Kandak COIN Checklist
ANA 3-24.4

May 15, 2009

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The Mission of the ANA is to protect the Afghan people

Kandak COIN Checklist

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Preface

The Mission of the ANA is to secure and protect the Afghan people.

Proponent of this checklist is ANATC Doctrine Office. Recommended changes should be submitted on ANA Form 2028 (attached) and addressed to Commander, ANATC.

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Chapter 1
Before Mission
(Predeployment)

1-1. Kandak Commander

- Kandak Commander takes the S3 to the Brigade and receives the Operations Order.

- Kandak Commander and S3 read and fully understand the order.

- Kandak Commander instructs the Executive Officer to assemble the staff

- Kandak Commander gives a copy of the order and initial guidance and CCIR to the XO and staff.

- Begins work on Commanders Intent statement for the OPORD.

- Kandak Commander will periodically check the progress of the staff

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- Kandak Commander ensures a warning order is put out by the S3.

- Responsible for all events (training and operations) that the Kandak does or fails to do.

- Approves Kandak annual training guidance.

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1-2. Executive Officer (XO)

- XO assembles the staff in preparation to receive the order.

- XO determines timeline (using the one third, two thirds rule) (Figure #2) for briefing to the commander and when staff updates and OPORD inputs are due to the S3.
  - S2 Intel update to the staff

- XO supervises the MDMP process (Figure #1).

- Monitors the staff and ensures they meet established timelines.

- Responsible for establishing an inspection program using the staff as inspectors and conduct annual inspections of each company to ensure they are in compliance with all policies, regulations and commanders guidance.

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1-3. S1 (Personnel Officer)

- S1 requests personnel strength from subordinate units (Appendix C).

- S1 completes personnel estimate and distributes to staff.
    - Strength of each subordinate unit.
    - Critical MOS shortages.
    - Requests replacement personnel from brigade as needed.
    - Updates personnel rosters as needed.

- S1 participates in MDMP process

- Develops a support COA for each maneuver COA.

- Analyzes each COA from the personnel perspective.

- S1 completes battlefield casualty operations plan in conjunction with Medical Platoon Leader, Kandak Surgeon.

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- S1 keeps the XO informed of any significant information involving personnel.

- S1 updates personnel report with brigade.

- S1 includes Medical Platoon Leader in all planning.

- When directed inspect the Kandak companies personnel accountability and reporting system for compliance IAW policies, regulations and commanders guidance.

- Ensures replacement personnel are requested to bring the kandak to 100% fill.

  o Develops an R&R (rest and recreation) plan that will give all soldiers a chance to take leave and visit family.

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S1 Section Responsibilities

Processes personnel actions.

      Leaves

      Finance

      Legal

      Promotions

      Transfers

      Awards

Complies daily personnel report and sends to Brigade S1.

Performs Casualty Operations.

Processes replacements.

Tracks all personnel evaluations and ensures they are submitted on time to brigade.

Performs postal operations.

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1-4. S2 (Intelligence Officer)

- Unit S2 participates in the military decision-making process (MDMP). The S2's first priority at this level is to ensure a good intelligence preparation of the battlefield (IPB) process to drive staff planning.
  - **Defines the battlefield environment (ASCOPE)**
    - **Area**
      - Population
      - Threat
      - Tribal Affiliations
      - Terrain
      - Economic
    - **Structures**
      - Roads
      - Key Structures
    - **Capabilities**
      - SWEATMS (Sewer, Water, Electric, Academic, Trash, Medical, Security)
      - Public Health
      - Education and Water

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- ➢ Security
  - ▪ **Organizations**
    - ➢ Organizations in Province
  - ▪ **People**
    - ➢ Provincial Governor
    - ➢ District Governor
    - ➢ Chief of Police and prominent Elders
  - ▪ **Events**
    - ➢ Upcoming Key Events
    - ➢ Past Key Events

- o **Describe the Environment's Effects**
  - ➢ Weather
  - ➢ Terrain Analysis (using OCOKA)
  - ➢ Effects of Urban Terrain types on Opns
- o **Identify/Evaluate Threat and Relevant Influences**
  - ➢ Conventional Military Forces
  - ➢ Militia or Special Police

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- ➤ Paramilitary Forces
- ➤ Enemy Key Systems, Nodes & Leaders
- ➤ Insurgents
- ➤ Terrorists
- ➤ Outside agents of influence / support

o **Determines Threat Courses of Action**
- ➤ COA Sketch & Statement
- ➤ SITEMAP
- ➤ OBJ Blowup Sketch
- ➤ HVTs

o Recommends PIRs to the Commander (Appendix Q)

- Prepares the intelligence section of the OPORD (paragraph #1).

- Develops initial intelligence requirements.

- Requests support and or information from higher headquarters if items or information are not available at Kandak level.

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- o Maps, imagery
- o Request latest intelligent summary on the AO
- o Request light and weather information
- o Request any information on NGOs working in the area

- Briefs staff on initial intelligence estimate when directed by XO to aid staff in mission planning.

- Participates in MDMP process.

- Provides updated graphics to subordinate units.

- Provides Kandak Commander with graphics of the AO to aid in his analysis.

- Develops reconnaissance and surveillance plan in coordination with S3.

- Continually analyze available intelligence.

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- Reports new information to commander, staff, higher headquarters, and subordinate elements as directed.

- When directed inspect the Kandak companies to ensure there compliance in physical security procedures IAW policies, regulations and commanders guidance .

S2 Section Responsibilities

Battle Tracking
Provides graphics to subordinate units
Develops Collection plan
Forwards all reports to brigade (Appendix D, E, F)
Analyzes available intelligence
Determines map requirements
Prepares the INSUM (Appendix E)

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1-5. S3 (Operations Officer)

- Receives the Kandak Commanders initial guidance and visualization of the operation.

- Defines the Area of Operation (AO) and briefs the rest of the staff.

- Issues a Warning Order to subordinate units after receiving guidance from the Kandak Commander

- Assists the Kandak Commander with "Commanders Intent" statement for the OPORD.

- Develops multiple courses of action for the MDMP.

- Participates in the MDMP process.

- Reviews staff inputs to the OPORD and ensure they support the course of action the commander selected during MDMP.

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- Reviews entire OPORDs for synchronization and completeness.

- Provides OPORD and graphics to all subordinate units.

- Reviews plans and orders of subordinate unit.

- Forecasts all training resources for the Kandak (ammunition, training areas, etc…).

- Reviews company training schedules to ensure they are in IAW policies, regulations and commanders guidance.

- Ensures long range training calendar is completed on time and submitted to brigade.

- Coordinates with Garrison Support Unit for training resources as required (ranges, land, etc…).

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- Writes Kandak annual training guidance for the Kandak Commander.

- Manage the schools program to ensure soldiers are sent to required school on a timely basis.

Section Responsibilities

Compiles and distributes the OPORD.
Monitors the Kandak preparation for the mission.
Staffs the operations cell of the TOC.
Battle Tracking

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1-6. S4 (Logistics Officeer)

- Reviews the Brigades CSS plans.

- Requests a logistics status from each subordinate unit (Appendix H).

- Prepares and updates the Logistics estimate.
    - Determines supply status of classes I, III, IV, V, and IX.
    - Determines the maintenance status of all vehicles and crew-served weapons

- Requests supplies needed for operation.

- Ensures Class I, III, V basic loads are on hand (Appendices R, S, T)

- Participates in the MDMP process.

- Writes paragraph #4 of the OPORD.

- Coordinates with S3 for transportation requirements and requests if necessary.

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- When directed inspect the Kandak companies to ensure there compliance in property accountability and maintenance procedures IAW policies, regulations and commanders guidance.

Section Responsibilities

Monitors all classes of supply and weapon systems status in the Kandak.
Forwards all supply request to the Brigade S4.
Processes and disseminates information.
Coordinates with the S3 on logistics to support operations.
Coordinates movement of troops.
ALOC in the combat trains.

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1-7. S6 (Communications Officer)

- Coordinates with S3 on communication requirements for upcoming/ongoing operation.

- Coordinate with S4 on radio status (Appendix H).

- Plans for retransmission sites if required.

- Request communications support if required.

- Request SOI/frequency list from Brigade S6.

- Ensures all units are supported by the SOI.

- Monitors all communications equipment in for maintenance.

- Prepares paragraph 5 of the OPORD.

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- When directed inspect the Kandak companies to ensure there compliance in communications/accountability procedures IAW policies, regulations and commanders guidance.

Section Responsibilities

Provides technical assistance on all communications issues in the Kandak.
Assumes supervisory responsibility for all COMSEC items in the Kandak.
Troubleshoots and maintains communications equipment in the Kandak.
Manages all automation and networks in the Kandak.

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Brigade HQ: OPORD Issued — Answers RFIs and continues coordination with Kandak

Kandak Cdr: Rec'd OPORD — Initial Guidance — Drafts Cdr Intent — Approves COA and Order

XO: Assembles Staff — Monitors Staff Progress

S1: Orders Input to S3

S2: Rec'd OPORD — Orders Input to S3

S3: Rec'd OPORD — Issues WARNO — Issues WARNO — Issues WARNO — Orders Production

S4: Orders Input to S3

S6: Orders Input to S3

Process phases: MISSION ANALYSIS — COA DEVELOPMENT — COA ANALYSIS — COA APPROVAL

Time line based on 1/3-2/3 rule and higher HQ OPORD

Continuous Staff Coordination

Figure #1. MDMP process.

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Kandak Time

Company Time

	Time Available Before Execution							
	8 hrs		24 hrs		48 hrs		72 hrs	
	Time For	R +	Time For	R +	Time For	R +	Time For	R +
Mission Analysis	0:45	0:45	2:24	2:24	4:48	4:48	7:12	7:12
COA Development	0:30	1:15	1:36	4:00	3:12	8:00	4:48	12:00
COA Analysis/ Comparison/ Decision	0:45	2:00	2:24	6:24	4:48	12:48	7:12	19:12
Orders Production	0:30	2:30	1:36	8:00	3:12	16:00	4:48	24:00
Total Time Used	2:30		8:00		16:00		24:00	

5.5 Hours   16 Hours   32 Hours   48 Hours

Figure #2. Time Available based on 1/3–2/3 rule.

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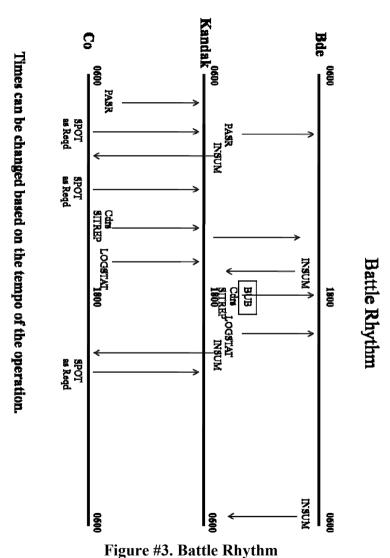
Chapter 2
Mission

2-1. Kandak Commander

- Monitors the current operation.

- Keeps Brigade commander informed.

- Reviews the daily operations summary before it is sent to brigade.

- Monitors the staff in planning for future operations.

- Influences the outcome of the operation by his presence.

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2-2. Executive Officer (XO)

- In charge of the Tactical Operations Center (TOC).

- Monitors all logistical and maintenance issues.

- Set the timing for battle rhythm (Figure #3).
    - Daily BUB
    - Reports due from subordinate units
    - Reports due to Brigade
        - Commanders SITREP (Appendix B)
        - PASR (Appendix C)
        - LOGSTAT (Appendix H)
        - INSUM (Appendix E)

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Figure #3. Battle Rhythm

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2-3. S1 (Personnel Officer)

- Brief the personnel daily summary (Appendix C) daily at the Battle Update Brief (BUB).
    - Personnel Accounting and Strength (PASR) Report
    - Promotions
    - WIA/KIA/DNBI (Battle Loss Report, Appendix D)
    - Awards and Decorations

- Ensure daily PASR report is sent to Brigade HQ on time.

- Ensure causalities are handled in accordance with the ANA Casualty Regulation.

- Ensure casualty replacements are requested from Brigade.
    - Transportation
    - Billeting

- Acts as the Kandak point of contact for any public affairs (PA) issues.

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- Coordinates with medical platoon leader daily on KIA/WIA/DNBI.

- Participates in MDMP process as required for new operations.

- Keeps XO advised of any significant personnel actions.

- Central point of contact for all investigations.

- Central point of contact for unit postal operations.

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2-4. S2 (Intelligence Officer)

- Maintain situational awareness of all ongoing operations.
    - Continually update IPB
    - Update ASCOPE as required and notify all concerned

- Coordinates with Brigade S2 on all intelligence matters.

- Participates in MDMP for all upcoming operations.

- Ensure S2 section tracks currents operations.
    - Updates all reports and graphics as events occur
    - Update Brigade daily (INSUM and Periodic Intel Reports, Appendix E and G)

- Ensures all intelligent reports are disseminated both horizontally and vertically throughout the Kandak.

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- Brief at the daily BUB.

- Update ASCOPE at Kandak based on company inputs (Jirga Rpt, Appendix M).

- Provide input to S3 on Force Protection (FP).

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2-5. S3 (Operations Officer)

- Synchronizes tactical operations with all staff sections.

- Monitors all current operations.

- Writes daily Commanders SITREP (with graphics, Appendix B) and submits to commander for review and then ensures it is delivered to Brigade HQ on time.

- Manages all terrain in Kandak AO.
    o Recommends CP locations.

- Recommends allocation of critical resources.

- Responsible for Force Protection.

- Briefs current and future operations at the BUB.

- Ensure ammunition requirements are forwarded to Brigade.

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- Recommends task organization and assigning missions to subordinate units.

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2-6. S4 (Logistics Officer)

- Briefs all classes of supply (except Class VIII) at the daily BUB.

- Forecast supply requirements for upcoming operations.

- Recommends roads to be used as MSRs.

- Coordinates all classes of supply except Class VIII.
    - Requisition
    - Storage
    - Distribution

- Recommends CSS priorities and any Controlled Supply Rates (CSR).

- Monitors and analyzes equipment readiness status.

- Coordinates transportation assets.

- Ensures LOGPAC goes out daily and on time.

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- Consolidates Kandak LOGSTAT (Appendix H) and sends to Brigade daily.

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2-7. S6 (Communications Officer)

- Brief the communications status at the daily BUB.

- Recommend CP locations based on communications capability.

- Ensuring that redundant communications are planned and available to pass information.

- Track the readiness status of all communications assets in the Kandak.

- Manage radio frequency allocation.

- Request communications support as needed from Brigade S6.

- Responsible officer for all automation in the Kandak.

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2-8. Base (FOB) Defense

- The best defense for a base is a perimeter defense.

- IPB

- Location (S3)
  FOB should not interfere with day to day life of the local community Should be at a location to provide protection of local civilians

- Planning Factors:
  - Communications
  - Sustainment
  - Protection
  - Security
  - Defense in Depth
  - Patrols
  - All Around Defense
  - Quick Reaction Force (QRF)

- Priority of Work

- Entry Control Point/s

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- Standoff

- Construction

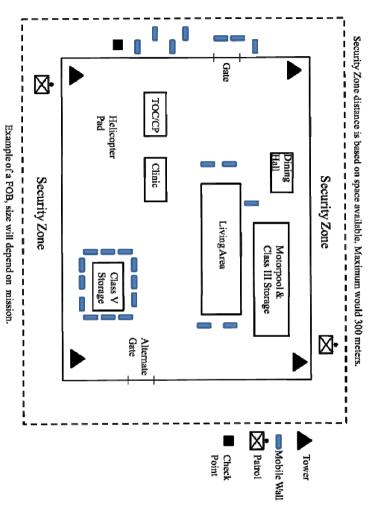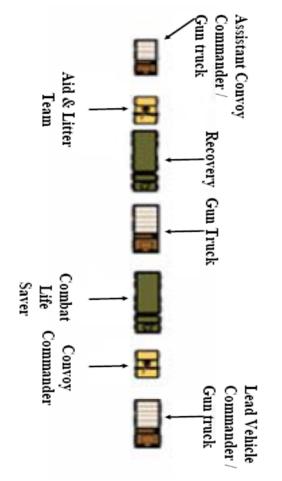*The Mission of the ANA is to protect the Afghan people*

Figure #4. Example of a Kandak FOB.

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2-9. Convoy Operations

- Convoy Briefing.
    - Responsibilities (Cdr, Asst Cdr, Maintenance, Medical)
    - Number of vehicles and cargo (cargo, gun vehicles, fuel tankers, etc.)
    - Time of departure
    - Strip Maps
    - Route to be driven (start point, end point, security of route)
    - Speed
    - Security
    - Sectors of fire
    - Communications (Convoy Frequency, MEDEVAC, QRF)
    - Vehicle Recovery Plan
    - What to do in case of IED, attack, breakdown

- Key Personnel, function and location.

- Convoy configuration (See below).

- Security at Halts.

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- All convoys are combat operations.

Figure #5. Convoy Configuration

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- Convoy checklist (Appendix L).
    - o All items should be completed or present

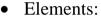*The Mission of the ANA is to protect the Afghan people*

2-10. Patrolling

- All patrols should be ready for contact with the enemy.

- Type of Patrol.
    - Recon
    - Combat

- Mission of the Patrol (All patrols should gather information).
    - Recon-Route, Zone or Area
    - Raid-Objective, what are you after
    - Ambush-Location, ROE, day or night
    - Security-Focus is road, trails and keep contact between local people and ANA
    - Saturation-Numerous patrols in one area to deny its use by AGE

- All patrols should be aware of other Kandak operations working in the area.

- Rules of Engagement
    - Designed to protect the local people

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- o Not firing may be best if locals may be hurt
- o Minimize collateral damage

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2-11. Cordon and Search

- A cordon and search operation is conducted to seal (cordon) off an area in order to search it for persons or things such as illegal items and intelligence data,
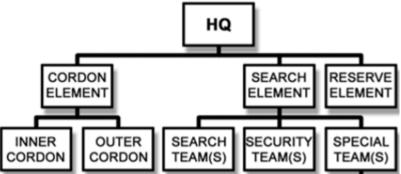
- Elements:

Figure #6. Cordon and Search organization.

- Type of Operation
    - o Cordon and Knock
    - o Cordon and Enter

- Take ANP with you.

- Treat the civilians like you would want someone to treat your family.

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- o Firm but fair
- o Respect their home

- Urban Cordon in Figure
  - o Number buildings for reference
  - o Use snipers for Ops

- Phases of Cordon and Search
  - o Reconnaissance
  - o Movement to Objective
  - o Isolation of Objective
    - Position Reserve Element
    - Establish Cordon
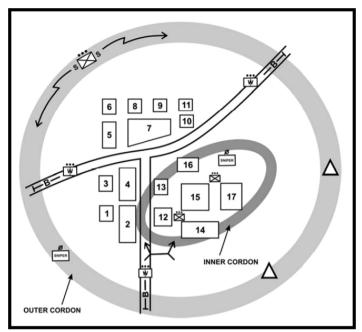 - o Search

- Have a withdrawal plan.

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Figure #7. Cordon and Search operation.

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2-12. Relief in Place

- Purpose of the relief.

- METT-TC Analysis.

- Planning considerations:
    - Liaison
    - Reconnaissance and surveillance
    - Obstacles, location and types
    - Firs support assets and fire support plan
    - Movement control
    - Passage of command
    - What happens if enemy contact during relief
    - Exchange of equipment if any
    - Sequence of relief

- Collocate Command Posts (CP).

- Determine technique.
    - Relieve units one at a time
    - Relieve all units at same time

- Notify Brigade when relief accomplished.

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2-13. Counter IED

- Dismounted patrols best way to counter IEDs.

- Constant patrolling (24/7).

- Suspected IED (5-C):
    - Confirm-report to higher
    - Clear-clear area around IED for 300 meters
    - Cordon-post guards, to block vehicles and people
    - Control-let no one near until EOD arrives
    - Check-for secondary devices

- Look for triggerman, cameraman, and observer.

- Causalities.
    - Treat
    - Evacuate

- UXO/IED report (Appendix K).

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2-14. Logistics while Deployed

- Anticipate requirements and usage rates.

- Stock three days worth of Class I, III, V supplies.

- Run LOGPAC once a day
    - Stagger times and routes
    - Consider use of MREs during increased tempo of operations

- Configure Class V pallets for emergency resupply.

- All vehicles carry minimum number of full water cans.

- Ensure LOGSTAT (Appendix H) is accurate.

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2-15. Rules of Engagement

- Restrictions on military operations are called rules of engagement.

- Soldiers at kandak and lower levels must understand and abide by these restrictions.

- Minimizing violence and limiting collateral damage in COIN must happen.

- Soldiers should treat local civilians and military as personal and professional equals.

- **PROPORTIONALITY AND DISCRIMINATION (Minimum Use of Force)**

- Minimum use of force should be used at all time in counterinsurgency operations.

- Sometimes it is better to not shoot.

- Protecting the Afghan civilians is our number one priority.

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2-16. Detainees

- *Detainee* refers to any person captured or otherwise detained by an armed force.

- Before detaining someone, a leader must first decide what to do with the person afterward.
  - Get the ANP involved

- Do you have a detainee holding area?

- Send report to higher headquarters.

- Fill out Detainee/EPW report (Appendix F) and submit to higher headquarters.

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Chapter 3
After Mission
(Post Deployment)

3-1. Kandak Commander

- Conduct after action review (AAR) with subordinate unit commanders.

- Ensure unit commanders have a recovery plan.

- Ensure all reports due to Brigade are submitted by the staff.

- Ensure the Kandak is fully recovered in 72 hours and ready for deployment.

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3-2. Executive Officer (XO)

- Supervise maintenance recovery of the Kandak.

- Conduct a staff AAR.

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3-3. S1 (Personnel Officer)

- Participate in staff AAR.

- Ensure all final reports are sent to Brigade.

- Requisition all needed replacements by MOS and grade.

- Close out all KIA reports IAW current regulations.

- Conduct staff recovery operations, restock and resupply of needed items for the next operation.
    - Office supplies
    - Missing or broken equipment
    - Maintenance on section vehicles

- Ensure all awards and decorations are processed in a timely manner.

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3-4. S2 (Intelligence Officer)

- Participate in staff AAR.

- Turn in final intelligence reports as required to Brigade.

- Conduct staff recovery operations, restock and resupply of needed items for the next operation.
    - Office supplies
    - Missing or broken equipment
    - Maintenance on section vehicles

- Update all Intel products based on last operation.

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3-5. S3 (Operations Officer)

- Participate in staff AAR.

- Conduct staff recovery operations, restock and resupply of needed items for the next operation.
    - o Office supplies
    - o Missing or broken equipment
    - o Maintenance on section vehicles

- Ensure all units have returned to base and submit a closing report.

- Ensure Class V stocks are reordered as needed.

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3-6. S4 (Logistics Officer)

- Participate in staff AAR.

- Conduct staff recovery operations, restock and resupply of needed items for the next operation.
    - o Office supplies
    - o Missing or broken equipment
    - o Maintenance on section vehicles

- Determine the logistics status of the Kandak and inform the XO.

- Ensure needed/replacement items are placed on order for the Kandak.

- Determine the maintenance status of the Kandak and request needed support from the Brigade.

- Begin the accountability process (Report of Survey) to account for destroyed or missing items (weapons, vehicles, radios, etc.).

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3-7. S6 (Communications Officer)

- Participate in staff AAR.

- Conduct staff recovery operations, restock and resupply of needed items for the next operation.
  - o Office supplies
  - o Missing or broken equipment
  - o Maintenance on section vehicles

- Track all communications equipment in maintenance.

- Submit communications status of the Kandak to the XO.

- Ensure subordinate units order replacement batteries for radios.

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Appendix A
Afghanistan COIN Principles-A Guide for Action: Plan, Prepare, Execute and Assess

PLAN

A-1. *Planning* is the process by which commanders (and staff if available) translate the commander's visualization into a specific course of action for preparation and execution, focusing on the expected results. Planning for counterinsurgency (COIN) operations is no different than for conventional operations. However, effective counterinsurgency planning requires paying at least as much attention to aspects of the environment as to the enemy force.

ASSESS DURING PLANNING: PERFORM MISSION ANALYSIS

A-2. Learn about the people, topography, economy, history, and culture of the Area of Operations. Know every village, road, field, population group, tribal leader, and ancient grievance. Understand factors in adjacent AOs and the information environment that can

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influence AO. These can be many, particularly when insurgents draw on global grievances.

A-3. Read the map like a book. Develop a mental model of the AO.

ANALYZE THE PROBLEM
A-4. Who are the insurgents? An insurgency is fundamentally a competition among many groups, each seeking to mobilize the population in support of its agenda.

A-5. Understand what motivates the people and how to mobilize them. Knowing why and how the insurgents are getting followers is essential. Insurgents are adaptive, resourceful and probably grew up in the AO. Insurgents are not necessarily misled or naive. Much of their success may be due to bad government policies or security forces that alienate the population.

A-6. Work the problem collectively with subordinate leaders. Employing mission command is essential in this environment.

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PREPARE

A-7. *Preparation* consists of activities by the unit before execution to improve its ability to conduct the operation including, but not limited to, the following: plan refinement, rehearsals, reconnaissance, coordination, inspections, and movement. Compared with conventional operations, preparing for COIN operations requires greater emphasis on organizing for intelligence and for working with nonmilitary organizations, preparing small unit leaders for increased responsibility, and maintaining flexibility.

ORGANIZE FOR INTELLIGENCE

A-8. Intelligence and operations are always complementary, especially in COIN operations. COIN operations are intelligence-driven, and units often develop much of their own intelligence. Commanders must organize their assets to do that.

A-9. Each company may require an intelligence section, including analysts and an individual designated as the "S-2." Platoon leaders may

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also have to designate individuals to perform intelligence and operations functions.

ORGANIZE FOR INTERAGENCY OPERATIONS

A-10. Almost everything in COIN is interagency. Everything from policing to intelligence to civil-military operations to trash collection involves working with interagency and indigenous partners. These agencies are not under military control, but their success is essential to accomplishing the mission. Train troops in conducting interagency operations. Most importantly, know that military operations create temporary breathing space, but that long-term development and stabilization by civilian agencies are required to prevail.

TRAVEL LIGHT AND HARDEN YOUR SUSTAINMENT ASSETS

A-11. A normal combat load includes body armor, rations, extra ammunition, communications gear, and many other things—all of which are heavy. This situation requires ruthlessly lightening troops' combat load and enforcing a habit of speed and mobility.

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Otherwise, the insurgents consistently outrun and outmaneuver them. However, make sure troops can always reach back for fires or other support.

A-12. Also, remember to harden sustainment bases. Insurgents often consider them weak points and attack there. Most insurgent attacks, other than combat actions, are against sustainment installations and convoys. Make sure the troops there are trained in combat operations.

TRAIN THE SQUAD LEADERS—THEN TRUST THEM
A-13. COIN is largely executed by squads and platoons. Small-unit actions in a COIN environment often have greater impacts than similar actions during major combat operations. Engagements are often won or lost in moments; whoever can bring combat power to bear in seconds wins. The on-scene leader controls the fight. This situation requires mission command and subordinates' initiative.

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A-14. Training should focus on basic skills: marksmanship, patrolling, security on the move and at the halt, and basic drills. When in doubt, spend less time on company and platoon training, and more time on squads. Ruthlessly replace ineffective leaders. Once troops are trained, give them a clear commander's intent and trust them to exercise subordinates' initiative within it. This allows subordinates to execute COIN operations at the level at which they are won.

IDENTIFY AND USE TALENT
A-15. Not everyone is good at COIN. Many leaders don't understand it, and some who do can't execute it. COIN is difficult and anyone can learn the basics. However, people able to intuitively grasp, master, and execute COIN techniques are rare. Learn how to spot these people and put them into positions where they can make a difference.

CONTINUE TO ASSESS AND PLAN DURING PREPARATION: BE FLEXIBLE
A-16. *Commander's visualization* is the mental process of developing situational understanding,

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determining a desired end state, and envisioning how to move the force from its current state to that end state. It begins with mission receipt and continues throughout any operation. The commander's visualization forms the basis for conducting (planning, preparing for, executing and assessing) an operation.

A-17. Commanders continually refine their visualization based on their assessment of the operational environment. Flexibility is essential during preparation for COIN operations. Some are tempted to try and finalize a plan too early. As commanders gain knowledge, their situational understanding improves. They get a better idea of what needs to be done and of their own limitations. This lets them refine their visualization and direct changes to the plan and their preparations. Even with this, any plan will change once operations begin. Directing changes to it based on continuous assessment is one aspect of the art of command.

A-18. One planning approach is to identify phases of the operation in terms of major objectives to achieve: for example, establish

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dominance, build local networks, and marginalize the enemy. Insurgents will adapt their activity to friendly tactics. The plan must be simple enough to survive setbacks without collapsing.

EXECUTE

A-19. *Execute* means to put a plan into action by applying combat power to accomplish the mission and using situational understanding to assess progress and make execution and adjustment decisions. The execution of counterinsurgency operations demands all of the skills required to execute conventional operations. In addition, it also requires mastery of building alliances and personal relationships, paying attention to the local and global media, and a number of additional skills that are not as heavily tasked in conventional operations.

ESTABLISH AND MAINTAIN A PRESENCE

A-20. ***The first rule of COIN is to establish the force's presence in the AO.*** If the force is not large enough to establish a presence throughout AO, then determine the most important places

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and focus on them. This requires living in the AO close to the population. Being on the ground establishes links with the locals.

ASSESS DURING EXECUTION: AVOID HASTY ACTIONS

A-21. Don't act rashly; get the facts first. Continuous assessment, important during all operations, is vital during COIN. Violence can indicate several things. It may be part of the insurgent strategy, interest groups fighting among themselves, or individuals settling vendettas.. Avoid rushing to judgment.

BUILD TRUSTED NETWORKS

A-22. Once the unit is settled into the AO, its next task is to build trusted networks. Over time, successful trusted networks grow like roots into the population. They displace enemy networks, forcing enemies into the open.

A-23. Building a trusted network begins with conducting village and neighborhood surveys to identify community needs. Actions that help build trusted networks support the COIN effort. Actions that undermine trust or disrupt these

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networks, even those that provide a short-term military advantage, help the enemy.

SEEK EARLY VICTORIES

A-24. Don't go straight for the main insurgent stronghold or try to take on villages that support the insurgents. Instead, start from secure areas and work gradually outwards. Extend influence through the locals' own networks.. First win the confidence of a few villages, and then work with those with whom they trade or do business. This tactic develops local allies, a mobilized population, and trusted networks.

A-25. Seek a victory early in the operation to demonstrate dominance of the AO. This may not be a combat victory. Early combat without an accurate situational understanding may create unnecessary collateral damage and ill will.

PRACTICE DETERRENT PATROLLING

A-26. Establish patrolling tactics that deter enemy attacks. An approach using combat patrols to provoke, then defeat, enemy attacks is counterproductive. Deterrent patrolling is a better approach. The aim of deterrent patrolling

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is to keep the enemy off balance and the population reassured. Constant, unpredictable activity over time deters attacks and creates a more secure environment. Accomplishing this requires one- to two-thirds of the force to be on patrol at any time, day or night.

BE PREPARED FOR SETBACKS

A-27. Setbacks are normal in all operations. Leaders make mistakes and lose people. It is normal in company-level COIN operations for some platoons to be doing well while others are doing badly. Give subordinate leaders the freedom to adjust their posture to local conditions. This creates flexibility that helps survive setbacks.

ASSESS CONTINUOUSLY DURING EXECUTION

A-28. Develop measures of effectiveness early and refine them as the operation progresses. Typical measures of effectiveness include the following:

- Percentage of engagements initiated by friendly forces versus those initiated by insurgents.

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- Longevity of friendly local leaders in positions of authority.
- Number and quality of tips on insurgent activity that originate spontaneously.
- Economic activity at markets and shops.

A-29. Avoid using body counts as a measure of effectiveness. They actually measure very little and may provide misleading numbers. Using body counts to measure effectiveness accurately requires the following information:

- How many insurgents there were to start with?
- How many moved into the area.
- How many transferred from supporter to combatant status.
- How many new fighters the conflict has created.

MAINTAIN MISSION FOCUS THROUGHOUT

A-30. Once a unit is established in its AO, troops settle into a routine. A routine is good as long as the mission is being accomplished. However, leaders should be alert for the complacency that often accompanies routines.

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EXPLOIT A SINGLE NARRATIVE

A-31. Since COIN is a competition to mobilize popular support, it pays to know how people are mobilized. Most societies include opinion-makers: local leaders, religious figures, media personalities, and others who set trends and influence public perceptions. Insurgents often try to use the local narrative to support their cause. An even better approach is tapping into an existing narrative that excludes the insurgents.

A-32. Higher headquarters usually establishes the COIN narrative. However, only leaders and troops at the lowest levels have the detailed knowledge needed to tailor it to local conditions and generate leverage from it. Company level leaders apply the narrative gradually.

CONDUCT CIVIL-MILITARY OPERATIONS

A-33. COIN can be characterized as armed social work. This makes civil-military operations a central COIN activity, not an afterthought. Civil-military operations are one means of

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restructuring the environment to displace the enemy from it.

A-34. The military's role is to provide protection, identify needs, facilitate civil-military operations, and use improvements in social conditions as leverage to build networks and mobilize the population.

FIGHT THE ENEMY'S STRATEGY
A-35. When COIN efforts are succeeding, insurgents often transition to the offensive. COIN successes create a situation dangerous to insurgents by threatening to separate them from the population. Insurgents attack military forces and the population to reassert their presence and continue the insurgency. It is normal, even in the most successful operations, to have spikes of offensive insurgent activity.

A-36. The obvious military response is a counteroffensive to destroy the enemy's forces. This is rarely the best choice at company level. Only attack insurgents when they get in the way. Try not to be distracted or forced into a series of reactive moves by a desire to kill or capture

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them. Provoking combat usually plays into the enemy's hands by undermining the population's confidence. Instead, attack the enemy's strategy. If insurgents are seeking to recapture a community's allegiance, co-opt that group against him. If they are trying to provoke a sectarian conflict, transition to peace enforcement operations. The possible situations are endless, but the same principle governs the response: fight the enemy's strategy, not enemy forces.

ASSESS DURING EXECUTION: RECOGNIZE AND EXPLOIT SUCCESS
A-37. Implement the plan developed early in the campaign and refined through interaction with local partners. Focus on the environment, not the enemy. Aim at dominating the whole district and implementing solutions to its systemic problems. Continuously assess the results and adjust as needed.

CONCLUSION
A-38. This appendix has summarized one set of tactics for conducting COIN operations. Like all tactics they need interpretation. Constant study

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of the AO is needed to apply them to the specific circumstances a unit faces. Observations and experience helps Soldiers apply them better. Whatever else is done, the focus must remain on gaining and maintaining the support of the population. With their support, victory is assured; without it, COIN efforts cannot succeed.

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Appendix B

COMMANDER'S SITUATION REPORT

Line 1: Unit submitting the report: _____

Line 2: Date-time group of report: _____

Line 3: Brief summary of unit activity: _____
_____
_____
_____.

Line 4: Enemy activity/intentions: _____
_____
_____.

Line 5: Communications status: (G) (A) (R) (B)

Line 6: Commander's evaluation:

    a. Current: (G) (A) (R) (B)

    b. Projected: (G) (A) (R) (B)
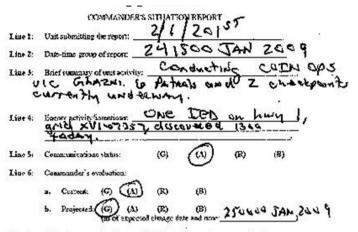   (as of expected change date and time:_____)

Line 7: Subordinate units' color status (battalion and separate company level):

	Unit	Overall Color Status	Personnel	Mission Essential Equipment	Maintenance Capability	Ammunition	Location
a.							
b.							
c.							
d.							
e.							
f.							

Line 8: CP/Helipad location: _____ / _____

Line 9: Battle Resources: (List only mission essential equipment, personnel, and logistics resources that the reporting commander wants highlighted.)

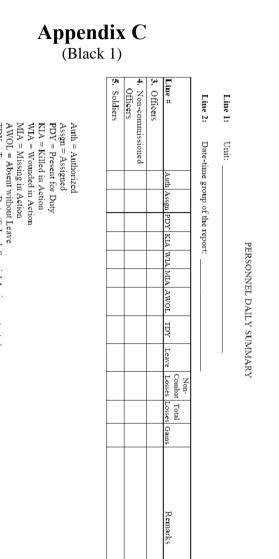|	Resource	Color	Authorized	Operational
a.				
b.				
c.				
d.				
e.				
f.				

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COMMANDER'S SITUATION REPORT

Line 1: Unit submitting the report: 2/1/20155

Line 2: Date-time group of report: 241500 JAN 2009

Line 3: Brief summary of unit activity: Conducting COIN ops vic Ghazni. 6 Patrols and 2 checkpoints currently underway.

Line 4: Enemy activity/intentions: One IED on hwy 1, grid XV107257, discovered 1300 today.

Line 5: Communications status: (G) (A) (R) (B)

Line 6: Commander's evaluation:

a. Current: (G) (A) (R) (B)

b. Projected: (G) (A) (R) (B) 250600 JAN 2009
(as of expected change date and time)

Line 7: Subordinate units' color status (battalion and separate company level):

Unit	Overall Color Status	Personnel	Mission Essential Equipment	Maintenance Capability	Ammunition	Location
HHC	A	G	A	A	G	XV128351
A	G	G	G	G	G	XV124012
B	G	G	G	G	G	XV128381
C	G	G	G	G	G	XV052380
WPNS	G	G	G	G	A	XV062205

Line 8: CP/Echelon location:

Line 9: Battle Resources: (List only mission essential equipment, personnel, and logistics resources that the reporting commander wants highlighted.)

Resource	Color	Authorized	Onhand
MECHANICS (HHC)	A	3	3
CL I Sig. (297)		36	18

Example of SITREP filled out.

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Appendix C
(Black 1)

PERSONNEL DAILY SUMMARY

Line 1:   Unit: _____

Line 2:   Date-time group of the report: _____

Line #	Auth	Assgn	PDY	KIA	WIA	MIA	AWOL	TDY	Leave	Non-Combat Losses	Total Losses	Gains	Remarks
3. Officers													
4. Non-commissioned Officers													
5. Soldiers													

Auth = Authorized
Assgn = Assigned
PDY = Present for Duty
KIA = Killed in Action
WIA = Wounded in Action
MIA = Missing in Action
AWOL = Absent without Leave
TDY = Temporary Duty (School, Special Assignment, etc.)

Line 6:   Unit personnel status: (G)   (A)   (R)   (B

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PERSONNEL DAILY SUMMARY

Line 1: Unit: 2/1/201 st

Line 2: Date-time group of the report: 24 0600 Jan 2009

Line #	Auth	Assgn	PDY	KIA	WIA	MIA	AWOL	TDY	Leave	Non-Combat Losses	Total Losses	Gains	Remarks
3. Officers	41	38	34	1	1	0	0	0	0		2	0	KIA WIA RESULT OF IED
4. Non-commissioned Officers	231	205	200	1	4	0	0	0	0		5	0	SAME IED AS ABOVE
5. Soldiers	363	325	325	0	0	0	0	0	0		8	0	

Auth = Authorized
Assgn = Assigned
PDY = Present for Duty
KIA = Killed in Action
WIA = Wounded in Action
MIA = Missing in Action
AWOL = Absent without Leave
TDY = Temporary Duty (School, Special Assignment, etc.)

Line 6: Unit personnel status: (G) (A) (R) (B)

Example of Personnel Daily Summary Filled Out.

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Appendix D

PERSONNEL BATTLE LOSS REPORT

Line 1: Unit Manning Report (UMR) position number or encoded grade, MOS, and quantity: _____

Line 2: Date-time group of loss: _____

Line 3. Location (encoded if possible): _____

Line 4: Type loss: (Report only the lines that apply.)(For voice reports, announce the paragraph letter; for written reports, check the appropriate lines.)
    a.   KIA hostile action: ____
    b.   KIA non-hostile: ____
    c.   Body recovered: ____
    d.   Body identified: ____
    e.   Body not identified: ____
    f.   MIA: ____
    g.   Captured: ____
    h.   WIA hostile action: ____
    i.   WIA non-hostile action: ____
    j.   Accident: ____. Describe: _____
    _____

Line 5: Evacuated to: _____.

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PERSONNEL BATTLE LOSS REPORT

Line 1: Unit Manning Report (UMR) position number or encoded grade, MOS, and quantity: _____ 024 _____

Line 2: Date-time group of loss: _____ 231900 JAN 05 _____

Line 3. Location (encoded if possible): XU261310 _____

Line 4: Type loss: (Report only the lines that apply.)(For voice reports, announce the paragraph letter; for written reports, check the appropriate lines.)
  a. KIA hostile action: ✓
  b. KIA non-hostile: ____
  c. Body recovered: ____
  d. Body identified: ____
  e. Body not identified: ____
  f. MIA: ____
  g. Captured: ____
  h. WIA hostile action: ____
  i. WIA non-hostile action: ____
  j. Accident: ____ . Describe: _____
      _____

Line 5: Evacuated to: _____ Kandak FOB _____ .

Example of Personnel Battle Loss Filled Out.

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Appendix E

INTELLIGENCE SUMMARY REPORT

Line 1: Reporting unit: _____
(Always included)

Line 2: Time of issue: _____
(Date-time group)

Line 3: Summary of enemy activity:

a. Enemy Unit:			b. Date-time Group:
c. Center of Mass:	d. CP Location:		e. Unit Strength:
f. Activity last 24 hours:			
g. Projected Enemy Mission:			

a. Enemy Unit:			b. Date-time Group:
c. Center of Mass:	d. CP Location:		e. Unit Strength:
f. Activity last 24 hours:			
g. Projected Enemy Mission:			

a. Enemy Unit:			b. Date-time Group:
c. Center of Mass:	d. CP Location:		e. Unit Strength:
f. Activity last 24 hours:			
g. Projected Enemy Mission:			

Line 4: Known enemy personnel and equipment losses:
a. Personnel, KIA: _____.
b. Enemy prisoners of war: _____.
c. Equipment destroyed or captured: _____
_____
_____.

Line 5: Remarks/comments: _____
_____
_____.

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INTELLIGENCE SUMMARY REPORT

Line 1: Reporting unit: 2 / 1 / 201 ST
(Always included)

Line 2: Time of issue: 08 1700 JAN 09
- (Date-time group)

Line 3: Summary of enemy activity:

a. Enemy Unit: UNK			b. Date-time Group: 08 1000 JAN 09
c. Center of Mass: UNK	d. CP Location: UNK	e. Unit Strength: ?	
f. Activity last 24 hours: Illegal checkpoint vic XV 261481, Departed prior to ANA arrival.			
g. Projected Enemy Mission: Unknown			

a. Enemy Unit: UNK			b. Date-time Group: 08 1200 JAN 09
c. Center of Mass: UNK	d. CP Location: UNK	e. Unit Strength: 8-10	
f. Activity last 24 hours: AMBUSHED Patrol vic XV 261451 1 EN KIA, 2 taken captive.			
g. Projected Enemy Mission: UNKNOWN			

a. Enemy Unit:			b. Date-time Group:
c. Center of Mass:	d. CP Location:	e. Unit Strength:	
f. Activity last 24 hours:			
g. Projected Enemy Mission:			

Line 4: Known enemy personnel and equipment losses:
    a. Personnel, KIA: 1
    b. Enemy prisoners of war: 2
    c. Equipment destroyed or captured: 1 TOYOTA TRK Destroyed.

Line 5: Remarks/comments: EN Activity light PASS 24 HRS

Example of INSUM Filled Out.

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Appendix F

ENEMY PRISONER OF WAR/
CAPTURED MATERIAL REPORT

Line 1: Captured item or Enemy Prisoner of War: _____.

Line 2: Time of capture: _____
(Date-time group)

Line 3: Place of capture: _____.
(Best grid or reference to known location)

Line 4: Capturing unit: _____.

Line 5: Circumstances of capture: _____.

Line 6: Transmission time: _____.
(Date-time group of transmission. Use only if appropriate)

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ENEMY PRISONER OF WAR/
CAPTURED MATERIAL REPORT

Line 1: Captured item or Enemy Prisoner of War: _Red Toyota Corolla_

Line 2: Time of capture: _2322 00 Jan 09_
(Date-time group)

Line 3: Place of capture: _XV 26125 0_
(Best grid or reference to known location)

Line 4: Capturing unit: _B/2/1/201 ST_

Line 5: Circumstances of capture: _Checkpoint; veh search;_
Wpns found

Line 6: Transmission time: _____
(Date-time group of transmission. Use only if appropriate)

Example of EPW Filled Out.

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Appendix G

PERIODIC INTELLIGENCE REPORT

Line 1: Transmission Time: _____

(Date-time Group.)

Line 2: Time: _____

(Time that the activity occurred: Date-time Group.)

Line 3: Identification: _____

(Size, activity, and unit observed.)

Line 4: Location: _____

(Where the activity occurred. Best grid or reference to known points.)

Line 5: Comments: _____

(Equipment, dress, markings, insignia and anything else that is significant about the sighting.)

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PERIODIC INTELLIGENCE REPORT

Line 1: Transmission Time: 03 (300 Jan 09
(Date-time Group.)

Line 2: Time: 031000 Jan 09
(Time that the activity occurred: Date-time Group.)

Line 3: Identification: 4 Insurgents walking South
(Size, activity, and unit observed.)

Line 4: Location: XU 281495
(Where the activity occurred. Best grid or reference to known points.)

Line 5: Comments: AK-47 + 1 RPG
(Equipment, dress, markings, insignia and anything else that is significant about the sighting.)

Example of PIR Summary Filled Out.

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Appendix H

LOGISTICS STATUS REPORT

Line 1: Reporting unit: _____

Line 2: Date-time group of report: _____

Line 3: Equipment Status: (Report using line numbers from the Mission Critical Equipment List found on page 18)

	Line #	# Authorized	# On-Hand	# NMC	Total Operational
a.					
b.					
c.					
d.					
e.					
f.					
g.					
h.					
i.					
j.					

Line 4: Supply Status:

	Supply Class	Days of Supply Authorized	Days of Supply On-hand	Remarks/ Quantity on Order or Due -in
a.	1			
b.	2			
c.	3			
d.	4			
e.	5			
f.	6			
g.	7			
h.	8			
i.	9			
j.	10			
k.	Water			
	Fuel			
l.	Diesel			
m.	Mogas			
n.	Wood			

Line 5: Commander's overall assessment: G   A   R   B

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LOGISTICS STATUS REPORT

Line 1: Reporting unit: _2/1/2015^ST_

Line 2: Date-time group of report: _0 2 1700 JAN 09_

Line 3: Equipment Status: (Report using line numbers from the Mission Critical Equipment List found on page 18)

	Line #	# Authorized	# On-Hand	# NMC	Total Operational
a.	20	12	12	2	10
b.	23	12	10	4	6
c.	30	20	20	0	20
d.	55	2	2	1	
e.					
f.					
g.					
h.					
i.					
j.					

Line 4: Supply Status:

	Supply Class	Days of Supply Authorized	Days of Supply On-hand	Remarks/ Quantity on Order or Due -in
a.	1	3	3	NONE
b.	2			
c.	3	1	1	NONE
d.	4			
e.	5	8	3	NONE
f.	6			
g.	7			
h.	8			
i.	9			
j.	10			
k.	Water			
	Fuel			
l.	Diesel			
m.	Mogas			
n.	Wood			

Line 5: Commander's overall assessment: (G)   A   R   B

Example of LOGSTAT Filled Out.

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Line Number Assignment for Mission Critical Equipment

Line Number	Nomenclature/Model
	Armored Vehicles
1	------------------ APC, BMP-1
2	------------------ APC, TRACK M113A1
3	---------------- APC, BRDM-2
4	------------------ TANK T55/T62
	Weapons
5	------------------ MACHINE GUN COAXIAL 7
6	------------------ MACHINE GUN PKM
7	------------------ 73MM MDL 2AZ8 LOW VEL
8	------------------ MORTAR 82MM
9	------------------ RECOILESS GUN 73MM SP
10	------------------ HUNGARIAN AMD65
11	------------------ AK 47 WDN STOCK
12	------------------ AK 47 FOLDING STEEL S
13	------------------ 7.62 SOVIET AK-47 WD
14	------------------ AK47 ASSAULT ROMANIA
15	------------------ 7.62 SOVIET AK-47 WD
16	------------------ 7.62 RPK LIGHT
17	------------------ 7.62 SOVIET RPD
18	------------------ MACHINE GUN PKM
19	------------------ GRENADE LNCHER RPG 7
20	------------------ RFL SNIPER SVD TYPE79
21	------------------ RIFLE, SNIPER 7.62MM
22	------------------ GRENADE LNCHR GP30
23	------------------ MACHINE GUN 12.7MM
	Vehicles & Trailers

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Line Number	Nomenclature/Model
24 ------------------	BULLDOZER
25 ------------------	BULLDOZER D7
26 ------------------	ENGINEER EQUIPMENT, W
27 ------------------	GRADER,ROAD MOTORIZED
28 ------------------	TRUCK, DUMP
29 ------------------	SCOOP LOADER
30 ------------------	FORKLIFT 10K ROUGH TE
31 ------------------	MHE 6K FORKLIFT
32 ------------------	JEEP, RUSSIAN
33 ------------------	TRUCK, LIGHT TACT VEH
34 ------------------	JEEP, RUSSIAN
35 ------------------	TRUCK, FORD RANGER
36 ------------------	TRUCK, LIGHT TACT VEH
37 ------------------	JEEP, MERCEDES BENZ
38 ------------------	TRUCK, LIGHT TACT VEH
39 ------------------	WAZ
40 ------------------	TRK, BOLERO-MAHINDRAS
41 ------------------	TRUCK, FORD RANGER
42 ------------------	TRUCK, LIGHT TACT VEH
43 ------------------	TRK, BOLERO-MAHINDRAS
44 ------------------	FORD RANGER, 2 DOOR
45 -------------------	LANDROVER
46 -------------------	GMC PICK-UP
47 ------------------	TRUCK, KAMAZ
48 -------------------	TRUCK 4000KG (2.5T)
49 -------------------	TATA INDIA TRUCK
50 ------------------	TRUCK, BENZ
51 -------------------	BEDFORD 2.5T
52 -------------------	TRUCK, AMBULANCE

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Line Number	Nomenclature/Model
53 --------------------	TOYOTA LAND CRUISER
54 --------------------	TRUCK, RCVERY WRECKER
55 --------------------	TRK, WTR 900/1200/420
56 --------------------	TRK, 6000K (5T)
57 --------------------	BEDFORD 5T
58 --------------------	TRK FUEL, 900/4200L
59 --------------------	TRL,1 TON CGO FLATBED
60 --------------------	TRL, 1 TON CGO W/SIDE
61 --------------------	TRLR,WTR 900/1200/420

Communications & Electronics

62 --------------------	RADIO, RT 7000, BASE STATION
a -----------------	RT 7000-12, Transceiver
b -----------------	UPF 7000-12, Power Supply
c -----------------	ABB 100-AN, HF Antenna
63 --------------------	RADIO, RT 7000, VEHICLE
a -----------------	RT 7000-12, Transceiver
b -----------------	Univ-SM, Mount
C -----------------	Antenna Tuner, RT 7000 Vehicle
d -----------------	MAR-16, Vehicle Antenna
64 --------------------	RADIO, PRC 1099A-HF, MAN PACK
a -----------------	PRC 1099A, Man Pack
b -----------------	BB-LA-6, Battery
c -----------------	PRC-BC-4, Battery Charger
65 --------------------	RADIO, PRC 1077, MAN PACK
a -----------------	PRC 1077, Man Pack
b -----------------	BB-LA-6, Battery
c -----------------	PRC-BC-4, Battery Charger
66 --------------------	RADIO, PRC 1077, VEHICLE
a -----------------	PRC 1077, Man Pack

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Line Number	Nomenclature/Model
b -----------------	AM-1077, Power Amplifier
c -----------------	AM 1077, Power Converter
d -----------------	4242-MK1, Antenna
67 --------------------	RADIO, PRC 1077, BASE STATION
a -----------------	PRC 1077, Man Pack
b -----------------	AM-1077, Power Amplifier
c -----------------	AM 1077, Power Converter
d -----------------	UPF 7000A-12-220, Power Supply
e -----------------	OE-254/GRC, VHF Antenna Kit
69 --------------------	RADIO, PRC 1070 GRN, HAND HELD
a -----------------	H4595, Battery
b -----------------	BC 1060-6-220, Battery Charger
70 -----------------	RADIO, RT-130, RUSSIAN HF
71 ----------------	RADIO, CODAN HF, BASE STATION
72 ----------------	RADIO, CODAN HF, VEHICLE
73 ----------------	SATELITE TELEPHONE, THURYA
74 ----------------	TELEPHONE, CELL

Aircraft

75 ------------------	AN-12
a ----------------	RADIO/ NAVIGATION EQUIP
b ----------------	CABIN OXYGEN
76 -------------------	AN-26
a -----------------	RADIO/ NAVIGATION EQUIP
b ----------------	CABIN OXYGEN
77 ------------------	AN-32
a -----------------	RADIO/ NAVIGATION EQUIP
b ----------------	CABIN OXYGEN
78 ------------------	MI-8
a ----------------	AIRCRAFT SURVIVABILITY EQUIP

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Line Number	Nomenclature/Model
b -----------------	EXTERNAL LOAD CAPIBILITY
c -----------------	RADIO EQUIP
79 ------------------	MI-17
a -----------------	AIRCRAFT SURVIVABILITY EQUIP
b -----------------	EXTERNAL LOAD CAPIBILITY
c -----------------	RADIO EQUIP
80 ------------------	MI-35
a -----------------	AIRCRAFT SURVIVABILITY EQUIP
b -----------------	WEAPONS/TARGETING SYSTEMS
c -----------------	RADIO EQUIP
81 ------------------	L-39

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Appendix I

CLOSING REPORT

Line 1: Unit: _____

Line 2: Unit's new location: _____

Line 3: Date-time group when main portion of unit closed: _____.

Line 4: Explanation of accident/incidents: _____.
(Who, what, where, when, how, and additional information if applicable)

Line 5: Estimated date and time of arrival of remainder of unit: _____.
(If this is a Final Closing Report, time last element arrived at new location)

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CLOSING REPORT

Line 1: Unit: A/2/1/201st

Line 2: Unit's new location: XV 281625

Line 3: Date-time group when main portion of unit closed: 231200 Jan 2009

Line 4: Explanation of accident/incidents: None

(Who, what, where, when, how, and additional information if applicable)

Line 5: Estimated date and time of arrival of remainder of unit: 231900 Jan 2009
(If this is a Final Closing Report, time last element arrived at new location)

Example of Closing Report Filled Out.

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Appendix J

MOVEMENT REPORT

Line 1: Unit: _____

Line 2: Start Point: TIME: _____ LOCATION: _____.
(Units will notify the NMCC within 30 minutes of a moving unit's arrival at the Start Point.)

Line 3: Release Point: TIME: _____ LOCATION: _____.
(Units will notify the NMCC within 30 minutes of a moving unit's arrival at the Release Point.)

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MOVEMENT REPORT

Line 1: Unit: A/2/1/201st

Line 2: Start Point: TIME: 080~   LOCATION: XV00/48/.
(Units will notify the NMCC within 30 minutes of a moving unit's arrival at the Start Point.)

Line 3: Release Point: TIME: 12~~   LOCATION: XV28/62S
(Units will notify the NMCC within 30 minutes of a moving unit's arrival at the Release Point.)

Example of Movement Report Filled Out.

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Appendix K
IED / UXO Report

LINE 1. DATE-TIME-GROUP:

_____.
(When the item was discovered).

LINE 2. REPORT ACTIVITY AND LOCATION:

_____

_____

_____
(Unit and grid location of the IED/UXO).

LINE 3. CONTACT METHOD:

_____
(Radio frequency, call sign, POC, and telephone number).

LINE 4. TYPE OF ORDNANCE:

_____.
(Dropped, projected, placed, or thrown. Give the number of items, if more than one).

LINE 5. RESOURCES THREATENED:

_____.
(Equipment, facilities, or other assets that are threatened).

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LINE 6. IMPACT ON MISSION:

_____
_____
_____
_____
_____.
(Short description of current tactical situation and how
the IED/UXO affects the status of the mission).

LINE 7. PROTECTIVE MEASURES:

_____
_____
_____.
(Any measures taken to protect personnel and
equipment).

LINE 8. RECOMMEDED PRIORITY:

_____.
(Immediate, Indirect, Minor, No Threat).
PRIORITY

Immediate: Stops unit's maneuver and mission
capability or threatens critical assets vital to the mission.
Indirect: Stops the unit's maneuver and mission
capability or threatens critical assets important to the
mission.
Minor: Reduces the unit's maneuver and mission
capability or threatens non-critical assets of value.
No Threat: Has little or no effect on the unit's
capabilities or assets.

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IED / UXO Report

LINE 1. DATE-TIME-GROUP:

13 1000 JAW 09

(When the item was discovered).

LINE 2. REPORT ACTIVITY AND LOCATION:

XV 261421

SE of Intersection X 100 meters

(Unit and grid location of the IED/UXO).

LINE 3. CONTACT METHOD:

0700026154

(Radio frequency, call sign, POC, and telephone number).

LINE 4. TYPE OF ORDNANCE:

82mm Shell

(Dropped, projected, placed, or thrown. Give the number of items, if more than one).

LINE 5. RESOURCES THREATENED:

Vehicle Traffic

(Equipment, facilities, or other assets that are threatened).

Example of IED/UXO Filled Out.

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LINE 6. IMPACT ON MISSION:

Supply convoy halted.

Delay until EOD arrives.

(Short description of current tactical situation and how the IED/UXO affects the status of the mission).

LINE 7. PROTECTIVE MEASURES:

Cordon Area

(Any measures taken to protect personnel and equipment).

LINE 8. RECOMMEDED PRIORITY:

Immediate

(Immediate, Indirect, Minor, No Threat).

PRIORITY

Immediate: Stops unit's maneuver and mission capability or threatens critical assets vital to the mission.

Indirect: Stops the unit's maneuver and mission capability or threatens critical assets important to the mission.

Minor: Reduces the unit's maneuver and mission capability or threatens non-critical assets of value.

Example of IED/UXO Filled Out (con't).

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Appendix L

Convoy Checklist

All vehicle PMCS Completed.   Yes No
   Issues Present?

_____

Vehicles properly dispatched.   Yes   No
   Expiration?

_____

Fuel/Fluid levels topped off?
Extra fuel cans topped off and secured?
Spare Oil, Lubricants, Tires checked and secured?
Class I Basic Load: ___Rations ____Water?
BII Complete (Jack, lug wrench, pioneer tools, etc)?
Tow Bars?
Cargo Secured?
Fire Extinguishers present and serviceable?
First Aid Kits/Litters?
Windows, Mirrors, lights cleaned/serviceable?
Communications checks of all systems?
Call Signs and Frequency Lists with each radio?
MEDEVAC format with each radio?

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    Signal Devices/Panels/Reflectors?
    Flashlights/Extra Batteries?
    Maps/Strip Maps?
    Binoculars?
    All soldiers Pre Combat Checked by
Bridmals?

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Appendix M

JIRGA REPORT

GENERAL	
Name of Village	Location (MGRS):
District:	Province:

PEOPLE	
Name of most influential person:	Where does he live?

Total Population:	Men:	Female:	Children:

Languages Spoken: ☐ Dari ☐ Pashtu ☐ Urdu ☐ Other: What_____

Do villagers receive threats from Anti-Government Elements? ☐ Yes ☐ No

What are the feelings towards ANSF: ☐ Friendly ☐ Neutral ☐ Unfriendly

What are the feelings toward GIRoA: ☐ Friendly ☐ Neutral ☐ Unfriendly

Have these feelings changed since the last visit? ☐ Yes ☐ No: If "Yes," explain;
_____
_____

Location held:		Date:	Time

WHO Attended	WHO Attended
_____	_____
_____	_____
_____	_____

Issues discussed? _____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Person submitting assessment:	Date:

ANA Form 3-24-3

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JIRGA REPORT

GENERAL

Name of Village: Charki

Location (MGRS): XV 261 250

District: 4

Province: Kabul

PEOPLE

Name of most influential person: Hekmat

Where does he live? Center of village

Total Population: | Men: 44 | Female: 40 | Children: 60

Languages Spoken: ☐ Dari ☒ Pashtu ☐ Urdu ☐ Other: What_____

Do villagers receive threats from Anti-Government Elements? ☐ Yes ☐ No

What are the feelings towards ANSF: ☐ Friendly ☒ Neutral ☐ Unfriendly

What are the feelings toward GIRoA: ☒ Friendly ☐ Neutral ☐ Unfriendly

Have these feelings changed since the last visit? ☐ Yes ☒ No: If "Yes," explain:

_____

_____

Location held: Hekmat house

Date:

Time:

WHO Attended

. . . .

. . . .

WHO Attended

. . . .

. . . .

Issues discussed? WATER
MEDICAL
INSURGENT ACTIVITY

Person submitting assessment: Shafiq, MAJR

Date: 08 Jan 09

ANA Form 3-24-3

Example of Jirga Filled Out.

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Appendix N

REQUEST FOR INFORMATION [RFI] REPORT FORMAT

GENERAL INSTRUCTIONS: Use to request information from requesting unit's command post or other units.

LINE 1 – DATE AND TIME _____ (DTG)

LINE 2 – UNIT: _____
                    (Unit Making Request)

LINE 3 – REQUEST_____
                    (Desired Information (Specific Order or Request))

LINE 4 – PRIORITY_____
                    (Requestor's Priority: ONE, TWO, THREE, or FOUR)

LINE 5 – BY _____
                    (DTG Information Required)

LINE 6 – LTIOV_____
                    (DTG of Latest Time of Intelligence/Information Value)

LINE 7 – NARRATIVE _____
                    (Free Text for Additional Info Required for Clarification of
                    Report)

LINE 8 – AUTHENTICATION _____
                    (Report Authentication)

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REQUEST FOR INFORMATION [RFI] REPORT FORMAT

GENERAL INSTRUCTIONS: Use to request information from requesting unit's command post or other units.

LINE 1 – DATE AND TIME _03 0900 JAN 09_ (DTG)

LINE 2 – UNIT: _2/1/201ST_
(Unit Making Request)

LINE 3 – REQUEST _Latest Insum for Kabul_
(Desired Information (Specific Order or Request))

LINE 4 – PRIORITY _ONE_
(Requestor's Priority: ONE, TWO, THREE, or FOUR)

LINE 5 – BY _03 1800 JAN 09_
(DTG Information Required)

LINE 6 – LTIOV _04 0600 JAN 09_
(DTG of Latest Time of Intelligence/Information Value)

LINE 7 – NARRATIVE _Planning future Operation_
(Free Text for Additional Info Required for Clarification of Report)

LINE 8 – AUTHENTICATION _Nadir / 52_
(Report Authentication)

Example of RFI Filled Out.

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Appendix O

Working with ETTs and OMLTs

1. The Coalition Forces are our partners. Always treat them as equals and with dignity, and respect. We are all fighting terrorism.

2. We represent who we work with. The Coalition Forces are here to assist and mentor us. If we succeed, they succeed.

3. Continually strive to improve relationships with our coalition partners. Understand and anticipate their experience, perspective and coordinate, coordinate, coordinate.

4. Be open to suggestion from our Coalition partners on ways to improve our ANA unit.

5. Go to them and seek assistance. The Coalition often has resources outside of the ANA. These assets may not be available, but if they are available and not requested, opportunities may be lost.

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6. Earn their trust.

7. Be truthful and respectful.

8. It is our country, take the initiative to lead.

9. THEY ARE NOT OCCUPIERS; THEY ARE HERE TO HELP.

10. Don't allow Coalition Partners to do everything for you in your unit. Ultimately, you are responsible and accountable before your soldiers under the Afghan Constitution.

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Appendix P

Standing Friendly Force Information Requirements

- Loss of Kandak Commander or higher.

- No communications with a Corps or Brigade HQ for four hours or more.

- Brigade or higher unit below 50% assigned personnel strength.

- Brigade or higher unit below 60% authorized Class V (ammo) basic load.

- Brigade or higher unit below 60% authorized Class III (POL) basic load.

- Brigade or higher unit below 60% assigned vehicles (wheeled/tracked) mission capable.

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Appendix Q

Standing Priority Intelligence Requirements (PIR)

- Location and time of any attack against an ANSF facility.

- Location and time of any attack against a mosque, NGO or school.

- Location of any armed group squad size or larger attempting to cross the border.

- Location of any large scale demonstrations.

- Location and time of any attack against coalition forces.

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Appendix R

Class I Ration Basic Load (Food and Water)

- Authorized 2 Water Trucks and Trailers
  - Capacity 1 Truck – 4200 liters
  - Capacity 1 Trailer – 500 liters

- Total Capacity in Support Platoon – 9400 liters

- Always keep trucks and trailers full.

- Include truck and trailer in every LOGPAC.

- Every vehicle should carry two full water cans.

- Ration Cycle during operations should be A-M-A (tactical situation dictates).
  - A – Hot meal prepared by cooks.
  - M – Packaged meal (MRE).

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- Kandak should store three days of rations during operations.
  - 635 personnel in Kandak x three meals each day x three days = 5715 meals.

- Order meals as consumed and keep three days in case of supply chain problems

It is the leadership's responsibility to ensure their soldiers are provided meals each day.

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Appendix S

Class III (POL)

- Authorized 2 Fuel Trucks.

- Capacity of 1 truck is 4200 liters.
    - Total capacity is 8400 liters

- Every effort should be made to keep fuel trucks full.

- On hand fuel should not fall below 50% (4200 liters).

- Package POL (oil, grease, brake fluid, etc…) should be stocked at the Kandak maintenance section and a small amount (1 liter oil, can of brake fluid and transmission fluid) carried on each vehicle.

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Appendix T
Class V Ammunition Basic Load (ABL)

MODIC	AMMUNITION	PER WEAPON	ABL IN Co	ABL HHC	ABL Wpns Co	ABL Kandak
A059	CTG 5.56MM BALL	170	12750	16150	29070	83470
A062	CTG, 5.56 Linked, Ball 249 مہ لینکډ	600	10800	0	0	32400
A063	CTG 5.56MM TRACER	40	3000	3800	6840	19640
A064	CTG 5.56MM 4+1 LINKED	600	10800	0	0	32400
A131	CTG 7.62MM 4x1 LINKED	600	5400	0	0	145800
A363	CTG 9MM Ball	30	150	510	180	1140
A557	CTG .50 cal 4x1 LINKED/12.7 HMG	800	0	0	9600	9600
AA11	CTG 7.62mm NATO Match	240	2160	0	720	7200
B504	40MM GREEN STAR PARACHUTE	4	72	0	0	216
B505	40MM RED STAR PARACHUTE	4	72	0	0	216
B506	40MM RED SMOKE	4	72	0	0	216
B546	40MM HEDP	6	108	0	0	324
C484	81MM IR ILLUM	4	0	0	36	36

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MODIC	AMMUNITION	PER WEAPON	ABL IN Co	ABL HHC	ABL Wpns Co	ABL Kandak
C868	CTG, 81mm HE	56	0	0	504	504
C870	CTG 81mm RP M819	16	0	0	144	144
C871	CTG 81mm Illum M853	4	0	0	36	36
G881	GRENADE, HAND FRAGMENTATION*	0.5	57	60	89	320
G900	GRENADE, HAND INC TH-3 AN-M14*	0.2	27	24	36	141
G930	Grenade, Hand Smoke HC M8*	0.2	27	24	36	141
G940	GRENADE, HAND GREEN SMOKE*	0.067	8	8	12	44
G950	GRENADE, HAND RED SMOKE*	0.067	8	8	12	44
GG09	Grenade, Hand STUN XM/XM84 "NL"*	0.067	8	8	12	44
L306	SIGNAL ILLUM RED STAR CLUSTER*	0.067	8	8	12	44
L307	SIGNAL ILLUM WHITE STAR CLUSTER*	0.067	8	8	12	44
L311	SIGNAL ILLUM RED STAR PARACHUTE*	0.067	8	8	12	44
L312	SIGNAL ILLUM WHITE STAR PARACHUTE*	0.067	8	8	12	44
L495	FLARE, SURFACE TRIP	0.1	12	12	18	66
Z02	7.62mm x 39mm Ball	170	12750	16150	29070	83470
Z03	7.62mm x 39mm Tracer	40	3000	3800	6840	19640

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MODIC	AMMUNITION	PER WEAPON	ABL IN Co	ABL HHC	ABL Wpns Co	ABL Kandak
Z02	7.62mm x 39mm Ball	480	36000	45600	82080	235680
Z03	7.62mm x 39mm Tracer	120	9000	11400	20520	58920
Z05	7.62mm x 54Rmm Ball LINKED	2000	18000	0	0	54000
Z06	7.62mm x 54Rmm 4X1 Tracer LINKED	500	4500	0	0	121500
Z15	OG-7V HE Fragmentation 40mm X 40mm (RPG)	7	63	0	0	189
Z15a	PG-7V STD HEAT 70.5MM (RPG)	5	45	0	0	135
Z26	73mm 2A28, (HE Frag)	6	0	0	54	54
Z99	PG-9 HEAT	6	0	0	54	54

Notes: Based on Tashkeil March 2009

* Based on number of personnel

Kandak is authorized 2 ABLs (1 issued to company's and one in reserve).

Ammunition should be ordered based on company usage and the Kandak ABL should be for emergencies only.

Training ammunition not listed.

Multiple weapons using the same MODIC

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Appendix U

Recommended Soldiers Load

To be worn or carried:
- Individual Weapon
  - Cleaning Kit and oil
- Helmet
- Uniform (complete)
- Load Bearing Equipment (LBE/LCE)
- First Aid Dressing
- ID Card
- Ammunition Pouch/s
  - 7 magazines with 210 rounds (depends on individual weapon)
- Canteens (2 each)
- Entrenching Tool
- Other Class V as directed (grenades, smoke, etc…) depending on tactical situation and mission

During cold weather:
- Items listed above
- Field Jacket, with liner
- Gloves

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- Bacalava
- Scarf
- Neck Gator

During extended (overnight) operations:
- Ruck Sack
- Change of clothes
- Extra Socks
- Sleeping Bag
- Poncho
- Sleeping Mat
- Poncho Liner

Note: Tactical situation and weather will always dictate the exact items to be worn or carried.

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Appendix V

Criteria for Green (G), Amber (A), Red (R) and Black (B) status.

All color codes use the following criteria:

Green: 80 percent or better on hand--full strength.

Amber: 60 to 79 percent on hand--mission capable/minor deficiencies.

Red: 40 to 59 percent on hand--marginally mission capable/major deficiencies.

Black: 39 percent or less on hand--not mission capable.

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Glossary and Acronyms

ABL – Ammunition Basic Load

ACE – Ammunition, Casualty, and Equipment. Commonly refers to a status report sent during the reorganization phase after contact with the enemy.

Actions on Contact. A series of combat actions, often conducted at the same time, taken upon contact with the enemy to develop the situation

Agility. The ability of friendly forces to act faster than the enemy and is a prerequisite to seizing and holding the initiative

Alternate position – a position given to a weapon, unit, or individual to occupy when the primary position becomes unsuitable for carrying out its task. The alternate position covers the same field of fire as the primary position

Ambush – a surprise attack from a concealed position on a moving or temporarily halted target

AO – Area of Operation

APC – Armored Personnel Carrier. A generic title for M113, BMP, BRDM

Area reconnaissance – a reconnaissance operation to obtain detailed information concerning the terrain or enemy activity within a prescribed area

ASCOPE – Areas, Structures, Capabilities, Organization, People, Events.

Assault – to make a short, violent, but well-ordered attack against a local objective such as a gun emplacement, a fort, or a machine gun nest

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Attached – a temporary placement of units or personnel in an organization. The unit or organization receiving the attachment has the responsibility to provide the attached units with sustainment support above its organic capability

Attack Position. The last position occupied by an assaulting or attacking unit before crossing the line of departure

Avenue of approach – a ground route of an attacking force of a given size leading to its objective or to key terrain in its path

Axis – the general direction of movement on a route

Base of fire – fire placed on an enemy force or position to reduce or eliminate the enemy's capability to interfere by fire and/or movement with friendly maneuver element(s). It may be provided by a single weapon or a grouping of weapons systems.

Battlefield Operating System (BOS). A listing of critical tactical activities. The BOS provide a means of reviewing preparations or execution in separate subsets. Critical to this review is the synchronization and coordination of activities not only within a BOS, but among the various BOS. The seven BOS are: a. intelligence system—the activity to generate knowledge of and products portraying the enemy and the environmental features required by a command planning, preparing, executing, and assessing operations; b. maneuver system—the movement of forces to achieve a position of advantage with respect to enemy forces. This system includes the employment of forces in combination with direct fire or fire abilities. This system

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also includes the conduct of tactical tasks associated with force protection; c. fire support system—the collective and coordinated use of target-acquisition data, indirect-fire weapons, fixed-wing aircraft, and other lethal and nonlethal means against targets located throughout an area of operations; d. air defense system—protects the force from air attack, and aerial surveillance. It prevents enemies from interdicting friendly forces, while freeing commanders to synchronize movement and firepower; e. mobility/ countermobility / survivability system—mobility operations preserve the freedom of maneuver of friendly forces; countermobility operations deny mobility to enemy forces; survivability operations protect friendly forces from the effects of enemy weapon systems; f. combat service support system—the support and services to sustain forces during all operations; g. command and control system—collective tasks which support the exercise of authority and direction by a commander over assigned and available forces

Battle Handover (BHO)/Battle Handover Line (BHL). Action (BHO) that occurs at a designated point (phase line) on the ground (BHL) where responsibility transitions from the stationary force to the moving force and vice versa. It is within direct fire range and observed indirect fire range of the stationary force

Block – a tactical mission that denies the enemy access to an area or prevents his advance in a direction or along an avenue of approach

Bounding overwatch – a movement technique used when contact with enemy forces is expected. The unit moves by bounds. One element is always halted in

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position to overwatch another element while it moves. The overwatching element is positioned to support the moving unit by fire or fire and movement

BP – Battle Position, a defensive location oriented on a likely enemy avenue of approach.

Breach – a tactical mission in which the unit employs all available means to break through or secure a passage through an enemy defense, obstacle, minefield, or fortification

Bypass – a tactical mission in which the commander directs his unit to maneuver around an obstacle or location, avoiding combat with an enemy force

Cache – hidden location of supplies and weapons

CCIR – Commanders Critical Information Requirements

CCP – Casualty Collection Point

Clear – a tactical mission that requires the commander to remove all enemy forces and eliminate any organized resistance in an assigned area

COMSEC – communications security

Contact point – a point on the terrain, easily identifiable, where two or more ground units are required to make physical contact

Counterattack – attack by part or all of a defending force against an enemy attacking force, for such specific purposes as regaining ground lost, or cutting off or destroying enemy advance units

CP – Command Post

CS – Combat Support

CSS – Combat Service Support

Deception – those measures designed to mislead the enemy to make him react in a way not to his interests.

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The goal is to make an enemy more vulnerable to the effects of weapons, maneuver, and operations of friendly forces

Defeat – a tactical task to either disrupt the enemy force commander's plan or suppress his will to fight so that he is unwilling or unable to maintain his plan

Delay – a force under pressure trades space for time by slowing the enemy's momentum and inflicting maximum damage on the enemy without becoming decisively engaged

Deliberate attack – an offensive operation with preplanned coordinated employment of firepower and maneuver to close with and destroy or capture the enemy

Destroy – to damage a combat system so badly that it cannot perform any function or be restored to a useable condition without being entirely rebuilt; to leave an enemy force or equipment combat-ineffective

Dispersion – the spreading or separating of troops, material, establishments, or activities which are usually concentrated in limited areas to reduce vulnerability

Disposition – The exact location of the enemy forces and key weapons systems.

Disrupt – a tactical task or obstacle effect that integrates fire planning and obstacle effort to break apart an enemy's formation and tempo, interrupt the enemy's timetable, or cause premature commitment of enemy forces, or the fragmenting of his attack

Diversion – the act of drawing the attention and forces of an enemy from the friendly main attack

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DLIC – detachment(s) left in conflict, an element left in contact as part of the previously designated security force while the main body conducts its withdrawal

DS – Direct Support

EA – Engagement Area

EPW – Enemy Prisoner of War

FA – Field Artillery

FEBA – forward edge of the battle area, the forward line which main body ground combat units are deployed. Does not include the areas in which the covering, screening forces or scouts are operating. It is designated to coordinate fire support, the positioning of forces, or the maneuver of units

Field of fire – the area which a weapon or a group of weapons may cover effectively with fire from a given position

Final Protective Fire – An immediately available prearranged barrier of fire designed to hamper enemy movement.

FIST – Fire support team

Fix – preventing the enemy from moving any part of his force from a specific location for a specific period of time

FO – Forward Observer, an observer operating with front line troops and trained to adjust indirect fire and pass back battlefield information. In the absence of a forward air controller, the observer may control close air support strikes.

FPF – Final Protective Fire, an immediately available prearranged barrier of fire designed to hamper enemy movement

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FPL – Final Protective Line, A line of fire selected where an enemy assault is to be stopped by interlocking fire from all available weapons and obstacles.

FRAGO – fragmentary order, a shortened form of an operation order issued following the original order that eliminates the need for restating information contained in a basic operations order. It can be verbal or a written message that provides brief, specific, and timely instructions to change or modify the original order

Fratricide – the unintentional killing or wounding of friendly personnel by friendly firepower

FSE – Fire Support Element, part of the tactical operations center that is responsible for targeting, coordination and for integrating fires under the control, or in support, of the maneuver unit

FSO – Fire Support Officer

Hasty attack – an offensive operation conducted with the forces immediately available to maintain momentum or to take advantage of the enemy situation, does not normally

HVT – High Value Target

IAW – In Accordance With

Illum – Illumination

Infiltrate – A form of maneuver in the offense. A way of reaching the enemy's rear without fighting through prepared defenses and without being seen or heard.

Isolate – to prevent an enemy unit from having contact with other enemy forces, a tactical mission task that requires a unit to seal off-both physically and mentally an enemy from his sources of support, denies an enemy

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freedom of movement, and prevents an enemy unit from having contact with other enemy forces

KIA – Killed In Action

Kill zone – the part of an ambush site where fire is concentrated to destroy the enemy

KAS – Kandak Aid Station

LBE – Load Bearing Equipment, the suspenders and cummerbund individual soldiers wear to carry their individual equipment – canteens, ammunition pouches, first aid pouch

LD – Line of Departure, a line designated to coordinate the departure of attack elements. A phase line crossed at a prescribed time by troops initiating an offensive operation

Link-up point – a point where two elements are scheduled to meet to consolidate before proceeding with their missions

LOGPAC – logistics package

LOS – Line Of Sight, the ability to see from one point to another. The unobstructed path from a soldier, weapon, weapon sight, or piece of reconnaissance equipment to another point

LZ – Landing Zone

MEDEVAC – medical evacuation can be by or ground

METT-TC – Mission, Enemy, Terrain, Troops, Time Available, And Civil Considerations

MTP – Mission Training Plan

Mutual support – that support which units provide each other against an enemy because of their assigned tasks, their position relative to each other and to the enemy, and their inherent capabilities. It normally is associated

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with support rendered through fire and movement. A condition which exists when positions are able to support each other by direct fire, thus preventing the enemy from attacking one position without being subjected to direct fire from one or more adjacent positions

NAI – Named Area of Interest, a point or area along a particular avenue of approach through which enemy activity is expected to occur

NLT – Not Later Than

Obscure – the effects of weather, battlefield dust, and debris, or the use of smoke to hamper observation and target-acquisition capability or to conceal activities or movement

Obstacle – any obstruction designed to disrupt, fix, turn, or block the movement of an opposing force, and to impose additional losses in personnel, time, and equipment on the opposing force, they can be natural, manmade, or a combination of both

OCOKA – Observation and fields of fire, Cover and concealment, Obstacles and movement, Key terrain, and Avenues of approach, the considerations for conducting terrain analysis

OMLT – Operational Mentor Liaison Team

OP – Observation Post, a position from which military observations are made, or fire directed and adjusted, and which has appropriate communications

OPCON – operational control

OPORD – operation order, a directive issued by a commander to subordinate commanders for the purpose of directing the coordinated execution of an operation. Also called the five paragraph field order, it contains as a

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minimum a description of the task organization, situation, mission, execution, administrative and logistics support, and command and signal for the specified operation

ORP – Objective Rally Point, a rally point out of sight, sound and smalls arms range of the objective area

Overwatch – a tactical technique in which one element is positioned to support the movement of another element with immediate fire. The tactical role of an element positioned to support the movement of another element with immediate fire

Passage point – a specifically designated place where one unit will pass through a stationary unit

PB – Patrol Base, the point of origin of a patrol where all equipment not required for the patrol is left, all supplies necessary for resupplying the patrol and additional medical supplies and assistance are staged at this location

PDF – Principal Direction of Fire

PL – Phase Line

PLD – Probable Line of Deployment

PMCS – Preventive Maintenance Checks and Services

PSG – platoon sergeant

R&S – Reconnaissance and Security

Raid – a combat operation to attack a position or installation followed by a planned withdrawal.

Recon – reconnaissance

Release Point – A location on a route where elements are released from centralized control.

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Reorganize – action taken to shift internal resources within a degraded unit to increase its level of combat effectiveness

ROE – Rules Of Engagement

RP – Release Point, a location on a route where elements are released from centralized control

RRP – Reentry Rally Point

RTO – Radio Telephone Operator

SALUTE – Size, Activity, Location, Unit, Time, and Equipment; an observation report

SALT-W – Size, Activity, Location, Time, W-what you going to do about it

Screen – a security operation that primarily provides early warning to the protected force

Secure – preventing a unit, facility, or location from being damaged or destroyed as a result of enemy action

Seize – taking possession of a designated area using overwhelming force

SOI – Signal Operating Instructions

SOP – Standing Operating Procedures, a set of instructions covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness. The procedure is applicable unless ordered otherwise

SOSR – Suppress, Obscure, Secure, and Reduce, the steps to breach an obstacle

Suppress – the focus of all fires on enemy personnel, weapons, or equipment to prevent effective fires on friendly forces

T&E – Traversing and Elevation mechanism

TACSOP – tactical standing operating procedure

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TLP – Troop Leading Procedures
TRP – Target Reference Point
WP – White Phosphorus
Zone reconnaissance – a form of reconnaissance to obtain detailed information on all routes, obstacles, terrain, and enemy forces within a zone defined by boundaries

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Figure #7. ANA 2028, used for submitting changes to this publication.

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