

**NATO STANDARD**

**ATP-03.4.1.2**

**MULTINATIONAL MARITIME SUPPORT  
OF HUMANITARIAN OPERATIONS**

**Edition (B) Version (1)**

**SEPTEMBER 2015**



**NORTH ATLANTIC TREATY ORGANIZATION**

**ALLIED TACTICAL PUBLICATION**

Published by the  
NATO STANDARDIZATION OFFICE (NSO)  
© NATO/OTAN

The information contained in this document shall not be released to a nation outside NATO without following procedures contained in C-M(2002)60.

Contents are not to be posted on any freely accessible information or media facility. No part of this publication may be reproduced, stored in a retrieval system, used commercially, adapted, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the publisher. With the exception of commercial sales, this does not apply to member nations and PfP countries, or NATO commands and bodies.

INTENTIONALLY BLANK

September 2015

PUBLICATION NOTICE

1. ATP-03.4.1.2(B)(1), MULTINATIONAL MARITIME SUPPORT OF HUMANITARIAN OPERATIONS, is effective on receipt. It supersedes ATP-03.4.1.2(A)(1).
2. Summary of changes: Incorporates change proposals, including terminology and editorial corrections, throughout publication as agreed upon at the 2013 Amphibious Operations Working Group meeting.

This notice will assist in providing information to cognizant personnel. It is not accountable.

INTENTIONALLY BLANK

---

**NORTH ATLANTIC TREATY ORGANIZATION (NATO)**  
**NATO STANDARDIZATION OFFICE (NSO)**  
**NATO LETTER OF PROMULGATION**

7 September 2015

1. The enclosed Allied Tactical Publication ATP-03.4.1.2, Edition B, Version 1, MULTINATIONAL MARITIME SUPPORT OF HUMANITARIAN OPERATIONS, which has been approved by the nations in the Military Committee Maritime Standardization Board (MCMSB), is promulgated herewith. The agreement of nations to use this publication is recorded in STANAG 1448.
2. ATP-03.4.1.2, Edition B, Version 1, is effective upon receipt and supersedes ATP-03.4.1.2, Edition A, Version 1, which shall be destroyed in accordance with the local procedure for the destruction of documents.
3. No part of this publication may be reproduced, stored in a retrieval system, used commercially, adapted, or transmitted in any form or by any means, electronic, mechanical, photo-copying, recording or otherwise, without the prior permission of the publisher. With the exception of commercial sales, this does not apply to member or partner nations, or NATO commands and bodies.
4. This publication shall be handled in accordance with C-M(2002)60.



Edvardas MAŽEIKIS  
Major General, LTUAF  
Director, NATO Standardization Office

INTENTIONALLY BLANK

## RECORD OF RESERVATIONS

CHAPTER	RECORD OF RESERVATIONS BY NATIONS
4	POL, ROU, TUR, USA
Annex C	USA
Annex D	POL, ROU, USA
General	TUR

**NOTE**

**THE RESERVATIONS LISTED ON THIS PAGE INCLUDE ONLY THOSE THAT WERE RECORDED AT TIME OF PROMULGATION AND MAY NOT BE COMPLETE. REFER TO THE NATO STANDARDIZATION DATABASE FOR THE COMPLETE LIST OF EXISTING RESERVATIONS.**

## RECORD OF RESERVATIONS

NATION	SPECIFIC RESERVATIONS
POL	<p>1. On page D-2 in para 0D04.2.c it is said: “c. Information dissemination and liaison services among agencies, U.S. military, and HA/DR recipients.” Poland does not agree with this statement and will use the following procedure: “c. Information dissemination and liaison services among agencies, Allied military (U.S. military inclusive), and HA/DR recipients.”</p> <p>2. Table D-3, pages D-13 to D-15: Most pieces of equipment given in Table D-3 as examples are not used by the Polish Armed Forces. Poland utilizes national substitutes. Therefore power generators and some other pieces of electrical equipment used by the Polish Armed Forces are not compatible with those given in Table D-3. Additionally, Poland commonly uses only 10-person tents instead of 20-person ones.</p> <p>3. System of measurement used in Table 4-2, Table D-2, Table D-4: “Quantity” of materials required in Tables 4-2, D-2 and D-4 is given in US measurement system. In Poland the International System of Units (SI) is obligatory and Polish personnel follows the system.</p>
ROU	<p>Table D-3, pages D-13 to D-15: Most pieces of equipment given in Table D-3 as examples are not used by Romanian Armed Forces. More nations utilize national substitutes. Therefore power generators and some other pieces of electrical equipment used by the Romanian Armed Forces are not compatible with those given in Table D-3. System of measurement used in Table 4-2, Table D-2, and Table D-4: “Quantity” of materials required in tables 4-2, D-2 and D-4 is given in US measurement system. In Romania it is mandatory to use the International System of Units (SI).</p>
TUR	<p>a. After completing our ongoing amphibious ship projects (i.e. LPD, LST), we will be able to conduct the missions described in STANAG 1448 more efficiently.</p> <p>b. Chapter 4, para 0402, page 4-1: “Coastal Waters” and “Territorial Water” terms should be used with a footnote as “Tis terminology neither has any effect nor implication in terms of sovereign rights of states under international law.”</p>

### NOTE

**THE RESERVATIONS LISTED ON THIS PAGE INCLUDE ONLY THOSE THAT WERE RECORDED AT TIME OF PROMULGATION AND MAY NOT BE COMPLETE. REFER TO THE NATO STANDARDIZATION DATABASE FOR THE COMPLETE LIST OF EXISTING RESERVATIONS.**



NATION	SPECIFIC RESERVATIONS
USA	<p>1. Para 0C07 must have a tenth sub-paragraph: "If an individual is detained/incarcerated during the humanitarian operation, ensure standing operating procedures (SOP) are in place to determine that the detention was not arbitrary and afford the person a periodic review of their detention status."</p> <p>2. Para 0D02: The United States does not acknowledge that 3.5 to 5.5 square meters of useable floor space is an absolute requirement during humanitarian operations. The UNHCR Refugee Handbook for Emergencies requires that. Although the handbook is a good source for developing SOP with regard to refugee operations, it should not be used as a definitive source for determining operational constraints with regard to all humanitarian operations. First and foremost, the Handbook is written with regard to "refugee operations." A refugee is a specific legal term of art relegated to those that are found to have been persecuted on account of one of five grounds. Therefore, this publication should not be applying the possible requirements of living space for refugee operations across the spectrum of humanitarian operations.</p>

**NOTE**

**THE RESERVATIONS LISTED ON THIS PAGE INCLUDE ONLY THOSE THAT WERE RECORDED AT TIME OF PROMULGATION AND MAY NOT BE COMPLETE. REFER TO THE NATO STANDARDIZATION DATABASE FOR THE COMPLETE LIST OF EXISTING RESERVATIONS.**

INTENTIONALLY BLANK

NATO NATIONS  
EACH NATION SHOULD SUBSTITUTE ITS OWN  
NATIONAL LETTER OF PROMULGATION IF REQUIRED

INTENTIONALLY BLANK

# TABLE OF CONTENTS

*Page  
No.*

## CHAPTER 1—OVERVIEW OF HUMANITARIAN OPERATIONS

0101	Introduction .....	1-1
0102	The Higher Principles of Humanitarian Operations .....	1-1
0103	Types of Operations .....	1-2
0104	Concurrent Missions .....	1-3
0105	Spectrum of Conflict and Environment of HA/DR Missions .....	1-3
0106	Naval Services and Joint Task Forces .....	1-4

## CHAPTER 2—PRINCIPLES AND FUNDAMENTALS

0201	General .....	2-1
0202	Principles .....	2-1
0203	Fundamentals .....	2-2
0204	Advance Party .....	2-3

## CHAPTER 3—CIVIL INVOLVEMENT IN THE HUMANITARIAN OPERATIONS

0301	Introduction .....	3-1
0302	Response Triad .....	3-1
0303	Coordination With Embassies .....	3-1
0304	Non-Governmental Organizations .....	3-3
0305	Principles of Relations .....	3-6
0306	Organization for Relations .....	3-6
0307	Crisis Response Teams and Non-Combatant Evacuation Operation (NEO) .....	3-8
0308	Rules of Engagement .....	3-8
0309	Donation Assistance .....	3-9

## CHAPTER 4—SEA-BASED OPERATIONS

0401	Overview .....	4-1
0402	Intercepting Migrants, Survivors, or Displaced Persons at Sea .....	4-1
0403	Embarkation of HA/DR Recipients .....	4-3
0404	Amphibious Force Embarkation Responsibilities .....	4-4
0405	Embarkation Considerations for Nonamphibious Combatant Ships .....	4-6
0406	Amphibious Shipboard Preparations .....	4-7
0407	Security During Embarkation .....	4-10
0408	Food Service .....	4-10
0409	Hygiene and Sanitation .....	4-11
0410	Medical Services .....	4-12
0411	Safety and Emergency Procedures .....	4-13
0412	Morale and Welfare .....	4-14
0413	Providing Logistics Support for HA/DR Operations Ashore .....	4-15
0414	Shore-Based Naval Commander .....	4-16

**CHAPTER 5—OPERATIONS ASHORE**

0501	Introduction .....	5-1
0502	Planning.....	5-1
0503	Execution.....	5-5
0504	Mission Transition and Termination .....	5-6
0505	Intelligence .....	5-7
0506	Communications .....	5-8
0507	Public Affairs Considerations .....	5-8
0508	Legal Affairs .....	5-11
0509	Humanitarian Assistance Camps.....	5-12
0510	Health Service Support .....	5-13
0511	Engineering .....	5-13
0512	Security .....	5-14

**ANNEX A—OPERATIONAL AND LOGISTIC PLANNING**

0A01	Introduction .....	A-1
0A02	Operational Planning.....	A-1
0A03	Logistic Planning .....	A-5
0A04	Population Estimation .....	A-11

**ANNEX B—LIAISON FUNCTIONS**

0B01	Liaison Officer Responsibilities.....	B-1
0B02	Civil Military Operations Center.....	B-2

**ANNEX C—LEGAL AFFAIRS**

0C01	Background .....	C-1
0C02	Law of the Sea.....	C-2
0C03	Relations With Outside Agencies .....	C-3
0C04	Regulations and Enforcement of Rules Within HA/DR Camps .....	C-4
0C05	Fraternization .....	C-4
0C06	Legal Functions During Humanitarian Operations .....	C-5
0C07	Legal Aspects of ROE.....	C-5

**ANNEX D—HA/DR CAMP CONSIDERATIONS**

0D01	General .....	D-1
0D02	Shelter Requirements .....	D-1
0D03	Billeting Considerations.....	D-2
0D04	Camp Services.....	D-2
0D05	Preconstruction Considerations.....	D-3
0D06	Camp Layout.....	D-3
0D07	Construction Planning Guidelines.....	D-7
0D08	Equipment Source Considerations .....	D-9
0D09	Sample Material Lists .....	D-9

0D10	Camp Administration .....	D-18
0D11	Key Military Billets.....	D-24
0D12	Camp Security .....	D-26

**ANNEX E—HA/DR RECIPIENT ADMINISTRATION**

0E01	Introduction .....	E-1
0E02	General Categories and Classification for HA/DR Recipients.....	E-3

**ANNEX F—LOGISTICS**

0F01	General .....	F-1
0F02	Logistic Support .....	F-1
0F03	Camp Services.....	F-9
0F04	Logistic Planning Formulas .....	F-10
0F05	Emergencies and Restrictions, Safety, and Environmental Considerations.....	F-10

**LEXICON**

List of Acronyms and Abbreviations .....	LOAA-1
--	--------

# LIST OF ILLUSTRATIONS

*Page  
No.*

## CHAPTER 4—SEA-BASED OPERATIONS

Figure 4-1. Marshalling Area Layout Example..... 4-5

## ANNEX A—OPERATIONAL AND LOGISTIC PLANNING

Figure A-1. HA/DR Synchronization Matrix..... A-2  
Figure A-2. HA/DR Execution Matrix..... A-3

## ANNEX B—LIAISON FUNCTIONS

Figure B-1. CMOG Organization..... B-4  
Figure B-2. Flow of a CMOG Request for Support..... B-5

## ANNEX C—LEGAL AFFAIRS

Figure C-1. Example U.S. ROE Card ..... C-7

## ANNEX D—HA/DR CAMP CONSIDERATIONS

Figure D-1. Transit Center/Camps ..... D-8  
Figure D-2. 5,000-Person Camp ..... D-11  
Figure D-3. Notional HA/DR Camp Galley..... D-17

## ANNEX E—HA/DR RECIPIENT ADMINISTRATION

Figure E-1. Evacuee Census Card Sample Format..... E-1  
Figure E-2. Personnel Identity Card Sample Format..... E-2  
Figure E-3. Sample Fingerprint ID Card ..... E-2  
Figure E-4. ID Bracelet..... E-3



## LIST OF TABLES

*Page  
No.*

### CHAPTER 2—PRINCIPLES AND FUNDAMENTALS

Table 2-1.	Advance Party Organization.....	2-4
------------	---------------------------------	-----

### CHAPTER 4—SEA-BASED OPERATIONS

Table 4-1.	Well Deck Habitability Items .....	4-8
Table 4-2.	Material Requirements for Shower and Laundry Facilities.....	4-9
Table 4-3.	Use of Landing Craft .....	4-16

### ANNEX B—LIAISON FUNCTIONS

Table B-1.	Action Request Flow .....	B-6
------------	---------------------------	-----

### ANNEX D—HA/DR CAMP CONSIDERATIONS

Table D-1.	Space Requirement for a 10,000-Person HA/DR Camp.....	D-7
Table D-2.	Construction Material Requirements for 5,000-Person Compound .....	D-10
Table D-3.	Equipment to Support an HA/DR Camp .....	D-13
Table D-4.	Material for Field Galleys.....	D-16

INTENTIONALLY BLANK

## CONVENTIONS USED IN THIS PUBLICATION

### CHANGE SYMBOLS

Revised text in changes is indicated by a black vertical line in either margin of the page, like the one printed next to this paragraph. The change symbol indicates added or restated information. A change symbol in the margin adjacent to the chapter number and title indicates a new or completely revised chapter.

### WARNINGS, CAUTIONS, AND NOTES

The following definitions apply to warnings, cautions, and notes used in this manual:



#### WARNING

**AN OPERATING PROCEDURE, PRACTICE, OR CONDITION THAT MAY RESULT IN INJURY OR DEATH IF NOT CAREFULLY OBSERVED OR FOLLOWED.**



#### CAUTION

**AN OPERATING PROCEDURE, PRACTICE, OR CONDITION THAT MAY RESULT IN DAMAGE TO EQUIPMENT IF NOT CAREFULLY OBSERVED OR FOLLOWED.**

#### NOTE

**AN OPERATING PROCEDURE, PRACTICE, OR CONDITION THAT REQUIRES EMPHASIS.**

### WORDING

Word usage and intended meaning throughout this publication is as follows:

“Shall” indicates the application of a procedure is mandatory.

“Should” indicates the application of a procedure is recommended.

“May” and “need not” indicates the application of a procedure is optional.

“Will” indicates future time. It never indicates any degree of requirement for application of a procedure.

INTENTIONALLY BLANK

## PREFACE

1. ATP-03.4.1.2, MULTINATIONAL MARITIME SUPPORT OF HUMANITARIAN OPERATIONS, is designed for use by NATO nations when conducting humanitarian assistance/disaster relief (HA/DR) 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 HA/DR operations, describes civil involvement in HA/DR operations, and discusses HA/DR operations at sea and ashore. Several annexes cover diverse aspects of operational planning and execution.

2. ATP-03.4.1.2 was derived from and replaces EXTAC 1011 and includes information from United Nations High Commissioner for Refugees Handbook for Emergencies; Guidelines On The Use of Foreign Military and Civil Defence Assets In Disaster Relief (Oslo Guidelines); Guidelines On The Use of Military and Civil Defence Assets To Support United Nations Humanitarian Activities in Complex Emergencies; and U.S. military publications.

INTENTIONALLY BLANK

---

## CHAPTER 1 Overview of Humanitarian Operations

### 0101 Introduction

1. The military forces of NATO and non-NATO nations participate in humanitarian operations throughout the world. These operations provide both humanitarian assistance (HA) and disaster relief (DR) as described in AJP-3.4, Non-Article 5 Crisis Response Operations. The techniques and procedures resulting from these experiences are now being tested in situations of growing scope and complexity. In the future, humanitarian operations will likely transition into multinational force operations involving a coalition of NATO and non-NATO forces. Although intended primarily for NATO forces, ATP-03.4.1.2 also applies to operations within the framework of a combined joint task force in a multinational force of NATO and non-NATO nations.

2. Humanitarian operation is defined in AAP-6 as follows:

*An operation specifically mounted to alleviate human suffering where responsible civil actors in an area are unable or unwilling to adequately support a population. It may precede, parallel, or complement the activity of specialized civil humanitarian organizations.*

3. Humanitarian assistance is defined in AAP-6 as follows:

*As part of an operation, the use of available military resources to assist or complement the efforts of responsible civil actors in the operational area or specialized civil humanitarian organizations in fulfilling their primary responsibility to alleviate human suffering.*

4. Within ATP-03.4.1.2, disaster relief is defined as:

Prompt aid that can be used to alleviate the suffering of disaster victims. Normally it includes humanitarian services and transportation, the provision of food, clothing, medicine, beds and bedding, temporary shelter and housing, the furnishing of medical material and medical and technical personnel, and making repairs to essential services.

### 0102 The Higher Principles of Humanitarian Operations

1. The higher principles for humanitarian operations are defined in “The Use of Military and Civil Defence Assets in Disaster Relief (2006)” (Oslo guideline) and “The Use of Military and Civil Defence Assets To Support United Nations Humanitarian Activities in Complex Emergencies (2003)” (MCDA guideline).

2. These two guidelines clearly state the following principles about who should request the support of military and civil defence assets (MCDA), who should control the situation, and who is responsible for humanitarian operations:

a. A humanitarian operation is mounted with the consent of the affected state and should be requested by the humanitarian coordinator/resident coordinator on the ground, not political authorities.

b. A humanitarian operation using military assets must retain its civilian nature and character. While military assets will remain under military control, the operation as a whole must remain under the overall authority and control of the responsible humanitarian organization, even though it does not infer any civilian command and control status over military assets.

---

c. Humanitarian work should be performed by humanitarian organizations. Insofar as military organizations have a role to play in supporting humanitarian work, it should to the extent possible, not encompass direct assistance, in order to retain a clear distinction between the normal functions and roles of humanitarian and military stakeholders.

3. All in all, military forces employed to the humanitarian operations should keep in mind the higher United Nations (UN) guidelines which articulate that responsibilities of humanitarian operations primarily rest on civilian organizations or UN agencies rather than on the military.

### **0103 Types of Operations**

1. ATP-03.4.1.2 addresses four types of humanitarian operations which are not mutually exclusive and may occur simultaneously:

a. Security programs provide military/police-type assistance. The type of assistance may include patrolling, establishing check points, guarding food distribution centers, protecting relief convoys, and controlling crowds. According to the Oslo guideline, the security for humanitarian operations should primarily be offered by the host nations or other civil assets. It regards the employment of military support as a last resort. The assisting military force must remember the basic humanitarian principles of humanity, neutrality, and impartiality, while providing security.

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. Dislocated civilian support provides care for refugees or displaced persons. The support may include providing shelter; 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).

(3) Technical assistance programs. They may include such short term tasks as communications restoration, relief supply management, provision of emergency medical care, humanitarian demining assistance, and high priority relief supply delivery.

2. Civil support shall not be considered a direct responsibility of humanitarian operations; however, civil support activities will invariably occur during humanitarian operations and should be closely monitored to prevent expanding the scope of the original mission.

3. Humanitarian operations planners will define specific tasks while considering factors such as:

a. The situation.

b. UN guidelines: Oslo guideline and MCDA guideline.

c. Applicable law.

d. National command authority direction.



---

## 0104 Concurrent Missions

Humanitarian operations may occur concurrently with other activities such as combat operations, maritime interdiction operations, and non-combatant evacuation operations. However, ATP-03.4.1.2 provides guidance for humanitarian operations in a permissive environment. Consult applicable allied and national tactical documentation for additional information on other areas.

## 0105 Spectrum of Conflict and Environment of HA/DR Missions

1. While maritime forces may be required to provide humanitarian support during armed conflict, the focus of effort is warfighting.

### NOTE

#### **MOST DEDICATED HUMANITARIAN OPERATION MISSIONS TAKE PLACE AS PEACETIME OR CRISIS PREVENTION OPERATIONS.**

2. The naval commander, while consulting with other responsible commanders and organizations, shall assess the operational environment before commencing HA/DR missions. The operational environment includes the political situation, physical boundaries, host culture and emotion, 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 operational environments in which host country military and law enforcement agencies have control as well as the intent and capability to assist humanitarian operations. 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 volunteer organizations (PVOs) non-governmental organizations (NGOs).

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

4. Uncertain and Hostile Environments.

a. Uncertain and hostile operational environments are those in which either the host government does not have effective control of the territory and population, or hostile forces are known to have

control as well as the intent and capability to effectively oppose humanitarian operations. These 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/DR relief manipulated by combatants for political gain.
  - (4) HA/DR relief efforts with overtones of security and combat service support (CSS).
- b. When operating in uncertain or hostile 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.

#### **0106 Naval Services and Joint Task Forces**

1. Commanders who anticipate being assigned such a mission may wish to develop SOP, crisis action plans, and operational tasking orders, or conduct local training for HA/DR.
2. Large-scale humanitarian 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 maritime forces provides the ideal initial base of a large-scale humanitarian 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 humanitarian operation 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 humanitarian operations, maritime forces support civilian 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/DR is more effective if military, civilian, and governmental agencies agree on objectives and procedures. Because humanitarian operations 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.

5. Security. As the nature of humanitarian operations is civil oriented, security provided by military forces must be limited to the protection of own forces, nonmilitary personnel providing humanitarian relief, and the recipients.

6. Restraint. When required, commanders shall ensure force (governed by rules of engagement (ROE)) is used prudently and judiciously. The following principles apply to rules of engagement during humanitarian 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. Humanitarian assistance should be provided with the consent of the affected country. It is therefore necessary that humanitarian operations be executed in accordance with all applicable international law, including UN charter. Although humanitarian support 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. Humanitarian operations 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 humanitarian operations with simple standardized orders and procedures, prioritization, prepositioning, and prepared crisis action plans and modules.
10. Flexibility. Humanitarian operations 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 humanitarian operations can be facilitated while planning
11. Economy. Economy is best achieved when humanitarian relief support is provided by nonmilitary agencies/organizations. Whenever possible, allow nonmilitary support to be provided first and consider the following:
  - a. Humanitarian operations 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 maritime forces conducting humanitarian operations. In those cases where maritime forces intend to apply the principle, ensure:
  - a. All factions believe that violence against humanitarian operation forces personnel is not in their best interest.
  - b. Application of the principle is continual and unwavering.
  - c. Humanitarian operation forces personnel and equipment are easily identifiable.

### **0203 Fundamentals**

1. Organizing to Support. Maritime 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 superior commanders.
  - h. Media coverage.

- 
- i. Interaction with NGOs/PVOs and international organizations (IOs).
  - j. Port and airfield availability and condition.
  - k. Local culture and atmosphere.
2. Mission.
    - a. AJP-3.4 describes the manner in which level of participation is determined and the mission specified. Commanders shall request clarification if specific tasks are not understood or are inadequately defined. Essential elements of humanitarian operation 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 Secretary of Defense (SecDef)/ ministry of defence (MOD) 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 maritime forces are tasked to conduct a humanitarian operation and time permits, send an advance party to assess the situation.
2. Functions.
  - a. The advance party’s objective is to identify gaps in host nation (HN) and NGO/PVO/IO capabilities. The most important task of the advance party is to establish liaison with participating nation diplomatic and HA/DR personnel, HN representatives, NATO 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.
- (7) HN people's ideology and atmosphere for the support.
- b. In conjunction with their duties, the advance party may recommend providing maritime forces, equipment, supplies, and personnel.
3. Organization. The maritime force's advance party shall be task-organized to accomplish its mission. Suggested advance party composition is depicted in Table 2-1.
4. Planning and Communications. Planning for the advance party can be facilitated by developing a generic SOP, OPLAN, and instructions for HA/DR 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 commander, joint task force may involve all forces equally. If the maritime force advance party precedes the JTF, it can provide invaluable assistance while the JTF is being established.

Table 2-1. Advance Party Organization

<b>Amphibious Force</b>	<b>Single Ship and Other Maritime Forces</b>
ATF CSO of LF XO	XO
LF Operation Officer	Operation Department Representative
ATF Material Department Representative	Communication Department Representative
LF Logistics Officer	Supply Department Representative
ATF Operations Department Representative	Deck Department Representative
LF Communication Officer	Engineering Department Representative
ATF Communications Department Representative	Damage Control Assistant
LF Engineering Officer	Ship's Doctor or Senior Hospital Corpsman
ATF or LF Intelligence Officer	Chaplain (if available)
Legal Officer	Master at Arms
CATF Surgeon	Any Person Proficient in the HN language (if required)
CSSE Commander or CSSE Operations Officer	
Any Person proficient in the HN language (if required)	

---

## CHAPTER 3 Civil Involvement in the Humanitarian Operations

### 0301 Introduction

This chapter discusses working with nonmilitary government, and civilian organizations which direct and/or provide relief to HA/DR recipients. Basic information regarding these interworkings at the tactical level of HA/DR is provided. HA/DR participating forces must have detailed tactical-level information and information on the relations among maritime forces and civil agencies at the strategic and operational JTF levels. The content of this chapter is informational in nature. NATO policies and doctrine for civil-military cooperation (CIMIC) take precedence and are contained in MC 411, NATO Military Policy on CIMIC (and other MC documents) and AJP-9, NATO Civil-Military Co-operation (CIMIC) Doctrine.

### 0302 Response Triad

1. An effective HA/DR response includes military forces and governmental and 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 maritime forces requires strong leadership and careful coordination with HA/DR nation civil authorities, NGOs, PVOs, and IOs.
2. Each HA/DR situation is unique and requires an appropriate response; however, there are three essential elements (political, military, and humanitarian) present whenever HA/DR is provided. Each operation must carefully balance these essential elements to ensure success of large scale HA/DR. 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/DR, from policy making to distribution of relief supplies in the field.
3. Since many governmental agencies, civil and military authorities, other governments, the UN, 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. Maritime forces work closely with embassy personnel and country teams in HA/DR 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. Defence Attache Officer. Military representative attached to the embassy in a diplomatic status. Can facilitate access to the daily embassy situation report (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 defence attache officer.
  - 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 humanitarian 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 Non-Governmental Organizations

1. Terminology. Three terms are used to identify non-governmental organizations which conduct humanitarian relief operations:

a. International Organizations. Organizations with global influence such as the United Nations and International Red Cross and Red Crescent Movement.

b. Non-governmental Organizations. Predominately private, nonprofit 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 Volunteer Organizations. Private, nonprofit organizations involved in humanitarian efforts such as relief, development, refugee assistance, environment, and education.

2. Working With International Organizations. Integrating military-style strategic, operational, and tactical level planning with the UN and NGOs/PVOs/IOs is difficult because their organizational structures are neither congruent with those of the participating 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.

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

a. The UN may be involved in humanitarian 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 UN resolution.

#### NOTE

**THERE ARE MANY AGENCIES (E.G., OFFICE OF THE UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES (UNHCR), WORLD HEALTH ORGANIZATION (WHO), WORLD FOOD PROGRAMME (WFP), UNITED NATIONS CHILDREN'S FUND (UNICEF), UNITED NATIONS OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS (OCHA) THAT HAVE OVERLAPPING MANDATES AND LACK A CLEAR DIVISION OF RESPONSIBILITIES. THEREFORE, COORDINATION WITH THESE AGENCIES MAY BE DIFFICULT.**

b. UN organization for complex emergencies normally includes headquarters and field components. Organization at the field level relies on the resident coordinator system administered by the United Nations Development Programme (UNDP). The resident coordinator mobilizes and manages the UN country team and provides direction for the field relief effort.

---

c. 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:

- (1) Keep the emergency from happening, or when an emergency threatens, to mitigate its effects.
- (2) Minimize human casualties and destruction of property. Ensure survival of the maximum number of victims through effective relief actions.
- (3) Reestablish self-sufficiency and essential services as soon as possible for the affected populations.
- (4) 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.
- (5) Protect the humanitarian relief implementers through judicious use of the security component of the triad.
- (6) 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.

d. Response. The UN is often required to assist the affected governments for large-scale humanitarian 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 article 3020 also applies to UN prevention and response efforts.

e. Organizations. UN organizations involved in humanitarian operations include:

- (1) United Nations High Commission for Refugees. The aim of the UNHCR is to protect refugees and displaced persons and ensure that necessary assistance reaches them. The general policy of UNHCR is that the governments of nations in which refugees reside provide security, safety, assistance, and law and order among them. UNHCR 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/DR missions working with the UNHCR should attempt to obtain a copy.
- (2) United Nations Office for the Coordination of Humanitarian Affairs. OCHA is the primary agency responsible for coordinating assistance to persons compelled to leave their homes as a result of disasters, natural and otherwise.
- (3) United Nations Children's Fund. 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.

4. International Red Cross and Red Crescent Movement. Three organizations make up the International Red Cross and Red Crescent Movement. 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 and Red Crescent organization during humanitarian operations. These organizations rely on “the mantle of neutrality and legitimacy” to protect themselves and must therefore not closely associate themselves with the military. The three organizations are:

- a. International Committee of the Red Cross (ICRC).
    - (1) The ICRC is international only in the sense of its worldwide operations; it is essentially Swiss. ICRC applies the provisions of internationally recognized human rights applicable in armed conflicts and undertakes tasks incumbent under fundamental human rights.
    - (2) 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.
  - b. International Federation of Red Cross and Red Crescent Societies carries out relief operations to assist victims of disasters via the network of National Societies.
  - c. Individual National Red Cross and Red Crescent Societies.
5. International Organization for Migration (IOM).
- a. IOM is an inter-governmental organization working to ensure the orderly and humane management of migration by:
    - (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 interagency preparation and response for complex emergencies.
6. Non-governmental Organizations/Private Volunteer Organizations.
- 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 operational area can be very large. Hundreds of such agencies are registered with the U.S. Agency for International Development (USAID), which publishes the yearly “Report of Voluntary Agencies”. This report describes aims and objectives of the registered organizations and 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/DR forces arrive and stay after they leave.
- d. The maritime 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/DR 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 B. 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 humanitarian operations 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 defence 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/DR 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 maritime 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, petroleum, oils, and lubricants (POL), telecommunications, labor, security, facilities, contracting, engineer support, supplies, services, and medical support.

a. Examples of Support. Humanitarian operations 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, maritime forces have provided automated data processing support which the humanitarian operations 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/DR recipient identification/security records.

---

### 3. Humanitarian Operations Center.

a. A humanitarian operations center (HOC) may be formed during HA/DR 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 (maritime forces or JTF), UN agencies, diplomatic personnel, regional NGO/PVO representatives, and HN authorities. It is usually co-located with the headquarters conducting the operation (e.g., UN). 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 (CMOC). 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 Annex B and Chapter 5.

### **0307 Crisis Response Teams and Non-Combatant Evacuation Operation (NEO)**

During humanitarian operations in hostile or uncertain environments, maritime 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 operations security permits).

#### **NOTE**

**TRAINING IS REQUIRED TO ENSURE SMOOTH, TIMELY EXECUTION OF A CRISIS RESPONSE PLAN BY NONMILITARY PERSONNEL.**

### **0308 Rules of Engagement**

When maritime 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.

#### **NOTE**

**SECDEF/MOD LEVEL OR HIGHER APPROVAL MUST BE OBTAINED PRIOR TO RELEASING ROE TO NGOS/PVOS/IOS OR HN PERSONNEL.**

**0309 Donation Assistance**

A donation assistance program addresses the receipt and distribution of donations (e.g., gifts and foodstuffs) made by participating HA/DR nation civilians/organizations in response to the humanitarian effort for the country/civilians receiving HA/DR. Donation programs are best coordinated at higher headquarters which will provide guidance to the maritime 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:

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

INTENTIONALLY BLANK



---

## CHAPTER 4 Sea-Based Operations

### 0401 Overview

1. Forward Presence of Maritime Forces. Because of their forward presence, maritime forces are usually the initial choice for humanitarian operations. 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/DR may be preferable when security is a concern.
  - d. Rapid buildup ashore.
2. Alternate Ship Missions. Individual ships or an amphibious task force (ATF) may take active roles during humanitarian operations. Maritime forces may provide support to HA/DR recipients embarked aboard ship and/or to refugees or persons ashore.

### 0402 Intercepting Migrants, Survivors, or Displaced Persons at Sea

R

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, naval vessels 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.
3. 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.
4. Readiness Condition. The readiness condition for an HA/DR 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 self-defence 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.

---

5. 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 technician 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 commanding officer (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. 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 or obviously infectious 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/DR 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 humanitarian operations 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/DR 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. Proper precautions must be taken when infectious persons are identified.

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/DR 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 humanitarian operations.

b. Organization of persons for embarkation.

c. Provision of administrative requirements.

d. Preparation of personnel accounting and reporting procedures.

e. Requirements of other task force 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.
    - (d) Weather.

3. Marshalling Areas. Marshalling areas are required if HA/DR recipients 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 people. Separate housing areas will be required for quarantine and isolation. 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. Commander, Amphibious Task Force. 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 commander guidance.
  - c. Coordinating with the LF commander for assistance to control personnel embarkation and plan future HA/DR operations ashore.
  - d. Providing communication facilities afloat.
  - e. Acting as the joint forces commander if so designated.
  - f. Coordinating overall medical assistance and medical regulating services.
2. Landing Force Commander. The LF commander
  - a. Provides:
    - (1) Assistance requested to embark HA/DR recipients.
    - (2) Security or personnel as required.

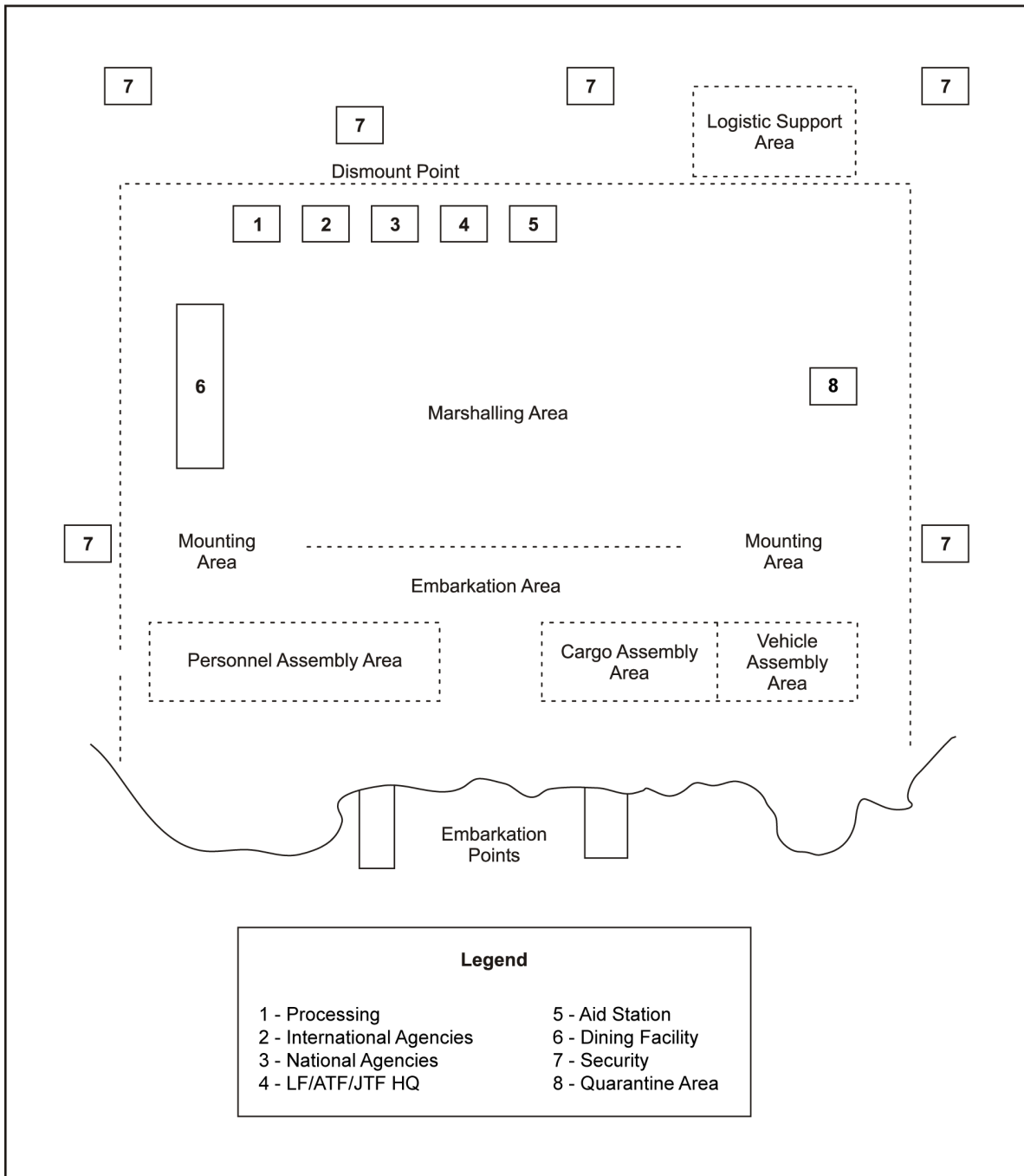


Figure 4-1. Marshalling Area Layout Example

Legend	
1 - Processing	5 - Aid Station
2 - International Agencies	6 - Dining Facility
3 - National Agencies	7 - Security
4 - LF/ATF/JTF HQ	8 - Quarantine Area

- 
- (3) Equipment and supplies required to satisfactorily complete the embarkation.
    - b. Prepares plans for HA/DR operations ashore.
  3. External Agencies. Agencies external to the ATF and LF 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/DR mission, including supplies to be loaded and communication facilities for use during embarkation.
    - c. Coordinate and control administrative movements of HA/DR 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/DR recipients.
  4. Individual Ship Commanding Officers. The individual ship CO is responsible for:
    - a. Making troop spaces available for embarking LF personnel in accordance with the ship's loading characteristics.
    - b. Issuing ship's regulations for HA/DR recipients while embarked.
    - c. Ensuring areas intended for billeting are ready for use and configured in accordance with the maritime forces commander'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 health service support.
    - g. Feeding HA/DR 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 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/DR recipients.

2. HA/DR 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 appropriate authority for comparison with the number obtained by the survey officer (paragraph 0402.5c(2)). Resolve any discrepancies, and account for all HA/DR 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 or existing signs and symptoms of infectious diseases. 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/DR 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/DR recipients on amphibious ships are described in the subsequent paragraphs.
2. Administrative Loading. Administrative loading includes loading, unloading, and sorting HA/DR 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/DR 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.
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/DR 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/DR recipients are contained in Table 4-1.

Table 4-1. Well Deck Habitability Items

Item	Quantity
Shower shoes	1,100 pairs
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
*USA standard quantities.	

#### 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 amphibious combat group (ACG) 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 Table 4-2.



Table 4-2. Material Requirements for Shower and Laundry Facilities

R

Item	Quantity	Use
Plywood (1/2 or 3/4 in)	100 sheets (4 ft X 8 ft)	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 <sup>2</sup>	Post bases
1-in steel pipe	36 ft	Posts
Portable latrines	1 per 100 people	
Note: USA standard measurements and quantities.		

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 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 HUMANITARIAN OPERATIONS.**

---

## 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/DR recipients are treated with 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/DR 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/DR 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. Use spices recommended by recipients to make food more palatable.
    - c. When feeding large numbers of HA/DR 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.

#### **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/DR recipients can maintain an acceptable level of cleanliness.
2. Ships using a well-deck for embarked HA/DR recipients can improve habitability by:
  - a. Ballasting down 2 feet (0.6 meters) 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/DR 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/DR 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.
- 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/DR 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/DR recipients' health problems will involve injuries from exposure, infections, colds, and sexually transmitted 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/DR 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 whom should be females) and one medical officer.
  - c. When providing medical care to HA/DR 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 gender.
- (6) When HA/DR 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/DR recipients:
- a. Corpsmen should triage HA/DR recipients while boarding and keep those with illnesses separate. Those recipients with cough-suspected tuberculosis or febrile respiratory illness 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/DR 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. Oral rehydration solution should be the first-line diarrhea treatment.
  - f. Vaccinations for personnel handling HA/DR recipients should be up to date. Medical personnel and those working in close contact with HA/DR 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 (tuberculosis) 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/DR 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/DR 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/DR recipients are not familiar with naval vessels or military customs. 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.
- f. If possible, provide the recipient's cultural information to the crew.

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/DR 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/DR Operations Ashore**

1. Ship-to-Shore Movement. The movement of personnel and supplies ashore for HA/DR 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 are shown in Table 4-3.

2. Sea-Based Logistics. Naval vessels 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.

**0414 Shore-Based Naval Commander**

When humanitarian operations ashore are conducted by amphibious forces operating in a permissive environment, the Navy commander may assume duties as the commander, joint task force 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 LF should provide equipment and support as needed. If possible, the primary means of communication should be commercial telephone and radio.

Table 4-3. Use of Landing Craft

<b>Craft</b>	<b>Mission</b>
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



---

## CHAPTER 5 Operations Ashore

### 0501 Introduction

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

- a. Setting up and operating camps for HA/DR recipients.
- 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/DR mission to maritime 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 Command and Control During Planning. Commanders of maritime 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., UN and International Red Cross and Red Crescent Movement).
- 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/DR efforts.

3. Mission Statement. As in all military operations, humanitarian operations require a clear mission statement. To achieve this, the maritime 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 maritime 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. Maritime forces may be required to operate without

---

complete area assessments. Personnel qualified to properly conduct assessments should be requested via the regional or component commander.

a. Other Sources of Information. HA/DR mission assessments should identify the causes of the crisis, not just the symptoms. However, the maritime 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/DR assessments and information is a humanitarian assistance survey team (HAST).

b. Humanitarian Assistance Survey Team. The regional commander may deploy a task-organized fact-finding team to the operational area. It may be called the HAST. The HAST deploys to the operational area to assess conditions and the need for follow-on forces. Normally it will comprise personnel from appropriate staff sections of the command from which it is deployed. When it is deployed by the regional commander 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 humanitarian 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/DR 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/DR national personnel, supplies, and equipment.

d. In emergency cases, the HAST may be directed to begin HA/DR-type missions with maritime forces providing support to them and the mission. In such cases, relationships among the HAST, maritime forces, HN, embassy, and other HA/DR 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, maritime 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/DR operations and personnel and equipment needs. While conducting the IP, consider contacting the NGOs/PVOs/IOs in the operational area for knowledge which can supplement military intelligence sources.

---

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

a. Support Differences. Support provided to the amphibious forces, 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. Logistic planners should avoid duplication of effort and conserve scarce resources as well as the strategic lift assets required to transport them.

b. Special Considerations. Humanitarian operations missions require logistics assessments during planning including host nation and theatre support capabilities.

6. Measures of Effectiveness (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 humanitarian 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 humanitarian operations.

c. Preparation of MOEs is one of the most difficult planning requirements for maritime 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 humanitarian operations; therefore, they change with each mission.

g. 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 nonquantitative ones. Establish clear criteria for nonquantitative MOEs and disseminate them to ensure accurate use.

- 
- (4) The MOEs developed for a humanitarian 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 maritime forces.
- h. Recent Operations/Exercises. According to recent operations/exercises, MOEs (listed below) can help to determine when to transition the operation to the UN, 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).
- i. Lessons Learned. Lessons learned from recent operations/exercises include:
- (1) MOEs should be clear and not subject to interpretation. (Indicators such as “road traffic ability” 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 non-governmental agencies should be established to develop and monitor MOEs.

---

8. Courses of Action and the Commander's Campaign Plan. During planning, develop courses of action and/or a campaign plan. 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. Specific tasking of a humanitarian operation may undergo major revision 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 operational area. 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 maritime forces are allies and partners in accomplishing the HA/DR 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.
  - 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 area of operations (AOO).
- a. Try subdividing the AOO 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 maritime 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/DR functions conducted by maritime 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/DR responsibilities to another organization. It can occur between services, from a service to a JTF, or from the JTF to the UN or HN. Transition/termination is initiated once objectives have been met and/or the order comes from the SecDef/MOD level or higher via the regional commander. In humanitarian 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 UN 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 humanitarian 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. Humanitarian operations are politically sensitive and conducted in the midst of foreign civilian populations during crisis. Consequently, successful humanitarian operations are highly dependent on timely and actionable intelligence. As in other military operations other than war, intelligence in humanitarian 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. Human Intelligence (HUMINT). HUMINT (people talking to or about people) comprises a significant portion of any HA/DR 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 humanitarian 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/DR objective.

---

## 0506 Communications

1. General. Communications with all military forces, NGOs/PVOs/IOs, HN agencies, and other organizations in the AOO is imperative. Establish communications with coalition forces, disaster assistance response team (DART)/Office of U.S. Foreign Disaster Assistance (OFDA), 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 (intravehicular 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 maritime 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 operations security and personnel safety.
2. Assumptions. The following assumptions can be made concerning public affairs:
  - a. The military conducting humanitarian 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 regional commander or ACG for interagency coordination and approval prior to being released.



---

3. Responsibilities of the Maritime Forces. Responsibilities of the maritime 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 regional command or ACG 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 regional commander 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 operations 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 public affairs officer (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 maritime force support. Complications throughout the operation may be avoided by ensuring that the maritime force'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/DR recipient populations. Maritime force headquarters and component commanders will provide their own secure phones, hand-held radios, and automatic data processing (ADP) equipment (small computers).

7. Public Affairs Office. Public affairs functions should be consolidated at the senior command level. The maritime force public affairs function will coordinate the release of information, news media requests for information, visits, and access to the HA/DR 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 humanitarian 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/DR 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 photo-processing equipment.

(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. Humanitarian 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.
- 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 humanitarian operations, if maritime forces are augmented by legal advisors (LEGADs) 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. Maritime forces may be tasked to provide shelter or housing ashore for HA/DR recipients. 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.

2. Prior to establishing camps:

a. 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.

b. 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.

c. Make an early request for civil affairs (CA) personnel. They specialize in managing camps.

3. Maritime forces may be required to move or evacuate HA/DR recipients 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 maritime force's tactical units in conjunction with military police, CA personnel, and the appropriate NGOs/PVOs/IOs. Because HA/DR recipients 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.

4. When moving persons, consider the following:

a. Route selection.

b. Route identification.

c. Establishment of control and assembly points.

d. Emergency rest stops, medical facilities, and billeting areas.

e. Use of local, national, and international support agencies.

f. Translator and interpreter support.

### **0510 Health Service Support**

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

---

2. 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 AMedP-15.

### **0511 Engineering**

1. General. Engineers' primary function during humanitarian operations is general engineering and support to maritime 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 humanitarian 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 humanitarian 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 humanitarian operations is frequently a joint mission. Maritime 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 maritime forces conducting security operations in support of NGOs and PVOs/IOs during humanitarian operations and providing security for themselves. Factors discussed include guidelines, SOPs, separation of parties in conflict, area presence, and carrying of weapons. Humanitarian operations are conducted primarily in permissive environments. Military force should be considered as the last resort for security and only where a capability gap exists that civilian government agencies and international organizations are not able to fill and only for the limited time it takes civilian international organizations to establish themselves. This discussion applies primarily to humanitarian operations conducted in an uncertain or hostile operational environment, but the security measures described should also be considered for possible consideration for HA/DR provided in a permissive environment.

2. Secure Environments. Establish a secure environment prior to commencing humanitarian 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/DR recipients.
- e. HA/DR 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 humanitarian operations is important. In general, it follows the same tactics as for a military convoy operation.
    - b. If forces providing HA/DR 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 AOO 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. ATP-3.4.1.1 provides detailed information related to convoy security.
  5. Weapons Confiscation. In a hostile environment, forces providing HA/DR 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. Humanitarian operations may occur during peace support operations or evolve into peace support operations. In either case, HA/DR may need to be provided in an uncertain or hostile operational environment that requires separation of hostile parties. AJP-3.4.1 and ATP-3.4.1.1 provide doctrine, techniques, and procedures for establishing separation of hostile parties during these situations.
  7. Standard Operating Procedure. The publication of a security SOP should be one of the first duties of forces arriving in the AOO. The SOP should cover any unique or special conditions that exist. The maritime force commander's SOP should be augmented as required by detachment commanders or subordinate unit commanders. Relevant extracts from OPODs, 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/DR 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 banditry by any parties or individuals. Force presence may include patrolling and establishing observation posts as described in ATP-3.4.1.1.
  9. Carrying Weapons.
    - a. Individual weapons are carried by HA/DR 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. HA/DR 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.



---

## ANNEX A Operational and Logistic Planning

### 0A01 Introduction

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

1. Operational planning.
2. Logistics planning.
3. Population estimation.

### 0A02 Operational Planning

1. General.
  - a. Operational planners face the greatest challenge within military organizations performing humanitarian operations. This challenge amounts to identifying, adopting, and applying those tools used in warfighting that are applicable to the existing principles in an HA/DR scenario.
  - b. During humanitarian operations, naval personnel (except planners) perform their primary jobs daily as under normal circumstances.
2. Commander's Intent. Fundamental to applying warfighting to humanitarian operations is establishing the commander's intent: what the commander wants to accomplish and how. This concise expression shall clearly state the purpose of the maritime forces' mission. During humanitarian operations, the overall tone of this is determined in the superior commander's mission statement. The commander's intent is much more than repetition of the superior's mission statement. During humanitarian operations, it can establish the correct tone and tempo for all aspects of support provided by maritime forces. Once established, the commander's intent is used by planners to develop courses of action and plans for operating 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 humanitarian 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 action needed for HA/DR and friendly capabilities into the proposed course of action. 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 humanitarian operations and focus efforts concerning:

- (1) Time.
- (2) HA/DR 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 humanitarian operations. Figure A-1 is an example of a synchronization matrix used for humanitarian operations.

d. The process of completing the HA/DR synchronization matrix includes the following:

- (1) Time of the event.
- (2) Action determined to be most likely and least desirable.
- (3) Post-decision points from the IP process.
- (4) The course of action which is applied simultaneously to the ship and shore areas of the AOO.
- (5) Completion of the matrix to ensure synchronization of available assets.
- (6) Completion of a matrix for each course of action.

<b>HA/DR Synchronization Matrix</b>		
Period of Time/Phase		
Needed HA/DR Action		
	<b>Ship</b>	<b>Shore</b>
Command & Control		
INTEL		
Liaison		
Maneuver		
Logistics		
Health Service Support		
Shelter		
Security		
Public Affair		
CIMIC		
Legal		

Figure A-1. HA/DR Synchronization Matrix

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-2 shows HA/DR execution matrices.

5. Liaison Missions.

a. In the past, the norm for creating liaison organizations has been to build ad hoc 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) Command, control, and communications, and structure.

<b>(Note 1)</b>		<b>Phase I Deployment (Note 2)</b>	<b>Phase II Deployment (Note 2)</b>	<b>Phase III Deployment (Note 2)</b>	<b>Phase IV Deployment (Note 2)</b>
Maneuver	Security				
	ship				
	shore				
Command & Control					
INTEL					
Liaison					
Aviation					
Logistics					
Psych Operations					
Civil Affairs					
Combat Service Support					
Public Affair					
Health Service Support					
Legal					
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 Superior commander’s warning order					

Figure A-2. HA/DR Execution Matrix

---

c. Analysis of Force Capabilities. While conducting an analysis of unit suitability during an HA/DR 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/DR 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/DR 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/DR operations, including:

- (a) Collecting support request?
- (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 maritime force transition into a new humanitarian operations 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) Knowing that humanitarian operations are fundamentally civil-oriented missions.
- (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/DR 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 Logistic Planning**

#### 1. General.

a. Under conditions short of war, the commander:

- (1) Exercises direct authority over logistics operations in his operational area.
- (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 maritime forces commander logistic support to allies, civilians, and HA/DR recipients.

b. Unless changed, logistic responsibilities remain with each service and service component commanders. Logistic support can be provided through agreement with national agencies, allies, or by common, joint, or cross-service assignment.

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

a. Characteristics. Logistic planning during HA/DR 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/DR operations include:
- (1) Scope of legal authority.
  - (2) Effect of budgetary considerations, including determination of prepositioning 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 maritime 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.
  - (10) Varying rules of engagement and concepts of self-defence and use of force among forces from different countries.
3. Role of Combat Service Support. The CSS element is actively involved with the provision of services to an HA/DR 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/DR mission, it may be preferable to designate the CSS commander as the commander of HA/DR and attach additional combat and CSS forces as required.
4. Funding. Prior to deployment, discuss costs, maintenance requirements, and support for the increased table of equipment with the appropriate headquarters.
5. 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.
6. 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 maritime 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/DR recipients.

7. Logistics Planning Sequence. The following is an example of a methodology used to prepare a logistics support plan for HA/DR recipient 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 table of organization and table of equipment (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/DR 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.

8. 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 HA/DR recipients.

- 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 the joint operations area (JOA)).
9. 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).
10. 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 HA/DR recipients 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 HA/DR recipients.



## 11. 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 population (case load) estimate. Accurate 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 each person will require 1 kilogram (1,000 grams) (2.2 pounds) 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 a month of supply (MOS) (in metric tons, t) is calculated as follows:

$$t(\text{MOS}) = \frac{30 \text{ days} \times 1 \text{ kilogram} \times \text{population}}{1000}$$

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:

$$\frac{t(\text{MOS})}{1.05}$$

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 (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:

$$\frac{t(\text{MOS})}{1800}$$

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

(1) Primary (Long Haul) Transportation.

(a) Long haul transportation is used to move HA/DR 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:

$$\frac{t(\text{MOS})}{540}$$

(2) Secondary/Tertiary (Short Haul) Transportation. Short haul transportation is used to move HA/DR supplies to the local distribution center or recipient. 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:

$$\frac{t(\text{MOS})}{120}$$

h. Petroleum, Oils, and Lubricants 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 operational area has limited fuel storage infrastructure.
- (5) One metric ton of fuel is the equivalent of 1,176.47 liters (310.8 gallons).
- (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.
- (8) 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:

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

D: average round trip distance in kilometers

- (9) 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:

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

#### **0A04 Population Estimation**

1. Introduction. Determining the number of people to be supported is an important task for HA/DR logistics planners when the population number is unknown or the influx of HA/DR recipients 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.
3. 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 maritime forces 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 before, during, and after an HA/DR liaison tour, including establishing the 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, those of the unit/agency to which the LNO is being sent, and for a NATO-led operation, NATO Military Assistance to International Disaster Relief Operations (IDRO) (MC 343), MC 411, and AJP-9.
- (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) Operations 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/she 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 section.
    - e. Keep abreast of the situation and respond to future liaison requirements.

### **0B02 Civil Military Operations Center**

1. The humanitarian force commander may form a 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/DR 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 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 for a CMOC may include:
- a. Validating requests for military support.
  - b. Coordinating requests for military support with the military components.
  - c. Convening and hosting ad hoc mission planning groups involving complicated military support and/or numerous military units and NGOs/PVOs/IOs.
  - d. Promulgating and explaining force policies to NGOs/PVOs/IOs.
  - e. Providing information on force operations and the general security situation.
  - f. Serving as the focal point for dealing with weapons policies (if required).
  - g. Administering and issuing NGO/PVO/IO ID cards.
  - h. Validating requests for travel on force aircraft and vehicles.
  - i. Acting as an interface, facilitator, and coordinator among maritime forces, NGOs/PVOs/IOs, host government, and higher headquarters.
  - j. Chairing port and airfield committee meetings for space and access-related issues.
  - k. Acting as the agency that retrieves and returns confiscated items from NGO/PVO/IO organizations.
  - l. Responding to emergency requests for support.
  - m. Maintaining and operating a 24-hour watch.
  - n. Maintaining contact with regional CMOCs.
  - o. Supporting, civil affairs teams, as required.
  - p. Facilitating organization of a logistics system for food relief efforts.
3. Guidelines. If 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 maritime 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 maritime force organizations. Detailed information about the flow of action requests is described in Table B-1.

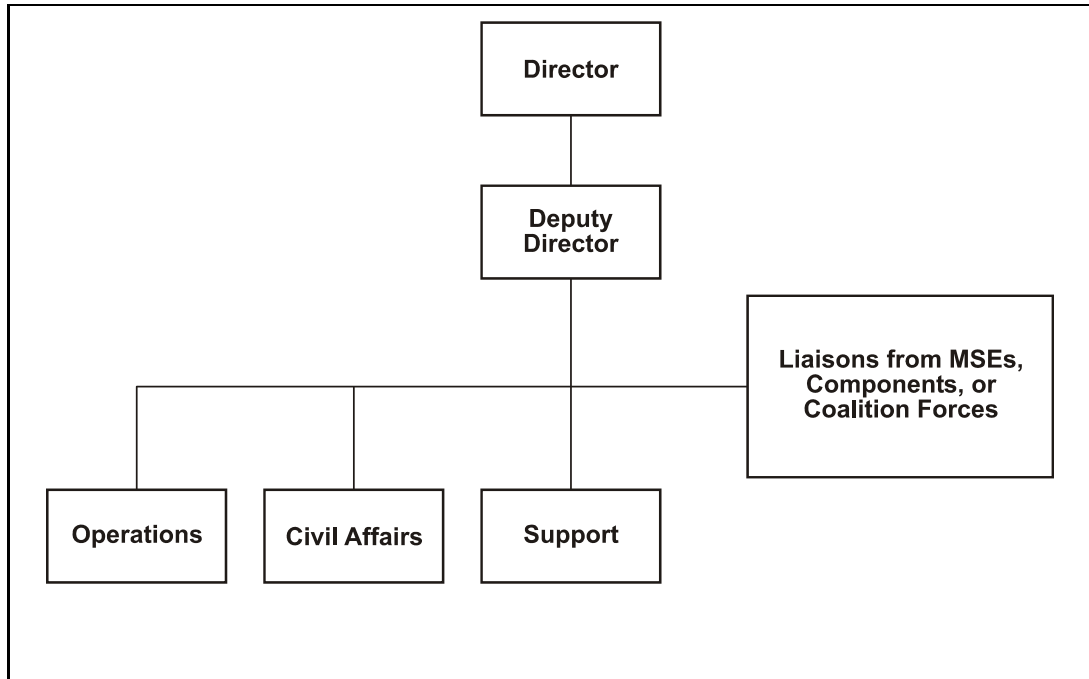


Figure B-1. CMOC Organization



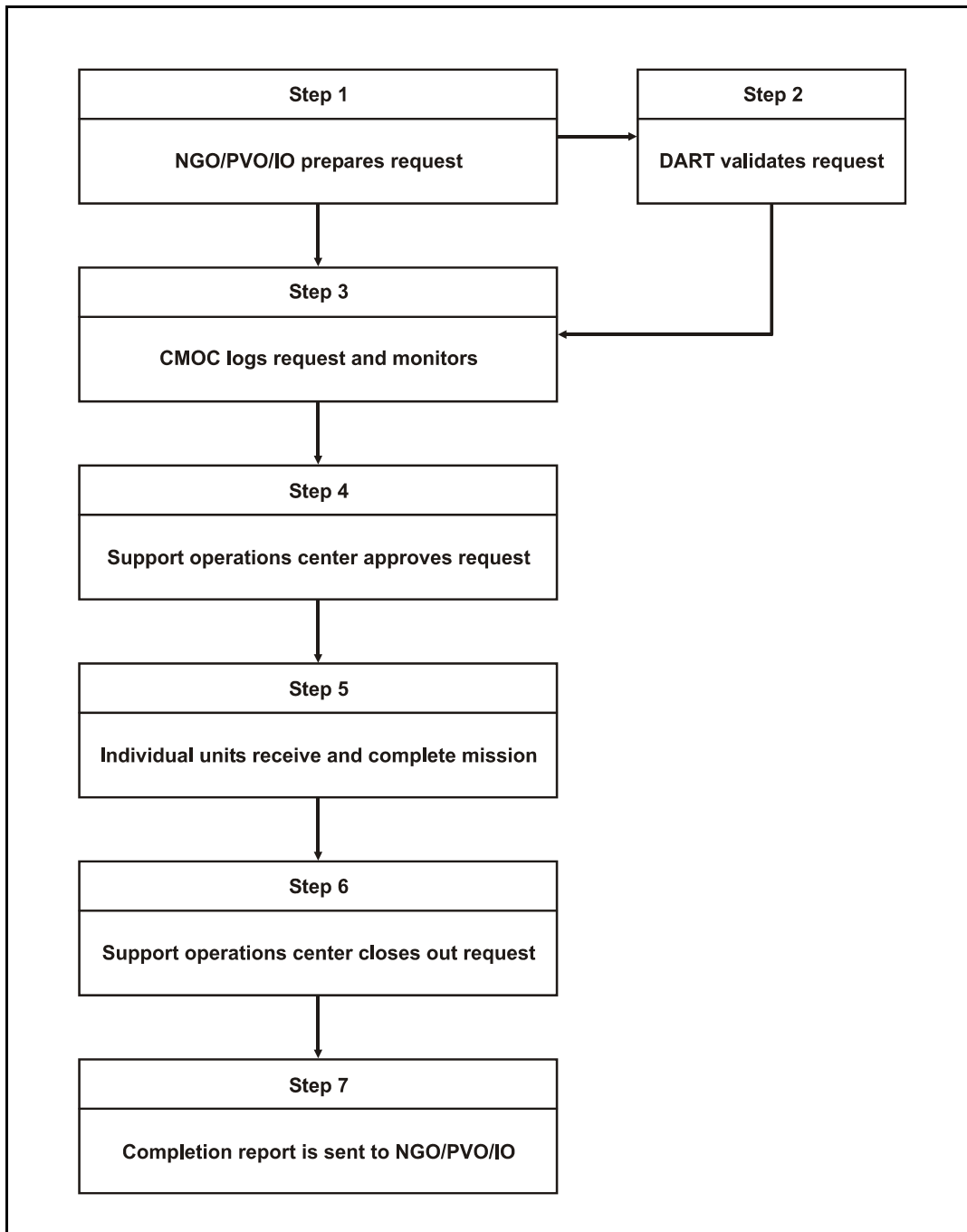


Figure B-2. Flow of a CMOC Request for Support

Table B-1. Action Request Flow

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

---

## ANNEX C Legal Affairs

### 0C01 Background

1. Overview. Maritime forces assigned to an HA/DR 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/DR missions prior to transit to their AOO.

#### NOTE

**DIRECTIVES ISSUED BY COMMANDERS OF UNIFIED AND SPECIFIED COMMANDS ARE DEFINITIVE WITHIN THE COMMANDER'S AOO. 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 maritime 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. OPLANs, OPORDs, and applicable 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 humanitarian operations. However, in conjunction with the Geneva and Hague Conventions, protocols, and customs, it may provide guidance.

b. The fundamental concepts of internationally recognized human rights 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/DR 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. ■

---

## 0C02 Law of the Sea

1. Discussion. 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/MOD 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 allow for the grant of 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-defence and protection of nationals provide the authority for maritime 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**

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

1. It is imperative that maritime 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 humanitarian operation. Maritime forces dealing with HN and international organizations should anticipate the difficulties international agreements can impose.

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

a. Chain of command.

b. Clarification concerning interpretations of mission accomplishment.

c. Logistics support.

d. Budgetary issues.

e. Security of personnel and property belonging to own nation/coalition citizens and foreign nationals.

f. Charitable contributions.

---

**0C04 Regulations and Enforcement of Rules Within HA/DR Camps**

1. The commander responsible for maintaining camps or billeting for HA/DR 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 Fraternalization**

1. Command Guidance. The commander's guidance concerning fraternization between maritime or task force personnel and HA/DR recipients shall be:
  - a. As established in national maritime regulations.
  - b. In general concurrence with policy established by higher headquarters.
  - c. Thoroughly reviewed by the legal staff.
  - 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/DR 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/DR recipients unless on official business.
  - c. Unless specifically instructed otherwise, wear complete military uniforms while conducting official business with HA/DR recipients or in HA/DR camps or billeting spaces.
  - d. Unless otherwise authorized, do not reside, sleep, or remain overnight within the perimeters of areas designated as HA/DR camps or billeting quarters.
  - e. Do not engage in sexual relations or have physically intimate activities with HA/DR recipients.
  - f. Unless specifically instructed otherwise, do not purchase goods/services from or sell goods to HA/DR recipients.
  - g. Do not purchase or sell any object on behalf of an HA/DR recipient.
  - h. Do not take or use any supplies designated for use by HA/DR recipients.
  - i. Unless specifically instructed, do not exchange, give to, or accept from HA/DR recipients any goods, services, property, currency, legal tender, HA/DR script, or camp economy credits.

---

## 0C06 Legal Functions During Humanitarian Operations

The legal staff 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:

1. Obtain and review copies of host nation support agreements/contracts.
2. Determine:
  - a. Appropriate status of military forces.
  - b. Privileges and immunities of military forces.
  - c. Jurisdiction rules over naval personnel in the event of a crime/accident.
  - d. Necessary reports in the event HA/DR personnel are detained by police.
  - e. Procedures to obtain custody of HA/DR personnel who are incarcerated.
  - f. Tax liabilities of HA/DR personnel entering or leaving the HN.
3. Identify:
  - a. Taxes, duties, and/or levies the HN government may make for items or equipment brought in or taken out by HA/DR forces.
  - b. Duties and obligations imposed on the HA/DR forces for facilities they construct.
  - c. Financial obligations to the HN the HA/DR nation(s) may incur through participation in the operation.
4. Establish procedures for claims by or against the HA/DR government(s).
5. Identify HN restrictions imposed on HA/DR forces operating motor vehicles (military/commercial).
6. Determine HN visa/passport requirements for HA/DR personnel entering and leaving the operational area.
7. Obtain copies of all standard of forces agreements, exchanges of notes, memorandums of understanding (MOUs), protocols, or agreements that may be applicable between the HA/DR nation(s) and HN.
8. Establish procedures that allow for legal personnel to review all contracting procedures and contracts.
9. Report legal restrictions that may impact the operation.

## 0C07 Legal Aspects of ROE

R

1. Introduction. The national command authorities may exercise the right of national self-defence 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 AOO. This annex provides general information and does not supersede guidance issued by such commanders or higher authority.

2. General Information. ROE enable the national authority and the chain of command to authorize subordinate commanders to employ military force. They delineate the circumstances and limitations under which HA/DR forces will initiate and/or continue engagement with hostile forces. At the national level, ROE are promulgated by the SecDef/MOD level or higher to unified commanders to guide them in the employment of their forces to achieve broad national objectives. At the tactical level, ROE are task-oriented and frequently mission-oriented. At all levels, 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. ROE. ROE delineate the circumstances and limitations under which forces will initiate and/or continue combat engagement with other forces encountered.

4. ROE is likely to contain authorisations which allow military commanders to take action for defence of their forces, the nation, HA/DR citizens, and protection of national assets worldwide. Although they do not, and cannot, cover all possible situations, ROE provide guidance for the use of armed force in self-defence and mission accomplishment commensurate with international law and national/coalition security objectives. Commanders have a responsibility to take all necessary and appropriate action for the unit's self-defence.

5. ROE in Conjunction With Coalition Forces. Ideally the ROE for multinational HA/DR 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 maritime 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. Maritime Force Preparation. The ROE for humanitarian operations should reflect the limited military objective to be accomplished. Steps to prepare maritime 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 commander 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 maritime forces. However, at a minimum, conduct ROE training immediately prior to personnel coming into contact with HA/DR recipients. During past HA/DR missions, ROE cards have been provided to personnel. A sample ROE card is provided in Figure C-1.



7. Self-Defence. Considerations in the use of force in self-defence include necessity, reasonableness and proportionality. In general for use of force to be justified it must be necessary, reasonable and proportionate, however units must act within the relevant national rules.

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

Figure C-1. Example U.S. ROE Card

- 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.

---

## ANNEX D HA/DR Camp Considerations

### 0D01 General

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:

1. Preconstruction considerations.
2. Temporary shelter.
3. Camp services.
4. Classification of recipients during billeting.
5. Single shelter considerations.
6. Camp layout.
7. Construction planning guidelines.
8. Equipment source considerations.
9. Camp administration.
10. Key military billets.
11. Personal belongings.

### 0D02 Shelter Requirements

R

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/DR 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.
- c. If the environment is seasonal, consider whether the shelter will be adequate through the winter.

- d. The UNHCR requires 3.5 to 5.5 m<sup>2</sup> 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**

**MARITIME FORCES MAY FIND THIS INFORMATION IMPRACTICAL OR UNREALISTIC BECAUSE OF PHYSICAL OR SECURITY CONSTRAINTS, BUT IT SERVES AS A BASELINE.**

**0D03 Billeting Considerations**

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 general purpose (GP) medium tents or similar items. The military uses GP medium tents to house 10 to 20 individuals. Using UNHCR guides (3.5 m<sup>2</sup> per person), a GP medium tent can house 14 to 15 individuals. If the duration of stay per HA/DR recipient is short (several days only), the flow of HA/DR recipients may require a number greater than 15. If, however, the duration of stay for each recipient 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.

**0D04 Camp Services**

1. When planning HA/DR 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.

**R** c. Information dissemination and liaison services among agencies, U.S. military, and HA/DR 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.

### **0D05 Preconstruction Considerations**

1. Preconstruction Planning. Consider the following before beginning construction planning of HA/DR 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 Advanced Base Functional Component System. This tool provides space requirements, design drawings, and bills of material.

### **0D06 Camp Layout**

1. Basic Principle. The basic principle of HA/DR 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, theatres, 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) Civil affairs.

(e) Interpreters.

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

b. Medical Facilities.

(1) The use of an air transportable hospital 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/DR 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 recipients 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. Interment/Detention Compound. An interment/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 camp population. Build the interment 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/DR 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. Plan the height of the tower(s) so that visibility is not obstructed by the tents or other structures. 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. Specialized service units and capabilities can be used to expedite water supplies and distribution. For example, naval vessels may produce potable water in excess of their needs which can be downloaded and trucked to camps and other service units may have large tactical land-based reverse osmosis water purification units (ROWPUs) and ROWPU barges.

f. 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:

(1) 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).

(a) 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.

(b) Construct showers on 2-inch (5-cm) 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 recipient-to-shower ratio does not exceed 100 to 1.

(2) 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:

- (a) Slit trenches with lime.
- (b) Holding tanks with blue fluid that must be serviced.
- (c) 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.**

(3) Trash and Sewage Collection. Trash and sewage collection and removal is also critical to camp sanitation. Use a 35- to 40-gallon (160- to 180-liter) trash can for every two to four tents/facilities. Task the camp population 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.

(4) 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.

g. 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, HA/DR 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. UN Considerations. The UNHCR Handbook for Emergencies is the best reference for building camps to support or be turned over to UN operations. The handbook recommends:

a. Planning camps by modules starting with the smallest, the family, and building up larger units; avoiding a rigid grid pattern which promotes high-density settlement. Camps typically built by military forces are designed in a linear layout and house 2,500 people (normally with expedient construction).

b. Latrine facilities within 165 feet (50 meters) 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 UN camps differs from the military model for camps in that the UN camp is recommended for long-term habitation which fosters a sense of community among HA/DR 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 Table D-1.)

### 0D07 Construction Planning Guidelines

Consider these points when planning the construction of a camp:

1. Use traditional or cultural designs for camps as appropriate. Figure D-1 provides examples of camps unique to one geographic area.
2. Locate central services near the camp entrance to avoid traffic through populated areas.
3. During planning meetings, ensure key NGOs/PVOs/IOs and medical personnel are represented.

Table D-1. Space Requirement for a 10,000-Person HA/DR Camp

Area	Space Requirements (approximate figures) (dimensions in feet)
Typical Camp (Note 1)	1,000 x 400 for 200+ billeting tents (10 acres) 1,000 x 200 for recreation and dining (5 acres)
HA/DR 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 (Note 2)	2 acres each (4 acres total)
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 (Note 6)
<b>Notes:</b> <ol style="list-style-type: none"> <li>1. Camp functional requirements include clear zones for security and utility support.</li> <li>2. Two 5,000-person facilities (300 x 300 area each).</li> <li>3. Includes dining facilities, recreation area, and showers for 1,100 people.</li> <li>4. Fifty-bed, surgical equivalent.</li> <li>5. Includes JTF headquarters, CMOC, component headquarters, function requirements, vehicle maintenance, interment compounds, and sewage disposal.</li> <li>6. One acre = 4047 m<sup>2</sup></li> </ol>	

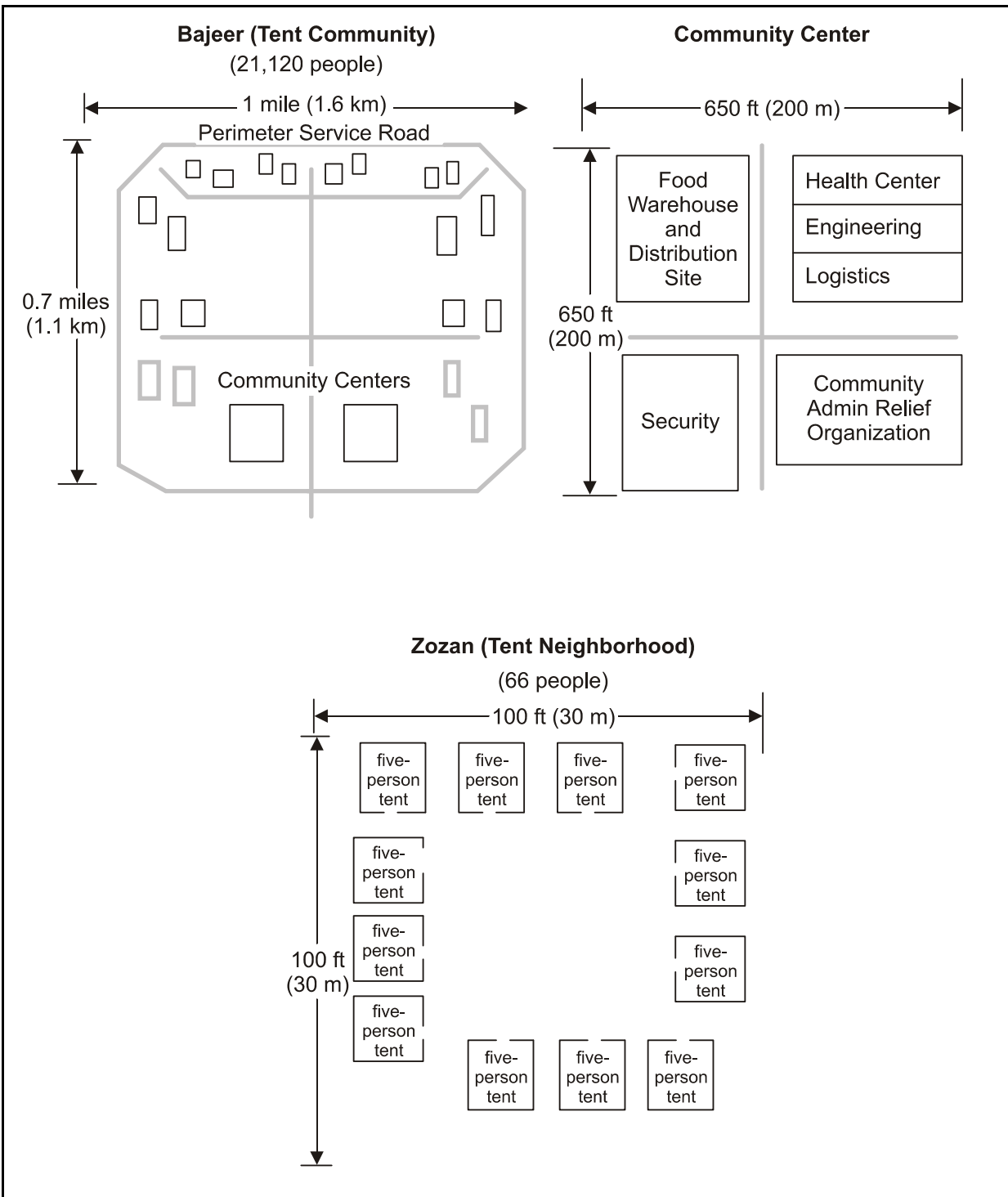


Figure D-1. Transit Center/Camps

- 
4. Prior to building, ensure the maritime forces' legal staff completes all required memoranda of agreement and understanding.
  5. Ensure the population does not exceed camp capacities or supporting services.
  6. Ensure a fire-resistant design is used. The UNHCR requires a firebreak 30-meters wide for approximately every 300 meters of built-up area. Also:
    - a. 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.
    - b. Whenever possible, use fire-resistant or fire-retardant materials.
    - c. Consider prevailing winds prior to construction.
  7. To reduce theft, pilferage, or damage to goods, do not locate warehouses or storage areas near billeting areas.
  8. Use noise suppressers on generators located near billeting areas.

#### **0D08 Equipment Source Considerations**

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

1. Compatibility between materials
2. Heating fuels to be used
3. Matching electrical grids (voltage and watts)
4. Repair part availability
5. Safety standards
6. Training requirements for personnel erecting camps.

#### **0D09 Sample Material Lists**

1. Supplies and equipment required to build camps are extensive. During past HA/DR missions, naval forces have used their tentage and equipment to provide shelters for HA/DR 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/DR camps and galleys.
3. Supplies and Materials. Table D-2 contains construction material requirements for a 5,000-person compound. Figure D-2 is an example of a 5,000-person compound.

R

Table D-2. Construction Material Requirements for 5,000-Person Compound

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 <sup>3</sup>	
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				
Note: USA standard material sizes.					

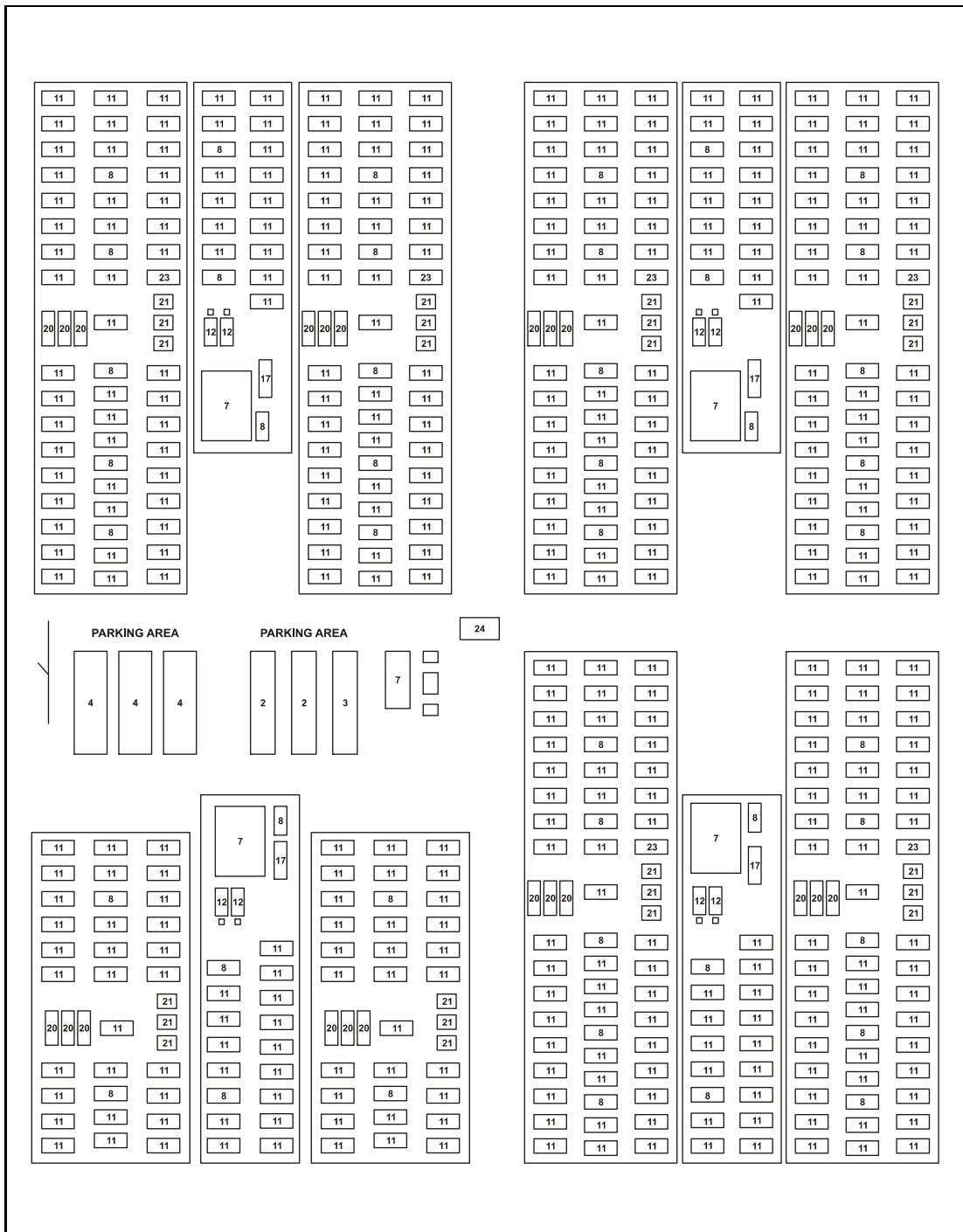


Figure D-2. 5,000-Person Camp (Sheet 1 of 2)

LEGEND			
ITEM	DESCRIPTION	ITEM	DESCRIPTION
1	Filing Station Mogas/Diesel (1,250 gal) (4,730 liters)	11	Tent (13 person)
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) (4,000 LPM)
8	Head-Shower (100 person)	24	Road w/Stabilized Surface (24-ft wide) (7.3-meters)

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

#### 4. Equipment Requirements.

a. Table D-3 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 surfacelaid 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. Table D-4 and Figure D-3 are based on installing and decking field galleys. In many cases, it may be easier to convert an abandoned restaurant into a field galley rather than building one.

Table D-3. Equipment to Support an HA/DR Camp (Sheet 1 of 3)

R

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 (7 m <sup>3</sup> /min) 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 (130G)	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	

R

Table D-3. Equipment to Support an HA/DR Camp (Sheet 2 of 3)

TAMCN	Nomenclature	Req U/I	Quantity	Source
B1620	Water pump (55 gpm) (200 liters/min)	EA	3	
B2085	Pump module, fuel sixcon	EA	1	
B2086	Tank, module, water sixcon	EA	3	
B2130	Tank, fabric (3,000 gal) (12 m <sup>3</sup> )	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) (2,720 kg)	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) (8 m x 7 m)	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	



Table D-3. Equipment to Support an HA/DR Camp (Sheet 3 of 3)

R

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) (9 kg)	EA	10	
K4375	Gloves, wire gauntlet	PR	60	
K3485	Gloves, linemans	PR	5	
K4806	Sealer, steel strapping (1.25 to 2 in) (30 to 50 mm)	EA	1	
K4948	Stretcher, steel strapping (1.25 to 2 in) (30 to 50 mm)	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	

R

Table D-4. Material for Field Galleys

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 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 PVC 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 nails	400 lb
1 1/2-in PVC pipe coupling	4	12D nails	100 lb
1 1/2-in 45° PVC elbow	4	16D nails	400 lb
1 1/2-in 90° PVC elbow	2	Screen staples	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 <sup>2</sup>
Note: USA standard material sizes.			

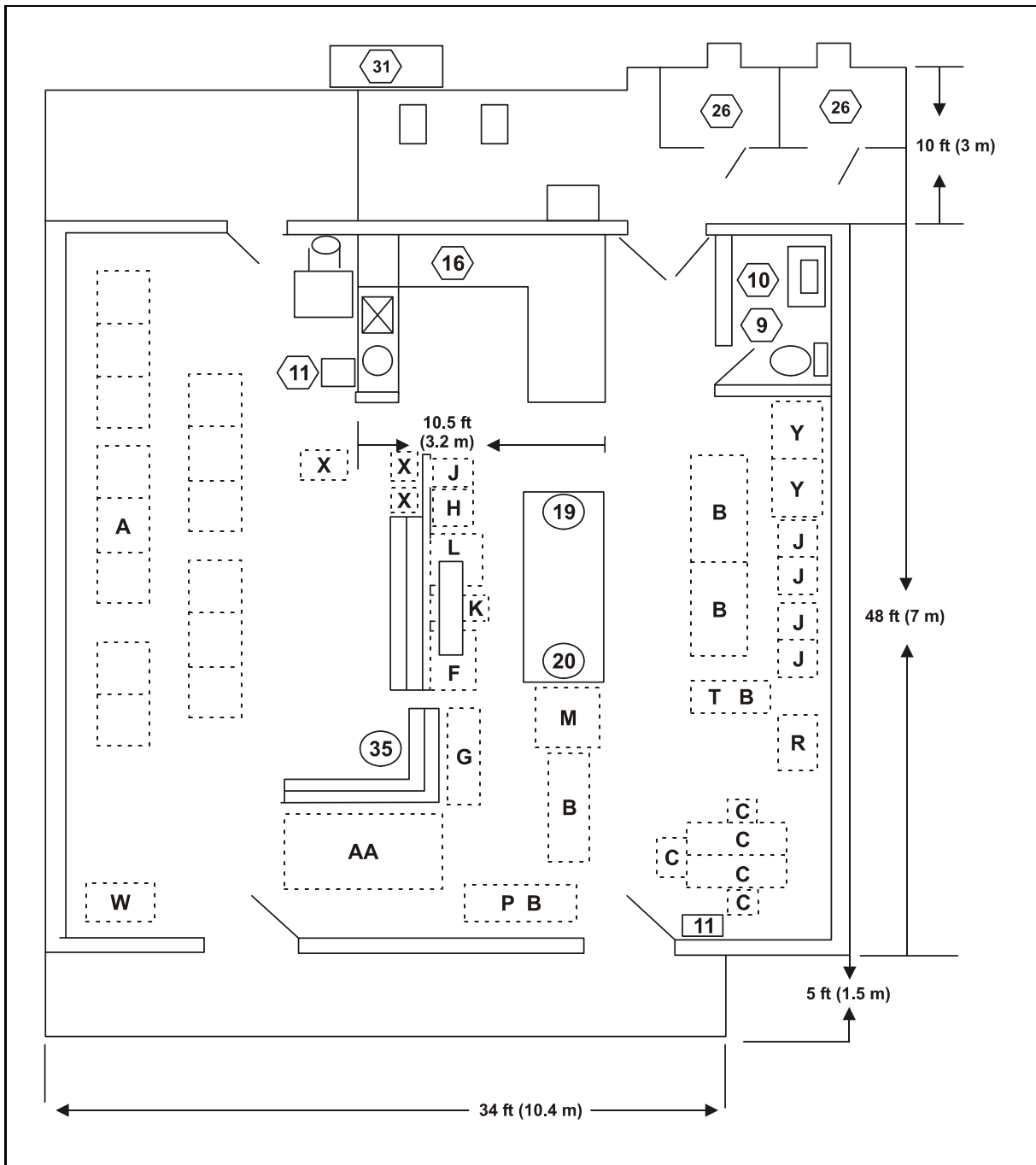


Figure D-3. Notional HA/DR Camp Galley (Sheet 1 of 2)

Legend	
Item	Description
A	Table–dining, metal, w/swing seats
B	Table–food preparation, 72 X 30 X 36 in (2 X 0.75 X 1 m), w/casters
C	Office desk, cabinet, and chair
F	Table–hot food, electric
G	Table–dessert/salad, mobile
H	Counter–cold food
J	Ice machine–cube, 250 lb (115 kg)
K	Fryer–deep fat, electric, 60 lb (27 kg)
L	Griddle–electric, 208, w/stand
M	Oven–conventional, 2 deck, electric
P	Mixing machine–30 qt (28 liters)
R	Refrigerator–30 ft <sup>3</sup> (0.85 m <sup>3</sup> )
T	Scale–weighing, bench type, 10 lb (5 kg)
W	Cabinet–ice cream
X	Eating utensils
AA	Dispensers–beverage
9	Water closet–tank type, vitreous china
10	Lavatory–vitreous china
11	Drinking fountain–10 gal (38 liters)
16	Scullery
19	Machine–vegetable peeling, 50 lb (22 kg)
21	Kettle–electric, 20 gal (75 liters)
26	Refrigerator–150 ft <sup>3</sup> (4.25 m <sup>3</sup> )
31	Tank–fuel, 275 gal (1 m <sup>3</sup> ), w/piping
35	Heater–space, oil fired, 70,000 btu/h

Figure D-3. Notional HA/DR Camp Galley (Sheet 2 of 2)

### 0D10 Camp Administration

1. When large groups are quartered in HA/DR camps, administration and operation are usually directed by 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/DR camp responsibilities should establish short-, mid-, and long-term goals for HA/DR 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. Humanitarian 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/DR recipient self-governing bodies and established personal relationships.

3. Regulations. Camp commanders should consider the long-term desired end-state of the humanitarian operations 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 humanitarian operation 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 humanitarian operations forces escort.

(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 regulations pertaining to 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/DR 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.

---

#### 4. Self-Government.

a. Developing self-governing bodies can be a prime factor in the peaceful and efficient long-term operation of HA/DR 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/DR 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 humanitarian operation forces.

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 supporting forces.

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/DR recipients are billeted by family, gender, 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/DR recipients but is carried by escorts.

c. Processing. If NGOs/PVOs/IOs or the HN are processing HA/DR recipients, military personnel may assist by performing tasks such as crowd control, photographing, or administrative assistance.



---

6. Personal Belongings. Allow HA/DR recipients to keep their personal effects after screening 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/DR 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/DR 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/DR 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.

13. Liaison. Coordination between all parties involved in HA/DR camps is imperative for effective operations. Liaison is normally assigned to camp management personnel.

---

**0D11 Key Military Billets**

1. Camps may be administered by one of two types of key billet holders (military personnel and/or HA/DR recipients). If possible, leave actual camp administration to the residents. If camp administrative requirements reside primarily with military 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) Non-commissioned officer (NCO) in charge.
  - (4) Staff judge advocate.
- 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/DR 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 military 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/DR 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.

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/DR 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 gender 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/DR personnel.
- f. Meetings or groups roving the fence lines.
- g. Hunger strikes.
- h. Banners or signs.

- 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 HA/DR Recipient Administration

### 0E01 Introduction

1. Administration of HA/DR 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 maritime forces may be required to process persons for reasons involving security, medical necessity, or operational area isolation.
2. Figures E-1 through E-4 are sample forms which can be locally reproduced to aid in HA/DR recipient administration.

<b>EVACUEE CONTROL CARD</b>	
<b>Control #</b>	_____
<b>HN ID Card #</b>	_____
<b>Name</b>	_____
<b>Nationality &amp; HOR</b>	_____
<b>Disposition Instructions</b>	_____
	_____
<b>Interviewed By: CA</b>	_____
	<b>CI</b> _____
<b>Final Disposition</b>	_____

Figure E-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 E-2. Personnel Identity Card Sample Format

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 E-3. Sample Fingerprint ID Card



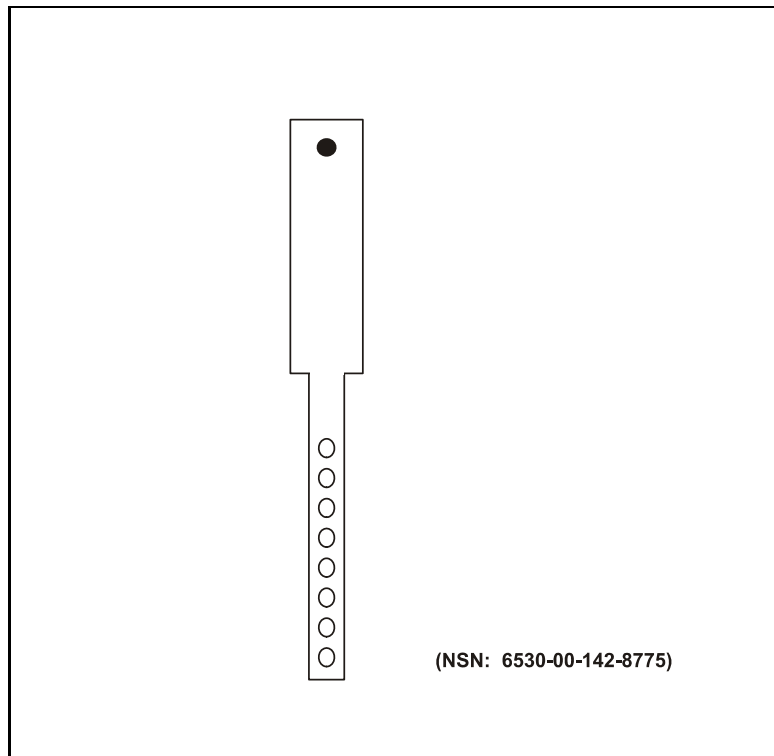


Figure E-4. ID Bracelet

## 0E02 General Categories and Classification for HA/DR Recipients

1. Generally, the first step in processing HA/DR recipients involves categorizing or classifying the group. Categorization is determined by either the mission or the need. Classification may be performed by age, gender, 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/DR 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/DR but is not a refugee or evacuee. For HA/DR purposes, these categories are defined as:

- a. Citizens. Persons who are living within the boundaries of their own country.
- b. Internally displaced person. A person who, as part of a mass movement, has been forced to flee his or her home or place of habitual residence suddenly or unexpectedly as a result of armed conflict, internal strife, systematic violation of human rights, fear of such violation, or natural or man-made disasters, and who has not crossed an internationally recognized state border.
- 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. Refugee. Any person who, owing to a well-founded fear or being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion, is outside the country of his nationality and is unable, or owing to such fear, is unwilling to avail himself of the protection of that country; or who, not having a nationality and being outside the country of his former habitual residence as a result of such events, is unable or, owing to such fear, is unwilling to return to it.

---

3. Reasons for Processing. If maritime forces are required to process persons receiving assistance, they shall ensure recipients are segregated, identified, and processed. Prior to commencing processing, the humanitarian operation commander, staff, and chief agencies responsible for HA/DR 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/DR recipients are not prisoners, criminals, or detainees. They are usually frightened and weakened physically. 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 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 humanitarian operational 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/DR 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. Means of identification include photographs and cards or identification bracelets. Figures E-1 through E-4 provide examples of types of ID used during past humanitarian operations. Identification is usually performed by military personnel supervised by national or international agencies. Positive identification may be difficult as many HA/DR 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.

d. Medical Examination. This initial exam will normally be conducted without the benefit of medical or inoculation records. Medical examinations should be properly supervised, conducted only by qualified personnel, and take into consideration cultural attitudes and beliefs.

INTENTIONALLY BLANK

---

## ANNEX F Logistics

### 0F01 General

This annex discusses special logistic considerations and details.

### 0F02 Logistic Support

1. Sources. Sources of logistic support are described in the paragraphs below.

a. Contracting. Contracted support during humanitarian operations is desirable, reduces wear and tear on military equipment, and reduces the requirement to transport supplies and equipment to the operational area. Unfortunately, obtaining this support is a difficult task. Considerations concerning contracted support include:

(1) HA/DR 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 operational area.

(3) Contracting involves purchasing, renting, or leasing supplies or services from non-military 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 a maritime forces 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 logistic support for humanitarian 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 OPOD 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/DR camp operations, they greatly reduce the requirement to transport personnel and equipment, and provide a level of support to HA/DR

---

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, humanitarian operations may have an adverse affect on military installations and their communities, mission, and facilities. Also, military support is expensive, increases the HA/DR recipients' dependence on support, and is exceedingly difficult to transition from.

(4) Deployed forces' logistics support to humanitarian operations encompasses the full spectrum of support including shelter, rations, medical supplies and services, transportation, water, and laundry services. HA/DR support required from maritime forces normally increases as the conditions become more austere. During planning, the maritime forces commander and staff must plan for own force support as well as support for the HA/DR recipients. Whenever possible, the maritime force requiring additional support should be deployed early and established prior to attempting to provide support to the HA/DR recipients.

c. Support From Other Nonmilitary Sources.

(1) Depending on the operation, some logistic support for HA/DR 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/DR recipients and the supporting force. 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) Food (rations).
- (b) Transportation.
- (c) Construction materials.
- (d) Refrigeration services.
- (e) Oil.
- (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 operational area has been difficult for the NGO/PVO/IO community to coordinate.

2. Considerations. Logistic considerations during humanitarian operations are described in the paragraphs below.

a. Planning and Coordination. Planning and coordination are critical considerations for logistic support during all phases of humanitarian operations. Detailed planning provides the commander with the flexibility to respond in situations beyond the maritime forces' control, such as unexpected increases in HA/DR recipient populations. Once established, the maritime forces' 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 commander's decision to identify quality-of-life issues and standards of medical care he expects to establish.

b. Equipment. Equipment considerations during humanitarian operations are as follows:

(1) A large amount of equipment and materials is used in humanitarian operations. Within the maritime forces, 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) 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 maritime forces' requirements and owning unit).

(2) Equipment source considerations for humanitarian operations fall into three categories based on the source (HN, NGOs/PVs/IOs, or maritime forces). Prior to accepting materials, consider:

(a) Compatibility between equipment and operators.

(b) Fuels to be used.

(c) Matching electrical grids (voltage, watts, and frequency).

(d) Repair part availability.

(e) Safety standards.

(f) Training requirements for personnel.

c. Logistics Affected By Interagency Decisionmaking Process. Logistic support provided by the maritime forces is affected by NGOs/PVOs/IOs and the interagency process. These agencies have a

---

chain of command, and their representatives may choose to defer decisions to their supervisors at locations out of the operational area. 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 commander may be required to make a decision unilaterally or contact the supported superior command for guidance.

d. Functional Organization.

(1) Because of the extensive logistic requirements for operations, logistics may be pursued in one of the following manners:

(a) A logistic functional component may be established to conserve, consolidate, synchronize, and/or coordinate the logistic efforts of all HA/DR 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 humanitarian operations (Somalia and Guantanamo Bay, Cuba).

e. Logistic Support and Phases of the Operation. Organize logistic support in accordance with the operational phases as established by the superior command. By organizing logistic support by phases, planning is made easier. Logisticians should consider using operational tools, such as execution and synchronization matrices, when determining logistic requirements.

f. Operational Tempo. Logistic 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 humanitarian operations and ways to contain costs. The most costly items in humanitarian operations (as noted during past operations) include:

(1) Rations.

(2) Fuel (POL for engineering, transportation, and food service equipment).

(3) Medical.

g. Sea-Based Logistics. Naval vessels can offer logistic support during humanitarian 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 maritime forces 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 logistic support are described in the paragraphs below.

a. Supply. Supply support during humanitarian operations is provided to the maritime forces and HA/DR 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 maritime forces during the first 30 days of the operation.
- (6) Be aware that supply support to humanitarian 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 maritime forces. 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 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 maritime forces 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 maritime forces 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 maritime forces and also training related to requirements for service-specific regulations when one service is coordinating wholesale-level supply support for the maritime forces. In humanitarian operations, it is especially important to coordinate special purpose items such as those used in sundry packs for HA/DR recipients.

---

b. Maintenance.

(1) Requirements for maintenance support during humanitarian 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 maritime forces. Regardless of choice, maintenance shall be responsive to emergencies and sudden increases in requirements.

(2) Because an humanitarian operation may last for an indefinite period of time, maritime forces should send only equipment in good operating condition. Additionally, the maritime forces 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 maritime forces may be required to establish movement control organizations for themselves on components of a joint forces. Effective movement control is important to plan, schedule, and control the maritime forces' move into, within, and out of the AOO. Once in the AOO the maritime forces must properly manage movement control to ensure the mission and maritime forces 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 humanitarian 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) (3,785 liters).
- (7) Tractor trailers.
- (8) Ambulances.
- (9) Garbage trucks.

e. Engineering. A maritime force 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 maritime forces staff and medical, food services, and CA personnel. Tailor food services in humanitarian operations to

---

the needs of HA/DR recipients and the situation. Field rations are often used during the early stages of an operation. As field messes are established, these rations should be replaced with hot meals.

(b) During most humanitarian 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/DR 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/DR recipients and the maritime forces 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 maritime forces staff should consider when developing food services programs include:

- 1) Environment.
- 2) Health of population.
- 3) Rations available.
- 4) Logistics.
- 5) HA/DR recipient demographics.

(2) Equipment. The maritime forces food services personnel should deploy with the equipment required to perform their mission. Special equipment to prepare rations for HA/DR recipients may be available in the operational area. The food services officer should make this determination during the advance party reconnaissance.

(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/DR 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/DR recipients three times daily. Move people and stage food and supplies approximately 30 minutes prior to the meal. Keep HA/DR recipients clear of messing areas between meals, except where prior special arrangements have been made.

(6) HA/DR Recipient Mess Attendants and Cooks. If HA/DR recipients will help as mess attendants or cooks, training is required. Most importantly, stress personal hygiene needs and ensure HA/DR recipients have a current physical exam by a medical officer, as required for maritime forces personnel.

---

(7) Coordinating Meal Schedules. Provide the following information regarding meals to HA/DR 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 maritime forces food service personnel.

(8) General Guidelines. The guidelines listed below were successfully used in past humanitarian 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/DR 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/DR recipients serving as food servers, and meal counts.

g. Health Service Support. The maritime forces commander should be concerned about HSS for maritime forces personnel and HA/DR recipients. Ideally, military medical assets support maritime forces personnel, while HN facilities and NGOs/PVOs/IOs and health organizations support themselves and the HA/DR recipients. In most cases, the operational area 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.

---

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 a humanitarian operation.
- (c) Humanitarian 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 OPORD or other agreements.

(2) Key responsibilities of the comptroller include:

- (a) Prior to deployment, requesting a funding coordination meeting with the superior command 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 maritime forces funding cost-control procedures.
- (f) Identifying appropriation data that applies to nonservice-related maritime forces 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 maritime forces without proper uniforms.
- (j) Developing an extensive list of points of contact to be used by the maritime forces and service component comptrollers, supply officers, and funding officers.

### **0F03 Camp Services**

General considerations concerning camp services include:

1. If possible, HN support or HA/DR recipients should be used to assist in providing camp services.
2. Contracted equipment must arrive with sufficient operators/mechanics/publications to support continuous operations.
3. Corrective maintenance for HN equipment shall be provided by the contractor.

---

#### **0F04 Logistic Planning Formulas**

Logistic planning formulas or equations are especially useful during HA/DR 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 maritime forces, 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.

#### **0F05 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/DR 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/DR recipients to move to and stay in assigned billeting areas during alarms. Develop plans for emergencies in HA/DR recipient billeting areas and medical plans for mass casualties.
- d. Life Preservers. Issue life preservers to HA/DR recipients when transporting them in boats.

2. Safety. Many facets of HA/DR camp operations are inherently dangerous and require proper planning to ensure safe and prudent execution. Unique factors which negatively affect safety during HA/DR 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/DR recipients.
- d. Limited supervision.
- e. Austere or expeditionary conditions.
- f. Time constraints.

3. Risk Assessment and Management.

- a. Safety during HA/DR camp operations is improved by:
  - (1) Personal involvement and emphasis by all personnel of the maritime forces.
  - (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/DR recipient's nor the maritime forces' responsibility to remedy a nation's environmental problems; however, collective action may be required to safeguard public health. The maritime forces 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/DR 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 humanitarian operations can be immense. Because of the volume and types of diseases that may exist in the HA/DR recipient population, human waste may be treated as hazardous waste. Preventive medicine personnel should make this determination. Maritime forces engineers and all other personnel 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 maritime forces and HA/DR recipients.

b. Hazardous Material (HAZMAT) Officer. The maritime forces should include a person assigned and trained as a HAZMAT officer. This officer (in concert with designated maritime forces 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.

INTENTIONALLY BLANK



---

# LEXICON

## LIST OF ACRONYMS AND ABBREVIATIONS

<b>ABFC</b>	Advanced base function component
<b>ACG</b>	amphibious combat group
<b>ADP</b>	automatic data processing
<b>AOO</b>	area of operations
<b>ATF</b>	amphibious task force
<b>AWG</b>	American wire gauge
<b>CA</b>	civil affairs
<b>CATF</b>	commander, amphibious task force
<b>CIMIC</b>	civil-military cooperation
<b>CJTF</b>	commander, joint task force
<b>CMOC</b>	civil-military operations centre
<b>CO</b>	commanding officer
<b>CSS</b>	combat service support
<b>CSSE</b>	combat service support element
<b>DART</b>	disaster assistance response team
<b>DOD</b>	Department of Defense (U.S.)
<b>DR</b>	disaster relief
<b>EMT</b>	electrical metallic tubing
<b>GP</b>	general purpose
<b>HA</b>	humanitarian assistance
<b>HA/DR</b>	humanitarian assistance/disaster relief
<b>HAO</b>	humanitarian assistance operation
<b>HAST</b>	humanitarian assistance survey team
<b>HAZMAT</b>	hazardous material

---

<b>HF</b>	high frequency
<b>HMMWV</b>	high mobility multipurpose wheeled vehicle
<b>HN</b>	host nation
<b>HNS</b>	host nation support
<b>HOC</b>	humanitarian operations center
<b>HQ</b>	headquarters
<b>HRS</b>	humanitarian relief sector
<b>HSS</b>	health service support
<b>HTH</b>	high-test hypochlorite
<b>HUMINT</b>	human resources intelligence
<b>HUMRO</b>	humanitarian relief operation
<b>ICRC</b>	International Committee of the Red Cross
<b>INMARSAT</b>	international maritime satellite
<b>IO</b>	international organization
<b>IOM</b>	International Organization for Migration
<b>IP</b>	intelligence preparation
<b>JOA</b>	joint operations area
<b>JTF</b>	joint task force
<b>LCAC</b>	landing craft, air cushion
<b>LEGAD</b>	legal advisor
<b>LF</b>	landing force
<b>LNO</b>	liaison officer
<b>LOE</b>	level of effect
<b>MCDA</b>	military and civil defence assets
<b>MEDEVAC</b>	medical evacuation
<b>MOD</b>	ministry of defence
<b>MOE</b>	Measure of effectiveness

---

<b>MOS</b>	month of supply
<b>MOU</b>	memorandum of understanding
<b>MSE</b>	mission support element
<b>NATO</b>	North Atlantic Treaty Organization
<b>NCO</b>	non-commissioned officer
<b>NEO</b>	non-combatant evacuation operation
<b>NGO</b>	non-governmental organization
<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>OPLAN</b>	operation plan
<b>OPORD</b>	operation order
<b>PAO</b>	public affairs office(r)
<b>POL</b>	petroleum, oils, and lubricants
<b>PVC</b>	polyvinyl chloride
<b>PVO</b>	private volunteer organization
<b>ROE</b>	rules of engagement
<b>ROWPU</b>	reverse osmosis water purification unit
<b>SAR</b>	search and rescue
<b>SecDef</b>	Secretary of Defense
<b>SEE</b>	small emplacement excavator
<b>SITREP</b>	situation report
<b>SJA</b>	staff judge advocate
<b>SOP</b>	standard operating procedures
<b>SSDF</b>	ship self-defence force
<b>TACSAT</b>	tactical satellite
<b>TAMCN</b>	table of authorized material control number
<b>T/E</b>	table of equipment
<b>UHF</b>	ultrahigh frequency

<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>VERTREP</b>	vertical replenishment
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization
<b>XO</b>	executive officer

## LIST OF EFFECTIVE PAGES

Effective Pages	Page Numbers
SEP 2015	I thru XX
SEP 2015	1-1 thru 1-4
SEP 2015	2-1 thru 2-4
SEP 2015	3-1 thru 3-10
SEP 2015	4-1 thru 4-16
SEP 2015	5-1 thru 5-16
SEP 2015	A-1 thru A-12
SEP 2015	B-1 thru B-6
SEP 2015	C-1 thru C-8
SEP 2015	D-1 thru D-28
SEP 2015	E-1 thru E-6
SEP 2015	F-1 thru F-12
SEP 2015	LOAA-1 thru LOAA-4
SEP 2015	LEP-1, LEP-2

INTENTIONALLY BLANK



**ATP-03.4.1.2(B)(1)**