



SPECIAL EDITION

NO. 94-4

JUL 94



Handbook for the Soldier in Operations other than War (OOTW)

**CENTER FOR ARMY LESSONS LEARNED (CALL)
U. S. ARMY COMBINED ARMS CENTER (CAC)
FORT LEAVENWORTH, KANSAS 66027-7000**

FOREWORD

This publication is for those forces who could possibly deploy to different parts of the world to provide humanitarian assistance to the populace, assist in the restoration of peace between belligerent forces, and possibly conduct peace enforcement operations.

This handbook provides insights into Operations Other Than War, highlights major preventive medicine lessons, and provides Tactics, Techniques, and Procedures (TTP) for the soldier. The information in this handbook does not replicate that presently found in doctrinal publications. It is not intended to serve as a guide for the conduct of operations and training. Rather, this handbook is designed to highlight information and lessons that are applicable to the unique environment offered by OOTW.

The OOTW efforts pose many unique challenges not faced by our military forces in recent operations. Of utmost concern is the need to care for the health and welfare of deployed U. S. forces. Disease, the lack of sanitation and death are daily circumstances associated with the collapse of governmental infrastructure, civil war, natural disasters, and civil disturbances.

Training for OOTW should have minimal impact on a unit's primary mission of fighting and winning in combat; in fact, peace enforcement employs most combat skills. An important requirement for success in OOTW is the successful application of our warfighting skills. OOTW are not new missions and do not require major changes to the mission-essential task list (METL); rather, they require a better understanding of the environment in which they are conducted.

The key to sustaining a unit's warfighting ability and becoming proficient in expanding peace operations is TOUGH, REALISTIC TRAINING!

JOE N. FRAZAR III

Brigadier General, USA

Deputy Commanding General for Training

HANDBOOK FOR THE SOLDIER IN OPERATIONS OTHER THAN WAR (OOTW)

TABLE OF CONTENTS

FOREWORD

CHAPTER I: INTRODUCTION

CHAPTER II: TACTICS, TECHNIQUES, AND PROCEDURES (TTP) IN SUPPORT OF OOTW

CHAPTER III: PREVENTIVE MEDICINE FOR THE SOLDIER

APPENDIX A: CHECKLISTS

COMBINED ARMS CENTER

Deputy Commanding General for Training
Brigadier General Joe N. Frazar, III

CENTER FOR ARMY LESSONS LEARNED

Director

Colonel Roger K. Spickelmier

Managing Editor

Dr. Lon R. Seglie

Editor plus Layout and Design

Ms Mary Sue Winneke

Author

Mr. James R. Walley, Sr.

Distribution

SFC Terrance L. Durban

SFC William R. Bray

Ms Shirley Gallagher

The Secretary of the Army has determined that the publication of this periodical is necessary in the transaction of the public business as required by law of the Department. Use of funds for printing this publication has been approved by Commander, U.S. Army Training and Doctrine Command, 1985, IAW AR 25-30.

Unless otherwise stated, whenever the masculine or feminine gender is used, both are intended.

NOTE: Any publications referenced in this newsletter (other than the CALL newsletters) such as ARs, FM's, TMs, must be obtained through your pinpoint distribution system!

**LOCAL REPRODUCTION OF THIS NEWSLETTER IS
AUTHORIZED AND ENCOURAGED!**

Chapter I

INTRODUCTION

Today, the U. S. Army is performing a variety of missions that fall under the category of *"Operations Other Than War (OOTW)."* Two of these missions are peacekeeping and peace enforcement. To understand these OOTW missions, you must first understand the terms *"Peacemaking," "Peacekeeping,"* and *"Peace Enforcement."*

PEACEMAKING - Efforts to settle a conflict through mediation, negotiation or other forms of peaceful settlement.

PEACEKEEPING - The prevention, containment, moderation and termination of hostilities between or within states, through peaceful third-party intervention organized and directed internationally, using multinational forces of soldiers, police and civilians to maintain peace.

PEACE ENFORCEMENT - Military operations by sea, air or land forces as may be necessary to maintain or restore international peace and security, whether or not the belligerents are consenting to the intervention.

PEACEMAKING

Peacemaking is normally carried out by diplomats and politicians. It combines negotiation with nonmilitary tools of coercion to achieve a resolution of a conflict. When these tools are inadequate, military tools may be used to establish and maintain, forcibly if necessary, a cessation of hostilities. A stable environment better allows diplomats to pursue a peaceful solution to the conflict.

Peacemaking normally precedes the initiation of military operations. Peacemaking occurs simultaneously with, and continues throughout the duration of, peacekeeping and peace enforcement operations. The political goals and objectives established for the peacemaking effort help define the military objectives of the intervening forces and provide the commander parameters within which to develop supporting operational planning and execution. Thus, peacemaking constitutes the political framework for application of military force. Without a peacemaking effort, peacekeeping and peace enforcement operations will always fail.

Even if military force is authorized by the UN, all military operations involve continuous negotiation, with all parties, and at many different levels. This can be a time-consuming and frustrating business. However, negotiation saves unnecessary loss of life and offers the best long-term prospects for a final peaceful settlement.

PEACEKEEPING

A Definition: "OPERATIONS CONDUCTED WITH THE CONSENT OF THE BELLIGERENT PARTIES, DESIGNED TO MAINTAIN A NEGOTIATED TRUCE AND HELP PROMOTE CONDITIONS WHICH SUPPORT DIPLOMATIC EFFORTS TO ESTABLISH A LONG-TERM PEACE IN AREAS OF CONFLICT."

-FM 100-5

NOTES:

1.
 - * SUCCESS BASED ON WILLINGNESS OF BELLIGERENTS TO ABIDE BY TRUCE
 - .
 - * SYNONYMOUS WITH TRUCE-KEEPING.
 - * AN INTERIM STEP TOWARD RESOLUTION OF CONFLICT.
 - * PEACEKEEPING FORCE MUST BE PERCEIVED AS NEUTRAL BY ALL DISPUTING PARTIES.
 - * PEACEKEEPING FORCE MUST ALWAYS BE PREPARED FOR A QUICKLY CHANGING ENVIRONMENT IN WHICH PEACE ENFORCEMENT OR COMBAT MAY OCCUR.

The UN Secretary General defines peacekeeping as *"The deployment of a United Nations presence in the field, hitherto with the consent of all the parties concerned involving UN military and/or police personnel and frequently civilians as well. Peacekeeping is a technique that expands the possibility for both the prevention of conflict and the making of peace."*

Peacekeeping operations are military operations conducted with the consent of the belligerent parties to maintain a negotiated truce and to facilitate a diplomatic resolution. The U. S. may participate in peacekeeping operations under the auspices of an international organization, such as the United Nations, in cooperation with other countries, or unilaterally. Peacekeeping operations may take many forms of supervision and monitoring:

- ☛ Withdrawals and Disengagements
- ☛ Cease-fires
- ☛ Prisoner-of-War Exchanges
- ☛ Arms Control
- ☛ Demilitarization and Demobilization

Peacekeeping operations support diplomatic efforts to achieve, restore, or maintain the peace in areas of potential or actual conflict. *The greatest military consideration in peacekeeping is the political objective of the operation.* Military forces operate within clearly and carefully prescribed limits established by agreement between the belligerents and the UN or other parties.

Normally, a peacekeeping force will deploy after the fighting has ceased. The nationality of the force is agreed to by the belligerents. Once the fighting has ceased, peacekeepers selected from the 181 members of the United Nations are deployed. The peacekeeping force ends up being an invited guest. One or both of the belligerents can revoke the invitation and request the peacekeepers to leave the area at any time. In the past, traditional peacekeeping was feasible because two conditions existed before peacekeepers were inserted: fighting had ceased, and both or all parties preferred the presence of the peacekeepers to their absence.

Under these two conditions, the typical peacekeeping force has evolved. It has historically been a lightly armed, defensively oriented observer force that physically separated former combatants. It observed and reported its adherence to the cease fire while negotiations for peace occurred. Its mission usually involves monitoring and supervising a cease-fire agreed to by two or more former combatants. It occurs in an atmosphere where truce exists and where the former combatants minimally prefer truce to continued conflict.

Peacekeeping forces assume that use of force will not be required to carry out their tasks, except in self-defense. They are structured, trained and equipped under this assumption. Extreme restraint in both appearance and application of force is crucial to maintain a posture of impartiality and neutrality toward the former belligerents.

Finally, peacekeeping forces possess a quality often called the "*hostage effect*." Lightly armed and operating under restrictive rules of engagement, the peacekeeping force derives protection from the belligerents by its inability to change the military balance and its nonthreatening posture. This allows the force unimpeded access throughout the country to carry out its duties. This is normally a condition required by the UN mandate for the operation. Conversely, the peacekeeping force represents a potentially much larger force, and this is the source of its power.

PEACE ENFORCEMENT

A Definition: MILITARY OPERATIONS (INCLUDING POSSIBLE COMBAT ACTIONS) IN SUPPORT OF DIPLOMATIC EFFORTS TO RESTORE PEACE BETWEEN BELLIGERENTS WHO MAY BE ENGAGED IN COMBAT ACTIVITIES.

NOTES:

- * FORCE MAY OR MAY NOT BE UNDER UN COMMAND.
- * DOES NOT HAVE TO END IN COMBAT.
- * A SUBSET OF ARMED INTERVENTION.
- * INTERVENTION FORCE NOT PERCEIVED AS NEUTRAL.
- * INTERNATIONAL MANDATE REQUIRED.

Peace enforcement entails the use of armed force to separate combatants and to create a cease fire that does not exist. Force may also be used to create other peaceful ends such as safe havens for victims of the hostilities. The UN Secretary General also uses the term to refer to forceful actions to keep a cease fire from being violated or to reinstate a failed cease fire.

By the American definition, in a situation for which peace enforcement operations are required, *armed conflict* and not *peace* describes the situation. Also, one or more of the belligerents usually prefers it that way. This means that, unlike peacekeepers, peace enforcers are not welcomed by one of the belligerents. Rather, the peace enforcers are active fighters who must force a cease fire that is opposed by one or both combatants; in the process, they lose their neutrality.

Peace enforcement operations are usually beyond the UN's ability to command, control, and plan. They may be carried out by a coalition of countries or by a regional organization such as NATO. Peace enforcement operations are likely to disregard state sovereignty, particularly if the mission takes place on the soil of the combatant who opposes peace and has not invited the peace enforcers into their territory. For this reason, an international mandate is normally necessary for the operation to be considered legitimate.

Because the enforcement force may resort to the use of arms against the belligerents, it must deploy with sufficient military strength to achieve those objectives established by political authorities. Unlike peacekeeping, enforcement will require a full range of military capabilities that has the potential to meet or exceed that of the belligerents. Although the preferred objective is the commitment of superior military force to dissuade belligerents from further conflict, forces deployed for these operations should assume for planning purposes that use of force will be necessary to restore peace. But unlike war, enforcement operations are more constrained by political factors designed to bring warring parties to the negotiating table. Settlement, not victory, is the goal.

The peace enforcement force will presumably have to fight its way into the combat zone and use force to physically separate the combatants. It will likely inflict and suffer casualties, possibly making it less welcome and undercutting domestic support back home for its mission. The peace enforcement force is not suited for transition to a peacekeeping force primarily because it can never be considered *neutral* again.

Peace enforcement cannot solve the underlying problems in most areas of potential application. The insertion of force to stop combat may be effective in making the continuation of violence impossible; it cannot, in and of itself, create the conditions for lasting peace, which involves the political embrace of peace as more attractive than war. The insertion of outside force may break the cycle of violence and convince the combatants that resistance to the peace enforcers is more painful than compliance to an imposed peace. *Since these conflicts are normally very deeply rooted and desperate, the shock effect of outside force may prove to be no more than a break between rounds of fighting.*

There is a danger in thinking peacekeeping forces can be inserted into peace enforcement situations. Peace enforcement requires very different forces than does peacekeeping. The result of confusing roles and forces can be seen in the placing of the United Nations Protection Force (UNPROFOR) peacekeepers in a war zone in Sarajevo. These peacekeepers were placed in a peace enforcement situation and have proven not to be armed and manned for the task.

Political and military decisionmakers must understand and clearly specify the nature of the mission of forces deployed to assist in restoring peace. Further, they must continuously review the circumstances under which the force was committed to ensure it remains suited to that mission. The catastrophic failure of the Multi-National Forces in Lebanon in 1983 may present a vivid example of what happens when the wrong type of force is used.

The following chapters present some specific lessons from past and present peacekeeping and peace enforcement operations. They are intended to help prepare units to perform the missions of peacekeeping and peace enforcement. These lessons will present a topic, a discussion, and then the lessons. The topics apply to both peacekeeping and peace enforcement operations unless otherwise stated. The new Field Manual (FM 100-23, *Peace Support Operations*) provides a detailed discussion of doctrinal issues.

Chapter II

TACTICS, TECHNIQUES AND PROCEDURES (TTP) IN SUPPORT OF OPERATIONS OTHER THAN WAR

TOPIC: Checkpoints

DISCUSSION: Checkpoints are often scenes of violence or have the threat of violence. Leaders must take into consideration those instructions given to personnel who man these points. Rules of engagement must be clear, but flexible to accommodate rapid changes in any situation that may develop. During Operation PROVIDE COMFORT a technique used was called a flying checkpoint. Mobile units, usually consisting of mounted infantry, combat engineers, and TOW vehicles overwatched by attack helicopters, moved forward to key intersections in areas where armed Iraqi or guerrilla fighters were known to operate and set up hasty roadblocks in order to disrupt unauthorized or unwanted military activity. This mission always required designating soldiers to detain and search intruders, a sizeable element to overwatch the checkpoint, air cover on station, mobile mortar support, and a quick reinforcement force of TOW and infantry carriers that could extract or reinforce the flying checkpoint. Leaders should also ensure that checkpoints are designed so that only the minimum number of soldiers are exposed at any given time and that they are covered by automatic weapons when they are exposed.

LESSON(S): It is imperative that reinforcement and counterattack plans be made and rehearsed. Units, during other operations have developed situational exercises to train soldiers on checkpoint procedures. Included are a few examples of these situational exercises:

SITUATION	RESPONSE (A TECHNIQUE)
Receive Sniper Fire	Take cover; employ smoke, protect wounded; identify location of sniper; REPORT; respond IAW ROE
Projectiles Thrown	REPORT; protect self/others; do not throw objects back
Imminent Harm	Protect yourself/others; use force IAW ROE; REPORT
Civilian Casualty	REPORT; provide first aid
Drive-By Shooting	Take cover; REPORT; respond with force IAW ROE.
NOTE: Execute response IAW the JTF ROE.	

TOPIC: Checkpoint Tactics.

DISCUSSION: A high volume of pedestrian and vehicle traffic can be expected to pass through a checkpoint. The normal congestion at checkpoints can be compounded by undisciplined driving habits of local people and by a shortage of soldiers able to speak the local language. Combatants usually develop techniques and ruses to get weapons and explosives through checkpoints.

LESSON(s):

- ▶ Expect the unexpected at checkpoints.
- ▶ Develop and rehearse drills to prepare soldiers for all possible situations at checkpoints.
- ▶ Some belligerent techniques and suggested responses are:

Action: Place guns or explosives in vehicle fuel tanks or inside of component parts of vehicles.

Counter Action: Rehearse vehicle search techniques. Develop a checklist for soldiers to use and obtain the proper equipment to conduct a search of vehicles (large mirrors to inspect the undercarriage of vehicles, bolt cutters to cut locks)

Don't rush the search just because traffic backs up.

Action: Weapons, explosives, and combatants can be concealed in hearses and ambulances instead of bodies or wounded civilians.

Counter Action: Treat these vehicles with respect but develop drills for searching vehicles or verifying wounds.

Action: Create a diversion to sneak or rush through a checkpoint. Commonly used techniques are: a sniper attack; an ambulance arriving at the checkpoint with sirens blaring; staging fights or riots near the checkpoint; and staging a vehicle accident or starting a fire.

Counter Action: Develop drills and techniques to rapidly emplace barricades to stop both vehicle and pedestrian traffic. Establish signals or code words to initiate closure operations. Use a quick reaction team at each roadblock to handle unexpected situations so checkpoint personnel do not have to leave their post.

Action: Using females to smuggle weapons and explosives.

Counter Action: Develop techniques to search females. Male soldiers should not physically touch females. Use female soldiers to search female civilians. Use metal detectors or mine detectors to scan individuals for weapons. The detectors may not detect explosives.

TOPIC: Checkpoint Guidelines

DISCUSSION: The following DOs and DON Ts can assist in training soldiers for checkpoint duty.

LESSON(s):

DOs

- ▶ Smile when approaching a vehicle and talking to the driver.
- ▶ Speak to the driver and let him speak to the passengers.
- ▶ Ask the driver politely to do what you want him to do.
- ▶ Speak naturally and no louder than needed.
- ▶ When searching a person, be courteous. Use scanners and metal detectors whenever possible.
- ▶ Whatever happens at the checkpoint, stay calm, and make a special effort to be polite, regardless of your feelings.
- ▶ Always maintain a high standard of dress and military bearing.

DON'Ts

- ▶ Do not be disrespectful or give any hint of dislike.
- ▶ Do not put your head or arm in through the side window or open the door without permission.
- ▶ Do not shout or show impatience.
- ▶ Do not frisk women or tell them to put their hands up. Do not point a weapon directly at a women unless essential for security reasons.
- ▶ Do not become involved in a heated argument. Do not use force unless force is used against you and then use only the minimum necessary.
- ▶ Do not hesitate to call your checkpoint commander whenever the need arises.
- ▶ Do not become careless or sloppy in appearance. If you look smart and professional, people are more likely to accept your authority and be willing to cooperate.

TOPIC: Situational Training Considerations

DISCUSSION: Units will encounter situations that they normally don't train for. These situations will present challenges to the leaders and generate confusion and stress for soldiers to deal with. Each unit should develop a training program to familiarize soldiers with anticipated problems they might encounter. These situational exercises can easily turn into battle drills for each unit. Some examples are:

- ✓ Receive appeal for medical assistance
- ✓ Civilian criminal is apprehended
- ✓ Crowd mobs food distribution truck/center
- ✓ Land mine is discovered
- ✓ Dead body is found
- ✓ Non Governmental Organizations (NGO) individual requests medical treatment
- ✓ NGO individual requests transportation on military vehicle

LESSON(S): Develop situational training exercises to prepare soldiers for unexpected problems/dilemmas. The unit commander must prepare the proper responses for their soldiers. These responses are a method to express the commander's intent for the operation. Turn the responses into battle drills so that unexpected situations become routine operations for the soldier.

TOPIC: Rules of Engagement (ROE)

DISCUSSION: ROE lessons are useful to leaders at all levels who are planning other-than-war operations or who are preparing units for peacekeeping or peace enforcement missions. The lessons focus on, and amplify, key aspects of ROE. Tactical leaders should consider these lessons and incorporate them, into unit training and operations.

PURPOSE: ROE must preclude indiscriminate use of deadly force while simultaneously allowing soldiers sufficient latitude to defend themselves. The fundamental premise of self-defense must be sustained. Soldiers must believe they can survive within the rules; ROE must meet their hierarchy of needs. Viewed in this context, ROE are soldier support factors as well as operational or tactical parameters.

DEVELOPMENT: ROE must be skillfully integrated into a combination of peacekeeping, peace enforcement, and humanitarian support operations, carefully tailored to comply with operational and political concerns.

MEASURED RESPONSE: ROE must incorporate criteria which clearly outline the application of a graduated use of force to provide the balance needed to defuse, escalate, or otherwise resolve and confrontation. The degree of force used to neutralize a threat should conform to the circumstances of the incident. Defining ROE in terms of graduated levels of response enables tactical elements to apply the force necessary to meet varying levels of violence which characterize peacekeeping and peace enforcement environments - while minimizing collateral damage.

DISSEMINATION: ROE must be published in writing, disseminated within the command, and thoroughly understood by all leaders and soldiers.

DISSEMINATION OF CHANGES: Changes to ROE must also be made in writing and quickly disseminated within the command. ROE are so important that command emphasis is needed to ensure that prompt, written dissemination of changes is carried out by staff and subordinate commanders.

FOCUSED TRAINING: In an environment where random shooting and sniping are prevalent or possible, only trained, disciplined soldiers are likely to exhibit the degree of restraint needed in operations other than war. Vignettes and situational training exercises, specifically focusing on ROE and led by NCOs, are essential in developing soldiers skills on how to respond to a variety of situations, when to use deadly force, and when and how to apply nondeadly force.

FRONTLINE LEADERSHIP: When ROE are applied in actual situations, NCO leadership, experience, and maturity are always key factors in determining the appropriate response for the circumstances. Our experience in Somalia, Los Angeles, and Macedonia reaffirms the perennial lesson that good NCOs come from good soldiers and good soldiers come from good recruiting.

STANDARDIZATION WITHIN A COALITION: When a command is made up of coalition forces, application of ROE may vary based on the degree of emphasis placed on it by different coalition force commanders, variance in training among coalition forces, varying levels of experience by coalition forces in interacting with the local people, and differing interpretations of criteria outlining the graduated use of force. Senior coalition commanders must make a concerted effort to standardize interpretation and application of common ROE by all forces in the coalition.

LESSON(S): Soldiers must know and clearly understand the ROE.

TOPIC: Soldier Discipline

DISCUSSION: The nature of a peace enforcement mission demands a high standard of discipline and, in particular, self-discipline. Commanders at all levels must be conscious of this and must give special attention to leading and supervising their soldiers.

LESSON(s):

- ▶ A peacekeeping mission is meant to be visible to all concerned.
- ▶ The force will be scrutinized by the locals, by possible belligerent forces, and international media.
- ▶ The units must reflect vigilance, readiness, and competence in their duties.
- ▶ Individuals in isolated observation posts and checkpoints may become bored with the daily routine.
- ▶ Innovative leadership and motivation are required to keep up morale, maintain high standards of discipline, and avert boredom during operations.
- ▶ Properly and continually brief all personnel to ensure everyone understands the mission, situation, and train on ROE.
- ▶ Issue clear, concise, and simple orders.
- ▶ Maintain high standards of cleanliness, care, and maintenance of all weapons, equipment, and uniforms.
- ▶ Develop and enforce combat standards which address proper uniform, alcohol consumption, and force protection early in the operation.

TOPIC: Do's and Don'ts

DISCUSSION: As a member of an organization which represents both the United States and the United Nations, your conduct, self-discipline and bearing will have a great influence on the success of the mission.

LESSON(S):

DO's

- ▶ Be impartial.
- ▶ Be tactful; use common sense and discretion.
- ▶ Be inquisitive and observant.
- ▶ Maintain a high standard of military bearing.
- ▶ Make efforts to identify the local customs and obey all local laws.
- ▶ Know the ROE.

DON'T

- ▶ Discuss operations, plans, intentions, or techniques in the presence of unauthorized personnel.
- ▶ Discuss or comment on the opposing forces except in the performance of duty.
- ▶ Discuss religion or politics.
- ▶ Discuss the composition, role, and employment of friendly forces.
- ▶ Have commercial dealings with local forces.

TOPIC: Vehicular Survival

DISCUSSION: Recent peace operations conducted by U.S. forces have shown that vehicular survival is a cause for concern. Leaders must ensure that all vehicles carry the equipment needed for recovery. Soldiers that ride in vehicles also need their personal equipment in case of a breakdown. Below is a suggested list of items that should be on each vehicle.

LESSON(S):

- ▶ Vehicles should be equipped with the following:
- ▶ OVE, to include a small general tool kit
- ▶ Flashlight
- ▶ Compass, binoculars and maps
- ▶ Communications equipment
- ▶ Tow rope/cable (at least 25 feet long)
- ▶ Five gallons of water per vehicle
- ▶ Personal food, clothing, and equipment
- ▶ Siphoning hose (1/2 inch outside diameter by 6 feet) and funnel
- ▶ Slave cables (one for each group of vehicles)
- ▶ Jack support plate (one foot by one foot piece of metal)
- ▶ Consumables, to include oil, radiator hoses, fan belts, heavy duty tape, air and fuel filters.
- ▶ Spare tire for HMMWVS
- ▶ Pepper Spray and CS to control small unruly crowds
- ▶ Enough concertina to surround vehicle in case of a breakdown
- ▶ Layer sandbags in troop carrying compartments of vehicles to protect personnel from landmines.
- ▶ Rules for Travel: travel in pairs, file a movement plan and monitor times of arrival and departure

TOPIC: Installation Security

DISCUSSION: As commanders establish base camp areas and move into work facilities, they must balance their security measures with the type and level of threat posed by the groups in their area. This will apply both in the relative security of forward operating bases and at assigned facilities within cities. Further information is available in FM 100-37, *Terrorism Counteraction*, FM 90-12, *Base Defense*, and Joint Pub 3-07.2, *Joint Tactics, Techniques, and Procedures for Anti-terrorism*.

LESSON(S): Security problems and shortfalls contributed to the failure of force protection programs during terrorist attacks against U.S. interests in the Middle East since the 1983 Beirut Bombings. Operations in Somalia also pointed out that quality plans are not developed by base commanders to defend installations. A copy of a suggested checklist for use in developing defensive plans can be found in Appendix A.

Suggestions:

- ☛ Build bases where they can be defended, not where it is convenient.
- ☛ Barrier systems were unreliable; vehicle access controls were inadequate. Use additional security measures, such as vehicles to block high speed avenues of approach.
- ☛ Do not use solely host nation personnel to provide perimeter security of any facility.
- ☛ Make critical physical security improvements by installing additional barriers to screen high risk targets.
- ☛ Ensure that the ROE does not limit the ability of the soldier to defend himself or the facilities.
- ☛ Sensitive work areas must not be located in portions of buildings vulnerable to explosives.
- ☛ Maintain the highest level of security procedures possible, trust your own judgement when it comes to security.
- ☛ Request military working dogs for explosive detection.

TOPIC: Personal Awareness

DISCUSSION: The single most proactive anti-terrorism measure is individual awareness--by soldiers on guard, while moving individually near or within the cantonment area, and while operating as a unit. Soldiers must look for things out of place, for example, packages left unattended, the same car parked near the front gate for an extended period of time, or the same person standing on a street corner daily. When combined with appropriate physical security measures, individual awareness and actions will defeat the terrorist plans.

LESSON(S): The following procedures have proven effective in operations other than war where a significant terrorist threat existed:

- ▶ Reinforce individual security awareness by reminding soldiers to report suspicious activities and out-of-place objects.
- ▶ Use tactical versus an administrative posture when moving. Treat everything as a combat operation.
- ▶ Commanders must provide soldiers with the threat level daily.
- ▶ Limit access to information about planned events, to include personnel movements and recreational activities.
- ▶ Employ security measures in an unpredictable, random fashion, including security checks outside perimeters.
- ▶ Maintain an adequate response force.
- ▶ Ensure soldiers understand the ROE.
- ▶ Impose substantial limitations on off-post travel.
- ▶ Employ helicopters during hours of darkness, to conduct random patrols along perimeters.
- ▶ Ensure soldiers remain alert, do not establish a routine, and keep a low profile.

TOPIC: Liaison Officers (LOs)

DISCUSSION: Experience has shown that the use of liaison officers can make a significant contribution to the success of the mission. Individuals serving as LOs may be able to help resolve inter-operability problems.

LESSON(s):

- ▶ Liaison officers can provide the commander an immediate channel of communication to effect operations that may impact on combined operations throughout the theater of operations.
- ▶ Individuals who serve as LOs should be high-quality and have sufficient rank and authority appropriate to their level of liaison.
- ▶ Considerations for liaison operations are:
 - ☛ Identify LOs early in the planning process.
 - ☛ LO functions are prescribed by the parent organization with the concurrence of the commander to whom they are assigned to assist.
 - ☛ LOs must be knowledgeable of the capabilities and limitations of their parent unit.
 - ☛ LOs should attend all briefings and maintain constant communication with their commander.
 - ☛ Equip liaison teams with redundant communications systems to allow constant contact with the commander.
 - ☛ Staff liaison teams with enough personnel to conduct 24 hour operations and to allow for senior LO to travel with the allied commander when necessary.
 - ☛ LO teams must be capable of accomplishing rapid detailed staff planning for the allied commander (especially staff estimates).
 - ☛ Use language qualified personnel as LOs or include adequate linguists as part of the liaison team.
 - ☛ Be prepared to establish liaison with the belligerent forces, relief agencies, host nation government, local political groups, as well as adjacent and higher HQ.

TOPIC: Language Capability and Use of Interpreters

DISCUSSION: The Army has a very small pool of language qualified individuals. Units assigned to peacekeeping or peace enforcement missions may not have adequate numbers of regionally oriented linguists. Some civil affairs (CA) teams may be available to help. During Operations DESERT STORM and RESTORE HOPE, the U.S. forces used contracted interpreters.

LESSON(s):

- ▶ The use of contracted interpreters, both from within and outside the U.S., works extremely well.
- ▶ While having language capability within CA teams and units is preferred, in operations other than war such as RESTORE HOPE where the use and security of classified material is minimal, the use of contracted interpreter services is a more practical approach.
- ▶ Keep OPSEC in mind when using interpreters or when discussing future operations in their presence.

TOPIC: Sniper Threat

DISCUSSION: Whether manning an observation post, conducting a patrol, or simply crossing an exposed area, a great threat to a soldier's personal safety is the sniper whose harassment of the intervening force is a routine fact of daily life. Sniper fire accounts for many of the casualties during peacekeeping operations. The bullet from a sniper's high-power rifle passes easily through lumber and concrete blocks.

LESSON(s):

- ▶ Units must take precautions to minimize the threat of snipers.
- ▶ Develop a response technique for soldiers to use against snipers.
- ▶ Designate specific weapon systems or soldiers to constantly scan for snipers.
- ▶ Clear or occupy all buildings around checkpoints and OPs to eliminate potential sniper positions.
- ▶ Adequate barriers and shields must be constructed around checkpoints and OPs to protect soldiers.
- ▶ Shields and screens can be used in cantonment areas to block a sniper's vision as he scans for targets.
- ▶ Individuals should stay away from windows or hang blankets over them to protect individuals inside.
- ▶ The ROE needs to give specific instructions on how to react to sniper fire. It should address any restrictions on weapons used to engage snipers.
- ▶ Units can use specific weapons and teams, such as sniper teams, to eliminate the sniper and minimize collateral damage of civilian casualties.
- ▶ A hand held illuminator in combination with a night vision device (LPC 30 with PVS 4B or PVS 7B) will illuminate sniper optics.

TOPIC: Information Gathering

DISCUSSION: Belligerent parties may perceive information gathering as a hostile act. Intelligence operations may therefore destroy the trust that the parties may have in the peacekeeping force. However, it is reasonable to assume that the parties will pursue their divergent aims by exploiting the presence of the force. They may even attempt to deceive it from time to time. Circumstances may place the force under direct attack. Such attacks may come from one of the parties to the agreement, or from extremist elements acting independently. This poses a serious problem, but whatever the circumstances, the soldier needs information.

LESSON(s):

- ▶ Plan for and use overhead imagery support to plan operations.
- ▶ Every item of operational information becomes important during peacekeeping operations.
- ▶ Members of a force have to be information conscious at all times.
- ▶ Soldiers must remain constantly alert to what takes place around them and to any change or inconsistency in the behavior, attitude, and activities of the military and civilian populace.
- ▶ HUMINT may be the most available source of information.

TOPIC: Intelligence Preparation of the Battlefield (IPB)

DISCUSSION: The IPB process continues to provide commanders and staffs a logical and systematic frame of reference from which critical analysis and viable courses of action can be developed. Uniqueness of conducting peace enforcement missions in a humanitarian assistance operational environment has rendered some of the traditional IPB products (warfighting templates) nonapplicable. However, U.S. forces in Somalia adapted IPB methodology and internally merged requirements of humanitarian assistance, peace enforcement, and peacekeeping operations. Review both FM 31-130 and FM 100-20 to assist in IPB for operations other than war.

LESSON(s):

- ▶ During operations other than war, the IPB process is still a valuable tool used by both commanders and staffs as a framework for organizing the thought processes and in analyzing the situation.
- ▶ The IPB process is flexible enough that soldiers can substitute or eliminate portions of the process according to situational needs.
- ▶ IPB for peace enforcement operations should include:
 - ☛ Key terrain and Lines of Communications (LOCs).
 - ☛ Cross-country mobility.
 - ☛ Ethnic and Religious lines of confrontation.
 - ☛ Combatants disposition and strength.
 - ☛ Identify the tactical centers of gravity.
 - ☛ Human Intelligence (HUMINT).

TOPIC: Use of Standardized Priority Intelligence Requirements (PIR) Checklist

DISCUSSION: Units dramatically improve their non-traditional intelligence collection efforts by developing detailed PIR checklists. In OOTW PIR may be considerably different than normally expected in a combat environment. In Somalia, checklists were developed for each of the following five mission areas:

Area Assessment Checklist.

Patrol Checklist

Convoy Debrief Checklist.

Roadblock Checklist.

Airfield Security Checklist.

There are example checklists in Appendix A.

LESSON(s):

- ▶ Use of a standardized checklist can greatly enhance the intelligence collection effort and minimize train-up time.
- ▶ Units presented with non-traditional intelligence requirements should develop detailed checklists to ensure the collection effort is standardized and complete.

TOPIC: Psychological Operations

DISCUSSION: Psyops can assist the command through persuasion rather than intimidation. Through such local information programs as radio and television newscasts, and leaflet distribution, Psyops can help ensure that objectives and efforts are fully understood and supported by all.

LESSON(s):

- ▶ Psyops can help promote acceptance of a cease-fire, withdrawal of troops, and compliance with security agreements by influencing attitudes, emotions, opinions, and behavior.
- ▶ Such efforts can help counter rumors and disinformation and may even resolve some problems between the parties while the search for a long-term solution to the conflict is ongoing.
- ▶ Psyops and Public Affairs (PA) personnel must coordinate their statements. Information should be timely, correct, and complete.
- ▶ There will be psyops campaigns directed against U.S. forces that prey on the vulnerabilities of the population.

TOPIC: Negotiation and Mediation

DISCUSSION: Leaders may find themselves in the role of negotiator, mediator, and even arbitrator at the point of confrontation. If possible, negotiations on matters affecting both parties should be carried out jointly with the two sides. On occasion, relations between them may be so strained that the peacekeeper has to act as an intermediary.

A negotiator must be firm, fair and polite if he is to gain and keep the trust of both parties. The qualities required of the negotiator are mastery of detail, tact, patience, a sense of proportion, resourcefulness, objectivity and impartiality. On matters of principle he must be insistent without being belligerent. He must be careful not to pass the confidences of one side on to the other.

LESSON(s):

- ▶ Negotiations are not always successful. Agreements of all parties may or may not occur.
- ▶ Remember to remain neutral and do not allow yourself to be used by either belligerent.
- ▶ Expect some of the belligerents to negotiate in bad faith. They may attempt to twist the issues to prolong negotiations while they continue to violate peace agreements.
- ▶ Negotiations are time consuming and often frustrating. However, negotiation reduces unnecessary loss of life and offers the best long-term prospects for a final peaceful settlement. It is vital to remain impartial and courteous at all times.
- ▶ Some helpful hints for conducting negotiations are:

Familiarize yourself with the problem

- ☛ Collect all available evidence.
- ☛ Determine if the point of issue has been raised before.
- ☛ Find out what agreements or understandings have a bearing on the problem.
- ☛ Be certain of the peacekeeping force's policy on the problem.

Prepare for the negotiation

- ☛ Select and prepare a meeting place acceptable to both parties.
- ☛ Obtain adequate interpreters and communications assets.
- ☛ Secure the meeting area and delegates from attack.
- ☛ Ensure that a common map edition and scale is used by both sides and the peacekeeping force.
- ☛ Keep your headquarters informed.

Conduct Negotiations

- ☛ Remember to exchange customary salutations and courtesies.
- ☛ Introduce yourself and any advisers. Make sure all the delegates are introduced by name.
- ☛ Use some introductory small talk to make the delegates feel at ease and to assess their mood.
- ☛ Allow each side to state their case without interruption and without making any premature judgements or concessions. Make a record of the issues presented by each side.
- ☛ If one side makes a statement which is known to be incorrect, be prepared to produce evidence or proof to establish the facts.
- ☛ If there is a peacekeeping force preferred solution, present it and encourage both sides to accept it.
- ☛ Be sure to close the meeting by explaining to both sides exactly what has been agreed upon and what action they are expected to take. Be prepared to present this in writing for signatures if necessary.

TOPIC: Peace Enforcement Patrols

DISCUSSION: Peace enforcement patrols can be either overt or covert. All the normal principles of combat patrolling apply to peace enforcement patrols. They can also serve the same purpose as peacekeeping patrols, but the soldiers are not hindered by the administrative restrictions on vehicle marking and weapons restrictions. Whether patrols mounted by peace enforcers should follow the overt methods of peacekeepers must be determined by the commander based on the situation. Given the peaceful intent of peace enforcers, patrols should operate as openly as the situation allows. Force protection, as always, is a major consideration. Units will have to conduct patrols for: reconnaissance, surveillance, perimeter security, and to protect airfields. Units will have to conduct security patrols around airfields in order to keep SAMS out of range of arriving aircraft.

LESSON(s):

- ▶ Use the normal combat patrolling techniques and procedures during peace enforcement operations.
- ▶ Apply aggressive patrolling tactics to deter hostile acts by the belligerent forces.

Chapter III

PREVENTIVE MEDICINE FOR THE SOLDIER

GENERAL: There is no reason to fear the Haitian environment, and it should not adversely affect your morale if you are prepared for it, provided you take certain precautions to protect yourself.

Recent medical and dental exams should ensure that the soldier is in good health. Carry appropriate health and accident insurance documents and copies of any important medical records. Bring an adequate supply of all prescriptions and other medications as well as any necessary personal hygiene items, including a spare pair of eye-glasses or contact lenses if necessary.

Drink only bottled beverages (including water) preferably carbonated, or beverages made with boiled water. Do not use ice cubes or eat raw seafood, rare meat or dairy products. Eat well-cooked foods while they are still hot and fruits that can be peeled without contamination. Avoid roadside stands and street vendors. **BOTTOM LINE: *Eat and drink only those foods and beverages that have been approved for consumption by the command.***

Swim only in well-maintained, chlorinated pools or ocean water known to be free from pollution; avoid freshwater lakes, streams and rivers. Wear clothing which reduces exposed skin and apply repellents containing DEET to remaining areas. Sleep in well secured accommodations with bednetting as appropriate. Carry anti-diarrheal medication. Reduce problems related to sun exposure by using sunglasses, wide-brimmed hats, sunscreen lotions and lip protection. Avoid petting stray animals and do not adopt animals as pets or unit mascots. Based on operations in Somalia, soldiers that slept on the ground became ill. To help ensure that soldiers remain healthy, commanders should supply him with a cot, mosquito nets, and head nets.

TOPIC: Communicable Diseases

DISCUSSION: Communicable diseases are illnesses that can be transmitted from one person to person or from animal to person. These diseases are caused by: direct contact with infected person(s), exposure to bodily discharges, bites of animals, insects and rodents, air, food, water and milk products. Communicable diseases can be broken down into five different categories. They are: respiratory diseases (common cold and pneumonia), intestinal diseases (dysentery, cholera, typhoid, paratyphoid fevers), insect borne diseases (malaria, typhus, yellow fever, dengue), sexually transmitted diseases (syphilis, gonorrhea, chancroid, AIDS), and miscellaneous diseases (tetanus, rabies, dermatophytosis, tuberculosis). Above all, PERSONAL HYGIENE is the most important factor in the prevention of communicable diseases.

LESSON(S):

- * Control the source of the disease through:
 - ☛ Isolation of sick person (Quarantine)
 - ☛ Treatment
 - ☛ Maintain a high state of personal hygiene

- * Control means of transmission:
 - ☛ Properly ventilate living quarters
 - ☛ Purify water
 - ☛ Mess sanitation
 - ☛ Properly dispose of body waste
 - ☛ Control disease-carrying insects
 - ☛ Practice good personal hygiene

TOPIC: Respiratory Diseases

DISCUSSION: Respiratory infections account for the highest incidence of disease in the Army. While troops are affected, the highest rates of infection occur in personnel unfamiliar with the surrounding conditions.

LESSON(S): The difficulty in the prevention and control of respiratory diseases lies in the fact that most individuals are susceptible to them. Another problem is that the person transmits the disease before he/she realizes that they are infectious. The most important control measures to prevent respiratory diseases are:

- * Separate all known cases from healthy persons.
- * Quarantine and surveillance contacts
- * Immunize
- * Avoid overcrowding (minimum 55 square feet of floor space in sleeping areas)
- * Personal Hygiene

TOPIC: Personal Hygiene

DISCUSSION: Personal hygiene is the individual to safeguard his own health and the health of others. Carelessness of one member of a unit in regard to personal hygiene may lead to disease that may incapacitate the entire unit. Leaders must check soldiers daily to ensure that they are performing their personal hygiene. Personal hygiene includes but is not limited to washing the face and hands, shaving, changing uniform (or at least socks and underwear), brushing teeth, and combing hair.

LESSON(S):

- * Individual:
 - ☛ Understand and continually apply personal measures
 - ☛ Seek needed medical care
 - ☛ Do not resort to self-treatment
- * Medical:
 - ☛ Conduct instruction in personal hygiene
 - ☛ Conduct inspections of facilities and troops
 - ☛ Provide medical treatment
- * Commanders:
 - ☛ Provide and maintain facilities
 - ☛ Insure the practice of personal hygiene through inspections
 - ☛ Deploy with adequate buckets and soap so soldiers can wash personal clothing until laundry facilities are established
 - ☛ Deploy with Australian showers

TOPIC: Potable Water

DISCUSSION: Safe potable water is essential to the army. Water that is not properly treated can transmit such diseases as typhoid and paratyphoid fevers, bacillary dysentery, cholera, poliomyelitis, and common diarrhea. In some areas, water may also be the means of transmitting infectious hepatitis, schistosomiasis, and amoebic dysentery. Lessons from Operation DESERT SHIELD and DESERT STORM showed that units should use a planning factor of at least 7 gallons of water per soldier per 24-hour period.

LESSON(S): Treat the individual water supply with one iodine tablet per a quart size canteen if the water is clear, Two tablets if the water is cloudy, let stand for 5 minutes with the cap loosened and shake to permit leakage to rinse the thread around the neck. Tighten cap and let stand for 20 minutes. Calcium hypochlorite maybe used, add one ampule in one-half canteen cup of water, dissolve, then pour one canteen cap of the solution in the canteen shake and let stand for 30 minutes.

WATER CONTAINERS: The best containers for small quantities of water (5 gallons) is plastic water cans. Water in plastic cans will be good up to 72 hours, compared to metal which will only be good for 24 hours. However, you should change the water in your canteen at least every 24 hours. Water in trailers, if kept in the shade, will last up to 5 days. If the temperature outside exceeds 100o F, the temperature of your water must be monitored, and when it exceeds 92o F, it should be changed, as bacteria will multiply. If not changed, you will end up with a case of diarrhea. Ice in containers will keep water cool. If ice is put in the water trailers, the ice in it must be removed before the trailer is moved as the floating ice may destroy the inner protection of the trailer.

TOPIC: Malaria

DISCUSSION: Malaria is widespread throughout Haiti. It is a serious disease which is spread through the bite of the female anopheles mosquito. Reports from operations in Somalia indicate that antimalarial medications may be harmful to an unborn fetus. Pregnant soldiers should consult their physicians before taking the medication. Post deployment follow-up consultation and treatment is also recommended.

LESSON(S):

To protect soldiers, units should:

- * Destroy mosquitoes and the control of breeding areas, by draining standing water
- * Screen troop areas
- * Locate camps away from infested areas
- * Use sprays and aerosol dispensers NSN 6840-00-253-3892 and NSN 6840-00-823-7849
- * Ensure soldiers use netting at night
 - ☛ wear protective clothing
 - ☛ Use chemical repellents
 - ☛ Take antimalarial medication

TOPIC: Heat Injuries

DISCUSSION: The most frequently encountered types of heat injury are heat exhaustion and heat cramps. Less common, but of greater significance is heat stroke. Causes of most heat injuries are the loss of salt and water from the body, failure of the sweat mechanism with a resulting increase of body temperature (heat stroke).

Heat cramps are primarily caused by excessive loss of salt from the body. The symptom is extremely painful contraction of the voluntary muscles, especially in the abdomen.

Heat exhaustion is caused by excessive loss of water and salt from the body. The symptoms include profuse perspiration, pallor of the skin, low blood pressure and other manifestations of peripheral circulatory collapse, soldiers may also complain of headache, mental confusion, drowsiness, extreme weakness, vomiting, and visual disturbances.

Heat stroke IS A MEDICAL EMERGENCY. Symptoms are extreme high body temperature, total absence of perspiration or sweating, skin which is red and hot to the touch, and the individual is usually in a profound coma. Heat stroke is a breakdown in the body's heat regulating mechanism. Individuals who have not been acclimatized are especially prone to heat stroke.

LESSON(S): Prevention of heat injury involves the application of measures for increasing the resistance of exposed persons and reducing the exposure as much as practicable. The following are ways to prevent heat injuries:

- ☛ Encourage soldiers to drink water, thirst is not a good indicator of a heat injury
- ☛ Encourage proper salt intake - do not use salt tablets
- ☛ Gradually acclimatize soldiers to hot climates
- ☛ Maintain the best physical condition of personnel
- ☛ Tailor work schedules to fit the climate
- ☛ Protect soldiers from the environment by ensuring they wear loose clothing to permit air circulation
- ☛ Take frequent rest breaks - in the shade if possible
- ☛ Educate personnel to recognize early signs, take appropriate action, and apply effective first aid.

TOPIC: Field Sanitation

DISCUSSION: The role of field sanitation (ref: AR 40-5, FM 21-10) is to aid the unit in protecting the health of troops. Field sanitation concerns itself with the basic responsibilities of:

Personal hygiene and protective measures
Water supplies
Mess sanitation
Waste disposal
Insect and rodent control
Troop education

LESSON(S): Methods for field sanitation include the following:

- ☛ Plan for garbage/rubbish disposal by burial or incineration
- ☛ Plan for liquid waste disposal. Use soakage pits, soakage trenches and evaporation beds
- ☛ Plan for body waste disposal. Use cat-hole latrine for marches, straddle trench for 1-3 day bivouac sites, deep pit latrine for temporary camps, burn-out latrines and soakage pits for urinals
- ☛ Plan to take lime with you

Latrines must be located at least 100 meters from unit messes and at least 100 meters from any water source. Garbage must be buried at least 100 feet from any water source.

APPENDIX A

Checklists

Area Assessment Checklist

A standardized checklist can enhance the intelligence collection effort and minimize train-up time for S2 sections. The area assessment checklist below was developed by U.S. forces during Operation RESTORE HOPE in Somalia to enhance the intelligence collection effort during operations other than war. For additional guidance see Appendix B, FM 41-10, Civil Affairs Operations. Use the following checklist as a guide to develop a standardized area assessment checklist for operations in the area of responsibility (AOR).

- * Where are the refugees originally from?
What is the size of the original population?
What is the size of the area and population that the village services in the surrounding countryside?
What is the size of the refugee population?
Why did they come here?
What is the relationship of the village with the surrounding villages?
Are they related?
Do they support each other?
Are they hostile towards each other?
Is any portion of the village population discriminated against?
- * What is the food and water status of the village?
Where do they get their food?
What other means of subsistence is available?
Are the villagers farmers or herders?
What is the status of their crops/herds?
What is the quality of the water source?
- * What is the medical status of the village?
What services are available in the village?
What is the location of the nearest medical facility?
Is there evidence of illness and/or starvation?
What portion of the population is affected?
What is the death rate?
What diseases are reported in the village?
- * What civilian organization exist in the village?
Who are their leaders?

- * What civil/military organizations exist in the village?
Who are their leaders?
- * What organization/leadership element does the general population seem to support or trust the most?
Which organization seems to have the most control in the village?
- * What UN relief agencies operate in the village?
Who are their representatives?
What services do they provide?
What portion of the population do they service?
Do they have an outreach program for the surrounding countryside?
- * What is the security situation in the village?
What element(s) is the source of the problems?
What types and quantities of weapons are in the village?
What are the locations of minefields?
- * What commercial or business activities are present in the village?
What services or products do they produce?
- * Determine the groups in the village that are in the most in need.
What are their numbers?
Where did they come from?
How long have they been there?
What are their specific needs?
- * What civic employment projects would the village leaders like to see started?
- * Determine the number of families in the village.
What are their names (family)?
How many in each family?
- * What food items are available in the local market?
What are the cost of these items?
Are relief supplies being sold in the market?
If so, what items, what is their source, and what is the price?
- * What skilled labor or services are available in the village (non HRA)?
- * What is the size of any transient population in the village?
Where did they come from and how long have they been there?

Checkpoint and Roadblock Priority Intelligence Requirement (PIR) Checklist

The force can gain valuable intelligence information while operating checkpoints. The checklist below was developed during operations in Somalia to help standardize the intelligence collection effort. This list is not all inclusive but gives suggestions into many areas of importance at checkpoints and roadblocks.

- ✓ Report number and type of vehicles stopped.
- ✓ Report identifying markings, license plate numbers, and a description of the vehicle.
- ✓ Report number of passengers in the vehicle.
- ✓ Report age and sex mix of passengers.
- ✓ Report type and quantity of cargo.
- ✓ Report point of origination and destination of vehicle.
- ✓ Report stated reason for travel by passengers.
- ✓ Report any weapons found in the vehicles.
- ✓ Report any sightings of weapons or bandits by passengers.
- ✓ Report condition of passengers (general health, dress, and attitude).
- ✓ Report anything unusual reported by passengers.

Convoy Debrief Checklist

The use of a standardized checklist can greatly enhance the intelligence collection effort and minimize train-up time. Units presented with non-traditional intelligence requirements should develop a detailed checklist to ensure the completeness and standardization of the collection effort. Use a convoy checklist to debrief convoy personnel to ensure the standardization of the intelligence collection effort. Use the following checklist as an example.

- ✓ Use a SALUTE report when reporting the size, activity, location, unit, time, and equipment of belligerents seen during a convoy.
- ✓ Report any changes in road conditions (pot holes, collapsed culverts, damaged bridges).
- ✓ Report acts of violence directed towards the convoy (aiming of weapons, rock throwing, location and number of personnel).
- ✓ Report incidents of hostile intent by civilians directed toward the convoy (shouting, jeering, impeding operations, number of personnel, nature of incident, location).
- ✓ Report incidents of shots fired at or around a convoy (location, number of personnel, type weapons, action taken, casualties).
- ✓ Report incidents of convoys being stopped by or harassed by roadblocks (location, number of personnel, nature of incident, action taken).
- ✓ Report thefts from convoys (items taken, description of thief, location, action taken).

Patrol Checklist

The patrol checklist below was developed during operations in Somalia to standardize the intelligence collection effort. Use this example to develop an appropriate checklist for operations in the AOR.

1. BELLIGERENTS PRIORITY INTELLIGENCE REQUIREMENTS:

Will the belligerents interfere with US operations? If so, how and under what circumstances?

a. Indicators:

- (1) Anti-US demonstrations
- (2) Hostile or uncooperative behavior towards US forces
- (3) Stealing or destroying US equipment or property
- (4) Presence of enemy weapon and supply caches
- (5) Attacks on US forces
- (6) Disruptions of humanitarian relief agency (HRA) operations

b. Security Operations Reports:

- (1) Report anti-US graffiti, picket signs, leaflets, or derogatory speeches made by Somalis
- (2) Report gatherings of Somalis (10 or more)
- (3) Report the establishment of road blocks or control points by Somalis
- (4) Report attempts to impede or disrupt US operations
- (5) Report losses of equipment and supplies
- (6) Report possession of US equipment or property by Somalis
- (7) Report all weapons (type, quantity, condition) and supply caches found
- (8) Report all attacks (direct fire, indirect fire and rock throwing, etc.) on US forces
- (9) Report sightings of Somali trucks with external fuel tanks
- (10) Report sightings of any armed Somali forces (vehicles with mounted weapons and dismounted groups of 5 or more)
- (11) Report sightings of weapons systems to include APCs, tanks, artillery, mortars, AAA guns, and AT guns
- (12) Report locations of minefields and indications of mines being used as booby traps)
- (13) Report attempts to interfere with or disrupt humanitarian relief agency (HRA) operations
- (14) Report location and size of refugee camps
- (15) Report changes in the conditions or activities within refugee camps and villages
- (16) Report all encounters with civilians. Determine feelings, attitudes towards US forces
- (17) Report names of known or suspected clan leaders/elders
- (18) Report known or suspected existences of inter- and intra-clan rivalries

2. GENERAL POPULATION PIR:

What is the status and condition of the general population?

a. Indicators:

- (1) Requests from civilian population for food, water, or medical sup
- (2) Civilians appearing in need of food or medical attention
- (3) Presence of food and water supplies
- (4) HRA operations in area

b. SORs:

- (1) Report all requests from the civilian population for food, water, or medical attention
- (2) Report civilians appearing in need of food or medical attention
- (3) Report civilians complaining of robberies, violence, or acts of intimidation
- (4) Report HRAs operating in area; include POC and location
- (5) Report supplies of food and water; include livestock
- (6) Report general attitude of population about US presence
- (7) Report general daily activities
- (8) Report approximate size of villages
- (9) Report age distribution of population
- (10) Report names of English speaking civilians
- (11) Report all changes in daily routines of the population
- (12) Report primary means of income
- (13) Report means of transportation available
- (14) Report road conditions/trafficability

Airfield Security Checklist

The airfield security checklist below was developed during operations in Somalia to standardize the intelligence collection effort. Use this checklist as an example to develop an airfield security checklist for operations in the AOR.

1. PRIORITY INTELLIGENCE REQUIREMENTS:

Will the belligerents attempt to gain unauthorized entry onto the US base? If so, when, where, how, and for what purpose.

a. Indicators:

- (1) Hostile or uncooperative behavior towards US forces.
- (2) Stealing or destroying US equipment or property.
- (3) Presence of enemy weapons and supply caches.
- (4) Attacks on US forces.

b. Security Operations Reports:

- (1) Report unauthorized Somalis on the airfield complex.
- (2) Report the establishment of road blocks or control points by Somalis.
- (3) Report attempts to impede or disrupt US operations.
- (4) Report losses of equipment and supplies.
- (5) Report possession of US equipment or property by Somalis.
- (6) Report all weapons (type, quantity, condition) and supply caches found.
- (7) Report all attacks (direct fire, indirect fire and rock throwing, etc.) on US forces.
- (8) Report sightings of any armed Somali forces (vehicles and dismounted groups).
- (9) Report sightings of weapons systems to include APCs, tanks, artillery, mortars, AAA guns, and AT guns.
- (10) Report locations of booby traps.
- (11) Report civilian vehicles (type vehicle, cargo, number of personnel, weapons).

Base Defense Plans

The following checklist was developed by the Quick Reaction Force (QRF) during operations in Somalia. It was use to ensure that all bases and installations had a good defensive plan. It was also used to provide necessary information to subordinate leaders in the QRF that might of had to react to a crisis. The checklist is a modification of the checklist found in FM 90-12, Base Defense. These examples are based on the warn, deny, detect, delay, and destroy response guidance provided in the FM. Use the checklist provided below and the checklist from FM 90-12 as guidelines when developing a checklist for operations in the AOR.

BASE DEFENSE INFORMATION

BASE _____ DATE _____
COMMANDER OF BASE: _____

UNITS WITHIN BASE	POC/CDR	CALLSIGN/PHONE#
_____	_____	_____
_____	_____	_____
_____	_____	_____

BASE DEFENSE OPERATIONS CENTER LOCATION _____
TELEPHONE NO./CALLSIGN/FREQUENCY _____
HELIPAD LOCATION/CAPABILITY _____
DEFENSIVE RESPONSIBILITIES OF EACH UNIT:

UNIT	RESPONSIBILITY
_____	_____
_____	_____
_____	_____
_____	_____

ADDITIONAL BASE DEFENSE FORCES:

OIC/NCOIC	MEMBERS	UNIT	WEAPONS/EQUIP
_____	_____	_____	_____
_____	_____	_____	_____

ASSEMBLY AREA _____
SIGNAL FOR ASSEMBLY _____
DATE BASE DEFENSE DRILL LAST TESTED _____

CREW-SERVED FIGHTING POSITIONS ASSIGNED:

POSITION	PERSONNEL	WEAPON	RANGE CARD
_____	_____	_____	_____
_____	_____	_____	_____

(INCLUDE DEFENSIVE SECTOR SKETCH AS AN ENCLOSURE)

TENANT UNIT RESPONSE FORCES:

FORCES _____
POC/CDR _____
LOCATION _____
DATE LAST COORDINATION MADE _____

BARRIERS AND OBSTACLES:

TYPE	LOCATION
_____	_____
_____	_____

(INCLUDE OVERLAY)

LP AND OP PLACEMENT:

LOCATION	WHEN OCCUPIED	COMMUNICATIONS
_____	_____	_____
_____	_____	_____

STANDARD REPORT FORMAT AND TIMES: _____

RECONNAISSANCE AND SURVEILLANCE: (INCLUDE ROUTE, CALLSIGN AND FREQUENCY, RECOGNITION SIGNALS, DEPARTURE AND REENTRY POINT, REACTION PLAN, INSTRUCTIONS TO GUARD POST)_____

(INCLUDE OVERLAY)

ACCESS PROCEDURES_____

(INCLUDE PROCEDURES AND ACCESS ROSTER FOR ACCESS TO THE BASE AND THE CONTROLLED AREAS WITHIN THE BASE. ALSO INCLUDE CIVILIAN AND LOCAL NATIONAL ACCESS PROCEDURES AND EXAMPLES OF ACCESS BADGES)

INDIRECT FIRE SUPPORT AVAILABLE FOR BASE DEFENSE:

UNIT	WEAPONS	HOW CONTACTED	LAST COORDINATION
_____	_____	_____	_____
_____	_____	_____	_____

CONTROL MEASURES:_____

DIRECT FIRE AIR SUPPORT AVAILABLE FOR BASE DEFENSE:

UNIT	WEAPONS	HOW CONTACTED	LAST COORDINATION
_____	_____	_____	_____
_____	_____	_____	_____

CONTROL MEASURES: _____

INTERNAL REACTION TEAM BATTLE DRILL FOR REACTING TO FIRE FROM
WITHIN THE BASE PERIMETER _____

RULES OF ENGAGEMENT (INCLUDE ANNEX AND VIGNETTES) _____

CROWD CONTROL PROCEDURES/GRADUATED RESPONSE PROCEDURES _____

LINKUP AND IDENTIFICATION PROCEDURES FOR SUPPORTING OR
REINFORCING FORCES: _____

ADJACENT BASE COORDINATION:

BASE ORGANIZATION	LOCATION	DATE LAST COORD
_____	_____	_____

COALITION SUPPORT:

POC	SPT AVAILABLE	HOW CONTACTED	DATE LAST COORD
_____	_____	_____	_____
_____	_____	_____	_____

TACTICAL COMBAT FORCE:

COMMANDER/POC

SUPPORT AVAIL

LAST COORD

MEDICAL FACILITIES AND EVACUATION:

MEDICAL FACILITY

LOCATION

CALLSIGN/PHONE#

EVACUATION MODE

UNIT

HOW CONTACTED

COMMANDERS LOCATION:_____

CALLSIGN/FREQUENCY/TELEPHONE #_____

PERSONNEL AUTHORIZED TO ACT OR SIGN FOR THE COMMANDER OF BASE:

SIGNALS AUTHORIZED:

GROUND ATTACK:_____

ASSEMBLE ALL BASE DEFENSE FORCES:_____

OTHERS_____/_____/_____