

Civilian Self-Defense Forces

Principles

The specific purpose of a civilian self-defense force (CSDF) is to involve the populace in the HN's overall IDAD effort. The CSDF program is designed primarily as a denial operation rather than as a populace-control method or offensive counterinsurgency program, although the latter are incorporated into the overall concept. Two basic principles make the CSDF program an effective counterinsurgency tool. The first is that defensible villages or towns area barrier to the insurgents and an effective way to isolate them from the populace, their main source of support. This principle also requires an active commitment to the government by the populace. The second principle is that the defended village or town offers protection to the populace so they can cooperate with the government without fear of reprisals. This action serves as an economy-of-force measure since it frees security forces to conduct offensive operations.

When a village accepts the CSDF program, the insurgents cannot choose to ignore it. To let the village go unpunished will encourage other villages to accept the government's CSDF program. The insurgents have no choice; they have to attack the CSDF village to provide a lesson to other villages considering CSDF. In a sense, the psychological effectiveness of the CSDF concept starts by reversing the insurgent strategy of making the government the repressor. It forces the insurgents to cross a critical threshold-that of attacking and killing the very class of people they are supposed to be liberating.

To be successful, the CSDF program must have popular support from those directly involved or affected by it. The average peasant is not normally willing to

fight to his death for his national government. His national government may have been a succession of corrupt dictators and inefficient bureaucrats. These governments are not the types of institutions that inspire fight-to-the-death emotions in the peasant. The village or town, however, is a different matter. The average peasant will fight much harder for his home and for his village than he ever would for his national government. The CSDF concept directly involves the peasant in the war and makes it a fight for the family and village instead of a fight for some far-away irrelevant government.

Advantages and Disadvantages

CSDF operations have many advantages and can be an effective tool in combatting and defeating an insurgency. Some of the advantages involve an intelligence network, public relations, a vested interest, and involvement of the wealthy.

Intelligence Network CSDF personnel are local residents familiar with the people and regional current events. Their access to the “bamboo telegraph” can be of great value for early warning of insurgent or terrorist activities. An SFOD that enjoys the trust and confidence of the CSDF has a relatively sophisticated information collection network in place.

Public Relations The CA projects carried out by the HN government to improve the quality of life for the populace directly contribute to an improved public image of the HN government. As security improves and lawlessness abates, the local populace realizes the benefits provided by their CSDF organization and the projects carried out as part of the overall effort.

Vested Interest The CSDF consists of local people protecting their own families, friends, and property. When guarding a water supply, for example, they are guarding their own water and will protect it with great tenacity. The CSDF is directed at protecting common property the citizens use for the betterment of the entire community. Examples of facilities to be protected are bridges, water towers, shrines, railroads, public buildings, and anything that, if destroyed, would cause an adverse effect on the social, economic, or general welfare of the people.

Involvement of the Wealthy Often, the poor fight the wars. CSDF programs provide the wealthy class a chance to achieve direct involvement and personal participation in the struggle against lawlessness and insurgency. Businessmen and professionals participate in CSDF out of a sense of civic duty, pride, and necessity to protect their assets. Their active involvement lends credibility to the program and reinforces the government’s legitimacy and reduces class friction. Wealthy personnel may help finance the outfitting of their units. However, they must not be allowed to provide a salary to the participants.

The major disadvantage of a CSDF program is its potential for abuse. Careful controls must be enforced to prevent the operation or even the perception of death

squads or armed bandits. The SFOD, with HN officials, must constantly monitor the behavior of CSDF personnel and halt abuses early in the program. Regular, unannounced inspections are a good tool to control CSDF elements. CSDF leaders conduct personnel inspections the advisors, with HN security forces, conduct more technical inspections on weapons, defensive plans, communications equipment, and records. They must establish a system of checks and balances to keep the CSDF leadership honest.

Another disadvantage is that participation can often put members at risk of reprisal by the insurgent forces. The reprisals could be financial or physical. If the situation is dangerous to CSDF members, the leadership considers ways to protect their identity from the insurgents. Passive protective measures could include not posting rosters in the open and maintaining a low profile on and off duty. Although none of the above methods provides complete protection, the insurgents find it more difficult to collect information on the CSDF and its members.

Development Aspects

The development of the CSDF program requires the initial organization of the area and the organization, orientation, and buildup of its forces. Initial organization includes coordination with the military and civilian agencies, initial contact with the populace, and access to PSYOP personnel to provide information for the program. Interagency coordination must take place between civilian agencies (such as US AID and the HN government) to arrange for self-help projects that the citizens will identify as their own. Such projects may ultimately form the base motivation for citizens to form a CSDF.

CSDF elements are not offensive forces; they are a consolidation tool. CSDF projects and operations must be fully coordinated with HN security forces to assure their security. CSDF units can and should form part of a larger CMO effort.

The CSDF units are usually organized, trained, and armed sufficiently to maintain security within their village or city and defend against enemy small-unit attacks. Although capable of light resistance to protect their assigned objectives, CSDF units are designed to resist for short periods and to alert the better trained and equipped police or military to protect the populace and combat the insurgents. The security force response must be timely. The CSDF must not be left to fend for itself during an insurgent attack.

Recruitment Procedures Recruitment of CSDF personnel is through a well-planned and directed PSYOP campaign assisted by family chiefs and religious and political leaders. Civil servants, ex-servicemen, and individuals employed in important establishments are particularly desirable for early induction into the CSDF. These persons can draw additional citizens into the organization.

Based on economic and cultural factors, all male citizens between the ages of 16 and 50 who are not eligible for recruitment into the military should be considered for CSDF recruitment. In addition, older persons, disabled veterans, women, and

youths under 16 can be volunteers. These volunteers can construct defenses, emplace booby traps or warning devices, perform messenger duties, collect intelligence, provide medical aid. If it is culturally acceptable, able-bodied women may serve in the CSDF on a voluntary basis. For the CSDF program to be effective, the service must be truly voluntary.

Pay and Benefits Members of the CSDF receive no pay for their civil duties. In most instances, however, they derive certain benefits from voluntary service. These benefits can range from priority of hire for CMO projects to a place at the head of ration lines. In El Salvador, CSDF personnel (they were called civil defense there) were given a U.S.-funded life insurance policy with the wife or next of kin as the beneficiary. If a CSDF member died in the line of duty, the widow or next of kin was ceremoniously paid by an HN official. The HN administered the program and a U.S. advisor who maintained accountability of the funds verified the payment. The HN exercises administrative and visible control.

Responsiveness and speedy payment are essential in this process since the widow normally does not have a means of support and the psychological effect of the government assisting her in her time of grief impacts on the entire community. These and other benefits offered by or through the HN government are valuable incentives for recruiting and sustaining the CSDF.

Leadership Selection The local CSDF members select their leaders and deputy leaders (CSDF groups and teams) in elections organized by the local authorities. In some cases, the HN appoints a leader who is a specially selected member of the HN security forces trained to carry out this task. Such appointments occurred in El Salvador where the armed forces have established a formal school to train CSDF commanders. Extreme care and close supervision are required to avoid abuses by CSDF leaders.

Discipline, Law, and Order The CSDF members are civil, not military, forces. Therefore, they are subject to civil, not military, law. Under the civil law, they have no special provision for legal immunity for offenses committed while performing their duties. They must exercise the same precautions against civil violations as any civilian. In El Salvador, the CSDF members had the authority to make civil arrests since they sometimes were the only authority in a village or town. If CSDF members have this authority, they must refer the arrested persons to the proper civil judicial organ.

Organization and Operations

CSDF units are organized, trained, and equipped to maintain internal security in their village or hamlet and defend it against attack by small enemy units. Defense against larger enemy forces, as mentioned before, requires the presence of, or prompt reinforcement by, HN security forces. The CSDF can operate with the national police or military forces. In relatively secure areas, the CSDF can maintain security against terrorist activities and against small groups of enemy infiltrators.

They can also help maintain public order. When used in this role, however, they must be closely monitored to avoid abuse. If the CSDF operates in less secure villages and towns, the HN security forces must protect them. As the area becomes more secure, the CSDF takes full responsibility for security of the village. Such an action frees the HN security forces for use in other conflict areas. This action is a key sequential step in the consolidation of the CSDF program and one that must be followed if the CSDF program is to succeed.

Organization The organization of a CSDF can be similar to that of a combat group. This organization is effective in both rural and urban settings. For example, a basic group, having a strength of 107 members, is broken down into three 35-man elements plus a headquarters element of 2 personnel. Each 35-man element is further broken down into three 11-man teams and a headquarters element of 2 personnel. Each team consists of a team leader, an assistant team leader, and three 3-man cells. This organization can be modified to accommodate the number of citizens available to serve.

The CSDF program has many activities in which all citizens can participate. All citizens, from young children to old men, can perform specific tasks and organize into various support groups. The widest possible participation is encouraged. Full community participation is the ultimate goal. Each support group (female, elders, and young people) has specific functions.

Female Support Group. Volunteers between 16 and 50 years old may join this group. They organize into the following teams of 5 to 11 members:

- *Medical education team.* Its members take part in medical activities. They publicize disease prevention and treatment and first aid. They help evacuate the wounded.
- *Social welfare team.* Its members join social welfare activities. They take care of children and needy families.
- *Musical entertainment team.* Its members teach and perform dramas and music shows.
- *Economic development team.* Its members raise livestock and engage in handicrafts such as embroidering, weaving, sewing.

Elders' Group. Older persons may participate voluntarily in this group. They make up the following teams according to their abilities, age, and interests. Each team may range from 5 to 11 members.

- *Medical education team.* Its members can act as advisors and guides in education campaigns to eradicate illiteracy and superstition.
- *Social welfare team.* Its members guide and assist the CSDF members in joining social welfare activities. They nourish morality and traditional ethics.
- *Economic development team.* Its members advise and urge participation in projects to enhance the village's economic development, such as raising livestock, farming, and engaging in handicrafts.

Young People's Group. Participation in this group is available to all volunteer citizens, male and female, who within their culture are the general equivalent of

“teenagers” (13 to 15 is a good sample age group). Their abilities and interests may place them in the following 5- to 11-member teams:

- *Social welfare team.* Its members join in the light activities of charitable social welfare. They initiate public sanitation campaigns, distribute gifts, and encourage the CSDF combat members.
- *Sports team.* Its members participate in sports and games and organize excursions and camping trips.
- *Information and communications team.* Its members spread information and news in the village and act as communications links among the CSDF units.
- *Musical entertainment team.* Its members join entertainment activities with singing, folk dancing, and drama shows.

Operational Missions The following are specific tasks that can be assigned to the CSDF:

- Establish guard posts and warning systems.
- Conduct limited patrols.
- Defend the inhabited areas and key facilities (public works, telephone exchanges, markets, government buildings).
- Provide information.
- Conduct fire prevention and fire fighting.
- Support community self-development projects.
- Provide first aid.

Operational Procedures in Rural Areas The local CSDF commander commands all CSDF elements assigned to his village or town. When HN security forces are collocated with the CSDF element, they exercise operational control of the CSDF element. The HN security force commander must fully understand that he cannot use the CSDF elements to conduct unilateral offensive operations outside the immediate area. Such operations are normally beyond the scope of their capabilities.

The specific functions and responsibilities of the forces that may be available to provide security to a village are as follows.

CSDF. The CSDF normally operates inside and on the edges of villages or towns. It should only be used outside the village or town in case of emergencies. In some cases, however, well-trained and equipped CSDF members can be integrated directly into HN military activities to serve as scouts or guides. They may also reinforce other CSDF sites during emergencies. CSDF members deploy in small groups (two- or three-man listening posts [LPs] and observation posts [OPs] at night on the boundary of the village or town). These manned LPs and OPs detect and interdict enemy movements and provide warning of an impending attack. The LPs and OPs make maximum use of the available firepower and the element of surprise. The CSDF must closely coordinate such deployments with the HN security forces in the area. They must change their deployment patterns frequently to avoid setting a routine. They do not group together in a single place at night where they could become an easy target for the insurgents.

HN Military Forces. These forces provide a reaction force to the CSDF element in case of attack by major enemy forces. This response must be timely. The reaction force, however, must use extreme care to avoid possible ambushes along the route. A common tactic used by some insurgent groups is to stage a small diversionary attack that forces the CSDF to call for help. When the reaction force is en route to the CSDF site, they fall into a large, well-planned ambush.

The CSDF commander organizes the defense of the site using the CSDF element and any other force under his control. The most efficient defensive concept for the village or town involves a defense whose outer, warning perimeter is far enough from the defended area to allow time to alert defenders. The commander places patrols, LPs and OPs, and small ambush teams on likely enemy avenues of approach. These groups provide early warning and may be able to delay the enemy approach. However, they do not become decisively engaged. They occupy the positions after dark and change their locations frequently. If attacked, personnel on patrol and LPs and/or OPs fall back to the village. A centrally located reaction force stays ready to move to prepared positions on the village perimeter to meet the threat. Rehearsals by the reaction force are essential for taking positive and rapid defensive action. The CSDF element is responsible for inner security posts and interior patrols when other forces are present. When there are not enough weapons to equip all defenders, unarmed members can man the surveillance positions.

Operational Procedures in Urban Areas

Operations in urban areas differ from those in rural areas because they do not involve defending isolated, inhabited areas such as villages and hamlets. In most cities and large towns, large numbers of security forces defend against major ground attacks from outside the city limits. The CSDF is oriented toward internal protection against enemy infiltrators and terrorist activities. The exception to this orientation is a CSDF unit located along the edge of an urban area. This type unit may provide early warning and serve as a temporary blocking force to support security forces who will rapidly reinforce.

The specific functions and responsibilities of the forces involved in the defense of urban sites are as follows.

CSDF. The CSDF defends its neighborhood. It establishes stationary posts and patrols its own areas. It maintains day and night vigilance to prevent terrorist attacks. Its alertness to the movement of strangers in the neighborhood lets it detect infiltrators and suspicious vehicles and objects that it reports to the authorities. It is not expected to provide reaction forces outside its neighborhood. However, in certain operations, it will operate with HN forces within its area.

Police Forces. The police provide internal security for the city. They are expected to control any disturbance to the limit of their ability before calling in military reaction forces.

HN Military Forces. These forces provide a protective, defensive ring and patrol outside the city limits. They prevent the approach of major enemy forces and limit the infiltration of small units and individuals. Some forces have static defensive

missions at key installations and are not meant to be used as a mobile reaction force. Other CSDFs specifically reinforce threatened sites.

The CSDF static posts and local patrols within the neighborhood, with the police, form a network to detect and react against terrorist attacks or enemy infiltration activities. One of these two forces will probably make the initial contact with the terrorists or enemy infiltrators. When contact has been made, CSDF reaction squads or reserves are shifted within the neighborhood to reinforce the threatened outpost or patrol. Threats greater than the local CSDF element or police force can handle are reported to HN security forces to summon a reaction force. Local CSDF units assist the police and military reaction units within their own neighborhoods by providing detailed data on the residents and AOs rather than as a fighting element.

Training

The CSDF training program should be designed to train CSDF members to defend their village from insurgent attack. If faced with overwhelming forces, they resist as long as possible and evade if their positions become untenable. Training normally takes place when individual members have free time from their occupation or livelihood.

The most important part of the CSDF training program relates to the defense of the village. The CSDF holds practice sessions on defensive operations. For example, some CSDF members make mock attacks on the village while others act as defenders. Regular practice sessions of this type will reveal weaknesses in defensive plans. Such practice sessions will also build up their confidence and morale as they become trained in how to react if attacked by insurgents.

In some situations, it will be tactically or logistically necessary to train the CSDF element away from the village. In these cases, the HN armed forces must provide security to the village and its inhabitants while the CSDF volunteers are undergoing training. A village that places all its manpower into a training cycle is highly vulnerable to insurgent attacks and intimidation. An HN armed forces unit is sent to occupy, secure, and defend the village until the training is over. Not only does this force patrol the nearby area, it conducts PSYOP and civic action functions as well. Its personnel supervise and help the villagers prepare their defensive positions, place protective obstacles, and establish LPs, OPs, and withdrawal routes.

When the trainees return, the HN unit remains at the village for at least one week. During this period they accompany the villagers on local patrols, stand guard with them, and continue to educate them in the CSDF program. This support strengthens their morale, gives them extra confidence, and improves their effectiveness as CSDF members. CSDF units must be ready to defend themselves immediately upon their inception. Insurgent or terrorist forces know that overrunning a new site can break the people's will to resist and destroy any chance of reforming the unit.

All training is directed at making the CSDF members proficient in the specific skills needed to perform their tasks. Training time must be used wisely and training

goals set. The intensity of the training and the prevention of administrative delays increase the effectiveness of the program. Scrutiny of the training program removes many nonessentials. The trainers must consider the availability of weapons, ammunition, and suitable training areas. They must also consider the trainees' educational levels, civilian work schedules, and personal security.

The trainers present the training in the simplest and shortest form possible. They use the simplest terminology with a strong emphasis on practical exercises. They base the training objectives on the trainee's mission. They only teach those subjects essential to performing the mission. A trained indigenous cadre is the most important training consideration for a CSDF program. The SFOD must apply the "train the trainer" concept as much as possible at this point. The HN training cadre can take the form of a an MTT made up of highly qualified and motivated security force members. Their sole mission is to conduct "on site" training of CSDF units. The most obvious advantages of an indigenous training cadre are—

- Long-term sustainment of the training program by providing continuity of effort.
- A more effective use of training time. There is no need for an interpreter to translate the instruction.
- Increased comprehension of the subject because the cadre presents the training in a fluent, coherent manner without loss of continuity, which often occurs when using interpreters.
- Standardized training.
- Mass training. The trained indigenous cadre can cover multiple sites and serve as a force multiplier.
- The support of the HN government's legitimacy.
- Indirect application of the SFOD's capabilities.

Weapons training for the CSDF personnel is critical. Skill at arms decides the outcome of battle and must be stressed. Of equal importance is the maintenance and care of weapons. CSDF members are taught basic rifle marksmanship with special emphasis on firing from fixed positions and during conditions of limited visibility. Also included in the marksmanship training program are target detection and fire discipline.

Training ammunition is usually allocated to the CSDF on the basis of a specified number of rounds for each authorized weapon. A supporting HN government force or an established CSDF logistic source provides the ammunition to support refresher training.

Weapons distribution is based on availability. A ratio of one weapon per every two to three CSDF members is not uncommon. In this situation, CSDF members make common use of the weapons, each on a different shift during night guard duty. All village officials and the local CSDF commander must be aware of the need to keep every weapon "on duty" all night, every night. CSDF members are constantly reminded to protect their weapons at all costs. A CSDF member must always have his weapon with him while on duty. There are generally three options

relative to weapons accountability. These options have the following advantages and disadvantages.

First, all CSDF members turn in their weapons to the unit military commander for safekeeping after their tour of duty. This action maintains a strict accountability of weapons; however, it can hinder the implementation of the reaction plan. During an emergency, all CSDF members must congregate in one location for weapons issue. Also, if the insurgents attack and capture the weapons storage site, all weapons can be lost.

The second option is for each CSDF member to take the weapon home after his tour of duty. Using this option, the CSDF members can immediately react in case of an attack. The disadvantage of this option is that the weapon can be misused, lost, or captured by the insurgents.

The third option is a combination of the first two. A given number of weapons are kept ready at the CSDF command post to supply the reaction element, while the extra weapons are issued to key CSDF leaders and members living on the outskirts of the village. The situation will dictate which option is the most applicable.

CSDF personnel must receive training in human rights, legal restrictions and/or authorities, and the law of land warfare. HN officials, preferably representatives of the civilian government, must give these classes.

In addition, the CSDF element must receive military training in weapons, basic and defensive tactics and techniques, communications, first aid, and intelligence. Weapons training includes assembly, disassembly, and maintenance; principles of marksmanship; zero and familiarization firing; and firing techniques during periods of limited visibility.

Basic tactics and techniques subjects include individual movement techniques and two- and three-man patrols within a village. Other subjects are squad and fire team tactics and control of rate and distribution of fire. CSDF members also get training in the use of cover, concealment, and camouflage.

Subjects covered in defensive tactics and techniques include preparing and occupying LPs and OPs, setting ambushes, and organizing and emplacing obstacles and booby traps. CSDF training also includes guarding of fixed installations and constructing bunkers and fighting positions. Procedures for reacting to an insurgent attack are drilled to perfection.

In communications, CSDF members get training in radio procedures, operation and maintenance, and OPSEC.

First aid training includes personal hygiene, preventive medicine, first aid procedures, and sanitation.

For successful intelligence training, CSDF members must understand the need to report intelligence information and the channels through which it must pass. Training should also address debriefing sources.

Communications

Communications are extremely important to a successful CSDF operation. The general requirements are that the radio communications equipment be reliable, durable, simple to maintain and operate, and easily employed.

Communications methods used by the CSDF element during normal or emergency operations are categorized as physical, visual, and audible.

Physical The use of messengers is one of the oldest types of communication. Runners still perform this task in some primitive societies and in all societies when other means fail. Messengers can be used to communicate between fighting positions, with other villages, or with nearby security forces' outposts during emergencies.

Visual This type of communications transmits messages as well as alarms. Some of the methods used are smoke signals, flags, flares, and flashing lights. The visual system uses prearranged signals so that the person receiving the signal can understand the message.

Audible This method is also used for alarms and depends on prearranged signals. It uses such signals as gun shots, whistles, sirens, gongs, bells, and drums.

The security forces continuously monitor the CSDF communications net to speed the reaction of reinforcements if the CSDF comes under attack or discovers ongoing insurgent activity. A CSDF net receives separate primary and alternate frequencies to avoid confusion or preempting by other units. Radio contacts are made on a scheduled basis, with at least one contact daily. It may be necessary to increase the frequency of contacts as the program develops. Critical and emergency information is transmitted anytime. During emergencies, and where available, telephones can serve as an alternate means of communication. The reaction force must be able to enter the CSDF's net and link up under fire, particularly at night. This action requires detailed and continuous coordination.

Outlying elements may require a retransmission capability to communicate with HN security forces. Care should be taken when setting up such a system to minimize the degeneration that can occur by relaying messages from one operator to another. Electronic retransmission equipment can be emplaced and camouflaged; however, it can also be easily located with radio direction-finding by a sophisticated guerrilla force.

Intelligence

The most important consideration for the CSDF intelligence effort is that of detecting who the insurgents and their supporters are. After the penetration and compromise of the insurgent infrastructure by informers, it loses much of its effectiveness. Rewards and other types of incentives are offered to people reporting information. Information must be given voluntarily for it to be effective. The entire populace

must practice intelligence collection (the armed defender, the children in the villages, the women in the marketplaces, and the farmers in the fields). They are the eyes and ears of the CSDF intelligence effort. They must be encouraged to report all they see and hear. The CSDF relies on the cooperation of the local populace for obtaining timely intelligence information. The CSDF must investigate all information, regardless of how insignificant it may appear. They must report this information in a timely manner to the HN armed forces through an established information reporting channel.

The CSDF is an excellent source of information because its members come from the general population of the villages and towns. There will be times when the CSDF member will be the source of information himself (for example, direct observation of an insurgent unit). Usually, however, a CSDF member may receive information from another village resident who often provides it during casual conversation. CSDF members are in a good position to receive such information because of their status as members of the community. (They prefer to be neighbors first and CSDF members second.) The local CSDF commander notifies the authorities of sources within the village who provide good information on a regular basis. His purpose is to enroll the sources as regular informants and ensure they are handled by a professional intelligence agency. Other potential sources can include evacuees or DCs; leaders of fraternal, civic, religious, or patriotic organizations; market vendors; pharmacists; traveling salesmen; and truck and bus drivers.

The CSDF intelligence role is primarily one of information reporting, not active collection. While each CSDF member is expected to report all information that becomes available to him, the CSDF is not an intelligence collection organization. CSDF units will not be given specific information collection tasks, except in special circumstances. CSDF intelligence reporting should not include surveillance and clandestine intelligence gathering, informant handling, or requests to village residents to carry out intelligence gathering tasks.

The CSDF can assist the police force in PRC. CSDF members can learn about the control of foodstuffs, clothing, medical supplies, and related items that may be used to support insurgent activities. They can be on the alert for the sale of certain items or products in large quantities (antibiotics and antiparasitic medication by a pharmacist), which could indicate the presence of insurgents or their collaborators. They are taught that an information collection system using a direct telephone "hot line" linking certain vendors (pharmacists, grocers, and shoe store personnel) to the security forces S2 could serve as a means of gathering immediate information on possible insurgent logistic activities.

CSDF members receive training from security force members or the police in the following areas:

- *Obligation to report.* The CSDF members must understand the need to report intelligence information and the channels through which it must pass.
- *Proper debriefing of a source.* This training concentrates on a thorough debriefing of a source to gather all the information known to the source.

- *Information reporting.* The trainers emphasize reporting as opposed to formal collection. They also warn against overzealous debriefing of sources because it might discourage them from future disclosures of information.

The close relationship that CSDF personnel establish with the local civilian populace and officials places them in favorable positions to collect information. However, CSDF personnel must be extremely careful not to sacrifice their credibility and jeopardize their ability to accomplish their mission by overemphasizing their information collection efforts.

Psychological Operations

PSYOP personnel or PSYOP-trained SFOD members make cooperation between the local populace and the HN military easier. When qualified or capable HN personnel are available, U.S. personnel work through them. CSDF elements need training on the use of PSYOP to inform the populace of the benefits they will derive by cooperating with them. PSYOP themes must adhere to national and/or theater themes to present a unified policy. It is critical that PSYOP first be directed at the local populace to end their support of the insurgents and to gain their acceptance and cooperation for the CSDF program.

Civic action projects can be described as PSYOP intended to gain support of the local (target) populace. Ideally, the people themselves must conduct these civic action projects. Emphasis is on those programs required to fulfill the basic needs of the people. These are short-range projects modest in scope and easily attainable. The people must be incorporated into the selection, planning, and execution of these projects to magnify the effects of the effort. HN military and civilian agencies can provide technical expertise and aid to the people so they can acquire building materials and funds for these construction projects. Communal services such as fresh running water or wells, health clinics, schools, and town activity halls can also be established. CSDF projects should be tied in with civic action projects to increase the effects of civic action projects within the AO. People working on civic action projects that improve their economic and physical environment make good recruits for the CSDF. When the insurgents threaten their hard work toward community improvement, workers are usually willing to take up arms to protect their sweat equity. The intent of these programs is not to replace or conflict with the HN CA programs but to supplement and complement them.

The active popular support and defense of government-sponsored civic action projects equals acceptance of the government's legitimacy and effectively separates guerrillas from the people. PRC measures are more acceptable to the populace when CSDF personnel conduct them since they are locals and recognized as neighbors. The CSDF members need to emphasize the advantages of the community protection controls. Ultimately, to succeed, the CSDF effort requires the support of the populace more than populace control. Antagonistic attitudes toward the populace do little to enhance the program.

Human rights training and close supervision are extremely important for the CSDF since the negative psychological effects of misbehavior can be devastating. If the

populace perceives CSDFs as death squads or bullies, all government legitimacy can be lost, and the CSDF program, as well as the overall FID and/or IDAD campaign, could be badly damaged.

Medical Programs

The HN, civilian agencies, and the SFOD start the medical program as soon as possible since it is the most effective of all the “hearts and minds” civic action programs. The socioeconomic scale of the people determines their needs and is the starting point in introducing a medical program to an area.

The SF medic advises the SFOD commander of all medical and sanitary matters relative to the CSDF program. The needs of the populace are the basis for developing the medical program to improve their living conditions.

The SFOD can contribute significantly to the HN rural health efforts by coordinating with other U.S. agencies for the establishment of a MEDCAP in their AO. The U.S. forces must organize sick calls and dispensary services for the local civilian populace. The most effective effort is one that trains indigenous assets in basic health care procedures. Health care projects must be long-range and not characterized by quick-fix solutions.

The CSDF program should receive medical support in immunizations, personal hygiene, preventive medicine, first aid, and sanitation. A medical program is vital to the CSDF program. It signifies to the armed defender that he will be taken care of if he becomes a casualty. It is the SF medic who, through individual effort, makes the medical program a success.

CSDF Logistic Support

Established administrative and logistic channels normally provide logistic support to the CSDF. The CSDF normally receives weapons the HN armed forces no longer need that can be supported logistically. Additional weapons come from other sources as they become available.

The following criteria will be used in the issue of weapons:

- The CSDF must have been trained in the use of weapons and the HN authorities must have approved a plan for the defense of the village.
- The village administration must have agreed to accept responsibility for the weapons and the local political authorities have agreed the CSDF is competent to maintain control and accountability.
- The village population has, in the opinion of the local government representative, demonstrated a commitment to the HN government and to the defense of the village.

The number of weapons issued to the CSDF will be kept to a minimum consistent with the village’s population and security conditions in the area. The CSDF

receives weapons to meet the specific needs of the site rather than a specified number of weapons for each site. For the sake of simplicity, however, it may be more practical to issue one simple, standard, weapon and equipment packet for each site. Common use of individual weapons by CSDF members will be required to keep the number of required weapons to a minimum.

Unserviceable weapons are returned through channels to maintenance facilities. Established logistic channels supply all materials for the maintenance of weapons (cleaning patches, lubricating oils, cleaning rods) in response to requests from the local CSDF commander. Cleaning rods are issued on the basis of at least one per every ten weapons.

Defense Plan for a CSDF Site

During the initial planning of the defense, the CSDF commander must use the key word METT-TC.

- Mission** The mission is usually to use defensive rings to protect the populace against the insurgents. The number of defensive rings depends on the particular site and situation.
- Enemy** The CSDF commander identifies insurgent units operating in the area. He tries to determine the type and size of the unit(s); the enemy's tactics, weapons, equipment, and probable collaborators; and the people's attitude toward the insurgents.
- Terrain** The CSDF commander can use the OCOKA acronym (**o**bservation and fields of fire, **c**over and concealment, **o**bstacles, **k**ey terrain, and **a**venues of approach) to plan for the defense of his site.
- Troops** The CSDF commander must consider available equipment, the CSDF's reaction time, reaction forces, communication assets, organization of his troops, and medical support, if available.
- Time Available** This factor is critical since the villagers must be ready to respond to an insurgent attack with little or no warning.
- Civilians** The CSDF commander also must consider non-belligerent third parties in the village, such as DCs, personnel of international businesses and relief organizations, the media, and so on.
- Every CSDF commander must prepare a CSDF site overlay that shows, as a minimum, the location of—
- His command post.
 - Churches or shrines.
 - Health clinics or dispensaries.

- Telephone and telegraph exchanges.
- Government offices.
- Police stations and army outposts.
- Defensive positions (primary, alternate, and supplementary).
- Sectors of fire (primary and secondary).
- Key weapons.
- LPs and OPs.
- Command posts.
- The reserve force.
- Key terrain (with coordinates).
- Rally points (inside and outside).
- Landing zones.
- Evacuation points for civilians.
- Avenues of approach.
- Preplotted targets (with coordinates), if fire support (direct or indirect) is available.

The patrol overlay must depict the following:

- Primary, secondary, and alternate routes.
- Location of the patrol leader.
- Fields of fire for every position.
- Rally points.
- Withdrawal routes.
- Evacuation routes for the wounded.

The defense of a CSDF site should include—

- Prepared fighting positions (providing adequate cover).
- 360-degree security (one or more defensive rings).
- Protective obstacles (covered by fire).
- Withdrawal routes with rally points.
- Mutually supported positions with interlocking fields of fire.
- An aid station.
- Extensive patrolling operations near the site during periods of limited visibility.
- LPs and OPs and command posts (with preplanned withdrawal routes).

The CSDF commander uses the key word “OCOKA” not only while planning the town’s or village’s overall defense but also during the selection and preparation of each individual or group of fighting positions.

Observation and Fields of Fire

The CSDF commander must determine where to place his weapons to cover the whole perimeter. Observation is necessary to adjust indirect fire when available and to get accurate direct fire against the insurgents (messengers can relay information from position to position). Personnel improve the fields of fire by cutting away undergrowth, weeds, and limbs. They only cut the weeds that obstruct

the view. They cover all cuts on trees and bushes forward of their positions with mud or dirt and remove all debris or use it for concealment. Sector sketches must include primary and secondary sectors of fire (the fields of fire must be longer than hand grenade range). The sketch must include the distance between positions and also indicate if the positions to the left or right are visible. One way or another, the CSDF must maintain the whole area under observation.

Cover and Concealment The fighting positions must provide protection from direct, frontal small-arms fire (by a natural or man-made frontal parapet high and thick enough to protect the occupants while they man their weapons) and from the effects of indirect fire. The positions must not be easily detected from the front. They need to blend with the surroundings well enough that the enemy approaching from the front cannot detect them. In preparing fighting positions to defend a CSDF site, cover is more important than concealment because most fighting positions will be of a permanent nature and the insurgents will probably know their locations. Their locations must not cause the destruction of the town or interrupt the daily activities of the people—a critical point when considering the location of the positions in the inner perimeter. The key point to remember is never construct a fighting position without adequate cover.

Obstacles Natural and man-made obstacles stop, impede, or divert the insurgents' movement. Examples of obstacles are streams, fences, dense vegetation, felled trees. The CSDF unit always covers obstacles with fire.

Key Terrain Key terrain is any feature or area that, when controlled, offers a marked tactical advantage. Key terrain offers good cover and concealment and observation and fields of fire. The key terrain (roads, trails, hilltops, and bridges) in front of the positions must be covered with fire and included (preplotted) in the fire support plan.

Avenues of Approach These are areas in which projected enemy activity is likely to occur and dictate the routes an attacking force must take to its objective. The local commander must analyze the avenues of approach to the CSDF site available to the insurgents. This analysis is the basis for positioning troops and weapons.

Reaction Scenario for a CSDF Site

The CSDF element must adopt a defensive concept based on the members' skill levels and available assets. In case of an insurgent attack, the CSDF element must take three basic actions. It warns and mobilizes the village members and friendly forces, it notifies the security forces, and it takes defensive measures.

Anyone, from a village resident to an LP or OP can detect and give warning of the presence of insurgents near the village. This information must be passed to the village residents, who then take up concealed positions and prepare for passive resistance if the insurgents succeed in entering the village.

The CSDF will notify friendly forces of the insurgents' presence by any available means (radio, messengers, gongs, or rifle shots). The CSDF requests tactical support from friendly units as soon as possible using the available communication assets.

In the meantime, the CSDF members collect their weapons and ammunition from their safekeeping places and take up defensive positions (outer ring) IAW the established defense plan. As the insurgents approach, the CSDF harasses and snipes at them. Enemy attrition should be constant. If the insurgents break through, the defenders retreat to the inner defensive perimeter. Here, they continue defending the site and wait for the HN reaction force to arrive.

Field Inspection Guide

The SFOD inspects the areas addressed in the following paragraphs when inspecting a CSDF site:

- Leadership** The SFOD notes whether the local CSDF commander or team leaders are exerting their authority and actually guiding the group or whether they are incapable or unwilling to do so. The SFOD makes sure the leaders understand the nature and extent of their authority and responsibilities. The SFOD also makes sure the leaders understand they are accountable for the conduct of their groups or teams. The SFOD finds out whether the leaders actually know what to do and whether they have a plan or schedule for accomplishing their mission. If a leader is evidently incompetent, plans are made to replace him.
- Equipment** The SFOD has all CSDF members, or as many as possible, fall out with all their weapons and equipment and inspects them as it would a military unit. The SFOD checks for missing or unserviceable items. The SFOD checks magazines for dirt and weak springs from having been kept loaded too long. The SFOD checks weapons for cleanliness. The SFOD reports to the responsible authorities any missing or unserviceable equipment, including the name of the local leaders or commander, unit designation, and the item so that replacement can be made promptly.
- Performance** The SFOD determines whether the leaders are actually performing their assigned tasks and doing a good job. The SFOD also checks to see if the leaders are involved in projects that are not planned or are a waste of time. After checking with the local commander, the SFOD personally observes unscheduled projects the leaders may be doing and why they are doing them.
- Villager Cooperation** The villagers must play a large part in the program to aid their village. The SFOD asks the local commander to what extent the villagers are taking part in the program. The SFOD checks whether they have been helpful, uncooperative, or apathetic. The villagers will have to expend some time on their own business, especially during planting or harvesting season. Villagers should not have to provide tools the HN government should provide them. The SFOD asks some of the

villagers what they think about the work the local commander and the leaders are doing and how they have acted since arriving at the village.

Intelligence One of the local commander's tasks is to get information from the villagers on the insurgent infrastructure, supporters, or relatives in the village. The CSDF commander must first win the villagers' confidence before he gets information from them. The SFOD asks the CSDF commander whether he has collected any information from the villagers and whether he has attempted to do so. If not, the SFOD explains this task to him and directs him to carry it out. If he has any information to report, the SFOD advises him how to proceed with the parties involved and report the information to the proper authorities.

Security The SFOD checks whether the site is secure and has good fighting positions and fields of fire. The SFOD checks the patrol procedures and routes, the position of sentries, and the overall defensive plan. The SFOD also checks whether the CSDF commander knows what other forces will be able to help him.

Communications The SFOD checks the condition of the group's radios, whether needed antennas are erected, and whether the site can communicate with the nearest security forces' garrison or unit. The SFOD checks on alternate communication methods (telephone, messenger). The SFOD also checks on other communication and signal methods (smoke, ground panels). The SFOD notes the amount and type of radio equipment.