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NAVAL HUMANITARIAN

ASSISTANCE MISSIONS

ORIGINATOR: NAVY TACTICAL SUPPORT ACTIVITY

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August 1996

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1. EXTAC 1011, NAVAL HUMANITARIAN ASSISTANCE MISSIONS, is one of a series of publications designed for use in operations between NATO and non-NATO navies. It is a stand-alone document and shall be maintained separately from AXP-5.
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M. L. BOWMAN
Rear Admiral, U.S. Navy
Commander, Naval Doctrine Command

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FOREWORD

1. EXTAC 1011, HUMANITARIAN ASSISTANCE MISSIONS, is designed for use by NATO nations when conducting humanitarian assistance (HA) operations in conjunction with other NATO nations, non-NATO nations, or a mixed coalition of nations. The document covers the principles and fundamentals of various types of humanitarian assistance operations, describes civil involvement in HA operations, and discusses HA operations at sea and ashore. Several annexes cover diverse aspects of operational planning and execution.

2. This edition of EXTAC 1011 was derived from a preliminary U.S. Navy document. Much of the U.S. specific terminology and procedural information has been recast to be appropriate for the international community. However, some portions of this first edition retain a U.S. military orientation. The U.S. custodian invites comments and recommendations from all nations to improve the value and utility of this publication to the international community.

3. EXTAC 1011 is UNCLASSIFIED and does not require security protection. It may be provided to non-NATO nations independently by member nations and NATO commands and agencies as desired.

4. Comments and recommended changes to this document are invited; they should be sent directly to the custodian at the following address:

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5. References:
- a. EXTAC 1000 (formerly 768), Maritime Maneuvering and Tactical Procedures.
 - b. EXTAC 1001, International HOSTAC, Volume 1.
 - c. EXTAC 1002, International HOSTAC, Volume 2.
 - d. EXTAC 1003, Replenishment at Sea.
 - e. EXTAC 1004, Voice Procedures and Brevity Codes.
 - f. EXTAC 1005, Exercise Manual.
 - g. EXTAC 1006, Structured Messages.
 - h. EXTAC 1007, Mine Countermeasures.
 - i. EXTAC 1009, Diving Safety.
 - j. EXTAC 1010, Non-Combatant Evacuations Operations (NEO).
 - k. EXTAC 1011, Naval Humanitarian Assistance Missions.
 - l. EXTAC 1013, Regional Naval Control of Shipping.

CHAPTER 1

Humanitarian Assistance Mission Overview**0101 INTRODUCTION**

1. The military forces of NATO Nations have participated in humanitarian assistance (HA) missions in the past. The techniques and procedures resulting from these experiences are now being tested in situations of growing scope and complexity. In the future, HA missions will likely transition into multinational force operations involving a coalition of NATO and non-NATO forces.

2. HA may be defined as follows:

"Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or result in a great loss of property. HA provided by extra-national forces is limited in scope and duration. The assistance provided is designed to supplement or complement the efforts of the host nation civil authorities or agencies that have the primary responsibility for providing HA."

0102 TYPES OF OPERATIONS

1. There are four types of HA operations which are not mutually exclusive and may occur simultaneously:

a. Security programs provide military/police-type assistance. They may include patrolling, establishing check points, guarding food distribution centers, protecting relief convoys, and controlling crowds.

b. Disaster relief programs mitigate the effects of natural (e.g., hurricanes, earthquakes, famine, and floods) or manmade (e.g., nuclear reactor meltdown, anarchy, and war) disasters. They may include constructing or repairing public facilities; providing food, shelter, and medical care; and evacuating people.

c. Refugee programs provide care for refugees or displaced persons. They may include establishing camps; providing food, supplies, medical care, and security; moving or relocating refugees; and providing other assistance as requested by local authorities.

d. Civil support provides:

(1) Long-term assistance to local governments in domestic support areas (e.g., repairs to infrastructure and enabling the existing government to function).

(2) Environmental assistance (e.g., restoration, conservation, and protection of the environment).

2. Civil support shall not be considered a direct responsibility of HA operations; however, civil support activities will invariably occur during HA and should be closely monitored to prevent expanding the originally intended HA operation.

3. HA operations planners will define specific tasks for HA forces while considering factors such as:

a. The situation.

b. Applicable law.

c. National command authority direction.

0103 CONCURRENT MISSIONS

HA is a subset of military operations other than war. HA may occur concurrently with other activities such as combat operations, maritime interdiction operations, and non-combatant evacuation operations. Consult applicable allied and national tactical documentation for additional information on these areas.

0104 SPECTRUM OF CONFLICT AND ENVIRONMENT OF HA MISSIONS

1. While naval forces may be required to provide HA during mid- or high-intensity levels of warfare, the focus of effort is warfighting.

NOTE

Most dedicated HA missions will take place during low-intensity levels of conflict or in peacetime.

2. The naval commander, while consulting with other responsible commanders and organizations, shall assess the operational environment before commencing HA missions. The operational environment includes the political situation, physical boundaries, host culture, potential threats, and media interest. Understanding the operational environment is critical from a security standpoint. Failure to distinguish between permissive and uncertain/hostile environments or rapidly respond to changes in the operational environment may jeopardize mission accomplishment and endanger own forces.

3. Permissive Environments.

a. Permissive environments are those where little or no armed resistance is expected (e.g., disaster relief in a stable environment where assistance was requested by the host government). The more permissive the environment, the easier it is to execute the mission and the more predictable its outcome. Operations in a permissive environment are characterized by:

- (1) Host Nation cooperation.
- (2) Commonality of purpose for all parties.
- (3) Minimal security requirements.
- (4) Clear objectives (desired end state).
- (5) Time-limited operation.
- (6) Participation of private voluntary organizations (PVOs)/nongovernment organizations (NGOs).

b. Do not consider peaceful demonstrations as threatening, even if they tend to impair the effectiveness or credibility of HA forces, unless accompanied by armed displays.

4. Uncertain and Hostile Environments.

a. Uncertain and hostile operational environments range from civil disorder or terrorist action to full-scale combat. As the environment becomes more hostile, mission execution becomes increasingly difficult and the outcome is less predictable. Operations in these environments are often characterized by:

- (1) Complex relationships among conflicting parties.
- (2) Increased threat and imminent danger to all parties.
- (3) HA relief manipulated by combatants for political gain.
- (4) HA relief efforts with overtones of security and combat service support (CSS).

b. When operating in these environments, commanders shall be prepared to:

- (1) Defend the civil populace, NGOs/PVOs, and their own forces across a spectrum of contingencies.
- (2) Counter mass actions by previously assumed friendly populations or hostile actions by guerrilla or regular armed forces.

c. Commanders should not depend on their humanitarian mission to shield them from hostile acts. On the contrary, HA operations often allow rage and fear to be focused on a plainly visible, alien presence.

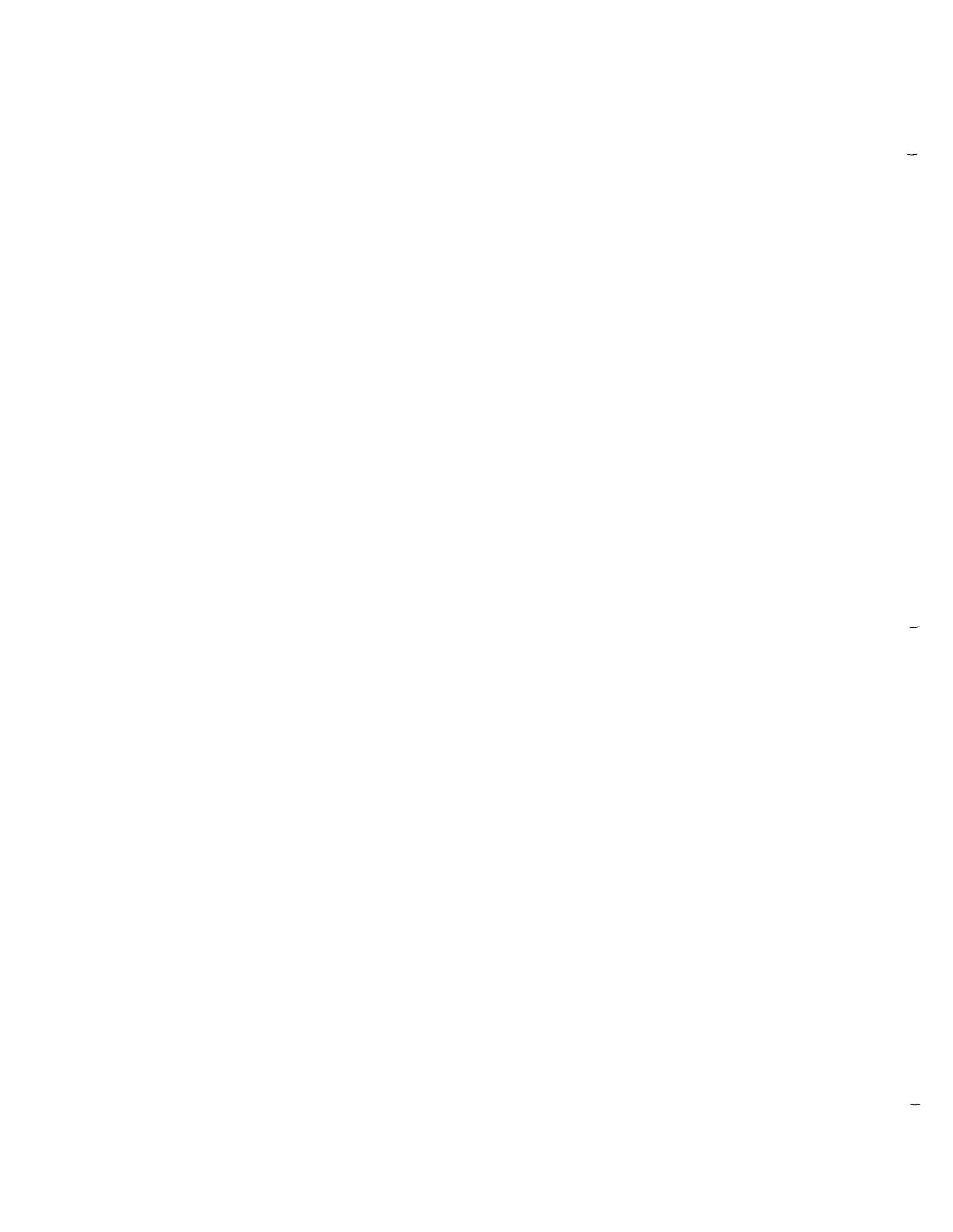
0105 NAVAL SERVICES AND JOINT TASK FORCES

1. HA operations are not a primary mission for naval forces. However, commanders who anticipate being assigned such a mission

may wish to develop an SOP, crisis action plans, and operational tasking orders, or conduct local training for HA.

2. Large-scale HA operations will typically be executed by a joint task force (JTF) because of the complementary nature of joint forces. However, the forward presence, flexibility, and capabilities of deployed naval forces provides the ideal

initial base of a large-scale HA operation. Follow-on Army and Air Force support will provide the full complement of military capability necessary to complete complex or multiple missions. The arrival of additional forces will begin the transition to joint or multinational operations.



CHAPTER 2

Principles and Fundamentals**0201 GENERAL**

Each HA mission is unique. However, commanders can maximize the effectiveness of their forces by employing them based upon an understanding of certain principles and fundamentals that remain constant from one operation to another.

0202 PRINCIPLES

1. During HA operations, naval forces support HA recipients and humanitarian relief agencies. As discussed in Chapter 1, the support may take many forms. During military operations other than war, commanders and planners should consider a few broad enduring principles to maximize the effectiveness of their forces.

2. **Objective.** Direct all support toward clearly defined objectives. (Senior authorities shall determine the overall objective or desired end state, which must be clearly articulated to avoid misunderstandings.) Ensure subordinate objectives are discrete, clear, and realistic.

3. **Unity of Effort.** Few missions will be the responsibility of a single organization. Therefore, HA is more effective if military, civilian, and governmental agencies agree on objectives and procedures. Because HA missions are expensive, avoid redundancy and duplication of effort to maximize results while minimizing costs. Unity of effort is best achieved through communicating effectively, actively coordinating support, and cooperating whenever possible.

4. **Perseverance.** Forces should be prepared for protracted operations that involve performing mundane tasks. The military operations departments should develop plans to transition responsibilities to follow-on organizations such as a JTF.

5. **Security.** When forces are assigned to provide support in hostile environments, security must remain a primary concern at all times. Security

includes protecting own forces, nonmilitary personnel providing HA, and the recipients.

6. **Restraint.** When required, commanders shall ensure force (governed by ROE) is used prudently and judiciously. The following principles apply to ROE during HA operations:

- a. Modify ROE via appropriate channels.
- b. Ensure personnel understand and adhere to the ROE.
- c. Include ROE training in preparation for deployment.

7. **Legitimacy.** Although HA forces may be supporting international agencies, they should promote and affirm the host government's ability to care for its people. Adhering to the principle of legitimacy will make it easier to accomplish the mission successfully.

8. **Responsiveness.** HA missions are conducted to alleviate suffering and should:

- a. Be conducted quickly and efficiently.
- b. Provide rapid and tailored support to the recipients' needs.

9. **Simplicity.** Focusing on essential matters fosters efficiency in planning and execution. Streamline the HA mission with simple standardized orders and procedures, prioritization, prepositioning, and prepared crisis action plans and modules.

10. **Flexibility.** HA missions are fluid in nature; therefore, forces must be able to quickly adapt to changing situations and requirements. Command and control may be centralized, but execution is always decentralized, sometimes over vast expanses. Flexibility during HA can be facilitated while planning. An example of flexibility enhanced during planning is provided in paragraph A.2.5.

11. Economy. Economy is best achieved when HA support is provided by nonmilitary agencies/organizations. Whenever possible, allow nonmilitary support to be provided first and consider the following:

- a. HA missions are expensive.
- b. Forces may be required to provide different forms of support.
- c. Available resources may need to be stretched to minimize waste.

12. Neutrality. The mantle of neutrality may provide protection for naval forces conducting HA operations. In those cases where naval forces intend to apply the principle, ensure:

- a. All factions believe that violence against HA forces personnel is not in their best interest.
- b. Application of the principle is continual and unwavering.
- c. HA forces personnel and equipment are easily identifiable.

0203 FUNDAMENTALS

1. Organizing to Support. Naval expeditionary forces may be required to reorganize to provide support and should consider the following factors prior to reorganizing:

- a. Nature and scope of the mission.
- b. Assigned responsibilities and tasks.
- c. Forces available.
- d. Hydrography/topography/climate.
- e. Threat.
- f. Time available.
- g. Requirements established by the CINC.
- h. Media coverage.
- i. Interaction with NGOs/PVOs and international organizations (IOs).

- j. Port and airfield availability.
- k. Condition of available port and airfield.

2. Mission.

a. The CINC or CJTF will assign an HA mission. Commanders shall request clarification if specific tasks are not understood or are inadequately defined. Essential elements of HA mission statements are:

- (1) Desired end state (objective).
- (2) Timeframe.
- (3) Identification of strategic level agencies and specific guidance promulgated.
- (4) Security requirements.
- (5) Types of support to be provided to PVOs, NGOs, and IOs.
- (6) Unique forces and equipment available for the mission.

b. If the mission statement is unclear, "mission creep" may develop whereby expectations increase beyond the type and amount of support the forces were originally tasked to provide or can provide.

3. Desired End State. The desired end state is determined at the national command authority (NCA) level or higher. Understanding it, however, can help to:

- a. Determine measures of effectiveness.
- b. Identify phases of the operation.
- c. Prepare to transition responsibilities to other services or agencies and ultimately back to the host government.

0204 ADVANCE PARTY

1. When naval forces receive an HA mission and time permits, send an advance party to assess the situation.

2. Functions.

a. The advance party's objective is to identify gaps in HN and NGO/PVO/IO capabilities. The most important task of the advance party is to establish liaison with HA participating nation diplomatic personnel, HN representatives, CINC representatives, NGOs/PVOs/IOs, and local authorities. (The value of establishing liaison is discussed in detail in Chapter 5.) Use these liaisons to determine the nature and extent of:

- (1) Morbidity.
- (2) Disease, famine, and illness.
- (3) Status of shelter.
- (4) HN government involvement.
- (5) Destruction of property.
- (6) Damage to infrastructure.

b. In conjunction with their duties, the advance party may recommend providing naval forces, equipment, supplies, and personnel.

3. Organization. The naval force's advance party shall be task-organized to accomplish its mission. Suggested advance party composition is depicted in Figure 2-1.

4. Planning and Communications. Planning for the advance party can be facilitated by developing a generic SOP, OPLANs, and instructions for HA missions. Ensure planning for the advance party communications includes:

- a. Emphasizing the use of mobile HF radios and manpacked UHF TACSAT terminals to provide connectivity to higher headquarters and major subordinate commands.
- b. Considering the use of INMARSAT terminals to provide intra-/inter-theatre commercial telephone connectivity.
- c. Considering early deployment of critical low-density satellite systems if transportation is available.

5. JTF Participation. Joint operations require a synchronized effort to achieve objectives. In achieving these objectives, the CJTF may involve all forces equally. If the naval force advance party precedes the JTF, it can provide invaluable assistance while the JTF is being established.

Amphibious Forces	Single Ship and Other Naval Forces
ATF CSO or MAGTF XO	XO
MAGTF Operations Officer	Operations Department Representative
ATF Material Department Representative	Communications Department Representative
MAGTF Logistics Officer	Supply Department Representative
ATF Operations Department Representative	Deck Department Representative
MAGTF Communications Officer	Engineering Department Representative
ATF Communications Department Representative	Damage Control Assistant
MAGTF Engineering Officer	Ship's Doctor or Senior Hospital Corpsman
ATF or MAGTF Intelligence Officer	Chaplain (if available)
JAG Officer	Master at Arms
CATF Surgeon	Any persons proficient in the HN language (if required)
CSSE Commander or CSSE Operations Officer	
Any persons proficient in the HN language (if required)	

Figure 2-1. Advance Party Organization

CHAPTER 3

Civil Involvement in the HA Mission**0301 INTRODUCTION**

This chapter discusses working with non-military government, and civilian organizations which direct and/or provide HA. Basic information regarding these interworkings at the tactical level of HA is provided. HA participating forces must have detailed tactical-level information and information on the relations among naval expeditionary forces and civil agencies at the strategic and operational JTF levels.

0302 RESPONSE TRIAD

1. An effective HA response includes military forces and governmental/humanitarian organizations at all levels, from the national/international level to the operational level. This is commonly referred to as a response triad. Action at all levels is difficult because of the number of organizations involved. Effective employment of naval forces requires strong leadership and careful coordination with HA nation civil authorities, NGOs, PVOs, and IOs.

2. Each HA situation is unique and requires an appropriate response; however, there are three essential elements (political, military, and humanitarian) present whenever HA is provided. Each operation must carefully balance these essential elements to ensure success of large scale HA. The critical coordination of these elements can be portrayed as a response triad. Each element complements the other two and each must be represented at every level of HA, from policy making to distribution of relief supplies in the field.

3. Since many governmental agencies, civil and military authorities, other governments, the U.N., and NGO/PVO/IO relief agencies share responsibilities for conducting humanitarian relief operations, difficulties can be encountered when planning at strategic and operational levels.

NOTE

Strategic plans and goals of these organizations may not always be compatible with military objectives.

4. Planning at strategic and operational levels is difficult because of the number of organizations involved with this triad. Effective action in such an environment necessitates strong central coordination and leadership, and should include interfacing with NGOs/PVOs/IOs as these diverse participants compound the complexity of an operation.

0303 COORDINATION WITH EMBASSIES

1. Naval forces work closely with embassy personnel and country teams in HA operations.

2. **Embassy Personnel.** Key embassy personnel typically include:

a. Ambassador/Chief of Mission. Senior official, military or civilian, at the embassy. Provides overall direction, coordination, and supervision of government activities in the host country.

b. Deputy Chief of Mission. Senior diplomatic official in an embassy below the rank of ambassador. Usually chairs the country team meetings and coordinates the embassy staff.

c. Chief of Military Mission. Senior military person at the embassy. Maintains liaison with host nation's military forces.

d. Defense Attache Officer. Military representative attached to the embassy in a diplomatic status. Can facilitate access to the daily embassy SITREP and other written intelligence. All military personnel in the host country, including those not assigned to the embassy or under direct control of the ambassador, coordinate their activities through the DAO.

e. Political Officer. A career diplomat who:

- (1) Reports on political developments.
- (2) Negotiates with the host government.
- (3) Represents views and policies of his nation to the host government.
- (4) Maintains regular contact with host government officials, political and labor leaders, other influential citizens, and third country diplomats.
- (5) Is a major contributor to understanding the situation in the host country.

f. Economic Officer. A career diplomat who analyzes and reports on economic matters in the host country. Also negotiates with the host government on trade and financial issues. May work in close contact with relief organizations.

g. Medical Officer. Qualified for general practice. Can also set up triage/trauma/mass casualty operations. Is a good source for data on indigenous disease vectors and prophylaxis for own forces.

3. Country Team. The country team:

- a. Coordinates participation in HA operations
- b. Is comprised of ranking representatives of embassy sections and other government agencies operating within a country, including:
 - (1) Ambassador.
 - (2) Deputy chief of mission.
 - (3) Chief of political section.
 - (4) Political/military affairs officers.
 - (5) Consular officer.
 - (6) Administrative officer.

(7) Economics officer

(8) Other agency representative(s) as required.

c. Meets regularly to advise the ambassador and review current developments.

0304 NONGOVERNMENTAL ORGANIZATIONS

1. Terminology. Three terms are used to identify nongovernmental organizations which provide HA:

a. International Organizations (IOs). Organizations with global influence such as the U.N. and ICRC.

b. Nongovernmental Organizations (NGOs). Predominately nonprofit, voluntary organizations comprised of individuals from one or several nations. NGOs generally focus on specific issues (e.g., development, relief, hunger, peace, disarmament, and the environment). They address their concerns directly and indirectly. For example, an NGO which focuses on hunger might provide food, education on sustainable food production, and medical support to alleviate disease and other effects of malnutrition.

c. Private Voluntary Organizations (PVOs). Private, nonprofit organizations involved in humanitarian efforts such as relief, development, refugee assistance, environment, and education.

2. Working With IOs. Integrating military-style strategic, operational, and tactical level planning with the U.N. and NGOs/PVOs/IOs is difficult because their organizational structures are neither congruent with those of the participating HA governments nor are they rigidly defined. This does not mean they do not have a chain of command, but that planning follows their differing charters and often takes place on several levels; furthermore, some have overlapping mandates. These organizations also tend to tailor their support to the crisis; they respond in a more *ad hoc* manner than the national governments. Experience shows that relationships with international organizations mature as an operation develops,

and these relationships require constant nurturing. The roles and responsibilities of NGOs, PVOs, and IOs are discussed below.

a. United Nations (UN). The U.N. is involved in the entire spectrum of HA operations from prevention to relief and through reconstruction and rehabilitation to development. Usually the U.N. relief agencies establish independent networks to execute their humanitarian relief operations. Although the U.N. system delegates as much as possible to the agency elements located in the field, a supervisory and support network can be traced from the U.N. headquarters to field officers.

(1) The U.N. may be involved in HA operations without a formal resolution from the Security Council or General Assembly. However, the type of operations envisioned herein will probably be launched under the auspices of a U.N. resolution.

NOTE

There are many agencies (e.g., UNHCR, WHO, UNICEF, and UNDHA) that have overlapping mandates and lack a clear division of responsibilities. Therefore, coordination with these agencies is difficult and troublesome.

(2) U.N. organization for complex emergencies normally includes headquarters and field components. Organization at the field level relies on the resident coordinator system administered by the UNDP. The resident coordinator mobilizes and manages the U.N. country team and provides direction for the field relief effort.

(3) Objectives. Military planners should know the aims and objectives of NGOs/PVOs/IOs in the area of operations and reconcile the objectives of the military plan with them. These broad objectives shall:

(a) Keep the emergency from happening, or when an emergency threatens, to mitigate its effects.

(b) Minimize human casualties and destruction of property. Ensure survival of the maximum number of victims through effective relief actions.

(c) Reestablish self-sufficiency and essential services as soon as possible for the affected populations.

(d) Ensure that relief action promotes and does not impede rehabilitation and longer term development efforts. Conduct activities in a manner that contributes to long-term development goals and reduces vulnerability to any future recurrence of potentially damaging manmade or natural hazards.

(e) Protect the humanitarian relief implementers through judicious use of the security component of the triad.

(f) Find durable solutions, as quickly as possible, with special attention to displaced and affected populations, while assuring protection and assistance to these populations in the process.

(4) Response. The U.N. is often required to assist the affected governments for large-scale HA operations. The level of assistance and its effectiveness depend largely on the coordination efforts at the international and country levels. The nature of the emergency also plays a large role in determining the specific support required. The triad of humanitarian, political, and military force components mentioned in paragraph 3.2 also applies to U.N. prevention and response efforts.

(5) Organizations. U.N. organizations concerned with HA include:

(a) UNHCR. The aim of the U.N. High Commission for Refugees is to protect refugees and ensure that necessary assistance reaches them. (Refugees are civilians who, by reason of real or imagined danger, have left home to seek safety across an international border.) The general policy of the U.N. is that the governments of nations in which refugees reside provide security, safety, assistance, and law and order among them. The U.N. will provide assistance at the request of those governments. UNHCR produces the Handbook for Emergencies which is an excellent source of information on international regulations regarding refugees. This publication has extremely limited distribution. Commanders involved in HA missions working with the UNHCR should attempt to obtain a copy.

(b) UNDRC. The U.N. Disaster Relief Coordinator is the primary agency responsible for coordinating assistance to persons compelled to leave their homes as a result of disasters, natural and otherwise. If refugees are the product of a disaster, UNHCR and UNDRC could be responsible for their care. In such cases, the Secretary General of the U.N. designates the responsible agency.

(c) UNICEF. Formally known as the United Nations International Children's Emergency Fund, UNICEF has permanent offices in over 100 nations. UNICEF provides health services, emergency food relief, and education programs.

b. Other IOs. Other primary IOs involved in HA are groupings of the Red Cross/Red Crescent Movement and Red Lion organization, and the International Organization for Migration.

(1) International Red Cross, Red Crescent Movement, and Red Lion Organization. Three organizations make up the International Red Cross, Red Crescent Movement, and Red Lion organization: the ICRC, International Federation of Red Cross/Red Crescent Societies, and individual national Red Cross and Red Crescent organizations. The Red Lion organization is the Buddhist equivalent of the ICRC and is active in Thailand and Malaysia. These groups are distinctly different and have separate mandates and staff organizations. They should not be considered as one organization. The objective is to coordinate the entire range of activities of the three organizations comprising the movement. Military planners and operators should be aware that protection of their neutrality is a vital aspect of involvement of any Red Cross, Red Crescent, or Red Lion organization in HA. These organizations rely on "the mantle of neutrality and legitimacy" to protect themselves and are fearful of being closely associated with the military.

(2) ICRC.

(a) The ICRC is international only in the sense of its worldwide operations; it is essentially Swiss. ICRC applies the provisions of international humanitarian law applicable in armed conflicts and undertakes tasks incumbent under this law.

(b) The ICRC is distinct from the rest of the movement in that it has a protection mandate in addition to its relief assistance work. It acts principally in cases of conflict, ensuring legal protection for the victims and acting as a neutral, independent, humanitarian player in complex emergency situations. At times, the ICRC may get involved in strictly humanitarian operations, but their mandate is to function during armed conflict.

(3) IOM.

(a) The IOM performs three primary missions:

- 1) Processing and moving refugees to countries offering resettlement opportunities
- 2) Providing orderly and planned migration to meet emigration and immigration requirements of losing and gaining countries
- 3) Transferring technology through the movement of qualified human resources to promote economic, educational, and social advancement of developing countries.

(b) The IOM has also demonstrated competence in capacity-building for indigenous governments and NGOs. This is accomplished through interactive training workshops to increase knowledge on disaster management and build teamwork for inter-agency preparation and response for complex emergencies.

3. NGOs/PVOs.

a. NGOs/PVOs range from multimillion dollar organizations with decades of worldwide experience to newly created small organizations dedicated to responding to the particular disaster in question.

b. The number of NGOs/PVOs in an AOR can be very large. Over 350 such agencies are registered with the U.S. Agency for International Development (AID); however, their number will likely expand in the future and some foreign-based organizations are not required to register in the U.S. USAID publishes a yearly report entitled Voluntary Foreign Aid Programs that describes aims and objectives of the registered organizations. This report should be a part of the combatant commander's library.

0305 PRINCIPLES OF RELATIONS

1. Relationships with external organizations are based on mutual respect, an appreciation of missions, communication, and standardization of support. Respect can be gained through cooperation, responsiveness, and flexibility. Principles to consider when working with agencies and NGOs/PVOs include:

- a. To understand a particular agency, study its characteristics, perspective, and capabilities. Each relief agency is different.
- b. Military interactions with NGOs/PVOs should be coordinated with the country team.
- c. Most PVO/NGOs operate in the area before HA forces arrive and stay after they leave.
- d. The naval forces' primary contribution to NGOs/PVOs is usually logistics or security in remote or unsecured areas.
- e. NGOs/PVOs:
 - (1) May be operating alone in areas of high risk.
 - (2) Can be an excellent source of information.
 - (3) Are funded primarily by donations (organic resources may be meager).
- f. Forces should consider the effects of their actions on NGOs/PVOs in advance.

0306 ORGANIZATION FOR RELATIONS

1. **Liaison Officers.** The HA commander may establish a distinct liaison officer billet to coordinate planning, communications, and operations with external organizations. Liaison officers report to the operations officer. For more information about liaison officers, refer to Annex C. This officer's responsibilities regarding external organizations include:

- a. Helps formulate policies to gain or maintain good relations and support external agencies.

b. Prepares the external agency portion of OPLANs and OPORDs.

c. Prepares estimates and assessments of the impact of military operations on external agencies .

d. Assists in integrating HA force support into the operations of external agencies .

e. Coordinates with the legal officer and other staff officers to ensure support of, or participation with, external agencies while complying with legal requirements and Status of Forces Agreements or other agreements.

f. If requested, develops recommendations regarding the defense of external agencies.

g. Assists in developing and coordinating support that includes:

(1) Civil information activities in conjunction with public affairs.

(2) Psychological operations.

(3) Advance community relations.

(4) International information programs concerning nation assistance.

(5) Civil administration programs.

(6) Security assistance programs consistent with HA armed forces mission requirements.

h. Arranges for contact teams to support command and agency functions.

i. Determines specific operational support required by external agencies.

j. Establishes priorities of missions to assist external agencies.

2. Support Agreements. Misconceptions between naval forces and agencies may be reduced by establishing standard support agreements and Memoranda of Understanding that clarify support requirements and intentions. Support

agreements should involve proper authority and be negotiated through appropriate channels. Agreements may include air and surface transportation, POL, telecommunications, labor, security, facilities, contracting, engineer support, supplies, services, and medical support.

a. Examples of Support. HA forces will often be required to support other agencies or will find it useful to do so in accomplishing the overall objective. This support should not include assigning personnel (except security). It may require establishing cost centers for each supported agency. Support may include:

(1) Automatic data processing.

(2) Communications, transportation, and billeting.

(3) Courier services.

(4) Consumables.

(5) Office space.

(6) Warehouses and secure staging areas.

(7) Medical services.

(8) Security.

b. Information Sharing. During past operations, naval forces have provided automated data processing support which the HA mission can benefit from. This information may be consolidated and includes:

(1) Supply inventories.

(2) Medical information/records.

(3) Interview results.

(4) Information concerning families.

(5) Personal effects inventories.

(6) HA recipient identification/security records.

3. Humanitarian Operations Center.

a. A HOC may be formed during HA operations. If formed, the HOC can be created to coordinate military operations with the HN and/or external organizations. The HOC should include decisionmakers from the military forces command (naval forces or JTF), U.N. agencies, diplomatic personnel, regional NGO/PVO representatives, and HN authorities. It is usually co-located with the headquarters conducting the operation (e.g., U.N.). HOC functions include:

- (1) Developing and implementing an overall relief strategy.
- (2) Coordinating logistics support for NGOs/PVOs.
- (3) Arranging military support for NGOs/PVOs.

b. The HOC plans, supports, and monitors delivery of all humanitarian relief assets through various organizations. The HOC does not conduct command and control in the military sense, but attempts to reach a consensus for team building and unity of effort. It should increase the efficiency of operations through planning, dissemination of information, coordination of logistics support, and linking the humanitarian community to military forces.

4. Civil Military Operations Center. The CMOC acts as a clearinghouse where support requests from external organizations are accepted by the military. The director of the CMOC is also the military representative to the senior IO or its policy-making body, such as the HOC. It comprises military personnel (usually trained civil affairs personnel). For more data on the CMOC, see Annexes A and B and Chapter 5.

0307 CRISIS RESPONSE TEAMS AND NEO

During HA in hostile or uncertain environments, naval forces may be required to evacuate civil agency personnel. Directors of these agencies should be aware of crisis response plans to protect or evacuate their personnel (to the extent that operational security permits).

NOTE

Training is required to ensure smooth, timely execution of a crisis response plan by nonmilitary personnel.

0308 RULES OF ENGAGEMENT

When naval forces provide security for external organizations, those organizations should be briefed on the ROE in effect. This builds teamwork and reduces the risk of undesirable incidents. Additional information on ROE can be found in Annex D.

NOTE

NCA approval must be obtained prior to releasing ROE to NGOs/PVOs/IOs or HN personnel.

0309 DONATION ASSISTANCE

1. A donation assistance program addresses the receipt and distribution of donations (e.g., gifts and foodstuffs) made by participating HA nation civilians/organizations in response to the humanitarian effort for the country/civilians receiving HA. Donation programs are best coordinated at higher headquarters which will provide guidance to the naval forces. Should a unit commander be required to conduct an assistance program, the command executive agent for such programs has typically been the chaplain. Whenever possible, donations should be sent to external organizations, especially NGOs/PVOs, who are better suited to provide donations to the affected areas. In addition, consider the following:

- a. Accept donations only against identified needs. (Receiver's plans for storage, transportation, and distribution of the donated goods should be developed as required.)
- b. Ensure that adequate quantities of packs are available prior to commencing distribution.
- c. Do not distribute sundry packs designated for HA recipients to naval forces. Obtain additional sundry packs for this purpose.



CHAPTER 4

Sea-Based Operations

0401 OVERVIEW

1. Forward Presence of Naval Forces.

Because of their forward presence, naval forces are usually the initial choice for HA missions. Their advantages include:

- a. Immediate responsiveness.
- b. Surge emergency support — limited amounts of supplies, medical support, food, and shelter can be provided immediately to stabilize critical situations.
- c. Enhanced security — sea-based HA may be preferable when security is a concern.
- d. Rapid buildup ashore — maritime prepositioned forces can rapidly expand the support offered by ATFs and marine expeditionary forces.

2. Alternate Ship Missions. Individual ships or an ATF may take active roles in HA missions. Navy forces may provide support to HA recipients embarked aboard ship and/or to refugees or persons ashore.

0402 INTERCEPTING MIGRANTS, SURVIVORS, OR REFUGEES AT SEA

1. Overview. These operations include encountering vessels on the high seas or in coastal waters or territorial seas. When confronted with a situation which requires rendering assistance to persons, ships, and aircraft in distress, Navy ships follow the applicable national operational orders. These may also contain pertinent information on "right of assistance entry" by vessels or aircraft to the territorial seas of foreign states. If possible, make a photographic record of the events as well as deck log entries documenting each phase of the assistance.

2. Identification. Upon encountering a vessel which may require assistance, identify it and muster the rescue and assistance detail.

a. Communications. Communicate your presence and intentions to the vessel via the most expedient means (radio, flashing light, loud hailer, or topside announcing system). Ask for identification if necessary.

3. Readiness Condition. The readiness condition for an HA mission at sea depends on the threat and proximity to hostile or potentially hostile nations or forces. Regardless of the readiness condition set, use the following preparations when encountering vessels:

- a. Man guns.
- b. Muster ship's self-defense force (SSDF).
- c. Position SSDF out of sight from the vessel but close to where they can subject it to direct fire.
- d. Man fire hoses at rail or out of sight of vessel.
- e. Arm survey boat officer/crew.

4. Survey. If the vessel is determined to be seaworthy from an offboard visual inspection, the survey crew may not need to board it; otherwise, proceed with the survey as outlined below.

a. Composition of Survey Crew. The survey crew contains personnel qualified to assess the structural condition and seaworthiness of a vessel and physical condition of the passengers and crew. At a minimum, include a senior engineer and the ship's medical officer or IDC as part of the survey crew. If available, include an individual fluent in the language used by the passengers and crew of the vessel. The CO designates the survey officer in charge on the scene.

b. Approach. Depending on the urgency of the situation (e.g., fire on board or apparent sinking), approach the vessel

cautiously. The objective is to close it for a thorough visual inspection without hazarding either craft. When time permits, approach the vessel from the stern, keeping it well forward of the investigating ship's beam (within 45° relative on either bow). This approach should provide a clear line of sight for gun crews. Test communications before launching the ship's boat. Launch it, if possible, on the side away from the other vessel, to provide cover for the boat crew. The survey boat should proceed cautiously, circumnavigating the other vessel for a complete visual inspection before closing to hail.

c. Assistance Procedures.

(1) After hailing, the survey officer obtains a refusal or acceptance of assistance and reports this to the ship. The survey officer then determines who is in charge of the vessel and if he/she speaks English. Use this person to control the other passengers and crew. This person may be given an item to aid in identification, such as an armband, cap, or other article of clothing.

(2) Determine and report to the ship the name and country of registry or origin of the vessel and the number, nationality, and names of people aboard. Use your own communications if possible; avoid relaying messages through the vessel. If they accept assistance, and the survey crew determines that their vessel is unseaworthy, prepare to transfer the passengers and crew to the ship. Depending on the number involved, availability of ship's boats and helicopters, sea state, weather conditions, and maneuverability of the vessel, several options are available:

(a) Embark passengers in ship's boat and return to ship, embarking via jacob's or pilot's ladder, accommodation ladder, stern gate, or well deck.

(b) Haul vessel alongside ship using line from ship secured to vessel and embark passengers.



Embarkees may crowd to the nearest side of their boat if it is brought alongside, thereby increasing the possibility of capsizing the vessel or causing personnel injury.

(c) Transfer passengers via helicopter.

(d) Tow vessel of interest alongside ship with ship's boat, secure and embark passengers.

WARNING

Towing is an inherently dangerous operation and should be attempted with caution.

d. Medical Considerations. The medical representative in the survey crew assesses the vessel's occupants and notifies the ship of any nonambulatory individuals. If they've been at sea for some time, even otherwise healthy individuals may be too weak to embark without assistance. If easy access to the interior of the ship is not available via a stern gate or well deck, use a J-bar davit with Stokes litter or other suitable method to embark passengers.

0403 EMBARKATION OF HA RECIPIENTS

1. Embarkation Planning Principles. Ensure embarkation planning begins early and proceeds concurrently with other planning, if possible, prior to deployment. Use the following principles to guide planning:

a. Ensure recipient embarkation supports overall HA objectives. Examples include embarkation to facilitate medical treatment, while resolution of negotiations ashore is pending, or for protection or emergency shelter. The embarkation of foreign personnel on HA vessels is always

an interim measure. Load personnel, supplies, and belongings so that they can be readily unloaded to support further operations ashore.

b. Approach embarkation planning and execution as a joint undertaking with participation by all concerned parties including any IOs/PVOs/NGOs, federal agencies, or other services. Proper embarkation depends on a mutual understanding of objectives and capabilities and full cooperation in planning and execution.

c. Always consider the health, well-being, and safety of personnel embarked.

d. Ensure family members are not separated from each other, personal possessions, or supplies. If there are important tribal/village relationships, ensure such relationships are maintained. Aside from their importance to the recipients, these relationships are a useful means of control.

e. The group/squadron commander and CO of each ship shall determine the standard of living and medical care for embarked individuals. They should be consistent when considering the capabilities of different ships.

f. Use an applicable embarked personnel material report to determine available billeting/stowage space.

g. Load HA recipients embarked for billeting or transportation so they can be readily unloaded.

2. Embarkation Planning Considerations. Embarkation planning considerations include:

a. Liaison and coordination with units or organizations participating in HA operations.

b. Organization of persons for embarkation.

c. Provision of administrative requirements.

d. Preparation of personnel accounting and reporting procedures.

e. Requirements of other TF missions.

f. Time allowed for planning and execution.

g. Characteristics of ships and forces involved.

h. Ship-to-shore movement assets.

i. Availability and condition of:

(1) Docks, piers, and beaches for embarkation or debarkation.

(2) Shoreside billeting facilities to use vice embarkation aboard ships.

(3) Roads and space available for processing personnel, supplies, and equipment.

(4) Harbor services.

(5) Protected anchorages or roadsteads.

(6) Airfield facilities.

j. Feasibility of helicopter transport, including:

(1) Landing zone availability.

(2) Logistic support and requirements.

(3) Time available for loading affected by:

(a) Number and lift capability of helicopters.

(b) Transit distance.

(c) Number of personnel.

(e) Weather.

3. Marshalling Areas. Marshalling areas are required if refugees or migrants are embarked from a port or beach. The naval/JTF commander usually selects the marshalling area. If possible, locate the point of embarkation close to bivouac or camp areas. Ensure marshalling areas provide adequate space and facilities to accommodate the planned flow rate of refugees. If interpreters are

available, employ them in the marshalling area. An example of a marshalling area is provided in Figure 4-1.

0404 AMPHIBIOUS FORCE EMBARKATION RESPONSIBILITIES

1. **CATF.** The CATF is responsible for:
 - a. Exercising overall control and general supervision of the embarkation in accordance with regulations and law of the sea.
 - b. Controlling ATF movement to embarkation points in accordance with CINC guidance.
 - c. Coordinating with the MAGTF commander for assistance to control personnel embarkation and plan future HA operations ashore.
 - e. Providing communication facilities afloat.
 - f. Acting as the JF commander if so designated.
 - g. Coordinating overall medical assistance and medical regulating services.
2. **MAGTF Commander.** The MAGTF commander:
 - a. Provides:
 - (1) Assistance requested to embark HA recipients.
 - (2) Security or personnel as required.
 - (3) Equipment and supplies required to satisfactorily complete the embarkation .
 - b. Prepares plans for HA operations ashore.

3. **External Agencies.** Agencies external to the ATF and MAGTF, if given responsibilities by higher authority, may:

- a. Specify, prepare, develop, and operate marshalling areas, embarkation areas, and embarkation points.

b. Provide supplies, support, and services to the HA mission, including supplies to be loaded and communication facilities for use during embarkation.

c. Coordinate and control administrative movements of HA recipients.

d. Provide security for embarkation areas.

e. Provide loading equipment and cranes required on docks, dunnage, technical assistance, stevedores, and other aids required to embark HA recipients.

4. **Individual Ship COs.** The individual ship CO is responsible for:

a. Making troop spaces available for embarking MAGTF personnel in accordance with the ship's loading characteristics.

b. Issuing ship's regulations for HA recipients while embarked.

c. Ensuring areas intended for billeting are ready for use and configured in accordance with the CATF's or other special instructions.

d. Handling, securing, and stowing cargo; and embarking personnel in accordance with approved plans.

e. Providing personnel to assist recipients onboard, handle cargo, and provide security.

f. Providing medical assistance.

g. Feeding HA recipients.

h. If necessary, notifying higher authority via the appropriate signal. The list of addressees is scenario-dependent.

0405 EMBARKATION CONSIDERATIONS FOR NONAMPHIBIOUS COMBATANT SHIPS

1. **Preparation and Location Selection.** Cruisers, destroyers, and frigates are as likely as amphibious ships to encounter vessels requiring assistance at sea. Since these ships lack large, securable spaces for noncrew personnel, special

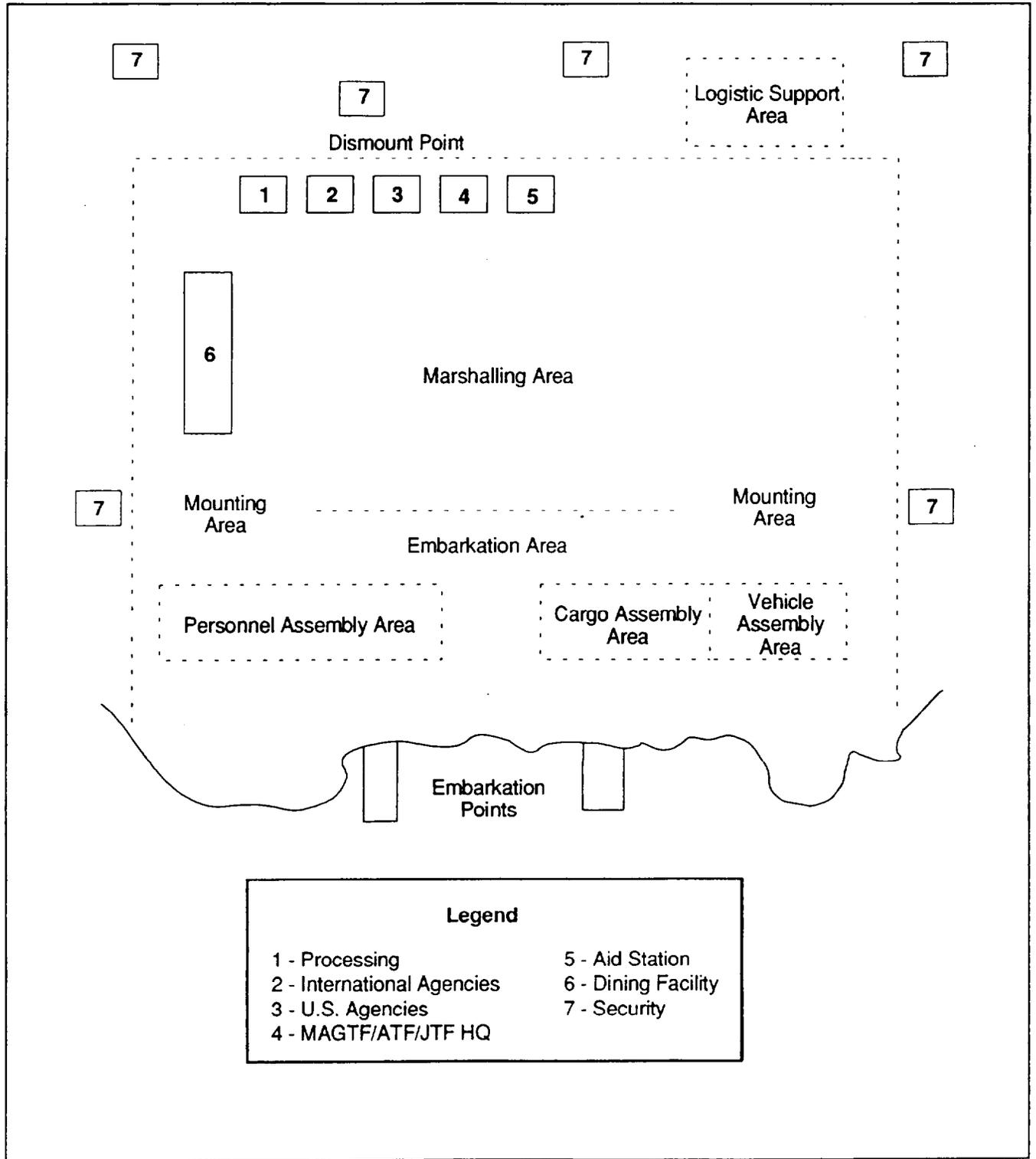


Figure 4-1. Marshalling Area Layout

embarkation preparations are required. Select a location for processing based on the anticipated number of recipients. If one location is large enough, it will ease security requirements. Weather permitting, the flight deck or fantail may be suitable. In bad weather, consider the helo hangar or mess decks. Prepare the area keeping in mind that those already processed must be separated from those not yet processed. Deck space will be needed for those too weak to stand or walk. Reserve the head closest to the processing location for exclusive use of the HA recipients.

2.. HA Recipient Movement Routes. Designate the most easily secured routes from the embarkation point to the processing location and from there to the head and sickbay. Promulgate the processing location and movement routes to the crew, with orders to stand clear of these areas unless engaged in the processing. Thoroughly brief escorts, guides, and the SSDF on their responsibilities.

3. Identification and Processing. Use an interpreter(s) to obtain a manifest of all recipients. Assign one person to take an accurate count as they board, and report it to the OOD for comparison with the number obtained by the survey officer (paragraph 0402.4(b)). Resolve any discrepancies, and account for all HA recipients. (Ensure no recipients remain in the vessel.)

4. Medical Examination and Treatment.

a. Corpsmen perform a preliminary examination to identify recipients requiring medical attention. While serious cases are receiving treatment, crewmembers can provide the remaining recipients with clothing, fluids, and messing.

b. Provide medical examination, fluids, and adequate clothing as soon as possible after embarkation. If no female crewmembers are available, request female HA recipient(s) to assist female recipients needing help.

5. Messing and Berthing. Due to security, health, and space constraints, disembark recipients at the earliest opportunity. If the duration of their stay is short enough, they can be berthed and messed in the processing location.

0406 AMPHIBIOUS SHIPBOARD PREPARATIONS

1. Loading considerations for embarking HA recipients on amphibious ships are described in the subsequent paragraphs.

2. Administrative Loading. Administrative loading includes loading, unloading, and sorting HA recipients, baggage, and supplies. Security, discipline, and good order are always concerns during this process. Administrative loading makes maximum use of billeting and cargo space without regard to tactical considerations.

3. Documentation. Each ship embarking HA recipients, baggage, or supplies shall prepare documents recording the embarkation. These documents are submitted to the ship's first lieutenant or administrative officer for consolidation. All documents will be locally prepared. See Figures K-1 through K-4 for examples.

4. Well Deck Billeting.

a. Converting well decks into billeting areas poses many difficulties and may result in operational restrictions. However, if sufficient space is available, well decks may be used as:

(1) Primary billeting areas (one week or longer).

(2) Overflow or temporary shelters (one day to one week).

(3) Emergency billeting (inclement weather).

b. A well deck requires significant preparation and material prior to commencing embarkation. The supplies required to support habitability for HA recipients are not normally embarked for deployments and will require a dedicated onload to support the operation. If there is no advance notice and the supplies are not onhand, a priority resupply will be required.

c. Habitability requirements for embarkation of 1,000 HA recipients are contained in Figure 4-2.

Item	Quantity
Shower shoes	1,100 pair
Toilet soap	8 boxes
Antiseptic soap	5 packages
Sleeping mats/bed rolls/cushions	1,150 each
Laundry detergent	20 containers/cartons
Fresh water hoses	10 each
Scrubbing brushes	50 each
Toilet paper	10 boxes
Sodium chloride irrigation	10 boxes
Shower mats	50 each
Wet/dry vacuums	2 each
Vacuum jugs	10 each
Towels	1,100 each
Sheets	1,100 each
Dental kits (brush/paste)	2,000 each
Razors	1,000 each
Swabs	50 each
Blankets	1,000 each
Push brooms	50 each
Pillows & pillow cases	1,000 each

Figure 4-2. Well Deck Habitability Items

5. Construction Requirements.

a. Many of the materials required for well-deck conversion are not normally embarked for deployments and require a dedicated onload prior to departure. If advance notice is not given and the materials are not on hand, immediately arrange a priority resupply. (Developing material lists and maintaining them at the PHIBGRU or squadron level may prove helpful to expedite support of deployed forces.)

b. During well-deck conversion, configure the well deck to provide:

- (1) Mess decks.

(2) Showers (male and female).

(3) Heads and sanitation.

(4) Laundry facilities.

(5) Ship security, and crowd control checkpoints.

c. Material requirements for shower and laundry facilities/enhancements are listed in Figure 4-3.)

d. The ship's crew can manufacture showers, laundry troughs, crowd control barriers, and additional lighting. Completing all tasks requires creativity, flexibility, communication, and determination. Solutions to building requirements include:

(1) Using plywood to cover areas that may trap food/human waste (e.g., gripe storage bins and tank access cover recesses).

(2) Using cotton line and 2 X 4 lumber to construct clotheslines.

(3) Ringing the well deck with friendship lights.

(4) Using the ship's cranes or installed elevators and conveyors to lower/raise food in tray vice carrying food for hundreds of personnel through the ship.

6. Reimbursement for Construction Materials. Track expenses resulting from purchasing construction materials and replacing ship's spare parts used in construction so that a request for reimbursement may be submitted to the type commander.

NOTE

Ships may be required to absorb the cost of an HA operation.

0407 SECURITY DURING EMBARKATION

1. General. Do not permit weapons to be brought or retained aboard ship. Provide adequate security without making embarked personnel feel imprisoned. If HA recipients are treated with

Item	Quantity	Use
Plywood (1/2 or 3/4 in)	100 sheets (4 in X 8 in)	Showers, laundry, access covers
Wood (2 in X 4 in X 16 ft)	75 each	Framing
1/2-in pipe (with holes)	12 ft	Laundry water supply
16d nails	10 lb	Construction
12d nails	10 lb	Construction
Rubber matting	1 roll	Shower floors
Herculite	2 rolls	Shower, laundry lining
HTH	4 cans	Post Op sanitation
Cotton cord	1,000 ft	Clothesline
Disposable coveralls	100 pair	Sanitation facilities maintenance
1 1/2-in fire hose	6 each	Shower supply
2 1/2-in fire hose	2 each	Laundry supply
5/15-in plate	12 ft ²	Post bases
1-in steel pipe	36 ft	Posts
Portable latrines	1 per 100 people	

Figure 4-3. Material Requirements for Shower and Laundry Facilities

respect and know what is expected of them, they may be more cooperative. Use community, tribal, or family authorities if they exist.

2. Ship's Regulations. If the ship's regulations have not been published to personnel before they embark, do so as soon as possible thereafter. If possible, post regulations and read them aloud regularly in the recipients' language(s).

3. Security Watches. Ship's company can usually provide adequate security. Issue a baton and a hand-held radio to each security watch. Depending on the situation, the CO may decide to issue small arms to security watches. Other considerations include:

a. For ships conducting a well deck embarkation, post security watches at well deck accesses, including those on wingwalls.

b. During mealtimes, augment security with off-watch personnel.

c. After the evening meal, segregate HA recipients from the rest of the ship as much as possible. Use the roller curtain door between the turntable and well deck.

d. If an agitator is encountered, immediately separate him from other recipients and return him to the point of origin, if possible. Develop and rehearse contingency plans to prepare for emergency situations.

0408 FOOD SERVICE

1. Supply Department Organization. Mealtimes pose more of a problem than any other part of the daily routine. Serve meals for recipients three times daily. Move people and stage food and supplies approximately 30 minutes prior to each meal.

2. Split the food service division into two organizations: one to feed the crew and the

other to feed HA recipients. (Augment division as required.)

3. Consult leaders or designated representatives of the recipients to determine food prohibitions or preferences. Time and resources are wasted when recipients will not eat food prepared because food preferences were overlooked.

4. Use of Embarked Personnel as Mess Attendants. Provide the following information regarding messing arrangements to leaders or designated representatives of the embarked recipients:

- a. Capacity of the mess area.
- b. Location of mess lines and procedures for controlling them.
- c. Rate of feeding.
- d. Type of food to be served.
- e. Size and composition of mess detail necessary to supplement the ship's galley and mess force.

5. Training and a medical exam are required if recipients will assist as mess attendants or food handlers. Keep embarked personnel clear of messing areas between meals, except where prior special arrangements have been made. Emphasize that food and ship's mess gear should not be removed from messing areas.

6. Mess Inspection and Sampling. Conduct inspections of the recipient mess area and sampling of meals to ensure standards are maintained.

7. Messing Guidelines. Messing guidelines are as follows:

- a. Feed everyone the same size portion and item. Make no special allowances for women or children. If special diets or meals are required, segregate those who require them.
- b. People from other cultures may find the food bland. Use spices recommended by recipients to make food more palatable.
- c. When feeding large numbers of HA recipients, establish multiple serving units,

stations, or tables with cooks and food service attendants.

d. Remove leftover food without taking it past the recipients. If seconds are offered, they should be available to everyone.

e. Analyze the population (e.g., 70 percent male (mostly under 35), 20 percent female, and 10 percent children/infants). Use this information to order baby food and milk. (See Annex B.)

0409 HYGIENE AND SANITATION

1. General Guidelines. If provided with daily showers, laundry facilities, dental hygiene products, and materials to clean their living area, HA recipients can maintain an acceptable level of cleanliness.

2. Ships using a well-deck for embarked HA recipients can improve habitability by:

- a. Ballasting down 2 feet at the stern to improve well deck drainage.
- b. Keeping the stern gate partially open and the well deck blowers energized.
- c. Providing two shower groups (each with four nozzles), one for males and one for females. Position showers over the water barrier to take advantage of its drainage system and localize water runoff.
- d. Constructing two fresh water sluices at the stern gate for grooming and washing to discharge directly overboard.
- e. Ensuring cloverleaf tiedown covers are in place before embarking HA recipients to prevent accumulation of trash.
- f. Using portable latrines, if they can be properly emptied, in a ratio of 1 per 100 persons.
- g. Cleaning showers and latrine areas daily using soap, HTH, hoses, brooms, and decontamination suits.

3. Care of Billeting Spaces. Involve HA recipients in maintaining the cleanliness of the

areas they occupy and use. Compartment commanders may be assigned. Assign a reliable petty officer familiar to the recipients to supervise and coordinate the overall policing.

a. Cleaning Details. Aside from maintaining cleanliness in the spaces they use, do not expect or permit recipients to perform duties that are normally the responsibility of the ship's company, except under unusual conditions (e.g., PMS).

b. Space and Compartment Inspections. Assign a senior officer to inspect recipients' compartments/areas daily, or do it in conjunction with the XO's daily messing and berthing inspections. If possible, inspect while recipients are waiting for the morning meal.

c. Laundry Facilities. Have the ship's supply officer determine the availability of laundry services before embarkation. By processing recipients' laundry through the ship's laundry facilities, fresh water may be saved, but the laundry workload will be increased. If properly trained, recipients can assist ship's company. Do not permit individual clothes washing, except in designated areas.

0410 MEDICAL SERVICES

1. General. Medical services for HA recipients are the responsibility of the group/squadron or other joint commander and CO of each ship. The senior medical officer or medical department representative of each ship is responsible to the CO for health, hygiene, and sanitation of embarked personnel, using the ship's facilities and supplies. If an amphibious force is conducting the embarkation, the landing force medical officer should accompany the ship's medical officer on all inspections of areas occupied by the recipients.

NOTE

Determine if there are medical personnel among the recipients; they may be able to help.

2. Medical Guidelines.

a. Most HA recipients' health problems will involve injuries from exposure, infections, colds, and venereal diseases. Obtain ample supplies for the treatment of small wounds (cuts and scrapes) and infections, including extra disposable examination gloves.

b. Because of lack of previous health care, there may be a large number of patients at sick call who can overburden the ship's corpsmen. Large numbers of HA recipients may necessitate a medical augmentation team. This team ideally consists of six corpsmen (one preventive medicine technician, one clinical lab technician, and four general duty corpsmen, some of which should be females) and one medical officer. An augmentation team may be requested from either Navy or Marine Corps sources, depending on the situation.

c. When providing medical care to HA recipients, proceed as follows:

(1) If required, quarantine and treat those persons with malaria and tuberculosis, and those who are HIV positive.

(2) Set up isolation wards. Use sleeping mats for beds and sheets as isolation screens.

(3) Check for and treat head lice as soon as possible, and if possible prior to transfer to base camps.

(4) Depending on the recipients' culture, female patients may object to being examined by males or may not fully disclose their reason for coming to sick call. When possible, use female corpsman to assist.

(5) Provide maximum privacy to all patients regardless of gender when examining breasts or genitalia. At least one corpsman, male or female, should be present as a standby whenever a patient requires all but a cursory examination by a health care provider of the opposite sex.

(6) When HA recipients are not billeted onboard, except for medical emergencies, develop and practice SOPs for medical response and routine care at remote locations.

3. Special Medical Precautions. Consider the following when embarking HA recipients:

a. Corpsmen should triage HA recipients while boarding and keep those with illnesses separate. Those recipients with cough-suspected tuberculosis should wear a surgical mask.

b. If possible, corpsmen should question those boarding for fever, chills, weight loss, night sweats, persistent cough, hemoptysis, and diarrhea. Consider positive responders as ill.

c. Corpsmen, security staff, and others handling HA recipients should wear latex gloves and use universal precautions when handling body fluids or tissues.

d. Crewmembers should, as usual, wash their hands after using toilet facilities and before meals or snacks.

e. ORS should be the first-line diarrhea treatment.

f. Vaccinations for personnel handling HA recipients should be up to date. Medical personnel and those working in close contact with HA recipients (e.g., security) should obtain or have had meningococcal vaccine within the last 3 years. All personnel should have had a baseline (i.e., current) PPD skin test done within the last 12 months and recorded in their health record.

g. Followup tuberculosis skin testing should be performed quarterly and 8 to 10 weeks post-handling HA recipients for close-contact medical and security personnel.

0411 SAFETY AND EMERGENCY PROCEDURES

1. General. The following paragraphs address safety measures and special planning considerations for emergencies.

2. Restricted Areas. Place sensitive areas such as crew berthing, electronics spaces, and engineering spaces out of bounds for recipients. Designate them as restricted areas in the ship's regulations.

3. Smoking. Prohibit smoking during drills and actual emergencies, and as otherwise specified in ship's regulations or special orders.

4. General Quarters. With the exception of special details, require recipients to move to and stay in assigned compartments during general quarters, leaving passageways and ladders clear for the crew. Assign familiar crewmembers to join recipients in their spaces during general quarters. Develop reaction plans for emergencies in recipients' berthing spaces and medical plans for mass casualties.

5. Abandon Ship. Instruct recipients in procedures for abandoning ship as soon as possible after arrival. Ensure routes to assembly areas are simple and direct.

6. Life Preservers. Issue life preservers to recipients immediately after arrival aboard and instruct them in their use. Have recipients retain the life preservers until debarkation. If a sufficient quantity of life preservers is not available for all of ship's company, embarked troops, and HA recipients, a priority resupply is required.

7. Man Overboard. Assign a familiar petty officer as mustering officer. Instruct recipients to go to their berthing areas for muster upon hearing the word "man overboard" and remain there until secured.

0412 MORALE AND WELFARE

1. Morale. Most HA recipients are not familiar with Navy ships, military customs, or English. They are in strange surroundings and uncertain as to their fate. Consider the following when dealing with the recipients:

a. Be attentive to their overall morale. This can help avoid problems.

b. Treat them with dignity and respect.

c. Provide them available information concerning their status and your intentions toward them, if known.

d. Request interpreters, if not already available, to help organize and direct shipboard activities.

e. Be aware that recipients' morale should improve as:

(1) Their standard of living improves.

(2) They become familiar with their surroundings.

(3) They recognize that the crew is trying to help them.

2. Recreation. A lengthy stay in a ship's well deck may cause restlessness/discontent among embarked personnel. Means of diversion which help to release pent-up energy and frustration are:

a. Divine services suitable for the religion(s) of the recipients.

b. Cultural music.

c. Soccer games or other sports in well decks.

d. Card and domino games.

e. Books or magazines in the native language.

f. Movies and cartoons (carefully selected).

3. Routine and Involvement. Establish and adhere to a routine, with slight daily variations to keep people content and amused. Constant interaction by the crew must be maintained to hold their confidence, with frequent updates on their

situation/intended plans interjected into the routine.

4. Other Considerations. Planning, imagination, and sympathy (considering recipients are distressed and hopeful people, not prisoners) is beneficial and must be encouraged throughout the crew. Provide a means of feedback from recipients and use the suggestions to improve their quality of life.

5. Ship's Facilities. Use of ship's facilities is easier if an HA recipient is used as a point of contact. A recreation and morale representative can coordinate and plan recreational programs and the use of available equipment/services/facilities.

The following services/facilities may assist in helping to improve morale among the recipients:

a. Ship's Store. Augment the supply of exchange items, such as cigarettes, toilet articles, and candy, in the ship's store. Make provisions to provide exchange items for personnel embarking on ships that have small ship's stores.

b. Ship's Library. The ship's library should be available for use. If necessary, procure additional reading materials before recipients embark.

c. Daily News Service. Issue daily news sheets or read news items to the recipients.

d. Classes. Many crewmembers have special skills, interests, or hobbies and enjoy talking about them to others. This can provide a human side to military culture for the recipients and helps build links between them and the crew.

0413 PROVIDING LOGISTICS SUPPORT FOR HA OPERATIONS ASHORE

1. Ship-to-Shore Movement. The movement of personnel and supplies ashore for HA is characterized by centralized control but decentralized execution. Establish organizations resembling an offload-control organization during amphibious operations. Tailor the specific type of

craft used to the mission, cargo, and priority. Examples of tailoring landing craft include:

Craft	Mission
Displacement craft	transport large quantities of supplies and equipment
LCAC	transport cargo and equipment, MEDEVAC, and transport security forces
Helicopter	VERTREP, MEDEVAC, and urban SAR

2. Sea-Based Logistics. Navy ships offer logistics responsiveness, economy, flexibility, and endurance. Skilled personnel from ship's company may provide diverse services such as electrical and air-conditioning repair, machinery repair, plumbing, carpentry, telephone and computer repair, administrative support, boiler repair, mobile generator repair, and medical services. Specific examples of support include:

- a. Food storage services (including frozen and cold stores that can be rapidly transported to facilities ashore by helicopters).
- b. Billeting for personnel working ashore.
- c. Structure and damage surveys and safety checks.
- d. Fresh water.

e. General maintenance and cleanup services.

f. Navigation aids placement.

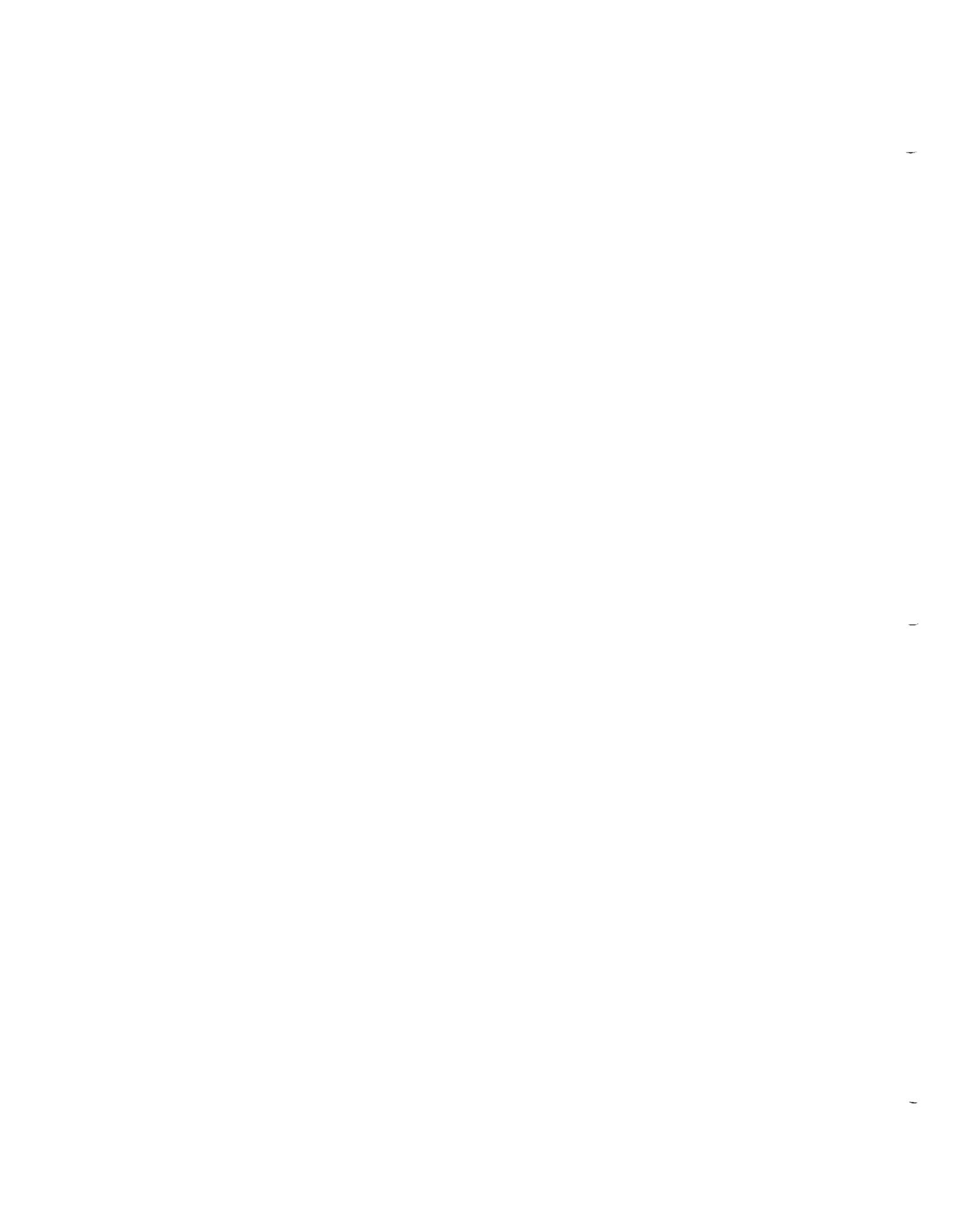
g. Salvage operations.

h. Shelter.

3. Maritime Prepositioning Forces. U.S. Maritime Prepositioning Force squadrons are strategically based around the world and stockpiled with equipment and supplies. When deployed with the assigned HA naval forces, they are ready to quickly respond to HA emergencies. MPF force modules are applicable to all types of HA missions identified in Chapter 1.

0414 SHORE-BASED NAVAL COMMANDER

1. When HA operations ashore are conducted by amphibious forces operating in a permissive environment, the Navy commander may assume duties as the CJTF or as a component commander in joint operations. To fulfill these responsibilities, he may move his command post ashore. Flexibility of command, control, and communications plans will be a priority. The MAGTF should provide equipment and support as needed. If possible, the primary means of communication should be commercial telephone and radio.



CHAPTER 5

Operations Ashore

0501 INTRODUCTION

1. This chapter discusses operational considerations for naval forces conducting HA operations ashore, both as the sole provider of support or as part of a joint or combined force. HA operations ashore may include:

- a. Setting up and operating refugee camps.
- b. Health support services.
- c. Engineering.
- d. Security.

2. Additionally, this chapter discusses planning, intelligence, communications, and public affairs.

0502 PLANNING

1. **Role Within a JTF.** The military commander may assign the HA mission to naval forces not part of a JTF, a predesignated contingency JTF, or a newly designated JTF organized for the specific contingency. Organization of the JTF will follow established SOPs and joint doctrine.

2. **Clarify C² During Planning.** Commanders of naval forces should:

- a. Determine during the planning process whether their forces will operate by themselves or under the auspices of a JTF, host government, or neutral authorities (e.g., U.N. and Red Cross).
- b. Ascertain what bases they will be expected to operate from and what the status of those bases are (host government, neutral, or other).
- c. Clarify command, control, and communications relationships between themselves and prospective headquarters, national ministry of state, UN, HN, and

civilian agencies to reduce organizational conflicts and prevent duplication of HA efforts.

3. **Mission Statement.** As in all military operations, HA operations require a clear mission statement. To achieve this, the naval forces commander may be required to develop and submit mission criteria up the chain of command. Key questions to be answered are:

- a. What role will the force provide to the relief effort?
- b. Will the naval force provide support directly to recipients, or is it expected to support external organizations providing the support?

4. **Area Assessments.** Intelligence estimates and studies are key inputs to the planning process. Area assessments/studies should already exist for the country to be aided. Intelligence estimates and studies provide essential political, cultural, economic, military, geographic, and climatic data. They also help identify gaps where further intelligence is needed, such as infrastructure, HN capability to assist, food capacity, possible threats, and support assets. Naval forces may be required to operate without complete area assessments. Personnel qualified to properly conduct assessments should be requested via the supported CINC.

a. **Other Sources of Information.** HA mission assessments should identify the causes of the crisis, not just the symptoms. However, the naval force should understand that for a variety of reasons its assistance may be limited to symptomatic relief rather than solving underlying problems. One source of HA assessments and information is the CINC's humanitarian assistance survey team (HAST).

b. **Humanitarian Assistance Survey Team (HAST).** The CINC may deploy a task-organized fact-finding team to

the AOR. It may be called the HAST. The HAST deploys to the AOR to assess conditions and the need for follow-on forces. Normally when it is deployed by the CINC it will comprise personnel from appropriate staff sections. Prior to deployment, the HAST is provided with:

- (1) Available data on current operations.
- (2) Threat assessment, to include medical threat.
- (3) Mapping, charting, and geodesy support.
- (4) Terms of reference for HA operations.
- (5) Embassy and diplomatic points of contact.
- (6) Guidance concerning relief agencies.
- (7) Public affairs guidance.

c. When deployed, the HAST:

- (1) Conducts reconnaissance to determine the nature and extent of the food and water supply, loss of life, injury and illness, numbers of displaced persons, disruption of the government, presence of medical representatives, status of communications, facilities, and destruction of property and infrastructure.
- (2) Formulates recommendations on HA mission and desired capabilities.
- (3) Establishes liaison and coordinates assessment with HN agencies, supported commanders or their representatives, diplomatic personnel, and other relief agencies.
- (4) Arranges for reception of HA national personnel, supplies, and equipment.

d. In emergency cases, the HAST may be directed to begin HA-type missions

with naval forces providing support to them and the mission. In such cases, relationships among the HAST, naval forces, HN, embassy, and other HA personnel and agencies must be rapidly clarified. This may require specific arrangements for the delivery of food and medical supplies (NGO/PVO/IO materials or military supplies).

e. Intelligence Preparation (IP). In addition to area assessments, naval forces may use the IP process to answer questions about the mission. IP is tailored and expanded in scope to deal with the ambiguities of HA operations and personnel and equipment needs. While conducting the IP, consider contacting the NGOs/PVOs/IOs in the AOR for knowledge which can supplement military intelligence sources.

5. Logistics. Logistics requirements for HA operations are extensive and necessitate seamless integration between logisticians and operators. Logistics support requires extensive air/sealift of equipment, supplies, and support personnel from the assisting nation(s) to the AOR. Logistics requirements will differ among the naval forces, HA recipients, and other coalition forces (as required).

a. Support Differences. Support provided to the NEF, coalition forces, and camp residents will not be identical because social, cultural, and religious differences exist between these groups. Logistic support for any or all of the above may come from the military or other sources. Logistics planners should avoid duplication of effort and conserve scarce resources as well as the strategic lift assets required to transport them.

b. Special Considerations. HA missions require logistics assessments during planning including host nation and theater support capabilities. Detailed information and special logistics considerations are provided in Annexes A and K.

6. MOEs. MOEs assist a commander in determining:

- a. The success or failure of an operation.
 - b. Whether there should be changes in strategies, force allocation, or tasks.
 - c. Whether the operation is ready to be transitioned to another organization.
7. When developing MOEs, consider the following:

- a. MOEs for HA operations differ from those for combat, in part because they are less straightforward.
- b. The military has had very limited experience in developing measures for HA operations.
- c. Preparation of MOEs is one of the most difficult planning requirements for naval forces.
- d. MOEs must be part of the planning process and should be agreed to before the start of operations.
- e. Quantitative or qualitative MOEs may be developed.
- f. No single, all-encompassing MOE checklist exists for HA operations; therefore, they change with each mission.

a. Factors. Consider the following factors while developing and using MOEs:

- (1) MOEs should be appropriate to the objective. If the objective is to inform those outside the command, MOEs should be broad and few. However, if the objective is to assist on-scene commanders, MOEs should be specific.
- (2) MOEs should be related to the mission. If the mission is security, MOEs should help judge or improve security. If the mission expands, so should the MOEs.
- (3) Quantitative MOEs are likely to be measured more consistently than non-quantitative ones. Establish clear criteria

for nonquantitative MOEs and disseminate them to ensure accurate use.

(4) The MOEs developed for an HA operation should comprehensively and succinctly cover all aspects of that operation. In particular, the number of MOEs should not be so numerous that they become unmanageable.

(5) MOEs should change when the mission of the command or the situation changes. MOEs should not be greatly influenced by extraneous factors.

(6) MOE outputs should be discernible and timely to allow for appropriate use by naval forces.

b. Recent Operations/Exercises.

According to recent operations/exercises, MOEs (listed below) can help to determine when to transition the operation to the U.N., local authorities, or other agency. (The list shows the category of indicator followed by specific indicators in parentheses.)

- (1) Resistance (crew-served weapons, visibility of weapons, checkpoints, and roadblocks).
- (2) Humanitarian (unescorted convoys and security at relief warehouses).
- (3) Infrastructure (operable airfields and ports; a fraction of all key convoy-suitable transportation routes; and a fraction of reestablished potable water sources).
- (4) Populace (civil-military coordination and local council establishment).
- (5) Transition actions (sector follow-on force identified and liaison with force established).
- (6) Security/level of violence (number of violent acts against distribution centers and fraction of inventory stolen from centers).

(7) Medical/public health (crude mortality rates and severe malnutrition measurements).

(8) Agriculture/economy (market price of food and household surveys).

c. Lessons Learned. Lessons learned from recent operations/exercises include:

(1) MOEs should be clear and not subject to interpretation. (Indicators such as "road trafficability" are confusing and should be avoided.)

(2) NGOs/PVOs and other nonmilitary organizations are often good sources of data for MOEs.

(3) Commanders should watch for biased reporting. (Pressure on local commanders could lead to biased MOE reporting; central oversight of the data collection gets around this problem.)

(4) Timing of reporting on MOEs is critical. (Infrequent reporting can mask daily incidents; too frequent reporting is burdensome.)

(5) MOEs must support trend analysis as opposed to one-time measures.

(6) Multiple MOE categories are required. (No single MOE can capture all information relative to a mission's end state. Moreover, commanders should collect this information even though individual players in the operation may not be able to directly affect each indicator.)

(7) MOEs must be cost effective. (Even though multiple MOE categories are required, the MOEs should be reasonable in number so as not to be a burden to those collecting the data.)

(8) An MOE committee consisting of military personnel and representatives from nongovernmental agencies should be established to develop and monitor MOEs.

7. Courses of Action and the Commander's Campaign Plan. During planning, develop courses of action and/or a campaign plan. Additional information concerning the commander's campaign plan is included in Annex B. Areas which should be addressed in the campaign plan include:

- (a) Integration for total support.
- (b) Reporting plan/after action report.
- (c) Deployment/reception plan.
- (d) Coalition participation expected/requested.
- (e) Augmentation/forces/support required.
- (f) Definition of success/expected duration.
- (g) Objectives/phases of the operation.
- (h) Daily commander's assessment/SITREP.
- (i) Cost accounting.
- (j) Reconstitution/redeployment plan.
- (k) A rotation policy as required.

0503 EXECUTION

1. Mission Development and Change. The HA mission may undergo major evolution in specific taskings during the early stages of the operation. This can be a positive development because each new estimate of the situation will lead to a necessary refinement or modification of the mission and tasks. Continuing on-scene estimates of the situation and importance of rapidly adjusting the mission and tasks is appropriate and especially important in uncertain or hostile environments.

2. Impact of NGOs/PVOs/IOs. Relationships with the NGOs/PVOs/IOs are critical during execution. In some cases there may be 50 or more

NGOs/PVOs/IOs working in the AOR. They may be coordinating their efforts or operating independently of each other. Also, military concerns may not mesh with the concerns of the NGOs/PVOs/IOs in the areas of security, mission priorities, support requirements, and expectations. As a result, it is important to establish a dialogue early and properly use the CMOC for coordinating actions with NGOs/PVOs/IOs. This can be accomplished by:

- a. Disseminating a clear mission statement.
- b. Presenting briefings on force capabilities.
- c. Involving NGOs/PVOs/IOs in mission planning.
- d. Inculcating and acting on the view that NGOs/PVOs/IOs and naval forces are allies and partners in accomplishing the HA mission.

3. Factors During Execution. The ultimate outcome of the mission may depend on:

- a. Off-loading essential equipment early to provide basic services.
- b. Ensuring sufficient equipment is on hand for austere jump capabilities to increase area of support and respond to new missions and critical problems.
- c. Assisting the local government and infrastructure (including the health care system).
- d. Using special operations forces. (See Annex E.)
- e. Ensuring preventive medicine strategies take precedence over therapeutic medicine and emphasizing sanitation rather than vaccination and treatment.
- f. Establishing working relationships with NGOs/PVOs/IOs and host country civilian groups.

g. Controlling the location of civilian relief agencies if you control transportation for them.

h. Coordinating transportation units and the military or police who provide security and traffic control.

i. Prioritizing critical supply items through the transportation system.

j. Planning for recovery operations of transportation assets, vehicle replacement, and maintenance contact teams.

k. Reducing black-market activity through controls (e.g., distributing food via ration cards).

l. Establishing early plans for repairs to main supply routes and airfields.

m. Planning and obtaining legal/fiscal authority to conduct civil action projects.

4. Organizing the AOR.

a. Try subdividing the AOR into humanitarian relief sectors (HRSs). When establishing boundaries, consider the following:

- (1) Ethnic or tribal ties
- (2) Political affiliation
- (3) Relief agencies operating in the area
- (4) Political acceptance of certain coalition countries
- (5) Existing missions assigned to forces.

b. Personnel and equipment limitations, size of the area, and lines of communication may prevent naval expeditionary forces from supporting more than one HRS.

0504 MISSION TRANSITION AND TERMINATION

1. Planning During the Execution Phase. As soon as execution begins, commanders should begin planning to transfer HA functions conducted by naval forces to JTFs, NGOs/PVOs/IOs, or to the host country. This will free up forces for embarkation and redeployment. As the operation progresses, identify functions and units which must remain to accomplish objectives not yet achieved.

2. Transition and/or Termination. Transition involves the transfer of HA responsibilities to another organization. It can occur between services, from a service to a JTF, or from the JTF to the U.N. or HN. Transition/termination is initiated once objectives have been met and/or the order comes from the NCA via the CINC. In HA operations, transition can present problems. If handing off to another service component, follow standard procedures. If transition involves a JTF, HN, coalition forces, or a U.N. command, procedures are less straightforward.

3. Principles for Transition. Ensure planning for transition is guided by the following principles:

- a. Transition requires agreement between transitioning forces. The agreement should outline the conditions and plans for transition.
- b. A series of criteria should be developed that shows the progress of the transition.
- c. The transition process should be event-driven and not tied to calendar dates. Functions transfer only when a similar capability becomes available or is no longer needed. Procedures for transfer of equipment or supplies either between services or to NGO/PVO/IO or HN must be determined. Fiscal guidance, reconstitution of assets, and funding must be identified. Functional areas identified for transition include logistics, medical services, communications, local security, and engineering services.

4. Transition Plan.

a. Plan the transition of HA operations between forces, remembering that a transition plan is not a mirror of an OPLAN. When planning, the commander should consider which staff sections should write annexes based on what the inheriting organization must do. Annexes should contain:

- (1) Functions of the staff sections.
- (2) Recommendations on how the inheriting organization might perform them.
- (3) Guidance on how the transition will occur.
- (4) A timeline.
- (5) A checklist of key capabilities needed before transition.

b. When necessary to permit distribution to other organizations, ensure the plan is unclassified and written clearly, simply, and concisely, avoiding jargon and acronyms.

0505 INTELLIGENCE

1. General. HA operations are politically sensitive and conducted in the midst of foreign civilian populations during crisis. Consequently, successful HA operations are highly dependent on timely and actionable intelligence. As in other military operations other than war, intelligence in HA operations must deal with all aspects of the area of operations and personnel/organizations therein. In this environment, intelligence will be required on political, ethnic, religious, and economic subjects. Also, the commander shall continuously and clearly identify intelligence requirements and resources available.

2. Primary Effort. The primary intelligence effort should be to identify and forestall possible threats to naval personnel and successfully execute the mission.

3. HUMINT. Human intelligence (people talking to or about people) comprises a significant portion of any HA support program; however, it must be accomplished properly. Direct any formal contact with NGOs/PVOs/IOs through CMOC personnel. Once collected, HUMINT requires analysis prior to use and dissemination.

4. Use of Intelligence. Good intelligence during HA operations provides units and service personnel with a greater situational awareness. This will enhance their ability to make proper judgments about which areas to avoid and where to take extra precautions based upon their specific mission and the overall HA objective.

0506 COMMUNICATIONS

1. General. Communications with all military forces, NGOs/PVOs/IOs, HN agencies, and other organizations in the AOR is imperative. Establish communications with coalition forces, OFDA/DART, NGOs/PVOs/IOs, and other agencies early in the operation.

2. Cooperation With NGOs/PVOs/IOs.

a. In the early phases of an operation, limited military communications assets will be available. Nonmilitary agencies will probably have communications networks already established for their own use. These networks may include:

- (1) Commercially leased circuits (from the HN communications agencies/companies).
- (2) Commercially leased satellite services (such as INMARSAT).
- (3) High frequency radios (high amplitude and long distance).
- (4) Very high frequency radios (intra-vehicular convoy control type).

b. Incoming military forces should coordinate their requirements in advance with the nonmilitary agencies to share the HN communications network. As military communications assets are phased in, NGOs/PVOs/IOs and others can be expected to request access to them. Force security and mission

requirements will determine how naval forces manage these requests. Communications plans shall address needs for secure communications and requirements to control cryptographic materials and releasability of crypto and/or classified information.

3. Other Considerations. Other communications considerations include:

- a. Identify and plan frequency management for the operation.
- b. Ensure regulations and orders for integrating coalition forces into the frequency management program are deconflicted with security requirements.
- c. Be aware that the use of nonmilitary radios and communications equipment by civilian agencies and NGOs/PVOs/IOs can create problems.
- d. Consider HN requirements and restrictions.

0507 PUBLIC AFFAIRS CONSIDERATIONS

1. Policy. National and coalition policies may mandate cooperation with civilian news media covering military operations. Use public affairs activities to enhance the public knowledge of military and other government agency participation in any operation. Ensure material released to the media is accurate, complete, timely, and consistent with operational security and personnel safety.

2. Assumptions. The following assumptions can be made concerning public affairs:

- a. The military conducting HA operations will attract significant media attention, especially during the first few weeks of the operation.
- b. Proposed announcements or response to media queries which go beyond existing public affairs guidance or previously announced policy will be forwarded through the CINC or NEF for interagency coordination and approval prior to being released.

3. Responsibilities of the Naval Forces.

Responsibilities of the naval forces concerning public affairs are:

- a. Execute an active, on-scene, public affairs program throughout the entire operation.
- b. Forward a daily summary of public affairs activities to the CINC or NEF and other participating agencies.
- c. If available and noncompetitive with commercial transportation, provide air and ground transportation to facilitate media access to story locations.
- d. Coordinate with the CINC to authorize news media embarkations on naval ships and aircraft participating in the operations. If required, provide logistics support for news media representatives to include messing, billeting, transportation, and communications.

4. Coordination Between Components.

Participating public affairs offices at all levels are authorized and encouraged to communicate directly with each other and with other military organizations. Such coordination should not be used in a situation where it would interfere with the responsibility and authority of a commander or disrupt the normal chain of command.

5. Coordination of Release of Information. Consider the following when coordinating the release of information:

- a. Security of information is at the source. Individual members who participate in an operation and consent to be interviewed by the news media will limit their responses to first-hand experiences within the context of the operational mission and operational security, avoiding comment on political matters, the ongoing situation, or speculation on future developments.
- b. Media requests for interviews with military personnel will be authorized by the PAO and commander concerned.
- c. All interviews will be on the record.

6. Media Influence on the Interagency Process.

a. The impact of the media is a significant consideration during the interagency process, primarily as a result of NGO/PVO dependence on charitable contributions for funds. Additionally, an NGO/PVO may interact with the media because they understand the negative/positive effect media reports may have on JTF operational procedures and policy or NEF support. Complications throughout the operation may be avoided by ensuring that the NEF's plan for public affairs considers the effect of NGO/PVO interaction with the media.

b. Standard communications requirements consist of telephone access, record traffic capability, radio nets, and a local area network to expedite processing of HA recipient populations. NEF headquarters and component commanders will provide their own secure phones, hand-held radios, and ADP equipment (small computers).

7. PAO. Public affairs functions should be consolidated at the senior command level. The naval force public affairs function will coordinate the release of information, news media requests for information, visits, and access to the HA camps by media personnel (in coordination with camp commanders).**a. Responsibilities.** The PAO is responsible for:

- (1) Facilitating civilian news media representatives in their coverage of activities, and if capable, providing command information (internal information) on the activities of military personnel engaged in HA operations.
- (2) Providing training in media relations for commanders, staffs, and other naval personnel.
- (3) Preparing and executing the public affairs strategy which serves the public's right to be informed, while minimizing risks of disclosure of unauthorized information through effective security at the source.

(4) Supporting the policies of maximum disclosure with minimum delay, open and independent reporting (when and where appropriate), and full and balanced coverage of operations.

(5) Providing factual information on all aspects of the operation, keeping in mind that the majority of information must be unclassified.

b. Functions. PAO functions include:

(1) Provide public affairs support to the commander and subordinate commanders.

(2) Characterize involvement in the operation as nonconfrontational and humanitarian.

(3) Contribute to national and international public confidence in procedures for this operation by providing media access to unclassified, timely, and accurate accounts of the humanitarian operation.

(4) Demonstrate the capabilities, professionalism, readiness, quality, and compassionate responsiveness of military personnel, as well as illustrate the flexibility and versatility of military forces.

(5) Assist civilian news personnel to accurately report these operations by establishing a consolidated public affairs office to coordinate public affairs activities during the operation.

(6) Provide media escort.

(7) Provide internal releases in coordination with all ships and forces.

(8) Brief forces on the policy in effect for dealing with the media, stressing that this is a humanitarian operation and that maximum cooperation with the media will be provided within operational limitations.

(9) Execute on-scene public affairs programs and documentation with regard to all military operations involving the force.

(10) Be prepared to provide a daily news briefing to civilian news personnel. Daily briefings may outline, with basic public affairs guidance, the day's plans and operations.

(11) Be prepared to accommodate large numbers of civilian news personnel upon arrival of HA recipients.

(12) Publish an internal newspaper or bulletin to keep military units informed of current operations and policies.

c. Organization and Equipment. The organization of the public affairs office and required equipment are described below.

(1) Organization. The following personnel should be included in the public affairs office: public affairs officer/joint information bureau director, deputy PAO, briefing/media escort officers, officer in charge/editor, journalists, video specialists/editors, still photographers, and broadcast journalists.

(2) Equipment. Equipment essential for the operations in a public affairs office include:

(a) Automated data processing equipment, a high-rate fax machine, and copier equipment.

(b) Software and hardware capable of handling high volumes of work.

(c) A color television, videotape recorders, video camera, journalist camera kits, still video capability (camera and transmitter), and portable darkroom.

(d) A minimum of three hand-held radios/cellular phones and three pagers (beepers).

(e) Desktop publishing software.

(3) Transportation. Transportation assets include a minimum of two vehicles for transporting media personnel and one vehicle for the public affairs office director. Ideally, the public affairs office would include sufficient phone lines for media representatives to file stories during their visits and media sleeping area if media representatives are expected to stay overnight.

0508 LEGAL AFFAIRS

1. HA operations present unique requirements regarding international and operational law. As a result, legal staff with the following special expertise may be needed:

- a. Operational law.
- b. Civilian detainment.
- c. Rules of engagement (ROE).
- d. Coalition task force coordination.
- e. Special operations.
- f. Medical assistance.
- g. Law of war.
- h. Civil affairs.
- i. Local government.
- j. International law.
- k. Political advisor liaison.
- l. Claims and contracts.
- m. Investigations.
- n. Humanitarian/civil military operations centers.

2. Consistency of legal advice is imperative. During HA operations, if naval forces are augmented by attorneys from JTF or coalition forces, integrate them into the planning and relief effort. For more information about legal affairs, see Annex C.

0509 HUMANITARIAN ASSISTANCE CAMPS

1. Naval forces may be tasked to provide shelter or housing ashore for refugees. This shelter is usually provided in the form of tent camps. Camp sizes can range from small groups with special needs (such as infants or orphans) to large groups of 1,000 or more.

a. Prior to establishing camps:

(1) Determine if camps can be established by the recipients; if this is not possible, request that NGOs/PVOs/IOs or a host government build them. The goal is to reduce dependence on military forces.

(2) Determine the length of time the camp will be used. If dislocated persons cannot be returned home or resettled at once, the ultimate goal is to relocate them to their previous/or new homes as soon as possible.

(3) Make an early request for civil affairs (CA) personnel. They specialize in managing camps. Marine Corps CA personnel reside primarily in the reserve establishment. Additional information related to camps and CA personnel is provided in Annexes C, D, and E.

2. Naval forces may be required to move or evacuate refugees from a staging area to a camp or between camps. Though typically coordinated by CA personnel and conducted by military police, moves may be performed by the naval force's tactical units in conjunction with military police, CA personnel, and the appropriate NGOs/PVOs/IOs. Because refugees are frequently fearful, take care to promote movements and transfers in a positive manner. In most situations, the persons being moved should clearly understand why and where they are being moved.

a. When moving persons, consider the following:

- (1) Route selection.
- (2) Route identification.

(3) Establishment of control and assembly points.

(4) Emergency rest stops, medical facilities, and billeting areas.

(5) Use of local, national, and international support agencies.

(6) Translator and interpreter support.

0510 HEALTH SERVICE SUPPORT

1. General.

a. Health service support (HSS) in an HA environment includes medical care for the naval forces and HA recipients. In general, military medical assets support naval personnel, while HN facilities, NGOs/PVOs/ IOs, and health organizations support themselves and the civilian population. In most cases, the AOR will be austere and present major medical and sanitation problems.

b. Commanders shall understand that in permissive and low-threat operations, the greatest threat to their forces may come from infectious diseases. Good medical estimates, sanitation, and preventive medicine early in the operation can decrease problems encountered in high-risk areas. Preventive medicine includes immunizations and training for personnel and prevention of insect-, water-, and food-borne disease. Additional health services related information can be found in Annex G.

0511 ENGINEERING

1. **General.** Engineers' primary function during HA operations is general engineering and support to naval forces executing their mission. It includes horizontal and vertical construction, utilities, and bulk fuel operations. Engineering projects may contribute to force sustainability as well as operational support. Prioritization is essential due to limited assets and supply support. Most general engineering is performed in rear areas, camps, and on public works infrastructure.

2. **Engineering Capabilities.** Engineering capabilities in support of HA operations include:

- a. Engineer reconnaissance.
- b. Obstacle breaching.
- c. Obstacle installation/construction.
- d. Specialized demolitions.
- e. Beach and port preparation.
- f. Helicopter landing site and zone construction.
- g. Routes of communication development and maintenance.
- h. Forward operating base construction and maintenance.
- i. Standard and nonstandard bridge construction.
- j. Drafting and surveying.
- k. Water reconnaissance and purification.
- l. Mobile electric power equipment and utilities support.
- m. Field sanitation and hygiene including trash collection.
- n. Bulk fuel support.

3. **Engineer Security.** Engineers operating in uncertain or hostile environments may require additional security.

4. **Engineer Planning.** Engineer planning during HA operations may include:

- a. Preparing:
 - (1) Topographic and hydrographic studies.
 - (2) An engineering estimate of the situation.

(3) Requests for special or additional engineering units, equipment, and supplies.

b. Developing:

(1) Engineer task organizations for composite organizations.

(2) Transportation and shipping requirements for the engineering plan.

c. Adhering to specialized engineer training requirements to qualify personnel on special HN equipment.

d. Evaluating the mine warfare threat.

5. Joint Engineering. Engineering support for HA operations is frequently a joint mission. Naval force engineers should be familiar with equipment and capabilities of Army and Air Force engineers to ensure complementary participation by all forces. Before transitioning to joint operations, all participants should understand the support request flow and tasking to avoid duplication of effort. If naval engineers transition into a consolidated body, plans and procedures for the turnover and maintenance of engineer equipment and camp services should be identified.

0512 SECURITY

1. General. Security as discussed here involves naval forces conducting security operations in support of NGOs and PVOs/IOs during HA operations, managing camps for HA recipients, and providing security for themselves. Factors discussed include guidelines, SOPs, separation of parties in conflict, area presence, and carrying of weapons.

2. Secure Environments. Establish a secure environment prior to commencing HA operations. This requirement can adversely affect the speed and effectiveness of providing assistance. Besides NGO/PVO/IO facilities and personnel, other security concerns are:

- a. Ports and airfields.
- b. NGO/PVO/IO requests.
- c. Host nation agencies.

d. HA recipients.

e. HA supplies, convoys, and distribution centers.

f. Main supply routes.

3. Security for NGOs/PVOs/IOs. Address security for NGOs/PVOs/IOs in ROE and/or the mission statement. Depending on the environment, NGO/PVO/IO personnel may perceive a need for security forces. However, they tend to work in close proximity to crowds, starving people, armed factions, and bandits. If possible, establish security measures without causing distress to the NGOs/PVOs/IOs or the populace.

4. Convoy Operations. Consider the following when convoy operations are anticipated:

a. Convoy security for HA operations is important. In general, it follows the same tactics as for a military convoy operation.

b. If naval forces are tasked to provide convoy security or security for the NGOs/PVOs/IOs, the commander should plan it with input from all forces and agencies involved.

c. Organizing the AOR into HRSs can cause problems for convoy operations. Coordinate cross-boundary travel and security responsibilities for convoys. This can be accomplished through a movement control center established to coordinate all transportation. Annex J provides detailed information related to convoy security.

5. Weapons Confiscation. In a hostile environment, naval forces may have the added responsibility of weapons confiscation. In these cases, develop and disseminate specific plans and procedures. In addition, ensure ROE address the use of force during confiscation operations. Give special consideration to any security forces already employed by the NGOs/PVOs/IOs.

6. Separation of Hostile Parties.

a. In past HA operations, naval forces have been required to establish positions between conflicting parties. In many cases, these operations were initially HA missions

in permissive environments, but as the mission evolved the HA requirement decreased while the security role increased. Eventually the mission more closely resembled a peacekeeping role than the original HA mission. When this occurs, IOs/GOs must negotiate and establish a cease-fire prior to interposing naval forces. Naval force commanders must ensure that ROE are still viable and changed as required. When the situation requires interposing forces between the conflicting parties, it is important to maintain neutrality when separating them. If it is perceived that naval forces are choosing sides, they may become needlessly embroiled in the hostilities.

b. Interposing forces includes separating the parties, observing the area of separation and control, and supervising agreements between the parties.

c. Interposition requires careful timing. Naval forces should interpose themselves only as or after the conflicting parties disengage. If the interposition occurs after disengagement, it should be accomplished as soon as possible to prevent clashes which could lead to a renewal of fighting.

d. A typical interposition sequence is as follows:

- (1) Negotiation of a cease-fire and mutual consent for the interposition of HA military forces.
- (2) Delineation of demarcation lines, on the ground and a map.
- (3) Interposition of the naval forces.
- (4) Supervision of the withdrawal or disengagement of the belligerent forces behind the demarcation line.

e. The naval forces shall:

- (1) Establish control over the main routes and supervision sites.
- (2) Mark and inspect the demarcation lines to lessen the opportunities for violation.

(3) Clear unexploded ordnance, mines, and other obstacles that may hinder patrolling or resupply.

(4) Establish an efficient communications system to ensure incidents are reported immediately and assistance can be requested.

(5) Immediately begin planning for turnover to host government or other long-term peacekeeping forces.

WARNING

Interposition of naval forces between armed forces is always risky. Commanders should prepare contingency plans for reinforcement and extraction if the force becomes a target or hostilities between the warring parties are renewed.

7. **SOP.** The publication of a security SOP should be one of the first duties of forces arriving in the AOR. The SOP should cover any unique or special conditions that exist. The naval force commander's SOP should be augmented as required by detachment commanders or subordinate unit commanders. Relevant extracts from OPORDs, ROE, and force commander's directives will be repeated in the security SOP. As a minimum, the SOP should include:

- a. ROE, procedures to search and detain, observation and checkpoint routines, and reporting formats and procedures.
- b. Rules concerning photography and the press. (The commander may restrict areas and facilities from photography and state that cameras may not be displayed near these positions.)
- c. Vehicle and personnel search procedures, medical considerations, evacuation requests, lists of persons allowed to enter HA installations, weapons and personal effects confiscation policies, and contact restrictions with local forces and the populace.

8. Area Presence. In many cases, the most effective way to provide security for NGOs/PVOs/IOs is to establish a strong force presence, thereby deterring and stopping guerrilla-like activities or banditry by any parties or individuals. Force presence may include patrolling and establishing observation posts.

a. Patrolling.

(1) Patrols may be used to gather information, escort personnel, and supervise food distribution. Patrolling in land and littoral environments is a key function in providing security. Effective patrols need complete freedom of movement. The presence of a security patrol, or the likelihood one may appear, helps deter potential trouble.

(2) Patrolling may be conducted on foot or from vehicles, boats, light aircraft, or helicopters. If patrolling is overt, the patrol must be easily recognized by all parties.

WARNING

The best method of patrolling during HA operations will vary with each situation. In some situations, it may be prudent for a night patrol to use lights and move in an open manner. Failure to do so could arouse suspicion and could evolve into a life-threatening situation. However, in high-threat situations this action may be dangerous.

b. Observation Posts (OPs).

(1) OPs may be used to increase the naval forces' presence. They should give maximum visibility, facilitate communications, and be clearly recognizable by ground, naval, and air forces. The location and type of every OP must be authorized by the naval force commander.

(2) Temporary OPs may be manned only during daylight hours, at night, or to

meet special requirements, and should have an operational telephone and a radio. Temporary OPs will be marked identical to permanent posts and should be protected by ready force positions.

(3) Permanent OPs are:

(a) Staffed on a 24-hour basis.

(b) Provided with primary and alternate means of communications.

(c) Clearly marked with the force flag and insignia.

(4) OPs are abandoned by order of the force commander or when the unit commander considers the lives of the observers to be in jeopardy.

9. Carrying Weapons.

a. Individual weapons are carried by naval forces when:

(1) Occupying OPs, checkpoints, liaison posts, and defensive positions.

(2) Patrolling.

(3) Performing escort duties.

(4) Acting as guards.

(5) Conducting inspection and liaison visits with belligerent parties.

b. Naval personnel will normally not carry arms when:

(1) Nonoperational duties are being performed.

(2) HN security forces are assigned to protect them.

(3) Outside the area of operations.

NOTE

ROE designate when weapons will be loaded.

ANNEX A

Operational and Logistics Planning

0A01 INTRODUCTION

1. The purpose of this annex is to provide background and theoretical information on operational and logistics planning for HA operations. This annex is divided into four sections:

- a. Operational planning.
- b. Logistics planning.
- c. Population estimation.
- d. HA camp supply planning.

0A02 OPERATIONAL PLANNING

1. General.

a. Operational planners face the greatest challenge within military organizations performing HA operations. This challenge amounts to identifying, adopting, and applying those tools used in warfighting that are applicable to the existing principles in an HA scenario.

b. During HA operations, naval personnel (except planners) perform their primary jobs daily as under normal circumstances. Examples include engineers drilling wells, truck drivers transporting food, and communicators using radios.

2. Commander's Intent. Fundamental to applying warfighting to HA is establishing the commander's intent; what the commander wants to accomplish and how. This concise expression shall clearly state the purpose of the naval forces' mission. During HA operations, the overall tone of this is determined in the CINC's mission statement. The commander's intent is much more than repetition of the CINC's mission statement. During HA operations, it can establish the correct tone and tempo for all aspects of support provided by naval forces. Once established, the commander's intent is used by planners to develop courses of action and plans for oper-

ating ships and forces providing support. If the situation changes, the commander should shift the focus of effort by modifying the established intent as promulgated.

3. Abbreviated Decisionmaking Process. Planning in past HA operations was performed under time constraints. Regardless of the cause, this necessitated an abbreviated planning process. In these cases, all steps of crisis action planning were performed in their proper sequence. Two modifications most frequently made were: reducing the time allowed for each step and exploring fewer courses of action by the commander and staff. Additional time may be saved when the commander's guidance is more detailed and directive in nature.

4. Synchronization and Execution Matrices.

a. Synchronization is an all-inclusive term for the analysis of courses of action. Through this analysis process, commanders and staffs integrate possible enemy actions and friendly combat multipliers into the proposed course of action. Wargaming and detailed time-space analysis are a part of the overall process. Through this synchronization process the commander and staff visualize the flow of events through end of mission. Results of analysis include task organization for the operation and a basic operations order. Most significantly, the commander identifies within the course of action where alternate plans may be necessary and a concept of those plans. The entire process is designed ultimately for the commander to set the conditions in time, space, and resources to mass at the decisive point.

b. The synchronization and execution matrices are particularly useful during planning HA operations. Typically these warfighting tools are used by the commander

and staff in conjunction with the IPB process and focus efforts concerning:

- (1) Time.
- (2) Battlefield activities.
- (3) Events.
- (4) Decision points.
- (5) Phases.

c. Synchronization Matrix. The synchronization matrix can be used to develop courses of action in response to the most probable and difficult sequence of events during HA operations. Figure A-1 is an example of a synchronization matrix used for HA operations. Figure A-2 shows a synchronization matrix adapted for warfighting.

d. The HA synchronization is completed much like the warfighting matrix. The process includes the following:

- (1) Time of the event.

(2) Action determined to be most likely and least desirable.

(3) Post-decision points from the IPB process.

(4) The course of action which is applied simultaneously to the close, deep, and rear areas of the AOR.

(5) Completion of the matrix to ensure synchronization of available assets.

(6) Completion of a matrix for each course of action.

e. Execution Matrix. The execution matrix is a natural follow-on product of the synchronization matrix. It can be used by the commander's current operations section and watch officers to orchestrate the operation and coordinate significant events among the staff, units, and/or components. Figures A-3 and A-4 compare HA and warfighting execution matrices.

5. Liaison Missions.

a. In the past, the norm for creating liaison organizations has been to build *ad hoc*

HA Synchronization Matrix			
Period of Time/Phase			
Course of Action (Note)			
	Rear	Close	Deep
INTEL			
Maneuver			
Aviation			
Liaison			
Command & Control			
Mobility			
Combat Service Support			
Note: A separate matrix is used for each course of action being evaluated.			

Figure A-1. HA Synchronization Matrix

Warfighting Synchronization Matrix			
Period of Time/Phase			
Enemy Intent			
	Rear	Close	Deep
INTEL			
Maneuver			
Aviation			
Fires			
Command & Control			
Mobility			
Combat Service Support			

Figure A-2. Warfighting Synchronization Matrix

organizations or individually assign personnel to liaison billets. Rather than adhering to the norm, the commander may choose to modify an existing unit's combat mission and assign it to the liaison mission.

b. The commander shall consider the following information concerning a unit prior to assigning a mission:

- (1) Skills.
- (2) Table of organization.
- (3) Table of equipment.
- (4) C³ and structure.

c. Analysis of Force Capabilities.

While conducting an analysis of unit suitability during an HA exercise, the commander shall determine:

(1) Is the unit best suited to coordinate interaction between PVOs/NGOs/IOs? Consider the following unique qualifications when responding to this question:

- (a) Interfacing with NGOs/PVOs using the well-developed command and liaison infrastructure.

(b) Possessing extensive communication assets which are required to operate in numerous sites throughout large areas, such as humanitarian relief sectors.

(c) Having a large number of well-trained and experienced personnel available who understand the complexity of support relationships.

(d) Possessing a complete staff to handle the detailed planning HA requires, and infrastructure for operating coordination centers, liaison teams, and special requirement or future operation planning cells.

(e) Maintaining large inventories of equipment useful in HA operations, including transportation, engineer assets, and tentage.

(2) Should the unit's internal organization be used as the building block for liaison sections? If so, do specific parallel functions exist between the unit's combat organization and HA operations, including:

- (a) Collecting support request?

HA Execution Matrix				
(Note 1)	Phase I Deployment (Note 2)	Phase II Relief (Note 2)	Phase III Transition (Note 2)	Phase IV Redeployment (Note 2)
Decision Points				
M a n e u v e r	Security			
	Deep			
	Close			
	Rear			
	Reserve			
Command & Control				
Liaison				
INTEL				
Aviation				
Engineering				
Special Operations Forces				
Psych Operations				
Civil Affairs				
Combat Service Support				
Deception				
Notes: 1. Functional area classifications in this column may be changed as required. 2. Phases of the operation should be consistent with phases used in the CINC's warning order.				

Figure A-3. HA Execution Matrix

Execution Matrix Function-Event/Time					
Time/Event	Pre-D-Day Operations	H-Hour	Attack/ Penetration	Seizure Objective	Consolidation Link Up
Decision Points					
Deep					
M a n e u v e r	Security				
	Close				
	Reserve				
	Rear				
Command & Control					
INTEL					
Aviation					
Fires					
Engineering					
Psych Operations					
Civil Affairs					
Combat Service Support					
Special Operations Forces					
Deception					

Figure A-4. Warfare Execution Matrix

(b) Analyzing and validating requests?

(c) Prioritizing requests?

(d) Coordinating/deconflicting requests?

(e) Conducting liaison to include exchanging liaison officers (LNOs)?

(f) Assigning effectiveness of support assessments?

(g) Supervising, as required?

(3) When the commander implemented a plan to assign liaison officer functions to the unit, did it include the following steps:

(a) Defining the mission?

(b) Identifying the tasks associated with the mission?

(c) Identifying functional requirements and the organization's ability to perform them?

(d) Matching the required functions against current organizational structure?

(e) Evaluating the perspective organization against requirements and modifying to correct deficiencies?

(f) Developing supporting tables of organization and equipment?

(g) Developing criteria for measures of effectiveness?

d. Keys to Success. To help the artillery regiment transition into a new unfamiliar mission, the commander shall develop guidelines (keys to success) for coordinating support. These guidelines are used by individuals and staffs during planning and execution, and include:

(1) Safeguarding friendly forces and installations.

(2) Knowing the commander's intent.

(3) Planning early and continuously.

(4) Allowing flexibility.

(5) Rapidly coordinating requirements.

(6) Considering use of all appropriate means of support.

(7) Exploiting available HA assets and sources during support.

(8) Always providing adequate support.

(9) Whenever possible, furnishing the type of support requested.

(10) Avoiding redundant support.

(11) Coordinating with the HN prior to execution.

0A03 LOGISTICS PLANNING

1. General.

a. Under conditions short of war, the CINC:

(1) Exercises direct authority over logistics operations in his AOR.

(2) Reviews requirements and establishes balanced priorities to further the mission.

(3) May direct subordinates to provide cross-service support requirements.

(4) May provide the JTF or naval forces commander logistic support to allies, civilians, and HA recipients.

b. Unless changed, logistics responsibilities remain with each service and service component commanders. Logistics support can be provided through agreement

with national agencies, allies, or by common, joint, or cross-service assignment.

2. Logistics Characteristics and Factors. Logistics characteristics and factors that may limit or affect HA operations are described in the paragraphs below.

a. Characteristics. Logistics planning during HA operations includes:

- (1) Requirement for emergency measures.
- (2) Fiscal expense.
- (3) Impact on adjacent and subordinate units.
- (4) Integration of orders and cross-service support.
- (5) Long lines of communication.
- (6) Legal constraints.

b. Limiting Factors. Factors that may limit or affect HA operations include:

- (1) Legal requirements.
- (2) Effect of budgetary considerations, including determination of pre-positioning goals and use of landing force material before national or international support arrives.
- (3) Requirements and decisions made at the strategic level.
- (4) Size of the naval force.
- (5) Public media.
- (6) Legal institutions and concepts of human rights that differ from those of the assisting forces.
- (7) Customs, such as those involving hospitality and gift giving, that require a balance between avoiding offense to locals and maintaining the fact and appearance of impartiality.

(8) Active or passive resistance to health and sanitation measures because of cultural or religious biases or lack of education.

(9). Attitudes toward local issues including status and position of indigenous social, political, religious, and economic elites.

3. Role of Combat Service Support (CSS). The CSS element is actively involved with the provision of services to an HA effort. The six functional areas of operational logistics and combat service support are supply, maintenance, transportation, general engineering, health services, and services. Depending on the type of HA mission, it may be preferable to designate the CSS commander as the commander of HA and attach additional combat and CSS forces as required.

4. Pre-positioned Logistics. Pre-positioned logistics may be used to support HA operations. For example, U.S. military options include:

a. Maritime Prepositioning Force (MPF) Ships. Within each MPF squadron there is a minimum of one MPF ship designated as the HA ship. The particular Marine expeditionary force (MEF) headquarters that controls and manages each ship can identify the ship and its cargo.

b. Marine Expeditionary Force (MEF). The MEF may identify and set aside specific types of equipment and supplies for HA missions. Usually this support is characterized by tentage, medical equipment, and class VII supplies that are deployed with a fly-in echelon.

c. Pre-positioned Logistics From Within Commands and Ships. The CSSE of smaller deploying MAGTFs may set aside limited assets for HA missions. These items provide a limited initial presence until the MPS or additional supplies arrive.

d. Army Pre-positioned Afloat Program (Line Backer Package). The USA has loaded and designated ships

within their pre-positional afloat program to provide support.

e. Land Based Contingency Kit (LBCK). Since a U.S./U.N. standard materiel list for HA camps does not exist, the U.S. Army has developed the LBCK. The LBCK resembles an austere tent city, but can be operational within 48 to 72 hours after materials are on site. (Less than 100 construction personnel are required to set up the LBCK. The setup time can be reduced with experienced crews or with more personnel in a well coordinated effort.) The LBCK consists of a materiel list for a camp of 2,500 people using GP medium tents (without flooring). The LBCK does not contain materiel for a kitchen facility; however, it does provide a cargo parachute that may be used for this purpose.

5. Funding. Prior to deployment, discuss costs, maintenance requirements, and support for the increased table of equipment with the appropriate headquarters.

6. Predetermined Support Limits. Establish an artificial objective for each major support category or class of supply. The level of support shall not exceed these limits without deciding on a further course of action. For example, if the maximum capacity of a camp is 5,000, as the population reaches 4,500 the commander should decide whether to construct a second camp or restrict admittance to the original camp. If support limits are established, any decision to surpass the limit should be made by the appropriate commander.

7. Phases of the Operation and Logistics. Ensure logistics planning is consistent with operational planning and each phase of the operation is contained in two tiers:

- a. Tier one — plans support to naval forces and any other forces that are the naval commander's responsibility
- b. Tier two — consists of the requirements for NGOs/PVOs/IOs and HA recipients.

8. Logistics Planning Sequence. The following is an example of a methodology used to prepare a logistics support plan for migrant camps:

- a. Define the mission.
- b. Identify tasks associated with the mission.
- c. Identify functional requirements and the organization's ability to perform them.
- d. Match the required functions against current organizational structure.
- e. Evaluate the perspective organization against requirements and modify to correct deficiencies.
- f. Develop a supporting T/O and T/E for logistics personnel.
- g. Develop measurement criteria for LOEs and MOEs.
- h. Safeguard friendly forces and installations.
- i. Know the commander's intent.
- j. Plan early and continuously.
- k. Allow flexibility.
- l. Ensure rapid coordination of requirements.
- m. Consider use of all appropriate means of support.
- n. Exploit all available HA assets and sources during support.
- o. Calculate required and adequate support.
- p. Anticipate type of support requested.
- q. Avoid redundant support.
- r. Consider lines of communication to coordinate with the HN prior to execution.

9. General Logistics Requirements.

When a warning order is issued and logistics planning begins, the JTF logistics officer should consider the following:

- a. Labor and materials available.
- b. Pest control responsibilities, availability, and procedures.
- c. Refuse/dumpster procedures.
- d. Telephone service availability and procedures for establishing military and commercial long distance lines.
- e. Vehicle availability.
- f. Laundry service for JTF and migrants.
- g. Minor property (office furnishings) required.
- h. Nonstandard health and comfort items
- i. Subsistence (including advance/survey assessment party).
- j. Rental of commercial vehicles.
- k. Nonmilitary specialty items (including source closest to JOA).

10. Cost and Supply Center Considerations. Cost and supply center considerations for class I, II, IV, VI, IX, and X supplies include the following:

- a. Wholesale storage available for the issue of all material classes.
- b. Procedures to establish wholesale supply management of supplies.
- c. Ability to establish accounting services.
- d. Availability of minor property (tables/chairs).

11. Contracting Considerations. Contractor support which may be appropriate for use during the operation includes:

- a. Civilian labor as required.

- b. Barge usage if appropriate.
- c. Storage/refrigeration trailer requirements.
- d. Commercial vehicles.
- e. Warehouse space availability.
- f. Facilities as required, including kennel, chapel, post office, and fuel depot.
- g. Administrative coping needs.
- h. Printing needs.
- i. ADP requirements.
- j. Fuel storage.
- k. Initial sale of stamps for migrants and service members.
- l. Manufacture of crates, signs, and similar objects.
- m. Messing for advance party.
- n. Initial mortuary processing and disposition of remains for migrants.

12. Logistics Planning Equations.

a. If routine logistics tasks can be turned into objective methods of measurement, try developing logistics planning equations. Logistics planning equations are useful in:

- (1) Simplifying tasks
- (2) Establishing and standardizing tasks and standards
- (3) Helping prepare personnel during transitions or turnovers
- (4) Facilitating interoperability in coalition operations.

b. The examples in the following paragraphs are based upon lessons learned in former Yugoslavia and portions of UNHCR publications. All calculations are in metric units. Because logistics planning

equations must be tailored to the situation, evaluate these examples prior to use.

c. Food Requirements. The basis for all large-scale logistics planning is the migrant population (case load) estimate. Accurate migrant population figures (rounded to thousands) are essential in forecasting large logistics requirements and developing the logistics infrastructure to support the operation. All other logistics requirements are based on the tonnage of humanitarian aid to be delivered. A good rule of thumb is that a migrant will require 1 kilogram (1,000 grams) of food daily. The key to well-planned support is long-term planning and forecasting. The minimum logistics planning efforts should be in 30-day increments. According to the WFP, 30 days of supply or an MOS (in metric tons) is calculated as follows:

$$\frac{30 \text{ days} \times 1 \text{ kilogram} \times \text{refugee population}}{1,000}$$

d. Warehouse Requirements. Warehouse requirements are calculated in square meters. As a general rule of thumb, 1 metric ton of aid occupies 1 cubic meter of warehouse space (varies by commodity). Storage space for 30 days of supply or an MOS should be calculated or planned at each storage/distribution center. Generally, humanitarian aid is donated by various countries, consists of second grade (or less) goods, and is shipped via the cheapest means (packaging and palletization). Approximately 50 percent of palletized items cannot be stacked two pallets high because of the packaging. Additionally, only 70 percent of the available warehouse space is suitable for storage of goods (allowing for aisles and fire lanes). Accordingly, total warehouse requirements in square meters (MOS) are calculated as follows:

$$\frac{\text{metric tons (MOS)}}{1.05}$$

e. Warehouse Requirement Listing. The following items should be stored in a warehouse:

(1) Basic food ration — Flour, oil, pulse, sugar, salt, and yeast.

(2) Supplementary food items — High protein biscuits and powdered milk.

(3) Other Food Items — Lemonade, orange juice, and family parcels.

(4) Nonfood Items — Soap, detergent, sanitary napkins, cooking sets, mattresses, blankets, cooking fuel, sheets, beds, hygiene parcels, sleeping bags, and pillows.

(5) Winterization Kits — Staple guns, staples, plastic sheeting, plywood, heaters, coal/wood, and tar paper.

f. Materials Handling Equipment (MHE) (Forklift) Requirements.

Forklift requirements are based on the average number of pallets a forklift can manipulate in a day. Generally, the average forklift operator can load and unload 120 pallets per day, allowing sufficient time for maintenance servicing and other associated work. Diesel or electrically powered forklifts are recommended. Pallet jacks, hand carts, or manual labor can be used. These methods are complementary to mechanized/motorized forklifts; however, they are manually intensive and expensive to employ in large-scale operations or primary/regional distribution centers. At the end of the distribution pipeline, these manual materiel manipulations may suffice. Accordingly, total forklift requirements are calculated as follows:

$$\frac{\text{metric tons (MOS)}}{1,800}$$

g. Transportation (Trucking) Requirements. There are two types of transportation requirements which are described below.

(1) **Primary (Long Haul) Transportation.** Long haul transportation is

used to move HA supplies from the primary warehouse to regional/local distribution centers. Most long haul trucks can carry 18 Euro pallets. (One Euro pallet is equivalent to approximately 1 metric ton, depending on palletization and commodity.)

Note

The Euro pallet is smaller than the standard U.S. military pallet.

(b) The maximum weight-carrying capacity of the standard European long haul truck is 22 metric tons. Pallets cannot be stacked on the truck beds. Assuming turn-around transits of 1 day, total long haul (also line haul) transport requirements (number of trucks) are calculated as follows:

$$\frac{\text{metric tons (MOS)}}{540}$$

(2) Secondary/Tertiary (Short Haul) Transportation. Short haul transportation is used to move HA supplies to the local distribution center or refugee. Average short haul trucks can carry the equivalent of four Euro pallets or 4 metric tons. Accordingly, total short haul transport requirements (number of trucks) are calculated as follows:

$$\frac{\text{metric tons (MOS)}}{120}$$

h. POL Requirements/Considerations. POL requirements/considerations are as follows:

(1) Fuel consumption (diesel) is calculated in liters and converted into metric tons.

(2) Mogas or Naphtha fueled vehicles are not recommended for use since two types of fuel must be procured, stored, and accounted for.

(3) Diesel is the preferred fuel.

(4) The AOR has limited fuel storage infrastructure.

(5) One metric ton of fuel is the equivalent of 1,000 liters.

(6) Fuel must be readily available at primary and regional distribution centers to facilitate transporting humanitarian aid.

(7) Total fuel requirements are the sum of primary and secondary/tertiary fuel requirements.

(1) Fuel Requirements for Primary (Long Haul) Transportation. Long haul transport is used for primary distribution of humanitarian aid since it is the most economical because of distance and tonnage moved. Total primary fuel requirements (MOS) in metric tons delivered are calculated to each destination as follows:

$$\frac{t \text{ (MOS)} \times D \times 0.0002 \text{ t/km}}{18}$$

Where: t = Metric ton

D = average round trip distance in kilometers

(2) Fuel Requirements for Secondary/Tertiary (Short Haul) Transportation. Short haul transportation is used for secondary/tertiary distribution of humanitarian aid since it is the most economical because of distance and tonnage moved. The average round trip distance is 200 km (120 miles); however, other planning factors can be used as situations dictate. Total secondary/tertiary fuel requirements (MOS) in metric tons are calculated as follows:

$$\frac{t \text{ (MOS)} \times 200 \text{ km} \times 0.0003 \text{ t/km}}{4}$$

Where: t = Metric ton

0A04 POPULATION ESTIMATION

1. Introduction. Determining the number of people to be supported is an important task for HA logistics planners when the population number is unknown or the influx of migrants is rapidly occurring. Use population estimates in all operation phases to assist in short- and long-term assisted population calculations. The areas which may be supported by these estimates include housing, water supplies, food supplies, and the number of military needed to support the assistance.

2. The prescribed methodology is a two-step process consisting of data collection and analysis. Guidelines for estimating populations include:

a. Plan the data to be collected prior to operation start and consistently collect it throughout the operation. Changes in the methodologies may hinder the planner's ability to analyze the trends.

b. Keep methodologies consistent and do not make changes to a methodology once it is started.

c. Begin analysis early and perform more detailed breakdowns of data as necessary.

2. Estimating Steps. The steps in the estimation process are as follows:

a. Use the intelligence estimate of the population size. When requesting information, include:

(1) Population estimate for the country or region to be supported.

(2) General condition of population prior to crises (economic/health/living conditions).

(3) Population composition (gender/age/ethnicity).

(4) Migrant population movement.

(5) Anticipated migrant population growth rate.

b. Develop a means for validating the initial population estimates. The NEF must complete an estimate of the population if unable to locate a reliable estimate from outside sources. Estimates can be made using any number of locally originated methods which may include census by:

(1) Tent occupancy.

(2) Ration issue.

(3) ID tag/bracelet issue.

c. Refine baseline information. Conduct refinement weekly, thereby enabling growth of the census trends and initial estimates of population size to remain accurate. Inaccurate population estimates lead to unnecessary expense, waste, and poor support. Perform validation within the first 3 days of commencing support.

ANNEX B

Liaison Functions

**0B01 LIAISON OFFICER
RESPONSIBILITIES**

1. This annex describes duties and functions of liaison officers (LNOs) before, during, and after an HA liaison tour, including establishing the civil military operations center (CMOC).

a. Prior to Departure. Before an LNO leaves to join the gaining unit, agency, organization, or headquarters, he should be thoroughly conversant with:

- (1) Current situation of own unit.
- (2) The potential issues, capabilities, employment doctrine, and operational procedures of own unit, and those of the unit/agency to which the LNO is being sent.
- (3) The commander's intent, including details of the concept of operations (e.g., unit locations, personnel strength and logistics considerations, and a map with overlays).
- (4) Status and missions of the unit/agency.
- (5) Operational security applicable to the mission.
- (6) Specific relevant information and/or liaison requirements from each staff section.
- (7) The LNO mission and responsibilities.
- (8) The command relationships among all major commands participating in the operation.

b. The LNO should also:

(1) Arrange for communications, gear, and transportation necessary to meet liaison mission requirements (e.g., radios, challenge and passwords, and rations).

(2) Obtain necessary credentials, identification, and clearances.

(3) Check language and interpreter requirements, as necessary.

2. On Arrival. On arrival at the gaining unit/agency, the LNO should:

a. Report to the supported commander or representative, state the LNO's mission, exhibit any directives or credentials, offer assistance, and be prepared to brief on the situation of the LNO's unit.

b. Visit each staff section, provide information as required, and obtain all information required by own unit.

c. Establish communication with own unit and exchange information, as required.

3. Liaison Tour. While serving in his new capacity, an LNO should:

a. Keep informed about parent command, and make that information available to the commander and staff of own unit.

b. Determine how long parent command will be employed (e.g., mission, unit location, future locations, future operations, and commander's intent).

c. Report promptly to own headquarters if he is unable to accomplish the liaison mission.

d. Report to parent command on those matters within the scope of the mission.

e. As permitted by official orders, inform the visited unit commander of the content of reports dispatched to the LNO's parent headquarters.

f. Inform the appropriate supported staff officer or commander concerning:

(1) Significant problems being experienced by the LNO's parent unit that could affect operations of other commands and vice versa.

(2) LNO suggestions to enhance the effective employment of parent command.

(3) LNO recommendations concerning improved procedures for maximizing the effectiveness of the LNO's parent command.

g. Ensure liaison location at the headquarters is known at all times.

h. Advise parent unit (if possible) of departure from the liaison location.

i. Attend daily situation update briefing and other meetings, as required.

j. Keep an appropriate record of actions and reports.

k. Report departure to the visited unit commander at the completion of his mission.

4. Upon Return. Following return to the parent command, the LNO should:

a. Brief the commander or section on all pertinent information received during the tour (e.g., detailed information concerning the mission of the higher headquarters, unit locations, future locations, and commander's intent).

b. Transmit requests of the visited commander.

c. Transmit mission requirements and requests for information from the visited headquarters.

d. Transmit information required by higher headquarters in each staff AOR.

e. Keep abreast of the situation and respond to future liaison requirements.

0B02 CIVIL MILITARY OPERATIONS CENTER

1. The naval force commander may form a civil military operations center (CMOC) to carry out the guidance and decisions of the HOC. The CMOC:

a. Serves as the mechanism for liaison and coordination between military support capabilities and the needs of the HA organizations.

b. In coordination with other functional groups, validates and coordinates requests from NGOs/PVOs/IOs and the host government for support.

c. Monitors military support for the regional humanitarian operations centers (HOCs).

d. Supports NGOs/PVOs/IOs by responding to validated logistics and security support requirements. During CMOC meetings (usually daily), it identifies components within the force capable of fulfilling support requests. Validated requests go to the component/coalition force liaison officer for action.

2. Tasks.

a. Tasks for a CMOC may include:

(1) Validating requests for military support.

(2) Coordinating requests for military support with the military components.

(3) Convening and hosting ad hoc mission planning groups involving complicated military support and/or numerous military units and NGOs/PVOs/IOs.

(4) Promulgating and explaining force policies to NGOs/PVOs/IOs.

(5) Providing information on force operations and the general security situation.

(6) Serving as the focal point for dealing with weapons policies (if required).

(7) Administering and issuing NGO/PVO/IO ID cards.

(8) Validating requests for travel on force aircraft and vehicles.

(9) Acting as an interface, facilitator, and coordinator among naval forces, NGOs/PVOs/IOs, host government, and higher headquarters.

(10) Chairing port and airfield committee meetings for space and access-related issues.

(11) Acting as the agency that retrieves and returns confiscated items from NGO/PVO/IO organizations.

(12) Responding to emergency requests for support.

(13) Maintaining and operating a 24-hour watch.

(14) Maintaining contact with regional CMOCs.

(15) Supporting, civil affairs teams, as required.

(16) Facilitating organization of a logistics system for food relief efforts.

3. Guidelines. If humanitarian relief sectors (HRSs) are assigned to components, the components will also have CMOCs to coordinate their support relief operations within their sectors. Additionally, the CMOC should hold a separate meeting with the relief organizations. The CMOC should emphasize that these organizations should not deal directly with the naval forces staff or the HRS commander's staff, since the CMOC/relief organization meetings and coordination efforts can often be confrontational and emotional. The CMOC shall provide a filter for these requests prior to involving the JTF/HRS staffs. All NGOs/PVOs/IOs shall realize that their only entry into the system is through the CMOC.

4. Organization. On the average, a CMOC usually consists of 8 to 12 people. However, its size and organization are mission dependent. Figure B-1 shows the organization of a CMOC. The commander may add additional elements as appropriate.

5. Operations. The normal operating hours for a CMOC are from sun-up until sun-down; however, an after-hours watch section is required to handle emergencies and monitor the NGO/PVO/IO emergency radio net. Figure B-2 shows the flow of a request for support between NGOs/PVOs/IOs and naval force organizations. Detailed information about the flow of action requests is described in Figure B-3.

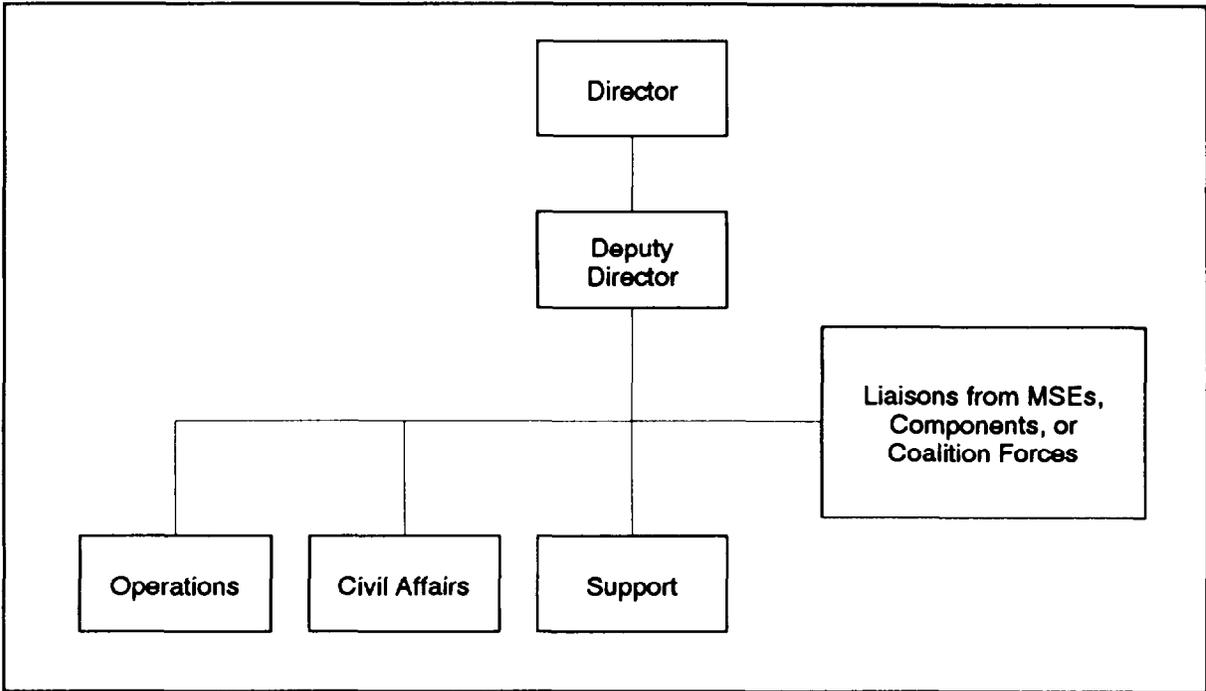


Figure B-1. CMOC Organization

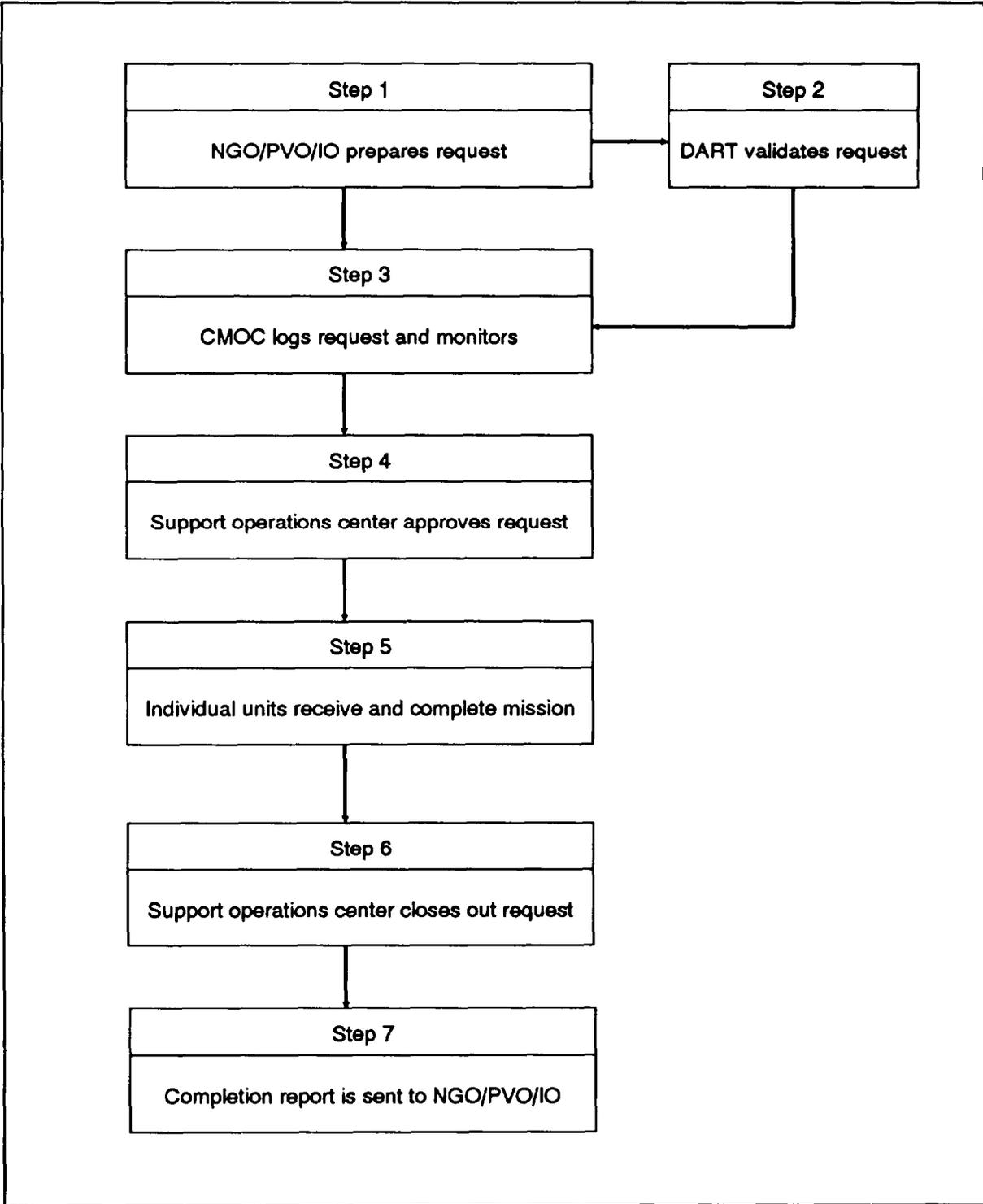


Figure B-2. Flow of a CMOC Request for Support

Organization/Individual	Action Requests
NGO/PVO/IO	<ol style="list-style-type: none"> 1. Prepares complete support request 2. Submits request to DART/CMOC 3. Monitors
DART Representative	<ol style="list-style-type: none"> 1. Validates request 2. Submits request to CMOC
CMOC	<ol style="list-style-type: none"> 1. Receives request 2. Assigns a project number to the request 3. Prioritizes the request 4. Prepares a project folder or file for the request 5. Submits project folder to support operations center 6. Monitors
Support Operations Center	<ol style="list-style-type: none"> 1. Receives project folder and log request 2. Approves request 3. Prepares detailed tasking order 4. Publishes detailed tasking order 5. Retains folder and monitors
Individual Unit Providing Support	<ol style="list-style-type: none"> 1. Receives mission 2. Analyzes requirements 3. Commits resources 4. Annotates resources expended 5. Completes mission 6. Prepares After-Action report with all information 7. Prepares After-Action report to support operations center
Support Operations Center	<ol style="list-style-type: none"> 1. Receives After-Action report from unit and files in folder 2. Closes out folder 3. Returns folder to CMOC
CMOC	<ol style="list-style-type: none"> 1. Receives folder 2. Sends completion report to NGO/PVO/IO that requested the project

Figure B-3. Action Request Flow

ANNEX C

Legal Affairs

0C01 BACKGROUND

1. Overview. Naval forces assigned to an HA mission while forward deployed or as part of a JTF will normally be mandated by executive order, order of the JCS, and directives issued by commanders of unified and specified commands. In many cases, this may be a long-standing order or part of an agreement with another country or countries. The task force commanders should be aware of any executive orders pertinent to HA missions prior to transit to their AOR.

NOTE

Directives issued by commanders of unified and specified commands are definitive within the commander's AOR. This publication provides general information, is not a directive, and does not supersede guidance issued by such commanders or higher authority.

2. Scope. The protection of individuals and property at sea by naval forces in peacetime involves international law, domestic law and policy, and political considerations, vessels and aircraft on and over the sea, and the individuals and cargo embarked in them, are subject to the hazards posed by the ocean, storms, mechanical failure, and the actions of others such as pirates, terrorists, and insurgents. In addition, foreign authorities and prevailing political situations may affect a vessel or aircraft and those on board by involving them in refugee rescue efforts, political asylum requests, regulatory enforcement actions, or applications of unjustified use of force against them.

3. Reports to Higher Authority. OP-LANs, OPORDs, and applicable standing ROE ordinarily require the on-scene commander to report circumstances immediately to higher authority and when practical, seek guidance prior to using armed force.

4. Law of Armed Conflict.

a. The law of armed conflict is usually not applicable to HA operations. It applies only to combat actions. However, in conjunction with the Geneva and Hague Conventions, protocols, and customs, it may provide guidance.

b. The fundamental concepts of international humanitarian law provide guidelines for forces. Objectives and tasking shall have a sound legal basis, and commanders shall ensure that personnel under their control conform to internationally accepted standards of behavior and action.

c. Specific responsibilities associated with HA operations include:

(1) Care for civilians in an occupied territory.

(2) Issues concerning civilians and their property.

(3) Responsibilities concerning criminal acts.

d. Commanders should attempt to address these issues using international law and the law of armed conflict as a guide whenever possible.

0C02 LAW OF THE SEA

1. Discussion. For HA operations, commanders may be tasked to provide assistance outside the bounds of existing guidelines. The following paragraphs provide information relevant to responsibilities at sea including rescue, safe harbor, and quarantine.

2. Mishaps at Sea. The obligation of mariners to provide material aid in cases of distress

encountered at sea has long been recognized in custom and tradition. A right to enter and remain in a safe harbor without prejudice, at least in peacetime, when required by the perils of the sea or force majeure is universally recognized. At the same time, a coastal nation may lawfully promulgate quarantine regulations and restrictions for the port or area in which a vessel is located.

3. Assistance to Individuals, Ships, and Aircraft in Distress. Both the 1958 Geneva Convention on the High Seas and the 1982 United Nations Convention on the Law of the Sea state that every nation shall require the master of a ship flying its flag, insofar as he can do so without serious danger to his ship, crew, or passengers:

- a. Render assistance to any person found at sea in danger of being lost.
- b. Proceed with all possible speed to the rescue of individuals in distress if informed of their need of assistance, insofar as it can reasonably be expected of him.
- c. After a collision, render assistance to the other ship, its crew and passengers, and when possible, inform the other ship of the name of his own ship, its port of registry, and the nearest port at which it will call.

4. Duty of Naval Commanders. The following obligations are normally extended to the captains of naval vessels through national naval regulations:

- a. Proceed with all possible speed to the rescue of individuals in distress if informed of their need for assistance.
- b. Insofar as can be reasonably expected, render assistance to any person found at sea in danger of being lost.
- c. After a collision, render assistance to the other ship, its crew and passengers, and when possible, inform the other ship of his identity.

5. Duty of Masters. The 1974 London Convention on Safety of Life at Sea requires the master of every merchant ship and private vessel not only to speed to the assistance of individuals in distress, but to broadcast warning messages

with respect to dangerous conditions or hazards encountered at sea.

6. Temporary Refuge.

a. International law and practice have long recognized the humanitarian practice of providing temporary refuge to anyone, regardless of nationality, who may be in imminent physical danger for the duration of that danger. A useful definition of temporary refuge is: "Protection afforded for humanitarian reasons to a foreign national in a DOD shore installation, facility, or military vessel or aircraft within the territorial jurisdiction of a foreign nation or in international waters, under conditions of urgency in order to secure the life or safety of that person against imminent danger, such as pursuit by a mob."

b. National policy may grant temporary refuge in a foreign country to nationals of that country, or nationals of a third nation, solely for humanitarian reasons when extreme or exceptional circumstances put the life or safety of a person in imminent danger, such as pursuit by a mob. The officer in command of the ship, aircraft, station, or activity shall decide which measures can prudently be taken to provide temporary refuge while considering the safety of his personnel and the security of his unit.

7. Termination or Surrender of Temporary Refuge.

a. Although temporary refuge should be terminated when the period of active danger is ended, the decision to terminate protection will not be made by the commander. Once temporary refuge has been granted, protection may be terminated only when directed by higher authority.

b. A request by foreign authorities for return of a person granted temporary refuge will be reported in accordance with applicable national regulations. The requesting foreign authorities will then be advised that the matter has been referred to higher authorities.

8. Inviting Requests for Asylum or Refuge. Naval personnel shall neither directly nor indirectly invite individuals to seek asylum or temporary refuge.

9. Protection of Private/Merchant Vessels and Aircraft, Private Property, and Individuals. In addition to the obligation and authority of warships to repress international crimes (such as piracy), international law also contemplates the use of force in peacetime in certain circumstances to protect private and merchant vessels, private property, and individuals at sea from acts of unlawful violence. The legal doctrines of self-defense and protection of nationals provide the authority naval forces to protect own nation and foreign-flag vessels, aircraft, property, and individuals from violent and unlawful acts of others.

0C03 RELATIONS WITH OUTSIDE AGENCIES

1. See Chapter 3 for additional information concerning relations with outside HA agencies. When working with outside agencies, consider the following:

a. It is imperative that naval forces be aware of any existing international agreements that may limit their flexibility. Existing agreements may prohibit the support or methods of support for the HA operation. Naval forces dealing with HN and international organizations should anticipate the difficulties international agreements can impose.

b. Because many outside agencies such as NGOs/PVOs/IOs will be operating with naval forces, the legal officer for the senior organization should determine the legal ramifications of the following:

- (1) Chain of command.
- (2) Clarification concerning interpretations of mission accomplishment.
- (3) Logistics support.
- (4) Budgetary issues.

(5) Security of personnel and property belonging to own nation/coalition citizens and foreign nationals.

(6) Charitable contributions.

0C04 REGULATIONS AND ENFORCEMENT OF RULES WITHIN HA CAMPS

1. The commander responsible for maintaining camps or billeting for HA recipients shall:

a. Maintain law and order within the recipient population under his control.

b. Establish rules, regulations, and punishments.

c. Be ready to deal with hunger strikes, malingering, intimidation, possible riots, demonstration, theft, rape, and violence. (Proper handling of these situations includes understanding the legal requirements.)

2. Additional information on camp administration and a sample set of regulations is contained in Annex D.

0C05 FRATERNIZATION

1. **Command Guidance.** The commander's guidance concerning fraternization between naval or task force personnel and HA recipients shall be:

a. As established in national naval regulations.

b. In general concurrence with policy established by higher headquarters.

c. Thoroughly reviewed by the legal officer.

d. Clearly outlined and established in SOPs or the commander's policy letter.

e. Disseminated throughout the task force.

f. Fairly and firmly enforced.

2. Regulations. Commanders shall establish regulations concerning fraternization between military personnel and HA recipients. These regulations shall include the following:

- a. Do not engage in conduct that creates actual or perceived conflicts of interest between military duties and personal activities.
- b. Do not enter areas designated for HA recipients unless on official business.
- c. Unless specifically instructed otherwise, wear complete military uniforms while conducting official business with HA recipients or in HA camps or billeting spaces.
- d. Unless otherwise authorized, do not reside, sleep, or remain overnight within the perimeters of areas designated as HA camps or billeting quarters.
- e. Do not engage in sexual relations or have physically intimate activities with HA recipients.
- f. Unless specifically instructed otherwise, do not purchase goods/services from or sell goods to HA recipients.
- g. Do not purchase or sell any object on behalf of an HA recipient.
- h. Do not take or use any supplies designated for use by HA recipients.
- i. Unless specifically instructed, do not exchange, give to, or accept from HA recipients any goods, services, property, currency, legal tender, HA script, or camp economy credits.

0C06 LEGAL FUNCTIONS DURING HA OPERATIONS

1. The legal officer should be included in advance parties or the HAST team, if it might facilitate the work of those bodies. Duties of the legal officer include:

- a. Obtain and review copies of host nation support agreements/contracts.

b. Determine:

- (1) Appropriate status of military forces.
- (2) Privileges and immunities of military forces.
- (3) Jurisdiction rules over naval personnel in the event of a crime/accident.
- (4) Necessary reports in the event HA personnel are detained by police.
- (5) Procedures to obtain custody of HA personnel who are incarcerated.
- (6) Tax liabilities of HA personnel entering or leaving the HN.

c. Identify:

- (1) Taxes, duties, and/or levies the HN government may make for items or equipment brought in or taken out by HA forces.
- (2) Duties and obligations imposed on the HA forces for facilities they construct.
- (3) Financial obligations to the HN the HA nation(s) may incur through participation in the operation.

d. Establish procedures for claims by or against the HA government(s).

e. Identify HN restrictions imposed on HA forces operating motor vehicles (military/commercial).

f. Determine HN visa/passport requirements for HA personnel entering and leaving the AOR.

g. Obtain copies of all standard of forces agreements, exchanges of notes, MOUs, protocols, or agreements that may be applicable between the HA nation(s) and HN.

h. Establish procedures that allow for legal personnel to review all contracting procedures and contracts.

- i. Report legal restrictions that may impact the operation.

0C07 LEGAL ASPECTS OF ROE

1. Introduction. The national command authorities may exercise the right of national self-defense and declare forces hostile. In addition to this authority, unified and specified commanders may issue directives that delineate the circumstances and limitations under which their command will initiate and/or continue engagement with other forces. These ROE are definitive within the commander's AOR. This annex provides general information and does not supersede guidance issued by such commanders or higher authority.

2. General Information. ROE enable the NCA and the chain of command to authorize subordinate commanders to employ military force. They delineate the circumstances and limitations under which HA forces will initiate and/or continue engagement with hostile forces. At the national level, wartime ROE are promulgated by the NCA to unified commanders to guide them in the employment of their forces to achieve broad national objectives. At the tactical level, wartime ROE are task-oriented and frequently mission-oriented. At all levels, wartime ROE are influenced by, and are consistent with, the law of armed conflict. Because ROE also reflect operational, political, and diplomatic factors, they often restrict combat operations more than the requirements of international law.

3. Wartime ROE. Wartime ROE reaffirm the right and responsibility of the operational commander to seek out, engage, and destroy enemy forces consistent with national objectives, strategy, and the law of armed conflict.

4. Standing ROE. The standing ROE are the primary means by which military commanders are authorized to take action for defense of their forces, the nation, HA citizens, and protection of national assets worldwide. Although they do not, and cannot, cover all possible situations, the standing ROE provide guidance for the use of armed force in self-defense commensurate with international law and national/coalition security objectives. A principal tenet is the responsibility of the commander to take all necessary and appropriate action for his unit's self-defense. Subject to that overriding responsibility, the full range of options

are reserved for the NCA to determine the response that will be made to hostile acts and demonstrations of hostile intent. As noted previously, those options may involve nonmilitary as well as military measures.

5. ROE in Conjunction With Coalition Forces. Ideally the ROE for multinational HA operations will be promulgated by the senior IO and agreed on by all nations providing forces for the operation. In reality, coalition forces may be operating under different ROE. Additionally, individual national naval forces should not assume that the ROE training received by other coalition forces will be as effective or similar to their own. The headquarters or agency that issued the ROE shall be notified and grant permission prior to disseminating the ROE to coalition forces.

6. Naval Force Preparation. The ROE for HA missions should reflect the limited military objective to be accomplished. Steps to prepare naval force personnel for using ROE include:

- a. Upon receipt of an initiating directive, commanders shall review and evaluate the ROE to determine the impact on the conduct of the operation. Forward any problems identified and requests for modification to the CINC via the chain of command.
- b. Subordinate commanders shall ensure all personnel are thoroughly trained in the use of minimum force for humane treatment of evacuees, good order, and discipline.

NOTE

Use of riot control agents must be approved at the highest national/coalition levels.

- c. To help personnel prepare for the mission and understand ROE and use of force, incorporate situational role playing into training. During role playing, personnel should concentrate on observing the presence of use of force key elements, remembering that if any element is absent, use of deadly force is not justified. If during a role play, two people differ on the existence of all elements being in place, both may be

correct. However, the key point is how they justify their response.

d. Ideally, commence ROE training prior to introducing NEFs. However, at a minimum, conduct ROE training immediately prior to personnel coming into contact with HA recipients. During past HA missions, ROE cards have been provided to personnel. A sample ROE card is provided in Figure C-1.

7. Self-Defense and Unarmed Hostile

Acts. The two elements of force and self-defense are necessity and proportionality. Necessity, which must be met to justify the use of force, requires that a hostile act occurred or there is hostile intent. The second element, proportionality, requires that the use of force used to ensure safety of forces is reasonable in intensity, duration, and magnitude.

a. If his personnel are attacked or threatened by unarmed hostile people, the on-scene commander may consider employing one of the following methods to reduce or overcome the threat:

- (1) Warnings to demonstrators.
- (2) Show of force, including the use of crowd/riot control formations.

NOTE

Riot control agents will be employed only when authorized by the commander, and then only in a defensive nature to protect personnel and installations. The commander shall request approval for employing riot control agents during the planning phase of the operation.

8. Use of Force.

a. Ensure personnel possess a clear understanding of use of force procedures and

that the procedures explain anticipated behavior in volatile situations. A clear use of force policy serves two purposes:

- (1) It establishes predictable and consistent responses.
- (2) It may act as a tactical decision aid for personnel attempting to respond in deadly force situations.

b. Discontinue the use of force when no longer required.

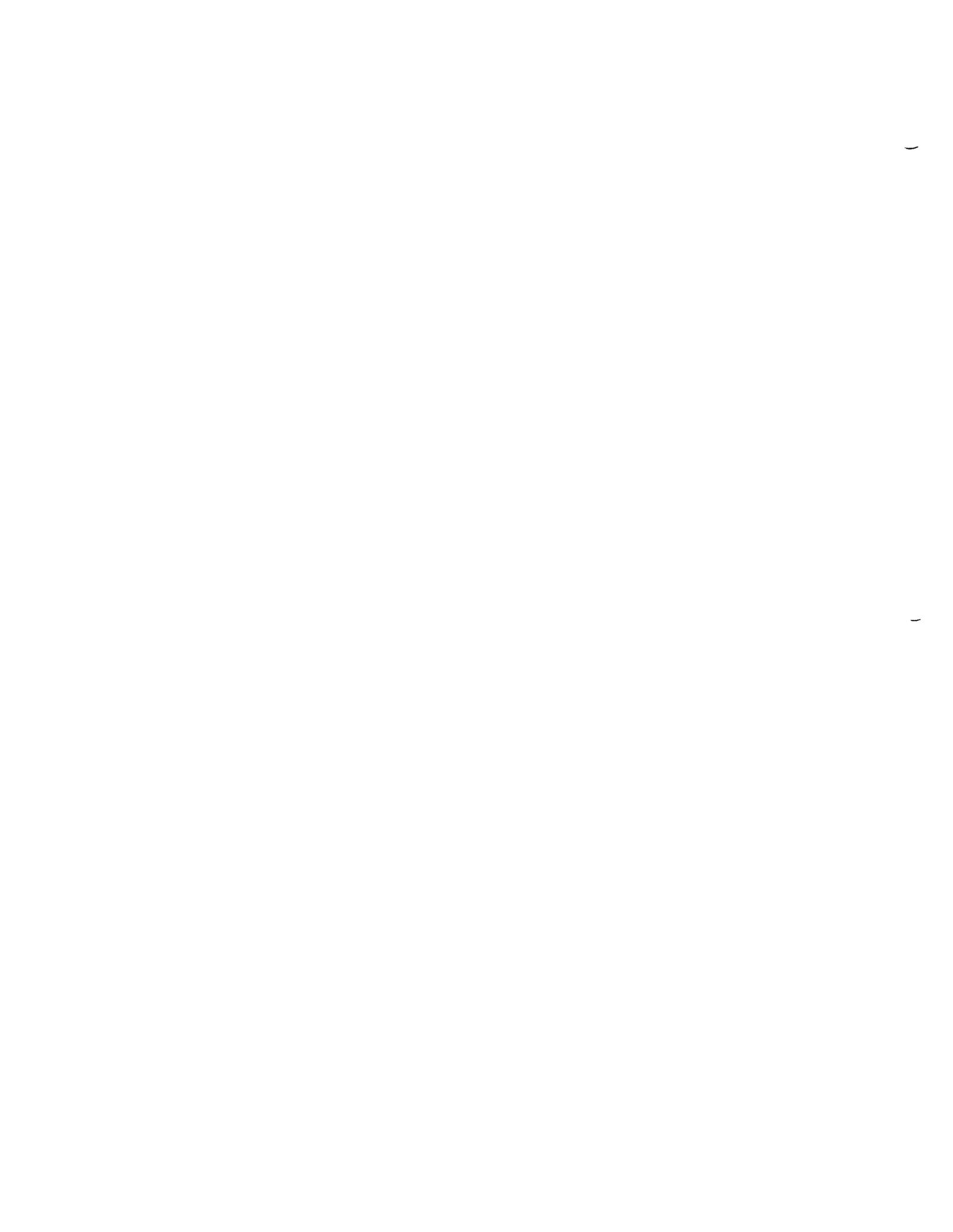
c. Teach the key elements of the prudent use of deadly force to personnel so that they can recognize these elements and respond accordingly. Key elements include:

- (1) Ability — Can the opposing person kill or cause serious bodily injury to another?
- (2) Opportunity — Is the person in a position to use the inherent ability to kill or cause serious bodily injury to another?
- (3) Manifest Intent — Has the person overtly conveyed through words or actions the intent to kill or cause serious injury to another?
- (4) Jeopardy — Is the person clearly able to use the physical ability to attempt to kill or cause serious bodily injury to another?
- (5) Deadly Force — Deadly force does not necessarily mean using firearms.

d. Ensure each key element is understood by all personnel. When all are present, individuals are justified but not mandated to use deadly force; the general rule remains, "Use the minimum amount of force necessary to compel compliance."

Sample ROE Card for U.S. Forces Conducting Armed Foreign HA Missions (Note)
<ol style="list-style-type: none">1. You have the right to use force to defend yourself against attacks or threats of attack.2. Hostile fire may be returned effectively and promptly to stop hostile acts.3. When U.S. forces are attacked by unarmed hostile elements, mobs, and or rioters, use the minimum force necessary under the circumstances and proportional to the threat.4. You may not seize the property of others to accomplish your mission.5. Detention of civilians is authorized for security reasons or in self-defense.6. Remember:<ol style="list-style-type: none">(a) The U.S. is not at war.(b) Treat all individuals with dignity and respect.(c) Respect local customs and traditions of the HN.(d) Use the minimum force to carry out the mission.(e) Always be prepared to act in self-defense.
<p>Note: These ROE do not limit your right to take action to defend yourself and your unit.</p>

Figure C-1. Sample ROE Card



ANNEX D

HA Camp Considerations

0D01 GENERAL

1. This annex provides specific information related to providing shelter, and based on lessons learned and the UN High Commission on Refugees (UNHCR) Handbook, includes information concerning:

- a. Preconstruction considerations.
- b. Temporary shelter.
- c. Camp services.
- d. Classification of recipients during billeting.
- e. Single shelter considerations.
- f. Camp layout.
- g. Construction guidelines.
- h. Naval forces qualified to build HA camps.
- i. Equipment sources.
- j. Camp administration.
- k. Key military billets.
- l. Personal belongings.

0D02 SHELTER REQUIREMENTS

1. **Temporary Shelters.** Some recipients may require only temporary shelter (for a few nights or weeks) rather than a full-service camp. If possible, HA recipients should build their own shelters. This increases their independence, reduces requirements placed on the military, and is the least expensive way to provide temporary shelter. Use temporary shelters in the following situations:

- a. While relocating recipients to other countries or areas.
- b. While resettling recipients within home country or area.
- c. While replacing shelters destroyed by crisis or disaster.

2. **Single Shelters.** The following UNHCR guidance is for single shelter (one-family) accommodations, whether intended for short or long periods of occupation:

- a. Shelters or tents should, at a minimum, provide protection from the elements, a space to live, a space to store belongings, emotional security, and privacy.
- b. The family unit should be of primary concern unless the culture accepts multi-family living accommodations. When multifamily shelters are used, the maximum number of families should be limited to seven with the total number of family members not exceeding 35.
- c. If the environment is seasonal, consider whether the shelter will be adequate through the winter.
- d. The UNHCR requires 3.5 m² of usable floor space per person for housing shelters.
- e. If adequate shelters cannot be located, made, or erected, hasty shelters (roofs) may serve as a temporary source of protection from the elements and sun.

NOTE

Naval forces may find this information impractical or unrealistic because of physical or security constraints, but it serves as a baseline.

OD03 BILLETING CONSIDERATIONS

1. Billeting is the primary focus of a camp, from the beginning to the end. Initially it can consist of little more than a sheet of plastic. However, any camp developed by military forces will usually evolve into a tent city constructed of GP medium tents or similar items. The military uses GP medium tents to house 10 to 20 individuals. Using UNHCR guides (3.5 m² per person), a GP medium tent can house 14 to 15 migrants. If the duration of stay per migrant is short (several days only), the flow of migrants may require a number greater than 15. If, however, the duration of stay for each migrant is lengthy, attempt to reduce the number to 10 to 12. Under all circumstances, consider family unity. The use of larger assets (e.g., GP large tents) allows more billeting per tent (29 people); however, this is not advisable.

OD04 CAMP SERVICES

1. When planning HA camps, consider them as small villages or towns. As in villages, certain services will be provided in the camps. Besides services, special functions may also be performed there and include:

- a. Processing and interviewing.
- b. Distributing clothing.
- c. Providing food.
- d. Providing medical assistance.
- e. Centralizing and coordinating emergency relief services.

2. Services provided in camps fall into four categories:

- a. General habitat services including the day-to-day functions associated with camp life, such as food services, trash pickup, and clean linen issues.
- b. Public welfare and health services including language and skills training (if required), medical testing, and processing.
- c. Information dissemination and liaison services among agencies, U.S. military, and HA recipients. These are secondary

services and are carried out only as directed by the force commander.

d. Engineering maintenance services after camps are erected. Do not use the primary construction units for maintenance tasks because:

(1) The construction unit's primary focus must remain on constructing additional camps and completing upgrades to existing camps.

(2) Requirements for the maintenance unit are usually less stringent regarding number of personnel, types and numbers of equipment, and specific capabilities of personnel.

OD05 PRECONSTRUCTION CONSIDERATIONS

1. **Preconstruction Planning.** Consider the following before beginning construction planning of HA camps:

- a. Local climate.
- b. Permanency of the camp.
- c. Anticipated number of camps.
- d. Construction resources available.
- e. Sanitation, hygiene, preventive medicine.
- f. Availability of HN support for materials and labor.
- g. Culture.
- h. Administration.
- i. Availability of food, water, power, and waste disposal.

2. **Planning Tools.** To expedite construction, several services have developed computer-generated tools to assist in designing, constructing, and developing bills of material. An example of a good tool which meets the needs of the military engineer in planning construction is the U.S. Navy's Advance Base Function Component

(ABFC). This tool provides space requirements, design drawings, and bills of material.

OD06 CAMP LAYOUT

1. Basic Principle. The basic principle of HA camp layout is to organize the site into small community-type units or sections. When designed by section, each portion facilitates administration and acts as the center for transacting specific functions.

a. A camp may include:

- (1) Camp headquarters.
- (2) Medical facility.
- (3) Sleeping areas.
- (4) Strategic locations for portable latrines, water bags, and trash collection centers.
- (5) Galley, mess hall, and food distribution center.

b. Existing structures such as schools, theaters, halls, unused factories, or workers' camps may be used to reduce engineering support and class IV items.

2. Special Considerations During Layout. Special considerations during camp layout are described below.

a. **Functional Areas.**

(1) Functional areas may be required in each 2,500 person camp. These areas should include 8 to 10 tents, be located near the entrance to the camp, and have 2 to 3 times the normal space to allow for orderly assembly at each tent. Typical uses for these functional tents include:

- (a) Internal camp in-and-out processing
- (b) Meetings with relief volunteers
- (c) Religious services

(d) Educational classes

(e) Daily sick call

(f) Camp leader meetings

(g) Community recreation centers.

(2) If a processing center is required, it will likely include 10 to 15 workstations to accommodate:

(a) Identification processes.

(b) Governmental, volunteer, and religious organizations.

(c) Medical screening.

(d) CA.

(e) Interpreters.

(f) A place to issue sundry packages, clothing, and personal hygiene items.

b. **Medical Facilities.**

(1) The use of an Air Force air transportable hospital or another service equivalent is likely. While many of these medical facilities are fairly self-contained, all require an abundant supply of potable water, demand highly reliable power, and generate large volumes of hazardous waste. In HA camp operations, the ability to save lives and/or rapidly process recipients may well depend directly on the ability to rapidly establish and operate a first-aid medical facility.

(2) Medical isolation areas may be established within the 2,500 person camps or as a separate camp depending upon the type of disease, the contagiousness of the disease, and the intensity with which it has already reached the camp population. Creating a medical isolation area within the 2,500 person camp will be the fastest, easiest option, as well as least disruptive to migrants and

camp organization. However, if the medical situation dictates, build a mini-camp which is geographically separated and meets the medical community's guidelines and requirements.

c. Internment/Detention Compound.

An internment/detention compound shall be established as a separate compound because all societies have criminals and people whose unruly behavior will be disruptive to the overall welfare of the migrant population. Build the internment compound as a mini-camp with austere conditions, cleared of objects and rocks which could be used as weapons, and geographically separated from others.

d. Security. Security considerations when laying out an HA camp are described in the paragraphs below.

(1) Fencing. Fencing or concertina wire is erected to limit movement. Concertina wire tends to be more expedient, but is probably the most offensive material. Make all efforts to maximize safety and minimize the "concentration camp" look and feel of the camp.

(2) Guard Towers. If possible, construct guard towers and entry control shacks prior to full operation of the camp. Build guard towers as often as required or "lay of the land" dictates. Do not construct guard towers for an eye level of 15 feet, otherwise visibility will be obstructed by the height of the GP medium tent. Entry control shacks may be needed at each entrance to channel and control vehicle and personnel flow in and out of the camp.

(3) Lighting. Security lighting is required in and around the camp. Use it on the outside of any fencing and never on the interior of a camp. This prevents mischievous or unruly use of lighting materials by camp residents.

e. Utilities. Initially construct camps with temporary utilities as described below.

(1) Electricity. Typically a 2,500 person camp requires a single 60-kW generator. Additionally, establish two each 60-kW generators in parallel with a throw switch or quick disconnect. The primary purpose of the generators is to support security lighting as most tents in a camp do not contain lighting or electrical outlets. Small generators are not intended for long-term continual use. For long-term operations, establish larger generators (or another primary source of power) and electrical distribution.

(2) Water. Water services will likely be primitive at the beginning of the operation and consist of water trailers or lister bags. This can create health and dehydration problems as the sun frequently warms water beyond palatable levels. If possible, until construction upgrades are made, ensure the water is shaded. Several specialized service units and capabilities can be used to expedite water supplies and distribution. For example, Navy ships can produce potable water in excess of their needs which can be downloaded and trucked to camps. The Army may have large tactical land-based reverse osmosis water processing units (ROWPUs) and ROWPU barges which can produce 3,000 gallons per hour and 180,000+ gallons per day, respectively.

(3) Sanitary Service. Sanitary service is a significant construction upgrade, but will be required to maintain the highest level of health and disease control. Because of limited treatment or disposal facilities, consider two separate systems: one for human waste disposal and the other for dirty water from showers, wash basins, and laundry. Dirty water, depending upon the location, may be disposed of more readily if environmentally safe. Sanitary service includes:

(a) Showers. Address showers or bathing areas early in construction. Wash-basin sponge bathing may be sufficient for the first few

days of camp life; however, for quality of life, sanitation, and disease control, construct adequate shower facilities as soon as possible (in accordance with available water supplies). The U.S. Navy's ABFCs provide an excellent sample eight-person shower. However, two changes are recommended:

- 1) Ensure shower heads are individual and include spring-mounted valves with water-flow reduction heads. This allows for water flow only when pulled, thereby reducing water consumption up to 80 percent.

- 2) Construct showers on 2-inch high legs allowing easy access to plumbing and allowing showers to be constructed outside an operational camp and then brought in. If the operation is expected to continue for an extended period, construct slab-on-grade, concrete block facilities as soon as possible. There is no definitive UNHCR guideline for determining the number of showers per population. However, ensure the migrant-to-shower ratio does not exceed 100 to 1.

(b) Latrines. Install latrine facilities prior to declaring a camp operational. The nature of latrines varies from military expedient designs (port-a-johns) to multiple-head toilet facilities. Multiple-toilet facilities are highly recommended. Latrine sanitation is provided by one of the following methods:

- 1) Slit trenches with lime.
- 2) Holding tanks with blue fluid that must be serviced.
- 3) Direct construction to existing sanitation lines.

NOTE

Servicing a large number of port-a-johns and disposing of the waste in a proper location requires specialized equipment and personnel.

(c) Trash and Sewage Collection. Trash and sewage collection and removal is also critical to camp sanitation. Use a 35- to 40-gallon trash can for every two to four tents/facilities. Task the migrants with emptying trash cans at a central collection point or dumpster. For planning purposes, allow 6 dumpsters for each 2,500 person camp. Make trash and sewage disposal a priority, and construct an immediate landfill and sewage pit. When constructing the sewage pit, consider environmental issues, especially water table contamination.

(d) Laundry Facilities. Laundry facilities can consist of multiple wash basins. However, since multiple wash basin facilities tend to serve as a community gathering place, do not limit the space.

(4) Road Network. Establish or ensure an internal and external road network to the camp is in place. A primary objective is to site the camp and support facilities near at least one primary road artery. In most scenarios, migrant camps will be established at least a short distance away in open fields with minimally improved roads. For ease of vehicle-traffic movement and dust control, extend early construction efforts to preparing, as a minimum, graded and compacted service roads. Additionally, use environmentally approved soil stabilizers prior to occupying the camp, or as soon after as possible, to avoid creating a dust or mud bowl. Commercial, environmentally-approved, water soluble, products are available which can be applied using a water distribution truck with spray bar.

3. U.N. Considerations. The UNHCR Handbook for Emergencies (currently under revision) is the best reference for building camps to support or be turned over to U.N. operations. The handbook recommends:

- a. A circular camp layout with 500 or less migrants in each camp (usually semipermanent construction). Camps typically built by military forces are designed in a linear layout and house 2,500 migrants (normally with expedient construction).
- b. Latrine facilities within 50 meters (165 feet) of each living quarters. Military manuals typically recommend that temporary latrine facilities be at least 200 feet (65 meters) from billeting areas.
- c. The design for U.N. camps differs from the military model for camps in that the U.N. camp is recommended for long-term habitation which fosters a sense of community among HA recipients.

4. Space Requirements for a 10,000 Person Camp. Space requirement computations were developed in accordance with the UNHCR Handbook and standard military regulations and requirements. (Refer to Figure D-1.)

OD07 CONSTRUCTION PLANNING GUIDELINES

- 1. Consider these points when planning the construction of a camp:
 - a. Use traditional or cultural designs for camps as appropriate. Figure D-2 provides examples of camps unique to one geographic area.
 - b. Locate central services near the camp entrance to avoid traffic through populated areas.
 - c. During planning meetings, ensure key NGOs/PVOs/IOs and medical personnel are represented.
 - d. Prior to building, ensure the naval forces' legal staff completes all required memoranda of agreement and understanding.

e. Camps are usually limited to a population of 5,000. Ensure the population does not exceed camp capacities or supporting services.

f. Ensure a fire-resistant design is used. The UNHCR requires a firebreak 50 meters wide for approximately every 300 meters of built-up area. Also:

(1) Ensure gaps between buildings are wide enough so that a burning building or tent cannot fall on another structure. These gaps can be used as recreation areas or gardens.

(2) Whenever possible, use fire-resistant or fire-retardant materials.

(3) Consider prevailing winds prior to construction.

g. To reduce theft, pilferage, or damage to goods, do not locate warehouses or storage areas near billeting areas.

h. Use noise suppressers on generators located near billeting areas.

OD08 EQUIPMENT SOURCE CONSIDERATIONS

1. Material and equipment for camp construction fall into three categories based on the source: HN, NGOs/PVs/IOs, or U.S. forces. Prior to accepting materials, consider:

- a. Compatibility between materials
- b. Heating fuels to be used
- c. Matching electrical grids (voltage and watts)
- d. Repair part availability
- e. Safety standards
- f. Training requirements for personnel erecting camps.

Area	Space Requirements (approximate figures)
Typical Camp (Note 1)	1,000 x 400 for 200+ billeting tents 1,000 x 200 for recreation and dining
Migrant Camps	2,500 person camp (14 acres) 5,000 person camp (28 acres) 7,500 person camp (42 acres) 10,000 person camp (56 acres)
Food Preparation Areas for Migrants (Note 2)	2 acres each (4 acres totally)
JTF Compound (Note 3)	17 acres
Air Transportable Hospital (Note 4)	2 acres
Warehouse Space	250 x 400 = 2 acres
In-Processing Work Spaces	200 x 400 = 2 acres
Out-Processing Work Spaces	200 x 400 = 2 acres
Other Areas	15 acres (Note 5)
Total Land Requirement	100 acres
Notes: <ol style="list-style-type: none"> 1. Camp functional requirements include clear zones for security and utility support. 2. Two 5,000-person facilities (300 x 300 area each). 3. Includes dining facilities, recreation area, and showers for 1,100 people. 4. Fifty-bed, surgical equivalent. 5. Includes JTF headquarters, CMOC, component headquarters, function requirements, vehicle maintenance, interment compounds, and sewage disposal. 	

Figure D-1. Space Requirement for a 10,000 Person HA Camp

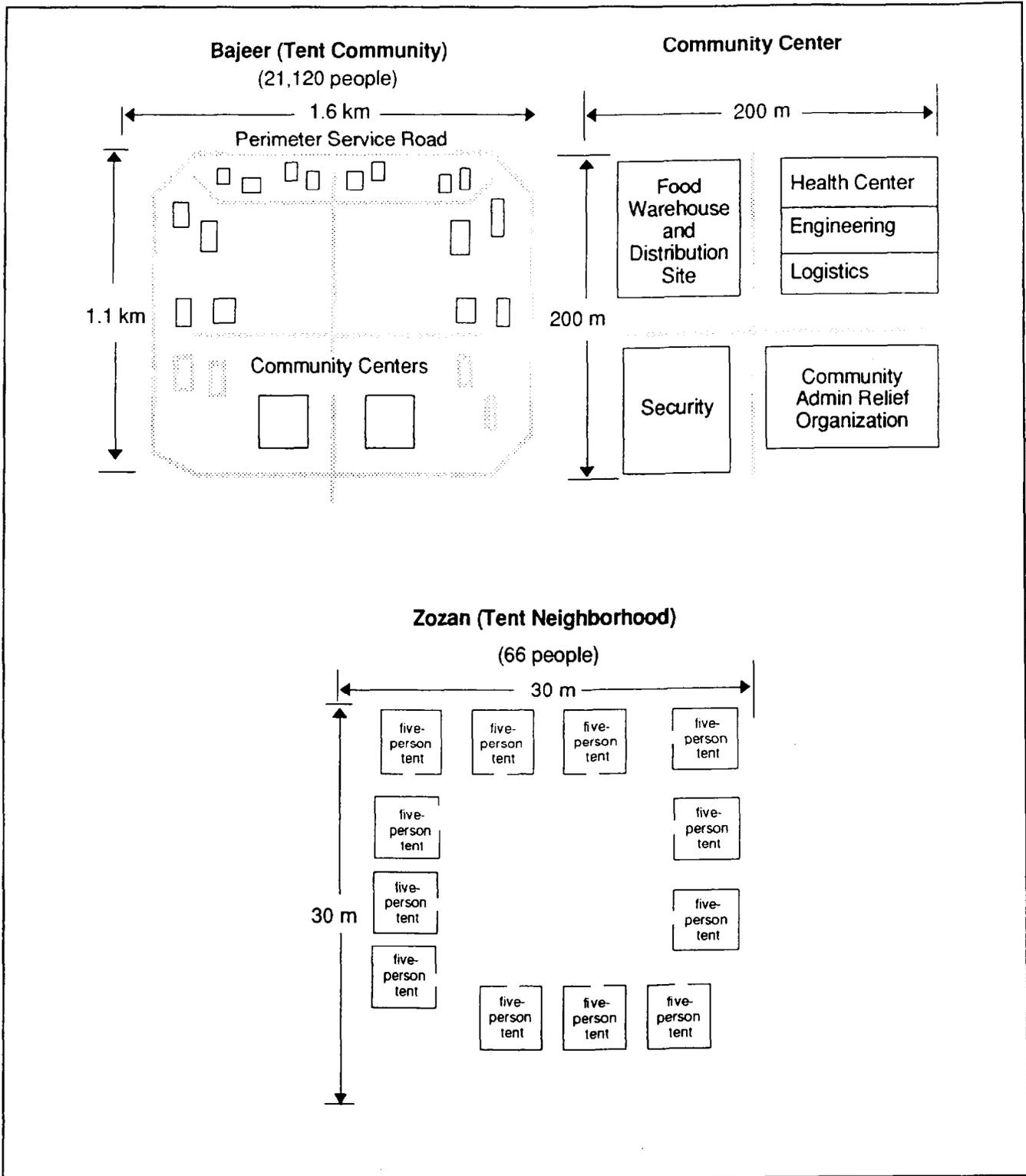


Figure D-2. Transit Center/Camps

0D09 SAMPLE MATERIAL LISTS

1. Supplies and equipment required to build camps are extensive. During past HA missions, naval forces have used their tentage and equipment to provide shelters for HA recipients ashore. In these cases, naval shipping was used to billet military personnel.

2. Lists and tables are provided in this section to help planners build and equip HA camps and galleys.

3. Supplies and Materials. Figure D-3 contains construction material requirements for a 5,000-man compound. Figure D-4 is an example of a 5,000-man compound.

4. Equipment Requirements.

a. Figure D-5 is a T/E. This table contains a list of materials required to establish and maintain a camp. General information related to camp diagrams is as follows:

(1) Use host nation support (HNS) to service portable toilets.

(2) Ensure HNS performs trash collection for all dumpsters.

(3) Ensure equipment arrives with sufficient operators/mechanics/publications to support continuous operations.

(4) Ensure HNS performs corrective maintenance on their equipment.

b. This T/E makes the following assumptions:

(1) Existing local infrastructure includes roads, airfields, port facilities, power generation and distribution, potable water production, storage and distribution, sewage collection, fuel storage, and dispensing facilities.

(2) Some local equipment and vehicle assets will be available to augment/backup the JTF, if needed.

(3) There is no requirement for extensive or heavy-earth work because of maximum use of paved and flat grassy areas, above-ground construction, overhead power lines, and surface-laid potable water and sewer lines.

c. Significant deviation from the above listed assumptions requires modifications to the T/E.

5. Material Required to Establish Field Galleys. Figures D-6 and D-7 are based on installing and decking field galleys (set up in NMCB galley tents). In many cases, it may be easier to convert an abandoned restaurant into a field galley rather than building one.

0D10 CAMP ADMINISTRATION

1. When large groups are quartered in HA camps, administration and operation are usually directed by civil affairs (CA) personnel. They may arrive as additional detachments and functional teams or specialists to handle displaced persons, public health, welfare, or safety issues. Personnel with HA camp responsibilities should establish short-, mid-, and long-term goals for HA camps. When long-term occupancy is anticipated, gradually give recipients a greater responsibility for administration and operation. The sections below discuss administrative activities from the camp commander's point of view.

2. Camp Control.

a. Control is the key to successful camp operations. HA operations are often launched with little warning and short reaction time. The recipients' frame of mind from recent experiences may cause difficulties with controlling them. They may have little initiative, be uncooperative because of the uncertainty of the future, or be angered because of loss of possessions. They may also resort to looting or lawlessness out of frustration.

b. Camp administrators serve as the single point of contact and coordination for all camp matters, including those with outside organizations working within the camp. The camp administration works via HA

Material	Quantity	Source	Material	Quantity	Source
No. 2 AWG stranded cable	11,000 ft		4-in PVC pipe extended "Y"	8	
12-2 exterior romex wire w/ground	800 ft		4-in PVC pipe "T" (threaded one end)	8	
Light bulb fixture	40		6-in pipe coupling	24	
Duplex receptacle	20		6- to 4-in PVC pipe reducer	8	
Junction box	40		6-in PVC pipe 90° elbow	6	
Receptacle box	20		6-in PVC pipe "T"	4	
1,000 kW stadium lamp	74		2-in galvanized pipe coupling	36	
75 kW incandescent bulb	40		2-in galvanized pipe "T"	44	
Romex connector	40		2-in galvanized pipe 90° elbow	56	
30-ft telephone pole	56		Water spigot	32	
2-in PVC pipe	1,400 ft		Drinking fountain valve	48	
4-in PVC pipe	400 ft		PVC primer	8 qt	
6-in PVC pipe	300 ft		PVC glue	8 qt	
2-in galvanized pipe	300 ft		Concrete	80 yd ³	
2-in PVC pipe coupling	100		Concrete block	1,760	
2-in PVC pipe 90° elbow	38		3/4-in steel reinforcement bar	1,140 ft	
2-in PVC pipe "T"	18		3 1/2-in anchor bolt	120	
4-in PVC pipe coupling	30		1-in X 6-in board	576 bd ft	
4-in PVC pipe 90° elbow	8		2-in X 4-in X 16-in board	7,700 bd ft	
4-in PVC pipe "Y"	8				

Figure D-3. Construction Material Requirements for 5,000 Man Compound

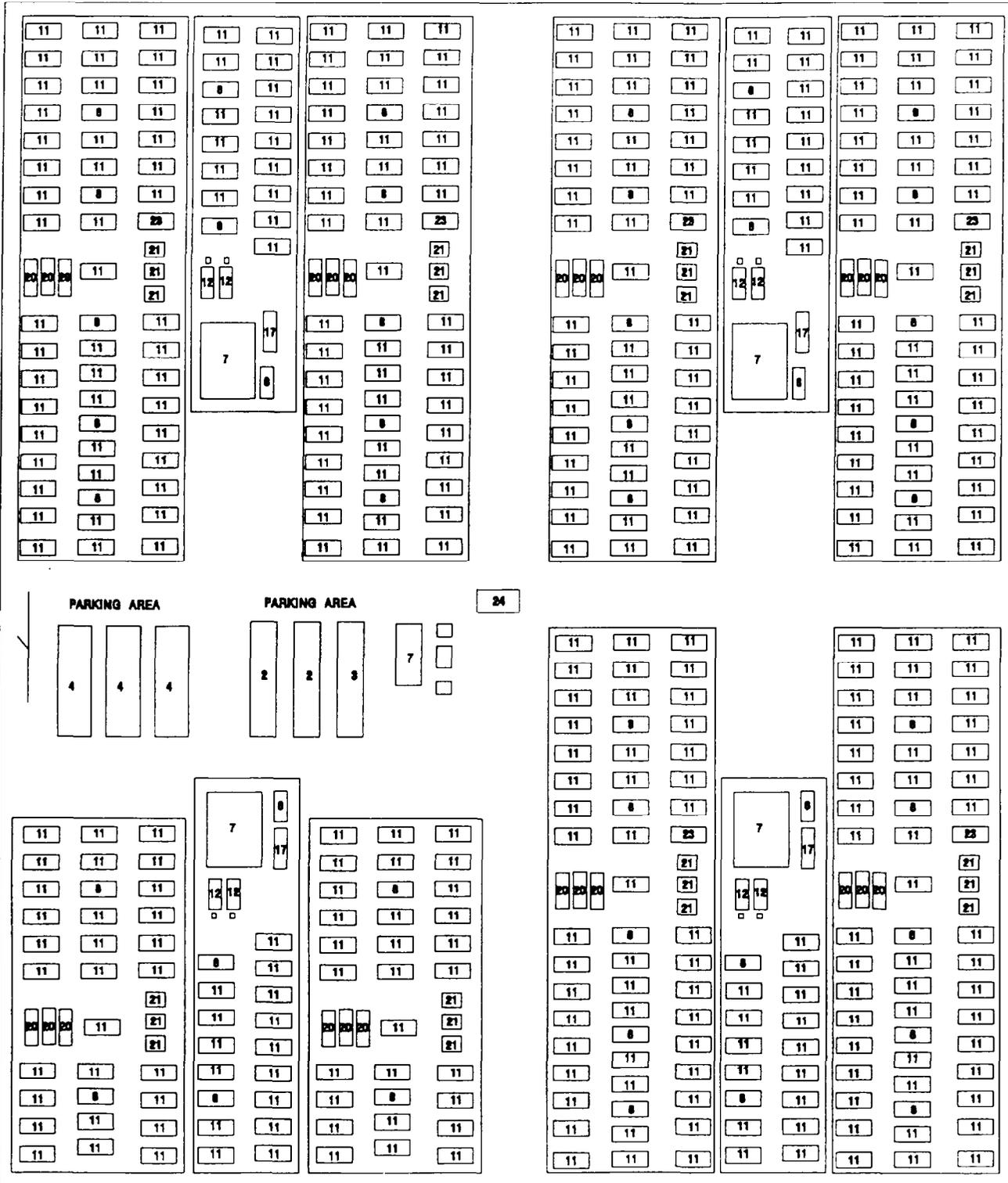


Figure D-4. 5,000 Person Camp (Sheet 1 of 2)

LEGEND			
ITEM	DESCRIPTION	ITEM	DESCRIPTION
1	FILING STATION MOGAS/DIESEL (1,250 GAL)	11	TENT (13 MAN)
2	PUBLIC WORKSHOP	12	LAUNDRY
3	GENERAL WAREHOUSE	17	STEAM PLANT
4	ADMINISTRATIVE OFFICE	20	WATER PURIFICATION UNIT
6	GARBAGE HOUSE	21	WATER STORAGE POTABLE
7	GALLEY-MESS-BAKERY	23	PUMP FACILITY (0 TO 910 GPM)
8	HEAD-SHOWER (100 MAN)	24	ROAD W/STABILIZED SURFACE (24-FT WIDE)

Figure D-4. 5,000 Person Camp (Sheet 2 of 2)

recipient self-governing bodies and established personal relationships.

3. Regulations. Camp commanders should consider the long-term desired end-state of the HA mission and the ability of recipients to self-govern or self-administer when determining rules and regulations. Rules should be standardized between camps if there is more than one camp. Rules and regulations should be published, explained, discussed, and amended as required through policy letters, fliers, and camp meetings. Whenever possible, regulations should be enforced by the recipients.

a. Camp Regulations and Rules of Conduct. Post regulations for camp residents throughout the camps in the recipients' languages. Explain the regulations to ensure they are understood by all. The following is a set of sample camp regulations.

- (1) Treat members of armed forces with respect.
- (2) Obey the directives of military authorities.
- (3) Thoroughly sweep and mop rooms and tents, and empty trash cans daily.
- (4) Shower daily.

(5) Place trash and garbage in authorized receptacles.

(6) Use approved latrine sites.

(7) Empty trash/garbage cans at authorized points.

(8) Use approved laundry sites.

(9) Be aware that:

(a) A trash pickup (police call) will be conducted daily before breakfast.

(b) A 24-hour military police guard will be maintained at entrances to all camps.

(c) Parents will be held accountable for their children's acts.

(d) If you are summoned by the public address system, come immediately to (desired location).

(e) No one may leave the camp without an official representative or a HA forces military escort.

TAMCN	Nomenclature	Req U/I	Quantity	Source
A1930	Radio set (AN/MRC-110A)	EA	1	
A2030	Radio set (AN/PRC-68A)	EA	6	
A2050	Radio set (AN/PRC-77)	EA	5	
A8024	General purpose tape reader (TSEC/KOI-18)	EA	1	
A8025	Electronic transfer device (TSEC/KYK-13)	EA	2	
A8026	Net control device (TSEC/KYX-15)	EA	1	
A8027	Vehicular power supply (TSEC/HYP-57)	EA	2	
A8031	Speech security equipment (TSEC/KY-57)	EA	7	
A8050	Battery case (TSEC/Z-AIJ)	EA	5	
B0011	Air conditioner (75,000 BTU)	EA	6	
B0055	Shower unit, bare base	EA	4	
B0215	Bucket attachment	EA	1	
B0395	Air compressor, 250 CFM w/tools	EA	2	
B0595	Distribution box (15 kW)	BX	10	
B0600	Distribution box (30 kW)	BX	4	
B0605	Distribution box (100 kW)	BX	2	
B0608	Wire harness kit	KT	8	
B0635	Floodlight set	EA	8	
B0647	Fork attachment	EA	1	
B0730	Generator set, 3 kW (MEP-016A)	EA	2	
B0891	Generator set, 10 kW (MEP-003A)	EA	1	
B0953	Generator set, 30 kW (MEP-005A)	EA	2	
B1021	Generator set, 60 kW (MEP-006)	EA	4	
B1045	Generator set, 100 kW (MEP-007)	EA	2	
B1082	Motor grader (130 g)	EA	1	
B1226	Laundry unit	EA	1	
B1290	Light set, small	EA	1	
B1580	Tank module, fuel sixcon	EA	3	
B1581	Pump module, water sixcon	EA	1	

Figure D-5. Equipment to Support JF/Migrant Camp (Sheet 1 of 3)

TAMCN	Nomenclature	Req U/I	Quantity	Source
B1620	Water pump (55 gpm)	EA	3	
B2085	Pump module, fuel sixcon	EA	1	
B2086	Tank, module, water sixcon	EA	3	
B2130	Tank, fabric (3,000 gal)	EA	3	
B2210	Tool kit, carpenters, platoon	EA	2	
B2240	Tool kit, lineman's	EA	1	
B2250	Tool kit, pioneer, platoon	EA	10	
B2370	Tool kit, masons	EA	2	
B2462	Tractor, medium (D7G)	EA	1	
B2482	Tractor, (SEE) w/tools	EA	1	
B2560	Forklift, rough terrain (6,000 lb)	EA	1	
B2567	Tractor (tram)	EA	1	
B2641	Water chiller	EA	8	
C4436	Container, water	EA	10	
C5200	Lantern set, gasoline	SE	1	
C5320	Office supply set	SE	2	
C5930	Security filing cabinet	EA	1	
C5970	Circular saw, portable, w/spare blades	EA	4	
C6388	Tarpaulin (26 ft X 22 ft)	EA	1	
C6410	Tent, general purpose, medium	EA	8	
C6490	Tool kit, mechanics	EA	3	
D0080	Chassis, trailer (M-353)	EA	8	
D0209	Mk 48 power unit	EA	3	
D0235	Trailer, low-bed (M-870)	EA	1	
D0876	Trailer (Mk 14)	EA	2	
D0878	Fifth wheel (Mk 16)	EA	1	
D0880	Trailer, water	EA	9	
D1059	Truck, cargo (M-923)	EA	2	

Figure D-5. Equipment to Support JF/Migrant Camp (Sheet 2 of 3)

TAMCN	Nomenclature	Req U/I	Quantity	Source
D1072	Truck, dump (M-929)	EA	2	
D1158	Truck, utility, HMMWV (M-998)	EA	5	
E0113	Binoculars	EA	1	
H2045	Antenna (RC-292)	EA	1	
H2379	Radio set (AN/GRA-39B)	EA	1	
K4128	Container, gasoline	EA	10	
K4222	Compass, lensatic	EA	1	
K4292	Hand drill, electric w/bit set	EA	4	
K4322	Fire extinguisher, dry (20 lb)	EA	10	
K4375	Gloves, wire gauntlet	PR	60	
K3485	Gloves, linemans	PR	5	
K4806	Sealer, steel strapping (1 1/4 in to 2 in)	EA	1	
K4948	Stretcher, steel strapping (1 1/4 in to 2 in)	EA	1	
	Cable 350 AMP (835024A4202)	EA	4	
	Cable 100 AMP (835024A4203)	EA	48	
	Cable 100 AMP (835024A4201)	ES	4	
	Cable 60 AMP (835024A4204)	EA	80	
	Cable 60 AMP (835024A4205)	EA	5	
	Cable 30 AMP (835024A4206)	EA	5	
	Cable 30 AMP (835024A4207)	EA	2	
	Cable 20 AMP (835024A4208)	EA	23	
	Cable 20 AMP (835024A4209)	EA	74	
	Cable 20 AMP (835024A4210)	EA	5	

Figure D-5. Equipment to Support JF/Migrant Camp (Sheet 3 of 3)

Material	Quantity	Material	Quantity
12/2 romex wire w/ground	1,500 ft	1 1/2-in to 2-in PVC increaser	2
No 10 AWG stranded wire	500 ft	1/2-in PVC pipe coupling	4
EMT conduit	100 ft	1/2-in 90° PVC pipe elbow	18
EMT connector	10	1/2-in PVC pipe "T"	4
EMT strap	30	1/2-in PVC pipe TXT union	2
Spider box 280 Y/120 V/30 AMP	2	1/2-in PVC pipe male adapter	6
Panel board 480/208 V/150 kW/15 - KVA transformer	2	2-in galvanized pipe coupling	10
Fluorescent fixture twin tube	16	2-in 90° galvanized pipe elbow	16
Light bulb fixture	40	2-in X 4-in TXS galvanized pipe adapter	2
Romex connector	100	1 1/2-in galvanized pipe coupling	18
Duplex receptacle	20	1 1/2-in galvanized pipe "T"	8
Junction box	40	1 1/2-in to 3/4-in galvanized pipe bell reducer	10
Duplex box	20	3/4-in 90° galvanized pipe elbow	22
75-watt incandescent bulb	80	3/4-in galvanized pipe coupling	28
Fluorescent tube	48	3/4-in galvanized pipe "T"	2
2-in galvanized pipe	160 ft	3/4-in to 1/2-in galvanized pipe bell reducer	2
1 1/2-in PVC pipe	40 ft	1 1/2-in gate valve	2
1/2-in PVC pipe	40 ft	3/4-in water spigot (bronze)	10
2-in galvanized pipe	80 ft	55 gal steel drum	6
1 1/2-in galvanized pipe	160 ft	1/2-in teflon tape	8 rl
3/4-in galvanized pipe	240 ft	PVC primer	2 qt
2-in PVC pipe coupling	12	PVC glue	2 qt
2-in 90° PVC pipe elbow	8	2-in X 4-in X 16-ft board	6,400 bd ft
2-in PVC pipe "T"	2	3/4-in X 4-ft X 8-ft exterior plywood	350 sht
2-in PVC pipe SXT male adapter	4	8D nail	400 lb
1 1/2-in PVC pipe coupling	4	12D nail	100 lb
1 1/2-in 45° PVC elbow	4	16D nail	400 lb
1 1/2-in 90° PVC elbow	2	Screen staple	50 lb
1 1/2-in PVC pipe "T"	2	4-in butt hinge	25 pr
1 1/2-in PVC pipe sanitary "T"	2	3-in window screen	3,000 ft ²

Figure D-6. Material for Field Gallies

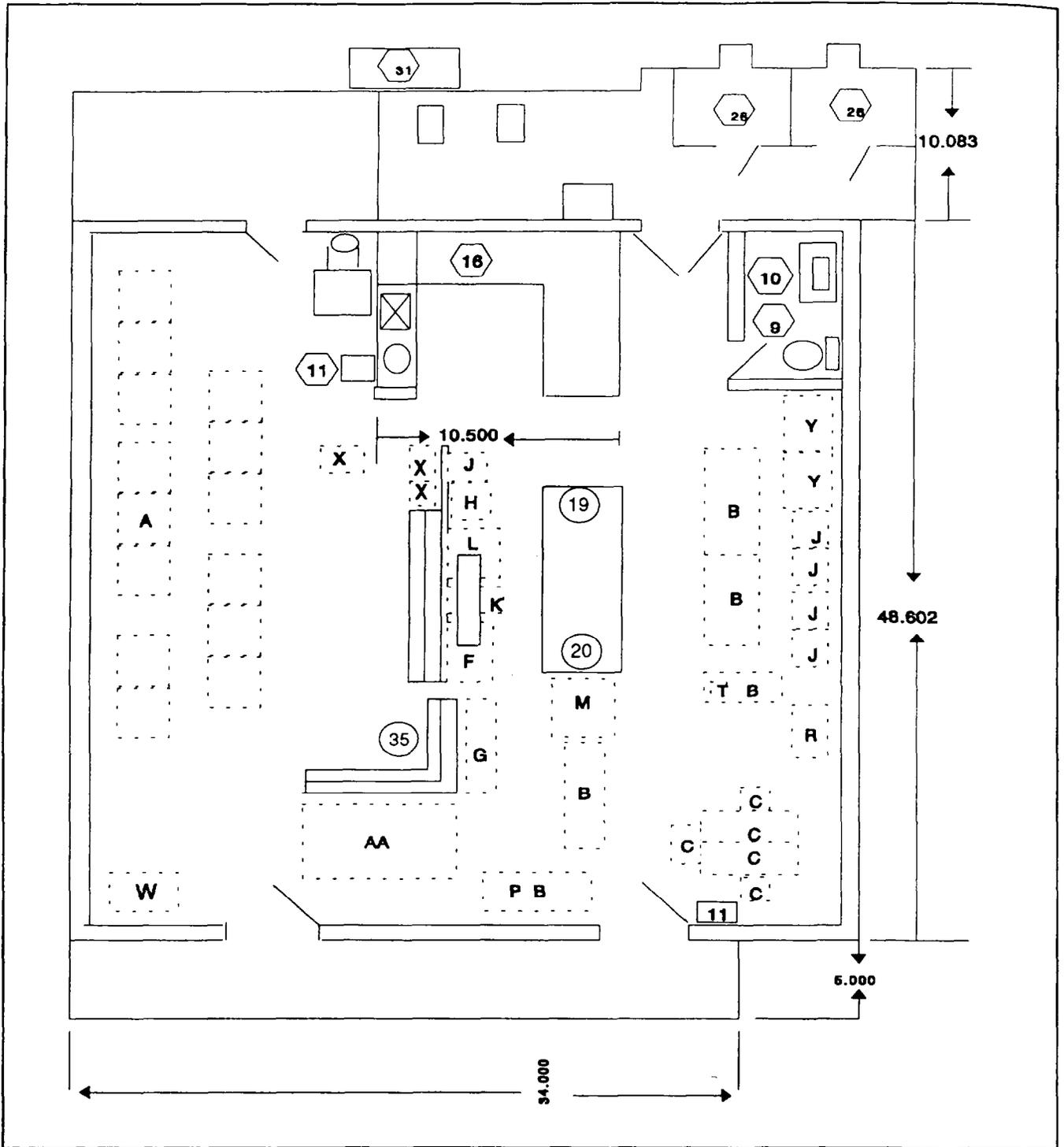


Figure D-7. Notional HA Camp Galley (Sheet 1 of 2)

Legend	
Item	Description
A	Table - dining, metal, w/swing seats
B	Table - food preparation, 72 X 30 X 36, w/casters
C	Office desk, cabinet, and chair
F	Table - hot food, electric
G	Table - desert/salad, mobile
H	Counter - cold food
J	Ice machine - cube, 250 lb
K	Fryer - deep fat, electric, 60 lb
L	Griddle - electric, 208, w/stand
M	Oven - conventional, 2 deck, electric
P	Mixing machine - 30 qt
R	Refrigerator - 30 CF
T	Scale - weighing, bench type, 10 lb
W	Cabinet - ice cream
X	Eating utensils
AA	Dispensers - beverage
9	Water closet - tank type, VC
10	Lavatory - VIT China
11	Drinking fountain - 10 gal
16	Scullery
19	Machine - vegetable peeling, 50 lb
21	Kettle - electric, 20 gal
26	Refrigerator - 150 CF
31	Tank - fuel, 275 gal, w/piping
35	Heater - space, oil fired, 70,000 BTUM

Figure D-7. Notional HA Camp Galley (Sheet 2 of 2)

(f) Representatives from each camp will be appointed by military authorities to assist in certain camp functions (i.e., meal preparations and distribution of supplies).

(g) No public sexual activity will be tolerated.

(h) These rules are for everyone and should be followed by all.

(10) Do not smoke inside buildings or tents.

(11) Do not take food out of the dining facility. Military personnel will take food to members of working details who are unable to eat at the dining facility.

(12) Do not bring animals or pets into camps.

(13) You may keep personal radios.

(14) Do not start open fires.

(15) Do not store flammable liquids within the camp perimeter.

b. Criminal Acts and Possessions.

Post the following list of criminal acts and contraband, and ensure it is understood by all:

(1) Threaten no one.

(2) Strike no one.

(3) Do not fight.

(4) Do not offer or ask for sexual favors.

(5) Do not use drugs, other than those prescribed by a doctor.

(6) Do not consume alcoholic beverages.

(7) Do not bring weapons into camp. This includes, but is not limited to guns, knives, clubs, spears, whips, brass

knuckles, ice picks, forks, garrotes, or chains.

(8) Take nothing which does not belong to you.

(9) Return what is loaned to you.

(10) Create no public disturbances.

(11) Do not use radio transmitters.

(12) Do not damage any property.

(13) Do not gamble.

c. Punishment for Camp Occupants.

Within the confines of an HA camp established and maintained by armed forces, a commander may be required to award punishment for violations of conduct. Generally, the commander may award a punishment consistent with the laws of the HN. The specifics relative to punishments awarded to civilians by military commanders can be found in the Geneva Convention, Chapter 7, Sec 4, Section VII, pages 79 to 141.

4. Self-Government.

a. Developing self-governing bodies can be a prime factor in the peaceful and efficient long-term operation of HA camps. Recipients exercise self-government by electing their own leaders under military supervision. A self-government performs the following functions:

(1) Dissemination of information and policies of the camp commander.

(2) Feedback to the camp commander on policies implemented by military personnel.

(3) Reporting of problems and complaints.

(4) Recruitment of volunteers for work details, including mess duty.

(5) Location of individuals whose presence is required by the camp commander.

(6) Equitable distribution of supplies.

(7) Promotion of self-sufficiency.

b. Consider the following guidelines in organizing a self-government:

(1) The degree of transience within camps determines the degree of participation and the amount of self-government possible.

(2) Within reason, the local cultural norms for selecting leaders should be followed as opposed to imposing western democratic styles of government.

(3) Residents involved in self-government should be organized and trained prior to opening the camp. Whenever practical, residents with prior public and private welfare service should be employed under military supervision.

(4) The camp commander should meet regularly with the recipient leadership.

(5) Resident organizations function to facilitate the objectives of HA or military programs.

(6) Each tent elects a tent leader who in turn elects a block leader. Block leaders elect a camp president, attend the daily block leader's meeting, and exchange information between the camp residents and the MAGTF.

c. Key Recipient Billet Description.

The duties of key recipient billets are described in the paragraphs below.

(1) Camp President. The camp president is the overall command and control element of the resident leadership. He oversees camp duties with the camp commander, participates in the adjudication of disciplinary actions, and recommends corrective action/

punishment. The camp president may supervise corrective action in cases of minor infractions after approval by the camp commander.

(2) Camp Vice President. The vice president assists the president in performing his duties. He/she supervises many of the lesser tasks that would normally fall to the president and assumes the president's duties in his absence.

(3) Supply Boss. The supply boss distributes supplies to the block leaders under military supervision. He also helps maintain a running inventory and advises the deputy camp commander when items run short.

(4) Labor Boss. The labor boss assists in gathering and supervising camp volunteers for work details. A good boss closes the language gap between military personnel and workers. Able-bodied laborers in the camp will minimize requirements on the MAGTF.

5. Screening, Classification, and Processing. If possible, screening, classification, and processing are accomplished concurrently. Screening and processing can be more efficient if ADP systems are used to store and organize data.

a. Classification. HA recipients are billeted by family, sex, and age. If individuals are not billeted in family units, they may fall into one of the following special categories which requires special care, supervision, and possible regulations directed towards access to quarters:

- (1) Prisoners.
- (2) Unaccompanied females.
- (3) Unaccompanied males.
- (4) Unescorted minors (orphans).

b. Screening. Screening prevents camp infiltration by insurgents, hostiles, terrorists, and criminals, but must be conducted with care to prevent alienating recipients.

Screening can also identify skilled technicians and professional specialists to assist in camp administration. Doctors, dentists, nurses, lawyers, teachers, policemen, mechanics, carpenters, and cooks are a few of the individuals with essential skills required. Although screening activities may be performed by military police, intelligence, or other units, they can be conducted by reliable local civilians under civil affairs supervision. Both international and national relief agencies may be involved in the screening process. Screening is accomplished in the following sequence:

(1) Initial Briefing. Explain rules and provide first meal.

(2) Personnel and Baggage Search. Search for weapons and contraband.

(3) Preventive Medicine Screening. Check for lice and diseases.

(4) Personal Items/Sundry Packs Distribution. Distribute items such as soap, towel, sheet, blanket, and toothbrush.

(5) Showers. Ensure privacy is provided for showers.

(6) Registration and Identification. Prepare photo ID card and ID bracelet.

(7) Medical History Inquiry. Conduct formal medical screening; males examined by males, females by females.

(8) Movement to Camps. Ensure paperwork is not given to HA recipients but is carried by escorts.

c. Processing. If NGOs/PVOs/IOs or the HN are processing HA recipients, naval personnel may assist by performing tasks such as crowd control, photographing, or administrative assistance.

6. Personal Belongings. Allow HA recipients to keep their personal effects after screen-

ing and processing; if not, safeguard them. Determine the extent of protecting personal belongings on a case-by-case basis, keeping in mind security and good order and discipline.

7. Restricted Items (Contraband).

Do not allow restricted items such as weapons, drugs, and alcohol in camps. Ensure translators are present when confiscating restricted items.

8. Personal Needs. Prior to issuing items of personal need, conduct an informal study to evaluate the cultural appropriateness of all items.

9. Medical Care and Sanitation.

a. Pay close attention to medical care and sanitation in camps. Enforcement and education are required to ensure residents comply with basic sanitation regulations. For example, recipients may not understand the requirement to use latrines if they never used them before.

b. Civil affairs personnel should be aware of medical functions that involve HA recipients and camp medical staff, including:

(1) Developing procedures in advance for dealing with recipient fatalities and notifying next of kin with the assistance of the legal officer and public affairs officer.

(2) Ensuring medical representatives participate in camp layout planning and are present at camp commander meetings.

10. Transportation. Adequate transportation assets are required for efficient camp administration. Determine the number of vehicles required and the agency best suited to provide them. When HA recipients are transported, camp administrators should be aware of the following requirements:

a. Route to be used.

b. Security.

c. Translators.

d. Documentation.

11. Security. Ensure adequate provisions are made for camp security, law enforcement, order, and discipline. Sources include local police forces, paramilitary forces, HN military, or HA military. The camp population may be used to supplement these groups or to constitute additional camp police forces.

12. Dissemination of Information.

a. Disseminate instructions and information to residents by using notices on bulletin boards, posters, loudspeakers, meetings and assemblies, camp radio broadcasts, or newspapers. Information broadcasts should include news related to the situation, news from the homeland, topics of cultural or religious interest, and explanations of the daily camp routine.

b. Special and psychological operations units can be employed to influence the camp population to produce a particular response. Additional information about psychological operations can be found in Annex F.

13. Liaison. Coordination between all parties involved in HA camps is imperative for effective operations. Liaison is normally assigned to camp management personnel.

OD11 KEY MILITARY BILLETS

1. Camps may be administered by one of two types of key billet holders (naval force personnel and/or HA recipients). If possible, leave actual camp administration to the residents. If camp administrative requirements reside primarily with MAGTF personnel, assign them for the duration of the operation. Key billet holders should:

- a. Be assigned in writing.
- b. Understand billet requirements and responsibilities.
- c. Be supported by turnover files and SOPs.

2. Key Billet Listing. Key billets within camps include:

- a. Command group:

- (1) Commander.
- (2) Deputy commander.
- (3) NCO in charge.

b. Operations group:

- (1) Operations officer.
- (2) Operations NCO.
- (3) Operations specialist.
- (4) Program analyst.
- (5) Records clerk.
- (6) Computer clerk.
- (7) Intelligence specialist.

c. Administration, medical, and supply group:

- (1) Camp administrator.
- (2) Supply specialist.
- (3) Safety officer.
- (4) Health services provider.

3. Responsibilities of Key Billet Holders. Responsibilities for key billet holders are described below.

a. Camp commander:

- (1) Directs camp operations, including housing, feeding, hygiene, supply, movements, health care, sanitation, morale, welfare, education, discipline, and self-government.
- (2) Exercises command authority over HA military personnel directly assigned to the camp.
- (3) Ensures records are maintained as required.
- (4) Reviews and authenticates reports submitted to higher headquarters.

- (5) Directs training and indoctrination of military personnel assigned.
- b. Deputy commander:
- (1) Serves as acting commander in absence of the commander.
- (2) Coordinates camp staff functions between the operations, administration, intelligence, and supply sections.
- c. NCO in charge:
- (1) Assists the commander in organizing camp operations.
- (2) Develops and administers work schedules and duty rosters for military personnel.
- (3) Supervises training of MAGTF personnel in camp operations.
- (4) Assists camp commander in maintaining the appearance, morale, welfare, and discipline of military personnel.
- d. Operations officer/section:
- (1) Plans and conducts resident movements.
- (2) Serves as primary military representatives to agencies.
- (3) Plans and conducts camp census.
- (4) Supervises camp ADP functions.
- (5) Maintains accountability and movement records.
- (6) Prepares required status and situation reports.
- e. Camp administrative officer:
- (1) Develops and supervises labor force.
- (2) Plans and conducts social welfare programs.
- (3) Serves as primary military representative to recipient self-government.
- (4) Plans and supervises camp sanitation and hygiene plans.
- f. Supply officer:
- (1) Forecasts, orders, receives, issues, and accounts for recipient and supporting-force supplies.
- (2) Conducts mess operations.
- (3) Prepares logistics status reports.
- (4) Coordinates services as required (water, waste removal, latrine servicing, generator fuel, and engineer support).
- (5) Develops an HA recipient supply plan.
- 4. Staff Size.** The functional sections of the staff can be expanded, if necessary, to accommodate sustained operations for a large population. Because of around-the-clock operations, a camp of 5,000 residents with a heavy daily movement of people requires a staff of about 40.
- 5. Stress.** Stress among camp staff is a major concern. Plan for time away from the camp. This protects the residents and staff personnel from poor judgment because of fatigue or pressure.

0D12 CAMP SECURITY

1. The camp commander's concern for security relates mainly to control of camp residents. Incorporate the possibility of strikes, malingering, violence, demonstrations, riots, and intimidation into camp security plans. Annex E contains a sample SOP for camp security.

2. Elements. Security includes those actions required to:

- a. Maintain positive control.
- b. Allow for constant vigilance.

c. Establish intelligence gathering and dissemination procedures.

d. Develop methods for immediate crisis response.

e. Identify agitators and lawbreakers.

3. Procedures. Lawlessness and violence within camps can be kept to a minimum with a competent guard force. Guard forces are composed of:

a. Escorts. Escort personnel guide residents moving from one camp to another. Escort personnel should be unarmed (unless a threat exists) and should assume the attitude of guide rather than prisoner escort.

b. Guard Tower and Patrols. Towers are located for clear observation of the perimeter fence. Tower guards prevent unauthorized entrance and exit, and gather intelligence through observation. Two-man patrols should roam the camps to maintain a close presence.

c. Gate Guards. Gate guards control entrance and exit to camps.

d. Patrol Dogs. Patrol dogs are especially useful in controlling HA camps, but determine their suitability to the climate prior to introducing them.

e. Reaction Force. Graduate the scope of the response up to a company size unit to add to the commander's flexibility.

4. ROE and Graduated Use of Force. ROE are discussed in detail in Annex C. Levels of force vary with the situation. Examples of force options and escalation are as follows:

- a. Verbal orders
- b. Physical restraint
- c. Show of force to include working dogs
- d. Smoke
- e. High pressure hoses

f. Use of working dogs against people

g. Riot control agents

h. Snatch teams.

5. Segregation Facility. The commander may have to establish a facility to shelter recipients who require segregation from other residents. Facility guidelines are published by SOP and reviewed by the SJA. Basic recommendations include:

a. Periodically review all SOPs, instructions, and cases referred to the segregation camp.

b. Thoroughly search for contraband.

c. Billet by sex and age.

d. Without jeopardizing security, afford residents the same standard of living as in the main camps.

6. Camp Intelligence. Force personnel providing security are ideal sources of intelligence. Actions by camp residents may be a prelude to a demonstration or disturbance. Ensure personnel note and report the time, location, and nature of the following activities:

a. Dancing, chanting, painted faces, fires, unusual dress.

b. Residents carrying tent poles, tent stakes, or other weapons.

c. Residents packing personal belongings.

d. Suspected rituals or ceremonies that are unusual.

e. Hostile or negative behavior towards HA personnel.

f. Meetings or groups roving the fence lines.

g. Hunger strikes.

h. Banners or signs.

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i. Parts of tents missing (rope, stakes, and poles).

j. Materials moved.

k. Attempts to breach fence lines.

l. Unusual activity around fence lines.

m. Unauthorized people attempting to contact camp residents.



ANNEX E

Sample SOP for Security in HA Camps

E.1 GENERAL

This annex contains a sample Standard Operating Procedure (SOP) for security in HA camps which can be modified to meet local conditions and requirements. The model reflects U.S. national military organization and is provided to demonstrate the scope and level of detail which may be necessary. It will require modification appropriate to the national/coalition forces deployed.

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HEADQUARTERS
JOINT TASK FORCE BLUEBIRD
SAROS BAY TURKEY
FPO AE
NEW YORK 09507-2437

J-3
3460
DATE

CJTF BLUEBIRD INSTRUCTION 3460

Subj: STANDARD OPERATING PROCEDURE FOR SECURITY OPERATIONS IN HA CAMPS

Encl: (1) JTF Alert Conditions
(2) Rules of Engagement

1. Purpose. To provide Standard Operating Procedures on the JTF Security Plan for the HA Camps and corresponding alert levels to be maintained by JTF Security Forces in support of this plan.

2. Background. The Commander, JTF BLUEBIRD is responsible for the overall security and maintenance of law and order within the HA camps. The Commander, Army forces in his role as overall camp commander is responsible for implementing this plan as directed.

3. Discussion.

a. Security for HA camps includes all measures by which the camp commander exercises control of HA recipient activities. The Commander, Army forces and his subordinate camp commanders must implement a system of routines, establish uniform camp rules, and incorporate the HA recipients into managing their own affairs.

b. Initially, most recipients will probably cooperate with camp authorities. However, as time passes, their attitude may change. Factions may employ tactics ranging from hunger strikes, malingering, and intimidation to riots, demonstrations, and violence. All have the basic purpose of gaining concessions and influencing policy decisions.

c. Even when recipients seem content, security personnel must remain vigilant. Any relaxation of security will be detected and exploited.

d. Security forces must conduct a careful evaluation of security requirements and ensure all planning incorporates the following guidelines:

- (1) Maintain firm control.
- (2) Assume nothing; be constantly vigilant for breaches of security.
- (3) Collect intelligence and disseminate it in a timely fashion.
- (4) Have an immediate response force available capable of controlling the situation.
- (5) Isolate agitators and violators of camp rules.

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ORIGINAL

f. The J-2 and J-3 are the principal staff officers designated to advise the CJTF in the execution of his security program. The Provost Marshal, as a special staff officer, will also provide advice.

- (1) J-2. The J-2 advises the commander on the situation in the camps, paying particular attention to developing intelligence indicators to prevent an action before it takes place. The J-2 will recommend changes in the security alert posture to the J-3.
- (2) J-3. The J-3 acts as the staff security manager and advises the CJTF on his security policy. The J-3 publishes the JTF overall security policy and coordinates implementation with the local or base authorities. The J-3 sets the security alert posture based on input from the J-2 and other sources.

4. Security Forces.

a. General. The security force consists of a mixture of MPs, infantry, and post/barracks units employed in a security in-depth posture designed to contain any disturbances in the immediate camp area and prevent residents from encroaching onto nearby streets or portions of the hosting military installation. These forces will maintain a readiness posture in accordance with enclosure (1).

b. Types of Security Forces.

- (1) Guard Force. The guard force consists of tower guards, gate guards, and roving patrols.
- (2) Quick Reaction Force. The quick reaction force (QRF) are platoon sized units designed to respond to incidents immediately. Two such units will always be located on site and other QRF forces will be in a ready posture in accordance with enclosure (1).
- (3) Screening Force. The screening force is located beyond the camp perimeter and is designed to prevent any HA recipient(s) from escaping. These forces will operate as Observation Posts (OPs) and security patrols.
- (4) Blocking/Reinforcing Forces. These forces will be used to occupy assembly areas/blocking positions to deny recipients access to the nearby streets and buildings in the event of a major disturbance.
- (5) Escorts. Escort personnel will be detailed to escort HA recipients as required.
- (6) Tower Guards/Walking Patrols. Tower guards will be posted in the towers to observe and report suspicious activities in the camps as well as attempted escapes. Walking patrols will be used between guard towers as necessary to provide observation.
- (7) Gate Guards. Gate guards will be employed to man each camp gate and control access to the camps.
- (8) Patrol Dogs. Patrol dogs will be used as both a psychological and real deterrent against escape or violence.
- (9) Neighborhood Patrols. There will be a minimum of two neighborhood patrols (two MPs each) in camp at all times to discourage crimes/violence.
- (10) Loudspeaker Teams. Loudspeaker teams will be available in general support to move to critical points to help control unruly situations.
- (11) In addition to the MP forces assigned, an infantry battalion(-) and the marine barracks have been assigned as additional security forces.

c. Task Organization for Security Operations.

JTF-BLUEBIRD

ARFOR

MP Battalion

Infantry Bn(1)

Det, PSYOPS Bn (loudspeaker tms)

K-9 (OPCON)

Fire Dept (OPCON)

MARFOR

Marine Barracks

November Company (OPCON)

NAVFOR

Base Security.

5. Security Precautions. Proactive security procedures are essential to control. Surrounded by a deterrent atmosphere, recipients will be hesitant to begin disturbances because of the obviously low probability of success. Precautions include:

- a. Periodic, unannounced, and systematic searching of the camps.
- b. Camp patrolling.
- c. Accountability and policing of tools and utensils.
- d. Storing construction materials, equipment, and other potential weapons outside the camp area.
- e. Removing trash daily.
- f. Inspecting the perimeter daily, including checking chains and locks on all gates.
- g. Rehearsing riot control formations, snatch teams, and response forces.
- h. Observation forces/patrolling outside the wire.
- i. Using segregation and/or isolation as a deterrent for camp rules violators.
- j. Controlling access to camps through use of sign-in/sign-out rosters.

6. Threat Assessment Indicators. The posture of the security forces will depend on the perceived threat presented by the recipient population. Threat assessment will derive from the intelligence analysis made by the J-2 based on his intelligence collection plan. To assist him, the J-2 will task the various assets in the JTF to work specific target areas/populations.

- a. Target Indicators. The following is a list of target indicators that may trigger a higher security posture:
 - (1) Higher rate of violence.
 - (2) Political/religious demonstrations.
 - (3) Emergence of small groups advocating change of conditions.
 - (4) Agitators emerging for large group demonstrations.

- (5) Change in attitude towards U.S. forces.
 - (6) Increased extortion demands in group activities.
 - (7) Increased rumors of violent actions.
 - (8) Increased disobedience of camp rules.
- b. Aggravating Factors. Factors that may escalate the chance of a disturbance include:
- (1) Unfounded rumors.
 - (2) Increased perception of racism.
 - (3) Increased perception of unfair treatment.
 - (4) Perception of promises made and not kept.
 - (5) Unfavorable change in policy on recipient status.
7. Responsibilities.
- a. CJTF BLUEBIRD.
 - (1) Establish and monitor security operations for HA recipient camps.
 - (2) Specify command relationships and support responsibilities among the JTF elements.
 - b. J-2.
 - (1) Develop a collection plan to support this SOP.
 - (2) Provide a threat analysis to the J-3 daily.
 - c. J-3.
 - (1) As executive agent for CJTF-BLUEBIRD regarding security operations, supervise and monitor compliance with this SOP.
 - (2) Establish a daily ALERTCON for JTF security posture.
 - d. Commander, ARFOR.
 - (1) As Camp Commander for the HA Camp Complex, implement this SOP.
 - (2) Implement and, as necessary, develop plans to supplement this SOP.
 - e. Commander, MP Battalion.
 - (1) Serve as Commander, ARFOR primary advisor on camp security.
 - (2) Provide forces in accordance with enclosure (1).

f. Infantry Battalion(-).

- (1) Develop plan to implement this SOP.
- (2) Provide forces in accordance with enclosure (1).

g. Commander, MARFOR.

- (1) Provide forces in accordance with enclosure (1).
- (2) Be prepared to occupy predesignated assembly areas/blocking positions, as required.
- (3) Be prepared to support MPs and/or infantry as required.
- (4) On order, assume OPCON of November Company.

h. Commander, NAVFOR.

- (1) Be prepared to evacuate nearby residential areas, if required.
- (2) Be prepared to provide escort/traffic control, as required.
- (3) On order, CHOP November Company OPCON MARFOR.

i. Commander, ARFOR.

- (1) Provide forces in accordance with enclosure (1).

j. PAO.

- (1) Provide Combat Camera Crew to COMARFOR in accordance with enclosure (1).
- (2) If present during a disturbance, take charge of media and move them to the vicinity of the JTF HQTRS.

8. Coordinating Instruction.

- a. JTF ALERTCONs will not necessarily coincide with the naval base threat conditions.
- b. J-3 will advise base of current ALERTCON daily and any subsequent changes as required.
- c. Camp security forces will conduct operations in accordance with security SOPs and other applicable references.
- d. Minimum force requirements for ALERTCONs will be in accordance with enclosure (1). CO, ARFOR may modify as required to lower response time of QRFs.
- e. Deadly force will be in accordance with enclosure (2).

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f. C² responsibility of ARFOR will be in accordance with appropriate orders.

g. ARFOR, NAVFOR, and MARFOR will provide LNOs with radios to JTF during ALERTCON C/D.

h. All personnel desiring to enter camps will log in and out with the gate guards. During ALERTCONs CHARLIE and DELTA, civilian agencies will not be allowed to enter without the permission of the Commander, ARFOR. During ALERTCON DELTA, military will not be allowed into camps without permission from ARFOR.

9. This SOP will remain in effect until superseded by another SOP or Order. Changes will be submitted to the J-3.

ALERT CONDITIONS
(ALERTCONs)

1. General. This enclosure covers alert conditions (ALERTCONs) that will be used to establish the security posture for the JTF. These ALERTCONs will be separate from the host military installation threat conditions and will be set by the J-3 daily.

2. Information. Information and warnings of camp unrest will be developed through the intelligence plan developed by the J-2. Once the indicators are established, the J-2 will continue to develop the information and make recommendations to the J-3. The J-3 will notify the ARFOR/MARFOR of ALERTCON changes and pass the information to Naval Base Operations/Staff Duty.

3. ALERTCONs. When discussing ALERTCONs, note that these conditions are different from the host military installation threat conditions, which are oriented toward external threats.

a. ALERTCON ALPHA. Normal security posture. There is little or no threat of HA recipient unrest.

b. ALERTCON BRAVO. There is a general threat of possible HA recipient activity, the nature and extent of which is unpredictable, and the circumstances do not justify a higher ALERTCON.

c. ALERTCON CHARLIE. Intelligence indicates a specific action or possible action that involves individuals or an entire camp. This condition applies when there are indications of a demonstration/manifestation.

d. ALERTCON DELTA. A major incident has taken place or recipients make an attempt to break camp and move out of the camp area. This posture will also be declared when a known large scale demonstration/manifestation is to take place.

4. ALERTCON SECURITY REQUIREMENTS FOR CAMP BLUEBIRD

a. ALERTCON ALPHA.

(1) MPs. MPs will have one company on line and one off. The on-line company will have one platoon on guardposts, two on Quick Reaction Force (QRF) (one on-site and one on 60-minute response), and one platoon off. The off-line company will have no set response time.

(2) Infantry Bn(-). Infantry bn(-) will have one company on line and one company off. The on-line company will have one platoon on guardposts, one platoon QRF on-site, and one platoon screening. The off-line company will have no set response time.

(3) K-9. K-9 will have two teams at BLUEBIRD, two teams on 30-minute response at the kennels, and seven teams off.

(4) Fire Dept. Fire Dept will conduct normal operations.

(5) Marine Barracks. Marine barracks will conduct normal operations with no response requirement.

(6) Host Base. Base Security has no requirement.

- (7) Det. PSYOPS. Loudspeaker teams will conduct normal operations.
 - (8) PAO. PAO will conduct normal operations.
- b. ALERTCON BRAVO.
- (1) MPs. MPs will have one company on line and one company off. The on-line company will have two platoons on guard posts, one platoon on-site QRF, and one platoon on a 1-hour response time. The off-line company will have two platoons on a 2-hour response time, and two platoons on a 4-hour response time.
 - (2) Infantry Bn(-). Infantry bn(-) will have one company on line and one company off. The on-line company will have one platoon on guard posts, one platoon on-site QRF, and one platoon screening. The off-line company will have one platoon on 2-hour response time and two platoons on a 4-hour response time.
 - (3) K-9. K-9 will have four teams at BLUEBIRD, two teams on 30-minute response time at the kennels, and five teams off.
 - (4) Fire Dept. Fire Dept will conduct normal operations.
 - (5) Marine Barracks. Marine Barracks will have the A and B React units on 30-minute response time.
 - (6) Host Base. Base Security has no requirements.
 - (7) Det. PSYOPS. Loudspeaker teams will conduct normal operations.
 - (8) PAO. PAO will conduct normal operations.
- c. ALERTCON CHARLIE.
- (1) MPs. MPs will have one company on line and one off. The on-line company will have two platoons on guard posts and two platoons on-site QRF. The off-line company will be on a 1-hour response time (one platoon will be on-site).
 - (2) Infantry Bn(-). Infantry bn(-) will have one company on line and one company off. The on-line company will have one platoon on guard posts, one platoon on-site QRF, and one platoon screening. The off-line company will have all three platoons on a 1-hour response time.
 - (3) K-9. K-9 will have four teams at BLUEBIRD, two teams on immediate call at the kennels, and five teams on 1-hour response time.
 - (4) Marine Barracks. Marine Barracks will have the A and B React units on a 30-minute response time. The D React unit will be on a 2-hour response time. November Company will be notified to be on a 1-hour response time.
 - (5) Fire Dept. JTF Fire Dept will have two trucks on a 30-minute response time.
 - (6) Host Base. Base Security will be prepared to evacuate base housing and control traffic flow as appropriate. Provide one escort vehicle. Place EOD on alert.

- (7) Det. PSYOPS. Loudspeaker teams will be on alert ready to deploy as required.
- (8) PAO. Be prepared to provide a combat camera team to ARFOR to document actions in the objective area (30-minute response time).

d. ALERTCON DELTA.

- (1) MPs. MPs will have one company on line and one company off line. The on-line company will have two platoons on guard posts and two on-site QRFs. The off-line company will be on a 30-minute response time (two platoons will be on-site).
- (2) Infantry Bn(-). Infantry bn(-) will have one company on line and one company off line. The on-line company will have one platoon on guard posts, one platoon on-site QRF, and one platoon screening. The off-line company will be on a 30-minute response time (one platoon will be on-site).
- (3) K-9. K-9 will have six teams on-site, one team on camp VII, and five teams on 5-minute response time at the kennels.
- (4) Marine Barracks. Marine Barracks will have two platoons on-site at assembly areas/blocking positions. D React unit will be in an assembly area. A and B React units will be on call at barracks. November company will be on station.
- (5) Fire Dept. JTF fire dept will have two trucks on 10-minute response time.
- (6) Host Base. Base Security will evacuate housing areas and secure the power station and water plant. Be prepared to provide traffic assistance as required. Provide escort vehicles. EOD will be on call.
- (7) Det. PSYOPS. Loudspeaker teams will be mounted up and ready to deploy on order in support of operations.
- (8) PAO. Provide combat camera team to ARFOR to document actions in the objective area.

Note: The force requirements set forth in each of these ALERTCONs are the minimum requirements and can be modified to increase sizes/shorten response times by the ARFOR commander. Any requests to decrease force size/lengthen response times will be approved only by the JTF J-3 based on recommendations from the ARFOR commander.

RULES OF ENGAGEMENT FOR JTF SECURITY FORCES

- References: (a) Appropriate area commander or operational orders
(b) CINCLANT OPORD 2000-91, Appendix 8 to Annex C (Rules of Engagement)
(c) CJCS I 3121.01, Standing Rules of Engagement for U.S. Forces

1. General.

- a. The rules of engagement are intended to prevent the indiscriminate use of force or other violations of law or regulations.
- b. Commanders will ensure that all personnel know and understand these rules as they pertain to the performance of their duties.
- c. Nothing in these rules infringes upon the inherent right to use reasonably necessary force to defend yourself or others against violent or dangerous personal attack.

2. Rules of Engagement (ROE) for HA Camp Operations.

- a. Minimum Force Necessary. Use only the minimum force required to accomplish the mission.
- b. Nondeadly Force. Use nondeadly force to control disturbances, prevent crimes, and to detain persons who have committed crimes. Use the following increasing levels of force as a guideline.
 - (1) Verbal order to stop, disperse, and return to billets or assembly area.
 - (2) Physical restraint or apprehension of individuals.
 - (3) Show of force, including use of military working dog teams.
 - (4) High-pressure water hoses.
 - (5) Use of working dogs against specific individuals.
 - (6) Other reasonable, necessary, and proportionate uses of force.
 - (7) Riot control agents, if authorized by the NCA.
 - (8) Do not fire warning shots.
- c. Requirements For Use of Deadly Force. Use deadly force only when all of the following conditions exist.
 - (1) Lesser means have or will not work, and
 - (2) Use will not significantly increase the risk of death or serious bodily harm to innocent persons, and
 - (3) You are protecting one of the following:
 - (a) Yourself. Self-defense against hostile acts or hostile intent.

- (b) Another person. Defend another person from hostile acts or hostile intent. This includes any other military, civilian, HA recipient, or visitor, regardless of nationality.
- (c) Specified facilities under the responsibility of Commander, CJTF BLUEBIRD (See TAB E.)
- d. Deadly Force Special Instructions. These rules apply to situations involving your use of deadly force.
- (1) When possible, warn the individual or group to stop/halt and that you are about to use deadly force.
 - (2) Do not fire warning shots.
 - (3) Fire only at the individual committing the hostile act or hostile intent, or at their known location.
 - (4) Soldiers will not load their weapons (i.e., place magazines in weapons, place rounds in feed mechanisms, or chamber rounds) with live ammunition until authorized to do so by a commissioned officer. Loading of weapons is a personal responsibility of officers and leaders. They will exercise strong command supervision to avoid routine, premature, or blanket weapons-loading procedures.
 - (5) You may not use deadly force against looters, troublemakers, or other criminals who do not present an actual or imminent threat of deadly force use.
 - (6) Do not use weapons in an automatic firing mode, except as directed by the CJTF BLUEBIRD.
 - (7) Do not use or display crew-served weapons during civil disturbances.
 - (8) M203/M79/Mk 19 Grenade Launchers. Grenade launchers may only be used with the M651CS cartridge. Due to the incendiary nature of this munition, it will not be fired over the heads of crowds. It will only be fired under the control of a commissioned officer. CJTF BLUEBIRD must authorize any use of the Mk 19 grenade launcher.
 - (9) Shotguns. Only the Officer of the Guard or higher authority may order that security force personnel be armed with shotguns.
 - (10) Arming/Equipping Troops. To ensure that minimum necessary force is used, the commander will designate the arms and equipment carried during civil disturbance operations. Use the following level designations for clarity and brevity in arming level orders:

<u>Level</u>	<u>Rifle*</u>	<u>Bayonet</u>	<u>Ammunition/ Magazine</u>	<u>Chamber</u>
I	At sling	In scabbard	In weapon	Loaded
II	At port	In scabbard	In weapon	Loaded
III	At port	Fixed**	In weapon	Loaded
IV	At port	Fixed**	In weapon	Loaded
V	At port	Fixed**	In weapon	Loaded

* Commanders should consider arming troops with riot batons in lieu of rifles.

** Fixed bayonets are useful in show-of-force actions. However, because of the danger of accidental injury, they should not be fixed when confronting nonviolent crowds.

e. Special Orders. Commanders will ensure that all personnel clearly understand the special orders in TABs A through D. These rules describe in general terms the manner in which they must conduct themselves during camp cordon and search operations. All personnel will carry a copy of TAB A during security operations.

f. Coordinating Instructions.

- (1) Commanders will ensure that all personnel are briefed as to:
 - (a) The background situation and the specific mission of the unit.
 - (b) The ROE governing the unit's specific situation.
 - (c) A psychological orientation on the local situation, specifically addressing types of abuse which military personnel may be expected to receive and the proper response to each.
 - (d) Identification of other elements involved in the operation, to include their uniforms, location, and missions.
 - (e) The special orders in TABs A through D.
 - (f) The requirement to immediately report violations of these rules as discussed below.
 - (g) The fact that they will be filmed during the operation by military camera teams.
- (2) Subordinate commanders will not supplement these ROE. Commanders may address requests for supplemental ROE through CJTF BLUEBIRD, Attention: Staff Judge Advocate.
- (3) Definitions.
 - (a) Deadly Force. Force that is reasonably likely to result in death or serious bodily harm. Attacks with an edged weapon or use of a firearm are both examples of uses of deadly force.
 - (b) Hostile Act. An attack or other use of deadly force against any person.
 - (c) Hostile Intent. The threat of imminent use of deadly force by any person against any other person.
- (4) ROE/Legal Violations. All soldiers must immediately report any violation or suspected violation of these rules, humanitarian law, or law governing civil disturbance or disaster relief. They will report through either the chain of command or to the chaplain, inspector general, civilian agency, or judge advocate personnel. They may also report to any other personnel in a position of responsibility.

Enclosures:

- TAB A - Special Orders For All Personnel
- TAB B - Special Orders For Skirmish Line Personnel
- TAB C - Special Orders For Snatch Team Personnel
- TAB D - Special Orders For Screening, Blocking, and Reinforcing Force
- TAB E - Facilities Where Deadly Force is Authorized

TAB A TO ENCLOSURE 2 TO CJTFINST 3460
SPECIAL ORDERS FOR ALL PERSONNEL

1. HA recipients are not enemies or prisoners of war. Treat them humanely with dignity and respect.
2. Do not discuss operational matters in the camp.
3. Use only the minimum force necessary.
4. When necessary, use these nondeadly force measures as a guideline:
 - a. Verbally order to halt, disperse, and return to billets.
 - b. Physically restrain individuals.
 - c. Call your superiors.
5. Only insert magazines, place ammo in feed mechanisms, or chamber rounds if:
 - a. Ordered by an officer.
 - b. Deadly force requirements in Rule 6 are met.
6. Use deadly force only when the following conditions exist:
 - a. Lesser means have or will not work.
 - b. Use will not significantly increase the risk of death or serious bodily harm to innocent persons.
 - c. You are protecting yourself or another person from deadly force or an imminent threat of deadly force.
7. Do not use deadly force against HA recipients who are merely escaping.
8. Do not fire warning shots.
9. Know the following warning: "Stop right there" (in the native language).

TAB B TO ENCLOSURE 2 TO CJTFINST 3460
SPECIAL ORDERS FOR SKIRMISH LINE PERSONNEL

Special Orders in TAB A apply to all personnel. In addition, skirmish line personnel will comply with the following:

1. On Command. Move on line and reform the line after each disruption or obstacle crossing. As necessary, modify these instructions for stationary line operations.
2. Slow Movers. If you encounter recipients who are slow to move but are not resisting, help them to their feet and encourage them to move in the direction of march. If they do not move of their own accord, treat them as nonviolent sitters.
3. Nonviolent Sitters. If subjects refuse to move or are too slow to encourage forward, use minimum but firm physical force to sit them down and cuff them. Turn them over to snatch teams.
4. Violent Resisters. Control violent resisters quickly, firmly, and with minimum force. Two MPs will subdue each subject and place them prone, face down. Snatch team will assist in cuffing and announce "clear" to signal MPs to move back to skirmish line to minimize disruption to the skirmish line.
5. Teasers Forward of the Line. Identify to snatch teams those subjects who use force on the skirmish line and remain out of reach of skirmishers. Snatch teams will execute forward snatches through skirmishers. Skirmishers will safeguard the breakpoint and assist snatch team in pulling the teaser back through the line.
6. Small Rushes on the Line. If small groups rush the line, attempt to push them off using shields. If large groups rush the line in an ineffectual manner, use the shields. If necessary, escalate to batons.
7. Large Rushes on the Line. If large groups actively rush the line, use shields and batons. Do not break the line, even if an HA recipient breaks through. Allow the snatch teams to handle individual breakthroughs.
8. Screening Recipients Out of Encircled Groups.
 - a. Designated MPs will execute an "open point." Once the opening point is designated, the two MPs on either side will wheel back to create a funnel and opening large enough for one person to walk through. A blocking man will position himself to block the opening. He will hold his shield using his right arm. Snatch team personnel will position themselves behind the blocking man to assume control of the HA recipients as they come through. The blocking man will allow one HA recipient at a time to pass him to his right side. He will close the point by closing his shield against the shield to his right.
 - b. In case of a rush on the open point, the blocking man or other leader will give the command "close point." The blocking man will push forward with the help of snatch team personnel. The other four MPs will guide on his movement and move forward to straighten the line. Use batons below the shield to encourage the crowd to move back. Snatch team will be prepared to assume control of fallen HA recipients as the point moves over the persons to be rendered assistance.

TAB C TO ENCLOSURE 2 TO CJTFINST 3460
SPECIAL ORDERS FOR SNATCH TEAM PERSONNEL

Special orders in TAB A apply to all personnel. In addition, snatch team personnel will comply with the following instructions for supporting either stationary or moving skirmish lines.

1. Slow Movers. If the skirmish line encounters HA recipients who are slow to move but are not resisting, observe each slow mover and be prepared to treat them as nonviolent sitters.
2. Nonviolent Sitters. If subjects refuse to move or are too slow to encourage forward, skirmish line will use minimum necessary but firm physical force to sit them down and cuff them. Snatch team will assume control of nonviolent sitters. Place an engineer tape tie on their arm. Two team members will firmly but gently pick up the sitter and carry him to the designated collection point. The third man will pick up any items and supervise the transport.
3. Violent Resisters. Skirmish line will control violent resisters quickly, firmly, and with minimum necessary force. Two MPs will subdue and ground each subject. Snatch team will assist in cuffing. Once this is accomplished and at least one snatch team member is physically on the resister, team leader will announce "clear" to signal skirmish line MPs they can move back to their positions in the line. The three team members will then carry the subject to the collection point.
4. Teasers Forward of the Line. Subjects who use force on the skirmish line and remain out of reach of skirmishers will be identified to snatch teams. Snatch teams will execute forward snatches through skirmishers. Team leader will identify the teaser to the snatch team and align on the break point. Before he breaks through he will warn the skirmishers. He will give a short count and break through to grab the teaser. The other two team members will follow in file and break left and right. The subject will be pulled within reach of the skirmish line who will then help in subduing subject per "violent resister" procedure. Skirmishers will safeguard the breakpoint and assist snatch team in pulling teaser back through the line. Snatch team will then carry the subject to the collection point.
5. Small Rushes on the Line. If small groups rush the line, the skirmishers will attempt to push them off using the shields. Align on the point to help reinforce and catch breakthroughs. Treat them as violent resisters.
6. Large Rushes on the Line. If large groups actively rush the line, the skirmishers will use shields and batons. Align on break points and subdue HA recipients who break through. Treat them as violent resisters.
7. Supporting Screening of Recipients From Encircled Groups.
 - a. HA recipients will be frisked when moving to final compounds.
 - b. Designated MPs will execute an "open point." Once the opening point is designated, the two MPs on either side will wheel back to create a funnel and opening large enough for one person to walk through. A blocking man will position himself to block the opening. He will hold his shield using his right arm. Snatch team personnel will position themselves behind the blocking man to assume control of the HA recipients as they come through. The blocking man will allow one HA recipient at a time to pass him to his right side. He will close the point by closing his shield against the shield to his right.

c. In case of a rush on the open point, the blocking man or other leader will give the command "close point." The blocking man will push forward with the help of snatch team personnel. The other four MPs will guide on his movement and move forward to straighten the line. Batons will be used below the shield to encourage the crowd to move back. Snatch team will be prepared to assume control of fallen HA recipients as the point moves over the person who is to be detained.

d. Fallen recipients will be treated as nonviolent, unless they resist. Breakthrough recipients will be treated as violent.

e. Two men will pat-down search each recipient. After clearing, team supervisor will direct recipient back towards tents and maintain rear security for the snatch teams.

TAB D TO ENCLOSURE 2 TO CJTFINST 3460

SPECIAL ORDERS FOR SCREENING, BLOCKING, AND REINFORCING FORCE

Special Orders in TAB A apply to all personnel. In addition, screening force and blocking/reinforcing force personnel will comply with the following:

1. MP Skirmish Line. Observe progress of MP skirmish line and be prepared to react to recipients who run for the flanks.
2. Teasers Forward of the Line. Subjects who use force on the security line and remain out of reach of security personnel will be identified and photographed. If possible, snatch teams from inside the wire will secure teasers.
3. Small Rushes on the Line. If small groups rush the security line, attempt to push them off using the shields or pushing them back with the flat of the M-16. If large groups rush the line in an ineffectual manner, use the shields. If necessary, escalate to using the smash or buttstroke to the body. Do not use the thrust or slash unless you need to use deadly force.
4. Large Rushes on the Line. If large groups actively rush the security line, use shields and batons and rifle/bayonet drill. Do not use the thrust or slash unless you need to use deadly force.
5. Breakouts. Provide security against breakouts. If an HA recipient breaches the wire, designated personnel will control violent resisters quickly, firmly, and with minimum necessary force. Two personnel will subdue each subject and ground him. Others will assist in cuffing. Carry the subject to the collection point.

TAB E TO ENCLOSURE 2 TO CJTFINST 3460
FACILITIES WHERE DEADLY FORCE IS AUTHORIZED

References: (a) DOD Directive 5210.56, 10 May 1969, w/ch 2 (11/27/74)
(b) DOD OPLAN GARDEN PLOT
(c) COMNAVBASE BLUEBIRD INSTRUCTION 3460.2A

1. Commander, NAVBASE BLUEBIRD, is authorized to direct that deadly force be used in defense of national security/critical public health facilities and moored/anchored vessels. This authority is in addition to the provisions discussed in the basic plan regarding use of deadly force to protect life.

a. All facilities listed below are, for purposes of REF A, not included in the civil disturbance objective area.

b. Protect all other property using nondeadly force.

2. National Security Facilities. Deadly force may be used to protect property vital to national security. To prevent theft, damage, or espionage, deadly force may be used to prevent entry by unauthorized personnel into the fenced areas of:

a. The Naval Security Group Activity (NSGA).

b. The Anti-air Warfare Center (AAWC).

3. Public Health Critical Facilities. Deadly force may be used to prevent entry by unauthorized personnel into the fenced areas of or across the restricted shoreline of the facilities listed below. This is necessary to prevent theft or damage to facilities that are critical to life sustainment of the entire community.

a. Water Desalinization Plant.

b. Power Plant.

4. Vessels Moored or Anchored at NAVBASE BLUEBIRD. DOD and DOT vessels may employ deadly force as prescribed by their standing operating procedures and service directives to repel boarders.

5. Commander, NAS BLUEBIRD, may direct that deadly force be used to prevent the actual theft or sabotage of property that is inherently dangerous to others. For purposes of this authority, military aircraft, weapons systems and subcomponents, class III and V supplies, and special purpose equipment involved in handling of Class III and V supplies are inherently dangerous to others.

ANNEX F

Special Operations

OF01 SPECIAL OPERATIONS FORCES

1. This section highlights a segment of military forces with capabilities well suited to the requirements of HA operations. As the capabilities of Special Operations Forces (SOFs) are often misunderstood, a discussion of their potential assistance to HA operations follows.

2. Certain SOFs are well suited to assist HA activities in remote areas, especially in a conflict environment. SOF teams are very adaptable and capable of operating effectively in remote and urban areas isolated by disaster events. The teams may be able to provide detailed reports and assessments on conditions in the area. They are rapidly deployable, have excellent radio communications capabilities, and are suited to working with indigenous ethnic groups.

3. If SOFs are assigned to the naval forces, the role, mission, and function of SOF units in support of HA must be clearly delineated. SOFs have two inherent disciplines which can be well applied towards HA requirements: Civil affairs (CA) units and psychological operations (PSYOPS) forces.

OF02 PSYCHOLOGICAL OPERATIONS

1. PSYOPS is defined as planned psychological operations to convey selected information and indicators to target audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of governments, organizations, groups, and individuals. The purpose of PSYOPS is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives.

2. **Purpose.** PSYOPS are an effective tool for influencing HA recipients during HA and CA operations. PSYOPS are a means to achieve an objective by persuading the target audience to act in a manner which supports or does not interfere with mission accomplishment. While the purposes and methods vary with different audiences and objectives, PSYOPS efforts are undertaken in co-

ordination with other actions that accomplish the mission.

3. **Potential.** The potential effectiveness of PSYOPS depends on concurrent plans and close coordination with other actions and events of the mission. While certain professional and technical skills are required in planning and conducting PSYOPS, these skills alone will not guarantee overall success.

4. **Objective in HA Operations.** The objective of PSYOPS in HA operations is to inform the population within the AOR of the nature and objectives of the operation. Properly implemented PSYOPS can result in the reduction or elimination of hostile actions against the HA forces, and in better understanding and cooperation from potentially hostile groups.

5. **Development of the PSYOPS Plan.** PSYOPS doctrine is generally developed in the advanced planning stage. Intelligence must be collected to support the development of a PSYOPS plan. The plan should support the established political and military objectives.

6. **Implementation.** Commanders at all levels should be cognizant of the PSYOPS plan. Implementation should be integrated into daily planning and operations. PSYOPS must be flexible and capable of being delivered by various media types. Common means of delivering PSYOPS information are:

- a. Loudspeaker.
- b. Radio/television.
- c. Newspapers.
- d. Leaflets.
- e. Local organizations/governments.

7. **Intelligence and PSYOPS.** Without properly collected and disseminated intelligence,

a PSYOPS campaign could fail, a target group could be incorrectly identified, vulnerabilities improperly perceived, inappropriate themes scheduled, incorrect media chosen, or improper dissemination techniques used. PSYOPS intelligence includes social, political, economic, psychological, and ideological information.

a. Intelligence Categories. Intelligence support of PSYOPS may further be divided into four categories:

(1) Basic Psychological Operation Studies (BPS). Oriented towards issues of PSYOPS relevancy in given countries or areas, in conjunction with national PSYOPS policy and established priorities. Potential targets are identified in the BPS.

(2) Area PSYOPS Studies. Descriptive and written for the specific purposes of the proponent agency, such as unconventional warfare or CA, and usually involve periodic updates.

(3) Special PSYOPS Studies. Conducted in response to special arrangements and contain information in greater depths than other studies. These are updated on an as-needed basis.

(4) Current PSYOPS Studies. Require data analysis, selection of specific target audiences, and determination of the target's susceptibilities. Most intelligence required to build data files is obtained from unclassified sources such as newspapers, magazines, books, academic journals, studies, and foreign broadcasts.

b. PSYOPS Targets. The target selection for PSYOPS is crucial and must be carefully thought out before implementation. Select and prioritize targets in cooperation with other agencies and units, such as intelligence and CA.

OF03 CIVIL AFFAIRS

1. Definition. Civil affairs (CA) are a commander's activities which establish, maintain, influence, or exploit relations between military

forces and civil authorities (both governmental and nongovernmental) and the civilian populace in a friendly, neutral, or hostile area of operations and consolidate operational objectives. CA may include military forces performing activities and functions which are normally the responsibility of local government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations.

2. Mission. Naval forces plan, conduct, and supervise activities between military and civilian forces to reduce mission interference. This includes interaction among HA government agencies, HA military forces, foreign civil and military authorities, and local populations. CA operations secure local acceptance and support for the naval forces. They also minimize or eliminate friction and misunderstanding between military and civilian forces.

3. Responsibility. The basic policy must be to treat civilians humanely, reduce civilian interference, and ensure the HA nation/coalition meets its obligations under international law and national policy. Naval force commanders initiate CA operations when required or after receiving direction from higher authorities. International law, national policy, applicable treaties and agreements, civil-military relations, and effects of combat operations on the local population guide the commander. Responsibility begins at the initial planning stage and continues through retrograde of the naval forces. Naval forces, unless otherwise directed, transfer CA responsibility to follow-on Army CA units.

4. Concept of Operations. The CA concept of operations establishes policy at the highest practical level and allows application at the lowest echelon possible. CA operations fall into two categories: command support and area support. Command support units are assigned to major tactical or administrative organizations. Area support units reinforce or replace command support organizations or perform special task missions. CA operations require intense planning, flexibility, and maximum use of local political and social resources. The level of integration between the military and local population is a command decision based on the following factors:

- a. Economic, social, and political development of area.
- b. Duration of mission.
- c. Local population's response to HA forces.
- d. International treaties and agreements.
- e. National/coalition policy towards the particular country.
- f. Security of HA forces.

5. Objectives. CA objectives may include:

- a. Reducing civilian interference.
- b. Supporting and implementing national policies.
- c. Fulfilling obligations from treaties, agreements, or international law.
- d. Supporting military operations.
- e. Reestablishing civil governing capabilities.
- f. Avoiding damage to property and usable resources.

6. Legal Implications. The naval forces commander considers many legal issues in CA operations. Some issues arise because of the presence of HA forces in a foreign country, other issues depend upon the foreign country's status (host, liberated, or occupied territory). During HA, CA coordination with the legal staff is imperative.

7. Intelligence. A close working relationship between CA and military intelligence personnel is essential and mutually beneficial from a free flow of information. CA personnel deal with people, equipment, documentary material, and local resources daily. This interaction provides valuable intelligence information for mission accomplishment and good order and discipline. Channels to share information gained by CA personnel should be established and validated to ensure data are promptly reported to military intelligence personnel. Insertion or development of reliable indigenous informants is important in all but the most

temporary of camps. Intelligence-related activities of CA personnel are under staff supervision.

8. Intelligence Support. Besides collecting information, CA personnel provide other types of intelligence support. Examples include:

- a. Identifying local civilians with special skills or backgrounds valuable to the HA operation.
- b. Obtaining special useful items (e.g., local clothing, automobiles, identification cards, and passports).
- c. Identifying hostile agents among displaced and local civilians.

9. Military Intelligence Assistance. Military intelligence personnel provide the naval forces commander and CA personnel with information on CA operations. This information includes:

- a. Form of government.
- b. Background and attitudes of key officials.
- c. Location and composition of material stockpiles.
- d. Availability of civilian transportation.
- e. Points of contact for goods and services.
- f. Demographics, religious distribution, and attitudes toward HA nation(s) and HA forces.
- g. Availability of communications, transportation, utilities, power, and natural resources.
- h. Labor potential (type and skill, practice, and organizations) of local population.
- i. Structure, orientation, capabilities, and reliability of indigenous public safety and law enforcement organizations.
- j. Operating area conditions.

10. Public Affairs and CA. Information disseminated to the local population will likely originate from CA personnel by providing factual,

favorable information about the commander's policy and CA activities. Civil information attempts to gain understanding, confidence, and support. Dissemination of civil information requires close coordination with the embassies, government agencies, NGOs/PVOs/IOs, and local officials. Dissemination of civil information shall be coordinated with senior public affairs offices to ensure the HA forces "speak with one voice" and obtain guidance and advice on preparation and dissemination of information. CA personnel working with HA recipients may be required to release the following information:

- a. Reason for the military presence.
- b. Refugee/displaced person movement routes and location/assembly points.
- c. Availability of emergency health care, food, and water.
- d. Sanitation requirements.
- e. Rules concerning maintenance of law and order.
- f. Geographic areas and activities to avoid.
- g. Claims procedures and services.
- h. Requirements for contracts and employment.
- i. Rumor and enemy propaganda control.
- j. CA programs and activities.
- k. Military operations disruptive to routine civilian activities.

11. Authority to Release Information.

Information should not reflect adversely on the HA efforts. CA activities support the traditional public affairs function of "community relations." CA officers should seek guidance from higher

headquarters, national/coalition representatives, or the HA national embass(ies) PAO(s) prior to releasing information.

12. Responsibilities. The tactical situation, security, mission objectives, and CA goals determine the extent of responsibility. CA responsibilities include, but are not limited to, the following:

- a. Identify and develop CA goals, concepts, and plans.
- b. Coordinate with allied and joint CA agencies and local authorities.
- c. Identify and procure HNS.
- d. Develop population and resource control measures to support security plans and maintain law and order.
- e. Coordinate naval force participation in military civic action programs for foreign internal defense.
- f. Collect, channel, and control the local population, as required by law or international mandate.
- g. Prevent, control, and treat endemic/epidemic diseases of the local population.
- h. Prepare, issue, and enforce instructions on the conduct of local government.
- i. Assist in development of emergency civilian administration organizations.
- j. Safeguard civilian rights, cultural items, and property.
- k. Identify, record, and process claims for compensation due to injury, death, or property damage.
- l. Develop civil information and HA programs.

ANNEX G

Health Service Support

OG01 GENERAL

1. Health service support (HSS) is best provided in an environment where everyone is flexible and working together, and the HN government supports the HSS plans and decisions.

2. **Types of HSS.** The types of HSS used during HA operations are:

a. Contingency — provided by forward deployed naval forces and their organic medical assets

b. Planned — operations consisting of units, detachments, and teams of personnel and equipment organized in response to specific situations.

3. **General Guidelines.** General guidelines for HSS during HA operations include the following:

a. Preventive medicine is important during HA operations because of the inhospitable nature of the environment, scope of the mission, and large numbers of people involved.

b. Personnel are particularly susceptible to heat casualties and food- and water-borne diseases during HA operations.

c. Special health programs that emphasize personal hygiene and preventive medicine techniques are the most valuable.

d. Because of the large-scale tragedy and suffering associated with HA, operations personnel may benefit from appropriate counseling prior to and following the operation.

e. For educational purposes and to assist in controlling sexually transmitted diseases, family planning information and contraception devices should be made available to HA recipients. Cultural aware-

ness or sensitivity may be an obstacle to this action.

f. Dental care is usually limited to emergency care. Promotion of oral hygiene and preventive dental treatment are often of greater benefit than individual dental work. Traditional methods such as chew sticks and toothpicks may be more appropriate than toothpaste and brushes.

g. Naval medical personnel may be required to deliver babies. If possible, complete child delivery training prior to deployment.

h. Whenever possible, female medical staff should be present during examination of females. If they are not, either a female HA recipient, a family member, or two male medical personnel should be present.

i. Children (especially under 5 years old), pregnant or lactating women, and the elderly are especially vulnerable to malnutrition, infection, and other health problems. Medical personnel should be aware of special requirements for these categories.

j. If possible, naval medical and dietary personnel should understand the basics of a supplementary feeding program.

4. **Laboratory Services.** During HA operations, naval forces should use their preventive medicine assets, personnel, and equipment. Intensive epidemiological monitoring coupled with sophisticated diagnostic capabilities (serology, bacteriology, and parasitology) can prevent epidemics among deployed forces.

5. **Considerations for HSS.** Considerations for HSS during HA operations include:

a. Contact NGO/PVO/IO medical facilities before commencing the operation. Identification of needs and cooperation by all or most of the parties involved

early-on will increase efficiency and reduce redundancy.

b. Create a medical coordination element within the HOC or CMOC. Also, create a central point or organization for coordinating medical requirements. However, the differing policies and positions of individual NGOs/PVOs/IOs, military capabilities and policies, and HN requirements can create friction.

c. Establish policies for treating civilians injured by own forces' actions. Also, establish policies for providing air SAR and/or MEDEVAC assets for civilians.

d. If the host government's infrastructure is functional, establish liaison with the local public health office or officer. The HN's request for assistance or requests from IOs determines the naval forces' role in providing HSS.

6. Tasks for Health Services. Tasks related to health services may include:

a. Coordinating actions to prevent or control outbreak of disease.

b. Emergency evacuation or temporary hospitalization of sick, wounded, and injured persons, and coordinating their return to civilian facilities.

c. Distributing supplies and equipment.

d. Assisting in reestablishing indigenous public health resources and institutions.

0G02 FACTORS AFFECTING MEDICAL SUPPORT

1. Factors affecting medical support during HA operations include:

a. Medical personnel and equipment available.

b. International and domestic law.

c. Political expectations and missions.

d. Medical infrastructure and basic services of the HN.

e. Supporting PVOs/NGOs/IOs.

f. Basic level of care expected.

g. Commander's analysis of the mission and requirements therein.

0G03 HSS PLANNING

1. Planning Medical Operations. Tasking for virtually all HA operations requires a medical effort differing in nature and scope from standard fleet procedures. As noted earlier, special emphasis and early planning for HSS are critical. Undoubtedly, during the actual operation, issues will arise which will require immediate action and improvisation to ensure a successful medical outcome. These actions may include treating an unexpected casualty, facilitating the MEDEVAC process, or developing a work-around solution to prevent the spread of an unexpected disease.

NOTE

Identify the naval forces surgeon as early as possible.

2. Regardless of the scenario, the surgeon will likely be directing the critical portion of the evolution. Accordingly, the staff surgeon shall be intimately involved in developing the OP-TASK Medical Annex and remain informed as the commander's special assistant throughout the operation.

3. Additional Planning Factors. Ensure the following factors are considered or provided for during planning:

a. Obtain proper authorization for use of medical supplies and requests for funding support.

b. Ensure the support package meets the needs of the anticipated population to be supported.

c. Be aware that medical kits and supplies of units constructed to support combat-based treatment may not be appropriate to HA operations.

d. Tailor task-organized T/Os for medical units to the commander's plan for reacting to a medical crisis.

e. Resupply elected class VIII pharmaceutical items, blood products, and medical gases.

f. Coordinate medical evacuation services between naval forces, other services, and allied nations.

g. Ensure veterinarian support is sufficient for inspection of food and care of animals identified to be treated.

h. Develop mass casualty plans and conduct realistic drills for staff and personnel.

i. Identify and incorporate alternate support plans. Alternate sources for medical services include but are not limited to:

(1) Diplomatic flights for MEDEVAC and resupply.

(2) Embassy and HN physicians.

(3) Allied nations' capabilities for emergency care, hospitalization, and ancillary services support.

j. Coordinate hospital support between military organizations.

k. Plan for orderly conclusion of medical support to HA recipients in the event of unexpected withdrawal or redeployment orders.

l. Identify naval force policy for satisfying HSS requirements outside the primary AORs.

m. Develop formal agreements between HA forces and HN (including plans and construction/land requirements for medical facilities).

n. Identify requirements for personal protective measures (including immunizations, chemoprophylaxis, immunoprophylaxis, insect control, and other measures).

o. Analyze information from lessons learned and intelligence materials, including:

(1) Medical capabilities studies, worldwide disease, and treatment information.

(2) Medical facilities intelligence handbook (describes facilities within major geographical areas worldwide).

(3) Medical library. Prior to deployment, the HA forces' medical officers should determine who will establish, maintain, and control medical reference materials for the mission.

0G04 MEDICAL RECORDS

1. There are two forms of medical records:

a. Individual Medical Records. Individual records may consist of simple cards used to record immunizations and treatments. Medical cards are usually kept in duplicate by refugees and health care providers. The UNHCR's experience has shown that the HA recipients will maintain the cards.

b. Medical Records Associated With Communal Trends. Communal reporting is an essential tool for planning health services and monitoring disease patterns, and medical records are an important element of this process.

2. Two sample medical records forms are provided in Figures G-1 and G-2.

3. Instructions for Completing and Submitting Weekly Medical Surveillance Report. This report applies to service components participating in joint exercises and operations, including those conducted by JTF and sub-unified command organizations. A timely, comprehensive medical surveillance program can inform commanders of the health of large groups of recipients or their commands and identify trends that can be attacked before significant health problems occur. Sample weekly medical surveillance reports are provided in Figures G-3 and G-4.

a. Filing and General Instructions. Service component surgeons shall report disease and injury incidences. Reports shall be sent weekly to the responsible unified command surgeon and are due within 5 days after the end of the reporting week. Within components, data shall be collected from levels where initial diagnosis is made

Standard Medical Records Form

Name _____ Sex _____

Address _____ Date of Birth _____

Citizenship _____

Next of Kin _____ Unit No. _____

Relation _____ Compartment _____

Address _____ Shots _____

Dependents _____

Injury or Disease _____ Treatment _____

Figure G-1. Standard Medical Records Form (Sample 1)

Name _____		NOK _____	
Age _____	Sex _____	Camp No. _____	
DMPITS No. _____		NOK DMPITS No. _____	
Pertinent Information	Dates	Date	Notes
Immunizations			
MMR			
DT			
Meningococcal			
DPT (if under 7 yrs)			
HIB (if under 7 yrs)			
Allergies			
Chest Xray (positive or negative)			
Medications			

Figure G-2. Standard Medical Records Form (Sample 2)

Weekly Medical Surveillance Report (Page 1 of 2) (Classification)			
To: _____			
DTG Submitted: _____			
Operation/Exercise: _____			
From (Component/Unit/Section): _____			
Reporting Period (DTG to DTG): _____			
Average Strength During Reporting Period: _____			
Diagnostic Categories	Descriptions	Cases	
		Total	New
H/C	Heat stroke, cramps, and exhaustion; dehydration; sunburn; frostbite; chilblain; and hypothermia		
GI	Diarrhea, gastroenteritis, dysentery, gastritis, food poisoning, constipation, and intestinal parasites		
RES	Upper respiratory infections, colds, bronchitis, asthma, pneumonia, pharyngitis, otitis, and sinusitis		
DER	Viral rashes or lesions, cellulitis, fungal or bacterial infections, contact dermatitis, dermatitis caused by insect bites, skin ulcers, and eschars		
EYE	Conjunctivitis, eye infections or irritations, corneal abrasions, foreign bodies, solar or laser injury, and trauma not associated with trauma reported under orthopedic/surgical injuries		
PSY	Depression, situational reactions, anxiety, neuroses, psychotic reactions, suicide attempts, and behavioral reaction to medication or substance abuse		
INJ	Fractures, sprains, lacerations, abrasions, internal injuries, burns and thermal injuries (not sunburn), nonvenomating animal bites (usually mammal or reptile), and other trauma; includes battle, nonbattle, occupational, and recreational incidents		
MED	Cardiac-related problems such as chest pain and hypertension; neurological problems such as headaches, convulsions, and syncopal episodes; allergic reactions, including systemic reactions to venomous bites/stings; hepatitis; urogenital illnesses not associated with sexually transmitted disease; internal conditions not related to trauma (e.g., appendicitis)		

Figure G-3. Weekly Medical Surveillance Report (Sample 1) (Sheet 1 of 2)

Weekly Medical Surveillance Report (Page 2 of 2) (Classification)			
Diagnostic Categories	Descriptions	Cases	
		Total	New
ABU	Abuse of alcohol or illegal drugs including marijuana, pharmaceuticals (prescribed or unprescribed), or other substances		
DEN	Dental injury, disease, or condition requiring care by a dentist		
FUO	Fevers not apparently associated with diagnosed illness or injury		
STD	HIV, gonorrhea, syphilis, chlamydia, genital herpes, pelvic inflammatory disease, and venereal warts/chancres		
Special Diagnostic Categories (Note)			New Cases
1.	_____		_____
2.	_____		_____
3.	_____		_____
4.	_____		_____
5.	_____		_____
<p>Comment/Remarks. Clarify or explain specific entries in diagnostic and special diagnostic categories as needed. Reference applicable category.</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>			
<p>Note: Include diseases, injuries, or medical conditions of special interest within the command or as directed by higher authority (e.g., malaria and barotrauma), including subcategories already reported under a general diagnostic category (e.g., the number of orthopedic/surgical injuries that were sports-related).</p>			

Figure G-3. Weekly Medical Surveillance Report (Sample 1) (Sheet 2 of 2)

Instructions

1. Instructions for Completing and Submitting Weekly Medical Surveillance Report. This report was designed to track medical trends of service components participating in all joint exercises and operations, including those conducted by JTF and sub-unified command organizations. It serves equally as well for tracking communal trends within JTF HA operations. A timely, comprehensive medical surveillance program can inform commanders of the health of large groups of people or their commands and identify trends that can be attacked before significant health problems occur.

2. Filing and General Instructions. Service component surgeons will report disease and injury incidence in the format below. Reports will be sent weekly to the JTF command surgeon and are due within 5 days after the end of reporting week, or as required by the JTF surgeon. The basis for this report is *initial diagnosis of new cases*, not initial complaint, hospital admission, or follow-up visits.

3. Use. Since this report reflects medical effects, it is important from a preventive medicine standpoint to identify in paragraph 5 any unusual or recurring *causes* of these effects.

4. Note. The following message format has been adopted by one CINC as the preferred reporting method for active duty personnel during past operations.

FM CJTF XXX XXX XXX

TO CINC//JO2M//

BT

UNCLAS//N06000//

OPER/NAME OF OPERATION//

MSGID/GENADMIN/CJTF XXX XXX XXX//

SUBJ/WEEKLY MEDICAL SURVEILLANCE REPORT//

REF/A/RMG/XXXX//

POC/

RMKS/1. THE FOLLOWING INFORMATION IS FORWARDED FOR THE PERIOD YMMMD THROUGH YMMMD.

2. UNIT: JTF XXX. AVERAGE UNIT STRENGTH: XXXX.

3. GENERAL DIAGNOSTIC CATEGORIES. (The following is a general description of each category. Columns will be generated for each service and U.S. civilians in this order: AR/AF/NAVY/USMC/CG/US CIV).

a. HEAT/COLD INJURIES (H/C). Heat stroke, heat cramps, heat exhaustion, dehydration, sunburn, frostbite, chilblain, and hypothermia.

b. GASTROINTESTINAL ILLNESSES (GI). Diarrhea, gastroenteritis, dysentery, gastritis, food poisoning, constipation, and intestinal parasites.

c. RESPIRATORY ILLNESSES (RES). Upper respiratory infections, colds, bronchitis, asthma, pneumonia, pharyngitis, otitis, and sinusitis.

d. DERMATOLOGICAL ILLNESSES (DER). Viral rashes or lesions, cellulitis, fungal or bacterial infections, contact dermatitis, dermatitis caused by insect bites, skin ulcers, and eschars.

Figure G-4. Weekly Medical Surveillance Report (Sample 2) (Sheet 1 of 2)

e. OPTHALMIC ILLNESSES/INJURIES (EYE). Conjunctivitis, eye infections or irritations, corneal abrasions, foreign bodies, solar or laser injury, and trauma not associated with trauma reported under orthopedic/surgical injuries (paragraph 3g).

f. PSYCHIATRIC ILLNESSES (PSY). Depression, situational reactions, anxiety, neuroses, psychotic reactions, suicide attempts, and behavioral reaction to medication or substance abuse.

g. ORTHOPEDIC/SURGICAL INJURIES (INJ). Fractures, sprains, lacerations, abrasions, internal injuries, burns and thermal injuries (not sunburn), nonvenomating animal bites (usually mammal or reptile), and other trauma; includes battle, nonbattle, occupational, and recreational incidents.

h. MEDICAL ILLNESSES (MED). Cardio-related problems such as chest pain and hypertension; neurological problems such as headaches, convulsions, and syncopal episodes; allergic reactions, including systemic reactions to venomous bites/stings; hepatitis; urogenital illnesses not associated with sexually transmitted disease; internal conditions not related to trauma (e.g., appendicitis).

i. SUBSTANCE ABUSE (ABU). Abuse of alcohol or illegal drugs including marijuana, pharmaceuticals (prescribed or unprescribed), or other substances.

j. DENTAL (DEN). Dental injury, disease, or condition requiring care by a dentist.

k. FEVERS OF UNDETERMINED ORIGIN (FUO). Fevers not apparently associated with diagnosed illness or injury.

l. SEXUALLY TRANSMITTED DISEASES (STD). HIV, gonorrhea, syphilis, chlamydia, genital herpes, pelvic inflammatory disease, and venereal warts/chancres.

4. SPECIAL DIAGNOSTIC CATEGORIES (NUMBER OF NEW CASES). (This paragraph deals with diseases, injuries, or medical conditions of special interest within the command or as directed by higher authority (e.g., malaria and barotrauma), including subcategories already reported under a general diagnostic category (e.g., the number of orthopedic/surgical injuries that were sports-related).

5. COMMENTS/REMARKS. Clarify or explain specific entries in paragraphs 3 and/or 4, as needed. Reference applicable paragraph/subparagraph.)

Figure G-4. Weekly Medical Surveillance Report (Sample 2) (Sheet 2 of 2)

to ensure reports include cases involving loss of duty time without hospitalization. The basis for this report is initial diagnosis of new cases, not initial complaint, hospital admission, or follow-up visits.

b. Service-Specific Instructions.

(1) Primary levels for data collection are as follows:

(a) Army and debarked Marine/Navy components: battalion aid station or equivalent

(b) Air Force component: ATC, if present, or squadron medical element if not present

(c) Shipboard Navy and embarked Marines: sick bay.

(2) Components are encouraged to implement this reporting format at the levels where data are collected and automate the format within existing data processing systems.

c. Instructions for Use. This is not a hospital admission/disposition report. At medical treatment facilities with inpatient and/or holding capabilities, only two types of cases should appear in this report:

(1) Those initially diagnosed at sick call or equivalent medical treatment facility held for staff, collocated units, and walk-ins.

(2) Emergency cases that bypassed lower reporting levels during evacuation.

d. Special Instructions. In facilities where patients from other services are seen for initial diagnosis, report cases by branch of service in separate reports or in a single consolidated report, per the component command surgeon's guidance. Where applicable, list other service "average strength" as unknown and briefly explain in the Comments/Remarks paragraph of the report. Component surgeons shall ensure that other-service data are transmitted to the appropriate surgeons of other components.

e. Battle Injuries. To simplify reporting, report battle and nonbattle injuries in appropriate general diagnostic categories, but list by type in the Comments/Remarks paragraph of the report. Battle injuries are those caused during hostile actions directly by munitions or other weapons (e.g., bullet or shrapnel wounds), or by their proximal effects (e.g., burns from battlefield explosions and lacerations from flying debris). All other injuries are reported as nonbattle injuries, including those occurring on the battlefield but not associated with munitions, weapons, or direct hostile action (e.g., injuries from a vehicle accident not caused by enemy action).

f. Use. Since this report reflects medical effects, it is important from a preventive medicine standpoint to identify in the Comments/Remarks paragraph of the report any unusual or recurring causes of these effects.

OG05 STANDARDS OF CARE DURING HA OPERATIONS

1. Prior to deployment, or at the earliest opportunity thereafter, medical officers shall develop a SOC for the operation. The resources available and time allocated are examples of factors that may affect the SOC. Once approved by the naval force commander, planning and action required to support the SOC should be initiated. An example of the World Health Organization's recommendations for an SOC include:

- a. Promotion of proper nutrition.
- b. An adequate supply of safe water.

- c. Basic sanitation (services).
- d. Maternal and child care (including family planning).
- e. Appropriate treatment for common diseases and injuries.
- f. Immunization against infectious diseases.
- g. Prevention and control of locally endemic diseases.
- h. Education programs tailored to the situation.

2. The general health of the HA recipients may necessitate modifying the SOC; this does not obviate preparing initial planning based on early assessments.

OG06 STAGES OF HEALTH CARE

1. Health care services are divided into two stages as described below.

2. Initial Assessment Stage. During this stage, health service needs and priorities are determined. Factors contributing to the population's health problems are determined by establishing patterns of diseases, the effect of culture, social influences, and effectiveness of existing health services. Also referred to as epidemiology, this information is gained by observing, taking sample surveys, or performing mass screening. Characteristics of initial assessments are:

- a. A swift response is required.
- b. Examinations are quick but thorough.
- c. Emphasis is on communicable diseases.
- d. Usually occurs with registration.
- e. Unless emergency is identified, treatment is based on appropriate referral.

2. Surveillance Stage.

- a. The surveillance stage consists of:
 - (1) Careful and controlled monitoring of health and nutritional status.

(2) Isolation of communicable problems.

b. A surveillance system is established to monitor individual and population health requirements. If the health care needs of the HA recipients are met, the surveillance system will detect an improvement in public health. Additional health-related information identified during the surveillance stage includes:

(1) Adjustment to new environment and adaptation to seasonal variations.

(2) Disease patterns necessitating adjustment and reallocation of resources.

(3) Development of systems to report results and significant observations to controlling agency.

(4) Special measures taken to organize surveys to report on identified communicable diseases.

c. Data monitoring during this stage requires rapid access to laboratory services. If HA recipients are living in remote areas, national health authorities may be involved in providing this service.

OG07 SPECIALIZED LOCAL FACILITIES

Avoid attempts to establish local hospitals run by refugees or migrants. They are skill, equipment, supply, and labor intensive; provide only corrective services; and rarely continue to be effectively managed once HA forces are withdrawn. Once established, local facilities are extremely difficult to close and can become a politically sensitive issue. If temporary clinics are established, staff and equipment should be determined by the local pattern of disease and a careful calculation of anticipated benefits to the supported population.

OG08 DISEASE CONTROL

1. The risks of communicable (infectious) diseases are increased in an HA environment because of overcrowding, poor environmental conditions, and poor public health. For example, there is a close association between malnutrition and the effects of communicable disease, particularly childhood diar-

rhea. Therefore, make every effort to ensure and improve the following:

a. Water supply and soap.

b. Proper disposal of excreta and garbage.

c. Rodent and insect control.

d. General public health education and awareness.

2. Obtain expert advice for communicable disease control and management of epidemics. Some communicable diseases have a seasonal pattern; therefore, timely preventive measures must be taken to prevent a rapid increase in cases.

3. **Immunization.** There are several medical and practical reasons for resisting pressure to initiate an immediate mass immunization program:

a. The most common causes of disease and death are generally infections, often aggravated by malnutrition, which cannot be effectively prevented by immunization.

b. Immunization programs require large numbers of workers to supervise and manage refrigerated vaccines. Though not difficult, these programs may not represent the best use of resources.

4. However, one exception to resisting an immediate immunization program is early immunization of young children against measles. Immunizing children against measles is a priority even when resources are scarce. Give all other immunizations (e.g., DPT, polio, and BCG) later when circumstances allow and within the framework of the HN government's immunization program.

OG09 TRIAGE

In conditions where available care is overwhelmed by mass casualties or disease, triage directs priority assistance to those most likely to benefit. While possibly required after a natural disaster or in times of conflict, triage is rarely necessary in refugee emergencies or in HA camps. If there is a need for triage, classification is usually by four categories: immediate, delayed, minimal/ambulatory, and expectant. Selection is normally made by the senior most experienced

physician present. Additional guidance is available in the most recent revision of Emergent War Surgery (a NATO handbook).

OG10 MEDICAL LOGISTICS

1. Local Supplies. Most organizations recommend using local and HN medical supplies when available. Special quality assurances and controls must be in place. Typically donations of unsolicited drugs vary in quality, quantity, and source.

2. Emergency Health Kits. The WHO has developed numerous lists of supplies and equipment for use during HA operations. These lists are used to create health kits. The WHO relies on U.N. member nations for donations to build and provide these kits. The kits are organized to support 10,000 persons with medical services for 3 months. The kits are obtained by IOs/NGOs/PVOs via a detailed request that includes a statement describing the situation, number of kits requested, destination, and number of people to be supported.

3. Vaccines. Prestaged vaccine supplies are available through UNHCR via local WHO or U.N. offices. Plan for the refrigeration of vaccines from the last transportation link provided by the U.N. to the HA forces. The UNHCR recommends requesting time/temperature indicator cards with vaccines.

OG11 HEALTH EDUCATION FOR HA RECIPIENTS

1. Medical personnel who are usually involved with health education may underestimate the difficulties encountered in persuading recipients at risk to change established habits. First attempts at education should be directed toward immediate public health problems (e.g., proper disposal of excreta and refuse). When possible, medical personnel should use the following resources to assist in conducting health education:

- a. Simple health education materials in the local language that many host governments and local PVOs/NGOs/IOs have already produced. This material may only require reproduction and distribution.
- b. Respected local teachers and elders who may be more effective than outsiders

in communicating basic health principles and practices.

OG12 MEDICAL SUPPLIES AND EQUIPMENT

1. Figures G-5 through G-7 consist of two drug lists and one equipment list. Together, the items in these figures make up a complete emergency kit as proposed by the WHO. The drugs listed in Figure G-5 are for use by trained health workers while the drugs listed in Figure G-6 are for use by doctors and senior health care workers. The equipment listed in Figure G-7 is generally available, standard clinic equipment. These lists are not all inclusive, but provide a building block for what will be needed according to the anticipated situation and part of the world the naval forces will be operating in. Be prepared to bring everything needed to sustain the operation and to meet emergency needs for at least the first 30 days of operation.

2. Purpose of Lists. The purpose of the lists and emergency kit is twofold:

- a. Encourages standardization of drugs and equipment
- b. Enables swift initial outside supply in an emergency if local supply is not immediately possible.

3. Contents and Resupply. The drugs shown in Figures G-5 and G-6 are those actually supplied in WHO kits. Where local supply is possible, various drugs could serve as alternatives to those on the lists. In these cases, the substance selected by the expert committee of the WHO provides an example of a therapeutic group and, as in the WHO Revised Modal List of Essential Drugs, is indicated by an asterisk (*).

4. Basis of Health Kit. The contents of the health kit is based on:

- a. An assumption that clinics will usually be staffed by health workers with basic training who will treat symptoms rather than diagnose diseases, and will refer patients who need more specialized treatment.

WHO Reference	Drug		Strength	Pharmaceutical Form	3 Month Total (round up)
	Category	Name			
2.1	Analgesic	Acetylsalicylic Acid	300 mg	Tablet	17,000 tablets
		Paracetamol	500 mg	Tablet	4,500 tablets
6.1	Anthelmintic	Mebendazole*	100 mg	Tablet	2,100 tablets
		Piperazine	500 mg/5 ml (30 ml bottle)	Syrup	5.1 liters
6.3	Antibacterial	Ampicillin*	125 mg/5 ml	Suspension	420 bottles (80 ml each)
		Benzylpenicillin	0.6 g (1 million IU)	Injection	500 vials
		Phenoxyethylpenicillin	250 mg	Tablet	9,500 tablets
		Procaine Benzylpenicillin	3.0 g (3 million IU)	Injection	375 vials
		Sulfamethoxazole + Trimethoprim*	400 mg + 80 mg	Tablet	7,500 tablets
		Tetracycline*	250 mg	Tablet	9,000 tablets
6.7	Antimalarial	Chloroquine*	150 mg	Tablet	8,000 tablets
		Chloroquine*	50 mg/5 ml	Syrup	3 liters
10.1	Antianemia	Ferrous Sulfate + Folic Acid	60 mg + 0.2 mg	Tablet	30,000 tablets
13	Dermatological	Benzoic Acid + Salicylic Acid	6% + 3% (25 g tube)	Ointment	100 tubes
		Neomycin + Bacitracin*	5 mg + 500 IU/g (25 g tube)	Ointment	50 tubes
		Calamine Lotion*	NA	Lotion	5 liters
		Benzyl Benzoate	25%	Lotion	35 liters
		Gentian Violet	NA	Crystals	200 g bottles
15	Disinfectant	Chlorhexidine*	20%	Solution	5 liters
17.1	Antacid	Aluminum Hydroxide	500 mg	Tablet	5,000 tablets
17.5	Cathartic	Senna*	7.5 mg	Tablet	400 tablets
17.6.2	Diarrheal	Oral Rehydration Salts	27.5 g/liter	Sachet	6,000 sachets
21.1	Ophthalmological	Tetracycline*	1% (5 g tube)	Eye Ointment	750 tubes
26.2	Solution	Water for Injection	2 ml	Ampoule	500 ampoules
		Water for Injection	10 ml	Ampoule	500 ampoules

Figure G-5. Basic Drug Requirements for 10,000 People for 3 Months

WHO Reference	Drug		Strength	Pharmaceutical Form	Total Amount
	Category	Name			
1.2	Local Anesthetic	Lidocaine*	1% (50 ml vial)	Injection	10 vials
2.2	Analgesic	Pethidine*	50 mg/1 ml ampoule	Injection	10 ampoules
3	Antiallergic	Chlorphenamine*	4 mg	Tablet	100 tablets
5	Antiepileptic	Diazepam	5 mg/ml (2 ml ampoule)	Injection	10 ampoules
6	Anti-infective	Metronidazole*	250 mg	Tablet	1,500 tablets (2 tds t/7 for 50 patients)
		Benzylpenicillin	3.0 g	Injection	100 vials (5 million IU)
		Chloramphenical*	250 mg	Capsule	2,000 capsules (2 qds 7/7 for 35 adults)
		Cloxacillin*	250 mg	Capsule	3,000 capsules (1 qds 7/7 for 30 children)
6.7	Antimalarial	Quinine	300 mg/ml (2 ml ampoule)	Injection	20 ampoules (average of 4.1 per patient)
		Sulfadoxine*	500 mg	Tablet	150 tablets (2 to 3 stat for 50 patients)
		Pryonethamine	25 mg		
1.1	Plasma Substitute	Dextran 70	6%/500 ml (with 10 giving sets)	Intravenous Solution	5 liters
12	Cardiovascular	Glyceryl Trinitrate	0.5 mg	Tablet	100 tablets
		Propranolol*	40 mg	Tablet	100 tablets
		Digoxin	0.25 mg	Tablet	100 tablets
		Digoxin	0.25 mg/ml (2 ml ampoule)	Injection	10 ampoules
		Epinephrine	1 mg/ml (1 ml ampoule)	Injection	10 ampoules
13	Dermatological	Nystatin	100,000 IU/g (30 g tube)	Cream	10 tubes
		Hydrocortisone	1% (30 g tube)	Cream	10 tubes

Figure G-6. Drugs for Use by Doctors and Senior Health Workers (Sheet 1 of 2)

WHO Reference	Drug		Strength	Pharmaceutical Form	Total Amount
	Category	Name			
16	Diuretic	Furosemide*	40 mg	Tablet	100 tablets
		Furosemide*	10 mg/ml (2 ml ampoule)	Injection	10 ampoules
18	Hormone	Hydrocortisone	100 mg	Injection	10 vials
17	Gastrointestinal	Promethazine*	25 mg	Tablet	100 tablets
		Promethazine*	5 mg/5 ml (bottle of 250 ml)	Syrup	10 bottles
		Codeine*	30 mg	Tablet	100 tablets
2.1	Ophthalmological	Sulfacetamide	10% (5 g tube)	Eye Ointment	250 tubes
22	Oxytocics	Ergometrine*	0.2 mg	Tablet	100 tablets
		Ergometrine*	0.2 mg/ml (1 ml ampoule)	Ampoule	10 ampoules
24	Psychotherapeutic	Diazepam*	5 mg	Tablet	100 tablets
25	Respiratory	Aminophylline*	25 mg/ml (10 ml ampoule)	Ampoule	10 ampoules
26.2	Solution	Compound Solution of Sodium Lactate*	500 ml	Solution	10 liters
		Glucose	50% Hypertonic (10 ml ampoule)	Injection	10 ampoules
		Sodium Chloride	0.9% Isotonic (500 ml) (with 10 giving sets)	Solution	5 liters
		Water for Injection	10 ml ampoule	Injection	100 ampoules

* Subject to international control under the Single Convention on Narcotic Drugs (1961) and the Convention on Psychotropic Substances (1971).

Figure G-6. Drugs for Use by Doctors and Senior Health Workers (Sheet 2 of 2)

Description	Quantity
Sterile disposable syringes, Luer 2 ml	4,000*
Sterile disposable syringes, Luer 10 ml	1,000*
Sterile disposable needles 0.8 X 4 cm/G21 X 1 1/2 in	2,500*
Sterile disposable needles 0.5 X 16 cm/G25 X 5/8 in	2,500*
Interchangeable glass syringes, Luer 2 ml	5
Interchangeable glass syringes, Luer 10 ml	5
Interchangeable needles, 144 assorted, Luer	2 pkts
Sterile swabs	5,000
Emergency suture sets with needles, pkt 12	15 pkts*
Needle-holder	1
Scalpel handle No. 3 size	2
Artery forceps	2
Dissecting forceps	2
Blades, disposable size 10	100*
Scissors, straight	6
Scissors, suture	1
Thermometers	10
Stethoscope, standard and foetal	2 ea
Spygomanometer, aneroid	1
Diagnostic set (auroscope, ophthalmoscope)	1
Battery alkaline dry cell "D" type 1-5 v for item 20	4*
Vaginal speculum, Graves	2
Metal syringes for ear washing, 90 ml	1
Tongue depressor, metal	1
Nasogastric tubes size Ch. 5 (premature), polyethylene	5*
Nasogastric tubes size Ch. 8 (infant), polyethylene	10
Nasogastric tubes size 12, polyethylene	5*
Scalp vein needles	50
Gloves, reusable small	100
Gloves, reusable medium	100
Gloves, reusable large	100
Dressing tray with lid, stainless steel	4
Basin, kidney 350 ml, stainless steel	2

Figure G-7. Basic Medical Equipment for a Clinic (Sheet 1 of 2)

Description	Quantity
Bowls, round with lid 240 ml, stainless steel	4
Bowls, round 600 ml, stainless steel	4
Gauze swabs 5 X 5 cm in packets of 100	10 pkts
Gauze swabs 10 X 10 cm in packets of 100	10 pkts*
Sterile gauze swabs 10 X 10 cm in packets of 5	50 pkts*
Eye pads (sterile)	6 pkts*
Paraffin gauze dressing 10 X 10 cm in tins of 36	3 tins*
Sanitary towels	200*
White cotton wool, rolls of 500 g	2 rolls*
Zinc oxide plaster 25 cm X 0.9 m roll	120 rolls*
Gauze bandage, 25 mm X 9 m	50*
Gauze bandage, 50 mm X 9 m	50*
Gauze bandage, 75 mm x 9 m	50*
Plaster of Paris bandages 3 in X 3 yd, packs of 1 dozen	1 pkt*
Pneumatic splint sets, multipurpose	1 ea*
Safety pins, 400 mm	500
Hand towels	2*
Soap, cleansing	60 bars*
Nail brush, surgeons	5*
Health cards with plastic envelopes	10,000*
Plastic envelopes for drugs	10,000*
Plastic sheeting 910 mm wide	2 m
Apron, plastic	2
Tape measure 2 m/6 in	2
Weighing scale, adult 140 kg X 100 g	1
Weighing scale, infant 25 kg X 20 g	1
Height measuring board	1
Sterilizer dressing pressure type, 350 diameter X 380 mm	1
Stove for 61, kerosene single burner pressure	1
Basic laboratory kit and spares	1
Filter, water candle aluminum, 9 liters	1
Clintest tabs	5 bottles*
Multistix	5 bottles*
Airway (children's set)	1
* Indicates equipment may need replacing every 3 months.	

Figure G-7. Basic Medical Equipment for a Clinic (Sheet 2 of 2)

b. Half the population being of 0 to 14 years of age (5,000 people) and half of 15+ years of age (5,000 people).

c. An estimate of the likely numbers of more common symptoms/diseases presented in a 3-month period at the early stage of an emergency, and standardized treatment schedules. (See Figure G-8.).

5. Coverage of Health Kits.

a. The drugs on the lists for health kits are intended to cover initial needs only after proper assessment of the following:

- (1) Demographic pattern of the community.
- (2) Physical condition of individuals.
- (3) Incidence of symptoms from clinic and health center records and nutritional surveillance.
- (4) Prevalence of symptoms as determined from household and nutritional surveys.
- (5) Causes of mortality and morbidity.
- (6) Seasonal variations of symptoms and diseases.
- (7) Impact of improved public health measures.
- (8) Local availability of drugs and equipment taking into account national drug policies.
- (9) Drug resistance.
- (10) Capabilities of the health worker.
- (11) Referral system.

b. Once this assessment has been made, develop a situation-specific list and make appropriate arrangements to supply the necessary quantities.

6. **Prescription Precautions.** When prescribing any drug, pay attention to possible contra-

indications, the risk of adverse reactions, drug interactions, irritant factors, and special risks associated with pregnancy, children (especially neonatals), and the malnourished.

NOTE

Give patients clear instructions in their language on how to take/use the drug.

7. **Drug List Exclusions.** Figures G-5 and G-6 do not include vaccines nor drugs to control certain communicable diseases. To ensure actions conform to national policies, discuss with national health authorities vaccines and drugs needed and the best methods of supply.

OG13 COMMON DISEASES

Figure G-9 provides general information about frequently occurring symptoms and diseases among HA recipients. As noted during past HA operations, stress, and crowded conditions are likely to cause a higher than normal incidence of these diseases. In particular, diarrhea, as a consequence of a new environment, unfamiliar density of population, and poor environmental services, usually poses a major threat to health in the first weeks of the HA camp's existence.

OG14 MEDICAL EVACUATION

1. Medical planners shall provide a sound plan for medical evacuation of casualties from point of injury to an appropriate medical treatment facility. The most desirable means of evacuation is by dedicated medical evacuation aircraft. (See Figure G-10 for airlift capabilities.) However, operational requirements may dictate the opportune use of nonmedical aircraft. Ground evacuation should be limited to the vicinity of operational bases or HA camps and temporary sites.

2. Intratheater Evacuation.

a. In a mature theater with an established HSS system, naval forces should maximize use of the established evacuation system. In an immature theater, or when operational considerations dictate, the medical planner shall be opportunistic and prepared to use available platforms from the operational or logistic air flow. In these cases, the medical planner shall attempt to

Age Group (years)	Symptoms	(Note)	Number of People	Treatment
0 to 14 (5,000 people)	Respiratory	30% = 1,500	750	Upper respiratory tract: 400 Paracetamol tablets 350 Acetylsalicylic tablets
			750	Lower respiratory tract: 650 Phenoxymethylpenicillin tablets 100 Benzylpenicillin injections
	Diarrhea	30% = 1,500	1,500	1,500 oral rehydration sachets
	Malaria	15% = 750	750	550 Chloroquine, Pamaquine, and Quinacrine 200 Chloroquine syrup
	Helminths	20% = 1,000	1,000	250 Piperazine syrup (under 2 years of age) 750 Mebendazole tablets (over 2 years of age)
	Skin; Trauma	10% = 500	500	200 Benzyl Benzoate lotion 150 Chlorhexidine solution 100 Benzoic Acid + Salicylic Acid Cream 25 Calamine lotion 25 Gentian Violet
	Anemia	10% = 500	500	500 Ferrous Salt + Folic Acid tablets
	Eyes	10% = 500	500	500 Tetracycline ointment 100 Vitamin A capsules (100,000 IU) 400 Vitamin A capsules (200,000 IU)
	Ears	5% = 250	250	250 Ampicillin suspension
15 + (5,000 people)	Respiratory	20% = 1,000	700	Upper respiratory tract: 700 Acetylsalicylic tablets
			300	Lower respiratory tract: 300 Tetracycline tablets
	Musculo-skeletal	15% = 750	750	500 Acetylsalicylic Acid tablets 250 Paracetamol tablets
	Digestive	15% = 750	750	300 Mebendazole tablets 250 Aluminum Hydroxide tablets 200 Senna tablets

Figure G-8. Estimate of Numbers of Common Symptoms/Diseases and Treatment (Sheet 1 of 2)

Age Group (years)	Symptoms	(Note)	Number of People	Treatment
15 + (5,000 people)	Diarrhea	10% = 500	500	500 oral rehydration sachets
	Genito-urinary	15% = 750	750	375 Sulfamethoxazole + Trimethoprim tablets
				375 Procaine Benzylpenicillin injections
	Malaria	10% = 500	500	500 Chloroquine tablets
	Malaria (Chloroquine Resistant)	5% = 250	250	250 Isoniazid (INH)
				250 Pyridoxine (Vitamin B6)
	Skin; Trauma	5% = 250	250	125 Benzyl Benzoate lotion
				25 Chlorhexidine solution
				50 Neomycin & Bacitracin Ointment
				25 Calamine lotion
				25 Gentian Violet
	Anemia	5% = 250	250	250 Ferrous Salt + Folic Acid tablets
	Eyes	5% = 250	250	250 Tetracycline ointment
				100 Vitamin A capsules (200,000 IU)
	Tuberculosis	5% = 250	250	250 Mefloquine or Doxycycline
Note: Possible percentage = number with symptoms.				

Figure G-8. Estimate of Numbers of Common Symptoms/Diseases and Treatment (Sheet 2 of 2)

arrange medical care en route to avoid degrading the medical support provided for the operation.

b. Intratheater evacuation may require the use of aircraft (e.g., C-130, C-141, and UH-60) configured for medical evacuation and/or deployment of elements of the aeromedical evacuation system. The theater aeromedical evacuation system normally operates from forward resupply airfields and can use either retrograde or dedicated airlift. Depending on the operational situation and other theater requirements, an AELT can be deployed to provide an organic communications capability to coordinate aeromedical evacuation requirements.

3. Inter-theater Evacuation. Air Force aircraft perform aeromedical evacuation of mili-

tary personnel, their family members, and authorized civilian patients worldwide.

4. Medical Evacuation Policy. The medical evacuation policy establishes the maximum noneffective period in days that patients may be hospitalized or convalesce within the theater. Casualties should be evacuated from the theater if they cannot return to duty within this period. The evacuation policy can vary from zero days when there are no in-theater assets, to 90 days or longer when a conventional HSS system is fully established.

0G15 HOSPITALIZATION

1. Naval forces rely on the conventional HSS system for definitive health care. Even in undeveloped theaters, the medical planner shall:

a. Coordinate with the appropriate medical channels for support of naval forces and migrant personnel.

Disease	Major Contributing Factors(s)	Preventive Measures
Diarrheal Diseases	Over crowded camps, and contamination of water and food.	Adequate living space, public health education, good personal and food hygiene, and safe water supply and sanitation.
Measles	Overcrowding.	Minimum living space standards. Immunization of children 9 months to 5 years.
Respiratory Diseases	Poor housing, and lack of blankets and clothing.	Minimum living space standards and proper shelter, adequate clothing, and sufficient blankets.
Malaria	New environment with a strain to which the persons are not immune. Stagnant water which becomes a breeding area for mosquitoes.	Destroy mosquito breeding places, larva, and adult mosquitoes by spraying. However, the success of vector control is dependent on particular mosquito habits and local experts must be consulted. Provide mosquito nets and drug prophylaxis only for those (young children) who otherwise might die on the first attack, rather than start to develop immunity.
Meningococcal and Meningitis	Overcrowding in areas where disease is endemic (often has local seasonal pattern).	Minimum living space standards. Immunization only after expert advice when surveys suggest necessity. Immunity is only achieved after a week.
Tuberculosis	Overcrowding.	Minimum living space standards. However, where endemic, problem will remain.
Typhoid and Cholera	Overcrowding, poor personal hygiene, contaminated water supply, and inadequate sanitation.	Minimum living space standards, safe water, proper sanitation. WHO does not recommend vaccination; it offers only low, short-term individual protection and little or no protection against the spread of the disease. Good personal, food, and public hygiene, and public health education are the most effective measures.
Worms (especially hookworms)	Overcrowding and poor sanitation.	Minimum living space standards and proper sanitation. Good personal hygiene and wearing shoes.
Scabies (skin disease caused by burrowing mites)	Overcrowding and poor personal hygiene.	Minimum living space standards, and adequate water and soap for washing.
Xerophthalmia (child blindness)	Vitamin A deficiency. (Xerophthalmia is often precipitated by measles or other acute infections.)	Adequate dietary intake of vitamin A. If not available, provide vitamin A fortified food. If this is not possible, use vitamin A capsules. Immunize against measles.
Anemia	Malaria, hookworm, and poor absorption or insufficient intake of iron and folate.	Prevention/treatment of contributory disease. Correction of diet including food fortification.
Tetanus	Injuries to population not immunized and poor obstetrical practices causing neonatal tetanus.	Good first aid, immunization of pregnant women, and subsequent general immunization and clean ligatures, scissors, and razors.

Figure G-9. Common Diseases

Aircraft	Medical Crew Complement		Peacetime	Wartime or Emergency				
	Flight Nurse	Medical Technician		Litter/Walking	All Litter	All Walking	Surge Litter/Walking	Floor Loading
C-9A	2	3	9/30	40	40	40/0 ¹	NA	40
C-130A/B/E/H	2	3	24/36 ²	74 ³	36/82 ²	30/42 ^{1,2}	20	50
C-141B ⁴	3	4	31/78	103	140 ⁵ /165 ⁶	32/79	36	32/79
C-141B ⁷	3	4	31/78 ⁸	103	161 ⁵ /195 ^{2,6}	32/79	40	32/79

Legend:

- 1 Various litter and walking combinations are available at all times.
- 2 Side facing (Evans) seats are used.
- 3 If a full medical crew is onboard, only 70 positions are available.
- 4 With comfort pallet.
- 5 Aft facing seats are used.
- 6 Due to life raft limitations, the number of walking patients may be reduced to 160 on overwater flights.
- 7 Without comfort pallet.
- 8 Peacetime strategic (intertheater) missions normally use a comfort pallet.

Figure G-10. Aerological Airlift Capabilities

b. Request that the CINC surgeon designate specific facilities where casualties can be taken.

c. Provide coordination for:

(1) A limited surgical resuscitation and holding facility at a support base.

(2) Organic assets when Air Force or Army medical evacuation resources cannot be employed for operational reasons.

(3) Aeromedical evacuation assets for transportation to designated medical treatment facilities within the theater or to another theater.

ANNEX H

Nutrition and Emergency Water Supply**0H01 BACKGROUND**

This appendix contains a summary of basic facts about nutrition, protein-energy malnutrition (PEM), and emergency water supply. The information was drawn primarily from lessons learned and reference materials provided by the U.N. High Commissioner for Refugees.

0H02 FOOD AND NUTRITION

1. Food Programs. Tailor food programs to the needs of HA recipients and the situation. In most cases, food programs are directed and managed by a cooperative formed by NGOs/PVOs/IOs with naval forces providing security at food distribution points or warehouses. Occasionally naval forces are required to temporarily manage food programs for HA recipients. Because of unfamiliarity or due to cultural disparity, HA recipients may not be receptive to special food programs and may require education. As a general rule, involve the HA recipients in the feeding process and attempt to determine desired preferences. Trained specialists conducting these programs shall consider these and other factors which include:

- a. Environment.
- b. Season.
- c. Culture.
- d. Health of population.
- e. Rations available.
- f. Logistics.

2. Figure H-1 provides an example of a standard rations program tailored for a particular situation. This program includes common foods used for HA. Figure H-2 consists of the winter food ration program (October 1992 through March 1993) developed by the U.N. Revised Consolidated Interagency Appeal for former Yugoslavia. The principal U.N. agencies involved in preparing

this standard ration were the WFP, UNHCR, and WHO. This daily food ration was designed to sustain a refugee over an extended period of time.

3 Supplementary Feeding Program (SFP). Special arrangements are required to provide extra food when malnutrition exists or the needs of vulnerable groups cannot be met from the general ration. This is organized through an SFP.

a. General.

(1) Infants, children, pregnant and lactating women, and the sick are most seriously affected by food shortage. Their vulnerability stems from the greater nutrient requirements associated with growth, the production of breast milk, repair of tissues, and production of antibodies. Because children are unable to eat a large volume of food, prepare food in a concentrated form, giving more nutrients in less volume, and provide frequent meals.

(2) Malnutrition results in lower resistance to infection, which in turn results in further malnutrition. Small children and/or sickly children are particularly susceptible to this cycle of infection and malnutrition. To recover, they must eat and drink, even if they have no appetite or are sick.

b. Requirements. Certain others, including unaccompanied children, the disabled, single-parent families, and the elderly, may be vulnerable to malnutrition for social or economic reasons. In some communities, specific social or cultural practices and taboos may put constraints on meeting the nutritional needs of certain people (i.e., pregnant and lactating women or sick children). While naval force personnel are not directly responsible for these people (unless a specific facility, such as an orphanage, falls within their

Food Type	Approximate Energy	Approximate Protein	Vitamin	Comments
Cereal grains, rice, oats, corn, and sorghum	350	8 to 12	B and iron	Main source of energy and protein
Legumes, oilseeds, beans, peas, soya, and groundnut	350 to 700	20 to 25	B complex, iron, and calcium	Legumes and cereals have complimentary protein
Whole tubers and roots (yams, taro, and potatoes in emergencies)	75 to 110	Very low	Vary, generally low	Bulk and low protein make them poor
Flour	300 to 350	Very low	Vary, generally low	Bulk and low protein make them poor
Vegetables and fruits	Low	Low	B and C (vary)	None
Meat and dairy products (with exception of milk)	150 to 550 fat content	10 to 20	B and A (eggs)	Proteins are easier to use than vegetables
Milk	150 to 550 fat content	3 to 6	B and A (whole milk)	Proteins are easier to use than vegetables
Fish, dried	300	63	Calcium and iron	Concentrated source of protein
Fats and oils	900	Negligible	A (except for lard, animal fats, and vegetable oils)	Increases energy without bulk

Figure H-1. Characteristics of Common Foods Used in HA

AOR), necessity dictates that they take action until NGOs/PVOs/IOs become involved. These personnel may also be involved in identifying people falling into this category.

c. Adjusting to the Majority.

(1) Where HA recipients are predominantly women and children, it may be impossible (or unnecessary) to provide this entire group with supplementary food. Under such circumstances, adjust the general ration to the needs of the majority (e.g., increasing the overall protein content). SFPs are an increasingly common feature in refugee emergencies; however, they may not always provide the most effective response.

d. Provisions.

(1) The aim of SFPs is to provide extra-high energy, high protein, low bulk meals, once or twice daily. The number of meals depends on the nutritional status and age of the population, and the nutritional value of the general ration.

(2) Ensure SFPs provide at least 350 extra calories and 15 extra grams of protein daily. Prepare supplementary meals, such as porridge or soup, which are easily digested and eaten by people of all ages. Generally:

Winter Food Ration (grams/refugee/day) (Note 1)		Summer Food Ration	Food Supplements	Other Food Items
Food Item	Gm	Modify/reduce the winter ration for cereals (wheat flour/ rice/corn) to 370 grams/refugee/day and total summer food ration to 541 grams/refugee/day.	Food supplements (high protein biscuits and dried whole milk) are used by vulnerable groups: <ol style="list-style-type: none"> 1. Infants 2. Young children (up to 6 years of age) 3. Pregnant women 4. Lactating women 5. Sick personnel 6. Elderly. This ration is calculated separately from the basic food rations (winter and summer) and assists in preventing malnutrition.	<ol style="list-style-type: none"> 1. Orange juice 2. Lemonade powder 3. Family parcels. Varies by source, normally consists of a 2-week supply of food (less wheat flour) for a family of four.
Cereals (Note 2)	450			
Vegetable oil	30			
F/M/C	45			
Pulses (beans)	60			
Sugar	30			
Salt	5			
Yeast	1			
Total (winter ration):	621			
Notes: <ol style="list-style-type: none"> 1. WHO approves this ration as nutritionally sound; however, local dietary/cooking habits are not considered. Examples follow: Yugoslavs do not normally cook their own bread. Therefore, we had to work with the Federal Government, Red Cross, and other agencies to locate bakeries which would produce bread in volume. Yeast was then procured as bulk baker's yeast vice individual packets. The Yugoslav diet is heavy in meats and fresh vegetables, and they do not routinely eat white beans. 2. This is 74 percent of the ration. 				

Figure H-2. Food Rationing

(a) The food will be based on cereal and legume blends with edible oil added.

(b) Other ingredients can be added to give additional nutrients and flavor (e.g., sugar, vegetables, fish, and milk). Prepackaged cereal/legume-blended supplementary foods are available through U.N. agencies (e.g., CSM and WSB). These foods may be useful at the start of an emergency feeding program if the ingredients are familiar to the recipients. However, substitute local foods as quickly as possible and prepare in a more traditional way.

e. Admissions and Discharge.

(1) The SFP is based on the active identification/assessment and follow-up assessment of those considered vulnerable. This may require a family-by-family assessment, usually made by public health workers. In cases where naval forces are the initial response team, medical personnel will conduct the assessment.

(2) CA personnel should encourage those in need to participate in the SFP and ascertain the reasons for nonparticipation. Continued home visiting is required to monitor the progress of infants and children. Those identified should be registered and issued a numbered identity bracelet or card to facilitate followup assessment. Medical or CA personnel may perform this function if HA recipients are in camps.

(3) Once initiated, continue the SFP until an appropriate general ration is provided that meets the needs of the vulnerable. Do not discontinue the SFP until surveillance results reflect sustained improvement. Once identified, weigh and measure those enrolled on admission to the SFP, and reweigh regularly (preferably monthly) to monitor individual progress.

f. Organization.

(1) An effective program includes participation by medical, food service, and CA personnel.

(2) General rations for the SFP may be organized using either the "take home" or "on-the-spot" method. Both require careful registration and control. The take-home system is relatively simple to administer but the supplement is likely to be shared within the family. On-the-spot supplementary feeding is the preferred method. Supervision is improved, the intended beneficiary is seen eating the correct amount of food, and followup is easier.

(3) Avoid long waiting periods. Ensure the schedule does not clash with family meals or other essential community activities. Also, ensure parents understand that the SFP is in addition to normal meals.

4. Sensitivity to Culture/Eating Habits.

Provide familiar foods and maintain sound traditional food habits. Do not change staple foods simply because unfamiliar substitutes are readily available. Inappropriate foods often lead to waste/malnutrition and lower morale of HA recipients.

5. Therapeutic Feeding Program (TFP).

Consider the following concerning TFPs:

a. Whenever possible, therapeutic feeding should take place on an inpatient basis in a suitable building with its own kitchen. One center can usually handle about 50 children and will require two experienced full-time supervisors.

b. A TFP must be run by experienced and suitably qualified medical personnel appointed by the naval force medical officer.

c. Treatment includes a diet that provides not less than 150 kilocalories and 3 to 4 grams of protein per kilogram of body weight, via five to seven meals (at 3- to 4-hour intervals) over a 24-hour period. Boiled water mixed with a dried skimmed milk/oil/sugar mixture or a UNICEF K

Mix II/oil mixture can be used to initiate treatment. Introduce a mixed diet once the patient's condition starts to improve (usually after 4 to 5 days).

d. The immunization of young children against measles is a priority during a TFP because of the high mortality rate of this disease in a malnourished population.

e. If weight does not increase quickly on a properly run TFP, the individual may have an illness which must be treated. Therefore, patients must be closely watched for medical complications. (Infection and dehydration are major causes of death.)

6. Infant Feeding Programs. Understand the vital importance of correct infant feeding in an emergency. Generally, the following guidelines apply:

a. Be aware that:

(1) Breast feeding is best for babies and must be promoted and continued for as long as possible.

(2) Human milk is the best and safest food for infants and children under 2 years of age.

(3) Breast feeding provides a secure and hygienic source of food, as well as antibodies giving protection against some infectious diseases.

b. Promote or stimulate lactation, even among sick and malnourished mothers. Mothers may need to receive extra food to encourage breast feeding and provide the additional calories and nutrients required. This should be done through the SFP.

c. Prohibit using baby bottles, avoid using infant formula, and never use formula except under strictly controlled conditions, with a cup and spoon, because:

(1) The problems associated with formula and feeding bottles are exacerbated in a refugee emergency.

(2) Clean boiled water is essential but rarely available, and careful dilution of the formula is critical but difficult to control.

(3) Mothers are not likely to be familiar with using formula and instructions are often in a foreign language.

d. Be aware that:

(1) Major problems are often associated with milk powder. Proper hygiene and dilution are difficult to ensure, and unsafe water or exposure to dust and flies provides an ideal environment for bacterial growth. For these reasons, milk should not be included as part of the general ration, except as a possible source of protein for recipients with a nomadic background who may be difficult to supply and whose main food was previously milk and meat.

(2) In addition to infant formula, the products commonly offered in emergencies include DWM, DSM, sweetened and unsweetened condensed milk, and evaporated milk. Their appropriateness should be ascertained before acceptance.

NOTE

If used, DSM must be vitamin A fortified (when it will have a shelf-life of 6 months).

(3) Milk products are useful in SFPs/TFPs and administered under supervision. Milk can be added to SFP cereal mixtures to boost the protein content. Milk powder is the usual basis for early stages of treatment in TFPs. Milk should be correctly prepared and served under controlled and hygienic conditions.

7. Provision of Necessary Food. Necessary food provisions are described below.

a. Logistics and Storage. Explore all possible local sources of appropriate food before resorting to overseas supply.

Adequate logistics is the key to a successful emergency operation, and food is the major item to be transported. Pay particular attention to proper storage, protection against the elements and pests, and losses through theft. Effective stock control is essential. Considerable reserve stocks may be necessary.

b. Food and Diets. Diets in most countries contain adequate amounts of all nutrients required for good health, if the diet is available and taken to satisfy the individual's energy requirements. Commonly used foods are listed in Figure H-1.

c. Protein-Energy Malnutrition (PEM). PEM is a problem in many developing countries, even under normal conditions. Most commonly, it affects children between the ages of 6 months and 5 years (especially at the time of weaning). Severe PEM is usually precipitated by low food intake associated with infection. Recipients are particularly vulnerable. Naval medical personnel staff should be able to recognize severe PEM, which has three forms described below.

(1) Nutritional Marasmus. Nutritional marasmus results from prolonged starvation. The main sign is a severe wasting away of fat and muscle which have been expended to provide energy. The child is very thin and may have an "old man" face and loose folds of skin. The children affected may, however, appear relatively active and alert. This is the most frequent form of PEM in cases of prolonged food shortage.

(2) Kwashiorkor. Kwashiorkor is seen most commonly in areas where the staple food is mainly carbohydrates, (i.e., tubers and roots such as cassava), but is precipitated by many factors other than protein deficiency. The main sign of kwashiorkor is oedema (i.e., a swelling usually starting at the lower extremities and extending in more advanced cases to the arms and face). Oedema must be present for the diagnosis of kwashiorkor but can also

occur in other diseases. Where there is gross oedema, the child may look "fat" and be regarded by the parents as well-fed. Associated signs of kwashiorkor, which do not always occur, include:

(a) Hair changes (color becomes lighter, curly hair becomes straight, and hair comes out easily)

(b) Skin changes (dark skin may become lighter in places; skin may peel off, especially on the legs; and ulceration may occur).

(c) Children with kwashiorkor are usually apathetic, miserable, and withdrawn, and often refuse to eat. Profound anemia is a common complication of kwashiorkor.

(3) Marasmic Kwashiorkor. Marasmic kwashiorkor is a mixed form, with oedema occurring in children who are otherwise marasmic and who may have other associated signs of kwashiorkor. Mixed forms are common.

0H03 GENERAL CONSIDERATIONS IN EMERGENCY WATER SUPPLY

1. General. The availability of a plentiful, fresh, bacteria-free drinking water supply is a top priority in HA operation establishment. Water can be obtained from organic sources (such as rivers, streams, and lakes) or inorganic sources (such as off-shore naval vessels and private vendors). The paragraphs below deal with possible organic sources.

2. Process.

a. A top-level summary of the water supply development process begins with determining the needed quantity of water. Only after a reasonable estimate of the assisted population is made can a suitable water supply be located.

b. The location of a water source is simply a search mission. The first step involves asking the local population. Although these sources should be thoroughly investigated before use, this methodology is the

most efficient. The best sources are running bodies of water (such as rivers and streams) which initiate in mountainous terrain. This minimizes the possibility of upstream contamination from organic sources or a hostile population sector.

c. After locating a potential source, verify the safety of the source. The verification process is a three-step procedure:

(1) Contact the operation CO's water point of contact to determine if this source has been previously examined.

(2) Locate and eliminate any obvious sources of contamination. These sources may include dumping of industrial waste, introduction of tributary water previously determined to be contaminated, dead wildlife and fish, and known hostile contamination

(3) Perform chemical analysis of the water. This must be accomplished by local medical experts because shipboard treatment methods may not be adequate.

d. Once the source is verified safe, protect it from external and internal contamination. Many cultures use local bodies of water for all sanitation needs. Although water sources are invariably used for these purposes, take extraordinary care to ensure these uses occur downstream in running bodies of water and at the maximum distance from drinking water extraction points for nonrunning bodies of water.

e. Report those sources of water determined not to be safe to the operation CO. These reports are consolidated to afford local operations a central point of contact during the identification of local water sources.

3. Identifying and Maintaining Sources.

This section describes the process for identifying and maintaining emergency drinking water sources. It is structured around Figure H-3. This figure contains seven decision and action points, each of which is described in the following paragraphs.

4. **Action/Decision Point 1.** Calculate the approximate total daily water needs (daily water needs = total water needs of assisted population X daily per capita water needs) as follows:

a. Determine the total water needs of the assisted population. This is one of the most critical missions underlying HA success. Accurate and proactive estimates of future water needs enable decisionmakers to locate additional water requirements before they are needed and assess current sources for adequacy. Appendix B establishes a methodology for this estimation process.

b. Determine the per capita water needs. This is a function of the temperature and humidity.

5. **Action/Decision Point 2.** Is sufficient water available?

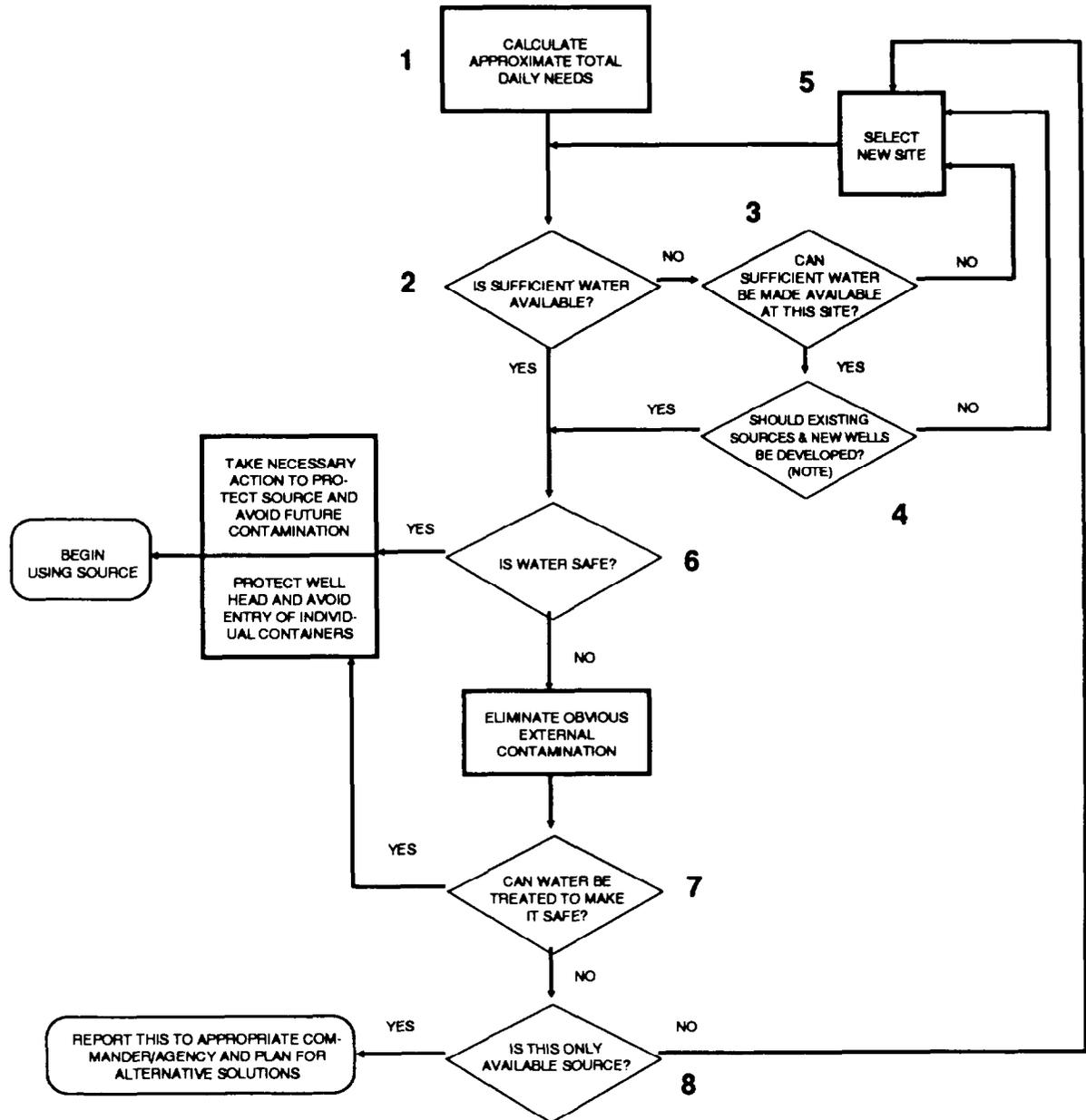
a. Determining the adequacy of the water supply is divided into two distinct phases. These phases involve determining if the quantity of water available will satisfy the assisted population's needs and the relative safety of this supply.

b. Determining whether there is a sufficient quantity of water is based on the total daily water needs over the anticipated time-period of the needs. (This time-period can be short term if the assisted population is transient and intends to return to previous habitats or move on to a new permanent home.)

c. If the answer is YES, proceed to Action/Decision Point 6. If the answer is NO, proceed to Action/Decision Point 3.

6. **Action/Decision Point 3.** Can sufficient water be made available at this site?

a. The sites for housing assisted populations are chosen based on multiple variables, only one of which is considering the water supply. If multiple sources of water are available, combining these sources may facilitate using a site when any single organic water source is not adequate. If shortfalls are small, consider using inorganic sources. Do not consider inorganic



NOTE: TRUCK IN WATER ONLY AS LAST RESORT - INTERIM SOLUTION.

Figure H-3. General Considerations in Emergency Water Supply

sources for large volumes, except as a last resort.

b. If the answer is YES, proceed to Action/Decision Point 4. If the answer is NO, proceed to Action/Decision Point 5.

7. Action/Decision Point 4. Should existing sources and new wells be developed?

a. Existing sources of water can be enhanced in some instances. Possible enhancements may include:

- (1) Widening or deepening an existing well.
- (2) Digging multiple access points from a single source.
- (3) Relieving obstructions to water flow, such as natural dams or restrictions.
- (4) Mechanizing the water delivery to the assisted population. Examples include building piping or aqueduct systems.

b. These are only examples of possible alternatives. Consult construction and heavy equipment personnel during implementation.

c. If the answer is YES, development should occur; proceed to Action/Decision Point 6. If the answer is NO, select a new site by proceeding to Action/Decision Point 5.

8. Action/Decision Point 5. Select new site and start again at Action/Decision Point 2.

9. Action/Decision Point 6. Is the water safe?

a. The final determination of water safety should reside with qualified medical personnel. There are several considerations to choosing a site. These considerations include:

- (1) Running water is the safest source.

(2) Large lakes are the next safest source, especially if they can be confirmed as spring fed.

(3) In subtropical or tropical climates, rainwater can be collected.

b. Dangerous sources of water include small bodies of stagnant water and water sources which originate in hostile-party controlled territory.

c. Take care to investigate the source closest to the headwaters as practically possible. During this investigation, aggressively pursue sources of contamination. Contamination can come from sources including:

- (1) Insects and mosquitoes landing on stagnant or uncovered sources.
- (2) Decaying or rotting animal carcasses.
- (3) Rain run-off from contaminated lands. Contamination can include agricultural fields which use fertilizers, previous battlefields, defoliate spraying, or dumping of industrial wastes.
- (4) Infusion of chemicals or biologicals used during hostilities.
- (5) Daily domestic use by the assisted population. Activities include bathing, clothes washing, or excretion of liquid or solid human waste.

d. If the answer is YES, protect the source from possible sources of contamination and prepare for source usage. If the answer is NO, eliminate obvious sources of contamination, report findings to the commander or designated focal point for water, and proceed to Action/Decision Point 7.

10. Action/Decision Point 7. Can the water be treated to make it safe?

a. During this step, qualified medical personnel analyze the potential water source for safety. This examination includes a biological and chemical analysis. Ship-board personnel may be tasked to

support in the chemical analysis of supplies as well as the supply of treatment chemicals.

b. If the answer is YES and treatment processes can be set in place, proceed with treatment and source use. If the answer is NO, proceed to Action/Decision Point 8.

11. Action/Decision Point 8. Is this the only available source?

a. If the answer is YES, report to appropriate agency/commander and plan for alternative solutions. If the answer is NO, revert to Action/Decision Point 5 and select a new site.

ANNEX I

Convoy Security Operations**0101 GENERAL**

Convoy security operations are major missions during any sizable HA operation in uncertain or hostile conditions. Units must organize for tactical security during movement and at halts. The principal threats to convoys are mines and ambushes.

0102 ORGANIZATION

1. The preferred unit size for a convoy security operation is an augmented rifle company; the smallest should be a reinforced platoon. Each convoy shall be capable of extended-range fires, both direct and indirect. Each element shall be able to call for indirect fire and talk on fire-support radio nets. Special troops (such as engineers, air defense personnel, and additional corpsmen) shall be task-organized to convoy security elements as the mission requires.

2. Because the convoy is likely to operate far from base camps, additional equipment and personnel are required to communicate with the camp. On extended convoys, a retransmission element under headquarters control may be positioned, or a tactical satellite or other long-range communication equipment must be attached.

3. Each convoy shall have an organic indirect-fire weapon (60- or 81-mm mortar), an attached TOW section or platoon, a medical vehicle (which may be an ambulance), and a C² vehicle with an AN/VRC-12 FM radio capability and an OE-254/GRC antenna.

4. Units in a convoy-escort role shall take their full complement of automatic weapons with a basic load of ammunition. They shall have at least a 2-day supply of rations and other classes of supplies, with additional supplies loaded for extended missions.

5. The following are sample components for convoy security:

a. A company of three rifle platoons, 60-mm mortar section, Dragon section, TOW platoon or section, company fire support officer, medical vehicle (two corpsmen), and a C² vehicle.

b. A platoon of two Dragon teams, one 60-mm mortar squad, TOW section, platoon fire-support element, C² vehicle with FM communications, and medical vehicle.

0103 VEHICLE PREPARATION

1. Vehicles that are not properly prepared for the convoy may break down and jeopardize personnel left behind to repair or secure them. In addition to military vehicles, the convoy may include a wide variety of relief and local vehicles in various states of repair. Take the following steps to prepare vehicles and personnel in a convoy:

a. Run maintenance checks on all vehicles, including fluid levels, brakes, and fuel type.

b. Configure cargo load for ready access to critical supplies.

c. Note type of driver (military, relief worker, or local).

d. Sandbag all floors in driver's cab, including under the seats.

e. Sandbag all HMMWVs or 5-ton truck seats and flatbeds.

f. Double sandbag the designated point vehicle.

g. Remove all HMMWV doors, and roll or tie up the canvas sides.

h. Leave the doors on TOW HMMWVs, but travel with windows down.

i. Remove window glass, which is a secondary missile hazard. (Ensure all drivers and vehicle commanders have sun, wind, and dust goggles.)

j. Position troop vehicles among the cargo vehicles.

k. Train military personnel to drive the relief cargo vehicles in case the assigned drivers desert under fire or become casualties.

l. Ensure:

(1) No more than one squad (nine men) is in any one vehicle.

(2) A military vehicle commander is in the cab beside the driver on vehicles carrying naval personnel.

(3) Riflemen face outward at all times. Place automatic weapons over cabs in air-guard fashion and M60 machine-guns on sandbag-stabilized tripods, if possible.

(4) As many vehicles as possible have some type of radio communications (AN/PRC-126, AN/PRC-77, or AN/VRC-12).

(5) Each convoy has at least two GPSs, if available.

2. Personnel actually providing security on relief cargo vehicles shall organize the vehicles to provide maximum cover from fire as well as 360° observation. Ensure they are not accidentally thrown out by a poorly trained and disciplined local driver. Riflemen can use the relief supplies for cover. Pile supplies up to the sides of the vehicles' cargo compartment; however, position supplies so that they are not unstable.

0104 MOVEMENT

1. During movement, ensure:

a. The unit has a hasty-perimeter SOP for short halts.

b. Each vehicle drives in the tracks of the vehicle ahead to reduce the risk of hitting

a mine. Point-vehicle crewmen shall wear additional body armor and sit on flak jackets.

c. Vehicle speeds are no more than 15 to 20 kilometers per hour. Vehicles shall be able to maintain proper intervals and dispersion. Maintain a vehicle interval of at least 50 meters.

d. Personnel inside the vehicles face outward, covering a full 360° with designated sectors of observation. Vehicle crews shall always be in visual contact with the vehicles to their front and rear.

e. A designated signal for herringbone movement (horn blast or pyrotechnics) is established.

f. Signals are clearly established for "enemy in sight," "require assistance," and "close interval." Rehearse these signals before convoy movement.

0105 TACTICS

1. Convoys normally move in a traveling-overwatch formation with an advance guard of at least 500 meters. The point vehicle should be an additional 500 meters from the advance guard. Most of the convoy protection forces ride on the convoy vehicles. In addition, the rear guard travels 500 meters behind the main body. If terrain and vehicle limitations permit, flank elements should be 300 to 500 meters from either side of the front of the main body. Mortars should travel with the main body and TOWs with the flank or rear elements. Convoys should generally consist of point, advance guard, main body, and rear or flank guard elements. Convoys may be protected by a unit as large as a company or as small as a platoon, with the strength and composition of these elements dictated by the strength of the escort.

2. Point Element. The point element consists of a single vehicle carrying a fire team. The vehicle shall be heavily sandbagged, and all occupants shall wear body armor and sit on flak jackets. The vehicle should carry a mine detector, with personnel qualified to use it. The point element functions as follows:

a. Carefully observes the road for evidence of recent digging or other mine indicators.

b. Halts at all danger areas and allows the convoy commander to move forward to be apprised of the situation.

c. Maintains a distance of 50 meters to 1 kilometer from the next element.

3. Advance Guard. The advance guard normally consists of the platoon from which the point element is taken. It may have a 60-mm motor squad, a Dragon squad, or both. The advance guard normally travels 500 meters or 1 kilometer from the point element and the same distance from the main body. Normally, only a company-sized effort forms an advance guard. The advance guard's function is to provide immediate reaction to any contact the point element may make or set up an overwatch when the convoy encounters a danger area.

4. Main Body. The main body is comprised of relief vehicles, a convoy C² vehicle, medical vehicle, fire-support assets, and at least one platoon. Troops ride on and fortify the relief vehicles. The main body always maintains visual or radio contact with the advance guard and with flank and rear security elements.

5. Rear/Flank Security. The rear/flank security element, which can be up to a platoon in size, follows the convoy at a distance of 500 meters to 1 kilometer. In addition to protecting the convoy from rear attacks, this element shall be prepared to come up alongside the convoy to conduct a hasty flank attack on ambushing forces. Because of their cross-country mobility, the flank security elements consist of either TOW or infantry squad HMMWVs (with radio capability). The flank security elements engage any hostile forces at the greatest possible distance and maintain contact so the convoy commander can develop the situation.

6. Additional Considerations. Additional tactical considerations for convoy movement are:

a. Be aware that most of the vehicles being escorted are limited to hard-surface roads or flat hard-packed ground, which makes convoy routes predictable.

b. Establish planned targets for all likely ambush sites (e.g., chokepoints such as bridge sites, mountain or hill pass areas, reverse slopes of hills, bends in the road, and dry stream beds). The convoy commander should have the headquarters or fire support officer continuously switch priority targets as the convoy advances and know the extent and limitations of fire support available including call signs and frequencies for combat air support.

c. Ensure units have reaction-to-contact drills for contact to the front, flanks, or rear. These drills should involve two courses of action:

(1) Herringbone, rapid-dismount, and establishment of a base of fire to defeat the ambush.

(2) Continued movement through the kill zone.

d. Of the two courses of action, the first is probably most common. The best deterrent to harassment or ambushes is a quick and decisive response with organic and indirect fire.

e. Ensure convoys:

(1) Halt at all danger areas (defiles and bridges), establish over-watch, and clear the danger area with a dismounted element.

(2) Have predesignated halt sites with clear fields of fire and planned artillery targets.

(3) Designate a reaction force of at least company strength with an 81-mm mortar section ready to act by land (truck) or air (helicopter).

f. If possible, ensure the battalion has an aircraft ready to move towards a convoy's expected location in case the battalion loses communications, either to reestablish communications or ascertain the convoy's status.

0106 COMMAND AND CONTROL

1. C² considerations include:
 - a. Be aware that routes, checkpoints, and phase lines are the preferred control measures.
 - b. Report the progress of the convoy as it reaches and passes each checkpoint. A failure to report at two checkpoints or a loss of communications for a specified period may cause the headquarters to launch an aircraft to investigate the convoy's status.
 - c. Ensure headquarters post the march tables and timelines for each convoy and call in the convoy's progress as required.
 - d. Ensure each convoy has:
 - (1) At least two copies of the march tables and carries them on two separate vehicles.
 - (2) At least three maps, and all vehicles occupied by naval personnel have strip maps showing all graphic control measures.
 - e. Also, ensure:
 - (1) Each convoy carries panel markers, strobe lights, and signal mirrors.
 - (2) All convoy C² personnel practice panel signals in case radio communications fail or the equipment is destroyed.
 - (3) Convoy commanders report on road and refugee conditions and the presence of any armed parties.
 - f. A convoy can be diverted only by military personnel with proper authorization. Ensure force commanders emphasize to convoy leaders that they report to the force commander and are not simply at the call of other members of the relief effort.
 - g. If convoys are passing through HA sectors, ensure the following is accomplished:
 - (1) Convoys are coordinated between sectors.

(2) Emergency frequencies for all sectors are available.

(3) Convoys are aware of any changes in the threat situation.

0107 LOGISTICS

1. Logistics considerations include:
 - a. Each convoy should have a recovery team, either HA forces, relief agency, or HN. The team should:
 - (1) Have at least a mechanic and a tow bar.
 - (2) Be properly armed.
 - (3) Have additional security forces if required.
 - b. Convoys should have designated points on the route of march for emergency aerial resupply and medical evacuation.
 - c. Operations checks, including the fuel and running status of each vehicle, should be made at predesignated areas, safe from ambush.
 - d. Convoys should not stop to bury the remains of individuals killed by war, disease, or famine. Rather, the location should be noted for NGOs/PVOs/IOs to arrange for burial.
 - e. Convoy leaders may recruit local labor to unload vehicles using food as payment (e.g., one MRE). Every effort shall be made to use local labor to unload vehicles so that force personnel can remain on security. At no time should more than half the convoy personnel be involved in unloading. Heavy weapons shall be manned at all times.
 - f. Personnel shall not be allowed to give food or water from their own rations to local citizens. Large gatherings of refugees clamoring for food provide perfect cover for a terrorist action. This threat can be discouraged by preventing personnel from giving handouts.

ANNEX J

HA Recipient Administration

0J01 INTRODUCTION

1. Administration of HA recipients is generally performed by NGOs/PVOs/IOs. The purpose of this annex is to provide information for use when representatives from these agencies are not available or when naval forces may be required to process persons for reasons involving security, medical necessity, or AOR isolation.

2. Figures J-1 through J-4 are sample forms which can be locally reproduced to aid in HA recipient administration.

0J02 GENERAL CATEGORIES AND CLASSIFICATION FOR HA RECIPIENTS

1. Generally, the first step in processing HA recipients involves categorizing or classifying the group. Categorization is determined by either the mission or the need. Classification may be performed by age, sex, medical condition, or family status. Family status is always a critical classification.

2. Preliminary information concerning classification is included in Chapters 4 and 5. HA recipients can also be classified as citizens or displaced persons and as evacuees or refugees. Though not likely, it is possible that a citizen or displaced person may be receiving HA but is not a refugee or evacuee. For HA purposes, these categories are defined as:

a. Citizens. Persons who are living within the boundaries of their own country.

b. Displaced Persons. Persons who are temporarily outside the boundaries of their own country.

c. Evacuees. People who have been ordered to move by competent authority. Their movements and accommodations are planned and controlled by appropriate authorities (HN or JTF authorized).

d. Refugees. People who, of their own volition, have abandoned their homes to seek safety from real or imagined danger. In some cases, refugees may be referred to as migrants.

3. **Reasons for Processing.** If naval forces are required to process persons receiving assistance, they shall ensure recipients are segregated, identified, and processed. Prior to commencing processing, the HA operation commander, staff, and chief agencies responsible for HA recipient affairs shall determine the following:

a. Reasons for processing.

b. Information to be determined by processing.

c. Method of processing.

d. Agencies that will ultimately use and receive processing information.

e. Translator/interpreter requirements.

4. **Processing Steps.** The four steps to processing include:

a. Segregation. HA recipients are not prisoners, criminals, or detainees. They are usually frightened, weakened physically, and not familiar with Americans. Therefore, naval personnel shall project a caring attitude towards them whenever possible.

b. Interviewing.

(1) This is accomplished by civilian personnel; however, military personnel will supervise or observe during this process. Interviewing may be a precursor to specialized processing. The interview should be the induction point for processing and safeguarding unescorted minors. Intelligence gathering by qualified personnel may also occur

EVACUEE CONTROL CARD	
Control #	_____
HN ID Card #	_____
Name	_____
Nationality & HOR	_____
Disposition Instructions	_____

Interviewed By: CA	_____
CI	_____
Final Disposition	_____

Figure J-1. Evacuee Census Card Sample Format

PERSONNEL IDENTITY CARD:		DATE ISSUED:	
	LAST NAME:		
	FIRST NAME:		
	ID NUMBER:	NATIONALITY:	
PLACE OF BIRTH:	DATE OF BIRTH:		
OCCUPATION:			
STATUS:			
SIGNATURE OF BEARER:			

Figure J-2. Personnel Identity Card Sample Format

UNCLASSIFIED

LEFT INDEX:	F I N G E R P R I N T S	WEIGHT:	COLOR EYES:
		HEIGHT:	COLOR HAIR:
BLOOD TYPE/MEDICAL REMARKS:			
RIGHT INDEX:	THIS CARD IS ISSUED TO PERSONNEL IN THE CUSTODY OF THE UNITED STATES MILITARY AND MUST BE CARRIED BY THE PERSON TO WHOM IT IS ISSUED AT ALL TIMES.		
OTHER DISTINGUISHING MARKS:	LOCATION:		

Figure J-3. Sample Fingerprint ID Card

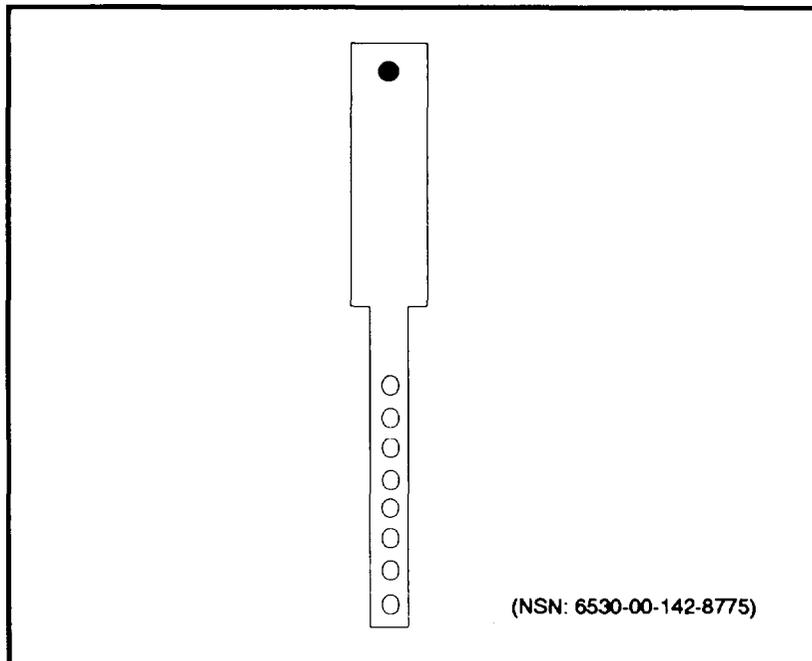


Figure J-4. ID Bracelet

during the interview. Although not applicable in all cases, reasons for specialized processing may include:

- (a) Repatriation.
- (b) Processing for naturalization.
- (c) Medical screening.
- (d) Transportation.
- (e) Other services.

(2) The interview should obtain information crucial to accomplishing the ATF/MAGTF mission. Results of the interview (except information which is considered classified) should be entered into a central data base that is open to all agencies assigned to the mission. Interviews may be useful in reuniting families and establishing good relations among armed forces personnel, civilian agencies, and HA recipients. Methods to foster a positive attitude include:

- (a) Conduct the interview in a manner which respects the cultural sensitivities of the people.
- (b) Distribute personal care items.
- (c) Answer questions concerning the individual's particular situation.
- (d) Provide amnesty boxes for contraband.

c. Identification.

(1) Means of identification include photographs and cards or identification bracelets. Figures K-1 through K-4 provide examples of types of ID used during past HA operations. Identification is usually performed by military personnel supervised by national or international agencies. Positive identification may be difficult as many HA recipients will not possess identification documents or do not desire to be identified. The situation may dictate

that the identification process be very thorough despite a lack of prior documentation.

(2) U.S. naval forces can employ a system known as the Deployable Mass Population Identification and Tracking system (DMPITS). The DMPITS is a fully deployable system used to register and track migrants. This system provides an automated, integrated data system to help monitor migrant movements and accountability. The system also includes the AFIS and a bar code scanning system. The hardware consists of a desktop computer linked to a system server for data communications. A desktop computer and a printer should be located at the processing center, each camp, headquarters, and involved civilian agencies. Each computer should have on-line access to the DMPITS records management data base. DMPITS is used in large-scale joint HA operations and is composed of two modules:

(a) Positive Identification Module creates a digitized fingerprint and photographic image stored in a data base and tied to a unique nine-digit serial number encoded on an identification bracelet. If required, it also provides a means to produce an ID card with name, photograph, and bar code.

(b) Records Management Module incorporates classification and registration of migrants. Data is tied to the serial number encoded on the ID bracelet and includes name and demographic information, medical status, screening disposition status, and camp administrative information. ID bracelets and scanners are the primary means of tracking and identifying migrants, not ID cards and bar code readers.

d. Medical Examination. This initial exam will normally be conducted without the benefit of medical or inoculation records.

UNCLASSIFIED

Medical examinations should be properly supervised, conducted only by qualified personnel, and take into consideration cul-

tural attitudes and beliefs. Additional information concerning HSS is provided in Annex G.

ANNEX K

Logistics

0K01 GENERAL

This annex discusses special logistic considerations and details.

0K02 LOGISTICS SUPPORT

1. Sources. Sources of logistics support are described in the paragraphs below.

a. Contracting. Contracted support during HA operations is desirable, reduces wear and tear on military equipment, and reduces the requirement to transport supplies and equipment to the AOR. Unfortunately, obtaining this support is a difficult task. Considerations concerning contracted support include:

(1) HA is required in some of the world's most underdeveloped regions and in countries or areas with little infrastructure. However, regardless of the difficulties encountered, contracted support for the operation shall be considered and evaluated.

(2) The supply/contracting officer should be one of the first people to operate in the AOR.

(3) Contracting involves purchasing, renting, or leasing supplies or services from non-DOD sources.

(4) Contracted supplies/support may include all classes of supplies, labor to erect camps, laundry, showers, food services, transportation, access to communications networks, temporary real property leasing, and limited construction services.

(5) Advantages to contracting for support include reduction of lift requirements, introduction of funds into the local economy, and enhancing the level

of support. Disadvantages include increased cost, additional legal requirements, and in some cases inflexible and nonresponsive support.

(6) The unified commander or an NEF commander provides guidance on the extent of using contracted support. If used, contracted support for camps should be centralized and performed by warranted contracting officers.

(7) When used, contracted support will be limited by warrants on monetary limits for the contracting officers.

b. Military Support.

(1) In the past, military logistics support for HA operations was provided from both deployable forces and military installations. Presently, when operating in a joint environment, each service is responsible for the logistic support of its own forces, except as detailed by the OPORD or other agreements. Service component commanders may deal directly with respective component commanders on logistic matters of single-service interest.

(2) When military installations provide support to HA camp operations, they greatly reduce the requirement to transport personnel and equipment, and provide a level of support to HA recipients not readily attainable by forces deployed without installation support. Installations are normally capable of providing the following types of support:

(a) Transportation — commercial vehicles for distribution of food and supplies and buses to move personnel.

(b) Medical — laboratory and acute care facilities.

(c) Food Services — dining facilities and galleys to prepare food.

(d) Preexisting buildings and facilities.

(3) Unfortunately, over an extended period of time, HA operations may have an adverse affect on military installations and their communities, mission, and facilities. Also, military support is expensive, increases the HA recipients' dependence on support, and is exceedingly difficult to transition from.

(4) Deployed forces' logistics support to HA operations encompasses the full spectrum of support including shelter, rations, medical supplies and services, transportation, water, and laundry services. HA support required from naval forces normally increases as the conditions become more austere. During planning, the NEF commander and staff must plan for NEF support as well as support for the HA recipients. Whenever possible, the NEF requiring additional support should be deployed early and established prior to attempting to provide support to the HA recipients.

c. Support From Other Nonmilitary Sources.

(1) Depending on the operation, some logistics support for HA recipients may come from other sources including NGOs/PVOs/IOs, GOs, and an HN. An early determination shall be made as to whether these alternative sources of support are appropriate for use. This early determination ensures adequate time for changes of plans and coordination with these organizations. A key element to any determination of suitability is whether or not the support is available for the entire operation.

(2) Logistics support provided by NGOs/PVOs/IOs or HNs is sometimes best suited to the situation and most desirable from the perspective of the HA recipients and the NEF. People working for NGOs/PVOs/IOs are mostly professionals (trained and experienced at their jobs) and provide support which is less costly than military support. Support from other sources includes:

(a) Class I (rations).

(b) Transportation.

(c) Class IV (construction) materials.

(d) Refrigeration services.

(e) Class III (POL).

(f) Utilities (water and electricity).

(g) Medical.

(3) If support is provided from other sources, MOU and/or contracts may be required and are advisable. Whenever this support is available, make attempts to use it. Unfortunately, past experience has demonstrated that transporting this support into the AOR has been difficult for the NGO/PVO/IO community to coordinate.

2. Considerations. Logistic considerations during HA operations are described in the paragraphs below.

a. Planning and Coordination.

Planning and coordination are critical considerations for logistics support during all phases of HA operations. Detailed planning provides the commander with the flexibility to respond in situations beyond the NEF's control, such as unexpected increases in HA recipient populations. Once established, the NEF's ability to coordinate and synchronize efforts between agencies/organizations/units providing support will have a significant impact on the operation. Examples of important

planning decisions include the NEF commander's decision to identify quality-of-life issues and standards of medical care he expects to establish.

b. Equipment. Equipment considerations during HA operations are as follows:

(1) A large amount of equipment and materials is used in HA operations. Within the NEF, equipment may be temporarily loaned between components/services or provided by an HN. If so, additional training for proper operations, maintenance, and safety is required. If possible, accomplish training prior to deploying or commencing operations. Other considerations related to equipment include:

- (a) Fuel compatibility.
- (b) Class IX (repair parts) availability.
- (c) Equipment reliability.
- (d) Operator requirements (as required for 24-hour operation of special facilities such as labs, processing centers, and galleys).
- (e) Equipment readiness and maintenance (in accordance with the NEF's requirements and owning unit).

(2) Equipment source considerations for HA operations fall into three categories based on the source (HN, NGOs/PVs/IOs, or HA forces). Prior to accepting materials, consider:

- (a) Compatibility between equipment and operators.
- (b) Fuels to be used.
- (c) Matching electrical grids (voltage and watts).
- (d) Repair part availability.
- (e) Safety standards.

(f) Training requirements for personnel.

c. Logistics Affected By Inter-agency Decisionmaking Process.

Logistics support provided by the NEF is affected by NGOs/PVOs/IOs and the inter-agency process. These agencies have a chain of command, and their representatives may choose to defer decisions to their supervisors at locations out of the AOR. This may cause delays which cannot be planned. When possible, encourage NGOs/PVOs/IOs to anticipate these decisions so that support to the operation will not be adversely affected. In those cases, when a critical support function is being delayed due to a pending decision, the NEF commander may be required to make a decision unilaterally or contact the supported CINC for guidance.

d. Functional Organization.

(1) Because of the extensive logistics requirements for operations, logistics may be pursued in one of the following manners:

- (a) A logistics functional component may be established to conserve, consolidate, synchronize, and/or coordinate the logistics efforts of all HA forces.
- (b) Responsibility for missions based on a logistics function or consideration of that function may be assigned, such as health services, engineering, or supply.

(2) These actions were taken during two major HA operations (Somalia and Guantanamo Bay, Cuba).

e. Logistic Support and Phases of the Operation.

Organize logistics support in accordance with the operational phases as established by the CINC. By organizing logistics support by phases, planning is made easier. Logisticians should consider using operational tools, such as execution and synchronization matrices, when determining logistics requirements.

f. Operational Tempo. Logistics support during the early stages of the execution phase is characterized by a tempo that is quick with unmeasured responses to the situation arising within the camps. As the execution phase matures, logisticians should be able to develop sustainment supplies, plan future operations, establish budgets and controls, and practice a more measured response to situations. Additionally, logistics planners should be able to identify the more expensive elements of sustainment for HA operations and ways to contain costs. The most costly items in HA operations (as noted during past operations) include:

- (1) Rations.
- (2) Fuel (POL for engineering, transportation, and food service equipment).
- (3) Class VIII materials (medical).

g. Sea-Based Logistics. Navy ships can offer logistics support during HA operations. They possess skilled personnel from ship's company and can provide diverse services such as electrical and air-conditioning repair, machinery repair, plumbing, carpentry, telephone and computer repair, administrative support, boiler repair, mobile generator repair, and medical services. The NEF staff should consider the following sources of sea-based support:

- (1) Food storage (including frozen and cold stores that can be rapidly transported to facilities ashore by helicopters).
- (2) Billeting for military personnel working ashore in the camps.
- (3) Structure and damage survey parties.
- (4) Fresh water.
- (5) General maintenance and cleanup services.
- (6) Salvage operations when the camp is being abolished.

- (7) Temporary shelter.
- (8) Medical support and facilities.
- (9) Fuel.

3. Elements. Elements of logistics support are described in the paragraphs below.

a. Supply. Supply support during HA operations is provided to the NEF and HA recipients. Special considerations for supply include:

- (1) Follow service supply procedures to the maximum extent possible.
- (2) Obtain permission to use prepositioned assets from the supported commander.
- (3) Ensure component supply sections are fully operational and capable of tracking expenditures, performing material management functions, and handling property accounts and records.
- (4) If this is a joint operation and if service components shall be reimbursed, ensure their supply sections and comptrollers capture cost data for all expenditures.
- (5) Ensure the supported commander pushes supplies to the NEF during the first 30 days of the operation.
- (6) Be aware that supply support to HA operations is different than other operations in that special items must be procured. Examples are cigarettes, riot equipment, or diapers.
- (7) Maintain accountability not only to capture expenditures but also to facilitate operations and redeployment.
- (8) Ensure record keeping for reimbursement is standardized within the NEF. This does not diminish the commander's responsibility to maintain records per service procedures or regulations. Commanders should be especially cognizant of custody for

equipment and accounting during periods of transition or turnover between services.

(9) Request project codes at the onset of the operation for use in accumulating costs. For loaned equipment, the NEF commander should ensure that the components and equipment borrowers understand the limitations of liability, maintenance, and reimbursement for expendables on temporarily loaned equipment. Project code information for NEFs may be found in service supply instructions or directives issued by the supported commander. Information concerning component/service project codes will be made available prior to deployment of forces.

(10) Be aware that if the NEF supply officer is also the JTF supply officer, he should provide training to component supply officers and their personnel. This training should include instructions concerning local forms designed to justify expenditures for the NEF and also training related to requirements for service-specific regulations when one service is coordinating wholesale-level supply support for the NEF. In HA operations, it is especially important to coordinate special purpose items such as those used in sundry packs for HA recipients.

b. Maintenance Support.

(1) Requirements for maintenance support during HA operations will usually be associated with medical, transportation, engineering, food service, and automated data processing equipment. Plans for maintenance support may include establishing a ready-equipment pool, evacuating deadlined equipment, contracting for maintenance support, or requesting contact teams. In most cases, a large maintenance detachment or command will not be formed within the NEF. Regardless of choice, maintenance shall be responsive to emergencies and sudden increases in requirements.

(2) Because an HA operation may last for an indefinite period of time, NEF should send only equipment in good operating condition. Additionally, the NEF does not possess adequate funds nor stocks of tools to supply mechanics with individual tools or tool sets if augmented support is requested. Ensure the augmented mechanics deploy with their organization's tool sets.

c. Movement Control. The NEF may be required to establish movement control organizations for themselves on components of a JTF. Effective movement control is important to plan, schedule, and control the NEF's move into, within, and out of the AOR. Once in the AOR the NEF must properly manage movement control to ensure the mission and NEF are properly sustained.

d. Transportation. In cases where sufficient transportation units have not been deployed to support the requirements, consider the use of HN or local assets. Transportation assets (commercial and/or tactical) typically used in HA operations include:

- (1) Light trucks (3/4 ton).
- (2) Passenger vans (6 passenger).
- (3) Cargo vans.
- (4) Medium trucks (3 to 5 tons).
- (5) Buses.
- (6) Water and fuel trucks (1,000 gallons).
- (7) Tractor trailers.
- (8) Ambulances.
- (9) Garbage trucks.

e. Engineering. An NEF provides the initial assessment or survey of the installation or site. More detailed information concerning constructing camps and engineer support is provided in Annex D.

f. Food Services. This section only applies during particular operations.

(1) Overview.

(a) An effective food services program requires participation of the NEF staff and medical, food services, and CA personnel. Tailor food services in HA operations to the needs of HA recipients and the situation. Class I (preferably human rations (HUMRATS)) are often used during the early stages of an operation. As field messes are established, these rations should be replaced with hot meals.

NOTE

When using HUMRATS, be aware that one packet is the total daily allocation of food for HA recipients. If MREs are provided to HA recipients, open them before issue to remove the glass bottles of hot sauce which may be used as weapons by the HA recipients.

(b) During most HA operations, food services will be directed and managed by a cooperative formed by NGOs/PVOs/IOs with the military providing security at food distribution points or warehouses. In other operations when the military has been required to temporarily provide food services for persons, unfamiliarity or a lack of cultural understanding has caused problems. Planners should consult HA recipient leaders or designated representatives to determine any food prohibitions or preferences prior to establishing feeding plans.

(c) The quality and nutritional value of food prepared for HA recipients and the NEF should be identical, though the menus may differ due to religious or cultural reasons. Developing communications and an appreciation for the perspective of all concerned will

help alleviate potential problems. Other special considerations the NEF staff should consider when developing food services programs include:

- 1) Environment.
- 2) Health of population.
- 3) Rations available.
- 4) Logistics.
- 5) HA recipient demographics.

(2) Equipment. The NEF food services personnel should deploy with the equipment required to perform their mission. Special equipment to prepare rations for HA recipients may be available in the AOR. The food services officer should make this determination during the advance party reconnaissance. See Annex E for information on food service equipment lists.

(3) Food Storage. Pay particular attention to proper storage, protection against the elements and pests, and losses through theft. Effective stock control is essential. Considerable reserve stocks and warehouse space may be necessary. In extremely hot climates, overhead shade for canned goods is important to prevent spoilage. To inhibit insects and rodents, ensure that food or mess gear is never removed from messing areas.

(4) Menus. Keep menus simple, although the food services officer should try to vary them as practical. Feedback and general information about the food is readily available from HA recipients. A camp-wide survey supervised by CA personnel can be an excellent source of information.

(5) Mealtime Routines. Mealtimes are potentially more troublesome than any other part of the daily routine. Serve meals for HA recipients three times daily. Move people and stage

food and supplies approximately 30 minutes prior to the meal. Keep HA recipients clear of messing areas between meals, except where prior special arrangements have been made.

(6) HA Recipient Mess Attendants and Cooks. If HA recipients will help as mess attendants or cooks, training is required. Most importantly, stress personal hygiene needs and ensure HA recipients have a current physical exam by a medical officer, as required for NEF personnel.

(7) Coordinating Meal Schedules. Provide the following information regarding meals to HA recipient leaders or designated representatives:

- (a) Capacity of the dining area.
- (b) Location and procedures for controlling food lines.
- (c) Rate of feeding.
- (d) Type of food to be served.
- (e) Number and composition of mess attendant augmentees necessary to supplement NEF food service personnel.

(8) General Guidelines. The guidelines listed below were successfully used in past HA operations. Commanders should adjust these as required to meet their situation.

- (a) Feed everyone the same size portion and item. Make no special allowances for women or children. If special diets or meals are required, segregate those who require them in the medical facility or some other facility.
- (b) People from other cultures may find HA provided food bland. Use spices recommended by recipients to make food more palatable.

(c) When feeding large numbers of recipients, establish multiple serving units, stations, or tables with cooks and food service attendants.

(d) Remove leftover food without taking it past the recipients. If seconds are offered, they should be available to everyone.

(e) Frequently analyze the recipient population (e.g., 70 percent male (mostly under 35), 20 percent female, and 10 percent children/infants). Use this information to order special food and milk.

(f) Attempt to avoid long waiting periods and confusion. The schedule must not clash with family meals or other essential community activities. Ensure parents understand any special instructions that apply to children.

(g) Ensure informal liaison is made between food service and CA personnel. These meetings should identify special instructions on procedures to be used during the meals, security as related to meals, HA recipients serving as food servers, and meal counts.

g. Health Service Support (HSS).

The NEF commander should be concerned about HSS for NEF personnel and HA recipients. Ideally, HA military medical assets support NEF personnel, while HN facilities and NGOs/PVOs/IOs and health organizations support themselves and the HA recipients. In most cases, the AOR will be austere and present major medical and sanitation problems. Commanders must understand that in permissive and low-threat operations, the greatest threat to their forces may come from infectious diseases. Good medical estimates, sanitation, and preventive medicine early in the operation can be advantageous in high risk areas. Such actions include immunizations and training for personnel and prevention of insect-, water-, and food-borne disease.

Additional health services related information can be found in annex G.

h. Funding.

(1) Funding considerations include the following:

(a) Funding responsibilities should be determined during the planning stages of the operation.

(b) Funding is one of the most important but least-liked aspects of an HA operation.

(c) HA operations are very expensive; therefore, services are hesitant about accepting responsibility for funding portions of the operation.

(d) Each service is responsible for funding its own forces, except as detailed by the OPOD or other agreements.

(2) Key responsibilities of the comptroller include:

(a) Prior to deployment, requesting a funding coordination meeting with the CINC and service-component representatives.

(b) Coordinating support funding for the advance party.

(c) Determining the source of the contracting officer/representative.

(d) Identifying warrant thresholds for the contracting officer.

(e) Planning NEF funding cost-control procedures.

(f) Identifying appropriation data that applies to nonservice-related NEF headquarters requirements.

(g) Coordinating requests for authorized cash payment officer for the advance party.

(h) Developing SOPs for funding.

(i) Coordinating purchase of uniforms for personnel who have reported to NEF without proper uniforms.

(j) Developing an extensive list of points of contact to be used by the naval force and service component comptrollers, supply officers, and funding officers.

OK03 CAMP SERVICES

1. General considerations concerning camp services include:

a. If possible, HN support or HA recipients should be used to assist in providing camp services.

b. Contracted equipment must arrive with sufficient operators/mechanics/publications to support continuous operations.

c. Corrective maintenance for HN equipment shall be provided by the contractor.

OK04 LOGISTICS PLANNING FORMULAS

Logistics planning formulas or equations are especially useful during HA camp operations because of the repetitive nature of daily tasks performed (i.e., feeding, billeting, processing, and clothing). Once established, promulgate these formulas in SOPs and turnover files for the NEF, and into lessons learned programs for future use. Incorporate planning formulas into MOEs and SITREPs. Examples of planning formulas used in past operations are provided in Annex A.

OK05 EMERGENCIES AND RESTRICTIONS, SAFETY, AND ENVIRONMENTAL CONSIDERATIONS

1. Emergencies and Restrictions. The following paragraphs address special planning considerations regarding emergencies and restrictions.

a. Restricted Areas. Place sensitive areas such as motor pool, electronics lots,

and engineering equipment parking areas off limits for HA recipients. Designate them as restricted areas in the camp rules.

b. Smoking. Prohibit smoking in certain areas if there is danger of fire.

c. Alarms. With the exception of special details, require HA recipients to move to and stay in assigned billeting areas during alarms. Develop plans for emergencies in HA recipient billeting areas and medical plans for mass casualties.

d. Life Preservers. Issue life preservers to HA recipients when transporting them in boats.

2. Safety. Many facets of HA camp operations are inherently dangerous and require proper planning to ensure safe and prudent execution. Unique factors which negatively affect safety during HA camp operations include:

- a. Large amounts of equipment on hand.
- b. Large numbers of people confined in austere, small areas.
- c. Varying ages, languages, knowledge, and health among HA recipients.
- d. Limited supervision.
- e. Austere or expeditionary conditions.
- f. Time constraints.

3. Risk Assessment and Management.

a. Safety during HA camp operations is improved by:

- (1) Personal involvement and emphasis by all personnel of the NEF.
- (2) Training.
- (3) Using appropriate personnel protective equipment.

b. All personnel are safety observers and shall ensure they are familiar with the five

principles of activity risk assessment and management as follows:

(1) Determine the hazards involved in the planned activity.

(2) **Assess the risks.** How much impact will this activity have on safety, and what is the probability of an accident? Even hazards with low probability may have serious consequences and require attention.

(3) **Make risk decisions.** How can risks be reduced or eliminated? There are risks in every evolution, but proper planning can reduce them to an acceptable level.

(4) **Develop controls.** There are three types of controls: engineered (best), administrative (less effective), and personal protection (least desirable). What controls will be most effective? Which controls are feasible?

(5) **Implement and enforce controls.** How often are the controls evaluated, and who is responsible for enforcement? Because situations change, the objective is to continually identify and assess risks, make risk decisions, implement controls, supervise, and provide feedback.

4. Environmental Considerations. Environmental considerations are described below.

a. Waste Management.

(1) It is not the HA recipient's nor the NEF's responsibility to remedy a nation's environmental problems; however, collective action may be required to safeguard public health. The NEF should demonstrate a concern for the environment of the HN, its inhabitants, and the health of all personnel. In the absence of specific guidance, take the following steps to avoid violating environmental regulations:

- (a) Declare hazardous waste or materials off limits.

(b) Physically segregate or barricade questionable materials.

(c) Properly mark materials using English, HN languages, and HA recipient languages.

(d) Notify appropriate agencies or headquarters to obtain assistance if required.

(2) The amount of human and other types of waste created during HA operations can be immense. Because of the volume and types of diseases that may exist in the HA recipient population, human waste may be treated as hazardous waste. Preventive medicine personnel should make this determination. NEF engineers and all other per-

sonnel who may be required to work with waste should receive proper training prior to doing so. Managing waste disposal requires a concerted effort by personnel from the NEF and HA recipients.

b. HAZMAT Officer. The NEF should include a person assigned and trained as a HAZMAT officer. This officer (in concert with designated NEF personnel), safety personnel, and/or medical personnel should plan for hazardous material contingencies that may arise. Solutions to problems related to hazardous waste and its disposal, though interim in nature, should realistically accommodate regulations of the HN. If HN or international agencies are incapable of prompt action to safeguard the health of military forces and the general public, request assistance via the chain of command.

ANNEX L

List of Acronyms and Abbreviations

A

ABFC. Advanced base function component.

ACE. Air-combat element.

ADAL. Authorized dental allowance list.

ADCON. Administrative control.

ADP. Automatic data processing.

AELT. Aeromedical evacuation liaison team.

AFIS. Automated finger ID system.

AFMIC. Armed forces medical intelligence center.

AFOE. Assault follow-on echelon.

AMAL. Authorized medical allowance list.

AO. Administration officer.

AOR. Area of responsibility.

APOE. Aerial port of embarkation.

ATC. Air transportable clinic.

ATF. Amphibious task force.

B

BDU. Battle dress utilities.

BPS. Basic psychological operation studies.

BSSG. Brigade service support group.

C

C². Command and control.

C³. Command, control, and communications.

CA. Civil affairs.

CAG. Civil affairs group.

CAP. Crisis action planning.

CAS. Crisis action system.

CATF. Commander, amphibious task force.

CDO. Counter drug operations.

CE. Command element.

CEOI. Communications-electronic operating instructions.

CHOP. Change of operational control.

CIK. Crypto ignition key.

CINC. Commander-in-chief.

CJTF. Commander, joint task force.

CLF. Commander, landing force.

CMM. Chief of military mission.

CMOC. Civil military operations center.

CO. Commanding officer.

COM. Chief of mission.

COS. Chief of station.

CRTS. Casualty receiving and treatment ship.

CRS. Community relations service.

CRUDES. Cruiser destroyer.

CS. Combat support.

CSO. Chief staff officer.

CSM. Corn, soya, milk.

CSS. Combat service support.

CSSE. Combat service support element.

D

DAO. Defense attache office.

DART. Disaster assistance response team.

DAS. Disaster area survey.

DCM. Deputy chief of mission.

DMPITS. Deployable mass population identification and tracking system.

DSM. Dried skim milk.

DSN. Defense switch network.

DWM. Dried whole milk.

E

EAC. Emergency action committee.

EEI. Essential elements of information.

EOD. Explosive ordnance disposal.

EPMR. Embarked personnel material report.

F

FAST. Fleet antiterrorist security team.

FCE. Forward command element.

FIE. Fly-in echelon.

FM. Frequency modulation.

FOB. Forward operational base.

FSC. Fire support coordination.

FSN. Foreign service national.

FSO. Foreign service officer.

FSSG. Force service support group.

FST. Fleet surgical team.

G

GENSER. General service communications.

GO. Governmental organization.

GP. General purpose.

GPMRC. Global patient movement and regulating center.

GPS. Global positioning system.

GSO. General security officer.

H

HA. Humanitarian assistance.

HAST. Humanitarian assistance survey team.

HAZMAT. Hazardous material.

HDC. Helicopter direction center.

HF. High frequency.

HMMWV. High-mobility multipurpose wheeled vehicle.

HN. Host nation.

HNS. Host nation support.

HOC. Humanitarian operations center.

HQSVC. Headquarters and service.

HQTRS. Headquarters.

HRS. Humanitarian relief sector.

HSS. Health service support.

HTH. High-test hypochlorite.

HUMINT. Human resources intelligence.

HUMRATS. Humanitarian rations.

I

IAW. Interagency working group.

ICRC. International Committee of the Red Cross.

IDC. Independent duty corpsman.

INMARSAT. International maritime satellite.

IO. International organization.

IOM. International Organization for Migration.

IPB. Intelligence preparation of the battlefield.

ISA. International security affairs.

ISSA. Interservice support agreement.

IWG. Interagency working group.

J

JCSE. Joint communication support element.

JF. Joint force.

JIB. Joint information bureau.

JMC. Joint movement center.

JOA. Joint operations area.

JOPES. Joint operation planning and execution system.

JRC. Joint reception center.

JTF. Joint task force.

L

LBCK. Land-based contingency kit.

LF. Landing force.

LIC. Low intensity conflict.

LNO. Liaison officer.

LOE. Levels of support.

LVS. Logistics vehicle system.

LZ. Landing zone.

M

MAG. Marine air-ground.

MAGTF. Marine air-ground task force.

MASF. Mobile aeromedical staging facility.

MC. Movement center.

MEB. Marine expeditionary brigade.

MEDEVAC. Medical evacuation.

MEF. Marine expeditionary force.

MEP. Mobile electric power.

MEU. Marine expeditionary unit.

MHE. Materiel handling equipment.

MIO. Maritime interception operations.

MMART. Mobile medical augmentation readiness team.

MPS. Maritime pre-positioning force.

MRCC. Medical regulating control center.

MOA. Memorandum of agreement.

MOE. Measures of effectiveness.

MOOTW. Military operations other than war.

MOS. Month of supply.

MOU. Memorandum of understanding.

MOUT. Military operations in urbanized terrain.

MP. Military police.

MPF. Maritime pre-positioning force.

MPS. Maritime pre-positioning ship.

MRCC. Medical regulating control center.

MRE. Meal, ready to eat.

MSC. Major subordinate command.

MSE. Major subordinate element.

MSR. Main supply route.

MSSG. MEU service support group.

MTF. Medical treatment facility.

MWR. Morale, welfare, and recreation.

N

NCA. National command authorities.

NCF. Naval construction force.

NCO. Noncommissioned officer.

NCOIC. Noncommissioned officer in charge.

NEF. Naval expeditionary force.

NEO. Noncombatant evacuation operation.

NGF. Naval gunfire.

NGO. Nongovernmental organization.

NWP. Naval warfare publication.

O

O&M. Operations and maintenance.

OOD. Officer of the deck.

OP. Observation post.

OPCON. Operational control.

OPLAN. Operational plan.

OPORD. Operational order.

OPSEC. Operational security.

ORS. Oral rehydration salts.

P

PAO. Public affairs officer.

PCRTS. Primary casualty receiving and treatment ship.

PEM. Protein-energy malnutrition.

PHIBGRU. Amphibious group.

PHIBRON. Amphibious squadron.

PMS. Planned maintenance system.

POL. Petroleum, oils, and lubricants.

PPE. Personal protective equipment.

PSO. Post security officer.

PSYOPS. Psychological operations.

PVO. Private voluntary organization.

Q

QRF. Quick reaction force.

R

R&A. Rescue and assistance.

RLG. Regional liaison group.

ROE. Rules of engagement.

ROWPU. Reverse osmosis water processing unit.

RSO. Regional security officer.

S

S/S. Surgical support.

SAR. Search and rescue.

SC. Special coordinator.

SFP. Supplementary feeding program.

SIGINT. Signal intelligence.

SITREP. Situation report.

SLCP. Ship's Loading Characteristics pamphlet.

SLRP. Survey, liaison, and reconnaissance party.

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SOC. Standard of care; special operations capable.

SOF. Special operations force.

SOFA. Status of forces agreement.

SOLIC. Special operations and low intensity conflict.

SOP. Standard operating procedures.

SPOE. Seaport of embarkation.

SPRINT. Special psychiatric intervention team.

SSDF. Ship's self-defense force.

SSF. Special security force.

T

T/E. Table of equipment.

T/O. Table of organization.

TACSAT. Tactical satellite.

TF. Task force.

TFP. Therapeutic feeding program.

TOW. Tube launched, optical tracked, wire command-link guided missile.

TPFDD. Time-phased force deployment data.

U

UHF. Ultrahigh frequency.

ULN. Unit line number.

U.N. United Nations.

UNDHA. United Nations Department of Humanitarian Affairs.

UNDP. United Nations Development Program.

UNDRC. United Nations disaster relief coordinator.

UNHCR. United Nations High Commission for Refugees.

UNICEF. United Nations Children's Fund.

USA. U.S. Army.

USAF. U.S. Air Force.

USMC. U.S. Marine Corps.

USN. U.S. Navy.

USTRANS-COM. U.S. Transportation Command.

UTC. Unit type code.

V

VERTREP. Vertical replenishment.

W

WFP. World Food Program.

WHO. World Health Organization.

WSB. Wheat-soya blend.

X

XO. Executive officer.

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