insure that these orders are promptly executed.

d. Maintenance and General Administration. Personnel will be supplied by the pool from detachments therein.

e. Training. Training programs will be conducted as necessity demands and as directed.

3. Reports.

a. Incoming. None.

b. Outgoing.

(1) Personnel. A report will be furnished to the Deployment subsection on completion of any movement of the Military Government Center, and at such other times as may be required.

(2) Movement. The movement of any unit or individual to, or from the Military Government Center, other than routine performance of duty, will be promptly reported to the Deployment Subsection.

(3) Training. Training reports covering the status of detachments in the Military Government Center will be rendered to the Chief of the Planning Subsection as required.

CIVIL RELIEF AND SUPPLY DEPARTMENT

A. REFUGEES AND WELFARE SUBSECTION

1. Functions.

a. Supervises all matters pertaining to public welfare, civilian relief and refugees. Serve as a coordinating agency in meeting requirements, relating to displaced persons and refugees, in regard to:

(1) supplies -- food, clothing and medical --

(2) transportation -- motor, air and rail --

(3) housing -- survey, clearance and operation of sites --

(4) health and sanitation -- dusting, inspection and sanitary control --

(5) assignment of personnel -- coordination with Operations Department

(6) repatriation -- coordination with foreign liaison officers --

(7) public welfare -- coordination with Red Cross and similar agencies --

(8) military requirements -- transmit and check compliance with directives from higher headquarters --

(9) statistical -- review, check and transmit required reports.

(10) inspections -- check operations of teams in field, reported deficiencies --

(11) local resources -- secure data as to supply and availability by coordination with Agriculture, Transportation and Harbor etc.

Maintains contact with G-1 regarding location of Allied prisoners of war, with G-4 on matters of transportation, with Provost Marshal on movements of refugees with CIC on security screening of refugees, with Army Medical Corps on civilian hospitalization and civilian health activities, and with other Departments of G-5 Section on matters pertaining to their activities. Provides G-2 with specific information obtained from displaced persons and refugees. Cooperates with the Office of Chaplain regarding religious ministrations to refugees and civilian burials.

2. Operations.

a. Planning for and assisting in operation of facilities for care of refugees to prevent uncontrolled massing of people that might interfere with military operation, cause outbreak of disease or result in needless suffering and destitution.

b. Insuring that local authorities make necessary provision for the care and disposition of refugees and such enemy or ex-enemy persons as may be dependent upon the community.

c. Making reconnaissance of welfare assets of the community that might afford relief for refugees or prevent unnecessary unrest and suffering. Assist in organizing local persons to cooperate in relief problems created by the occupation or military operations.

d. Collecting information on all matters pertaining to public, private and religious welfare agencies other than hospitals.

e. Coordinating the work of repatriation of civilians.

f. Establishing bureaus for information and the recording of information on lost and found persons. Assisting in the search for missing civilians desired by military authorities.

g. Deploying special detachments for the operation of refugee camps and supervising their work in Army areas.

B. PUBLIC HEALTH SUBSECTION

1. Operations.

a. Public Health Staff Operations will be directed from

Headquarters, _____ U. S. Army, G-5, Public Health Subsection.

b. The Public Health Officer will report to the Chief of the Section, the status of public health, the existence of acute or emergency conditions likely to affect Military Government policy, and the recommended procedures necessary to deal with them.

c. Military Government Detachments will be visited by specialist personnel at the direction of the public health staff, G-5, to:

(1) Check preparation, forwarding, and contents of all public health reports.

(2) Provide consultative service on all details of public health and sanitation, particularly in emergency conditions.

(3) Insure that there is provided in the detachment's jurisdictions the necessary medical care through:

(a) Adequate use of civilian doctors and related professional personnel.

(b) Establishment or rehabilitation of hospital facilities for civilian sick or wounded.

(c) Delivery of Military Government medical supplies.

d. Public Health Staff Operations will be implemented by qualified specialists, who will be:

(1) Attached to Military Government Detachments for special, or temporary duty in connection with public health and sanitary problems in the detachments' jurisdictions.

e. Detachments will be required to report at daily or other intervals the number of beds available in civilian hospitals in their jurisdiction, to receive casualties evacuated from Army installations. The Public Health Sub-section will transmit these reports to the Army Surgeon by telephone as they are received.

f. Medical Supplies for issue to detachments will be procured by requisition of captured or earmarked Military Government supplies through the Supply Sub-section, G-5. Item requisition or spot demand requisitions of earmarked supplies will be coordinated with the Medical Supply Officer, Office of the Army Surgeon and Army Group.

g. Medical supervision and anti-typhus delousing of displaced persons will be carried out under the supervision of a medical officer assigned for that purpose as referred to in d, (1) above.

h. Primary liaison will be maintained with the Surgeon for coordination of policies and actions with respect to control of communicable disease, medical care, medical supply, and environmental sanitation.

2. Reports.

a. Reports from detachments will consist of:

(1) Initial Public Health Reconnaissance Reports, (written).

(2) Weekly Epidemiological Reports (written).

(3) Reports of Special Problems, (telephone or TWX).

b. Detachment reports on public health will be sent through normal G-5 channels, except in emergency or in case of special problems, when direct communication with G-5, _____ U. S. Army is authorized. In the latter case, follow-up reports will use the normal channels.

c. Reports from all detachments will be consolidated at G-5, Public Health Sub-section, _____ U. S. Army, and forwarded through normal channels to:

(1) Surgeon, _____ U. S. Army.

(2) Commanding General, _____ Army Group, APO 655. (Attn: G-5, Public Health Branch).

(3) Commanding General, Supreme Headquarters Allied Expeditionary Force. (Attn: G-5, Public Health Division).

C. SUPPLY SUBSECTION

1. Functions.

a. To act as G-5 representative in the handling of Civil Affairs Supplies and indigenous supplies and coordinate the distribution problems with Special Staff Sections.

2. Operations.

a. Special Staff Sections will requisition Civil Affairs supplies upon receipt of requirements prepared by this Subsection and will receive, warehouse, issue and account for all supplies both Civil Affairs and Captured.

b. G-5 representatives will be placed in depots operated by the Special Staff Sections as liaison officers, if required.

c. Requisition on QMC Form 400 will be forwarded in four (4) copies direct to depots with two (2) copies of an official receipt by units for drawing supplies.

d. G-5 representative will forward from the depot to this Subsection one (1) copy of the approved requisition, one (1) copy of a tallyout on QMC Form 490 and two (2) copies of the official receipt.

e. Military Government Detachments will furnish transportation to pick up supplies.

f. Captured vehicles will be handled in accordance with Administrative Instruction 13, this Headquarters, dated 7 January 1945.

g. Emergency issue of Military Government supplies in connection with activities which cannot be charged specifically to any one country where civilian authorities of a particular country are not available is authorized when required by operational necessity. In place of the Official Receipt, a Certificate of Expenditure signed by a responsible U. S. officer will be forwarded to Chief Fiscal Accountant, G-5, _____ U. S. Army, in three (3) copies. The certificate will include description, type, unit and quantity of supplies furnished and a statement of the facts which prompted the distribution of supplies by this method. This procedure may be required in connection with supplies for the control of epidemic diseases.

h. New Divisions assigned to _____ U. S. Army: The Division MGO will have an officer report to Supply Sub-section, G-5, _____ U. S. Army, for briefing.

3. Reports.

a. The Monthly Stock Status Report: This report will be delivered by Army by the 8th of the month following, to Army Group, and will show:

(1) Military Government supplies by items and quantities issued during the month from Communications Zone against allocations from other commands, salvaged or captured stocks and military supplies.

(2) Military Government supplies by items and quantities issued during the month to local governmental authorities, to military forces for their use, and to other commands.

(3) Military Government supplies, by items lost.

(4) Total Military Government supplies, by items and quantities, on hand at the end of the month in Mg/Army Depots.

(5) An explanation of any extraordinary items shown in the report.

(6) Requirements Report: This is an estimate of re-

quirements for Military Government supplies for the ensuing four months and will be submitted as a forecase of anticipated needs. This report will be submitted by Army to Army Group prior to the 8th of each month.

c. Informal Weekly Reports: These will be furnished by Army to Army Group as of 0001 hours of the 1st, 8th, 15th, and 22nd of each month. A copy will also be forwarded directly to CG, Communications Zone, for the attention of AC of S, G-5, showing the following:

(1) Total Military Government supplies, by items and quantities, called forward by Armies, separately for each country, since arrival of Allied Forces.

(2) Total items and quantities received during the week.

(3) Total items and quantities on hand at end of week.

(4) Total quantities issued for the week.

d. Detachments will make weekly and monthly reports to furnish information that may be required by the Army G-5 staff in order to complete the reports described in paragraphs a,b, and c.

A. TRADE AND INDUSTRY SUBSECTION

1. Functions.

a. To carry out the provisions of the Handbook for Military Government with special regard to:

(1) Coordination with other Staff Sections and Services at Army Headquarters on all matters pertaining to Trade and Industry excepting those specified as separate functions (Agriculture, Food Rationing, etc.) in the Army area.

(2) Coordination with Army Group on all matters pertaining to areas outside the Army jurisdiction.

(3) Receive and evaluate reports on such matters from MG Detachments and submit to higher Headquarters.

(4) Normal staff work incidental to chain of command.

2. Operation.

a. To direct and control the Trade and Industry of the Army area as reported by the MG Detachments in their respective areas so that maximum use is made of available facilities.

b. To assure the production and maintenance of goods and essential services to meet the needs of Allied Military Forces.

3. Reports.

a. To consolidate and evaluate the following reports from MG Detachments:

(1) Report on Industrial Plants.

(2) Report on Economica of Area.

(3) Report of Deficiencies and Surpluses,

and transmit to Army Staff Sections concerned and to Army Group Commanders through normal chain of command.

B. FINANCE AND PROPERTY CONTROL SUBSECTION

1. Functions.

a. This Subsection coordinates activities of detachments in supervision of all matters dealing with: Currency (other than handling of currency for Army troop pay and procurement), debt moratoria, if declared, public finance, taxes and other revenues, banks and other financial institutions, foreign exchange control (as regards civilians), and property control.

2. Operations.

a. To insure that "Letters of Instructions" are delivered to banks, other financial institutions and officials dealing with public expenditures and revenues.

b. To supervise action by detachments as to closing, opening and the operations of banks, post office savings and financial institutions, insurance companies and public fiscal agencies.

c. To supervise the removal, by lower echelons and detachments, of personnel in public office handling finances or in key positions in financial institutions, who are party officials or leading members.

3. Reports.

a. Monthly interim financial intelligence reports.

b. Reports of properties taken under MG control, appointments of property custodians, and accounting reports.

c. Monthly accounting reports (cashbooks sheets, and vouchers) covering receipts and disbursements of MG funds, and quantitative receipts for supplies issued to civilian authorities.

C. UTILITIES, PUBLIC WORKS AND COMMUNICATIONS AND HOUSING SUBSECTION

1. Functions.

a. The Utilities, Public Works and Communications Section will advise and assist other Staff Sections in matters relating to use of civilian installations and activities which will contribute to the military objective. Technical specialists will operate with Corps, Divisions, and Military Government Detachments to advise and assist them in meeting special problems and to insure uniformity and conformance with the objectives of the Military Commander in overall technical operations.

b. Public Works and Utilities services (such as water supply, electric power, sewage disposal, roads, streets and bridges) will be restored to the extent necessary to attain military objectives and the objectives of Military Government. Special attention will be given to the reestablishment of civilian power and water system to supply military requirements so as to alleviate the need for military equipment, transport and POL supplies.

c. Civilian Postal and Post Office Financial Services, Telephone Services, and other communications services will be continued or restored to assist military operations and to contribute to efficient Military Government control.

d. The provision of real estate and housing facilities to meet military requirements will be effected through the coordination and control of these activities in CA/MG Detachments.

2. Operations.

a. Activities of the section will be coordinated with the Corps of Engineers on the repair, maintenance and operation of utilities and public works; the Signal Corps on civilian network to be used in establishing the military network and providing essential civilian services; G-2 section on security measures in connection with the operation of civilian services; G-4 on civilian supplies, equipment and services of value to the Army; the Army Postal Officer on matter involving interchange of military and civilian communications; and G-3 and G-4 on the provision of housing space to meet requirements of the military services.

D. FOOD AND AGRICULTURE SUBSECTION

1. Functions.

a. The subsection will assist and advise on all matters pertaining to production, marketing, distribution, processing and rationing of food, on matters concerning fisheries and forestry, and to coordinate policies and action in the entire army area.

b. The fullest exploitation of agriculture, food processing,

fisheries and forestry will be ensured to provide for the needs of Allied Military Forces and United Nations Displaced Persons, for such exportable surplus as may be required by Allied authorities, and for the minimum requirements of the population.

2. Operations.

a. The policies of the Supreme Commander as outlined in the Handbook for Military Government and in future directives will be ensured and coordinated in the army area.

b. To coordinate with the appropriate services of the Allied Military Forces in respect to supplies of foodstuffs or forestry products which may be required by the military.

c. It will be the responsibility of the appropriate local authorities to carry out the food, agricultural, fishery and forestry programs required under the supervision of Military Government.

3. Reports.

As required by section (f), (h), (i), (l), paragraph 903; section (a), Paragraph 905; and paragraph 906, all in Part III of the Handbook for Military Government. Special reports as required by Army or higher headquarters.

E. LABOR SUBSECTION

1. Functions.

a. The first function will be to insure the availability of civilian labor throughout the _____ United States Army area for employment by military units when and where required.

b. The second function will be to insure the availability of such labor as may be surplus over direct military requirements of _____ United States Army units for employment in:

(1) Public services, utilities and industries essential to military operations.

(2) Civilian industries designated as essential by the Supreme Commander.

c. The third function will be to prevent serious civil unrest or disorder within the _____ United States Army area due to unemployment.

2. Operations.

a. The military requirements for civilian labor in the _____ United States Army area will be determined through the Army G-4 Section.

b. The labor requirements for essential non-military employment

in the _____ United States Army area will be determined through the Public Utilities and the Trade and Industry Subsection, Army G-5 Section.

c. Movements of labor within, into, or out of _____ United States Army area to satisfy requirements or to prevent unemployment disorders will be arranged through the Corps G-5 Sections, the Province-Detachment, Army Service Area, or the Army Group G-5 Section, as may be appropriate.

3. Reports.

a. Prescribed periodic, action taken, and special reports as required will be received from the Corps G-5 Sections and the Province Detachment, Army Service Area.

b. These reports will be analyzed and then consolidated for transmission to the Army Group G-5 Section.

SMITH
Lt Gen

Distr: A

OFL: /s/ Jones
G5

APPENDIX X

EXAMPLE OF A DIVISION CA/MG STANDING OPERATING PROCEDURE

CLASSIFICATION

Annex 7 to 30th Inf Div SOP

Standing Operating Procedure for Military Government in Occupied Areas

HQS, 30 Inf Div
15 Sep 195_

1. PURPOSE: a. This SOP on military government supplements the directives of higher headquarters. It delegates authority and fixes responsibility for each element of the division on military government matters.

b. Subordinate units will issue an SOP to conform.

2. THE MILITARY GOVERNMENT MISSION. Military government activity in 30th Inf Div will be of the indirect type and will be for the purpose of --

a. Assisting military operations by controlling civilians so they do not hinder military movements or activities.

b. Preventing civilians from becoming a burden on the command for supplies, transportation, or equipment.

c. Preventing civilians from becoming a hazard to the health of the command by epidemics or disease.

d. Making a maximum use of civilian facilities, organizations, agencies, personnel, supplies, and equipment to reduce the requirements for military supplies, equipment, transportation, and manpower.

e. Assisting the commander in providing for the welfare of the civilians and the protection of civilian property.

3. RESPONSIBILITY

a. The division G-5 has general staff responsibility for military government activity in the division area.

b. The division military government officer has general staff responsibility for military government activity and will --

(1) Implement military government directives received from higher headquarters.

(2) Receive, review, and make appropriate recommendations concerning military government reports from subordinate headquarters.

(3) Prepare directives for each military government function in 30th Inf Div area.

(4) Assume operational control over the division military government platoon and attached military government units, in the division area.

(5) Call forward from higher headquarters, those military government units designated for communities whose capture is imminent. Inform those units of division military government plans and policies.

(6) Make appropriate arrangements with the military government officer, higher headquarters, concerning the transfer of military government responsibility for supervision of an area when the division rear boundary is moved forward.

(7) Ensure that military government plans and activities are in consonance with tactical and administrative plans and operations of the division.

(8) Submit reports to higher headquarters on military government activity encountered in the division area.

c. The division military government platoon which remains with the division will --

(1) Have jurisdiction for those parts of the division area not specifically assigned to other units.

(2) Perform such military government functions throughout the division area as are directed by the division military government officer.

(3) Keep the division military government officer informed of actions taken and the status of civilian activities in the division area.

(4) Render such assistance to unit commanders as they require in carrying out their military government responsibilities.

d. Local military government platoons attached to the division will perform the duties as directed by the division military government officer for areas assigned to them.

e. The chief of each technical and administrative service will assist military government operations with advice and such other assistance as personnel, equipment, and supplies, as is authorized by this headquarters.

f. The commanders of division units will transact business with civilian government agencies through military government personnel.

4. IMPLEMENTATION OF THIS SOP

a. Military government unit commanders having area jurisdiction will accomplish as many of their specific responsibilities as time and the tactical situation permits.

b. Additional instructions for the implementation of specific functions will be included in operations or administrative orders or in military government annexes thereto.

5. ORGANIZATION. -- The division military government platoon will be organized as follows:

Type unit	Strength		
	OFF	EM	AGG
AA (Plat hq)	3	6	9

6. SUPPLY AND EVACUATION

a. Military supplies for civilians.

(1) Classes I and II. -- Supplies approved for issue to civilians will be made available at the division class I distributing point.

(2) Class I. -- Military rations may be issued as relief supplies upon the direction of commanders having area jurisdiction when civilian ration items are not available. Commanders assigned area responsibility will not delegate authority to direct the issue of military supplies to civilians.

(3) Class II (clothing).

(a) The Quartermaster, 30th Inf Div, will make dyed salvage clothing available for issue as relief supply.

(b) Commanders having area responsibility will requisition salvage clothing for relief issue as needed.

(4) Class IV.

(a) Industrial supplies. -- No supply of industrial materials will be provided.

(b) Engineer. -- Equipment to ensure operation of essential utilities (water systems, electric generation, and

distribution) will be requisitioned through engineer supply channels.

(c) Medical supplies. -- Medical supplies will be secured and issued through medical supply channels upon requisition by commanders having area responsibility.

b. Transportation. -- Civilian transportation equipment will be requisitioned only by order of the division commander.

c. Evacuation

(1) Civilian casualties in the division area will be evacuated by civilian transportation to civilian hospitals in the army rear area.

(2) Communities will be evacuated only on approval of the division commander.

7. SPECIFIC MILITARY GOVERNMENT FUNCTIONS

a. Public Safety

(1) The division military government officer will --

(a) Forward to Corps copies of all public safety regulations imposed on the civilian population by the division commander.

(b) Furnish to Corps complete pertinent data concerning all police forces, prisons, and concentration camps in areas which pass from division to corps control.

(2) Military government unit commanders having area jurisdiction will --

(a) Announce and enforce a civilian curfew in accordance with division orders.

(b) Assume control of, reestablish, and instruct local police forces.

(c) Establish restrictions on civilian traffic.

(d) Require police organizations and police offices higher than local police to suspend operations and remain in place until the area passes to corps control.

(e) Establish control over all prisons uncovered by division units.

(f) Establish control over displaced persons camps or concentration camps in the area.

(g) Establish military or civilian guards over installations designated by this headquarters.

(h) Arrest and confine civilian personnel on G2 blacklists to be furnished by this headquarters.

(i) Require civilian police to collect, label, all civilian weapons and turn them over to the military for disposition.

(j) Inform the division military government officer when troop units involved in area security are moved from the area.

b. Political government and administration

(1) The division military government officer will supervise the reestablishment, or reorganization of civil governments and public services.

(2) Military government unit commandors having area jurisdiction will - - -

(a) Assume and maintain control of all local offices through available local officials.

(b) Apprehend and confine officials on G2 blacklists. Appoint temporarily new officials as needed.

(c) Require local officials to carry on normal governmental functions.

(d) Carry out procedures required by directives of this headquarters.

(e) Require local officials to perform such services as the division commander finds necessary.

(f) Require officials of all governments above local level to remain in place and protect their offices with civilian police.

(g) Provide safeguards for all government offices other than local offices.

(h) Assure officials they will be evacuated if the area is overrun by enemy.

c. Establishment of courts and administration of law.

(1) The division military government officer will --

(a) Prepare plans for the reestablishment, reopening, and supervision of essential civilian courts.

(b) Ensure compliance by civil courts with approved legal procedures.

(c) Plan for the establishment of summary and intermediate military government courts.

(2) Military government unit commanders having area jurisdiction will --

(a) Close all civilian courts.

(b) Prepare for reestablishment of civilian police courts on division order.

(c) Provide safeguards for all court buildings and records.

(d) Require judges and all other court officials to remain in place pending further instructions.

d. Civilian protection

(1) The division military government officer will ensure the coordination of civilian defense measures.

(2) Commanders having area jurisdiction will --

(a) Enforce civilian passive defense measures (blackout).

(b) Ensure the orderly conduct of air raid precautionary measures.

e. Public health and sanitation.

(1) The division military government officer will ensure that the civilian population does not create a hazard to the health of the military by permitting unsanitary conditions to exist within the division area.

(2) Military government unit commanders having area jurisdiction will --

(a) Report to this headquarters any unsatisfactory public health or sanitation situation which can affect the health of the military command.

(b) Organize or reorganize existing local health and sanitation services, using to the fullest extent existing officials or exofficials and local doctors, nurses, facilities, and civilian supplies.

(c) Survey existing health conditions, estimate needs, and provide for the distribution of emergency supplies from military medical supply officers.

(d) Repair sanitation and water installations to such a degree as will protect the army from the results of disease among the civilian population.

(e) Promulgate local orders concerning special health measures to be observed by civilians.

f. Public welfare

(1) The division military government officer will --

(a) Ensure the coordination of welfare activities throughout the division area.

(b) Prepare lists of welfare personnel to be issued special travel permits.

(2) Military government unit commanders having area jurisdiction will --

(a) Locate the heads of welfare agencies (red cross) and assist them in resuming operations.

(b) Issue special travel permits to civilian doctors, nurses, and clergymen, and others engaged in necessary welfare work.

g. Disposition of refugees and displaced persons

(1) The division military government officer will --

(a) Prepare plans for the establishment of assembly areas for refugees and displaced persons.

(b) Ensure adequate facilities within these assembly areas are available to provide at least the minimum comfort to the inhabitants.

(c) Inform higher headquarters of the numbers, types, and location of refugees and displaced persons in the division area.

(d) Call forward military government displaced persons teams as needed.

(2) Military government unit commanders having area jurisdiction will --

(a) Establish civilian collecting points for refugees and displaced persons who are interfering with operations.

(b) Require refugees and displaced persons not included in subparagraph (a) to remain in place until evacuation is arranged.

(c) Arrest and confine enemy personnel administering concentration camps.

(d) Request displaced persons teams, when necessary, assigning them to control displaced persons camps.

(e) Provide emergency relief to refugees and displaced persons to include food, clothing, medical supplies and medical treatment.

(f) Require units in charge of displaced persons camps to begin administrative processing of displaced persons.

(g) Separate enemy prisoners of war from refugees and displaced persons in camps and turn such prisoners over to the military police.

(h) Require local civilian authorities to assume responsibility for refugees.

(i) Requisition local supplies for support of refugees and displaced persons.

h. Education

(1) The division military government officer will --

(a) Recommend measures for military units to prevent unnecessary disruption of education, for example, prohibition of the use of certain type school buildings as billets.

(b) Inform combat units of "targets" of educational institutions of a military or semi-military nature.

(2) Military government unit commanders having area jurisdiction will --

(a) Establish safeguards over school property.

(b) Require all school administrative and teaching personnel to remain in place.

i. Civilian information agencies.

(1) The division military government officer will inform combat units of the types, and location of civil information agencies in the areas to be uncovered.

(2) Military government unit commanders having area jurisdiction will --

(a) Suspend publication of news media.

(b) Seize and close civilian radio transmission stations.

j. Civilian supply

(1) The division military government officer will --

(a) Publish lists of civilian supplies and military stocks available for emergency issue to civilians.

(b) Inform higher headquarters of needs of civilian and military stocks for emergency issue to civilians.

(2) Military government unit commanders having area jurisdiction will --

(a) Issue military supplies as a relief measure in cases of extreme need.

(b) Provide guards for essential supply and storage facilities and for captured supplies.

(c) Requisition available civilian supplies to satisfy immediate military and civilian needs.

(d) Require local officials to restore local channels of distribution of immediately needed civilian products, for example, perishable food.

(e) Recommend to division those products which should be moved into or out of the division area.

k. Civilian economy

(1) The division military government officer will --

(a) Report to higher headquarters the location of money repositories uncovered in the division area.

(b) Supervise and coordinate the establishment of labor offices.

(c) Ensure that predetermined wage rate scales are observed, including the provision of rations to laborers.

(d) Prepare plans and policies for the issuance of special travel permits for civilians engaged in essential distribution of civilian supplies.

(e) Prepare and publish lists of civilian products which will not be purchased or bartered for by military personnel.

(2) Military government unit commanders having area jurisdiction will --

(a) Seize and secure places where public funds are deposited.

(b) Close all banks.

(c) Require units requesting labor to obtain such labor from the civilian labor office.

(d) Issue special travel permits to distributors of essential civilian supplies.

(e) Control such roads as may be required for use by US forces.

(f) Control civilian communications facilities as is necessary for military purposes.

(g) Control local utilities, water works, and sewerage systems for military and minimum civilian needs.

(h) Control local civilian transportation facilities to meet military and minimum civilian needs.

(i) Ensure the effective allocation of transportation and other utilities necessary for civilian use.

(j) Ensure police protection of essential civilian facilities.

(k) Procure from military supply agencies the necessary supplies and materials needed by civilians and which are not available from civilian sources.

(l) Supervise facilities released from military control to civilian control.

1. Protection of public and private property

(1) The division military government officer will prepare and supervise the execution of the division plan for the protection of monuments, fine arts, archives, and other public and private property.

(2) Military government unit commanders having area jurisdiction will --

(a) Post guards on property specified in directives from this headquarters.

(b) Require civilian police to furnish police protection to specified property.

(c) Prevent looting by military and civilian personnel.

GREEN
Maj Gen

Distr: A
Ofl:
/s/ Brown
G3

APPENDIX XI

EXAMPLES OF CHECK LISTS FOR G-/CG OPERATIONS

GENERAL

1. Importance of Check Lists:

Check lists are important assets to a Military Government representative because of the numerous tasks he must perform in a limited period of time in an operational situation. By listing the "musts" in a clear manner, they will assist in the efficient performance and accomplishment of the essentials of the mission. Check lists are generally most applicable to the emergency period upon initial entry to an area as it is then when time is of the essence. In the later stages of the occupation or liberation, as the case may be, policy directives will, most likely, in forthright language define the objectives and timing required for accomplishment of the mission.

2. Types of Check Lists:

a. The General Check List indicates some of the cardinal responsibilities incumbent upon Military Government representatives upon arrival into an area of control where it is contemplated that some extended period of time will be concentrated in that area. It is stated in broad, general terms so as to be applicable to most situations and most echelons of Military Government in combat situations.

b. The Political Check List is an enumeration of desirable actions to utilize in examining the political lifeline of the area or community under control. Follow-up action will be found in directives for Public Safety and technical manuals, and/or SOP pertaining thereto.

c. The Administrative Check List is applicable to the essential administrative action to be taken upon arrival in a new area of control. Internal administrative machinery is important to the Military Government Staff Section in order to maintain any semblance of a well-coordinated activity in any phase of Military Government.

d. The Combat Check List is applicable to fast moving front line activities where Military Government representatives spend a minimum amount of time in each community or area of control due to the rapid advance of their forces forward.

GENERAL CHECK LIST

1. Establish contact channels with Military Government representatives at next higher echelon and maintain liaison and coordination therewith.

2. In sizable communities, raise appropriate United States or Allied flags, where possible and practicable in public ceremony, in appropriate central areas.

3. Post required Laws, Ordinances, Proclamations, and Notices. Ensure that time, place, date and personnel accomplishing posting is duly noted in daily journal and maintained for future reference. Re-postings will be accomplished where needed.

4. Contact all subordinate Military Government units in the area of control and establish conferences if and when the situation will permit.

5. Officially apprise allied military and indigenous civilian authorities of the official location of your office and billets.

6. Place guards on public buildings, edifices and essential industries where the situation requires such action. Where guards are not required, post "Off Limits" signs on essential institutions and edifices.

7. Set up SOPs with local tactical troops as to billeting, interference with civilian administration and molestation of private citizens and property. Require all commands or requests to civilian administration to flow through Military Government offices.

8. Whenever practicable and possible, give orientation talks to Allied troops on scope of Military Government activities, how they can assist and what their responsibilities are. Stress the general objectives of the Military Government operations.

9. Attempt, at all times, to issue any and all orders to the civil administrators or instrumentalities of the administration through key officials of that administration.

10. Set up periodic conferences with leading officials of the civil administration after their screening and tentative retention or approval for office.

11. All civil officials and employees should be ordered to remain at their posts until properly relieved or affirmed as satisfactory for service. Exceptions will be those of such undesirable qualifications and background, politically speaking, that their retention in office would endanger the success of the Military Government mission.

12. Action should be taken to ensure that first priority be given to the appointment, selection or retention of a chief official in the area of control. Preliminary screening by CIC should be requested. To maintain continuity and avoid a breakdown in the administrative machinery, it is desirable if at all possible, that this appointee be an official in the existing administrative organization, who is familiar with the details of local administration. If such an official is not available, a respected local citizen should be appointed.

13. Consideration of political reliability should have precedence, in appointment of administrative heads or other public officials, over continuity of administration, training or expert knowledge.

14. Initial appointment of all officials should be plainly stated and marked on identity cards as being "Temporary" or "Provisional."

15. All passes, identities, exemptions and exceptions granted to officials or citizenry should be duly authenticated by Military Government stamp or seals and issued for a limited period of time usually not to exceed two weeks in forward areas. If possible, all recipients of any Military Government passes or privileges should be screened and approved by CIC before issuance of immunity documents.

POLITICAL CHECK LIST

1. Suspend all political activities in area of jurisdiction or take such other action as prescribed by policy directives.

2. Request "Black, Grey and White Lists" from competent Intelligence authorities prior to initial entry into area of jurisdiction to assist in appointment, retention or removal of key administrators.

3. Secure names, titles and locations of principal political parties in the area and their chief functionaries, and take such action on their activities and organizational property as policy directives require.

4. Establish priority screening list wherever screening of civilian administration is prescribed.

5. Contact and maintain liaison and coordination with CIC, G2, and any special Intelligence agencies within the area of control concerning any targets of importance to Military Government activities.

6. Set up network of informers and agents sufficient to carry on minimum essentials for an efficient political intelligence system.

7. Search out all available document centers, archives and records pertaining to the history, identification and background of local citizenry for immediate usage, and to form the basis of an eventual document center for appointment, removal and general screening of civil administration.

8. Unless otherwise authorized, restrict all meetings, elections, assemblages and other political transactions until policy directives permit such activity.

ADMINISTRATIVE CHECK LIST

1. Establish an office Message Center capable of handling the normal flow of correspondence.

2. Commence entry and utilization of forms mentioned below:

a. Daily Journal (See FM 101-5)
b. In and out Register
c. Reports Control Chart
d. Memo routing slips
e. TWX file (where applicable)
f. Historical Report file
g. Daily and Weekly Report File.
h. Record of Proclamations, Laws, Ordinances, Notices and Directives on hand and issued.
i. Situation map, accompanied by current roster, posted daily with zonal overlay of location of Military Government representatives in the area.
j. Local forms prescribed or required.

3. Establish channels and Administrative SOP for all matters pertaining to the general administration of the Staff Section and subordinate units. This should include office policy and procedure and office discipline for military and civilian personnel.

4. Establish inner office flow, runners and employee personnel classification. Screen all civilian officials hired in conformance with directive requirements and CIC policy.

5. See that Locator files and such other mail and personnel identification for Military Government personnel are properly accomplished and submitted to Personnel Section.

6. See that 24-hour CQ and/or OD roster for the Section is maintained with phone number and address of all personnel and duly posted in the office in a conspicuous location.

7. See that proper safeguards are placed on all files and that every precaution is taken to comply with the provisions of AR 380-5 and associated SRs concerning safeguarding of classified information.

8. Keep personnel replacement requisitions current with requirements of the situation so that any vacancies in authorized personnel are covered by requisition for fillers to higher headquarters.

COMBAT CHECK LIST

For Front Lint Military Government Operations Upon Initial Entry

This check list is adaptable for use by troop commanders or front-line combat Military Government personnel who are inaugurating Military Government control over communities uncovered in their advance. In order to be readily accessible, this check list is indexed by Military Government functions. Action recommended herein consists of the principal emergency measures recommended as most highly desirable for accomplishment by front-line Military Government echelons or representatives.

This check list is patterned towards an occupation of a hostile territory but contains most of the required elements for a liberated territory.

It should be understood that accomplishment of any or all of the subsequent requirements will be conditioned by military necessity.

1. GOVERNMENTAL CONTROLS.

a. Public Safety.

(1) Enforce Proclamations, Laws, Ordinances, Notices and Directives after populace has been duly informed by posting and publication.

(2) Collect and take in custody all arms, ammunition, explosives, and other implements of war, and all radio sending equipment and telephone and telegraph equipment convertible to use for subversive purposes. Radio receiving sets will not be disturbed.

(3) Re-establish local police chief and such force as is necessary to cope with local situation, augmenting police with military police or shore patrols.

(4) Check jails and prisons and insure that proper guards are held in these institutions. Only prisoners should be released who are affirmatively identified as allied POWs, political prisoners, and displaced persons not charged with criminal actions. CIC or intelligence teams should assist in screenings before any releases are effectuated if practicable and possible.

(5) Control traffic, insuring that main military supply routes are not hampered or hindered by civilian traffic.

(6) Re-establish the Fire Department or establish a new one and charge it with responsibility for air raid warning and air raid shelters.

(7) Maintain law and order and enforce such special restrictions over the populace as the military situation may require without deviating from the tenets of international law and FM 27-10.

(8) Establish military or civilian guards over installations specified by higher headquarters.

(9) Control the sale of liquor and narcotics.

b. Public Health and Welfare.

(1) Assist civilian administration in maintenance of sanitariums, orphanages, home for indigent and maimed, and hospitals and institutions for the infirm and insane by obtaining supplies required from local and/or civilian supply stocks.

(2) Bury the dead, remove debris, and rehabilitate water, public utility, and sanitation systems by recruitment of local labor.

c. Displaced Persons/Refugees.

(1) Set up DP/Refugee assembly centers and appoint, or delegate chief officials of ethnological groups.

(2) Arrange for issuance of rations from indigenous 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 civilian stocks.

(4) In the absence of local supplies to cope with requirements, order required civilian supply through regular supply channels.

(5) Report census of DP/Refugees to higher echelons and/or to their related allied officers.

d. Public Works and Utilities:

(1) Insure that civilian administration exercises initial priority in rehabilitation of local public works and utilities which provide our troops with facilities.

(2) Requisition and/or cannibalize parts to mobilize transportation, communications, utilities to an operational stage.

(3) Safeguard public works, utilities, fuel dumps, and oil storage installations in order to keep highest possible operations of normal functions.

(4) Restrict communications facilities to Army and essential civilian usage.

(5) Call upon Engineers and Signal units to assist in rehabilitation of transportation, communications, and public works and utilities where civilians are unable to cope with the situation.

(6) Order civilian officials and employees of above agencies to remain at their posts until relieved.

e. Public Information.

(1) Safeguard and close if deemed necessary, all public and private information media until competent allied Military Government 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 Gazette information as are needed immediately.

f. Fine Arts and Monuments.

(1) Exercise due diligence in protection of fine arts and monuments 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.

g. Labor.

(1) Recruit civilian labor for only such military assistance purposes as are not in contravention with regulations prescribed in Rules of Land Warfare, FM 27-10.

(2) Order key officials to recruit labor to clean up debris, bury dead, rehabilitate industry and utilities as the situation and priorities require.

h. Legal.

(1) Examine and suspend, if deemed necessary, activities of all courts and legal instrumentalities 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.

i. Education.

(1) Maintain as reasonable care and preservation of educational facilities as the combat situation will permit.

(2) Screen teaching personnel as soon as possible.

(3) Utilize school personnel, when politically acceptable, as fillers for administration when replacements are needed. If politically acceptable educational personnel are located, they may be used, invaluably, as advisers in the assumption of Military Government controls.

2. CIVIL ADMINISTRATION.

a. Retain existing administration officials on a "stand-by" basis until CIC can adequately screen key officials.

(1) 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 and/or prominent local citizenry considered in sympathy with allied policies. CIC screening should be utilized.

(2) All identity documents, curfew exemption, travel exceptions, and similar privilege documents should be issued on a temporary basis until conditions become stabilized.

b. Issue such Proclamations, Laws, Ordinances, and Notices as are decreed by higher headquarters to be authorized for initial entry into the territory. See that a record of postings are kept and reported in periodic reports. See that all such publications receive widest possible publicity.

c. Fly appropriate U.S. or allied flags in prominent public center when possible and practicable.

3. ECONOMICS.

a. Commerce and Industry.

(1) Place "Off Limits" signs or guards on industries vital to our military forces, to protect all equipment and records, and to conserve all items in short supply.

(a) Local authorities will be held strictly responsible for protection from destruction and the preservation intact of all funds, property, equipment, records, stocks of material on hand, and patents of all plants and mines.

(b) All principal trade and industry officials not actively 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.

b. 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.

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.

(a) Any diminution or increase in existing ration scales will only be authorized after concurrence by Military Government 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. Civilian Supply.

(1) 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.

(2) Report to higher headquarters any excess stocks in the area which can be used for civilian supply purposes.

(3) Preserve order among inhabitants to enable them to carry on with such agricultural, industrial, commercial, and other activities as may be of direct benefit to the occupying forces.

f. 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 in absentium.

g. Natural Resources.

Insure that reasonable steps are taken to preserve natural resources of the country when such measures do not interfere with progress and action in attainment of military objectives.

4. 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 policies of international war and rules of land warfare must be rigidly maintained.

(1) Emphasize that the policy of "stern courtesy" should predominate their relationships with civilians.

(2) Emphasize that billeting, contacts with civilian administration, and requisitions from civilian economy should be "cleared" and coordinated through Military Government 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 they should respect local fixed prices to prevent establishment of two prices.

(5) Emphasize that troops will respect Military Government regulations and their "Off Limits" signs.

(6) Emphasize that troops will be prevented from 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 also churches and other religious premises except for the purpose of attending regular church services.

(7) Emphasize that troops will not use the monuments and other buildings and sites included in the official list of protected monuments for military purposes.

(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 are in a position of trust; that their Military Government must be assisted by them for it may directly affect the permanent attitude of tens of thousands of the population towards our country and towards the United Nations.

(c) That the U.S. Military must retain an attitude which will be at all times fair, impartial, and dignified, a credit to the uniform, to the country, and to the United Nations.

c. Any derelictions of the above are a transgression of discipline and good conduct and should be dealt with accordingly.

APPENDIX XII

EXAMPLE OF A CHECK LIST FOR A CA/MG INSPECTION

SUBJECT: Periodic Inspection Check List for Military Government Units in Country X.

TO: Corps and Division Commanders; MG Unit Commanders.

1. Attached hereto is a Periodic Inspection Check List for Military Government units operating in Country X. The Check List 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. MG 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 Military Government Groups and Companies, check the items as required, and make such explanatory notes as are necessary. Several items in Section B are asterisked (*) and should be OBSERVED in the area by the Inspecting Officer as required. The asterisked (*) items will not be answered by unit personnel.

2. Do not be critical of all apparent 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 Military Government Groups and Companies, rather than by asking pointed queries of an automaton nature. It is by the conversational method that efficient phases of the unit's operations are brought to light and deficiencies exposed. Military Government Groups and Companies have much to contribute to Military Government operations, and the inspector should encourage constructive suggestions. By the same token, deficiencies can be corrected and improvements made in operations most effectively by the method. Notes should be made of any existing problems which are brought to light, and of items that merit criticism or commendation.

3. This Check List will be used by Corps and Division inspecting officers in making periodic inspections of the

Military Government units. It will also serve to give units a general outline of the various aspects of Military Government 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.

(3) By becoming familiar with the unit's jurisdictional boundaries.

(4) By checking with appropriate G-5 subsections for action taken, or to be taken, by the subsections 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 over 50% of the inspection will be from observations made in his office and a spot check of his jurisdictional area. The remaining items will be by interrogation of himself and his staff.

(3) That no criticisms or commendations will be given.

UNIT_____ JURISDICTION_____

DATE VISITED_____ DATE OPERATIONS BEGAN IN PRESENT JURISDICTION_____

RATING OF UNIT (BASIS OF 100) _____

INSPECTING OFFICER_____
(Name and Rank -- Unit)

PERIODIC INSPECTION CHECK LIST FOR MG UNITS

LOCATION

a. Town_____

b. Office_____ Phone_____

c. Billets_____ Phone_____

SECTION A - OBSERVATION

1. GENERAL	Yes	No	None	See Note
a. Military Government signs conspicuously spotted at town entrances.				
b. Civilians show signs of returning to normal life.				
c. Security precautions for Military Government office adequate.				
d. Retail establishments operating.				
2. MILITARY GOVERNMENT PERSONNEL				
a. Officers and EM preoccupied with unit work.				
b. Unit personnel are observed to have:				
(1) Neat appearance.				
(2) Good military posture.				
(3) Good military discipline.				

	Yes	No	None	See Note

3. MILITARY GOVERNMENT 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 Military Government Personnel.
(7) Building within walking distance of chief civil official.
(8) Civilian police posted at entrance.
(9) Civilian police show military courtesy as 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 (Allied soldier) present.
(6) Interpreter present.
(7) Visitor's requests handled individually.
(8) Receptionist & 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

	Yes	No	None	See Note
(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) Civilain and military visitors' diary.				

	Yes	No	None	See Note
(3) Message blanks.				
(4) Journal (current events).				
(5) War Diary.				
(6) Work Progress Record.				
(7) Files, system utilized (decimal system where necessary).				

4. MILITARY GOVERNMENT BILLETS

	Yes	No	None	See Note
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

	Yes	No	None	See Note
1. GOVERNMENT AND FINANCE				
a. Legal				
(1) Local native Courts surveyed and closed.				
(2) Machinery for reopening courts organized.				
(3) Prison facilities, personnel checked.				
* (a) Minimum sanitation requirements met.				
(4) Prisoners checked and reported.				
(5) Military Government courts functioning.				

		Yes	No	None	See Note
	(6) Prescribed oaths of office taken by judges, notaries, prosecutors, lawyers.				
	(7) All civilian claims against U. S. transmitted to proper agency.				
b.	Public Safety				
*	(1) Proclamations, notices, etc., posted, dated.				
	(2) Police organized, CICd, warrants issued.				
*	(a) Police operating.				
*	(3) UXBs, mines, hazardous buildings cleared, marked.				
*	(4) Fire Department, operating.				
	(5) Liaison with CIC, PM, tactical units established.				
	(6) Arms, radio transmitters, pigeons collected.				
	(7) Cameras, field glasses, radio receivers collected or impounded, if required by tactical units.				
	(8) Pass system organized.				
*	(a) Pass system operating efficiently.				
	(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, works of art seized and guarded.				

	Yes	No	None	See Note
c. Government				
(1) All civil officials contacted, CICd.				
(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 set-up adequate for next 30 days.				
(6) Schools closed, facilities surveyed, personnel investigated, plans for reopening made.				
(7) Religious institutions functioning.				
d. Finance				
(1) Bank instructions given to banks.				
(2) Instructions to Finance officials delivered.				
(3) Access to safe deposits controlled.				
* (a) Banks safeguarded.				
(4) Accounts blocked by banks.				
(5) Balance sheet, accounts list, sent to Central bank or ready for delivery.				
(6) Foreign exchange assets, sent to central bank or ready for delivery.				
(7) Banks reopened. (Give number under Note).				
(8) Property Control instructions issued, if applicable.				
(9) Property Control system set up and operating.				
(10) Notices of custody posted when required.				
(11) Property custodians appointed where required.				

	Yes	No	None	See Note
(12) Postal financial services started.				

2. OPERATIONS, TRAINING AND INTELLIGENCE

a. Deployment

(1) Unit in pinpointed location / on interim assignment.				
(2) Previous 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.				
(3) Visits from MG staffs - name and number.				

d. Internal Security and Information

* (1) Civilian attitude surveyed / reported.				
* (a) Civilian attitude toward Military Government checked.				
(2) Newsprint stocks impounded and reported.				
(3) Printing and publishing facilities surveyed, reported.				
(4) Liaison established with P & PW.				
(5) Local newspaper / public address system / bulletin board, available?				

	Yes	No	None	See Note
(6) Combat information (enemy records, documents, maps, etc.) being reported?				
(7) Intelligence of special interest to Military Government collected, evaluated and reported.				

e. Miscellaneous

(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 Military Government control of outlying districts. (List under Notes).

3. CIVIL RELIEF AND SUPPLY

a. Public Welfare

(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. Public Health

* (1) Dead soldiers cared for, animals buried.
(2) Civilian hospitals checked and operating.
(3) Number of vacant hospital beds reported.

	Yes	No	None	See Note
(4) Doctors, nurses, midwives surveyed, organized.				
(5) Health Department officer functioning.				
(6) Water checked for contamination.				
(7) Sewage system operating.				

c. Supply and Salvage

(1) Needed supplies received.				
(2) Record of requisitions and receipts.				
(3) Captured supplies / civilian salvage available for civilian use.				

d. Local Resources

(1) Local resources and supplies located, surveyed, protected.				
(2) Housing				
(a) Housing and space allocation system set up.				
(b) Space inventory reports forwarded.				
(c) Housing needs of military being met.				
(3) Monuments and Works of Art				
(a) Monuments, art, surveyed, reported.				
* (b) Safeguarded where necessary.				
(c) Steps to prevent wanton damage by troops.				
(4) Archives located, guarded.				

e. Storage and Issue

(1) Adequate arrangements for storage and issue of civilian food and medical supplies.				
(2) Proper accounting system for receipt and issue.				

		Yes	No	None	See Note
4.	**ECONOMICS**				
	a. **Trade and Industry**				
	(1) Rationing and price control (other than food) surveyed, set up.				
	(2) Industries surveyed, reported.				
	(3) Essential industries operating.				
	b. **Labor**				
	(1) Available labor registered and reported.				
*	(2) Labor office set up.				
	(3) Labor needs of military being met. (If not, explain under notes).				
	c. **Utilities, Public Works and Communications**				
*	(1) Steps taken to guard essential installations of this nature.				
	(2) Telephone, telegraph, radio broadcasting, communications suspended or controlled.				
*	(3) Post office closed.				
*	(a) Protected.				
	(b) Mail impounded.				
*	(4) Water, gas, electric systems operating.				
	d. **Food and Agriculture**				
	(1) Food surpluses, deficiencies, reported, investigated.				
	(2) Rationing and price control set up.				
	(3) Fisheries, forestries, operating.				

	Yes	No	None	See Note
(4) Suitable people moved from urban to rural areas to alleviate suffering.				
(5) Agricultural organizations / bureaus, reconstituted, operating.				

e. Transportation

(1) Facilities / installations, surveyed, reported.				
(2) Safeguarded, where necessary.				
(3) Essential facilities operating.				
(a) Rail.				
(b) Road.				
(c) Water.				

5. UNIT NEEDS

(*) Items marked with asterisk will be observed and not answered by Group and Company personnel.

- NOTES -
(Use additional sheets if necessary)

APPENDIX XIII

FORM FOR A CA/MG SITUATION REPORT AND A CA/MG SITUATION SUMMARY

Date

From - to (hours)

SUBJECT: Situation Reports for Military Government Operations

TO: (Appropriate Commanding Officer)

Map Coordinates:

1. Military Government Zones: (Indicate here location of MG Staff Section, MG liaison officers and/or Mil Gov units. Pin point all Mil Gov installations. Attach overlay for initial and subsequent change reports.)

2. Civil Administration: (State status of civilian administration-operative or non-operative; mention acting, appointed or temporary officials particularly of police and chiefs of governmental agencies.)

3. Public Safety: (Cite status of law and order in communities; whether police, fire and general law enforcement agents are available to cope with the situation.)

4. Public Health and Welfare: (State any diseases of epidemic nature prevalent and measures taken to counteract them. Indicate status of public welfare agencies. Give survey of hospitals, medical supplies and personnel available and being furnished.)

5. Displaced Persons/Refugees: (Show here approximate number of DPs by ethnological groups, state approximate number of refugees and whether temporary camps or billets and supplies are available and being furnished.)

6. Housing: (Indicate approximate number of structures available for emergency military billets and civilian housing available. State degree of bomb damage to housing in approximate percentage figures.)

7. Public Transportation: (Indicate whether public and private transportation facilities are available and status of their operation. State percentage of damage to public carriers.)

8. Public Communications: (Indicate operational condition of public communications and state installations present.)

9. Public Works and Utilities: (State approximate percentage of damage and operating efficiency of public works and utilities; indicate type of power, status of gas, electric power plants in the area and the location of these services.)

10. Food and Agriculture: (State extent of food stocks on hand and indicate if existing stocks are adequate for populace, DPs, refugees. Indicate status of harvested and unharvested crops and if supplies are needed to augment existing food stocks.)

11. Civilian Supply: (Survey needs of populace and indicate here needs to maintain reasonable state of health, sanitation and welfare. Submit requisitions to accompany this report in conformance with Civilian Supply schedule of allowances.)

12. Trade and Industry: (Indicate general status of local trade and industry; indicate whether trades and industries are operative, inoperative, damages incurred and any protective guards or rehabilitation supplies needed for operation.)

13. General estimate of the situation: (State approximate war damage to the area; summarize the over-all situation emphasizing political intelligence items, health and morale of citizenry, etc.)

_____

(Signed)

Inclosures:

HEADQUARTERS

[redacted] FROM: (Date & Hour)

TO: (Date & Hour)

SUBJECT: Situation Summaries for Military Government Operations

TO: (Appropriate Commanding Officer)

1. Summary of the situation: (Indicate here principal incidents and events of the week as reported in SITREPS; any drastic change of Mil Gov operational zones and location of personnel will be herein indicated; attach overlay where convenient.)

2. Governmental Affairs:

   a. Civil Administration
   b. Screening - removal, appointment of officials
   c. Political Intelligence activities
   d. Pre-election planning

3. Economics:

   a. Commerce and Industry
   b. Food and Agriculture
   c. Price Control and Rationing
   d. Property Control
   e. Public Finance
   f. Civilian Supply
   g. Natural Resources

4. Governmental Controls:

   a. Public Safety
   b. Public Health
   c. Public Welfare
   d. Legal
   e. Public Education and Religion
   f. Labor

5. Public Facilities:

   a. Public Works and Utilities
   b. Public Communications
   c. Public Transportation

6. Special Functions:

   a. Displaced Persons/Refugees
   b. Public Information
   c. Fine Arts, Monuments and Archives

7. Special recommendations and requests: (Indicate herein any special personnel problems existing, requisitions for additional Mil Gov units, recommendations for lifting of Mil Gov controls, restrictions, etc.)

8. Appendices: (Charts, graphs, photos, exhibits.)

_____
(Signed)

APPENDIX XIV

FUNCTIONAL AND COORDINATING CHARTS

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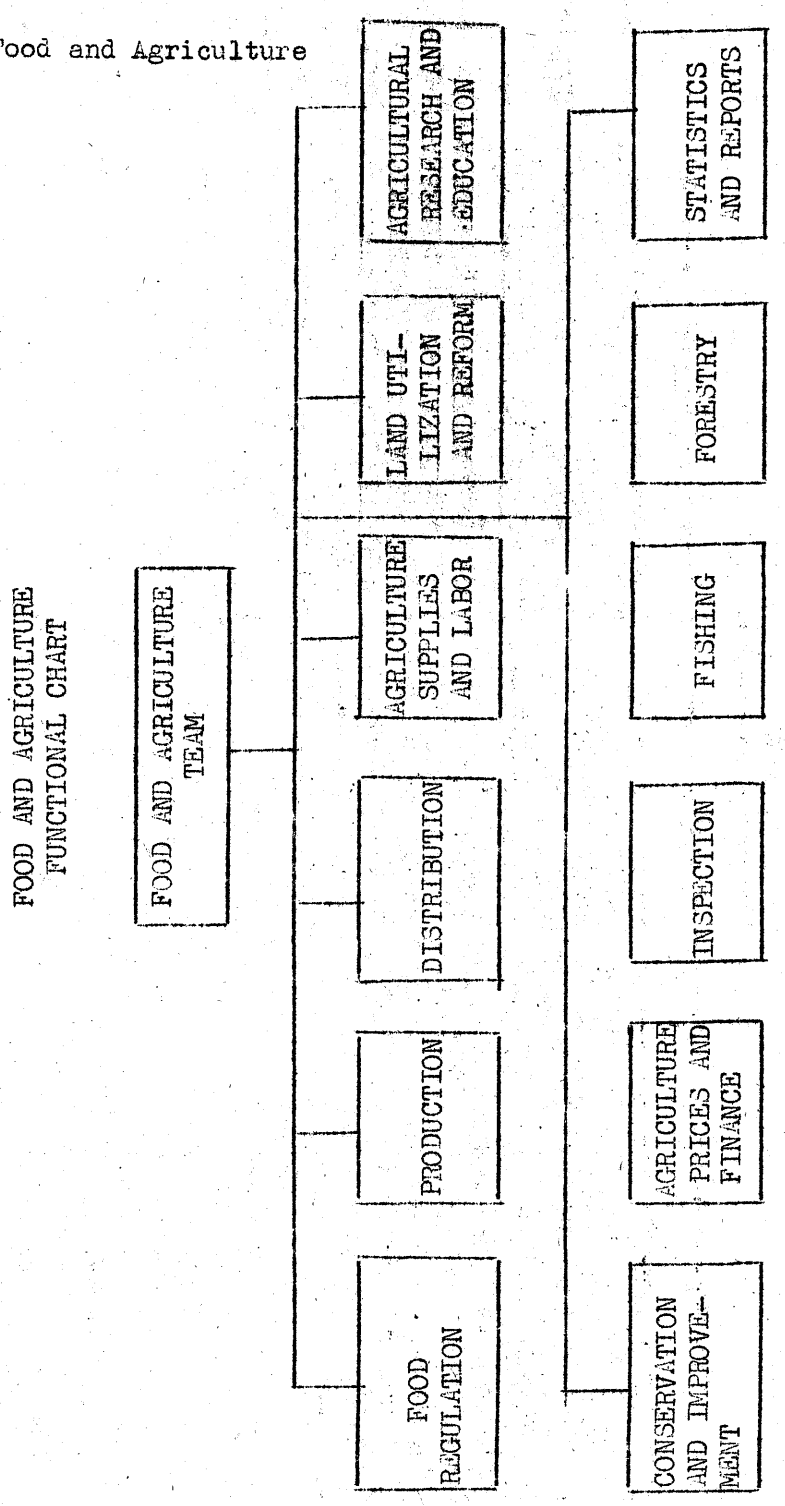
2. COORDINATION CHARTS

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q. Arts, Monuments and Archives 366

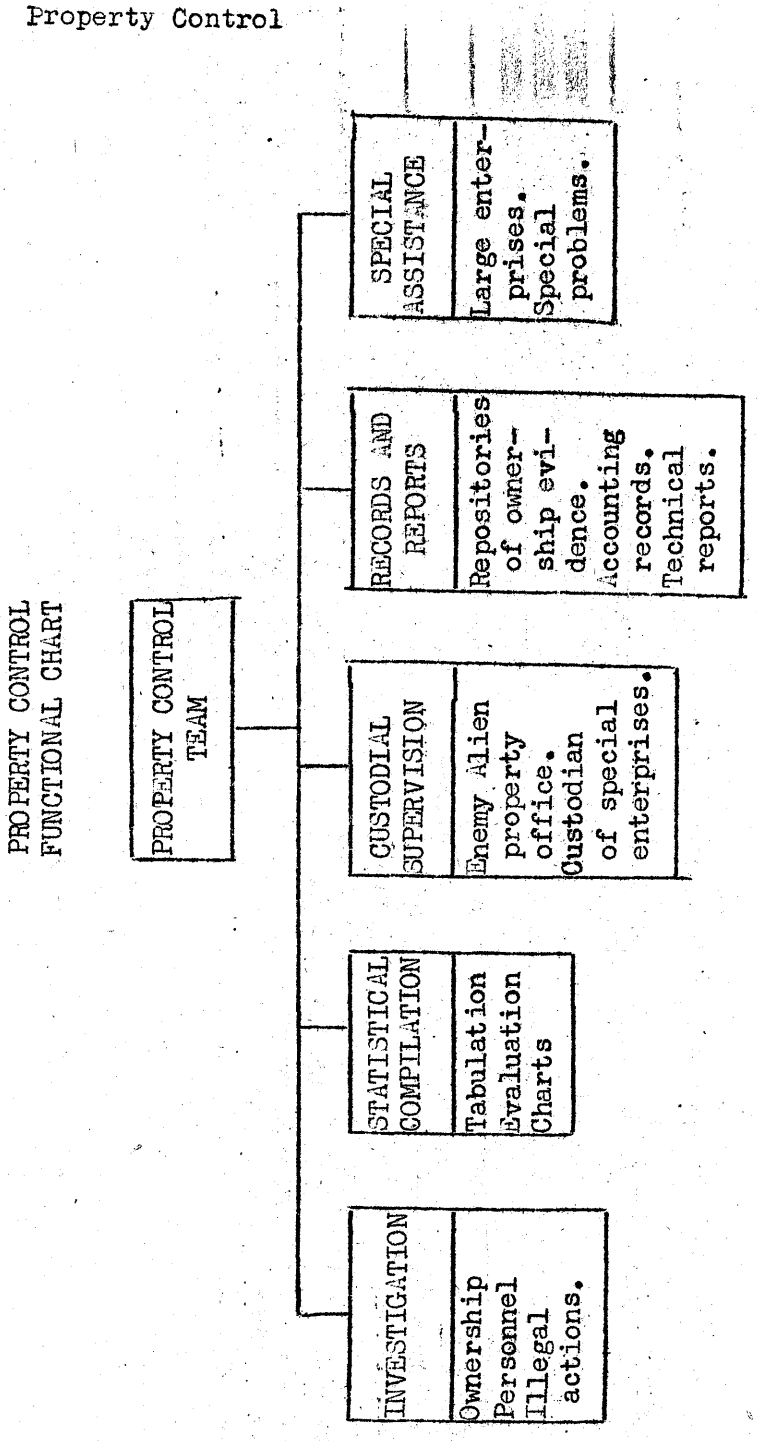
a. Commerce and Industry

COMMERCE AND INDUSTRY
FUNCTIONAL CHART

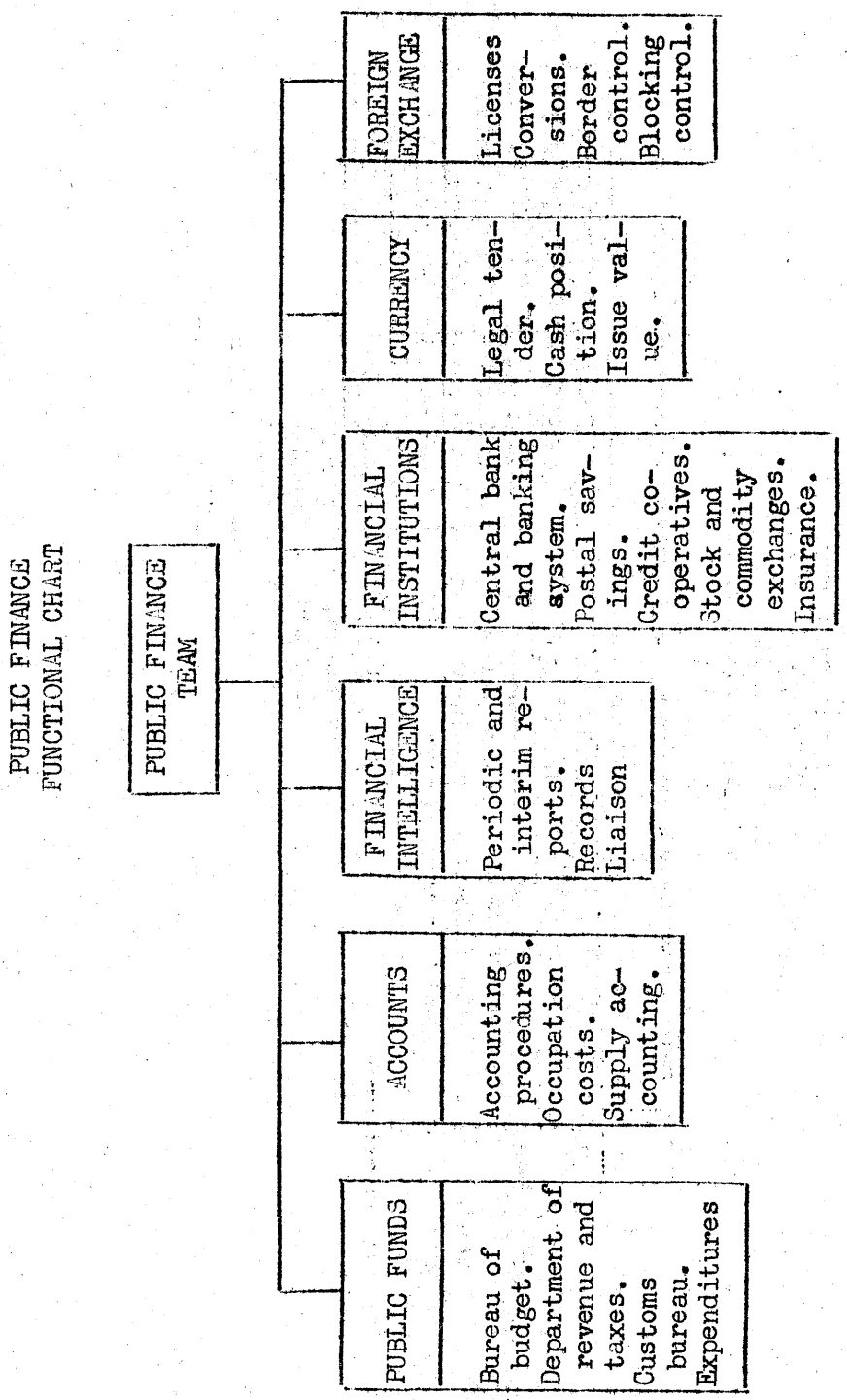
b. Food and Agriculture



c. Property Control

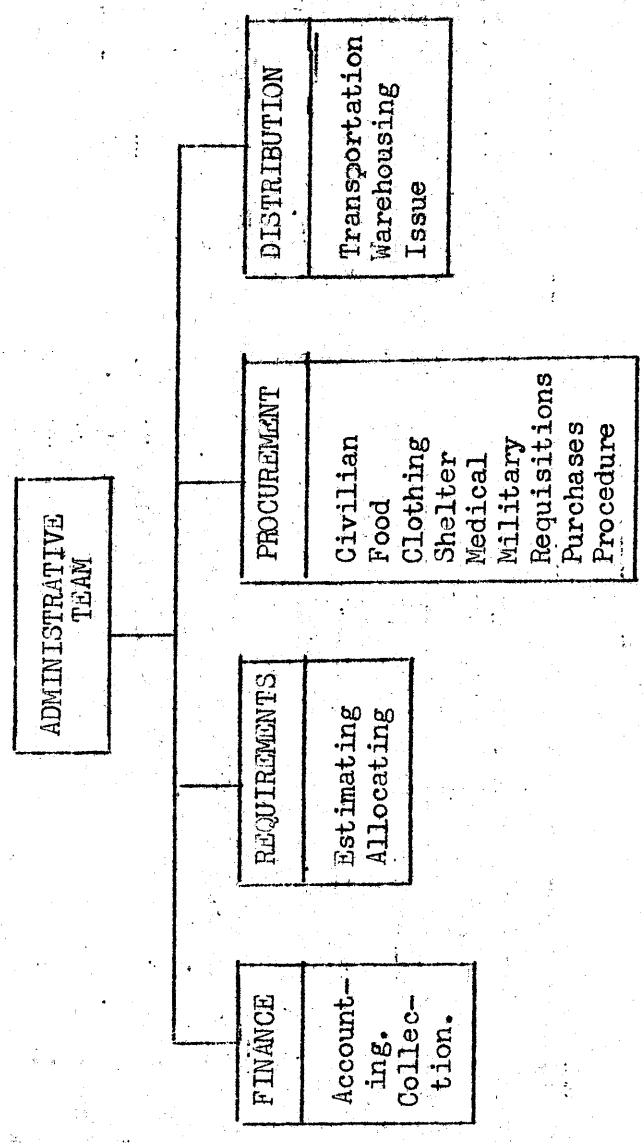


d. Public Finance



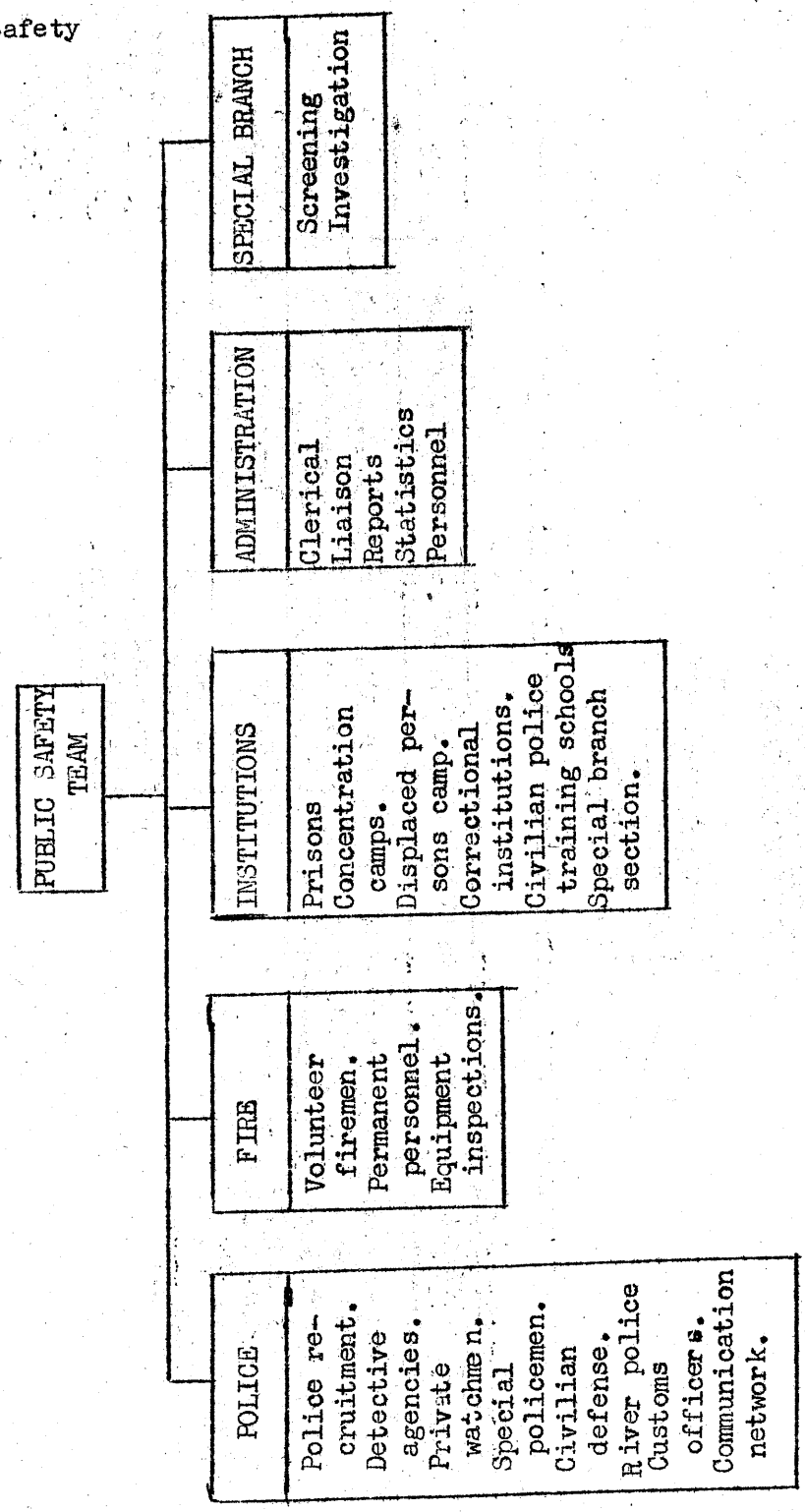
e. Administrative

ADMINISTRATIVE - FUNCTIONAL CHART



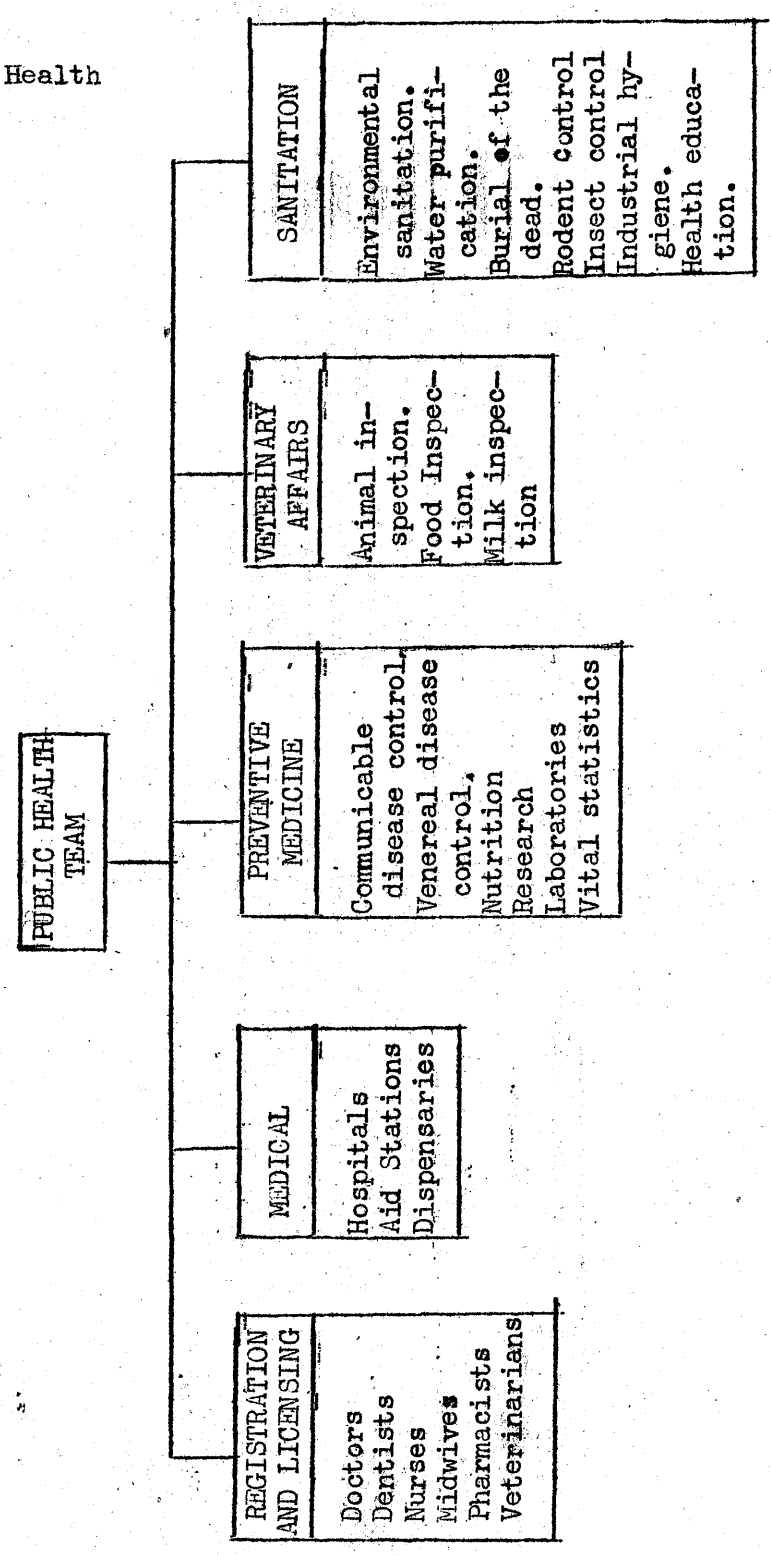
g. Public Safety

PUBLIC SAFETY
FUNCTIONAL CHART



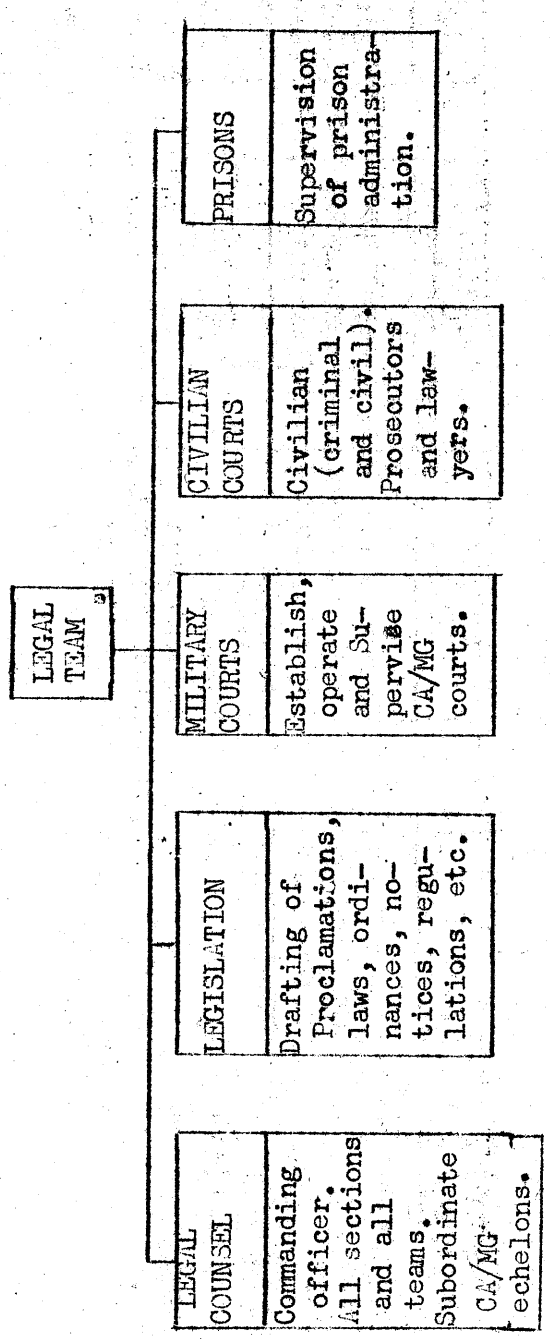
g. Public Health

PUBLIC HEALTH
FUNCTIONAL CHART



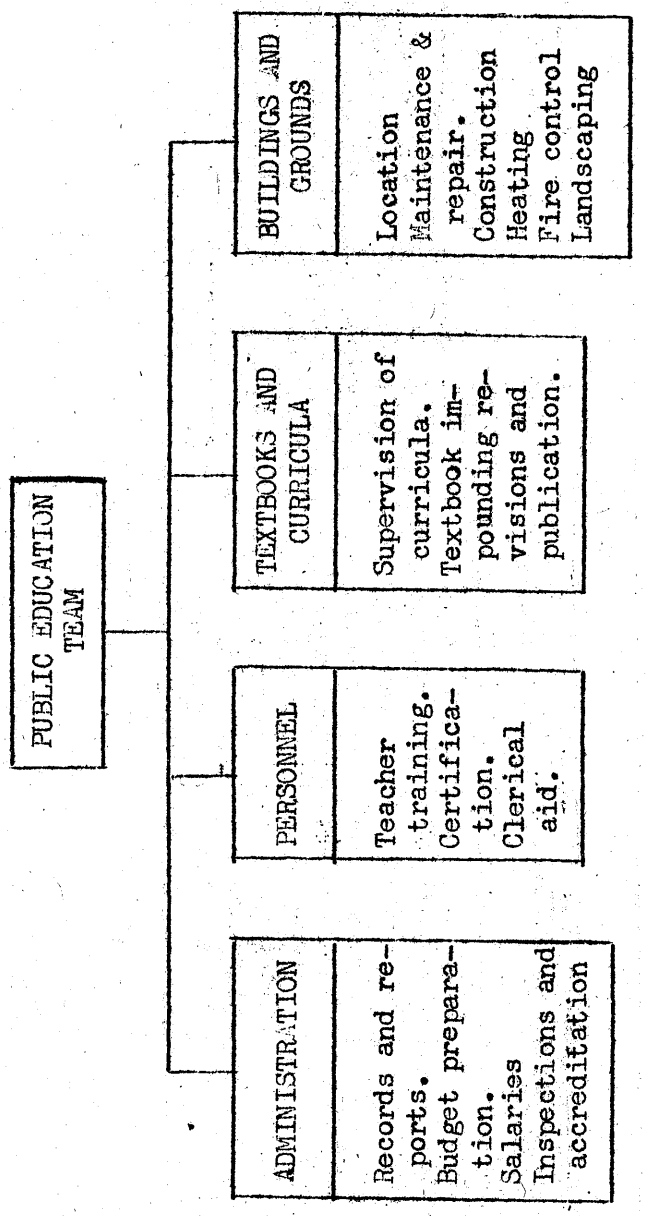
h. Legal

LEGAL
FUNCTIONAL CHART

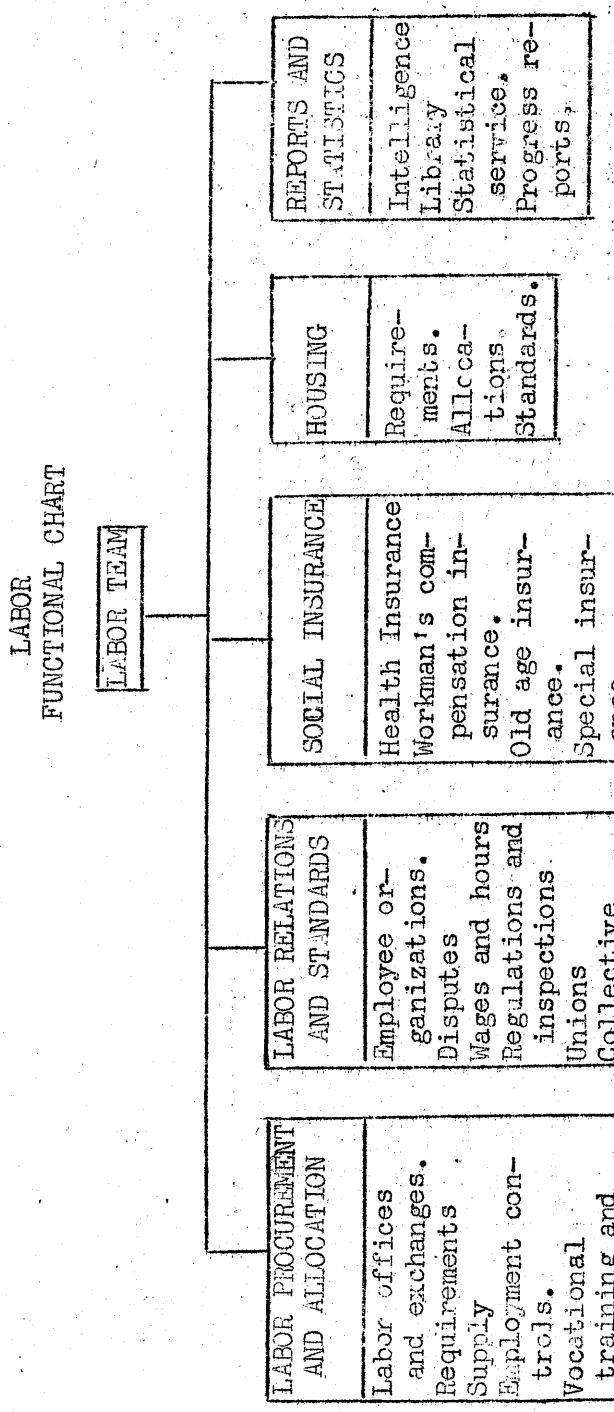


i. Public Education

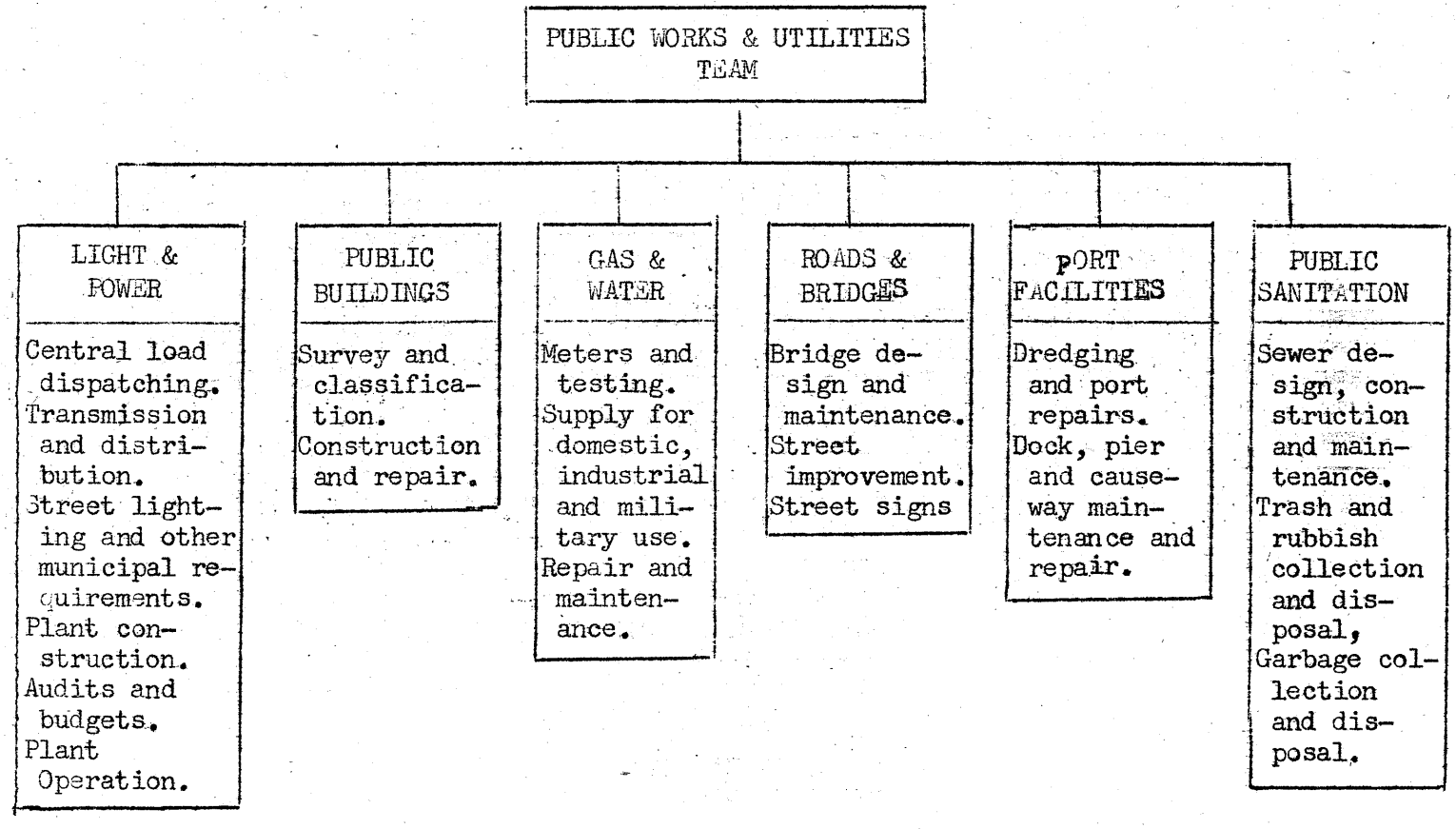
PUBLIC EDUCATION
FUNCTIONAL CHART



j. Labor

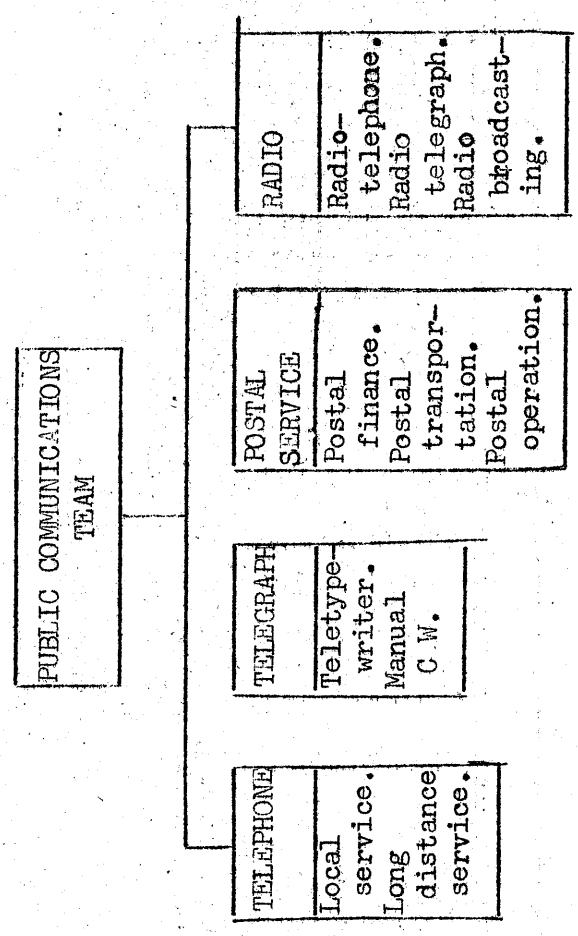

LABOR
FUNCTIONAL CHART
LABOR TEAM
LABOR PROCUREMENT AND ALLOCATION
Labor offices and exchanges.
Requirements
Supply
Employment controls.
Vocational training and retraining.
LABOR RELATIONS AND STANDARDS
Employee organizations.
Disputes
Wages and hours
Regulations and inspections
Unions
Collective bargaining.
SOCIAL INSURANCE
Health Insurance
Workman's compensation insurance.
Old age insurance.
Special insurance.
Institutes
War pensions.
HOUSING
Requirements.
Allocations.
Standards.
REPORTS AND STATISTICS
Intelligence
Library
Statistical service.
Progress reports.

PUBLIC WORKS & UTILITIES FUNCTIONAL CHART



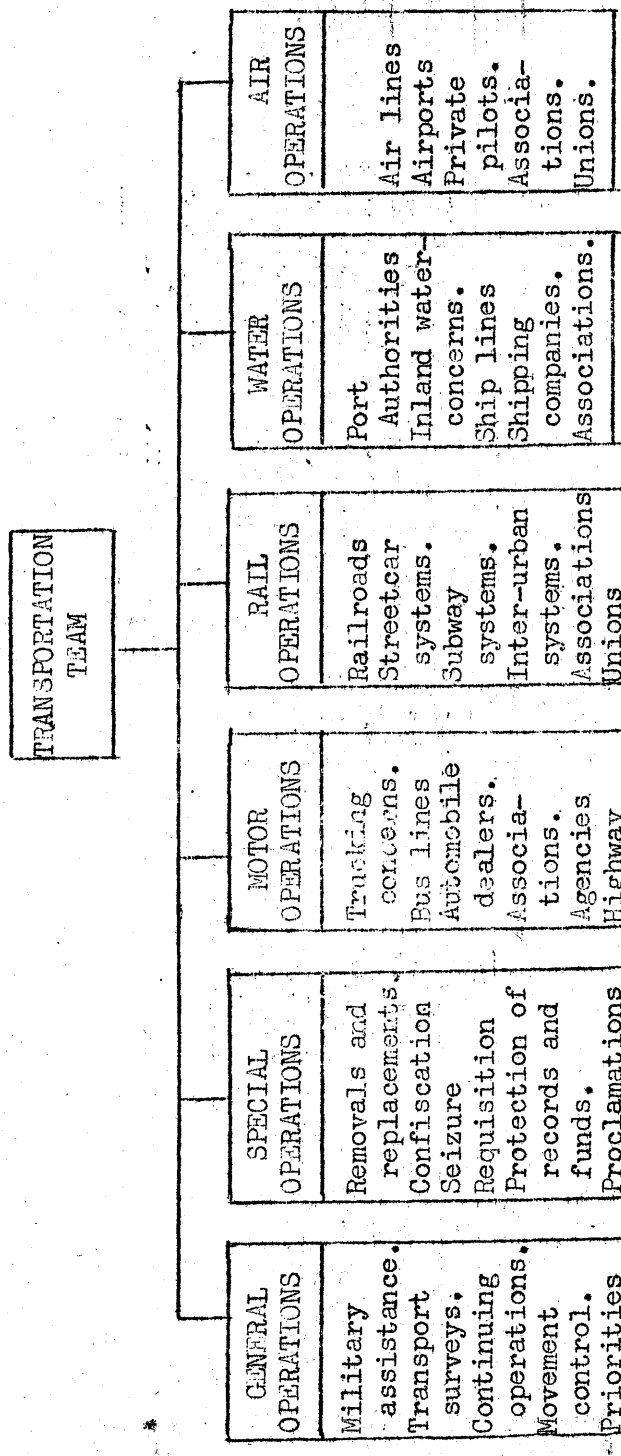
1. Public Communications

PUBLIC COMMUNICATIONS
FUNCTIONAL CHART



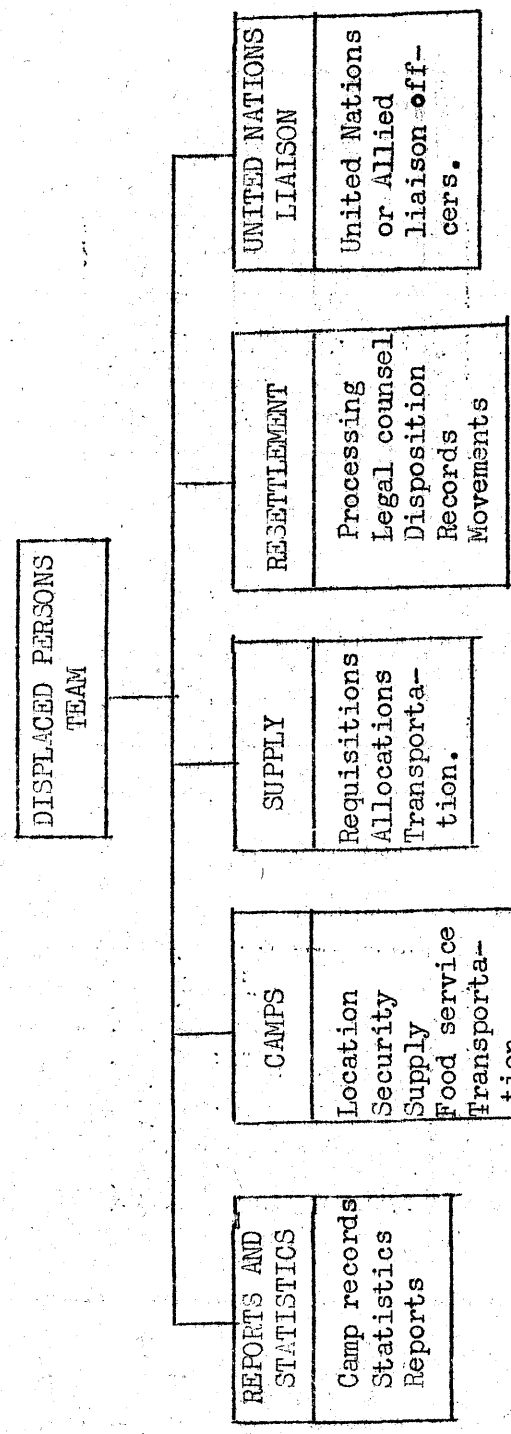
m. Public Transportation

TRANSPORTATION
FUNCTIONAL CHART

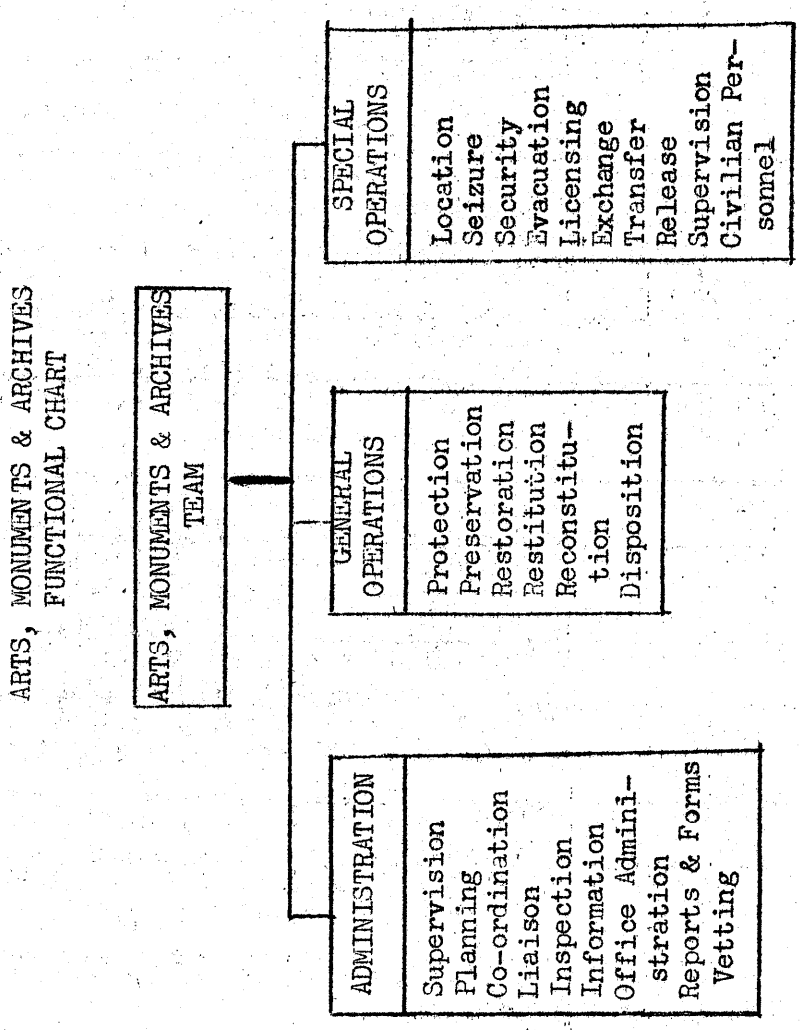


n. Displaced Persons

DISPLACED PERSONS
FUNCTIONAL CHART



o. Arts, Monuments and Archives



a. Economics

ECONOMICS TEAM COORDINATION CHART		
Coordination With		Area of Coordination
Section	Team	
Economics	Commerce and Industry	Products derived from mining, quarrying, petroleum, natural gas. Raw material stockpiles. Requirements and allocations.
	Food and Agriculture	Products derived from timber and pertaining to lumbering, fisheries, game, and water supply.
	Property Control	Coordination between Property Control Custodian and Minister of Economics.
	Price Control	Coordination between Price Control Agency and Ministry of Economics.
	Public Finance	Coordination between Ministry of Economics and Ministry of Finance.
Governmental Controls	Public Safety	Guarding economic targets. Screening of economic officials.
	Legal	Legal advice. Checking of all ordinances and publications for legality.
	Labor	Coordination between Ministry of Economics and Ministry of Labor. Manpower for economic targets.
	Education	Coordination between Ministry of Economics and Ministry of Education.
Public Facilities	Public Communications	Establishment of communications [illegible] between CA/MG and economic officials.
	Public Works	Water and Water Power. Electric Power for economic enterprises.
Special Functions	Public Inform.	Official gazettes. Dissemination of economic policies to civilian population.
	Fine Arts Monuments Archives	Location and safeguarding of economic records.

b. Commerce and Industry

COMMERCE & INDUSTRY TEAM
COORDINATION CHART

Coordination With		Area of Coordination
Section	Team	
Economics	Price Control	Distribution of finished goods, production levels of consumer goods.
	Public Finance	Financial arrangements of Export and Trade programs, financing of industrial production.
	Food and Agriculture	Production of farm machinery and fertilizers, canning of food products.
	Property Control	Custody of physical properties, ownership problems.
	Civilian Supply	Industrial products needed by local economy.
Governmental Controls	Public Safety	Safekeeping of properties, plants; screening of civilian personnel.
	Legal	Drafting of proclamations, applicability and interpretation of occupation statutes.
	Labor	Types, numbers of workers needed in plants, working standards.
Public Facilities	Public Utilities	Required water and electric power, sewage, etc.
	Public Communications	Communications network to plants and offices.
Special Functions	Public Information	Commerce and Industry Publications and disseminated information.

c. Food and Agriculture

FOOD AND AGRICULTURE TEAM COORDINATION CHART		
Coordination With		Area of Coordination
Section	Team	
Economics	Commerce and Industry	Food Processing; Raw Materials
	Civilian Supply	Feeding of indigenous population.
	Price Control	Price levels of farm products; Distribution channels.
	Public Finance	Methods of farm finance.
Governmental Controls	Public Safety	Security of food stockpiles, warehouses, plants, and livestock concentrations; Control of Black Market activity.
	Public Health	Inspection of livestock, pasteurization, etc.
	Public Welfare	Feeding of refugees, evacuees.
	Legal	Legal aspects of land reforms and agriculture laws.
	Labor	Labor requirements for agriculture, fishing and forestry.
Public Facilities	Public Works & Utilities	Power needs of industries supervised by Food and Agriculture.
Special Functions	Public Information	Education of population to necessary change.
	Displaced Persons	Feeding of displaced persons.

d. Price Control and Agriculture

PRICE CONTROL AND RATIONING TEAM COORDINATION CHART		
Coordination With		Area of Coordination
Section	Team	
Economics	Commerce and Industry	Imports and exports, allocations, priorities and inventories.
	Public Finance	Ration currency and ration banking
	Food and Agriculture	Estimated crop yields, inventories, allocations and rationing.
	Civilian Supply	Determination of emergency requirements and allocations & priorities.
	Property Control	Determination of storage space, captured and warehoused consumer commodities, etc.
Governmental Control	Public Health	Determination of subsistence requirements, priorities and allocations of medical supplies.
	Public Welfare	Priorities and allocations.
	Displaced Persons	Determination of number and needs and allocations and priorities thereto.
	Legal	Determination of legality of operations.
	Labor	Classification of workers to determine authorized ration allowance.
Public Facilities	Public Transportation	Requirements, rations, and priorities.
	Public Works and Utilities	Requirements, rations allocations and priorities.
Special Functions	Public Information	Requirements, allocations, priorities, dissemination of PC & R policy regulations, etc.

e. Property Control

PROPERTY CONTROL TEAM
COORDINATION CHART

Coordination With		Area of coordination
Section	Team	
Economics	Economics	Extractive processes involving natural resources.
	Commerce and Industry	Extractive industry, manufacturing plants, heavy industry, distributive business.
	Food and Agriculture	Agriculture and fishing, food warehouses.
	Price Control	Agriculture & fishing, manufacturing, distributive organizations.
	Public Finance	Fiscal matters.
	Civilian Supply	Agriculture & fishing; supply warehouses; distributive organizations.
Governmental Controls	Public Safety	Public, governmental, and charitable buildings and facilities, property protection.
	Public Health	Governmental or private sanitation and other health facilities.
	Public Welfare	Public and private charitable institutions.
	Legal	All legal questions.
	Public Education	Public, private and governmental schools.
	Labor	Securing custodians or operating employees.
	Displaced Persons	Property concerned with displaced persons disposition.
Public Facilities	Public Works and Utilities	All public facilities.
	Public Communications	All methods of communications.
	Public Transportation	All modes of transportation.
Special Military Government Functions	Public Information	Governmental information facilities, communications systems, publishing businesses.
	Arts Monuments and Archives	Monuments, objects of art, archives, museums.

f. Administrative

ADMINISTRATIVE TEAM COORDINATION CHART		
Coordination With		Area of Coordination
Section	Team	
Economics	Food and Agriculture	Availability of local supplies.
	Price Control	Coordination on rationing procedure.
	Property Control	Use of warehouses, etc.
	Public Finance	Technical advice and assistance.
Governmental Controls	Public Safety	Guards and/or security for supplies.
	Public Health	Technical advice on requirements.
	Public Welfare	Welfare organizations and channels.
Public Facilities	Public Transportation	Use of local transportation for moving supplies.
Special MG Functions	Displaced Persons	Special requirements due to concentration or shifting of populations.

g. Public Safety

PUBLIC SAFETY TEAM
COORDINATION CHART

Coordination With		Area of Coordination
Section	Team	
Economics	Food and Agriculture	Security of food warehouses.
	Civilian Supply	Security of food warehouses.
	Commerce and Industry	Furnish guards for vital installations.
	Public Finance	Security and prevention of counterfeiting.
	Price Control	Enforcement of price control and rationing directives.
Governmental Controls	Public Health	Security of medical warehouses.
	Public Welfare	Security guards for institutions.
	Displaced Persons	Traffic Control of DP Movements.
	Public Education	Ensure availability of educational institutions.
	Labor	Removal of debris from street for traffic control.
	Legal	Legal advise.
Public Facilities	Public Works and Utilities	Security for power plants, bridges, etc.
	Public Communications	Security of communication centers.
	Public Transportation	Aiding in the resumption of public transportation through the issuance of passes and permits.
Special MG Functions	Public Information	Security of newspaper plants and radio stations.
	Arts, Monuments and Archives	Security of cultural buildings and objects.

h. Public Health

PUBLIC HEALTH TEAM
COORDINATION CHART

Coordination With		Area of Coordination
Section	team	
Economics	Commerce and Industry	Aid in obtaining from local manufacturers such supplies as may be needed.
	Public Finance	Budget and budgeting assistance.
	Food and Agriculture	Food for staff and patients: lumber for replacement and repair.
	Property Control	Buildings and grounds for public use.
Governmental Controls	Labor	Assistance in the selection and hiring of professional, semi-professional, clerical and menial labor.
	Legal	Aid and assistance in writing of laws pertaining to Health and Sanitary preventive measures.
	Education	Establish standards of education and a curriculum for professional status; also instruction courses for lesser rated personnel.
	Public Welfare	Assist in the care and treatment of welfare patients.
	Public Safety	Assist in control of indigenous populace; enforcement of Health and Sanitary Measures.
	Displaced Persons	Will assist Displaced Persons Team on public health problems.
Public Facilities	Public Works and Utilities	Electric and sanitary installations; water system and chlorination; rodent and insect control.
	Public Communications	Installation of telephones and intercoms.
	Public Transportation	For transportation other than organic.
Special Functions	Public Information	Dissemination of information: public education on health subjects.

i. Public Welfare

PUBLIC WELFARE TEAM
COORDINATION CHART

Coordination With		Area of Coordination
Section	Team	
Economics	Commerce and Industry	Aid in obtaining from local manufacturers and processers such supplies as may be needed and obtained from indigenous sources.
	Property Control	Buildings and grounds for public use.
	Public Finance	Budget and assistance in maintaining accounts and records; also for auditing service.
	Food and Agriculture	Food for staff and patients and inmates. Lumber for replacement and repair; seed for gardening.
Governmental Controls	Public Health	Close and constant coordination and liaison on all matters pertaining to health and sanitation of inmates and institutions.
	Labor	Efforts should be extended toward the reduction of the number of relief recipients.
	Education	To aid in devising programs and assist in teaching special classes or schools for those participating in welfare programs.
	Public Safety	On matters relative to juvenile delinquency and screening of personnel.
	Legal	Assist in the preparations of laws, welfare measures, and interpretations of directives.
	Displaced Persons	Receive and aid in the distribution of civilian supplies and the maintenance of the records of those expenditures.
Public Facilities	Public Works and Utilities	Electric and sanitary installations; repair and build such additional institutions as are necessary.
	Public Transportation	Aid in evacuation and relocation of inmates, of institutions.
	Public Communications	Installation of communication facilities, and also the repair service on same.

PUBLIC WELFARE TEAM COORDINATION CHART		
Coordination With		Area of Coordination
Section	Team	
Special Functions	Public Information	Assist in establishing public relations program; act as agency of dissemination on public education program.
	Arts, Monuments and Archives	To assist in obtaining past records of performances by welfare agencies and organizations.

j. Legal

LEGAL TEAM COORDINATION CHART		
Coordination With		
Section	Team	Area of Coordination
Economics	All Teams	Interpretation of policy and technical legal matters.
Governmental Controls	All Teams	Interpretation of policy and technical legal matters.
	Public Safety	Military Government Courts Supervision of Prisoners.
Public Facilities	All Teams	Interpretation of policy and technical legal matters.
Special Functions	All Teams	Counsel and legal advice and service.

k. Public Education

PUBLIC EDUCATION TEAM COORDINATION CHART		
Coordination With		Area of Coordination
Section	Team	
Economics	Finance	Pay of teachers; operational budget for schools.
	Property Control	Supply and control of non-military equipage; billeting of school personnel, homeless pupils, orphans, and students in general.
	Civilian Supply	Procurement of heating supplies; procurement of equipage from civilian sources.
Governmental Controls	Public Safety	Closing of schools; securing of buildings; police protection for school personnel; interrogation and dismissal of school employees.
	Public Welfare	Help provide food and clothing for students and school personnel and administrators.
	Public Health	Preventive medicine; sanitation; fumigation of personnel and buildings.
	Labor	Provision of janitorial service; first echelon maintenance; hiring of clerical personnel.
	Legal	Legality of activities in accordance with current policies and local laws.
Special Functions	Public Information	Clearance of Public Education information for dissemination to the public; posting of proclamations.

1. Labor

LABOR TEAM COORDINATION CHART		
Coordination With		Area of Coordination
Section	Team	
Economics	Public Finance	Wage scales and payment of labor for Armed Services - Pensions.
	Commerce and Industry	Movement of industrial labor.
	Food and Agriculture	Movement of farm labor.
	Price Control	Controls on wages and prices.
	Property Control	Possible use of warehouses and business buildings for housing.
Governmental Controls	Public Welfare	Housing.
	Public Health	Housing standards.
	Public Education	Possible use of schools for housing.
	Legal	Preparation and interpretation of labor directives, etc.
Public Facilities	All Teams	That they have priority on available labor supply.
Special Functions	Public Information	Dissemination of labor information.
	Displaced Persons	Possible placement of refugee and internment camps in areas of large labor demand. Also, housing of displaced persons.

m. Public Works

PUBLIC WORKS AND UTILITIES TEAM COORDINATION CHART		
Coordination With		Area of Coordination
Section	Team	
Economics	Commerce and Industry	Supply electricity and gas to essential commercial/industrial establishments.
	Food and Agriculture	Supply electricity and water for agriculture production.
	Property Control	Property control and inventory of property.
	Public Finance	Securing funds for the operation of public gas, water, and electric plants, civilian commissions, depts., bureaus, etc. and funds for payroll needs of these agencies.
Governmental Controls	Public Safety	Police matters, enforcement of ordinances, proclmations, etc., relating to public works and utilities. The safeguarding of plants, bldgs. bridges, etc.
	Public Health	Prevention of diseases, removal and disposal of all garbage refuse and sewage matter.
	Public Education	Rehabilitation and restoration of public school buildings.
	Labor	Obtaining of labor for rehabilitation and reconstruction work and skilled labor for the operation of power, water and gas plants.
	Legal	Assures that proper authority exists to support orders and proclamations.
Public Facilities	Public Transportation	Repair of port facilities, roads and bridges for their usage.
Special Functions	Public Information	Dissemination of proclamations and orders pertaining to the use of electricity, gas and water.

n. Public Communications

PUBLIC COMMUNICATIONS TEAM COORDINATION CHART		
Coordination With		Area of Coordination
Section	Team	
Economics	Food and Agriculture	Telephone and Radio.
	Civilian Supply	Material - Telephone and Radio.
	Commerce and Industry	Telephone and Radio.
	Public Finance	Financing-Salaries-Wages.
	Property Control	Communication Facilities.
	Price Control	As necessary.
Governmental Controls	Public Safety	Security and Telephone and Radio.
	Special Branch	Screening and Investigating.
	Public Health	Essential telephones for medical.
	Public Welfare	Telephones as necessary.
	Public Education	Training programs.
	Labor	Unskilled and skilled labor.
	Legal	Legal Advice.
Public Facilities	Public Works and Utilities	Reconstruction and maintenance telephone and radio.
	Public Transportation	As necessary.
Special Functions	Public Information	Telephone and Radio for Dissemination of information.
	Displaced Persons	Movement of Displaced Persons and Evacuation Programs.
	Arts, Monuments and Archives	As necessary.

o. Public Transportation

TYPICAL PUBLIC TRANSPORTATION TEAM COORDINATION CHART		
Coordination With		Area of Coordination
Section	Team	
Economics	Food and Agriculture	Movement of food and agriculture products.
	Civilian Supply	Movement of supplies for civilian relief.
	Commerce and Industry	Movement of goods and raw materials. Automotive manufacturing.
	Public Finance	Salaries and wages. Financing. Finance policy.
	Property Control	Transportation property.
	Price Control	Equipment, tires and fuel rationing.
Governmental Controls	Public Safety	Transportation. Security Traffic control. Vetting. Investigating.
	Public Health	Sanitation. Movement of supplies.
	Public Welfare	Movement of relief supplies.
	Public Education	Training programs.
	Labor	Civilian personnel.
	Legal	Legal assistance and advice.
Public Facilities	Public Works and Utilities	Transportation. Construction and maintenance.
	Communications	Transportation. Railroad communications.
Special Functions	Public Information	Transportation. Dissemination of information.
	Displaced Persons	Evacuation programs. Movement of Displaced Persons.
	Arts, Monuments and Archives	Transportation of arts, monuments and archives.

p. Displaced Persons

DISPLACED PERSONS TEAM COORDINATION CHART		
Coordination With		Area of Coordination
Section	Team	
Economics	Civilian Supply	Supply requests: Food, fuel, medical, construction, etc.
	Property Control	Post combat phase: clearance on billeting facilities.
Governmental Controls	Public Safety	Combat phase billeting, liaison with IPs, CIC.
	Special Branch	Technical aid and advice in screening.
	Public Health	Technical aid and advice on sanitation, epidemic control.
	Public Welfare	Problems of institutions, transfer cases.
	Labor	Occupational classification, requests from Labor Team.
Public Facilities	Public Transportation	Transportation requests, movement of DPs/Refugees.
Special Functions	Public Information	Information control, dissemination, public relations.

q. Arts, Monuments and Archives

ARTS, MONUMENTS & ARCHIVES TEAM COORDINATION CHART		
Coordination With		Area of Coordination
Section	Team	
Economics	Food and Agriculture	Archives and records.
	Civilian Supply	Archives and records.
	Commerce and Industry	Archives and records.
	Public Finance	Archives and records.
	Property Control	Restitution, archives and records, property requisition.
	Price Control	Archives and records.
Governmental Controls	Public Safety	Security measures, archives and records.
	Special Branch	Clearance of civilian personnel.
	Public Health	Archives and records.
	Public Welfare	Archives and records.
	Public Education	Collections, archives and records.
	Labor	Procurement of labor needs, archives and records.
	Legal	Restitution, claims, archives and records.
Public Facilities	Public Works and Utilities	Procurement of supplies for emergency restoration, archives and records, repair and rehabilitation of museums.
	Public Communications	Archives and records.
	Public Transportation	Transportation of movable works of art, archives and records.
Special Functions	Public Information	Dissemination of information, archives and records.

APPENDIX XV

FORM FOR A CA/MG
UNIT OPERATION ORDER

CLASSIFICATION

Issuing headquarters

Place of issue

Date and time

Operation Order .....

Charts or maps:

Task organization: List here, when appropriate, the military government units which will comprise the command, together with the names and ranks of commanders.

1. GENERAL SITUATION. Give briefly the general picture so that subordinate commanders will understand the current situation.

   a. Enemy forces. Composition, disposition and location. Add here information concerning the enemy towns and cities in our immediate path, their number and population, the extent to which they have been destroyed, the probable status of utilities, the levels of government located therein, and the probable reaction of the civilian inhabitants.

   b. Friendly forces. Pertinent information of our forces, other than those listed in the task organization, which may have a bearing in the decisions of a subordinate. Be specific in the designation of troop units assigned the mission of assisting military government and the availability of security forces.

2. MISSION. A statement of the task which is to be accomplished. The tasks to be accomplished by military government units will be numerous and varied. They should be set forth in sufficient detail. In addition there should be listed the tactical organizations which will be supported by military government.

   a. List here the general mission. It will be supported by military government directives issued upon this subject heretofore by higher headquarters, and will include such subjects as the imposition of the will of the allies upon the defeated enemy, the restoration and maintainence of law and order, and the fulfillment of the obligation of the occupying forces under international law.

   b. List here the specific missions. They will include such subjects as the establishment of a suitable civil administration, the manner of handling displaced persons and refugees, the prevention and control of civilian epidemic diseases so that they may not spread to our troops, measures taken to prevent civilians from interfering with military operations, and the promotion of security of the occupying forces.

   c. List here the time of departure of the subordinate military government units and the time of taking control of the areas to be overrun by our tactical forces.

3. TASKS FOR SUBORDINATE UNITS. In separate lettered subparagraphs, assign specific tasks to each element of the command charged with the execution of the order. Each subordinate unit must be given a specific task, or tasks, and the location of same must be clear. For instance, one AA Team (specifically named) would be ordered to X, a small city of 18,000 population in our immediate path of advance. There it would be directed to perform all military government functions.

   x. In subparagraph x, give instructions applicable to two or more of the military government units, or to the entire military government command, which are necessary for coordination or the general

conduct of the operation, the repetition of which in other subparagraphs of paragraph 3 would be cumbersome. If the order is not effective upon receipt, indicate effective time in this subparagraph.

4. ADMINISTRATIVE AND LOGISTICAL MATTERS. Instructions to the subordinate units concerning supply, availability of personnel and services, evacuation and traffic details required for the operation, and forms of proclamations, etc., to be posted as applicable. Military government units will need to know where emergency food supplies, water puridication supplies, clothing, shoes, blankets, and medical supplies can be drawn. List here also the availability of transportation in case certain groups or towns must be evacuated. List also the MSR, or MSR's, in order that action can be taken to keep them clear of civilians.

5. COMMAND AND SIGNAL MATTERS.

a. Orders for the employment of means of communication. May refer to standard plan or annex. If a signal annex is not issued, this paragraph may refer to such details as the index to signal operations instructions in effect, restrictions in the use of communications facilities, and the zone to be used. Subordinate units should be instructed regarding units responsible for their communication means, together with the installation and servicing of same. Subordinate units should also be instructed that the military forces will no doubt be utilizing the civilian telephone and/or teletype systems, and therefore their utilization of same will probably be limited.

b. Command posts. Location of group and lower unit command posts. Military government units must select sites for command posts which are in keeping with the duties to be performed therein. Immediately upon the selection of the command post, higher

headquarters should be notified of the exact building used (street and number), and details concerning telephone and/or teletype facilities.

.....
Commander

Annexes: They may include the elaboration on any material which was dealt with only briefly in the body of the order.

Distribution: Normally, each copy of an order is issued complete with all annexes, and they are issued to all units whose actions are affected by information or instructions contained in them.

Authentication: The authentication consists of the word "Official," and the signature and title of the S3.

APPENDIX XVI

EXAMPLES OF CA/MG PROCLAMATION, LAW, ORDINANCE, NOTICE, REGULATION, INSTRUCTION, AND DIRECTION

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1. PROCLAMATION
2. LAW
3. ORDINANCE
4. NOTICE
5. REGULATION
6. INSTRUCTION
7. DIRECTION

MILITARY GOVERNMENT - GERMANY
SUPREME COMMANDER'S AREA OF CONTROL

Proclamation No. 1

To the People of Germany:-

I, General Dwight D. Eisenhower, Supreme Commander, Allied Expeditionary Force, do hereby proclaim as follows:-

I

The Allied Forces serving under my Command have now entered Germany. We come as conquerors, but not as oppressors. In the area of Germany occupied by the forces under my command, we shall obliterate Nazism and German Militarism. We shall overthrow the Nazi rule, dissolve the Nazi Party and abolish the cruel, oppressive and discriminatory laws and institutions which the Party has created. We shall eradicate that German Militarism which has so often disrupted the peace of the world. Military and Party leaders, the Gestapo and other suspected of crimes and atrocities, will be tried, and, if guilty, punished as they deserve.

II

Supreme legislative, judicial and executive authority and powers within the occupied territory are vested in me as Supreme Commander of the Allied Forces and as Military Governor, and the Military Government is established to exercise these powers under my direction. All persons in the occupied territory will obey immediately and without question all the enactments and orders of the Military Government. Military Government Courts will be established for the punishment of offenders. Resistance to the Allied Forces will be ruthlessly stamped out. Other serious offenses will be dealt with severely.

III

All German courts and educational institutions within the occupied territory are suspended. The Volksgerichtshof, the Sondergerichte, the SS Police Courts and other special courts are deprived of authority throughout the occupied territory. Re-opening of the criminal and civil courts and educational institutions will be authorized when conditions permit.

IV

All officials are charged with the duty of remaining at their posts until further orders, and obeying and enforcing all orders or directions of Military Government or the Allied Authorities addressed to the German Government or the German people. This applies also to officials, employees and workers of all public undertakings and utilities and to all other persons engaged in essential work.

DWIGHT D. EISENHOWER,
General,
Supreme Commander,
Allied Expeditionary Force

MILITARY GOVERNMENT - GERMANY
SUPREME COMMANDER'S AREA OF CONTROL

Law No. 51
CURRENCY

ARTICLE I
Allied Military Marks

1. Allied Military Mark Notes of the denominations specified in the Schedule hereto shall be legal tender in the occupied territory of Germany for the payment of any Mark debt.

2. Allied Military Mark Notes will in all respects be equivalent to any other legal tender Mark currency of the same face value.

3. No person shall discriminate between Allied Military Marks and any other legal tender Mark currency of equal face value.

ARTICLE II
Prohibited Transactions

4. Except as authorized by Military Government, 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 Marks.

ARTICLE III
Penalties

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 IV
Effective Date

6. This law shall become effective upon the date of its first promulgation.

BY ORDER OF MILITARY GOVERNMENT

SCHEDULE

Denominations of Allied Military Mark Notes (Marks)	Size (in cm.)	Words and Figures indicating amount and printed in
0.50	6.7 x 7.8	Green
1	6.7 x 7.8	Dark Blue
5	6.7 x 7.8	Reddish Purple
10	6.7 x 11.2	Dark Blue
20	6.7 x 15.6	Red
50	6.7 x 15.6	Dark Blue
100	6.7 x 15.6	Reddish Purple
1,000	6.7 x 15.6	Green

On the face of all notes are printed:

(a) The amount in words--thus: Funfzig Pfennig, Eine Mark, etc. Also the amount in figures--thus: ½ (on the Pf.50 note), (on the M.1 note), etc.

(b) The words "Alliierte Militarbehorde" at the top of the note.

(c) The words "In umlauf gesetzt in Deutschland," "Series 1944", and the serial number of the note. On the notes for M.20, 50, 100, and 1,000, all of these appear twice.

The basic colour of the field on the face of all the notes is light blue; on the back it is reddish brown.

MILITARY GOVERNMENT - GERMANY
SUPREME COMMANDER'S AREA OF CONTROL

Ordinance No 1

CRIMES AND OFFENCES

In order to provide for the security of the Allied Forces and to establish public order throughout the territory occupied by them, it is ordered:-

ARTICLE I
Capital Offences

The following offences are punishable by death or such other penalty as a Military Court may impose:-

(1) Espionage.

(2) Communication with the enemy forces, or except through authorized channels, with any person in enemy territory not occupied by the Allied Forces.

(3) Communication of information which may be dangerous to the security or property of the Allied Forces, or unauthorized possession of such information without promptly reporting it; and unauthorized communication by code or cipher.

(4) Armed attack on or armed resistance to the Allied Forces.

(5) Acting in defiance or contravention of terms imposed by the Allies upon Germany on its defeat or surrender, or of any orders supplementing such terms.

(6) Acts or conduct in support or aid of any nation at war with any of the United Nations, or of the NSDAP or other organization dissolved or declared illegal by the Allied Forces, including publication and circulation of matter printed or written in aid of any thereof, or the possession thereof with intent to publish

or circulate, and the provocative display of flags, uniform, or insignia of any such organization.

(7) Killing or assaulting any member of the Allied Forces.

(8) Falsely pretending to be a member of the Allied Forces.

(9) Unlawful possession or control of any firearm, ammunition, explosive, or other war material or of apparatus or other means for transmitting messages.

(10) Unauthorized use of any firearm or other deadly weapon, ammunition, explosive, or similar war material.

(11) Furthering the escape of any person detained by Allied authority or assisting or concealing any such person after escape.

(12) Assisting any member of the enemy forces to avoid capture.

(13) Interference with transportation or communication or the operation of any public service or utility.

(14) Sabotage of any war material of the Allied Forces or of any installations or property necessary or useful to military operations or the Military Government.

(15) Wilful destruction, removal, interference with, or concealment of, records or archives of any nature, public or private.

(16) Plunder, pillage or looting; robbing or abusing the dead or wounded.

(17) Wilfully interfering with or misleading any member of or person acting under the authority of the Allied Forces in the performance of his duties.

(18) Incitement to or participation in rioting or public disorder.

(19) Stealing, or obtaining by fraud, property of the Allied Forces or any member thereof.

(20) Any other violation of the laws of war or act in aid of the enemy or endangering the security of the Allied Forces.

ARTICLE II

Other Offences

The following offences are punishable by such penalty other than death as a Military Government Court may impose:-

(21) Disobedience of any proclamation, law, ordinance, notice or order of the Military Government or of any representative where a penalty is not expressly imposed or of any German authority issued pursuant to any such order.

(22) Circulating without a permit during curfew which, unless otherwise provided by public notice, shall be sunset to sunrise.

(23) In the coastal area leaving the shore in any vessel or otherwise except as authorized by Allied authority.

(24) Moving any ship or vessel or any aircraft except as authorized by Military Government.

(25) Failure, without authority, to have possession of a valid identity card.

(26) Making, issuing or knowingly having possession of any false permit, identity card or other document of official concern to the Allied Forces; delivery of any such matter, whether false or valid, to any unauthorized person or for an unauthorized purpose.

(27) Counterfeiting or altering any Allied Military Marks or any other currency, coin or stamps or having possession of or uttering any thereof, having reason to believe it to be false or altered; or having possession of or disposing of any property for use for any such purpose.

(28) Inviting or conducting any member of the Allied Forces into a place designated "Off Limits" or "Out of Bounds," or supplying goods or services to such member in any such place.

(29) Bribery, corruption or intimidation of any member of, or person acting under the authority of, the Allied Forces; receiving, or offering to receive, a bribe for non-performance of duty to the Allied Forces.

(30) Obstructing or contravening any announced programme or orders of the Military Government with respect to Allied prisoners of war or nationals of the United Nations in Germany, or assaulting, despoiling or without justification confining or otherwise infringing the rights of such prisoners or nationals.

(31) Unauthorized possession, control or disposition of property belonging to the Allied Forces or to a member of the Allied Forces.

(32) Destruction, concealment, unauthorized possession or disposition of, or interference with, any ship, installation, plant, equipment or other economic asset, or plans or records with respect thereto, required by the Military Government.

(33) Knowingly making any false statement, orally or in writing, to any member of, or person acting under the authority of, the Allied Forces in a matter of official concern; or in any manner defrauding, or refusing to give information required by Military Government.

(34) False assumption of authority from the Allied Forces; wrongful possession or control of any part of an Allied uniform, whether genuine or false.

(35) Defacement or unauthorized removal of written or printed matter posted under authority of Military Government.

(36) Wilful destruction, alteration or concealment of any work of art, monument or other cultural property created by another.

(37) Promoting, aiding or attending any public gathering for which no permit has been granted, unless held for religious purposes or in the exercise of functions authorized by the Allied Forces.

(38) Resisting arrest by a person acting under the authority of the Allied Forces, or escaping from arrest or detention imposed under such authority.

(39) Aiding, or failing to report, any person known to be wanted by the Allied Forces.

(40) Dissemination of any rumor calculated to alarm or excite the people or to undermine the morale of the Allied Forces.

(41) Conduct hostile or disrespectful to the Allied Forces or to any of the United Nations.

(42) Initiating or carrying out any criminal prosecution, disciplinary measure or any other form of punishment or victimization (including boycotting) against any person for cooperating with the Allied Forces or the Military Government.

(43) Acts to the prejudice of good order or of the interests of the Allied Forces or any member thereof.

ARTICLE III
Attempts, Conspiracies

Anyone who attempts to commit, or conspires or agrees with another to commit, any offence, or who advises, assists in, or procures the commission of any offences, or who having knowledge of an alleged offence fails to report it or assists an alleged offender to avoid arrest, shall be punishable as a principal.

ARTICLE IV
Collective Fines

The Burgermeister or other principal representative of any community may be charged and tried as representing the residents thereof with any offence for which such residents or a substantial number thereof are alleged to be collectively responsible, and in the event of his being convicted of such offence in his representative capacity, and collective responsibility being established, a collective fine may be imposed upon the community.

ARTICLE V
Responsibility for Corporate Acts

Every director, official or employee of any incorporated or unincorporated company, society, or association, and every partner or employee of a partnership, who in any such capacity, either alone or jointly with others, causes, directs, urges or votes in favor of an act or omission which constitutes an offence for which the company, society, association or partnership would be triable by a Military Government Court, shall be liable therefor as though such act or omission had been done or made in his individual capacity.

ARTICLE VI
Defences

1. It shall be a good defence to any charge hereunder that the offence charged was an act of legitimate warfare by a person entitled to the status of a combatant.

2. It shall not be a defence to any charge hereunder that the offence charged was committed under orders of any civil or military superior or of any person purporting to act as an official or member of the NSDAP or that the offence was committed under duress.

ARTICLE VII
Definitions

1. The expression "Allied Forces" as used herein and, in the absence of indication to the contrary, in Proclamations, Laws, Ordinances, Notices or Orders of the Military Government, includes persons subject to military, naval, or air force law, or to the jurisdiction of British Naval Courts and who are serving under the command of the Supreme Commander, Allied Expeditionary Force, or of any other Commander of any forces of the United Nations, and any military formation or civilian agency composed in whole or in part of such persons.

2. The expression "enemy forces" includes all persons, whether entitled to belligerent status or not, who are engaged in armed resistance to the Allied Forces.

ARTICLE VIII
Effective Date

This Ordinance shall become effective upon the date of its first promulgation.

BY ORDER OF MILITARY GOVERNMENT

MILITARY GOVERNMENT - GERMANY
SUPREME COMMENDER'S AREA OF CONTROL

NOTICE

SURRENDER OF FIREARMS, AMMUNITION, WEAPONS, CARRIER PIGEONS AND RADIO SENDING EQUIPMENT

ARTICLE I

Notice is hereby given that all firearms, including shotguns, ammunition and explosives, and all other weapons, of any kind, must be surrendered immediately.

To _____

At _____

ARTICLE II

Notice is hereby given that all wireless transmission sets and parts and accessories thereof must be surrendered immediately.

To _____

At _____

ARTICLE III

Notice is hereby given that all carrier pigeons must be surrendered immediately.

To _____

At _____

ARTICLE IV

Violations of these Orders are punishable by death or imprisonment.

BY ORDER OF MILITARY GOVERNMENT

MILITARY GOVERNMENT - GERMANY
SUPREME COMMANDER'S AREA OF CONTROL

NOTICE

CURFEW

Until further notice no person within the occupied territory will be permitted to circulate on the streets or outside his own house without a permit of Military Government, 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 persons seen outside their houses after hours who attempt to hide or escape.

BY ORDER OF MILITARY GOVERNMENT

MILITARY GOVERNMENT - GERMANY
SUPREME COMMANDER'S AREA OF CONTROL

INFORMATION CONTROL REGULATION NO. 1

Control of Publications, Radio Broadcasting, Films, Theaters and Music

1. This regulation sets forth the conditions under which certain of the activities prohibited by Law No. 191 Amended (1) may take place.

2. No person shall conduct any of the following activities except under a license granted to him by Military Government and in accordance with the provisions of such license and Military Government Regulations and Instructions:

(a) Publishing of newspapers, magazines, periodicals, books, posters, pamphlets, printed music and other publications.

(b) Operation of a news service, news or photographic agency, radio broadcasting or television station or system, wired radio transmission or audiofrequency distribution system.

(c) Production of a film or sound recording, or the production or presentation of any play, concert, opera, fair, circus, carnival or other performance using actors or musicians.

3. Any person who complies with the conditions in Section 4 of this Regulation, and who is not otherwise prohibited by Military Government, is hereby granted permission to conduct the following activities:

(a) Distributing, selling or lending commercial newspapers, magazines, periodicals, books, pamphlets, posters, printed music and other publications.

(b) Printing of newspapers, magazines, periodicals, books, posters, pamphlets, printed music and other publications for licensed publishers thereof.

(c) Providing to licensed producers the facilities of theaters, concert halls, opera houses, outdoor stadia and other places of public entertainment.

(d) Distributing or exhibiting approved films, provided that a Film Exhibition Certificate is annexed to each print distributed or exhibited, and that, in the case of a distributor, he has been approved by a District Information Control Unit.

(e) Processing or printing of motion picture film obtained from licensed film producers.

(f) Distributing, selling or lending commercial sound recordings.

4. No person shall conduct any activity listed in Section 3 of this Regulation except under the following conditions.

(a) He shall first have registered at the office of the Military Government in such form and under such conditions as may be prescribed.

(b) He shall adhere strictly to all Regulations and Instructions issued.

(c) The producers and publishers concerned are duly licensed or, in the case of publications and sound recordings produced prior to the promulgation of this Regulation, such material does not fall within any category the preparation, distribution or sale of which is prohibited by Military Government Regulation or Instruction.

5. Music may be presented without licensing or without registration where it is incidental to a religious service. Instrumental music may be presented without licensing or without registration when it is incidental to an activity clearly nonmusical in character, such as the sale of food or beverages in restaurants, cafes and inns, or the presentation of spoken drama by a theatrical producer who has been duly licensed by Military Government, provided that all such music is in keeping with Military Government Regulations and Instructions.

6. For the purpose of this Regulation the term "person" shall mean any natrual person or collective persons and any juristic person under public or private law and any government, including all political subdivisions, public corporations, agencies and instrumentalities thereof.

7. Any person violating any of the provisions of this Regulation shall, upon conviction by Military Government Court, be liable to any lawful punishment the court may determine.

8. This regulation shall become effective upon the date of its first promulgation.

BY ORDER OF MILITARY GOVERNMENT

MILITARY GOVERNMENT - GERMANY
SUPREME COMMANDER'S AREA OF CONTROL

DIRECTIONS TO OBERSTAATSANWALT AT LANDGERICHT

To . . . . . at . . . . . .

1. You are hereby authorized and required to perform the duties of Oberstaatsanwalt at the Landgericht at . . . . . Before commencing duties you are required to attend at the Military Government Office and to take the oath as set out in Military Government Law No. 2. Within the sphere of your administrative duties you will be governed by the said Law No. 2 by the following instructions and such other instructions as may be issued by the Military Government. You will also be guided by such instructions as may be issued to Judges and will act in conformity therewith.

2. You will submit, as soon as possible, a list of all prosecutors, officials and other personnel whom you recommend for employment in the Staatanwaltschaft, showing names, addresses, positions, duties and salaries and you will forward a Fragebogen completed in triplicate by each such person. You will forward like information with respect to any future employees at least seven days before they are to assume their duties. Forms for this purpose are attached.

3. You will, as soon as possible, after consulting with the President of the Landgericht regarding the courts to be reopened, submit a similar list and completed Fragebogen of all persons you recommend for employment in any Antsanwaltschaft. You are at liberty to recommend the transfer to other courts of any personnel who may have been provisionally appointed in any Antsanwaltschaft by Military Government if you consider it desirable, giving the reasons for such recommendations. In cases where you consider any person unsuitable you will so report giving your reasons and your recommendations.

4. You will certify when forwarding any Fragebogen to Military Government that the facts there stated are to the best of your knowledge and belief, true and complete.

5. You will be responsible to Military Government for the proper performance of their functions by all persons under your supervision and control and for the compliance

by them with all Military Government orders and instructions. You will ensure that they are familiar with such orders and instructions.

6. Until the Generalstaatsanwalt at the Oberlandesgericht is able to resume control you will be responsible for exercising, within the area of your Landgoricht, the functions with regard to the supervision and administration of penal institutions.

7. You will submit a fortnightly report to Military Government of all cases reported to or investigated by the Staatsanwaltschaft and not brought to trial. This report will be in the form of the Appendix attached.

BY ORDER OF MILITARY GOVERNMENT