Figure 20. Expedient raft construction.
Figure 21. Laying a chespaling road.
Figure 22. Construction details for bamboo mats.
Figure 23. Log culvert.
5. Small boat operations require command emphasis on boat and outboard motor maintenance.

6. Advisors assigned to a boat platoon or larger unit should emphasize to counterparts the importance of boat and outboard motor maintenance.

8. Airlanding facilities.

(a) Air delivery of supplies and troops may demand extensive construction and repair of airlanding facilities.

(b) Suitable landing zones must be reconnoitered.

(c) Landing pads may be constructed on swamp or marsh areas by building platforms of locally available materials (figs. 24 and 25).

45. Communication

a. General. Responsive and reliable communications are essential when conducting counterinsurgency operations. Detailed communication planning is more critical in counterinsurgency operations because of the combined and joint operations frequently conducted by various U.S. and host country military and paramilitary forces. The variety of communication equipment found in the host country, especially radio, requires special measures be taken to insure compatibility of equipment. A communication survey must be conducted by the advisor to determine types of equipment available, status of training of personnel, and communications networks currently in operation. He should be familiar with general guidance in FM 24-1 and specific instruction on radio techniques in FM 24-18.

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Figure 24. Helicopter landing pads.
b. Planning Guidance.
(1) Tailor communications systems to meet operational requirements.
(a) Command.
(b) Administration.
(c) Intelligence.
(d) Logistics.
(e) Air-ground.
(2) Establish alternate systems to provide flexibility.
(3) The nature of counterinsurgency requires extensive use of radio communications.
(4) Use wire and cable where practical.
(5) In addition to the host country communication nets, establish a parallel U.S. advisor net.
c. Special Communication Requirements. Special operational and technical considerations are required for the following counterinsurgency operations:
(1) Close air support.
(a) Ascertain whether supporting aircraft and ground forces have compatible radio equipment. Provide for alternative means of communication when equipment is not compatible.
(b) Direct exchange of radio sets between participating units may be required.
(c) Plan an airborne command post equipped with a variety of radios (VHF, UHF, FM, AM) for control and relay purposes (fig. 26).
(2) Artillery fire support.
(a) Radio equipment with the ground forces must be able to net with supporting aircraft or an alternative means of communication must be established.
Figure 25. Type airborne command post (communications).

(b) Forward observers must be provided portable radios that net with supporting aircraft radios.

c) Plan for the use of airborne communication command posts.

(3) Patrolling.

(a) Special consideration should be given to using portable AM and SSB radio sets which have greater operating ranges.

(b) Procedures must be developed that will permit the patrol to transmit periodically to the patrol base.

(c) An airborne radio relay, stationed on a schedule, is an effective means of making radio contact with distant patrols.

(d) Special antenna configurations may be planned to extend the range of low-power tactical HF, AM, and VHF FM radio sets (figs. 27, 28, 29, 30, 31, 33, 34, and 35).

(e) During patrol activities, take time to erect proper antennas to enhance the communication capability.

(f) Relocate the patrol after a radio transmission to avoid detection by hostile forces.

(g) Base camp (unit) should continuously monitor the patrol radio frequency.

(4) Convoy security.

(a) Plan responsive and reliable communications.

(b) Convoys or ground forces must be equipped with at least one or more radio sets capable of maintaining contact with the operations base (headquarters).

(c) Utilize AM and SSB sets when available.

(d) When AM or SSB radios are not available, provide aircraft and airborne radio relay.

(e) The fire support coordination center (FSCC) must continuously monitor the radio frequencies utilized by the moving ground forces.
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<th>Ant Length (ft)</th>
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**Figure 27.** End-fed long-wire antenna hasty installation (type AT-101/102) for HF sets.

**Figure 28.** Improvised center-fed half-wave antenna.
Figure 30. End-fed long-wire hasty installation (type AT-984) for FM sets 20–80 MCS.

Figure 29. Ground plane RC-292 type for FM sets.
Figure 31. Ground plane jungle antenna (field expedient).
(5) **Offensive operations.**
   
   (a) Communications for offensive operations normally consist of a command net, fire support net, air support net, and a net with base camp (headquarters).
   
   (b) Establish communications with adjacent units.
   
   (c) Plan to utilize an airborne command post for joint and combined operations (can also serve as a radio relay between the ground forces and the fire support element).
   
   (d) Establish direct communications between tactical air elements and fixed wing or rotary wing aircraft if an airborne command post is available.

(6) **Defensive operations.**
   
   (a) Plan the same basic communications for defensive operations as for offensive operations.
   
   (b) Establish a security net to provide a means to transmit requests for reinforcements, fire support, or information pertaining to guerrilla movements. The security net must include all governmental echelons; for example, hamlet, village, district (fig. 32).

**d. Radio Operating Techniques.**

(1) Counterinsurgency environments are characteristic of adverse terrain conditions which tend to reduce the normal operating capability of radios.

(2) The following field techniques can assist in providing reliable communications.

   (a) Antennas should be located in a clear area, preferably on high ground.

   (b) Correctly orient antenna(s).
Figure 32. Type host country communications security nets.
OMNIDIRECTIONAL
TRANSMISSION CHARACTERISTICS,
VERTICALLY POLARIZED.

Balloon inflated by helium from small compressed cylinders.

150-240' vertical long wire in even number of half waves for freq.

Figure 33. Balloon-type support for vertical antenna for AM or FM radio sets.
Figure 34. Vertical half rhombic antenna 20–60 MCS.
Figure 34. Yagi antenna twin lead or coax affixed to bamboo to provide higher gain for FM sets.

Figure 35. Vertical half rhombic antenna 20–60 MHz.
(c) Install special-type antennas to extend the range of AM/FM sets.

(d) Attempt to install AM or SSB long wire antennas so that no vegetation touches the antenna.

(e) Doublet antennas should be installed at least 7 to 15 feet above the ground for best results.

(f) Install a counterpoise to provide a better antenna system and a more effective ground.

(g) Insure that adequate provisions have been made to provide proper power source(s) for the duration of the operation.

(h) Frequency assignment and control must be carefully planned.

2. Training.

(1) Communications personnel must be thoroughly trained to achieve and maintain the desired state of proficiency.

(2) Individuals must be trained to operate more than one type of radio set.

(3) Formal individual training should be programmed in the military school system.

f. Maintenance and Supply. A periodic inspection by the commander or his representative should be made to determine status of maintenance and supply conditions.

(1) Insure that adequate spare parts are on hand.

(2) Maintain operable test equipment and see that personnel are familiar with its operation.

(3) Insure that follow-up action has been initiated on overdue requisitions.

(4) Command emphasis must be exercised on the requisitioning, storage, and use of dry batteries.

(5) Batteries should be stored in a cool and dry area.

(6) Insure that an adequate supply of crystals for radio equipment is available for all authorized radio sets.

(7) Crystals for alternate frequencies should also be available.

46. U.S. Navy and Marine Corps Support

a. General. Countries in receipt of U.S. military aid normally have a MAAG present to supervise and administer the military assistance program. Depending on the activities of the particular MAAG, it may be a joint or uniservice effort.

b. Relationships. Close coordination is necessary in order to derive maximum benefit from the experience and support these services can provide the advisory effort. Relationships between these forces and U.S. Army elements normally are conducted on a basis of coordination as defined in directives from the commander of the appropriate unified command.

c. Participation. U.S. Navy and Marine Corps units and personnel are capable of participating in all facets of the counterinsurgency program.

(1) In the field of military civic action they can provide the following:

(a) Aircraft for airlift operations.

(b) Ships and boats for sealift and rescue missions.

(c) Augment the medical assistance program.

(d) Equipment, personnel, and special teams
(advisors) for construction and operation of port facilities, airfields, railroads, bridges, etc.

(e) Seabees (construction battalion personnel), technical assistance, survey teams.

(2) In the field of military training and operational assistance, the following actions can be undertaken:

(a) Establish and operate schools to train naval and river forces.

(b) Provide technical assistance (advisors).

(c) Furnish mobile training teams (MTT) to train, advise, and assist host country naval and river forces.

(d) Furnish operational assistance such as—
   1. Advisors for naval and marine units.
   2. Ships to include naval armaments.
   3. Aircraft for combat support, surveillance, and other operational missions.

Section IV. COMBAT SERVICE SUPPORT

47. General

a. Definition. As used in this manual, the term "combat service support" embraces assistance in the logistics and personnel functions. The advisor is not expected to plan or execute these functions, but he is expected to advise his counterpart concerning them.

b. MAP. The U.S. generally provides certain supplies and equipment through the Military Assistance Program (MAP). USAID funds may also be made available to military forces for civic action. Combat service support is concerned only with MAP supplies and equipment. However, coordination at all levels of advisory effort will be required to insure that the military and civil assistance efforts complement one another. Documentation is vital to the MAP because the current year's usage is a major part of the basis for next year's MAP supplies. Insist that adequate documentation, warehousing, and inventory procedures are used.

c. Security of the Logistic System. Insurgent forces will conduct determined attacks against logistic installations, including routes and means of transport, in an effort to strip away the logistic system. Against fixed installations they rely chiefly on sabotage. Against moving forces, convoys and individuals, they employ ambushes. Adequate protection must be provided the logistic system to avoid immobilizing counterinsurgent forces.

48. Advisor Check List (Combat Service Support)

a. Supply. Do not expect to find the host country logistics system patterned after the U.S. Army system. The job of the advisor is not to change the system but insure that the basic supply and maintenance functions are performed effectively. The following are general principles:

1. Plan well in advance to see that units are equipped with minimum essential supplies (avoid overloading).

2. Advise host country forces to live off the land where economy permits; insure that they pay for food and supplies.

3. Use air or water transportation when land
transit is impracticable. Local procurement of supplies will reduce transportation requirements.

(4) Emphasize unit distribution whenever possible.

(5) Stock selected expendable supplies at secure locations to provide a more responsive supply system. Dispersed storage will facilitate support of units in remote areas.

(6) Resupply tactical units from nearest operational base. When necessary to use aerial resupply, pre-stocked supplies at the departure airfield will prove economical. Do not allow the counterpart to become over reliant upon aerial resupply.

(7) Emphasize the coordination of supply missions with all interested agencies.

(a) Requester.

(b) Supplier.

(c) transporter.

(d) User.

(8) Evacuate captured insurgent supplies to include military items, food, animals, and medical supplies. These supplies can supplement military and civil stocks.

(9) When evacuation of captured materiel is not feasible, it must be destroyed. Always presume captured insurgent materiel to be booby trapped or contaminated.

(10) If host country troops are given a money allowance to procure their own food, be certain that they do not succumb to the temptation to “capture” food from sources not clearly identified as insurgent.

(11) Insist on a rigid control of supplies and equipment. Recommend disciplinary measures for cases of negligence.

b. Maintenance.

(1) See that maintenance practices are taught to carefully selected maintenance personnel.

(2) Stress preventive maintenance.

(3) Use mobile maintenance teams to assist, not only in training for user and organizational maintenance, but also for on-site direct support maintenance as well.

(4) See that direct support units or elements provide rapid maintenance support at each static security post or combat base.

(5) Insist on timely maintenance inspection and evacuation and on follow-up measures.

(6) Encourage controlled cannibalization of equipment when such procedures are authorized.

(7) Integrate maintenance into all training and operations plans.

c. Transportation.

(1) Use local procurement of transportation best suited to the situation such as rafts, river boats, pack animals, and porters. Under certain circumstances, aircraft may be the only effective means of transportation.

(2) Aerial resupply plans should include—

(a) Security for landing or drop zone.

(b) Designating primary and alternate zones.

(c) Appropriate air-ground communications (equipment and personnel).

(d) System for expediting unloading and refueling.

(e) Cache system of aviation POL for emergency uses.
d. Administration. When confronted with personnel functions, the counterpart must be cautioned to observe the following points:

(1) Avoid the temptation to use excessive manpower for housekeeping details.

(2) Reward heroic and meritorious service promptly.

(3) Treat AWOL and other violations of discipline with appropriate legal authority. Guide the counterpart in corrective leadership techniques.

(4) Be alert to other situations which could adversely affect morale. For example, the regular delivery of personal mail, payment of troops, care of dependents, as well as leave and pass policy warrant close attention.

e. Military Police.

(1) Military police functions and responsibilities in a counterinsurgency environment differ principally from conventional operations in that military police may become involved directly with civil controls and enforcement of emergency regulations. This would be true in those cases where small communities have limited or no police resources for enforcement and maintenance of law and order. In addition to their normal functions, military police in counterinsurgency place special emphasis on circulation control, physical security, civil disturbances and riot control, prisoner handling, food and other resources control, organization and operation of a police intelligence system within a civilian community, and other specialized techniques for control of civilians.

(2) Military police can provide plans, advice, training, and supervision to civil police personnel in population and resources control measures, technical police operations, and investigations.

f. Medical Service.

(1) Program. The medical service program initiated in a counterinsurgency situation has some or all of the following objectives:

(a) Provide for the health and treatment of military personnel.

(b) Relieve suffering from disease or injury and improve the health of the populace.

(c) Initiate an acceptable medical system which can be maintained and continued by the host country.

(2) Planning. As a minimum, the medical service plan should include—

(a) A preventive medicine program.

(b) Education in hygiene and sanitation.

(c) Training for all health workers.

(d) Treatment for patients.

(e) A medical supply program.

(f) A medical evacuation system.

(3) Categories. The three broad categories of a medical program include—

(a) Training.

1. Become acquainted with the level of medical training for both military and civil host country personnel.

2. Aim to improve conditions and train more efficient medical workers.

3. Encourage emergency medical training for all military personnel.
4. Emphasize the need for advanced medical training for qualified personnel of the unit.
5. Health workers should be selected from their own village.
6. All health workers should be trained initially by the host country.
7. Supplementary training to health workers can be provided by—
   (a) U.S. medical civic action agencies.
   (b) Host country medical teams.
8. Training of the population should be conducted on a continuous basis by the village health workers and mobile medical teams. Instructions can be provided through—
   (a) Animated motion pictures.
   (b) Leaflets and photos.
   (c) Personal demonstrations.
9. Medical training programs must be closely coordinated among all advisors (Army, USAID, USIS, others) and civil authorities. Each mutually supports the other.
   (b) Treatment (see techniques below).
   (c) Preventive medicine (see techniques below).
4. Techniques.
   (a) Aid station or dispensary.
      1. Locate near the center of operational area.
      2. Several important factors for medical facility sanitation are water source, waste disposal pit, and private latrine.
   (b) Medical evacuation.
      1. Be familiar with the host country medical evacuation system.
      2. Recommend medical evacuation plans for civilian personnel when applicable.
      3. Medical evacuation plans should be coordinated with all concerned agencies and include all available means (air, ground vehicles, animals, human litter bearers, water, and communication systems).
   (c) Sanitation.
      1. Persuade the populace to keep thoroughfares clean, burn or bury rubbish, and rake areas under living quarters.
      2. Proper authorities should destroy homeless pets and dangerous animals (investigate local laws, customs, and effect on population prior to implementation).
      3. Take appropriate action against diseased animals (report them to veterinary personnel).
   (d) Water supply and treatment.
      1. Untreated water can cause hepatitis, typhoid fever, cholera and dysentery, and many other diseases.
      2. Untreated water. Boil for at least 5 minutes prior to use.
      3. If water purification tablets are used, one tablet per quart of water is sufficient (two tablets if water is cloudy). Allow water to stand for 30 minutes before drinking.
      4. Recommend the construction of wells as re-
quired. A well should be a minimum of 100 feet from any possible source of contamination. Surface drain-
age should be away from the well site.

(e) Food supply.
1. Cook thoroughly to destroy disease or-
organisms.
2. Fruits and vegetables. Disinfect thor-
oughly (FM 21–10).
3. Milk produced locally must be boiled for 1
minute prior to consumption.

(f) Dental measures.
1. Stress individual training concerning mouth
cleanliness.
2. Toothbrushes should be made available and
demonstrated.
3. Where necessary, substitute toothbrushes
with branches cut to a correct size; flatten one end by
soaking, then chew it.
4. Demonstrate the techniques of massaging
gums. The most prevalent oral disease in the world
originates with gums and contributes to eventual loss
of teeth.

(g) Waste disposal.
1. Assist in the construction of latrines and en-
courage their use.
2. When human waste is necessary for ferti-
lizer, advise the possibility of having a villager contract
to collect and treat it in a common latrine.
3. Insist that collectors of waste use covered
containers.
4. Remove garbage from living areas at least
once daily.

5. Designate one area for the burning and
burying of garbage.

(h) Insect and rodent control. Particular
problem areas are—
1. Control of mosquito breeding. Eliminate
standing water by removing temporary water containers,
control plants and debris bordering water bodies, and
spray all appropriate areas with 5 percent residual DDT
once weekly.
2. Fly control. Spray latrines, garbage and
water disposal pits with 5 percent residual DDT bi-
weekly. Issue fly swatters to the populace and encour-
age their use.
3. Flea and louse control. Spray all dwellings
with 5 percent residual DDT, especially walls and floors.
Individuals must bathe frequently and apply louse
powder.
4. Rodents. Establish control with traps and
rodenticide bait mixed with cornmeal, ground rice, or
cereal. Insure protection of the civilian populace and
domestic animals when using poisoned bait.

(i) Immunization.
1. Mass immunization may be necessary to
suppress epidemics.
2. Normally, large-scale immunization will be
directed by the highest echelon of command.
CHAPTER 5
SPECIAL CONSIDERATIONS

49. Purpose
The subjects discussed in this chapter concern supporting operations, tactics, and techniques which are common to the counterinsurgency operations described in other chapters and are the primary responsibility of no one service or branch.

50. Scope
Guidance pertaining to training, terrain, individual and small unit actions, and certain special operational considerations is included.

Section II. MILITARY TRAINING

51. General
a. Military training may not be popular, not accepted, and not recognized as important by the counterpart. The advisor will have to sell training and insist upon the development of sound training programs.

b. The program should be capable of easy attainment and be supervised. The counterpart may argue that his organizations—
   (1) Have been trained formally a year or two ago; therefore, do not need further instruction.
   (2) Have been in combat and have gained constructive credit for formal training which they have not had.
   (3) Have other missions which do not permit them to undergo training which, after all, is only a secondary requirement.

c. The advisor must determine the counterpart's training responsibilities and encourage him to plan and conduct training programs as a matter of high priority.

52. Advisor Check List (Operational Readiness Training)
a. Units once trained do not "stay trained" without continued operational readiness training. Issuing and using equipment without pre-instruction or periodic familiarization over a given period of time does not insure proficiency. Encourage counterparts to program time between operations for operational readiness training. Include such subjects as—
   (1) Leader training.
   (2) Marksmanship.
   (3) Small unit exercises.
   (4) Maintenance supervision.
   (5) Troop information.
   (6) Critiques of officers and NCO actions in past operations.
   (7) Rehearsals for future operations. (For example, host country forces and other authorized users of U.S. aviation support must be trained in the use of these assets and receive briefings and actual training with aircraft in safety measures (internal and external), enplaning, orientation for landing, deplaning; securing landing zones, and marshaling activities.)
b. Establish informal training centers to fulfill the requirements for continuous training of units, rotating them through the centers in short cycles. Elaborate training centers with permanent staffs and TD materiel should be discouraged.

c. Employ mobile training teams (MTT) from either external or internal resources when new weapons or tactics are introduced. Where the state of unit training is poor, initiate basic training by combined U.S.-host country MTT.

d. Concentrate on training unit leaders to train their units. Abandon this technique for more effective training methods (centers) at the first practical opportunity.

e. Estimate the training requirements by observing the unit in combat operations. Squads that habitually miss targets at 100-200 meters range, fail to provide security during movement and other operations, or that are ambushed an inordinate number of times, need training.

f. Units, or on a rotational basis, may be trained in a national training center by national cadres. Encourage the counterpart to support the scheduling of all units into these training centers for training and refitting.

g. Assist the counterpart in establishing training programs and policies for his units. See FM 31-22, 31-16, and 21-5 for type training programs and policy.

h. Guard against the tendency of the counterpart to withdraw units from scheduled training cycles for less necessary assignments. This disrupts the effectiveness of the training effort. Emphasize the need for continuous training and encourage counterparts to make maximum use of these training opportunities.

i. Counterparts may have responsibilities for providing military and nonmilitary training to military, paramilitary, police, and other civilian forces. The advisor will have to coordinate training operations with other U.S. advisors, advisors who function in the various fields of internal security, psychological operations, agricultural improvement, medical service, and others.

j. There may be a reluctance on the part of the chiefs of the various host country activities to share training and other resources with their colleagues. Advise the counterpart to request resources and to approve requests to use the scarce training resources which he controls.

k. Instill in the counterpart the desire to use training ammunition, films, and aids which are available. Unless close control is exercised, training ammunition will be added to operational ammunition and be lost to the training effort.

l. Show counterpart units how to construct and use field expedient training facilities. A cleared zone or cleared hillside, with some stakes, cardboard for targets, and a little organization provide an excellent field firing range.

m. The advisor, his counterpart, and his counterpart's staff must visit and actively supervise subordinate unit training.

n. The purpose of the advisor is to aid and assist his counterpart. This is military teaching-training. An established, effective training program is a most precious contribution to leave to the advisor's counterpart and to the advisor's successor.

o. Techniques used to enhance training of host country forces:
(1) Use of training records for evaluating training results.
(2) Artillery capabilities demonstration by a mobile training team coupled with on-the-job training for infantry combat leaders in observed fire procedures.
(3) Use of timely post exercise critiques.
(4) Construction of an insurgent village including caches and booby traps to be used as the objective in problems.
(5) Use of reaction ranges to teach soldiers to shoot quickly and accurately.
(6) Inclusion of previously taught subjects for reemphasis in training preparation.

Section III. SPECIAL TERRAIN

53. General
The terrain will be "special" only to the advisor. The host country soldier has probably lived and worked in the particular environment all his life. Tactics require certain modifications to fit these special situations.

54. Characteristics of Jungle Operations (FM 31-30)

a. Jungle varies in locale from mountains to low-lying swampy areas.
b. Terrain and climate limit movement, observation, fields of fire, communications, and control.
c. Cover and concealment are excellent, thus increasing the possibility of achieving surprise.
d. Objectives include trails, navigable rivers, high ground, and communications centers. These features are difficult to identify because of inferior maps and limited visibility.
e. There is a reduced capability to acquire targets.
f. Security elements are essential to prevent surprise.
g. Jungle terrain is ideal for the employment of small unit actions.
h. Employment of heavy infantry weapons and artillery (to include heavy mortars) is greatly hampered by weight and bulk, reduced observation and fields of fire, and poor trafficability.
i. Logistics are characterized by rapid deterioration of supplies, difficulty in movement, the importance of keeping units resupplied, the need for practicing supply economy by every individual, and the problems of evacuation.

j. Airmobile and airborne units and air lines of supply facilitate jungle operations (para. 43d(5)(a)).
k. Increased importance of personal hygiene.

55. Characteristics of Mountain Operations (FM 31-72)

a. Vegetation varies from jungle to bare slopes.
b. Terrain retards and restricts mobility, reduces the effect of firepower, and makes communication difficult.
c. Objectives include heights which dominate lines of communications, mountain passes, roads, and railroads.
d. Within altitude capabilities, helicopters are valuable for moving both personnel and equipment (para. 43d(5)(b)).
e. Increased reliance must be placed on high angle fire weapons.
f. Aerial reconnaissance and observation facilitate mountain operations.
   a. Military operations depend on control of limited sources of water.
   b. Since desert regions provide great freedom of movement, highly mobile forces, ground and air, may play a dominate role in operations (para. 43d(5)(c)).
   c. Operations and movement at night are facilitated.

57. Characteristics of Operations in Inundated Areas
   a. Inundated areas vary from continuous inundation to "paddies" which are under water during certain seasons.
   b. Fields of fire and communications are generally excellent.
   c. Terrain limits foot and motor movement but is ideal for employment of water-borne and heliborne forces (para. 43d(5)(d)). In this regard, heliborne forces must have some means of transportation once they are landed.
   d. The difficulty of positioning artillery can be overcome by the use of helicopters and boats. This also may increase the requirement for tactical air support (para. 42).
   e. Any military operation in inundated areas must stress the principle of surprise.
   f. Tracked vehicles may be used effectively, though careful reconnaissance must be made of sites for entry, leaving, and crossing.
   g. There is a reduced capability to acquire targets. Heavy reliance must be placed on aircraft for reconnaissance.
   h. Water routes are a primary means of transportation and communication.
   i. The lack of cover and concealment on waterways can be offset by night movement and by traveling close to the stream banks.
   j. Units moving by boat can carry far more weapons and equipment than can foot elements, but commanders must insure that adequate means are available to move and use the equipment after debarkation.
   k. Plan for sufficient security personnel to remain with boats.
   l. Logistics are characterized by the difficulties of resupply and the problems of evacuation. This can be overcome by the use of helicopters and fixed wing aircraft for air drops and air landings.

Section IV. INDIVIDUAL AND SMALL UNIT ACTION

58. Patrolling
   a. General. Application of patrolling doctrine and techniques must be geared to meet the activities of the guerrilla, and the special problem of extricating him from the civilian population. Emphasis should be placed on insuring that patrols are well briefed, are carrying only essential equipment, and are physically fit.
   b. Patrols Techniques of Major Importance.
      (1) Saturation patrols. Saturation patrols are conducted by lightly armed, small, fast-moving units and provide for thorough area patrol coverage. In addition to serving as a method to harass guerrilla forces, this technique provides the host country force with the following:
(a) An opportunity to gain an intimate knowledge of the area of operations.

(b) A form of reassurance to loyal government supporters and others among the civil populace that protection and security are of major concern to the government.

(c) An opportunity to hinder and often to uncover the guerrilla.

(d) An instrument through which information of the guerrilla can be obtained.

(e) In the event the guerrilla elects to withdraw, he must be vigorously pursued, and effective population control measures must be brought to bear.

(2) Airmobile hunter-killer team. A type combat patrol transported in utility helicopters with armed escort helicopters; employed as a quick reaction force (para. 43f(1)(c)).

(3) **Mobility**. Consider all means available to the counterpart for increasing patrol mobility to include: wheeled vehicles, tracked vehicles, waterborne vehicles, aircraft, and animals.

59. **Counterambush**

a. **General**. Guerrilla elements rely on the ambush as an effective means of acquiring needed materiel and gaining local superiority over the larger, better-equipped government force. Successful ambushes are demoralizing, and it is imperative that host country troops be well-trained in counterambush techniques (FM 31-16). The following check list will assist in providing guidance to counterpart forces.

b. **Advisor Check List (Counterambush)**.

(1) Vary the routine or schedule of convoys and troop movements. Avoid patterns. Reconnaissance and security parties must be well forward of the convoy. Intra convoy radio communications are mandatory.

(2) Vary the formation. Change the location of communications, leaders, and automatic weapons. These are prime targets.

(3) Interrogate the local civilians.

(4) Request aircraft column cover, route reconnaissance, and tactical air support.

(5) Identify likely ambush sites. Plan to avoid or bring maneuver and fire support to bear on them.

(6) Provide for all-around security.

(7) Emphasize noise and light discipline.

(8) Use alternate routes for return trips (patrols, convoys, liaison and inspection parties).

(9) Plan multiple routes for relief or reinforcement of positions under attack.

(10) Consider use of scout dogs with security elements.

(11) Insure training of soldiers in Immediate Action (FM 31-30).

(12) Consider establishing convoy protection units.

(13) Communications (para 45).

60. **Evasion and Escape (E and E)**

a. **Capture**.

(1) The nature of the advisor's duties exposes him to a high risk of capture by insurgents. Therefore, it is important that the advisor have a clear understanding of the Code of Conduct.
(2) Normally, capture means harsh treatment, to include physical torture in conjunction with intense interrogation and inadequate food and water.

b. Rescue and Recovery Procedures.

(1) All U.S. and host country assets and capabilities must be utilized to assist U.S. and host country personnel, or other selected individuals, in avoiding capture and in escaping from hostile to friendly areas.

(2) When flying over terrain under the control of guerrilla forces, adhere to established procedures (check local SOP).

(3) Establish standard operating procedure (SOP). For example, if a position is overrun, or an aircraft crash-lands and individuals are forced to evade capture, detailed guidance on safe areas and subsequent exfiltration should be provided.

c. Advisor Check List (Evasion and Escape). ANSWERS TO THESE QUESTIONS WILL BE CLASSIFIED. MAKE NO ENTRIES ON THIS CHECK LIST.

The following check list is provided to assist in evaluating existing SOP for E and E programs and to assist in making recommendations:

(1) Be familiar with evasion and escape doctrine contained in FM 21-77 and FM 21-77A.

(2) Establish an E and E SOP (in conjunction with next higher headquarters).

(3) Is everyone briefed on the SOP for the area or the operation?

(4) What capability does the military unit(s) possess to assist escapees or evaders?

(5) What nonmilitary resources are available within the immediate vicinity that can be utilized to assist escapees or evaders?

(6) Are the following evasion and escape assets available?

(a) Survival kits.

(b) Known and selected friendly villages.

(c) Pickup points.

(d) Communications links.

(e) Identification systems.

(f) Caches (food, weapons, clothing, etc.).

(7) Include in SOP provisions for orientation of ground forces and aircraft pilots and passengers on routes, prominent terrain, and other evasion and escape information.

61. Survival

a. Failure to survive in remote areas usually is the result of ignorance and inexperience rather than the result of actions taken by an enemy force. The art of survival is difficult at best even in an area devoid of hostile troops. Therefore, the advisor must develop plans and procedures for use in the event of attack by the enemy force, and he must also recognize the weather and terrain as a potential enemy and prepare accordingly.

b. Preparation for survival must begin before the actual need arises. Available to all personnel are field manuals on Evasion and Escape (FM 21-77, 21-77A) and Survival (FM 21-76). The few hours spent reading these manuals could very well mean the difference between life and death.
Section V. MISCELLANEOUS OPERATIONAL CONSIDERATIONS

62. Airborne Operations

a. Airborne infantry units may be assigned the primary mission of combatting guerrilla forces, or airborne infantry battalions or rifle companies may be attached to infantry units conducting counterguerrilla operations.

b. If airborne infantry are attached to an infantry unit assigned a primary counterguerrilla mission, the airborne unit normally will be retained as all or part of the reserve of the unit to which it is attached. If so, the following considerations apply:

1. Alert aircraft. Ground alert of sufficient troop transport aircraft to airlift these forces is maintained 24 hours a day.

2. Company teams. Each airborne rifle company is reinforced with fire support and logistical support necessary to accomplish its mission.

3. Observation aircraft. One observation aircraft with a pilot and observer or a combat control team is maintained on 24-hour alert by the appropriate level of command.

4. Supply. Each airborne unit should maintain a ready status.

5. Basic load(s).

6. Prescribed load(s).

7. Fighting loads (individual equipment required for combat).

8. Existence loads (individual equipment required to exist in a particular environment).

c. Airborne forces employed in counterguerrilla operations normally will drop on small drop zones. In cases where no drop zone is available, troops may be dropped in shallow inundated areas, on a beach, or in the jungle. The following measures are taken to insure a satisfactory drop pattern when using a small drop zone:

1. Unit integration. Aircraft are loaded tactically so platoons and squads land as units.

2. Drop formation. Aircraft formations which will provide a narrow pattern and facilitate rapid delivery are employed.

3. Delivery. If possible, complete delivery of personnel load of each aircraft is made during one pass over the drop zone.

63. Airmobile Operations (para. 43f11)

64. Chemical Defoliation and Crop Destruction

a. General. Defoliation and crop destruction operations are planned at the national level. However, requests for such operations may originate at the lowest operational level.

1. The advisor at the operational level must be prepared to support the plan with an accurate description of the target area, recommendations for a PSYOP approach to the local population, and a recommended time of attack.

2. The time of attack is based on such factors as—

(a) Defoliation operations achieve maximum results when conducted immediately following a rainy season.

(b) Crop destruction operations must be conducted before the target plant develops its fruit but late enough in the growing season to prevent replanting.
Requests for chemical defoliation and crop destruction are forwarded through host country military channels for approval at the national level.

b. Defoliation Methods.

(1) General. Defoliation usually is achieved by aerial spray from either fixed or rotary wing aircraft. Defoliation runs are made with large fixed wing aircraft; inaccessible areas are covered with helicopters.

(2) Effects.

(a) Discoloration of the target generally takes places within several days; complete defoliation will depend upon the target plant but occurs within 3 months.

(b) Optimum effects can be obtained by performing the mission during the plant's most rapid growing period which, in tropical areas, immediately follows a rainy season. Decreased effects and prolonged reaction time result when these operations are carried out later than several months after the end of the rainy season.

(c) Defoliated areas must be periodically surveyed to insure that all growth has been killed and regrowth has not begun.

(3) Targets.

(a) Targets to be considered for defoliation operations include trees or jungle adjacent to communication routes, villages, and military outposts which provide the insurgent sufficient concealment for ambush, sabotage operations, or an avenue of approach (or escape).

(b) Defoliants may also be sprayed on minefields surrounding military outposts to maintain clear fields of fire.

c. Crop Destruction Methods.

(1) General. Crop destruction operations generally are characterized by numerous small targets. Both aircraft and portable sprayers may be employed to disperse the chemical. Helicopters normally are used in mountainous areas.

(2) Effects.

(a) Plant death, evidenced by discoloration, is achieved within several days. One attack of a target area is sufficient to kill a food crop for a particular growing season.

(b) Permanent destruction of a growing area is not obtained with the standard chemical nor will it affect plants in the immediate area that have not been sprayed.

(c) Food crops such as manioc (tapioca), sweet potatoes, rice, and other grains can be successfully destroyed.

d. Special Considerations.

(1) The chemical used in these operations affect virtually all plant life. The possibility of friendly crops being damaged must be considered and cash settlement of damage claims must be prompt to avoid discontent.

(2) Defoliation and crop destruction operations are conducted by the host country. U.S. assistance may be provided in all phases of these operations except the execution.

Section VI. ADVISOR TECHNIQUES

65. Information and Advice

This compendium of information and advice concerning advisor relationships is provided to assist advisors in their assignments.
a. The host country government probably has been in existence only a short time and the administrative machinery is still feeling its way.

b. Become knowledgeable in the national socio-political military organization and in their interrelationships including personalities, political movements, forces involved, and social drives.

c. National policy, economy, customs, and education often dictate procedures which we consider inefficient and uneconomical. Avoid an arbitrary attitude toward these procedures. Understand them before recommending changes.

d. The advisor does not command his counterpart's organization.

e. The advisor is a guest in a foreign country. There may be an agreement between the U.S. and the foreign government which spells out his status with respect to local law. It may provide for full diplomatic immunity, or it may provide very little immunity. It is essential that he have a full understanding of his status under this agreement. In the absence of any agreement, he is subject to all local laws and jurisdiction of the local courts. Assuming that he has full diplomatic immunity, he is nevertheless expected to observe local law. He remains subject to U.S. federal law, including the Uniform Code of Military Justice and federal income tax law. The advisor may also be subject to certain axes of the state of his domicile. If captured by guerrillas, the advisor will observe the Code of Conduct. As a captive, the advisor is entitled to humane treatment under the provisions of Article 3 of the 1949 Geneva Conventions.

f. U.S. policy states that it is his obligation to support the established government just as he supports his own.

g. The advisor must respond to established U.S. policy transmitted through the advisory system. If the same U.S. policy is not transmitted by advisors to the governmental chain at every echelon, the advisory effort suffers.

h. The advisor uses the advisory chain of command to obtain necessary guidance and assistance. His success is measured, not on how many guerrillas are captured or killed or hamlets constructed, but rather on his ability to impress his counterpart with the need for aggressive implementation of the counterinsurgency program. Advice should be rendered first orally, then in written form, then if still not accepted, reported in writing through advisory channels. In many cases, it is not counterpart stubbornness which prevents advice from being heeded, but host country or U.S. policy conflicts at higher levels. If the higher U.S. echelons are aware of the problem, they can take appropriate action with the host country government to align policy.

i. To preclude any adverse effect on the counterpart, the advisor should resist developing a "we-they" complex toward his higher (U.S.) headquarters and the (U.S.) staff officers who come to the area to gain information and closer contact with operations. While they may not endure as many hardships, they are, in most cases, performing as demanding duties as those assigned to the advisor.

j. The advisor should study his counterpart's personality and background, and exert every effort to establish and maintain friendly relationships. He attempts to learn about the personal lives of the people with whom he works, and demonstrates his interest in national cus-
toms, language, and history. His ideas will be more readily accepted if he shows an understanding of their aspirations and problems.

k. The advisor who tries to oversell himself to his counterpart will arouse suspicion and delay acceptance. Time spent developing a healthy relationship will pay off later.

l. The advisor should realize that people desire recognition and understanding; they seek security, like to contribute, and to belong.

m. A careless word or action on the part of the advisor can cost the U.S. cooperation built at considerable cost.

n. Stress mutual advantages of good military-civil relations. That is military civic action at its best.

o. Stress the use of proper channels at all echelons. Keep the counterpart informed of advice given to his subordinates, and keep subordinate advisory personnel informed.

p. Stress the consequences of mistreating suspects or prisoners.

q. The advisor must impress upon his counterpart that an integrated economic, social, political, military and paramilitary effort is required to counter insurgency.

r. Persuade officials to pass information automatically—up, down, and laterally.

s. Encourage initiative and inventiveness. The host country official may follow orders to the letter. Even if a modified course of action subsequently appears to be more appropriate, he may not deviate (or request permission to deviate) from his original instructions. The advisor can encourage his counterpart to request changes in orders when the need is obvious, and encour-

age him to be receptive to such requests from his subordinates. Self-confidence must be developed in the subordinate, and the senior's confidence in the judgment of his juniors must also be built.

t. Encourage strengthening esprit to sustain forces in adversity.

u. If the counterpart is senior in grade to the advisor, he should be treated accordingly.

v. Since many cultures have casual attitudes toward time, the advisor can emphasize its efficient use by being punctual at all meetings, and by making allowances in budgeting time and planning meetings.

w. Keep abreast of activities. Keep in close contact with political chiefs, commanders, and staff officers to obtain information.

x. Participate actively in military, social, and athletic functions.

y. Encourage frequent inspections. Host country officials often are reluctant to inspect, relying on reports to evaluate effectiveness. It may be necessary for the advisor to convince his counterpart of the value of direct knowledge and frequent inspections to determine actual conditions.

z. The advisor can teach by example, but he should not continue to do the job. Persuade the responsible official to learn to do it.

aa. The advisor should set a good example in dress, posture, and conduct, as well as in professional knowledge and competence, and keep physically fit.

ab. The advisor must develop a sense of identity with the counterpart unit or area to the degree that he feels
a personal responsibility for its activities, maintaining perspective.

ac. The advisor should seek to spend maximum time at the scenes of activity so people know and trust him. Time permitting, he attempts to learn the language and volunteers to teach English.

ad. The advisor’s suggestions and recommendations must be within the counterpart’s capability to carry out.

ae. The advisor need not give up his efforts to analyze the host country counterinsurgency programs because they are in a foreign language. He should get an interpreter and determine the details.

af. The advisor should not be afraid to advise against a bad decision, but he should do it in the same manner he would recommend a change of action to an American official whom he respected and with whom he worked on a daily basis.

ag. He should not hesitate to make “on-the-spot” recommendations to his counterpart.

ah. The advisor should not become the counterpart’s “agent” in disputes with U.S. agencies, fighting his problems for him and blindly representing his views, requirements, and his desires for funds, arms, or equipment.

ai. Advisors should not make promises which they cannot or should not fulfill.

aj. Advisors should look for the real sources of influence on their counterparts outside of the administrative structure within which they operate.

ak. Do not present too many subjects at one time or prolong unnecessarily the discussion of any one subject.

al. Do not accept “yes” at its face value; “yes” may mean only that the person understand what has been said (it also may be used to cover a failure to understand), not that the counterpart “buys” the recommendation.

am. Before advancing important ideas, brief the interpreter and let him consult a dictionary. No matter how well prepared, the advisor will be at a disadvantage if his interpreter is not briefed, even if presenting a written plan. The advisor should recognize that many interpreters have marginal abilities.

an. Advisors should present recommendations carefully, in detail, and adequately supported. The statement that the U.S. does a certain thing a certain way is generally not sufficient to convince counterparts. An explanation of the advantages inherent to the proposal is more effective.

ao. Advisors should praise part of what their advisees do or plan. Then, if there is criticism, it should be couched tactfully as improvements to the counterpart’s plans.

ap. If it is necessary to make a recommendation which might imply criticism of host country policy, advisors should do so in private.

aq. Exercise patience in dealing with counterparts.

ar. To assure full understanding, difficult, important business should be transacted directly with counterparts. Important documents should be prepared directly with counterparts so that they can adopt, translate, and issue them “as is.”

as. After planting ideas, counterparts should be allowed to take the credit if they are accepted and well
executed. Satisfaction is found in the overall result.

at. As time goes on, advisors may think they are doing all of the “bending.” This is not necessarily true. Counterparts may well be meeting advisors halfway.

au. Advisors should maintain a sense of humor; they will discover their counterparts.

av. If one cannot accept a social invitation, regrets should be expressed based on the local custom.

aw. Amenities should be exchanged and observed with host country civil and military officers prior to and after discussing official matters.

ax. Recommendations that require immediate decisions should be avoided. Counterparts should be allowed to exercise their prerogatives, because one of their greatest fears is that they will appear overly dependent upon advisors. Choose appropriate times and places to offer advice.

ay. Subordinates should be used to lay the groundwork at their levels for new ideas.

az. Advisors should do homework thoroughly. Little advising is done during operations, most of it being done in the preparation phase.

ba. Advisors should not accept information from counterparts with blind faith. It must be checked discreetly and diplomatically—but checked.

bb. A project should not be rejected because the advisor will not be in the country long enough to complete it. It should be started and sold to successors.

bc. Counterparts should not be allowed to substitute the advisory chain of command for theirs.

bd. Advisors should keep an account of major events to support reports, establish subject background, and to orient successors. A good filing and suspense system is a must. Requirements for records security must be considered.

be. Advisors should appreciate their counterpart’s workload. The counterpart will be unable to spend the entire day with the advisor; although he will probably never indicate this. Advisors should make themselves available always, but time must be given to counterparts to perform their duties.

bf. Advisors must avoid personality clashes between host country civil or military officials.

bg. Advising works both ways. Advisors should set an example and ask their counterpart’s advice; they will get many good ideas from him.

bh. A subject under discussion should be approached from different directions and with different words until it is known that the advisor is understood. The advisees will seldom admit that they do not understand.

bi. Advisors should practice moderation in their consumption of alcoholic beverages.

bj. From time to time, advisors should invite counterparts to mess for social functions.

bk. No matter how familiar advisors are with counterparts, they should refrain from “backslapping.” People generally feel this to be a personal affront.

bl. Counterparts, like all people, may resist change and sometimes resist new ideas.

bm. Advisors should be aware of, but not become involved in the counterparts’ routine problems. Advisory emphasis should be placed on the overall effort.

bn. Advisors should strive to earn the counterparts’ respect.

bo. Advisors should respect their counterparts’ ability.
Advisors should avoid harassing counterparts for status reports. They will begin to avoid advisors, and information will become increasingly difficult to get.

Advisors should, at all costs, avoid giving the impression that everything is all wrong. In some cases, it may take a month or more to sell one idea. The most pressing problems which are within the advisors’ and their counterparts’ capabilities to correct should be corrected first.

The highest military standards must be observed.

The loss of emotional self-control must be guarded against. The loss of the advisors’ dignity and the counterparts’ loss of face will destroy advisor effectiveness.

Of primary importance to the advisor is that he maintain flexibility in his planning and operational advice.

66. Changes and Comments

This manual should be constantly updated by the advisor based on documented experiences. Recommendations for changes or comments to improve the manual are solicited (para. 2f).

APPENDIX I

GLOSSARY OF TERMS

1. General

In addition to the definitions of terminology contained in AR 320-5, the following words, phrases, and abbreviations are used in this manual (advisor handbook) with the meanings indicated. There has been no attempt to relate the terms one to the other.

2. Terms

a. Area Assessment. The prescribed collection of specific information to confirm, correct, refute, or add to previous intelligence of the area acquired from area studies and other sources.

b. Area Oriented. A term applied to military personnel or units, whose organization, mission training, and equipping are based upon operational deployment to a specific geographical area. Area oriented personnel have a working knowledge of the language, customs, politics, sociology, and geography of the area.

c. Area Security Coordination Center (ASCC). A composite headquarters at various administrative levels at which counterinsurgency operations are coordinated. It is composed of military, political, police, paramilitary personnel and representatives of government bureaus.
The ASCC plans, coordinates, and provides overall direction of the counterinsurgency effort in its area of responsibility.

d. Area Study. A study of a political or geographical area including its history, geography, language, and general culture.

e. Capital Formation. The accumulating of assets, resources, sources of strength, or advantages utilized to aid in accomplishing an end or furthering a pursuit.

f. Civil-Military Advisory Committee (CMAC). A group composed of influential local citizens and military/police representation which participates in the counterinsurgency planning activity of the ASCC. Civilian membership consists of those individuals having significant influence over and/or interest in the welfare of the local population. In the planning operation the CMAC, which meets on call, contributes advice and guidance particularly with regard to those matters directly affecting the local population (population and resources control: civic actions, etc.).

g. Cordon and Search. Generally considered to be a police technique used in conjunction with the population and resources control program. It involves establishing a perimeter (cordon) to prevent entrance to or exit from an area to be searched for personnel or materiel.

h. Counterpart. The advisee. The person to whom operational assistance is rendered as a matter of assigned duty.

i. Country Team. The country team generally consists of a senior member of each governmental agency located in the country. The head of the country team is the chief of the diplomatic mission (Ambassador or other principal U.S. diplomatic officer). Host country actions are aided and assisted (advised) by the U.S. country team within the context of the (U.S.) Country Overseas Internal Defense Plan which is the coordinated U.S. Government plan for providing advice and assistance.

j. Disease Vector. An agent (usually an insect) capable of transmitting a disease from one human or animal to another, either mechanically or biologically by playing a specific role in the life cycle of the disease organism.

k. Environmental Improvement. A general reference to that element of the counterinsurgency effort designed to improve the economic, social, political, and psychological aspects of the national environment. It encompasses national and community development programs to include civic actions.

l. Free Area. Predesignated and publicized areas into which selected weapons such as bombs, rockets, napalm, artillery, etc., may be discharged without prior, specific coordination, or regard to damage of materiel or population.

m. Host Country. In the context of this handbook, a nation to which military and civilian representatives of another nation are accredited under the provisions of an international agreement to undertake economic and military assistance programs to prevent or defeat insurgency.

n. Levels of Intensity of Insurgency.

1. PHASE I—This phase ranges from circumstances in which subversive activity is a potential threat, latent or incipient, to situations in which subversive in-
cidents and activities occur with frequency in an organized pattern. It involves no major outbreak of violence or uncontrolled insurgent activity.

(2) PHASE II—This phase is reached when the subversive movement, having gained sufficient local or external support, initiates 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 (MOBILE WARFARE) between organized forces of the insurgents and those of the established authority.

o. Nation Building.

(1) The overall objective of increasing the viability of a nation through effecting programs of economic betterment and social progress through such activities as engineering construction, transportation and communications improvements, including roads, railroads, bridges, telecommunications facilities, airfields, and port facilities. Military resources applied to those efforts is denoted by the term military civic action.

(2) The building of the basis of national power, political and social as well as economic and military, through external assistance and internal labors, so that a nation gains the assets to establish, protect and expand its stature as a sovereign state in a free world.

p. Operational Assistance. This includes small unit advisors, instructor personnel, training units, and necessary equipment which may be provided by the United States to a host country's counterinsurgency efforts.

q. Pacification (Planning, Operations). Although

not used in the manual, this is a term which has been used in various books, articles, and other civilian writings to indicate those activities associated with clear and hold operations described in paragraphs 30-33 of this manual.

r. Population and Resources Control. That aspect of the counterinsurgency effort designed to control human and material resources. Objectives of this effort are to sever the relationships between the population and the guerrilla, identify and neutralize the insurgent apparatus and activities within the population, and create within the population a secure physical and psychological environment.

s. Public Information Programs. Includes the conduct of information activities with the objectives of keeping the public fully informed, gaining public understanding, support of government counterinsurgency activities, and public confidence in the government.

t. Rapport. 1: Relation; esp.: relation characterized by harmony, conformity, accord, or affinity.

u. Tactical Marking of Friendly Troops. Use of pyrotechnics, panels, and discreet lighting for prudent marking of friendly troop positions and facilities in areas of enemy proximity.
APPENDIX II

ADVISOR CHECKLIST (OPERATIONS PLAN, CLEAR AND HOLD OPERATIONS)

OP PLAN

References:
1. SITUATION.
   a. General. Give a brief description of the area of operations.
   b. Weather and Terrain. Describe briefly the predominant nature of the terrain and how seasonal weather changes affect operations.
   c. Insurgent.
      (1) List organizations, strengths and locations of units, auxiliaries, and cadre and describe the nature of recent activities.
      (2) State known objectives, capabilities, and intentions and describe major vulnerabilities.
   d. Host Country.
      (1) Population.
      (a) State the attitudes of population and what influence the insurgent has over them. Describe briefly the effects of current insurgent activity on the people in the area of operations.
      (b) State the attitudes and competence of local officials.
      (c) Estimate and confirm by area photo coverage the number of families affected by the operation.
      (d) Conduct ground reconnaissance, when feasible, of new defended hamlet sites.
      (e) State population estimates.
   e. Military, Paramilitary, and Police Forces.
      (1) List military and paramilitary and other forces which influence the plan.
      (2) Give general location, unit size, and current mission of forces in the area, and indicate those which will be available to support the operation.
      (3) List units which have been allocated for the operation from outside the area of interest or from general reserve.
      (4) List Navy, Marine, and Air Force support available for the operation.
   f. Civilian Forces.
      (1) List those economic, political, psychological, intelligence, civic action cadres, and other representatives of national or provincial agencies now at work within the planned area of operations.
      (2) Indicate those cadre who can be made avail-
able to extend the civil effort by reorganizing teams now at work.

(3) State what other representatives of national or local agencies have been made available for the operation.

(4) Estimate the number of local civil servants and other assistants available to support the operation.

g. Other Forces. Describe any known national intelligence activities, psychological operations, economic or civic action organizations, or commercial projects in the area of operations the activities of which should be included within the operation for coordination.

h. Assumptions.

2. MISSION.

State specific objectives, purposes, and tasks to develop a certain number of defended hamlets in a given area, defend and secure lines of communications; deny support of the insurgent by establishing strict population and materiel control, defend, secure, and consolidate control of the population following offensive and defensive operations against the insurgent; establish control vital to the extension of military operations in a critical area, etc.

3. EXECUTION.

a. Concept of operation. Explain how military and civilian forces and other resources are to be used to carry out the operation. Include phasing of large operations.

b. Answer questions as to the who, what, when, where, how, and why of the operation.

c. Develop scope of the operation.

d. Develop appropriate EEI.

e. List the most important objectives in order of priority.

f. Operational Tasks

(1) General. This paragraph states how specific resources available will be used.

(2) Military. Outline use of military forces. State specific reconnaissance and support missions required (such as aerial photo coverage and leaflet missions).

(a) State force numbers and types required based on insurgent concentration and other critical factors.

(b) State steps necessary to obtain firm commitment for use of military forces.

(c) State how long forces are required.

(d) State requirements for air and naval support.

(e) State when and where forces are required in relation to D-Day.

(f) State additional training required.

(g) Outline recommended adjustments of troop dispositions that might increase the forces available.

(3) Paramilitary. See le above.

(4) Police, Auxiliaries, and Hamlet Defenders. See le above.

In addition—

(a) State police auxiliary relationships to youth and other organizations and how many are available.
(b) State training and equipment requirements for police auxiliaries at earliest possible date so that they will be ready to assume defense of their own villages and hamlets.

(c) State requirements for training and equipping the forces to be raised for local internal security and defense. Estimate when these forces will be prepared to receive equipment and training. Point out any special considerations in their control or use.

(d) State coordination requirements with intelligence agencies for possible assistance in auxiliary training and equipment.

(5) Civilian. See If above.

(a) State organization of political action cadre.

(b) State requirements for newly trained teams to coincide with phases of operations.

(c) State equipment, other supply requirements for these teams, and state where teams will get supplies and equipment—local budget or come equipped?

(d) State labor requirements to be established to assist teams in economic development and civic action projects such as forest clearance, foot bridge construction, building of individual houses, moat, parapet, and fences.

(e) Estimate how long teams will be required and how long they will remain in each hamlet.

(f) State what liaison has been established with host country ministry of civic action to obtain quotas for training or quotas for student output.

(g) Outline the plan for using civilian economic development, PSYOP, political action, and civic action cadre, indicating where they will be used and what tasks they will perform.

(h) Outline projects assigned to technical personnel or representatives of national, private, and provincial agencies who may not be members of the cadre teams assigned.

(i) Outline requirements for additional economic development, political action, civic action, or other cadre and state what qualifications they must have and what they are to do.

(j) Explain steps taken to provide additional cadre and state training requirements.

(k) Outline the need for technical assistance to the cadre teams.

(l) State the type of emergency assistance, community or individual, proposed for the people and indicate the magnitude and the time over which it will be required.

(m) Outline measures essential to achieving the objectives of the plan.

(6) PSYOP. Outline proposed PSYOP themes, activities, or techniques applicable.

(a) Recommend targets and information activities.
(b) State the availability of military PSYOP units.
(c) Outline the plan for briefing of all team members and soldiers as to the purpose of the operation.
(d) Test teams to insure they are trained for the operation—allotment of teams to concentration points in consonance with time phasing of operation.
(e) Provide an initial target analysis and sort target audiences.
(f) Select tentative themes and topics, i.e., why the defended hamlet is necessary. What is required of people in connection with relocation, details of control measures to be taken, insurgent responsibility for unpopular aspects of the operation, host country responsibility for advantages to follow, etc.
(g) Prepare facilities and obtain equipment for assistance:loudspeakers, radio broadcast, aircraft camera, movie projectors, etc.
(h) Prepare and produce leaflets, banners, posters, I & E documents, papers appropriate to the outlined themes.
(i) Outline amnesty—bounty—defector plan and financial support arrangements.
(j) Outline plans for continual PSYOP support or civic action information activities.
(k) Outline plans and timing for effective information programs to benefit from assistance given to people.

4. ADMINISTRATION AND LOGISTICS. (The contents of this paragraph may be placed in separate annexes or in an Admin Order.)

a. Consolidate logistical and administrative support requirements for the overall plan insofar as these can be computed or estimated. Show basis for calculations. Include such things as material for defended hamlets, emergency assistance, special construction, transportation, communications, labor, and medical supplies. Indicate the phasing of supply requirements to prevent unnecessary 'stockpiling.' Include logistical needs of military forces and civilian agencies usually provided routine support through their own channels except as the requirement for coordination exists.

b. Summarize overall cost of the operation.

c. Outline the capability of the civil administrators to support elements of the plan with materiel or funds at their disposal.

d. Requirements for defense and internal security of hamlets.

(1) State the materials needed.
(2) Determine need for special devices for defense, e.g., defoliant.
(3) Indicate the physical layout of proposed defended hamlets with respect to fencing, moats, parapets, guard posts, etc.
(4) State control and turn-in procedures, maintenance procedures, and maintenance training requirements.
(5) State local materials available (bamboo, etc.) that can be used in lieu of materials that must be requested from military or other agencies.

(6) State detailed emergency assistance needs of the community or individuals because of relocation operations, or other conditions in the area of operation.

(7) Estimate the detailed immediate civic needs of each village or hamlet affected.

(8) Estimate phased requirements for food, seed, clothing, shelter, tools, and medical supplies (these supplies to be available in the vicinity of hamlet sites prior to the operation).

(9) Outline reception plan for people at new sites if relocation is undertaken.

(10) Estimate amounts and types of transportation available for relocation of people and belongings.

(11) Estimate funds available for compensation for individual property damage and injuries. (Insure funding and budgeting for emergency assistance is complete and available for timely release when needed.)

(12) State community facilities available at sites.

(13) State additional facilities required such as—

(a) Medical dispensary and technicians, to include maternity clinics and midwives.

(b) Spraying of area and inoculations.

(c) School buildings, teachers, and supplies.

(d) Community houses.

(e) Information Centers: In addition to propaganda, means will be available for news items of general interest.

(f) Wells and sanitation facilities. If wells are dug, technical assistance and labor may be required.

(14) State arrangements for clearance title action for plots given the people.

(15) State amounts of land clearance and moats, parapets, roads, etc., construction required. Estimates of bulldozer work must be included in budget because of the requirement to pay for their use.

(16) State required agricultural assistance.

(a) Outline agriculture situation.

(b) State the requirement for farmer access to agricultural credit programs and what special loans will be necessary.

(c) State requirements for crop and livestock disease and rodent control.

(17) Economic and technical. Estimate magnitude of economic or technical assistance essential to area rehabilitation and development. Include such items as insect and rodent control, land clearance, fertilizing, road and bridge repair, construction and drainage.

(18) Miscellaneous.

(a) State support required from CARE and other similar agencies.

(b) State support required from other sources not mentioned previously.
(c) Explore possibilities of Third Country support.

5. COMMAND AND SIGNAL.
   a. Outline procedures for control of resources and direction of effort.
   b. Explain peculiarities of the local situation which may affect lines of authority or methods of operation.
   c. State command structure.
   d. State coordination made with Navy and Air Force for their support and planning assistance.
   e. The following communications channels will be established:
      (1) Communications from field locations to higher headquarters.
      (2) Administrative: From local level to national agencies.
      (3) Logistics. From field locations to supporting Log Command for requisitioning and receiving MAP and other supplies.
      (4) Operational: For requesting emergency assistance in case of attack.
   f. Communications.
      (1) State status of USAID radios.
      (2) State requirements for communications between all echelons of civil administration (e.g., hamlet to village to district).
      (3) State training requirements for civilian communication personnel.
      (4) State requirements for the military communication system to back up civilian systems.

APPENDIX III
ADVISOR CHECKLIST (SUPPORT OF AIRMOBILE OPERATIONS)

This checklist is based on the five paragraph operations order and contains planning considerations to assist planning groups involved in airmobile operations.

1. Situation
   a. Enemy.
   b. Unit being supported.
   c. Coordinating officers.
      (1) Unit.
         (a) Host country.
         (b) U.S. advisor.
      (2) Senior advisor.
      (3) Aviation unit.
      (4) Intelligence officer.
         (a) Host country.
         (b) United States.
   d. Tactical air support.
   e. Supporting artillery fires in area.
   f. Copy of unit operations orders and overlays.
   g. Effects of weather.

2. Mission
3. Execution
   a. Concept of operation.
   b. Missions.
      (1) Number of troops to be lifted.
      (2) Number of reserve troops to be lifted as required, distance, and the number of landing zones.
   c. Maps.
   d. Coordination instructions.
   e. Description of routes, landing zones, times.
   f. Armed aerial escort requirements.
   g. Airfield security (includes landing zones).

4. Administration and Logistics
   a. Fuel requirements.
   b. Ammunition.
   c. Special equipment.
   d. Medical support to include medical evacuation.
   e. Rations.
   f. Methods of indicating direction of attack.
   g. Observers.
   h. Maintenance support.
   i. Parking and landing areas.

5. Command and Signal
   a. Pyrotechnics and panels (tactical marking of friendly troops, enemy targets, and tactical landing areas).
   b. CP location (friendly ground troops).
   c. Medical evacuation of location markings.
   d. Command relationships for specific operation.
   e. Channels of advisor communications for specific operations.
# APPENDIX IV

## PLANNING DATA FOR USE OF ARMY AIRCRAFT

<table>
<thead>
<tr>
<th>Aircraft</th>
<th>Unit</th>
<th>O-1 observation &quot;Bird Dog&quot;</th>
<th>OV-1A observation &quot;Mohawk&quot;</th>
<th>U-6A utility &quot;Beaver&quot;</th>
<th>U-1A utility &quot;Otter&quot;</th>
<th>CV-2B cargo &quot;Caribou&quot;</th>
<th>UH-1B utility &quot;Iroquois&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Height door above ground.</td>
<td>In.</td>
<td>.</td>
<td>.</td>
<td>46</td>
<td>46</td>
<td>45 1/2</td>
<td>27</td>
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<tr>
<td>Usable length cargo compartment</td>
<td>In.</td>
<td>.</td>
<td>.</td>
<td>76</td>
<td>152</td>
<td>28' fwd 32' aft</td>
<td>60</td>
</tr>
<tr>
<td>Width of floor</td>
<td>In.</td>
<td>48</td>
<td>60</td>
<td>73</td>
<td>92</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Height of cargo compartment</td>
<td>In.</td>
<td>51</td>
<td>60</td>
<td>74</td>
<td>54</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cargo space</td>
<td>Cu. ft</td>
<td>125</td>
<td>243</td>
<td>1,150</td>
<td>140</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Door, width by height.</td>
<td>In.</td>
<td>39 x 40</td>
<td>46 x 45</td>
<td>73 x 74</td>
<td>49 x 48</td>
<td></td>
<td></td>
</tr>
<tr>
<td>External cargo</td>
<td>Lbs</td>
<td>500</td>
<td>4,000</td>
<td>1,000</td>
<td>.</td>
<td>3,500</td>
<td></td>
</tr>
<tr>
<td>Passengers</td>
<td>.</td>
<td>1</td>
<td>4</td>
<td>9</td>
<td>32</td>
<td>8</td>
<td></td>
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<tr>
<td>Litters and ambulatory</td>
<td>.</td>
<td>0 + 1</td>
<td>2 + 3</td>
<td>4 + 3</td>
<td>20 + 2</td>
<td>3 + 0</td>
<td></td>
</tr>
<tr>
<td>Internal payload when A/C has full fuel</td>
<td>Lbs</td>
<td>111</td>
<td>304</td>
<td>935</td>
<td>1,500</td>
<td>4,140</td>
<td>2,570</td>
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<tr>
<td>Normal cruise speed</td>
<td>Kts</td>
<td>87</td>
<td>190</td>
<td>105</td>
<td>100</td>
<td>156</td>
<td>104</td>
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<tr>
<td>Endurance hrs plus min.</td>
<td>4 + 30</td>
<td>1 + 55</td>
<td>5 + 30</td>
<td>8 + 30</td>
<td>7 + 10</td>
<td>1 + 10</td>
<td></td>
</tr>
</tbody>
</table>
## Aircraft Specifications

<table>
<thead>
<tr>
<th>Aircraft</th>
<th>Unit</th>
<th>UH-1D utility &quot;Iroquois&quot;</th>
<th>UH-19 utility &quot;Chickasaw&quot;</th>
<th>UH-21C cargo &quot;Shawnee&quot;</th>
<th>CH-34C cargo &quot;Choc-taw&quot;</th>
<th>CH-37 cargo &quot;Mojave&quot;</th>
<th>CH-47A cargo &quot;Chinook&quot;</th>
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<tbody>
<tr>
<td>Height door above ground.</td>
<td>In.</td>
<td>32</td>
<td>30</td>
<td>38</td>
<td>34</td>
<td>36</td>
<td>30</td>
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<tr>
<td>Usable length cargo compartment.</td>
<td>In.</td>
<td>92</td>
<td>120</td>
<td>240</td>
<td>164</td>
<td>364</td>
<td>366</td>
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<td>Width of floor</td>
<td>In.</td>
<td>97</td>
<td>66</td>
<td>50</td>
<td>59</td>
<td>87</td>
<td>90</td>
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<td>Height of cargo compartment.</td>
<td>In.</td>
<td>54</td>
<td>60</td>
<td>62</td>
<td>70</td>
<td>87</td>
<td>78</td>
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<tr>
<td>Cargo space</td>
<td>Cu. ft</td>
<td>220</td>
<td>300</td>
<td>422</td>
<td>363</td>
<td>1,252</td>
<td>1,462</td>
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<tr>
<td>Door, width by height.</td>
<td>In.</td>
<td>74 x 48</td>
<td>48 x 48</td>
<td>45 x 59</td>
<td>52 x 48</td>
<td>87 x 72</td>
<td>90 x 78</td>
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<tr>
<td>External cargo</td>
<td>Lbs.</td>
<td>4,000</td>
<td>2,000</td>
<td>5,000</td>
<td>5,000</td>
<td>8,000</td>
<td>16,000</td>
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<tr>
<td>Passengers</td>
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<td>6</td>
<td>20</td>
<td>12</td>
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<tr>
<td>Litter and ambulatory.</td>
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<td>12+0</td>
<td>8+0</td>
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<tr>
<td>Internal payload when A/C has full fuel.</td>
<td>Lbs.</td>
<td>2,290</td>
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<td>2,880</td>
<td>3,600</td>
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<td>Normal cruise speed.</td>
<td>Kts.</td>
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<td>80</td>
<td>78</td>
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<td>Endurance hours plus minutes.</td>
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<td>3+30</td>
<td>2+45</td>
<td>2+45</td>
<td>1+05</td>
<td>1+45</td>
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APPENDIX V

LANDING AND TAKE-OFF DATA FOR LIGHT AND MEDIUM AIRCRAFT
Figure 36. Climb and glide ratios, light and medium aircraft.
Figure 37. Approach/take-off clearance (rotary wing aircraft).
Figure 37—Continued

Approach/take-off.

1. There should be at least one path of approach to the LZ measuring 75 meters in width.

2. A rotary wing aircraft is considered to have a climb ratio of 1 : 15.

3. Take-off and departure from the LZ may be along the same path used for the approach; however, a separate departure path as free from obstacles as the approach path is desired.
Figure 38. Landing zone, medium and light aircraft.
Figure 38—Continued

Landing zone, medium aircraft (night operations)  Landing zone, light aircraft (night operations)
Figure 39. Landing zone for rotary wing aircraft.
Figure 39—Continued

1. An area of 50 meters in diameter cleared to the ground.
2. An area beyond this, surrounding the cleared area, 20 meters wide and cleared to within 1 meter of the ground.
3. The completed LZ is thus a minimum of 90 meters in diameter.
Figure 40. Marking of landing zone for use by rotary wing aircraft marking.
Figure 40—Continued

1. LZ for rotary wing aircraft are marked to—
   a. Provide identification of the reception committee.
   b. Indicate direction of wind and/or required direction of approach.
   c. Delineate the touchdown area.

2. Equipment and techniques of marking are similar to those used with fixed wing DZ—lights or flares at night, smoke and panels in daylight.

3. An acceptable method of marking is the “Y” system. This uses four marker stations.
By Order of the Secretary of the Army:

HAROLD K. JOHNSON,
General, United States Army,
Chief of Staff.

Official:
J. C. LAMBERT,
Major General, United States Army,
The Adjutant General.
Distribution:

Active Army:

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NG: State AG (3); Units—Same as Active Army except allowance is one copy to each unit.

USAR: Units—Same as Active Army except allowance is one copy to each unit.

For explanation of abbreviations used, see AR 320–50.