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Address by Major General Strom Thurmond to advanced officers' class, United States Army Civil Affairs School, Fort Gordon, Georgia, 10:00 a.m., 1960 May 7

Strom Thurmond

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I consider myself greatly privileged to address this class of the U.S. Army Civil Affairs School. Among you are military officers from our allied nations. It is extremely gratifying to have you here with us and to be able to talk to you.

Today, I shall address myself mainly to the combat role of Civil Affairs. Basically, the role of Civil Affairs today is unchanged from what it has been in the past. I believe this will also be true in any future war. There will be a change in the magnitude of Civil Affairs operations, but not in fundamental missions or objectives. Simply stated, the most important combat role of Civil Affairs has and always will be to relieve unit commanders of the problem of dealing with, and if necessary, controlling the local population in the zone of operations; and beyond that, so to influence the civilian population so that it not only ceases to be a liability but in fact becomes an asset. While the conditions which can be expected in modern war greatly complicate Civil Affairs operations, the tasks are in principle the same obvious, basic ones which have always existed in war.

Now, with those opening remarks, I believe it might be worthwhile to review the definition of Civil Affairs in order that we may be on common ground.

Slide 1 on

This definition is found in the "Dictionary of US Military Terms for Joint Usage".
FULLY REALIZING THAT THIS TALK IS TO BE ON THE FUTURE ROLE OF CIVIL AFFAIRS IN COMBAT, PLEASE ALLOW ME TO DIGRESS AND SPEAK BRIEFLY OF THE PAST.


Seldom is anything accomplished by harsh treatment that cannot be accomplished more effectively and with more lasting results by persuasion and decent treatment. Even the Chinese communists, whose army we think of as being completely ruthless, have shown evidence of having learned the
VALUE OF GOOD MILITARY-CIVILIAN RELATIONSHIP. AS AN EXAMPLE, THE COMMUNIST POLITICO-MILITARY FORCES IN SOUTHEAST ASIA ARE BEING TAUGHT THE "THREE GREAT DISCIPLINARY MEASURES" AND THE "EIGHT NOTEWORTHY POINTS" OF THE CHINESE COMMUNIST EIGHTH ROUTE ARMY. THE THREE MEASURES ARE:

1. "ACT IN ACCORDANCE WITH ORDERS.
2. DO NOT TAKE ANYTHING FROM THE PEOPLE.
3. DO NOT ALLOW SELF-INTEREST TO INJURE PUBLIC INTEREST."

THE "EIGHT NOTEWORTHY POINTS" ARE:

2. TIE UP STRAWS (AFTER BEING USED FOR A MATTRESS.
3. TALK PLEASANTLY.
4. BUY AND SELL FAIRLY.
5. INDEMNIFY EVERYTHING DAMAGED.
6. DO NOT BATHE IN VIEW OF WOMEN.
7. DO NOT ROB PERSONAL BELONGINGS OF CAPTIVES.
8. RETURN EVERYTHING BORROWED."

WHY IS THIS TYPE TREATMENT OF THE POPULATION ENCOURAGED? CERTAINLY NOT FROM ANY FEELING OF SYMPATHY. THE CHINESE COMMUNIST PARTY IS WELL AWARE OF THE FACT THAT IF MORE COUNTRIES ARE TO BE BROUGHT INTO THE PARTY FOLDS, THE OPPOSITION OF THE PEOPLE MUST BE OVERCOME. THEY ARE ALSO AWARE THAT THIS CAN BEST BE ACCOMPLISHED BY A SEMBLANCE OF FAIR TREATMENT AND PERSUASION RATHER THAN COMPLETE RELIANCE UPON BRUTALITY.
BRUTALITY, WHICH THROUGH HISTORY HAD BEEN A NORMAL CHARACTERISTIC IN CIVIL—MILITARY RELATIONSHIPS, IS TOTALLY FOREIGN TO OUR OWN NATIONAL CHARACTER, AND, OF COURSE, VIOLATES THE BASIC PRINCIPLES OF OUR DOCTRINE FOR CIVIL AFFAIRS. HOWEVER, DURING THE EARLY MONTHS OF WORLD WAR II, WHILE WE WERE BUILDING UP OUR OWN MILITARY CAPABILITIES, WE COMMITTED MANY OTHER SERIOUS ERRORS OF OVERSIGHT IN OUR CIVIL AFFAIRS PLANNING. THROUGH OUR OMISSION OF PLANNING AND ADEQUATE PREPARATION FOR CIVIL AFFAIRS, WE CREATED MANY MAJOR PROBLEMS FOR OURSELVES WHICH BECAME GLARINGLY APPARENT ONCE WE ENTERED THE COMBAT STAGE OF THE WAR.

THE FUNDAMENTAL DIFFICULTY, I BELIEVE, STEMMED FROM THE FACT THAT SOME OF OUR TOP MILITARY MEN TENDED TO THINK OF CIVIL AFFAIRS AS AN ACTIVITY WHOSE NECESSITY DOES NOT DEVELOP UNTIL THERE IS A GENERAL WAR OR INDEED UNTIL AFTER THE GENERAL WAR IS OVER. THUS THERE WAS A TENDENCY TO OVERLOOK IT OR TO PLAY IT DOWN. CERTAINLY THIS SITUATION EXISTED BEFORE WORLD WAR II. UNFORTUNATELY, THAT SAME ATTITUDE STILL MANIFESTS ITSELF, ON OCCASIONS, TODAY.

LET ME BRIEFLY REVIEW SOME OF THE HIGHLIGHTS OF CIVIL AFFAIRS IN THE EARLY DAYS OF WORLD WAR II. THERE HAD BEEN SOME CIVIL AFFAIRS PLANNING IN THE WAR DEPARTMENT (NOW DEPARTMENT OF THE ARMY) PRIOR TO WORLD WAR II; HOWEVER, NO SEPARATE ORGANIZATION OR OFFICE EXISTED SOLELY FOR HANDLING SUCH MATTERS. THEREFORE, DUE TO PRESS OF MORE URGENT CURRENT MATTERS, CIVIL AFFAIRS, IN MANY Instances, WAS NEGLECTED.
TRUE, CIVIL AFFAIRS INSTRUCTION TO SOME DEGREE WAS CONDUCTED IN THE THEN EXISTING SERVICE SCHOOLS. HOWEVER, IT WAS NOT UNTIL 1942 THAT A MILITARY GOVERNMENT SCHOOL WAS ESTABLISHED AT CHARLOTTESVILLE, VA. THE FIRST GRADUATES OF THIS SCHOOL TOOK PART IN THE INVASION OF NORTH AFRICA; HOWEVER, WE HAD NOT YET DEVELOPED THE CONCEPT OF CIVIL AFFAIRS OPERATIONS IN SUPPORT OF COMBAT TROOPS. IN THIS CAMPAIGN, CONSIDERATION WAS GIVEN TO THE ADMINISTRATION OF AREAS THROUGH WHICH COMBAT HAD PASSED, BUT NOT TO THE VITAL REQUIREMENT OF RELIEVING THE COMBAT COMMANDERS OF THE BURDEN OF TAKING NECESSARY ACTION WITH REGARD TO CIVILIANS AND THE PROBLEM THEY CREATE. AS A MATTER OF FACT, THE ADMINISTRATION OF CIVILIANS DURING THIS CAMPAIGN REQUIRED THE DIVERGENCE OF NUMEROUS TACTICAL UNITS TO PERFORM THIS NECESSARY FUNCTION SINCE CIVIL AFFAIRS TRAINED OFFICERS WERE NOT AVAILABLE TO DO THE JOB. THIS SITUATION WOULD HAVE BEEN WORSE IF THE CIVILIAN GOVERNMENTAL ADMINISTRATION HAD BROKEN DOWN COMPLETELY. FORTUNATELY FOR US, IT DID NOT AND AS A RESULT, EXCEPT IN AREAS WHERE FIGHTING WAS EXTREMELY HEAVY, LOCAL GOVERNMENT CONTINUED TO FUNCTION.

THIS EXPERIENCE IN AFRICA TAUGHT US A VALUABLE LESSON AND BY THE TIME WE MOVED INTO SICILY OUR FORCES WERE MORE REALISTICALLY PREPARED. THE SAME THING WAS TRUE IN ITALY AND AGAIN IN FRANCE WHERE DESPITE THE CONCENTRATION OF LARGE NUMBERS OF TROOPS IN A THICKLY POPULATED AREA, CIVIL AFFAIRS UNITS AND STAFF SECTIONS MADE AN INVALUABLE CONTRIBUTION TO THE SUCCESS WHICH OUR FORCES ACHIEVED.

I HAVE REFERRED MAINLY TO THE EUROPEAN THEATRE. I WAS IN THAT THEATRE
DURING WORLD WAR II AND AM THEREFORE MORE KNOWLEDGEABLE IN WHAT OCCURRED THERE, AND I WAS IN A POSITION TO OBSERVE MANY OF THE ACTIVITIES MYSELF. HOWEVER, I ALSO WANT TO MAKE SPECIFIC REFERENCE TO THE FAR EAST -- PRINCIPALLY BECAUSE, AS AN AREA WHICH IN SO MANY RESPECTS IS VERY DIFFERENT FROM OUR OWN IN CULTURE AND OUTLOOK, OUR RELATIONS WITH THE LOCAL POPULATIONS WERE, AND CONTINUE TO BE, OF GREAT IMPORTANCE TO OUR NATION.

IN JAPAN, FOR EXAMPLE, WHICH WAS ONE OF OUR BITTEREST ENEMIES IN WORLD WAR II, THE CIVIL AFFAIRS OPERATION, IN THE YEARS DURING AND SINCE THE WAR, HAS DONE MUCH TO TURN THAT NATION INTO ONE OF THE STAUNCHEST OUTPOSTS OF THE FREE WORLD IN THE PACIFIC.

IT IS NOTEWORTHY THAT DURING THE KOREAN WAR THE U.S. WAS EMPLOYING ALMOST 190,000 JAPANESE WORKERS IN SUPPORT OF THE UNITED NATIONS FORCES IN KOREA. MONUMENTAL TASKS WERE ACCOMPLISHED WHICH WOULD NOT HAVE BEEN POSSIBLE WITH A DISGRUNTLED WORK FORCE. ALTHOUGH THIS LABOR FORCE HAS BEEN REDUCED BY MORE THAN HALF, THERE REMAINS AN ESSENTIAL CIVIL AFFAIRS RESPONSIBILITY IN CONNECTION WITH THE IMPLEMENTATION OF SOUND LABOR RELATIONS.

LABOR PROBLEMS ARE BY NO MEANS THE ONLY ONES CREATED BY THE MORE THAN 770,000 AMERICANS, MILITARY AND CIVILIAN, PRESENTLY STATIONED OVERSEAS. THERE IS VERY IMPORTANT WORK BEING ACCOMPLISHED IN CONNECTION WITH COMMUNITY RELATIONS COUNCILS WHICH HAVE BEEN ESTABLISHED. IN JAPAN, AS IN OTHER COUNTRIES WHERE OUR FORCES ARE LOCATED, THESE COUNCILS HAVE BEEN
INSTRUMENTAL IN ENCOURAGING SOUND RELATIONS BETWEEN THE MILITARY UNITS AND THE NEIGHBORING CIVILIAN COMMUNITIES.

IN KOREA, THE U.N. MILITARY COMMANDER, WHO IS A U.S. OFFICER, MUST, DUE TO THE STATE OF SUSPENDED PEACE, RETAIN CERTAIN CONTROLS AND AUTHORITY IN THE CIVIL AFFAIRS FIELD WHICH WOULD NORMALLY FALL TO THE CIVILIAN GOVERNMENT, OUR CIVIL AFFAIRS PROGRAM HAS BEEN IMMENSELY REWARDING. IT CONTINUES TO BE A VITAL FORCE IN THE RECONSTRUCTION OF THE COUNTRY AND IN THE IMPROVEMENT OF STANDARDS OF LIVING AND GENERAL WELFARE.

AS ANOTHER EXAMPLE OF PRESENT DAY CIVIL AFFAIRS ACTIVITIES, IN THE RYUKYUS ISLANDS, OF WHICH OKINAWA IS THE LARGEST, A NEW SOCIETY HAS EMERGED FROM THE ALMOST TOTAL DESTRUCTION OF WORLD WAR II. THERE, NEW STANDARDS OF HEALTH, EDUCATION, AND WELFARE HAVE BEEN ESTABLISHED, AND NEW ECONOMIC OPPORTUNITIES DEVELOPED. AND THOUGH MUCH IS STILL TO BE ACCOMPLISHED, THE CIVIL AFFAIRS OPERATION HAS BEEN HIGHLY EFFECTIVE.

MY TALK HAS GONE FAR AFIELD FROM THE SUBJECT OF THE FUTURE ROLE OF CIVIL AFFAIRS IN COMBAT; HOWEVER, NOW THAT WE HAVE DISCUSSED THE PAST AND PRESENT, LET US TURN TO THE FUTURE. WHAT OF CIVIL AFFAIRS FUNCTIONS IN THE FUTURE: FIRST, LET ME REPEAT THAT I BELIEVE FUTURE WARFARE WILL CONFRONT US WITH NOTHING NEW IN CIVIL AFFAIRS OPERATIONS – EXCEPT AS TO THE SCOPE AND MAGNITUDE OF THE OPERATIONS.

MOST COMBAT ARMS OFFICERS, WITH WHOM YOU WILL WORK, HAVE ONLY A GENERAL IDEA OF THE FUNCTION OF THE G5 STAFF MEMBER OF A UNIT STAFF, AND OF THE
SUPPORT WHICH CAN BE PROVIDED BY CIVIL AFFAIRS UNITS. THE OLDER OFFICER FROM PAST EXPERIENCE AND THE YOUNGER ONES FROM SCHOOLING RECEIVED KNOW THAT CIVIL AFFAIRS SUPPORTS MILITARY OPERATIONS AND DEALS WITH THE RELATIONSHIPS BETWEEN MILITARY AND CIVILIAN ACTIVITIES IN AN AREA WHERE MILITARY FORCES ARE PRESENT. HOWEVER, TOO MANY INDIVIDUALS THINK OF CIVIL AFFAIRS AS AN AGENCY THAT OPERATES AT ONLY HIGH ECHELONS - IN THE COMMUNICATIONS ZONE OR OTHER REAR AREAS. FEW FULLY UNDERSTAND THAT THIS SUPPORT CAN AND SHOULD BE PROVIDED DOWN TO AND INCLUDING THE BATTLE GROUP AND COMBAT COMMAND LEVEL.

DIVISIONS, AND EVEN SMALLER UNITS, IN ANY FUTURE WAR, MUST BE CAPABLE OF OPERATING WITH SUBSTANTIAL GAPS BETWEEN THEM ON A BATTLEFIELD OF EVER-INCREASING WIDTH AND DEPTH. THIS WAR MAY WELL BE FUGHT AGAINST AN ENEMY CAPABLE OF EMPLOYING NUCLEAR WEAPONS OF UNLIMITED SIZE, CBR WARFARE, EMPLOYING AIRBORNE AND AIRLANDED TROOPS, INFLTRATORS AND GUERILLAS. ALL COMBAT ORGANIZATIONS MUST BE ABLE TO MAINTAIN AN ALL-AROUND DEFENSE AND TO ESTABLISH DEFENSIVE POSITIONS OR AREAS IN GREAT DEPTH. IN ORDER FOR TACTICAL UNITS TO SUCCESSFULLY ACCOMPLISH ANY ASSIGNED MISSION, UNDER THESE ADVERSE CONDITIONS, CIVIL AFFAIRS SUPPORT IS REQUIRED. NOW, WHAT IS THIS CIVIL AFFAIRS SUPPORT OF WHICH WE SPEAK?

THIS CIVIL AFFAIRS SUPPORT, OR ACTIVITIES, CAN BE BROKEN DOWN INTO NINETEEN BROAD FIELDS.

SLIDE 2 ON
THOUGH NO ATTEMPT, OF WHICH I KNOW, HAS BEEN MADE TO DIFFERENTIATE
BETWEEN THOSE ACTIVITIES WHICH LEND THEMSELVES TO COMBAT SUPPORT AND THOSE
WHICH DO NOT, I WANT TO COMMENT BRIEFLY ON THOSE WHICH MIGHT BE CONSIDERED
AS MOST VITAL TO THE TACTICAL UNIT COMMANDER IN THE FIELD.

SLIDE 2 OFF AND SLIDE 3 ON (STRIP)

1. **DISPLACED PERSONS** - CIVILIANS IN A FUTURE WAR OF ANY MAGNITUDE, WILL
SUFFER HARDSHIPS AND CREATE PROBLEMS OF A MAGNITUDE NEVER KNOWN BEFORE.
AS AN EXAMPLE, EVEN THOUGH THE KOREAN WAR WAS CONSIDERED A LIMITED ONE, IT
WAS DEMONSTRATED THERE THAT REFUGEES, WHEN LEFT UNCHECKED, CLOG MAIN SUPPLY
ROUTES, INTERFERE WITH THE MOVEMENTS OF TROOPS; THEY INTERFERE WITH THE
ESTABLISHMENT OF DEFENSIVE POSITIONS, AND IN ADDITION CREATE SECURITY RISKS.
PREVENTING SUCH SITUATIONS AND HANDLING THEM IF THEY DO DEVELOP IS NOT AN
IMPOSSIBLE TASK IF IT IS DONE BY WELL INTEGRATED CIVIL AFFAIRS UNITS AND
STAFF SECTIONS. THESE PEOPLE ARE TRAINED TO CARRY OUT THE COMMANDER'S
RESPONSIBILITIES UNDER THE TERMS OF INTERNATIONAL LAW OR AGREEMENTS FOR THE
CONTROL OF REFUGEES AND DISPLACED PERSONS. UNDER CIVIL AFFAIRS SUPERVISION,
SUCH PERSONS ARE GOTTEN OFF THE ROADS, OUT OF STRATEGIC AREAS AND MOST
IMPORTANT, WHERE POSSIBLE, OUT OF THE ZONE OF RESPONSIBILITY OF THE COMBAT
COMMANDER. LET US NOT, HOWEVER (AS SOME MILITARY PEOPLE ARE PRONE TO DO),
CONSIDER CONTROL OF REFUGEES AS CIVIL AFFAIRS' ONLY COMBAT REQUIREMENT.

2. **LABOR** - CIVIL AFFAIRS UNITS ARE INSTRUMENTAL IN THE PROVISION OF
CIVILIAN LABOR AS REQUIRED BY THE MILITARY - POSSIBLY THE NEXT MOST
IMPORTANT SUPPORT ROLE. BUILDING, REPAIRING, AND MAINTAINING HIGHWAYS,
RAILROADS AND AIRFIELDS HAVE BEEN TREMENDOUS TASKS IN THE PAST, AND WILL BE AN EVEN GREATER ONE IN THE FUTURE. SO WILL BE THE HANDLING OF ENORMOUS TONNAGES OF SUPPLIES, KEEPING VEHICLES AND LOCOMOTIVES ROLLING, AND REPAIRING OTHER EQUIPMENT. THESE ARE BUT A FEW OF THE TASKS THAT CIVILIAN LABOR CAN ACCOMPLISH FOR THE COMMANDER, AND THUS PERMIT HIM TO BETTER UTILIZE HIS OPERATIONAL FORCES FOR FIGHTING. AT LEAST, HE CAN IF HE HAS TRAINED CIVIL AFFAIRS PERSONNEL TO ASSIST HIM IN LOCATING AND OBTAINING THIS LABOR.

3. PUBLIC SAFETY - THE PUBLIC SAFETY TEAM FUNCTIONS ARE POSSIBLY THE NEXT MOST IMPORTANT TO THE COMBAT COMMANDER. MAIN TRAFFIC ARTERIES ARE CLEARED OF REFUGEES, AND REFUGEES ARE CHANNELED INTO SECONDARY ROUTES. TEAMS ESTABLISH, OR RE-ESTABLISH, AUXILIARY CIVILIAN POLICE, TOWN PATROLS, CIRCULATION LIMITS AND CURFEWS. CIVILIAN CHECK POINTS ARE ESTABLISHED. PROCLAMATIONS AND ORDINANCES ARE POSTED TO INFORM THE PUBLIC OF WHAT IS EXPECTED OF THEM.

4. PUBLIC HEALTH - CIVIL AFFAIRS PUBLIC HEALTH TEAM FUNCTIONS GO BEYOND THOSE ITEMS WE THINK OF AS NORMALLY FALLING INTO THIS FIELD. THESE TEAMS CONCERN THEMSELVES WITH MEASURES TO PRESERVE OR RESTORE THE STATE OF PUBLIC HEALTH, AND TO PROTECT THE HEALTH OF OUR OWN TROOPS. DUE TO THE DESTRUCTIVENESS OF MODERN WAR, THE PROVISIONS OF THE GENEVA CIVILIAN CONVENTION OF 1949 REQUIRE BELLIGERENTS TO PROTECT THE CIVILIANS. PROVISIONS FOR THE PROTECTION OF FOOD AND WATER SUPPLIES MUST BE TAKEN - AND WITH THE ADDED PROBLEM OF FALL-OUT, THIS HAS BECOME A TREMENDOUS TASK.
WE MUST MAKE PROVISIONS FOR THE TREATMENT OF THE WOUNDED AND SICK. HOW WILL AN INSIGNIFICANT NUMBER OF SMALL TEAMS ACCOMPLISH THIS? THEY DO IT BY THE PROMULGATION OF LOCAL ORDERS/DIRECTING THAT CIVILIANS OBSERVE NECESSARY MEDICAL AND SANITATION MEASURES/AND BY SUPERVISING CIVILIAN PUBLIC HEALTH OFFICIALS/IN THE ENFORCEMENT OF THESE ORDERS/AND IN THE PERFORMANCE OF OTHER PUBLIC HEALTH SERVICES.

SLIDE 3 OFF

ONE CAN GO ON AND ON. CIVIL AFFAIRS UNITS WILL ASSIST IN RESTORING COMMUNICATIONS, OBTAINING HOUSING FOR TROOPS, LOCATING STONE QUARRIES, SAWMILLS, AND BUILDING MATERIALS. INFORMATION MEDIA MUST BE EXPLOITED/TO KEEP THE CIVILIAN POPULATION INFORMED OF CIVIL DEFENSE MEASURES/AND OF THE POLICIES AND PURPOSES OF THE US EFFORT. THE PRESERVATION OF ARTS, MONUMENTS AND ARCHIVES; INSURING CIVILIAN SUPPLY, PUBLIC TRANSPORTATION AND PUBLIC UTILITIES AT A MINIMUM ESSENTIAL LEVEL; IN SHORT, PUBLIC WELFARE GENERALLY/CANNOT REMAIN A MATTER OF UNCONCERN TO THE MILITARY COMMANDER/IF HE IS TO ESTABLISH AND MAINTAIN AN OPTIMUM ENVIRONMENT FOR THE FIGHTING OF HIS BATTLES.

AS HAS BEEN INDICATED PREVIOUSLY, THE BATTLEFIELD OF THE FUTURE AND ITS ENVIRONMENT ARE MOST DIFFICULT TO ENVISION/AND EVEN MORE DIFFICULT TO OBJECTIVELY DEFINE. IN VARIOUS STUDIES AND STAFF PAPERS WHICH HAVE EVOLVED OF RECENT YEARS/MANY DIVERGENT CONCLUSIONS HAVE BEEN REACHED. SOME WOULD HAVE US PICTURE THE FUTURE BATTLEFIELD/WITH AN ADMINISTRATIVE SUPPORT BASE/AND A WIDE EXPANSE OF HINTERLAND BETWEEN THAT BASE AND THE
COMBAT ELEMENTS. OTHERS WOULD HAVE US PICTURE IT AS A HAND WITH FINGERS - LINES OF COMMUNICATION - STRETCHING OFF THROUGH THE HINTERLAND/WITH THE TIPS OF THE FINGERS IN CONTACT WITH THE ENEMY.

NO ONE HAS BEEN SO LACKING IN IMAGINATION AS TO SUGGEST/THAT THE FUTURE BATTLEFIELD WILL BE THAT NARROW ZONE BETWEEN BELLIGERENTS/IN WHICH THE FIGHTING OF PAST WARS HAS TAKEN PLACE.

IN REALITY, NO ONE REALLY KNOWS WHAT THAT FUTURE BATTLEFIELD WILL BE LIKE, AND FOR THE PURPOSE OF OUR DISCUSSION TODAY, IT IS OF NO GREAT IMPORTANCE. BECAUSE, IRRESPECTIVE OF THE SHAPE OF THAT BATTLEFIELD, THERE WILL BE MORE CIVILIANS ON IT, MORE DESTRUCTION, MORE DEPENDENCE BY THOSE CIVILIANS ON THE MILITARY/AND FOR THAT MATTER, MORE DEPENDENCE BY THE MILITARY ON THE CIVILIANS THAN HAS EVER BEEN TRUE BEFORE.

THE FOREGOING CANNOT BE IGNORED, AND AS LONG AS THE COMMANDER IN THE FIELD/CONTINUES TO BE HELD RESPONSIBLE FOR THE ACTUAL CONDUCT OF THE BATTLE, HE MUST BE MADE RESPONSIBLE/FOR CIVIL AFFAIRS OPERATIONS. THERE IS NO OTHER WAY.

I HAVE ALREADY OUTLINED FOR YOU THE FUNCTIONS OF CIVIL AFFAIRS. THE QUESTION IS - HOW WILL THESE FUNCTIONS BE IMPLEMENTED?

THE NEW ELEMENT INTRODUCED, HOWEVER, IS THE VAST NUMBER OF HUMAN
BEINGS/LIKELY TO BE AFFECTED. THIS ELEMENT, IN ITSELF, WILL DEMAND THE
DEVELOPMENT AND TRAINING OF THE MOST EFFICIENT CIVIL AFFAIRS ORGANIZA-
TION/WHICH CAN BE DEISED. HERE, I WOULD LIKE TO POINT OUT THAT MORE
THAN THE DEVELOPMENT AND TRAINING OF CIVIL AFFAIRS UNITS, IS ENCOMPASSED.
INCLUDED ARE CIVIL AFFAIRS STAFF MEMBERS AT ALL ECHELONS OF COMMAND,
FOR THE UNITS CAN BE NO MORE EFFECTIVE/THAN THE STAFF OFFICERS GUIDING
THEIR ACTIVITIES.

SOME OF THE PROPOSED MEANS FOR MEETING THIS REQUIREMENT ARE AS
FOLLOWS:

G5 STAFF SECTIONS AND A PROPER RATIO OF CIVIL AFFAIRS UNITS/MUST
BE INCLUDED IN ALL FORCE STRUCTURES.

ALL MILITARY PLANS MUST BE PREPARED, GIVING DUE CONSIDERATION TO
CIVIL AFFAIRS CAPABILITIES - THESE PLANS MUST MAKE PROVISION FOR CIVIL
AFFAIRS SUPPORT.

MILITARY PERSONNEL IN ALL THE SERVICES/MUST BE THOROUGHLY INDOCTRINATED
IN CIVIL AFFAIRS.

THE OPERATIONAL NATURE OF CIVIL AFFAIRS, NOT THE ADMINISTRATIVE NOR
MILITARY GOVERNMENT PHASE, MUST BE REFLECTED THROUGHOUT MILITARY DOCTRINE.

A CLOSER WORKING RELATIONSHIP MUST BE ESTABLISHED OR MAINTAINED/
BEWEEN THE DEPARTMENT OF DEFENSE AND THE OTHER GOVERNMENTAL AGENCIES/
CONCERNED WITH OUR NATIONAL POLICY, IN ORDER THAT THE COMMANDER IN THE
FIELD/MAY HAVE A CLEARER UNDERSTANDING OF OUR NATIONAL AIMS AND OBJECTIVES.

AND THOUGH THIS IMPORTANT FACET OF CIVIL AFFAIRS WAS NOT INCLUDED IN
MY TALK TODAY, THE COLD WAR ROLE OF CIVIL AFFAIRS/MUST NOT BE IGNORED.
G5 REPRESENTATION ON MILITARY ASSISTANCE ADVISORY GROUPS/MUST BE ESTABLISHED
IN ORDER TO DEVELOP A CAPABILITY WITHIN THE ARMIES OF OUR ALLIES/TO CONDUCT
CIVIL AFFAIRS OPERATIONS.

IN THIS SAME CONNECTION, THE DEPARTMENT OF DEFENSE/AND OTHER GOVERN-
MENTAL AGENCIES CONCERNED WITH RELATIONS WITH OUR ALLIES - SUCH AS, STATE
DEPARTMENT, ICA, US INFORMATION SERVICE, UN - MUST BE PLACED ON A CLOSER
WORKING RELATIONSHIP/IN ORDER THAT MAXIMUM ADVANTAGE/FROM
OUR VARIOUS ASSISTANCE PROGRAMS/BEING CARRIED ON THROUGHOUT THE WORLD.

AND FINALLY, IF THE COLD WAR IS INDEED TO BE WON, THE UNITED STATES
MUST DEVELOP A MORE VIABLE DOCTRINAL PROGRAM — PROPAGANDA IF YOU WILL —
TO COMBAT THE COMMUNIST PROPAGANDA/WHICH IS BEING SPREAD SO ABLY
THROUGHOUT THE WORLD/ WITHOUT THIS, MANY OF OUR OTHER OBJECTIVES AND AIMS/
WILL BE FRUITLESS.

IN CONCLUSION — THE OUTCOME OF ANY FUTURE WAR/WILL HINGE ON THE
TACTICAL COMMANDER’S ABILITY TO EXPLOIT THE ADVANTAGE/GAINED FROM HIS
EMPLOYMENT OF THE ADVANCED WEAPONS AVAILABLE TO HIM, COUPLED WITH HIS
ABILITY TO HANDLE THE CHAOTIC CONDITIONS THESE WEAPONS WILL CREATE.
INDEED, THE HANDLING OF THESE MULTITUDINOUS PROBLEMS— TECHNICAL,
IDEOLOGICAL, LOGISTICAL— CREATED BY THE POPULATION AMONG WHOM HE MUST
OPERATE MAY WELL SPELL THE DIFFERENCE BETWEEN VICTORY AND DEFEAT. IT IS FOR THIS TASK THAT WE HAVE THE CIVIL AFFAIRS ORGANIZATION, AND IT IS INDEED, A PROFOUND COMMAND RESPONSIBILITY. CIVIL AFFAIRS, AND ALL IT IMPLIES, IS ONE OF THE NATION'S MAJOR ASSETS IN THE PRESENT COLD WAR, AND ITS EFFORTS TO PREPARE ITSELF FOR WHATEVER THE FUTURE MAY BRING OR IN A HOT WAR IF IT SHOULD COME.

THANK YOU.