SMALL WARS MANUAL
UNITED STATES MARINE CORPS
1940

✦

CHAPTER V

INITIAL OPERATIONS

RESTRICTED

UNITED STATES
GOVERNMENT PRINTING OFFICE
WASHINGTON : 1940

TABLE OF CONTENTS

The Small Wars Manual, U. S. Marine Corps, 1940, is published in 15 chapters as follows:

CHAPTER I. INTRODUCTION.
II. ORGANIZATION.
III. LOGISTICS.
IV. TRAINING.
V. INITIAL OPERATIONS.
VI. INFANTRY PATROLS.
VII. MOUNTED DETACHMENTS.
VIII. CONVOYS AND CONVOY ESCORTS.
IX. AVIATION.
X. RIVER OPERATIONS.
XI. DISARMAMENT OF POPULATION.
XII. ARMED NATIVE ORGANIZATIONS.
XIII. MILITARY GOVERNMENT.
XIV. SUPERVISION OF ELECTIONS.
XV. WITHDRAWAL.

SMALL WARS MANUAL

UNITED STATES MARINE CORPS

CHAPTER V

INITIAL OPERATIONS

		Par.	Page
SECTION I.	NEUTRAL ZONES	5–1 to 5–6	1–4
II.	MOVEMENT INLAND	5–7 to 5–12	5–12
III.	MILITARY TERRITORIAL ORGANIZATION	5–13 to 5–16	13–16
IV.	METHODS OF PACIFICATION	5–17 to 5–25	17–20

SECTION I

NEUTRAL ZONES

	Par.	Page
General	5–1	1
Purpose, occasion, and circumstances	5–2	2
Basic orders	5–3	3
Instructions	5–4	3
Zone force commander's order	5–5	3
Proclamation	5–6	4

5–1. **General.**—*a.* A neutral zone is an area in which no hostilities are permitted. The establishment of neutral zones is not of recent origin; the system has been employed not only by civilized nations but also by early American Indians and by African tribes. The procedure at the beginning of a small war operation often follows a sequence that is more or less a matter of routine. First, one or more of our cruisers arrive off a foreign port in consequence of actual or potential danger to our nationals and their property. Then if the situation requires it, a ship's landing force is sent ashore at this port to suppress disorder, provide a guard for our nationals and their property in the port, including our legation or consular buildings, and, in addition, certain local government buildings, such as custom houses. If there is a prospect of fighting between the local factions, the cruiser's commander (or senior naval officer in command locally) forbids combat in areas where the lives and property of our nationals might be endangered. This is done by the establishment of neutral zones; and this procedure frequently results in the cessation of hostilities; the mutually destructive strife may become so severe that absolute chaos is imminent, and neither faction is capable of guaranteeing the security of life and property. Then the neutral forces may be forced to enlarge their sphere of action by a movement inland.

b. The foreign policy of the United States relative to domestic disorders in unstable countries is one of nonintervention. However, as a measure to safeguard our nationals and, incidental thereto, other foreign nationals, havens of refuge will no doubt be established at certain seaports of an unstable country whenever the domestic disorder threatens the lives of these nationals. To provide protection

en route to the haven of refuge, certain routes of evacuation, such as railroads, highways, and rivers leading to the seaports may also be designated as a part of the neutral zones. In such cases, a definite time limit may be set for refugees to clear the routes. Situations undoubtedly will arise where our individual nationals will not seek safety within the neutral zone established at the seaport, but will elect to remain with their property and goods in the interior. In such cases the responsibility of the commander of the United States forces at the seaport neutral zone should be considered to be at an end with regard to any protection to be afforded these nationals. Should any harm come to these nationals who elect to remain with their property and goods in the interior of the country, recourse must be had later to diplomatic action for redress, and recompense for loss of goods and property must be made in the case of those nationals who seek safety in the neutral zone seaports and abandon their property in the interior.

c. The establishment of a neutral zone may not necessarily be followed by further military operations; however the prolongation of the unsettled condition in the country may necessitate such action, involving a movement inland from those zones. Accordingly, Neutral Zones and Movement Inland are presented in that order in this chapter.

5–2. **Purpose, occasion, and circumstances.**—*a. Purpose.*—(1) Protect treaty rights.

(2) Assist in maintaining the existence of, or the independence of, a government in accordance with treaty provisions.

(3) Protect lives and property of our nationals located in disturbed areas and unfortified cities.

(4) Further the provisions of our national policy.

(5) Protect and prevent depredations on neutral territory of adjacent countries.

b. Occasion.—(1) In time of revolution, during riots, or when the local government has ceased to function.

(2) In time of war between two nations.

c. Circumstances.—(1) At the request of a recognized government, or at the insistence of regular local officials.

(2) At the request of the opposing factions.

(3) By forces of another power, or group of powers, without the invitation of any faction.

(4) By agreement between contending states or forces.

5–3. **Basic orders.**—The orders directing the establishment of a neutral zone should be brief and concise, and should contain the following information:

(1) Designation of the military force to be employed in the establishment and maintenance of the zone, and the zone force commander.

(2) The mission of the force.

(3) Information relative to the purpose, occasion and circumstances necessitating the establishment of the neutral zone.

(4) The exact time after which an area shall be considered as a neutral zone, relative to movements by land, water and air.

(5) The limits of the neutral zone.

(6) Logistic provisions, including those pertaining to the requirements of refugees.

(7) Reference to the communication plan and notification of the location of the zone force commander.

5–4. **Instructions.**—Additional information required should accompany the Basic Order in the form of an annex, or if there are existing general instructions relative to the establishment of neutral zones, reference should be made to them in the order. These instructions should contain, when applicable, stipulations covering the following matters:

(1) Control to be exercised by the zone force commander and the local civil authorities.

(2) Restrictions placed on opposing force(s) within limits of neutral zones at the time of establishment.

(3) Instructions relative to local authorities and civilians bearing arms within the zone.

(4) Acts to be prohibited, such as the delivery from, or passage through the zone, of supplies destined for the contending forces who are prohibited the use of the zone.

(5) Type of vessels and also land and air transportation carriers prohibited entrance to or passage through the zone.

(6) Restrictions upon the communication facilities.

5–5. **Zone force commander's order.**—The operation orders of the zone force commander should contain so much of the information furnished him in his orders from higher authority as will be of value to his subordinates, and also any additional information that may be pertinent. The order should contain detailed instructions for each task group of his force. If general instructions for the establishment of neutral zones have been issued by higher authority, those parts that are applicable to the immediate situation should be promulgated

to the task groups of the local zone force either in the zone force commander's order or as an annex thereto. Logistic provisions, communication plan and location of the zone force commander should complete the order.

5–6. **Proclamation.**—The civilian population of the neutral zone and its vicinity, as well as the factions to be prohibited the use of the zone, should be informed of its establishment as early as practicable. This may be accomplished by the delivery of a written memorandum to the local authorities and to the heads of the contending factions, or by the publication of a proclamation in the local newspapers with a delivery of same to the local authorities and to the heads of the contending factions. Such memorandum or proclamation should be published both in English and in the local language. The delivery of the memorandum or proclamation may be made direct or through the diplomatic agent of the country represented by the zone force commander. Regardless of the method of transmission or its form, the proclamation should contain stipulations regarding the following matters:

(1) Precise date and hour at which the establishment of the neutral zone becomes effective.

(2) Area included in the neutral zone, with the boundaries or limits clearly defined by terrain features.

(3) Relationship of armed forces of contending factions with the neutral zone.

(4) Relationship of the zone force with the civilian population and local authorities within the zone.

(5) Acts to be prohibited in or over the zone.

(6) Transportation restrictions on routes of communication through the zone.

(7) Communication restrictions within the zone.

(8) Conduct or status of armed vessels within the zone.

(9) Such other information as may be necessary for a clear understanding of the exact circumstances upon which the establishment of the zone is based, the purpose to be accomplished, and the means to be used.

SECTION II

MOVEMENT INLAND

	Par.	Page
Point of departure	5–7	5
Mobile columns and flying columns	5–8	5
Strength and composition of columns	5–9	7
Protective measures covering movement	5–10	8
Establishment of advanced bases inland	5–11	9
Movement by rail	5–12	10

5–7. **Point of departure.**—*a.* As in all forms of warfare, logistic requirements must be given careful consideration in preparing strategic and tactical plans; in fact such requirements are frequently the determining factor. Before a movement inland is undertaken an analysis and estimate of the local transportation and supply facilities must be made in order to insure a reasonable rate of advance with replacement of supplies.

b. The movement inland will not always be a movement from a seaport to the interior. Frequently the movement will be made from the capital or principal city, located at the terminus of a railroad at the head of navigation on the upper part of a large river, or on a well-developed highway, with well-defined lines of communication connecting it with the seacoast. In any case the point of departure becomes a base of operations as well as a base of supply until other bases more advanced are established. Should the small-war operations be initiated by the establishment of neutral zones, one or more of them may later become a base for extended operations.

c. If the point of departure for the movement inland is to be other than a seaport, the movement to the point is made by the most convenient means. The movement will be of the same general nature as an advance in major warfare in the presence of the enemy. The special features of a movement by inland waterways are presented in chapter XII.

5–8. **Mobile columns and flying columns.**—*a.* When the successful prosecution of the campaign requires the execution of measures beyond and/or supplementary to the establishment of neutral zones, the control of seaports, or key cities along lines of communication in the affected areas, mobile columns must be projected inland from the

points of departure, for the purpose of pursuing, rounding-up, capturing, or dispersing any existing irregular forces; of covering productive areas; or of establishing chains of protected advanced bases in the interior.

b. Mobile columns as such differ from the so-called flying columns in one great essential—supply. A flying column is defined as a detachment, usually of all arms, operating at a distance from, and independent of, a main body or supporting troops, lightly equipped to insure mobility and sufficiently strong to exempt it from being tied to a base of supplies through a fixed line of communications. A mobile column is of the same description as the flying column with the exception that it is self-supporting to a lesser degree and is dependent for its existence on its base of supplies.

c. The movement may be made by a large force operating along a well-defined route, but will usually be made by several mobile columns operating either along separate lines of advance or following each other independently along the same route of advance at an interval of about 1 day. In some situations, columns may start from different points of departure and converge on a city or productive area. The columns may vary in size from a reinforced company to a reinforced regiment, but the size best adapted to such operations has been found to be a reinforced battalion.

d. When fortified posts with permanent garrisons are established, flying columns should operate therefrom. This is the most arduous of all operations; the idea being to combat the native guerilla at his own game on his own ground. At the beginning of such operations, the column may be of considerable strength—a company of infantry accompanied by a machine gun and howitzer detachment preceded by a mounted detachment. As the guerilla forces are dispersed, combat patrols (mounted or dismounted) consisting of two or more squads may suffice. The mission of the flying column will be to seek out the hostile groups, attack them energetically, and then pursue them to the limit. Therefore, there should be nothing in its composition or armament that would tend to reduce its mobility or independence of action beyond that absolutely necessary for combat and subsistence. Except for supplies which can be carried by the men, the column as a rule will depend upon the permanent garrisons. These posts must be established in sufficient numbers to permit of such supply—a post always being within 1 or 2 days' march of another post.

e. A flying column should never be dispatched to any area unless it is amply supplied with CASH. With available funds, not only may

subsistence be purchased, but often information of the hostile forces and the terrain (guides and interpreters). The money supplied the flying column should be in SMALL denominations, principally silver; it is difficult, frequently impossible, to change bills in rural communities.

5–9. **Strength and composition of columns.**—*a.* The strength and composition of mobile columns will depend upon the probable resistance to be encountered, the terrain to be traversed, the type and condition of existing transportation, and the means of communication. Normally, the addition of mounted detachments, armored cars, and aircraft is desirable in such columns. If a march through an extensive area of undeveloped country is contemplated, an engineer unit should be included. The use of light field pieces has been limited in the past, but with the increase of armament by all classes of powers and the improvement of defensive means, they cannot be dispensed with unless there is every assurance that they will not be needed. However, as a general rule, nothing should be added to the mobile column that would tend to decrease its mobility and which is not absolutely necessary.

b. The column should be of sufficient strength to enable it to cope with the largest force likely to be encountered. While weakness in the strength of a column is dangerous, yet excessive strength should be avoided. The supply requirements of a large column necessitate considerable transportation, and results in a proportionately larger train guard as the length of the column increases. A larger train also decreases the mobility of the column.

c. If the movement is made over broken country with poor roads and trails, the column often will be forced to move in single file. A column of excessive strength for its mission will march irregularly due to the elongation of the column. Such a column will arrive at its destination in a more exhausted condition than a smaller force which is able to maintain a regular rate of march. In case an operation necessitates a large column with the corresponding large train, the train may be broken up into two columns in addition to separation of the combat force. This will prevent elongation of the column and allow a regular rate of march.

d. The numerical strength of a column may be decreased by the inclusion of an increase of automatic weapons and supporting infantry weapons above the normal allowance. The increase of ammunition necessitated thereby will not be proportionate to the decrease

210-705 O - 88 - 8 : QL 3

in the amount of subsistence. Such a decrease will also decrease the amount of transportation required.

e. By means of the modern portable light radio sets (one of which at least should be assigned to the column) and contact planes, a column can be readily reinforced when necessary. Columns moving in the same general area are better able, due to these means of communication, to keep in close touch and to render mutual support than in the past. This, with the offensive support available from aviation, must be considered in determining the composition and strength of the column.

f. Radio and contact planes may be the only reliable means of communication at the beginning of a movement. However, all means of communication must be considered, not only in deciding upon the strength of the column but also the route to be followed. Telegraph and telephone lines may be destroyed, and in the early stages of the operations it may not be worth while to repair and maintain them. If not interfered with, or when control is established and repairs effected, these land lines should be utilized. Dispatch riders (runners, foot or mounted) may not be of much value until conditions become fairly settled, but at times they may be the only means available, or they may be used to supplement other means. Where the country lends itself to the employment of armored cars, they may be used for courier service. Any courier service on a regular time schedule and via restricted routes is dangerous.

5–10. **Protective measures covering movement.**—*a.* When a column starts its movement, it is immediately concerned with the general means of insuring its uninterrupted advance through hostile territory. Usually all parts of a column are vulnerable to attack. In major warfare an army usually has such an extent of front that its rear and base are reasonably secure, and attacks are launched by the enemy at the flanks and front. In small wars, however, the frontage of the regular force is relatively narrow and the column of regular troops is liable to attack by encircling detachments of the irregular forces. Therefore the column must insure itself from an attack from every direction.

b. In major warfare, this security is effected by outposts, by advance, flank, and rear guards, by scouts, by combat patrols and connecting groups, by deployment in depth, and by means of air reconnaissance. In small wars, the principles of security are the same but their application varies with the hostile tactics, armament, and the terrain over which the forces operate. The guiding principle of

security is to prevent the hostile fire from being effective against the main body of a march column. The enemy should be denied all terrain from which he may inflict losses upon the column, and the advantage of superior armament and accuracy of fire maintained to prevent the opponent from closing in to effective range of his own weapons even though he be superior numerically.

c. The nature of the terrain has a marked influence on security measures. Often in the theaters of operations, thick low brush interspersed with cactus extends along the main trails and roads making an almost impenetrable jungle, too thick for the movements therein of even small combat groups. In such cases the use of flank guards for a marching column is practically impossible, the lack of which at times permits the hostile force to establish favorable ambushes along such a route.

d. An active hostile force bent on small depredations and armed with rifles and automatic weapons will have ample opportunity to ambush the main body of a column after the advance guard has passed unless patrols are kept continually moving through the underbrush on both sides of the road at a distance from which the ambush position would be effective (normally about 20 to 40 yards). The progress of such flank patrols, however, will be slower than that of the main body with the result that these patrols will be continually falling behind. This necessitates sending out frequent patrols from the head of each organization. To prevent uncovering the head of each organization by these detachments therefrom, the patrols should be started out well ahead of the organization when opposite the rear.

e. On mountain trails with heavy growth of brush and timber which restricts or prohibits the use of flank patrols, a column may be obliged to march in single file. Its only security in this case will depend upon a prompt return of a heavy volume of fire from the part of the column attacked. When the column is restricted in its march formation, it should be divided into a number of small combat teams, each being capable of independent action.

5–11. **Establishment of advanced bases inland.**—*a.* After the mobile columns have successfully dispersed the larger groups of the hostile forces in any area, the next step is the establishment of advanced bases and fortified posts inland for the prosecution of the next phase—the operation of flying columns into the interior.

b. The particular functions of a fortified post are as follows:

(1) To cover productive areas and their lines of communication with their markets.

(2) To afford protection to the local population in that area.

(3) To form a base of supply, rest, replacement, and information for flying columns.

c. As a general rule, these posts should be located at the heads of valleys on main roads or waterways leading from seaports, and at the apexes of valley and intervalley roads and trails leading to the more difficult wooded and mountain regions—the final theater of operations.

d. The site of the post should if possible have the following characteristics:

(1) Be capable of defense by a relatively small detachment.

(2) Be of sufficient extent to permit the bivouac of a flying column of not less than 100 men with a mounted detachment.

(3) Be so situated as to control any town in the vicinity and all approaches thereto, especially roads and ravines.

(4) Be located on commanding ground overlooking the surrounding country.

(5) Be accessible to water supply and main roads.

(6) Be located near terrain suitable for a landing field.

e. In many cases, old forts, redoubts, or isolated masonry buildings with compounds can be organized for defense. Often however it will be found that conditions will warrant the construction of an entirely new fortified post from the material available in the vicinity.

f. The main requirements of a fortified post, garrisoned as it will be by only a few men is that is must not be vulnerable to a sudden attack or rush. This requirement can be met by the construction of a double line of defense; an outer line of defense (occupied only when the flying column is present) to inclose the bivouac area, and an inner line of defense to inclose the depot facilities and permanent garrison, provision being made in both lines for free use of automatic weapons and grenades. (For further details concerning the defense of towns, etc., see ch. VI.)

g. Communication with fortified posts should primarily depend upon radio and aviation. All such posts should be equipped with a radio set capable of communicating not only with its headquarters and other nearby posts, but also with the air service. A landing field at times may not be available in the vicinity of the post so recourse must be had to the use of the pick-up and drop message method of communication.

5–12. **Movement by rail.**—*a.* If the movement to the point of departure is opposed, or the adjacent territory not under complete control, a movement by rail will involve many tactical features not

encountered in a simple rail movement. Even after the railroad is functioning and the hostile forces dispersed, raids and other operations by guerrillas may require the use of armored trains with train guards. Guards may be necessary at stations, bridges, junction points, and other critical points along the railroad.

b. In case a country, or an extensive part of it, containing railroads is to be occupied as a part of the campaign plan, then the operation order for the seizure of the seaport terminus of the railroad should include instructions directing the seizure of the rolling stock and the terminal and shop facilities. This action may prevent their destruction or their removal from the seaport area. Rolling stock having been seized in accordance with the aforesaid instructions, measures must be taken to continue the operation of the railroad service, provided the strategical plan involves the establishment of a point of departure at some place along the railroad line or at some inland terminus thereof. Opposition to such use of the railroad may be encountered in the form of organized military resistance, or by sabotage.

c. The first step taken to operate a railway train over the line where opposition may be expected, is to provide a pilot train. The engine of this train should be protected by placing armor, usually improvised, over the vital parts, supplemented by additional protection of sandbags or similar material. Several cars loaded to full-weight capacity, preferably flat cars or gondolas, that do not obstruct the view from the engine and rear cars, should be placed ahead of the engine to serve as a buffer. These flat cars will then serve as a test-load element, over mines laid in the road bed, or over bridges and viaducts that have been weakened through sabotage. The car immediately in rear of the engine should be a box or cattle car from the top of which rifle and machine gun fire may be directed over the engine to the front. The remaining cars in the pilot train should be flat cars, gondolas or cattle cars, from which troops protected by sandbags or similar material may deliver all-around fire. Some of the personnel accompanying the pilot train should consist of engineer troops to be employed in counter-demolition work and in inspecting the roadbed for mines and the bridges and viaducts for structural weakness. Where such mines are found, these engineer troops should accomplish their destruction, and in the case of weakened bridges, etc., should make the necessary repairs. The main body of the troops embarked on the pilot train should consist of sufficient personnel to protect the train and the working

parties of engineers and laborers. A number of volunteer local civilian laborers may be added to the complement in order to obviate the necessity of using the combat troops as working parties with the engineers. The combat troops should be armed with a large proportion of automatic weapons, light mortars and 37 mm. guns. Some fire-fighting equipment should also be carried with this pilot train. A few light chemical tanks, water barrels and tools for beating out a fire, should be placed in one of the cars. Irregular forces not provided with demolition equipment will probably resort to burning the wooden bridges and railroad trestles usually found in the theater of operations in small wars. Material available for putting out a fire of this nature in its initial stage will gain many hours of valuable time in the advance inland. A troop train should follow the pilot train within close supporting distance; it should contain sufficient troops, properly armed, as to be capable of dispersing any hostile forces until the arrival of additional troop trains. If the use of artillery is contemplated later in the combat operations, some of it should be carried on this troop train.

d. This troop train should have some flat cars or gondolas ahead of its engine and should also be equipped with improvised protective material for the troops. The troops on the forward flat cars or gondolas should be armed with machine guns and howitzer platoon weapons. The remainder of the train should be composed of railroad cars readily adapted to all-around defense and of such type as to permit the rapid debarkation therefrom of the troops. Depending on the capacity of the trains available, detachments of troops from the first troop train or another closely following it should be debarked at critical points along the railroad line for its protection. These protective detachments should institute a system of patrols along the line to prevent sabotage and interruption of the railroad line at points intermediary between the critical points. Aviation may render most valuable aid to these trains in the initial movement inland as well as during the period of operation of the line. On the approach to a city, defile, or other critical points, the troop train should close up on the pilot train and a reconnaissance should be made by ground troops to supplement the information furnished by the aviation. Positive information from the aviation can usually be acted upon; however, negative data from the aviation may be misleading and if acted upon, may lead to fatal results.

e. Where a good road parallels closely a railroad, a flank covering detachment in trucks may expedite the train movement.

SECTION III

MILITARY TERRITORIAL ORGANIZATION

	Par.	Page
Purpose	5–13	13
Influence of the mission on territorial organization	5–14	13
Assignments of troops to areas	5–15	14
Size and limits of areas	5–16	14

5–13. **Purpose.**—*a.* In all warfare, territorial organization is necessary to facilitate the performance of strategical, tactical, and administrative functions by allocating appropriate tasks to various units.

b. Nearly all independent states include internal territorial subdivisions that are utilized to facilitate the execution of numerous governmental functions. In many cases the limits of these subdivisions were predetermined by the necessities of government. Usually one or more of the following factors have fixed the geographical limits of the internal territorial subdivisions of a country:

Density of population.
Routes of communication.
Economic conditions.
Geographic features.
Racial extraction.
Military requirements.

c. The larger subdivisions of a country, regardless of name (Department, Province, State, etc.,) are usually the political, electoral, administrative, judicial, and military districts of the country.

5–14. **Influence of the mission on territorial organization.**—*a.* The mission of the intervening force will usually come under one of the following headings:

(1) Restoration of law and order, (either by furnishing aid to the recognized government or by establishing a temporary military government).

(2) Supervision of elections.

(3) Establishment of neutral zones.

b. If the mission is to aid the local government in restoring law and order, or to establish military government until a new govern-

ment is organized and functioning, it is advisable to recognize the political subdivisions of the country. When the military situation requires that an arbitrary division of the country into areas be made, easily recognized topographical features should be used as boundary lines. In areas of military activity, boundaries should not split a locality such as dense forests and rugged terrain, that favors hostile operations, but should include such features in a single command area when practicable.

c. In supervising elections, political subdivisions should be recognized and followed in the assignment of personnel.

d. Neutral zones are generally as limited as the accomplishment of the mission will permit. Thus the boundaries of such zones will often be arbitrary and at other times will follow some distinctive terrain feature.

5–15. **Assignment of troops to areas.**—*a.* Major territorial divisions, such as areas, should have complete tactical and administrative control within their limits subject to such coordinating instructions as are issued by higher authority. This necessitates the assignment of sufficient executive and special staff personnel to enable the unit to perform all of its functions efficiently. Thus the assignment of a regiment, independent battalion, or other tactical and administrative unit to an appropriate area is advantageous. Small tactical units must have the necessary administrative staff assigned to them.

b. Large areas are usually subdivided for the reasons stated in Paragraph 5–13. Such minor divisions are usually called departments, districts, or subdistricts, depending on the size and importance of the area. Command and staff appropriate to the task are allocated to these subdivisions.

5–16. **Size and limits of areas.**—*a.* It is not necessary that areas be equal in military strength, population, or extent, but for reasons of organization and command previously discussed, more or less similarity in these features is desirable. Some of the considerations that should be borne in mind when defining the size and limits of specific areas are:

(1) Available troops in the theater.
(2) Location and strength of hostile force(s).
(3) Present boundaries of subdivisions of the country.
(4) Political affiliations of the inhabitants.
(5) Geographic-topographic features.
(6) Supply.

(7) Communication.

(8) Transportation.

(9) Distribution of population.

(10) Economic conditions.

The more important of these are discussed in order in the subparagraphs below.

b. In considering the troops available, it will usually be found that a considerable number are required for garrisoning areas where unrest exists, and for the protection of bases, lines of communication and the like. Often this duty can be utilized as rest periods for troops that have been engaged in active operations. A decision as to the strength of forces required in various localities will determine the location of the administrative and tactical units of the Force. This in turn should be considered in determining the size of military areas.

c. If active opposition is localized, it may be desirable to form an area of the turbulent zone in order to centralize the command so far as combat activities are concerned. The nature of the opposition has considerable influence on the composition of the force assigned to an area. A large area with varied terrain and considerable resistance to overcome might have a force of all arms for the task. This force, in turn, may have a section particularly adapted to the operation of a particular arm (mounted units, mechanized unit, or special river patrol), in which case the particular arm, if available, might well compose a district garrison.

d. Other considerations being equal, retention of existing boundaries when defining the limits of command areas is desirable for several reasons, among which are:

(1) Political, judicial, and administrative functions (insofar as the civil population is concerned) are better coordinated.

(2) The routine of the people is less disturbed; thus better information and less antagonism may result.

(3) Often such boundaries coincide with those dictated by strategy and tactics.

e. When political or other antagonisms among the inhabitants contribute materially to the difficulties of the situation, formerly established subdivisions may be divided or combined in a manner best calculated to accomplish the desired end. In cases where a step-by-step occupation of the country is necessary, territorial organization may conform to the geographical features which control the successive objectives.

f. Each area should have its own base(s) of supply. A landing field should be in each area. If the supply channels of one area pass through another area, positive steps must be taken by the supreme commander to insure that the flow of supplies to the far area is uninterrupted. It is highly desirable that areas have transversal as well as longitudinal lines of communication. Ordinarily an undeveloped section with poor roads or trails that might serve as a hideout or stronghold for irregulars should be incorporated in a command area in such a way that the commander controls the routes thereto.

g. Consideration of the existing wire communication installations is of importance when defining the limits of an area. Area commanders should not be forced to rely on radio and airplane communications alone, if there are other means of communication available.

h. In countries which are not well developed, maps are not usually up to the normal standard as to variety or accuracy. When defining areas, the use of a particular map designated as "official" by all units facilitates coordination and partly eliminates the confusion as to names of localities, distances, boundaries, and other matters that result from the use of erroneous maps of different origin.

Section IV

METHODS OF PACIFICATION

	Par.	Page
The nature of the problem	5–17	17
Methods of operation	5–18	17
Occupation of an area	5–19	17
Patrols	5–20	18
Roving patrols	5–21	19
Zones of refuge	5–22	19
The cordon system	5–23	19
The blockhouse system	5–24	19
Special methods	5–25	20

5–17. **The nature of the problem.**—The regular forces in this type of warfare usually are of inadequate numerical strength from the viewpoint of extent of terrain to be controlled. Thus the decision as to the amount of dispersion of regular forces that may be resorted to is an important problem. Detachments with offensive missions should be maintained at sufficient strength to insure their ability to overcome the largest armed bands likely to be encountered. Detachments with security missions, such as the garrison of a town or the escort of a convoy, should be of the strength essential to the accomplishment of the task.

5–18. **Methods of operations.**—Among the various methods that have been used for the pacification of an area infested with irregulars are:

(1) Occupation of an area.
(2) Patrols.
(3) Roving patrols.
(4) Zones of refuge.
(5) Cordon system.
(6) Blockhouse system.
(7) Special methods.

Each of these will be discussed in the succeeding paragraphs.

5–19. **Occupation of an area.**—*a.* This consists of dispersing the force in as many small towns and important localities as the security and patrolling required of each garrison will permit. It partakes of the nature of an active defense. When communications are good,

a coordinated counter-offensive may be taken up rapidly, because patrols from various garrisons will receive prompt operation orders.

b. Sometimes the requirements that certain localities be defended necessitates the application of this method; at other times pressure from the outside sources to secure protection for communities and individuals makes this method mandatory. In establishing numerous fixed posts, consideration should be given to the fact that withdrawal therefrom during active operations involves protests from those protected directly or indirectly, loss of prestige, and increased danger to the installations or individuals that were protected. The greater the number of localities that are garrisoned permanently, the less is the mobility of the command; consequently, care should be taken to retain sufficient reserves properly located to take up the counter-offensive at every opportunity.

c. The necessity for bases of operation indicates that this method will be used to a greater or less extent in every operation, that is, irrespective of the plan adopted, this method will be used at least in part. The discussion in this paragraph is particularly applicable to those situations where this plan is the fundamental one for accomplishing the pacification.

d. Modification of this scheme wherein many detachments of regulars are encamped in infested localities and on or near hostile routes of movement, has been used successfully in combination with other courses of action.

5–20. **Patrols.**—*a.* These are detachments capable of operating for only a comparatively limited time without returning to a base. They vary anywhere from powerful combat patrols to small detachments performing police functions according to the situation and mission. They are usually controlled by the commander responsible for the area in which they operate, but in operations against well defined objectives they are often coordinated by higher commanders.

b. Patrolling is essentially offensive action. Accordingly its use in small-wars operations is universal even under conditions that require the strategical defensive.

c. When information of hostile forces is lacking or meager, recourse to patrolling for the purpose of denying the opposing forces terrain and freedom of movement may be the only effective form of offensive action open to the commander. In this case, patrols become moving garrisons and deny the opposing forces such terrain as they can cover by observation, movement, and fire. Extensive operations of this nature exhaust the command, but on the other hand are often

more effective in the restoration of order than first appearances indicate.

5-21. **Roving patrols.**—*a.* A roving patrol is a self-sustaining detachment of a more or less independent nature. It usually operates within an assigned zone and as a rule has much freedom of action. As distinguished from other patrols, it is capable of operating away from its base for an indefinite period of time. Missions generally assigned include a relentless pursuit of guerilla groups continuing until their disorganization is practically complete.

b. This method is particularly applicable when large bands are known to exist and the locality of their depredations is approximately known. Such patrols are often employed in conjunction with other methods of operation.

5-22. **Zones of refuge.**—*a.* This system consists of establishing protected zones in the vicinity of garrisons. Their areas are so limited as to be susceptible of protection by the garrisons concerned. Peaceful inhabitants are drawn into this protected area together with their effects, livestock, and movable belongings. Unauthorized persons found outside of these areas are liable to arrest, and property that could be used by insurgent forces is liable to confiscation.

b. This procedure is applicable at times when, through sympathy with or intimidation by insurgents, the rural population is furnishing such extensive support to the resistance as to seriously hamper attempts at pacification. This is a rather drastic procedure warranted only by military necessity.

5-23. **The cordon system.**—*a.* This system involves placing a cordon of troops around an infested area and closing in while restoring order in the area.

b. The cordon may remain stationary while patrols operate within the line.

c. This system may be used when the trouble is localized or the regular force is of considerable size. Due to the limited forces usually available, the application of this system by a marine force will usually be confined to situations where the trouble is rather localized, or to the variation of the method where only a general or partially effective cordon is established.

5-24. **The Blockhouse system.**—The blockhouse system involves the establishment of a line of defended localities. In one way it is similar to the cordon system as both methods deny the opposing forces terrain beyond an established line. In principle it is defensive while the latter is offensive.

5–25. **Special methods.**—*a.* The peculiar nature of any situation may require the application of some special method in conjunction with and in accord with the general principles discussed in the preceding paragraphs. Two important phases of operation that may be used in any campaign of this nature are:

(1) River operations.

(2) Flying columns.

b. The tactics and technique of river operations are discussed in chapter X.

c. Flying columns are self-sustaining detachments with specific objectives. Their most common use is in the early phases of campaign such as the movement inland where large columns with important strategic objectives in view may temporarily sever their connection with the base, seize the objective, and thereafter establish lines of communication. (See par. 5–8.)

○