APPENDIX A

REFERENCES

AR 1-75  Administrative Support of MAAG, JUSMAG, and Similar Activities.
AR 10-17  U.S. Army Intelligence Command.
(C) AR 10-122  United States Army Security Agency (U).
AR 56-355  Military Traffic Management Regulations.
(C) AR 105-87  Electronic Warfare (U).
AR 320-5  Dictionary of United States Army Terms.
AR 320-50  Authorized Abbreviations and Brevity Codes.
AR 345-5  Personnel Management; Personnel Records.
AR 380-200  Armed Forces Censorship.
AR 381-115  Counterintelligence Investigative Agencies.
(C) AR 381-205  Procedures Facilitating Intelligence Exploitation of Captured Enemy Personnel (U).
(C) AR 515-1  Army Cold War Activities (U).
AR 551-50  Foreign Nationals, Training of Foreign Personnel by the United States Army.
AR 633-50  Prisoners of War; Administration, Employment, and Compensation.
AR 633-51  Civilian Internees Administration, Employment, and Compensation.
AR 735-35  Supply Procedures for TOE Units and TDA Units or Activities.
AR 750-8  Command Maintenance Management Inspections (CMMI).
FM 1-5  Aviation Company.
FM 1-15  Divisional Aviation Battalion and Group.
FM 1-100  Army Aviation Utilization.
FM 1-105  Army Aviation Techniques and Procedures.
FM 1-110  Armed Helicopter Employment.
FM 3-10  Employment of Chemical and Biological Agents.
(S) FM 3-10A  Employment of Biological Agents (U).
(C) FM 3-10B  Employment of Chemical Agents (U).
FM 3-12  Operational Aspects of Radiological Defense.
FM 3-50  Chemical Smoke Generator Units and Smoke Operations.
FM 3-85  Chemical Service Units.
FM 5-1  Engineer Troop Organizations and Operations.
FM 5-15  Field Fortifications.
FM 5-25  Explosives and Demolitions.
FM 5-31  Boobytraps.
FM 5-135  Engineer Battalion, Armored, Infantry and Infantry (Mechanized) Divisions.
FM 5-136  Engineer Battalion, Airborne Division.
FM 5-142  Nondivisional Engineer Combat Units.
Engineer Construction and Construction-Support Units.

Field Artillery Tactics.

Field Artillery Techniques.

Field Artillery Target Acquisition.

Field Artillery Cannon, Battalions and Batteries.

Radar Set AN/MPQ-4A.

Radar Set AN/TPS-25A.

Rifle Company—Infantry, Airborne, and Mechanized.

Rifle Platoon and Squads—Infantry, Airborne, and Mechanized.

Infantry, Airborne Infantry, and Mechanized Infantry Battalions.

Infantry, Airborne, and Mechanized Division Brigades.

Medical Service Units, Theater of Operations.

Medical Service, Theater of Operations.

Division Medical Service, Infantry, Airborne, Mechanized and Armored Divisions.

Medical Service Field Army.

Transportation of the Sick and Wounded.

Army Medical Service Planning Guide.

Ammunition Service in the Theater of Operations.

Maintenance Battalion: Division Support Command.

Air Delivery of Supplies and Equipment in the Field Army.

Supply and Transport Battalion, Division Support Command.

Signal Battalion, Armored Infantry, and Infantry (Mechanized) Divisions.

Signal Battalion, Airborne Division.

Adjutant General Operations in the Field Army.

Administration Company, Airborne, Armored, Infantry and Mechanized Divisions.

The Marching Band.

The Chaplain.

Armor Operations.

Tank Units, Platoon, Company, and Battalion.

Divisional Armored and Air Cavalry Units.

The Armored Cavalry Regiment.

Military Police Support, Army Divisions and Separate Brigades.

Military Police Support in the Field Army.

Military Police Support in the Communication Zone.

The Military Policeman.

Civil Disturbances and Disasters.

Military Police Investigations.

Military Police Traffic Control.

Physical Security.

Enemy Prisoners of War and Civilian Internness.

Military Dog Training and Employment.

Landmine Warfare.

Combat Flame Operations.

Battlefield Illumination.

Military Training Management.

Techniques of Military Instruction.

Military Sanitation.
First Aid for Soldiers.

Foot Marches.

Physical Training.

Map Reading.

Military Symbols.

Chemical, Biological, and Nuclear Defense.

Soldier's Handbook for Defense Against Chemical and Biological Operations and Nuclear Warfare.

Chemical, Biological, and Radiological (CBR), and Nuclear Defense Training Exercises.

Ranger Training and Ranger Operations.

Visual Signals.

Combat Training of the Individual Soldier and Patrolling.

Survival, Evasion and Escape.

Joint World-Wide Evasion and Escape (U).

Military Leadership.

Technique of Fire of the Rifle Squad and Tactical Application.

Antipersonnel Mines M18A1 and M18 (Claymore).

Tactical Communication Doctrine.

Field Radio Techniques.

Field Wire and Field Cable Techniques.

The Law of Land Warfare.

Direct Support Supply and Service in the Field Army.

Supply Management in the Field Army.

Maintenance Operations in the Field Army.

General Support Supply and Service in the Field Army.

Combat Intelligence.

Terrain Intelligence.

Intelligence Interrogation (U).

Technical Intelligence.

Counterintelligence Operations, Intelligence Corps, U.S. Army (U).

Intelligence Collection Operations, Intelligence Corps, USA (U).

Armed Forces Censorship.

Stability Operations, Intelligence (U) (to be published).

Stability Operations, Intelligence Collection (U) (to be published).

Barriers and Denial Operations.

Army Forces in Amphibious Operations (The Army Landing Force).

Battle Group Landing Team (Amphibious).

Counterguerrilla Operations.

Infantry Long-Range Patrol Company.

Special Forces Operational Techniques.

Special Forces Techniques (U).

Special Forces Operations.

Special Forces Operations (U).

Desert Operations.

Jungle Training and Operations.

Tactical Cover and Deception (U).

Combat in Fortified and Built-Up Areas.

River-Crossing Operations.

Basic Cold Weather Manual.
Northern Operations.
Mountain Operations.
Communications Security (U).
United States Army Security Agency in Support of a Field Army (U).
Psychological Operations—Techniques and Procedures.
Joint Manual for Civil Affairs.
Civil Affairs Operations.
The Logistical Command.
The Division Support Command.
Field Army Support Command.
The Support Brigade.
Transportation Services in Theaters of Operations.
Transportation Reference Data.
Transportation Railway Supervisory Units.
Motor Transportation Operations and Motor Transport Units.
Aircraft Maintenance Services and Units in the Field Army.
Army Aviation Transport Services and Units in the Field Army.
Transportation Boat Operations.
Army Forces in Joint Airborne Operations.
Airmobile Operations.
Pathfinder Operations.
The Division.
Doctrinal Guidance (U).
Field Service Regulations—Operations.
Combat Service Support.
Field Service Regulations—Larger Units.
Field Service Regulations— Internal Defense and Internal Development Operations (U).
Tactical Air Support of Land Forces (to be published).
Staff Officers' Field Manual: Staff Organization and Procedure.
Staff Officers' Field Manual—Organization, Technical, and Logistical Data—Unclassified Data.
Staff Officers' Field Manual; Nuclear Weapons Employment.
Employment of Riot Control Agents, Flame, Smoke, and Herbicides in Counterguerrilla Operations.
Tactical Operations Centers.
Pile Construction.
Foreign Mine Warfare Equipment.
Pits and Quarries.
Paving and Surfacing Operations.
Logging and Sawmill Operations.
Railroad Construction.
Military Entomology Operational Handbook.
Refuse Collection and Disposal: Repairs and Utilities.
Field Water Supply.
Engineer Foundry Practices.
<table>
<thead>
<tr>
<th>Document Reference</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>TM 5-742</td>
<td>Concrete and Masonry.</td>
</tr>
<tr>
<td>TM 5-766</td>
<td>Electric Power Generation in the Field.</td>
</tr>
<tr>
<td>TM 9-1345-200</td>
<td>Land Mines.</td>
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<tr>
<td>TM 9-1375-200</td>
<td>Demolition Materials.</td>
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<tr>
<td>TM 21-300</td>
<td>Driver Selection and Training (Wheeled Vehicles).</td>
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<tr>
<td>TM 38-750</td>
<td>Army Equipment Record Procedures.</td>
</tr>
<tr>
<td>TM 57-210</td>
<td>Air Movement of Troops and Equipment.</td>
</tr>
<tr>
<td>TOE 33-500</td>
<td>Psychological Operations Organization.</td>
</tr>
<tr>
<td>TOE 41-201</td>
<td>HHC Civil Affairs Brigade (when published).</td>
</tr>
<tr>
<td>TOE 41-500</td>
<td>Civil Affairs Organization.</td>
</tr>
<tr>
<td>DA Pam 21-71</td>
<td>The U.S. Fighting Man's Code.</td>
</tr>
<tr>
<td>DA Pam 21-81</td>
<td>Individual Training in Collecting and Reporting Military Information.</td>
</tr>
<tr>
<td>DA Pam 27-1</td>
<td>Treaties Governing Land Warfare.</td>
</tr>
<tr>
<td>(S) DA Pam 71-3</td>
<td>Combat Development ABA Armies’s Operational Concept 1966–70 (U).</td>
</tr>
<tr>
<td>DA Pam 108-1</td>
<td>Index of Army Films, Transparencies, GTA Charts, and Recordings.</td>
</tr>
<tr>
<td>DA Pam 310-Series</td>
<td>Military Publications Indexes.</td>
</tr>
<tr>
<td>DA Pam 750-1</td>
<td>Preventive Maintenance Guide for Commanders.</td>
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APPENDIX B

FORMAT FOR TYPE U.S. /HC STABILITY OPERATIONS PLAN

(CLASSIFICATION)

COPY NO ____________

ISSUING HEADQUARTERS

DATE TIME GROUP


References: A listing of policy regulations, concepts, decrees, and other pertinent plans, maps, and charts which relate to stability operations.

1. SITUATION

   a. General. State plan objective and scope, policy statements, and considerations affecting formulation of the plan.

   b. Directive. Provide a resume of data contained in the U.S./HC internal defense and internal development plan which are pertinent to the plan.

   c. Insurgent forces. State here all information of insurgent military forces and infrastructure which may directly affect stability operations planning. Such information as unit identification, organizational concepts, major activities, outside support, leadership, morale, and political ideologies should be included.

   d. Friendly forces.

      (1) Military. State here information of U.S., HC, and Allied military forces (armed, paramilitary, and irregular) which may directly affect the U.S./HC internal defense and internal development plan. Such information as major units and their deployment, strengths and vulnerabilities, and evaluation of capabilities to perform stability operations missions should be included.

      (2) Civil. State here all information of U.S., HC, and Allied official civilian departments and agencies which may play an active role in internal defense and internal development as they affect stability operations. Such information as agency designation, mission and responsibilities, location, and present and future potential in supporting stability operations should be included.

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(3) Public and private. State here all information of U. S., HC, and Allied public and private organizations willing and capable of providing assistance in both the internal defense and internal development aspects of stability operations. Religious organizations, professional societies, industrial firms, and women's and youth groups are examples. Such information as size of membership, influence exerted in community, resources, and capabilities should be included.

e. Operational factors.

(1) Weather and terrain. State major characteristics and significance.

(2) Population. State here information of population groups which may directly affect stability operations. Such information as loyalty to the government, susceptibility to insurgent domination, attitudes, and desires (group objectives) should be included.

2. MISSION

A clear, concise statement of tasks to be accomplished to include who, what, when, where, and why.

3. EXECUTION

a. Concept of operation; overall objectives and phasing; new national policy; judicial matters; establishment of the main programs to include relationships; use of foreign assistance; orientation of forces; initiation and disposition of area studies and field surveys; establishment of procedures for planning groups; channels of communication and liaison; considerations affecting intelligence and psychological/information programs; monitoring agencies and procedures.

b. Army. Main missions and priorities.

c. Air Force. Main missions and priorities.

d. Navy. Main missions and priorities.

e. Paramilitary forces. Main missions and priorities.

f. Irregular forces. Main missions and priorities.

g. Police. Main missions and priorities.

h. Official civil agencies. Main missions and priorities.

i. Other assets and capabilities. Main missions and priorities.

j. Coordinating instructions.

(CLASSIFICATION)
4. ADMINISTRATION AND LOGISTICS
Major matters affecting the outcome of the stability operations program.

5. COMMAND AND SIGNAL
   Direction; command relationships; coordination of communications capabilities.
   a. Command.
   b. Signal.

Appendixes:
1. Advisory Assistance (omitted)
2. Civil Affairs
3. PSYOP
4. Intelligence (omitted)
5. Populace and Resources Control
6. Tactical Operations
   (Note. For further guidance on operational plans, see FM 101-5.)
Appendix 2 (Civil Affairs) to Stability Operations Plan
Organization: If the civil affairs organization is too cumbersome to be listed in body of the stability operations plan, list it here.

1. SITUATION

See basic stability operations plan. Include information which is pertinent to civil affairs operations.

2. MISSION

Write here a clear and concise statement of the mission and objectives to be accomplished by civil affairs operations in order to give maximum support to the accomplishment of the overall objectives of the stability operations plan.

3. EXECUTION

a. Concept of operation. In this subparagraph, give the concept of the civil affairs operations to be conducted. This includes the development and phasing of the following:

(1) Prevention of civilian interference with tactical and logistical operations.
(2) Support for the functions of government for the civilian population.
(3) Community relations of the military forces.
(4) Military civic action.
(5) Military participation in populace and resources control.
(6) Military support of civil defense.
(7) PSYOP of a consolidation nature.

b. Phase I.

(1) Tasks.

(2) Concept. This paragraph will contain a specific statement of concept to include priorities of forces and operations; organization, training, and indoctrination of forces; and goals or objectives to be accomplished.

c. Phase II. Cite information as contained in paragraph 3b, above,
for this and subsequent phases. Provide a separate phase for each civil affairs activity applicable in paragraph 3a.

d. Coordinating instructions.

(1) In the absence of specific policy, principles for the conduct of civil affairs operations set forth in FM 31-22, FM 31-73, FM 41-5 FM 41-10, FM 100-5, and FM 100-20 may be employed initially to plan for the conduct of civil affairs operations and activities.

(2) Coordination of civil affairs operations is developed among U.S./HC and Allied civilian and military organizations at the adjacent and next higher level. Report locations and primary points of contact of all coordination.

(3) Commanders exercising authority for advice or assistance for civil affairs matters will establish and maintain checklists dealing with matters of policy to insure compliance.

(4) Normal command channels will be utilized on all civil affairs matters which affect policy, tactical operations, or security of troops.

4. ADMINISTRATION AND LOGISTICS

a. National internal defense and internal development plan.

b. Civilian relief.

(1) Cite information pertaining to allowances and amounts of supplies to be carried by each type of unit. (Normally of Class I and II variety.)

(2) Medical supply and assistance allocations per unit.

(3) Civilian agencies, with advice from civil affair organizations, will distribute relief supplies.

c. Governmental.

(1) Governmental affairs. Commanders and advisors will utilize, insofar as possible, local governmental agencies and functionaries. Politically compromised or insurgent appointed officials will be reported, subverted, or removed.

(2) Public order and safety. Commanders and advisors will utilize, consistent with security limitations, existing public safety organizations in coordination with recognized civil and military authorities.

d. Economic.

(1) Commerce and industry. Encourage local production of items essential to prevent disease and unrest, and other production for military use dependent upon the availability of raw materials and labor.

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(2) Food and agriculture. Provide maximum practical military assistance to agricultural production with control and supervision through HC civil officials. Utilization of food production and processing facilities, including local procurement of food supplies for military use, will be avoided when such use or procurement depletes or reduces local supplies and capabilities to the extent that U.S. support becomes necessary.

(3) Price control and rationing. Observe price control and rationing systems in effect. If not in effect, fair price lists should be established.

(4) Property protection.
   (a) Identification and determination of ownership of property will be accomplished in accordance with HC statutes.
   (b) Military use of public or private property will be coordinated with local civil authorities.
   (c) Procedures to prevent removal or destruction of public and private property will be instituted.

(5) Finance. Commanders and advisors will develop policies and establish safeguards in conjunction with HC civil authorities, to prevent acquisition of public funds by hostile forces and protect value of currency by preventing unauthorized practices.

(6) Civilian supply.
   (a) Set forth in this paragraph the extent to which U.S./HC supplies may be made available for civilian use during mobile or fluid tactical situations; i.e., limited to supplies necessary for prevention and mitigation of disease, starvation, and unrest.
   (b) Policy and coordination requirements for assisting civil authorities in controlling local organizations administering and distributing relief supplies.
   (c) Provision for administration and control of relief contributions and personnel from other than local sources in accordance with national policy.

(7) Labor. Commanders will respect local laws and regulations; coordinate labor requirements with local authorities; and encourage establishment of labor and wage control boards or committees.

e. Sociological.
   (1) Public health. Commanders and senior advisors will take steps necessary to protect the health of military forces; prevent
suffering and distress; and assist civil authorities in public health matters.

(2) Public welfare. Control and supervision of local welfare agencies will be coordinated with civil authorities. Insure coordination of civic action projects performed or assisted by armed forces.

(3) Public education. Establishment or re-establishment of schools will be supported by military forces. Encourage or conduct civic action projects which improve facilities and administration of education.

(4) Public works and utilities.
   (a) Statement of policy concerning extent of use by armed forces.
   (b) Facilities utilized for military operations will be improved, repaired, or constructed. Insure maintenance after facilities are turned over to HC personnel.
   (c) Rehabilitation or repairs during strike operations will be limited to that necessary to prevent disease or unrest.

(5) Public transportation.
   (a) Maximum military assistance will be afforded in rehabilitation and implementation of public transportation facilities essential for military purposes.
   (b) Military utilization will be established, where appropriate, by agreement.
   (c) Military transportation will be provided for augmentation as available and commensurate with the tactical situation.

(6) Public communications.
   (a) Strike operations will be given priority use of communications.
   (b) Communications controls will be coordinated with HC authorities for security and safety precautions.

(7) Displaced persons, evacuees, and refugees.
   (a) To maximum extent possible, control, processing, and handling of DP, refugees, and evacuees will be accomplished by HC personnel.
   (b) As a minimum, standards for processing these personnel will be those required to prevent disease and unrest.
   (c) Efforts of charity, nonprofit, and volunteer organizations will be coordinated with military efforts.

(8) Civil information. Civil affairs organizations will coordinate public information activities in conjunction with U.S./HC
and Allied military PSYOP, utilizing civilian facilities and civil officials.

(9) Arts, monuments, and archives.
   (a) Maximum protection will be given to arts, monuments, and archives consistent with the military mission.
   (b) Care and preservation is a HC responsibility but commanders may assist where possible.
   (c) Commanders and senior advisors will enforce measures safeguarding cultural centers or objects.

(10) Cultural relations.
   (a) Maximum respect for customs, traditions, and desires of the civilian population will be shown, consistent with military operations.
   (b) Use of temples, churches, and religious institutions for military purposes is prohibited.
   (c) Matters pertinent to religious welfare of civilian communities will be coordinated with chaplains.

f. Miscellaneous. Cite information as to any special instructions or procedures not covered above.

5. COMMAND AND SIGNAL

Concise instructions relating to each of the following, when not otherwise covered.

a. Command posts. Location of command posts.

b. Signal communication.
   (1) General.
      (a) Responsibility for establishing signal circuits.
      (b) Authorization for direct communication.
   (2) Radio.
      (a) Radio nets.
      (b) Limitations on radio communications.

c. Reports. Instructions for submission of periodic civil affairs reports and summaries.
D. Resettlement Program
E. Legislative Support (Governmental)
F. Food Administration Program
G. Logistics
Appendix 3 (PSYOP) to Stability Operations Plan

References:

Organization: If the PSYOP organization is too cumbersome to be listed in the body of the plan, list it here.

1. SITUATION
   Information of the general overall situation that will help subordinates understand the current situation.
   a. Insurgent forces. Include the military, sociological, political, and economic background information required for PSYOP; basic ideological strengths and weaknesses; psychological factors favorable or unfavorable to the accomplishment of the mission; target audiences and vulnerabilities.
   b. Friendly forces. PSYOP means other than those available within the command or on call from other military commands. This includes appropriate nonmilitary informational agencies within the area of responsibility. It also includes PSYOP which may affect the operations of the issuing command.
   c. Attachments and detachments. List here the PSYOP units attached from the issuing unit together with the times they are effective.

2. MISSION
   Write here a clear and concise statement of the mission and objectives to be accomplished by PSYOP in order to give maximum support to the accomplishment of the overall mission of the command. (The objectives and rationale may be lengthy and placed in an appendix.)

3. EXECUTION
   a. Concept of operation. In this subparagraph give the concept of the PSYOP. This includes the development and phasing of the operation.
   b. In separate lettered subparagraphs give the specific duties of each subordinate unit charged with the accomplishment of a PSYOP objective.
   c. In the last subparagraph of paragraph 3, give the details of

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coordination and control measures applicable to two or more units of the command which are necessary for coordination or general conduct of operations and particular policy guidance on the subject. Included in this subparagraph would be themes to be avoided and themes to be stressed, and specific items which the commander desired to emphasize. Normally, references are made to the tasks concerning guidance and themes.

4. ADMINISTRATION AND LOGISTICS
Instructions concerning administrative matters, including logistical arrangements for the conduct of operations. Any requirements for special reports are included here.

5. COMMAND AND SIGNAL

b. Signal. Usually, reference is made to the current Signal Operation Instructions (SOI) in effect, and any special instructions relating to signal communications are included in this subparagraph; such as frequency allocation for radio broadcasting operations or for tactical communications.

TABS: (omitted)
A. Target Audiences
B. Themes
C. Operational Guidance for PSYOP Personnel
D. Evaluation of Effectiveness
Appendix 5 (Populace and Resources Control) to Stability Operations Plan

References:

Organization: State here those police and other organizations whose primary mission is populace and resources control.

1. SITUATION
   a. General. Outline the general situation from the national and community standpoints to include significant characteristics of the population directly contributing to the internal security problem (making references to intelligence estimates and other documents as necessary). Analyze the resources and materiel situation confronting the population and the insurgent. State present government policy and efforts in the field of internal security and results of these efforts to include emergency legislation or decrees already enacted or potential for such legislative support.
   b. Insurgent forces. Outline the general insurgent situation to include organization, type of warfare, political orientation, outside support, operations, leadership, and similar matters. Include a detailed summary of the nature and functions of the insurgent apparatus within the nation to include a delineation of specific targets if possible. Summarize in detail the nature and functions of the supporting linkage between the population and the insurgent to include a delineation of targets. Refer to intelligence estimates and other documents as necessary.
   c. Friendly forces. List information concerning all major elements (to include armed force, police, paramilitary, and civilian) concerned with security. Make reference to other plans (military campaign, intelligence, PYSOP, and civil affairs) to include objectives and phasing of each. Refer to estimates, studies, and other documentation as required.

2. MISSION
   Write here a clear, concise statement of the populace and resources control mission and objectives.

3. EXECUTION
   a. State here the concept for execution of the populace and resources control program. Concept should be comprehensive to include
priorities and areas; timing; phasing and scope of operations; and organization, training, and indoctrination of forces to be used in the program. Statement of forces should include primary forces (police) and secondary forces (paramilitary) to be used and to what extent armed forces will participate in the program. Concept should contain a statement concerning integration of this program with the overall internal defense and internal development program. Intelligence and PSYOP programs will be emphasized to include the phasing-in of these programs with other aspects of security, special systems of operations (amnesty and rehabilitation, resettlement, and village defense) to include significance of the overall program.

b. Phase I.
(1) Tasks.
(2) Concept. This will be a specific statement of concept to include priorities of forces and operations; organization, training, and indoctrination of forces; and goals or objectives to be accomplished.

c. Phase II. Cite information as contained in paragraph 3b, above, for this and subsequent phases. Provide a separate phase for each populace and resources control program as suggested in example below:

Phase I: Preparatory actions.
Phase II: Initiation of control actions.
Phase III: Intensification of controls.
Phase IV: Relinquishment of controls.

d. Coordinating instructions. This will consist of instructions applicable to two or more phases of the plan or multiple elements of the force involved. Reference will be made to coordination with other internal defense and internal development programs.

4. ADMINISTRATION AND LOGISTICS

This will consist of brief, broad statements of logistic information or instructions applicable to the populace and resources control program. This may be issued separately or reference made to other logistic documents as necessary. Some suggested subparagraphs under this heading are:

a. Supply and maintenance of forces involved.

b. Support of civil agencies within the population.

c. Support of specified major projects within the program (e.g., food control, resettlement, village defense).
5. COMMAND AND SIGNAL

a. Command. State generally the command arrangement for the entire program and any special portion thereof. Indicate legal/legislative basis for command authority where necessary. State establishment and use of Area Coordination Centers and civil/military committees.

b. Signal. Plan of communications with special reference to integration of all (armed forces, paramilitary, police, and civil) communications means. Include time zones to be used and liaison instructions as appropriate.

TABS: (omitted)

A. Intelligence
B. PSYOP
C. Amnesty and Rehabilitation System
D. Resettlement Program
E. Village Defense Program
F. Paramilitary
G. Legislative Support
H. Border Denial
I. Food Control Program
J. Logistics
K. Communications
L. Lines of Communication Security
M. Customs and Imports Control Program
Appendix 6 (Tactical Operations Plan) to the Stability Operations Plan

References:

Organization: List all armed, paramilitary, and other forces which are designated as internal defense forces. Organizations and strengths should be shown if necessary. Civil and other police support contributing directly to the effort should be made a part of this listing.

1. SITUATION

a. Insurgent forces. Outline the general insurgency situation to include organizations, type of warfare, political orientation, leadership, outside support, operations, and other matters. Include a detailed summary of the tactical elements of the insurgency as to reinforcements, support, efficiency, and other information. Make reference to intelligence estimates, studies, and other relevant materials.

b. Friendly forces. List information concerning all major force elements to include aid from other nations which contribute directly to the effort. Make reference to other plans (advisory assistance, populace and resources control, intelligence, PSYOP, and civil affairs) to include objectives and major phasing of each. Refer to estimates, studies, and other relevant documents as necessary. Indicate legal basis of authority such as martial law.

c. Assumptions. State here assumptions applicable to the plan as a whole with emphasis on direct relationships (and/or overlapping) with the internal defense program, and those particularly applicable to the national internal defense plan.

2. MISSION

State the mission clearly and concisely.

3. EXECUTION

a. State the broad concept for employment of the force as a whole. Concept will be comprehensive and will include priorities (with regard to forces and areas of operations); timing; phasing; and scope of operations, to include organization, training, and employment of forces for the conduct of the consolidation, strike, and remote area campaigns.
b. Phase I.
   (1) Tasks.
   (2) Concept. This will be comprehensive and will include priorities
       (with regard to forces and operations); timing; phasing;
       and scope of operations to include organization, training,
       and employment of forces; scheme of maneuver; and civic
       action programs.
   (3) Forces required:
       (a) Army.
       (b) Navy.
       (c) Air force.
       (d) Other.

c. Phase II. Cite information as stated in paragraph b, above, for this
   and subsequent phases. Where applicable, include the following
   steps in each campaign as suggested below:
   (1) Preparatory actions.
   (2) Initiation of counteraction.
   (3) Assumption of the offensive.
   (4) Destruction of the insurgent.
   (5) Reconstruction.

d. Coordinating instructions. This will consist of instructions applying
   to two or more elements of the plan or multiple elements of the
   overall internal defense force.

4. ADMINISTRATION AND LOGISTICS

Brief, broad statements of logistic information or instructions appli-
icable to each campaign will be provided under the following sub-
paragraphs as appropriate. Include logistics requirements for civic
action programs.

a. Supply aspects.

b. Maintenance and modification.

c. Medical service.

d. Transportation.

e. Base development.

f. Personnel.

g. Allied military assistance.

h. Administrative management.

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5. COMMAND AND SIGNAL
   a. Command. State generally the command arrangement for each separate campaign or portions thereof. Indicate any shifts in command contemplated during campaigns to include time of expected shift.
   b. Signal. Plan of communications. Refer to standard plan or other communications documents as necessary. Include time zones to be used and liaison instructions as appropriate.

TABS: (omitted)
   A. Consolidation Campaign
   B. Strike Campaign
   C. Remote Area Campaign
APPENDIX C
FORMA FOR TYPE NATIONAL INTERNAL DEFENSE
AND INTERNAL DEVELOPMENT
ESTIMATE OF THE SITUATION

INTERNAL DEFENSE AND INTERNAL DEVELOPMENT
ESTIMATE OF THE SITUATION

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DATE TIME GROUP

Internal Defense and Internal Development Estimate of the Situation

References: Maps, charts, and relevant documents.

1. MISSION
(Example) Counter and neutralize latent/incipient/active insurgency
in the nation, establishing effective internal defense.

2. THE SITUATION AND COURSES OF ACTION
a. Considerations affecting possible courses of action. Determine and
analyze those factors which will influence the choice of action as
well as those which will affect the capabilities of the insurgent.
Consider each of the following factors involved and include under
each a statement of each fact or assumption and a deduction of
its probable influence on insurgent or friendly actions.

(1) Characteristics of the area of operation. Significant data on
the Area Assessment to include:

(a) Geography. General nature of the terrain under consideration
as an area of operations for insurgent and internal defense
forces to include terrain barriers, degree of assessibility of
various sectors, possible safe areas and sanctuaries, critical
border areas, routes of supply and reinforcement; cover and
concealment; obstacles to movement; effect of terrain on
employment of artillery; air support; chemical and biological
weapons; effects of terrain on radiating devices (communications
and surveillance devices), and determination of key
terrain features.

(b) Climate. Key aspects with regard to present or potential in-
ternal development programs and internal defense tactical
operations.

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(c) Economy. Critical aspects from an insurgency point of view to include:
1. Agriculture.
2. Raw material base.
3. Commerce and industry.
4. Finance.
5. Transportation and telecommunications.
7. Capital.

(d) Sociology. Critical aspects from an insurgency and government point of view to include:
1. Government policy.
2. Existing and programmed sociological development measures.
3. Priorities with regard to:
   a. Food supply.
   b. Education.
   c. Health and sanitation.
   d. Social welfare.

(e) Politics.
1. Existing and programmed political development measures.
2. Existing or potential political support for government programs.
3. Priorities with regard to:
   a. Public political allegiance and good will.
   b. Political system to include electoral procedures.
   c. International problems and foreign relations.
   d. Intelligence, security, and information.
   e. Public administration.

(2) Insurgency situation. National analysis of latent, incipient, or active insurgency generally follows standard intelligence procedure; however, special care is taken in identifying the movement to isolate the elements of the movement from one another and the general body of the population. Particular attention is directed to the nature and extent of support of the insurgency from sources outside the nation. Typical factors in the analysis of an insurgency are:

(a) Disposition.

(b) Composition.
1. Identification.
2. Leadership and political motivation.

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3. External guidance and other external support.
4. Support by the population (including attitude).
5. Armament and other equipment and supplies.

(c) Strength.
1. Locally available.
2. Reinforcements.

(d) Recent and present significant activities.
1. Intelligence.
2. Tactical operations.
4. PSYOP.

(e) Peculiarities and weaknesses.
1. Personnel.
   a. Morale, training, and combat efficiency.
   b. Legal status.
2. Intelligence.
   Methods of operation of nontactical insurgent elements.
4. Logistics.
5. Civil affairs.
6. Personalities.

(3) Own situation. The analysis of government capabilities should be as complete and thorough as possible. In making such an analysis, full advantage should be taken of advice and guidance of personnel familiar with the situation, government, and military and key civilian members of the population. Operations require mobilization of all possible assets which conceivably could have a useful role in the effort to include civilian as well as military organizations and groups of a commercial, trade, welfare, or social nature.

(a) Government armed forces, national police, and paramilitary forces available:
1. Armed forces: strength; organization; disposition, command structure; doctrine; defenses; tactics; personnel; reserve and mobilization systems; training; logistics; intelligence; PSYOP; morale; key personalities; history of recent combat actions; significant traditions; major strengths and weaknesses; and overall evaluation for operations.
2. National police: constabulary, gendarmerie, and other police forces (same as above for military forces plus effectiveness of police and population control systems).

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3. Paramilitary forces.
   (b) Other government organizations and capabilities (communications, transport, etc.) available: qualitative aspects and effectiveness for internal defense and internal development operations.
   (c) Nongovernmental organizations and capabilities (communications, transport, etc.) available: organizations, strength, disposition, composition, recent activities, and potential for use in operations, such as youth groups, labor, and labor-management groups.
   (d) Relative power. Indicate the general overall comparison of government capabilities with those of the insurgent, together with an evaluation of significant strengths and vulnerabilities of the insurgents.

b. Insurgent capabilities. State the insurgent capabilities which can affect the accomplishment of the mission. These capabilities include various types of subversion, agitation, and PSYOP; infiltration of mass organizations; psychological exploitation of political/social/economic conditions; espionage; assassination; sabotage; and conduct of military operations. An enumeration of capabilities, probable courses of action, and vulnerabilities should be included.

c. Own courses of action. State all courses of action which may be taken to defeat the insurgent movement. Courses of action are formulated considering the major campaigns of internal defense and internal development.

3. ANALYSIS OF OPPOSING COURSES OF ACTION
   Determine the probable effect of each insurgent capability on the success of each course of action. Strengths and weaknesses of courses of action emerge during this analysis.

4. COMPARISON OF OWN COURSES OF ACTION
   Weigh the advantages and disadvantages of each course of action with respect to the governing factors. Decide which course of action promises to be the most successful in accomplishing the mission.

5. DECISION
   Translate the selected course of action into a formal, concise statement of the program to be adopted.

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GLOSSARY
TERMINOLOGY RELATED TO STABILITY OPERATIONS

Area coordination center—A composite area headquarters at various political/military levels in which internal defense and development operations are planned, coordinated, and directed. Its members include the leaders of local military, paramilitary, and other governmental agencies and their United States counterparts.

Area oriented—A term applied to personnel or units whose organization, mission, training, and equipping are based upon projected operational deployment to a specific geographical area.

Armed Forces—All of the military forces of a nation or group of nations.

Asset (Intelligence)—Any resource—person, group relationship, instrument, installation, or supply—at the disposition of an intelligence organization for use in an operational or support role.

Civic action—The participation by an agency, organization, or group in economic and sociological projects which are useful to the local population at all levels, but for which the sponsor does not have primary governmental responsibility. Projects may be in such fields as education, training, public works, agriculture, transportation, communications, health, sanitation, and others which contribute to the general welfare and serve to improve the standing of the sponsor with the population.

Civil affairs—Questions relating to relations in war time between the commander of an armed force and the civilian populations and governments in areas where the force is employed, and which are settled on the basis of a mutual (agreement), official or otherwise. Civil affairs include those phases of the activities of a commander which embrace the relationship between the military forces and civil authorities and people in a friendly country or area, or occupied country or area when military forces are present. Civil affairs include: a. Matters concerning the relationship between military forces located in a country or area and the civil authorities and people of that country or area usually involving performance by the military forces of certain functions or the exercise of certain authority normally the responsibility of the local government. This relationship may occur prior to, during, or subsequent to military action in time of hostilities or other emergency and is normally covered by a treaty or other agreement, expressed or implied; b. Military government. The form of administration by which an occupying power exercises executive, legislative, and judicial authority over occupied territory.

Civil disturbances—Group acts of violence and disorder prejudicial to public law and order.

Consolidation psychological operations—A psychological operation conducted toward populations in friendly areas of operations or in territory occupied by friendly military forces with the objective of facilitating operations and promoting maximum cooperation among the civil population.

Counterespionage—A category of counterintelligence, the objective of which is the detection and neutralization of foreign espionage.

Countersabotage—Action designed to destroy the effectiveness of foreign sabotage activities through the process of identifying, penetrating and manipulating, neutralizing
or repressing individuals, groups, or organizations conducting or capable of conducting such activities.

Counterintelligence—That part of counterintelligence which is devoted to destroying the effectiveness of inimical subversive activities through detection, identification, exploitation, penetration, manipulation, deception and repression of individuals, groups or organizations conducting or capable of conducting such activities.

Economic action—The planned use of economic measures designed to influence the policies or actions of another state, e.g., to impair the war-making potential of a hostile power, or to generate economic stability within a friendly power.

Economic mobilization—The process of preparing for and carrying out such changes in the organization and functioning of the national economy as are necessary to provide for the most effective use of resources in a national emergency.

Economic warfare—Intensified government direction of economic means to affect foreign economies.

Escapee—Any person who has been physically captured by the enemy and succeeds in freeing himself.

Espionage—The clandestine or covert use of agent personnel and/or equipment in order to obtain information.

Evader—Any person who is isolated in hostile areas and succeeds in eluding capture. Not to be confused with escapee or liberated personnel.

Exfiltration—The removal of personnel or units from areas under enemy control by stealth, deception, surprise, or clandestine means.

Guerrilla warfare—Military and paramilitary operations conducted in enemy held or hostile territory, by irregular, predominantly indigenous forces.

Host country—A nation in which representatives or organizations of another state are present because of government invitation or international agreement. Particularly refers to nation receiving assistance relevant to its national security.

Infiltration—The movement through or into an area or territory occupied by either friendly or enemy troops or organizations. The movement is made, either by small groups or by individuals at extended or irregular intervals. When used in connection with the enemy, it infers that contact is avoided.

Insurgency—A condition of revolt against a government that is less than an organized revolution and is not recognized as belligerency. This definition is used in conjunction with the condition of insurgent war. Within the present context, subversive insurgency is Communist led and inspired. Subversive insurgency may be classified in three general phases according to levels of intensity.

(1) Phase I. This phase is the latent or incipient subversive activity during which subversive incidents occur with frequency in an organized pattern; however, it involves no major outbreak of violence or uncontrolled insurgent activity.

(2) Phase II. This phase is reached when the subversive movement has gained sufficient local or external support and can initiate organized guerrilla warfare or related forms of violence against the established authority.

(3) Phase III. The situation moves from Phase II to Phase III when the insurgency becomes primarily a war of movement between organized forces of the insurgents and those of the established authority.

Insurgent war—A struggle between a constituted government and organized insurgents frequently supported from without, but acting violently from within, against the political, social, economic, military and civil vulnerabilities of the regime to bring about its internal destruction or overthrow. Such
war are distinguished from lesser insurgencies by the gravity of the threat to government and the insurgent object of eventual regional or national control.

*Intelligence*—The product resulting from the collection, evaluation, analysis, integration, and interpretation of all available information concerning one or more aspects of foreign countries or areas, which is immediately or potentially significant to the development and execution of plans, policies, and operations.

**Internal attack**—The full range of measures taken by organized insurgents to bring about the internal destruction and overthrow of a constituted government.

**Internal defense**—The full range of measures taken by a government and its allies, to free and protect its society from subversion, lawlessness, and insurgency.

**Internal defense assistance operation**—Any operation undertaken by the military, paramilitary, police or other security agencies of an outside power to strengthen the host government politically, economically, psycho-socially or militarily.

**Internal defense operation**—Any operation conducted by host country or its allies—security establishment, military, paramilitary, police or security organization—directly against armed insurgents, their underground organization, support system, external sanctuary or outside supporting power.

**Internal development**—The strengthening of the roots, functions and capabilities of government and the viability of its national life toward the end of internal independence and freedom from conditions fostering insurgency.

**Internal development assistance operation**—Any organized actions undertaken by government or nongovernment agencies of an outside power to support host government internal development efforts.

**Internal development operation**—Any direct operation undertaken by host government or its allies to strengthen the local government politically, economically, socially or militarily, or make more viable its national life.

**Internal security**—The state of law and order within a nation as determined by the government’s capability to cope with violence, subversion, and lawlessness and the prevailing public confidence in that capability.

**Irregular forces**—Armed individuals or groups who are not members of the regular armed forces, police, or other internal security forces.

**Military civic action**—Civic action performed or supported by military or paramilitary forces using their military skills, equipment, and resources in cooperation or on behalf of host Government civil authorities, agencies or groups.

**Mobile warfare**—Warfare of movement in which the opposing sides seek to seize and hold the initiative by use of maneuver, organization of fire and utilization of terrain. Also called war of movement.

**National internal defense coordination center**—The national level civil/military composite headquarters in which internal defense and internal development programs are planned, coordinated, and directed. See also Area Coordination Center.

**Operational intelligence**—Intelligence required for planning and executing all types of operations.

**Paramilitary forces**—Forces or groups which are distinct from the regular armed forces of any country but resembling them in organization, equipment, training or mission.

**Penetration operation (Intelligence)**—The use of agents or technical monitoring devices in a target organization or installation for the purpose of gaining access to the secrets or of influencing and controlling its activities.

**Physical security**—That part of security concerned with physical measures designed to safeguard personnel, to prevent unauthorized access to equipment, facilities, material and documents, and to safeguard them
against espionage, sabotage, damage and theft.

Political warfare—Intensified use of political means to achieve national objectives.

Populace and resources control—Actions undertaken by a government to control the populace and its material resources or to deny access to those resources which would further hostile aims and objectives against that government.

Propaganda—Any form of communication designed to influence the opinions, emotions, attitudes, or behavior of any group, in order to benefit the sponsor either directly or indirectly.

Psychological operations—The planned use of propaganda and other measures to influence the opinions, emotions, attitudes, and behavior of hostile, neutral, or friendly groups in such a way as to support the achievement of national objectives.

Receiving state—A nation, party to an international agreement, which pursuant thereto accepts within its territory the presence of military personnel of another nation party to the agreement. See also Host Country.

Stability operations—That type of internal defense and internal development operations and assistance provided by the armed forces to maintain, restore, or establish a climate of order within which responsible government can function effectively and without which progress cannot be achieved.

Subversion—Action, principally clandestine or covert, designed to undermine the military, economic, psychological, morale or political strength of a regime.

Subversive political action—A planned series of activities designed to accomplish political objectives by influencing, dominating, or displacing individuals or groups who are so placed as to affect the decisions and actions of another government.

Surveillance—The systematic observation of air, surface, or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means for intelligence purposes. See also Air Surveillance, Sea Surveillance.

Unconventional warfare—Includes the three related fields of guerrilla warfare, evasion and escape, and subversion, conducted within hostile areas by predominantly indigenous personnel, usually supported and directed in varying degrees by an external source.

Unconventional warfare forces—U.S. forces having an existing unconventional warfare capability consisting of Army Special Forces and such Navy, Air Force and Marine units as are assigned for these operations.
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Official:

KENNETH G. WICKHAM,
Major General, United States Army,
The Adjutant General.

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