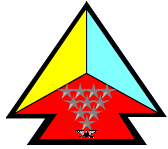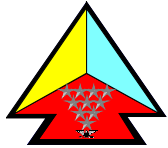# Company Intelligence Support Team

"CoIST"

MAJ W. Bryan Green

william.b.green@us.army.mil

References
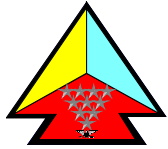
- ST 2-22.7 (FM 34-7-1) Tactical HUMINT and CI Operations, Apr 02

- FM 2-91.4 Intelligence Support to Operations in the Urban Environment, Aug 05

- MNC-I Passive HUMINT Collection TTP, 1 Aug 04

- 2-91.6 Small Unit Support to Intelligence, Mar 04

- X-File 2-1.1 MCWL Company Intelligence Cell in SASO, undated

- ST2.91-1 (FM 34-7/ST) Intelligence Operations in SASO, Final Draft, Jul 01

- FM 3-24 Counterinsurgency, Dec 06

*COMBINED ARMS... DECISIVE VICTORY*

Why is Company Intel Important?

- **Every Soldier is a sensor**
  - **On-scene intelligence (HUMINT)**
- **US Joint Doctrine definitions**
  - Counterinsurgent – 6 actions
    - Military
    - Paramilitary
    - Political
    - Economic
    - Psychological
    - Civil Actions
  - **Insurgent – 2 actions**
    - **Subversion**
    - **Armed conflict**
- **"Think to contact"**

Key Questions

- **What information does the Company and Battalion need for planning and targeting?**

- **What information does the company need to be successful?**

- **How does the company focus eyes and ears on finding that information during the execution of all operations?**
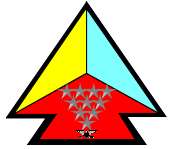
Mission

- **Reduce uncertainty — aid Commander's decision making**
  - **Focus collection assets/effort**
  - **Glean intelligence from information gathered**
  - **Recommend COAs**
  - **Disseminate intelligence**
    - **Within – Lateral – Higher**
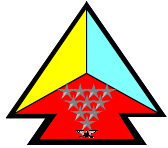- **Analysis filter for raw data**

Purpose

- **Assists the Company by:**
  - **Developing and maintaining SA → Predictive Analysis**
  - **Recommending both lethal and non-lethal COAs, determine 2nd and 3rd order effects**
  - **Develop information requirements (PIR/SIR/SOR)**
- **Facilitate flow of information to/from the Company elements and the Battalion S2**
  - **Answering higher HQ CCIR**
- **Turn information into INTELLIGENCE**
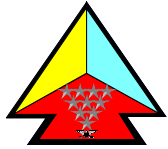
COMBINED ARMS... DECISIVE VICTORY
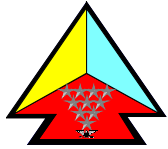
Functions

- Supervise the collection effort — Company ISR plan
- Establish patrol prebriefing/debriefing process for actions within the company AO
- Develop IR — Coordinate with the commander to task collection
- Ensure proper equipment and training for assigned mission
- Process, analyze, and organize information
- Identify and understand:
  - Patterns and trends
  - Threat TTPs
  - Threat organizational relationships
  - "Terrain" (in a COIN environment)
    - Population
    - Infrastructure
    - the actual Terrain
  - Battlefield effects
- Produce company level intelligence products
  - Intelligence summaries
  - Enemy (and friendly) activity overlays
  - Situational maps
  - Link analysis diagrams

- Continually update company IPB
  - Develop and maintain analytical tools
- Advise the commander on use of intelligence in operations
- Coordinate or contribute to the targeting process
  - FSO should be collocated with Cell
- Describe potential environmental advantages and limitations
- Ascertain enemy strengths to be avoided

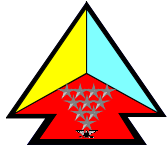*COMBINED ARMS... DECISIVE VICTORY*

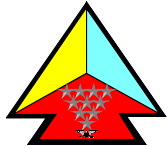# Fusion – A Holistic View
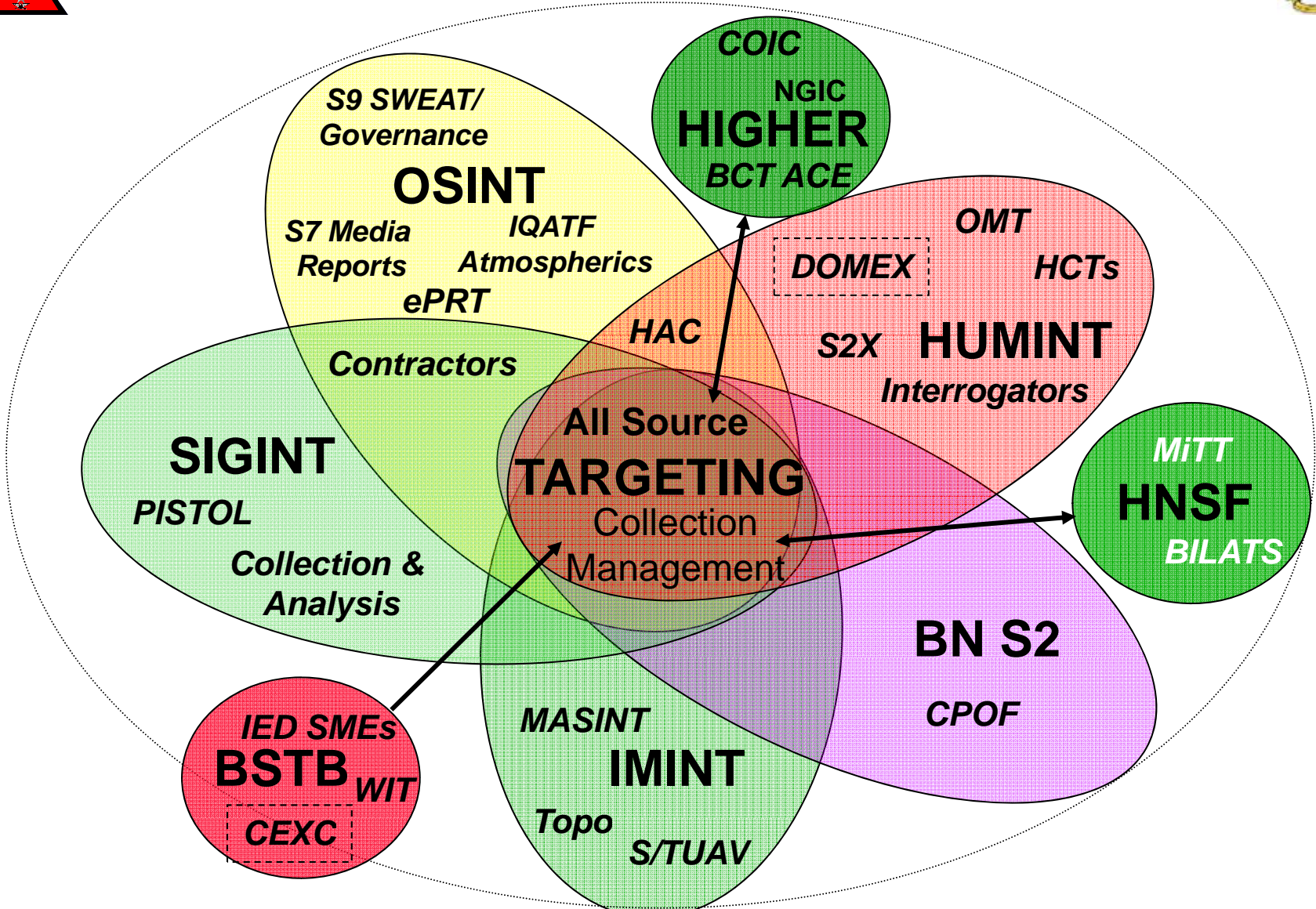
Establishing a Company Cell

- Minimum effort should include:
  - Identify information requirements
  - Methods for pulling information from the unit
  - Identify methods for performing analysis
  - Report information higher

- **Picking the right people for the cell is essential!**
  - **Credibility and Capability**
  - **2 or 12 – How many pax do you need?**

COMBINED ARMS... DECISIVE VICTORY

Establishing a Company Cell

- **Identify Information Requirements**
  - **Bn Information Requirements (IR)**
    - **Bn Priority Intelligence Requirements (PIR)**
    - **Bn Specific Information Requirements (SIR)**
      - **Passed to Companies to help answer Bn PIR**
  - **Company IR/PIR**
    - **Co SIR**
      - **Created at Companies to help answer both Bn and Co PIR**
  - **Develop area and topic checklists**

Establishing a Company Cell

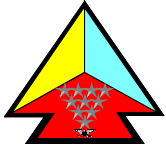**How will you <u>pull</u> information from subordinates?**

- **Debriefings — Requires effective prebriefing related to specific information requirements**
- **Checklists**
- **Taskings (subordinate elements)**
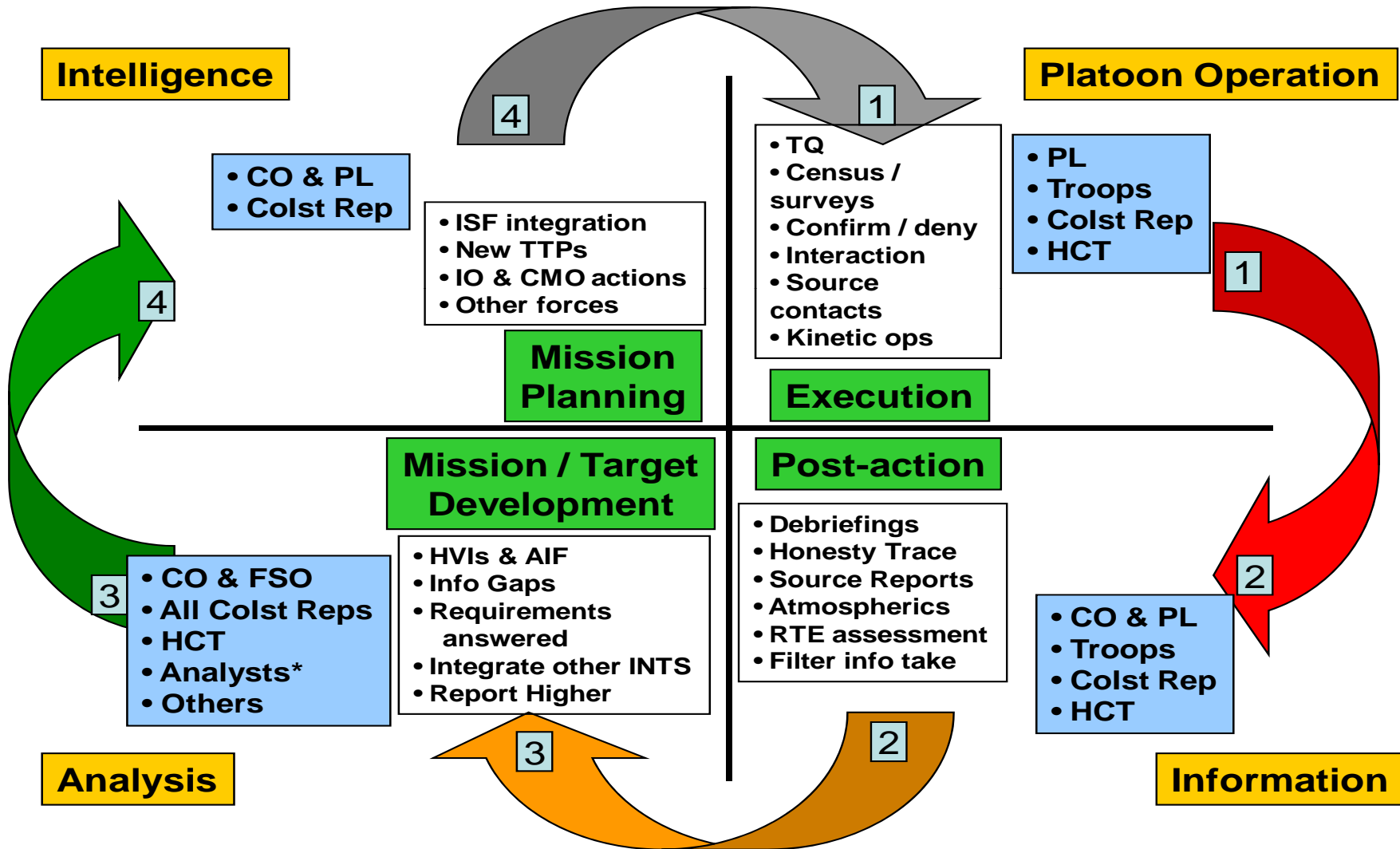
Identify methods for performing analysis

- **Diagrams, Matrices, Charts, Overlays**
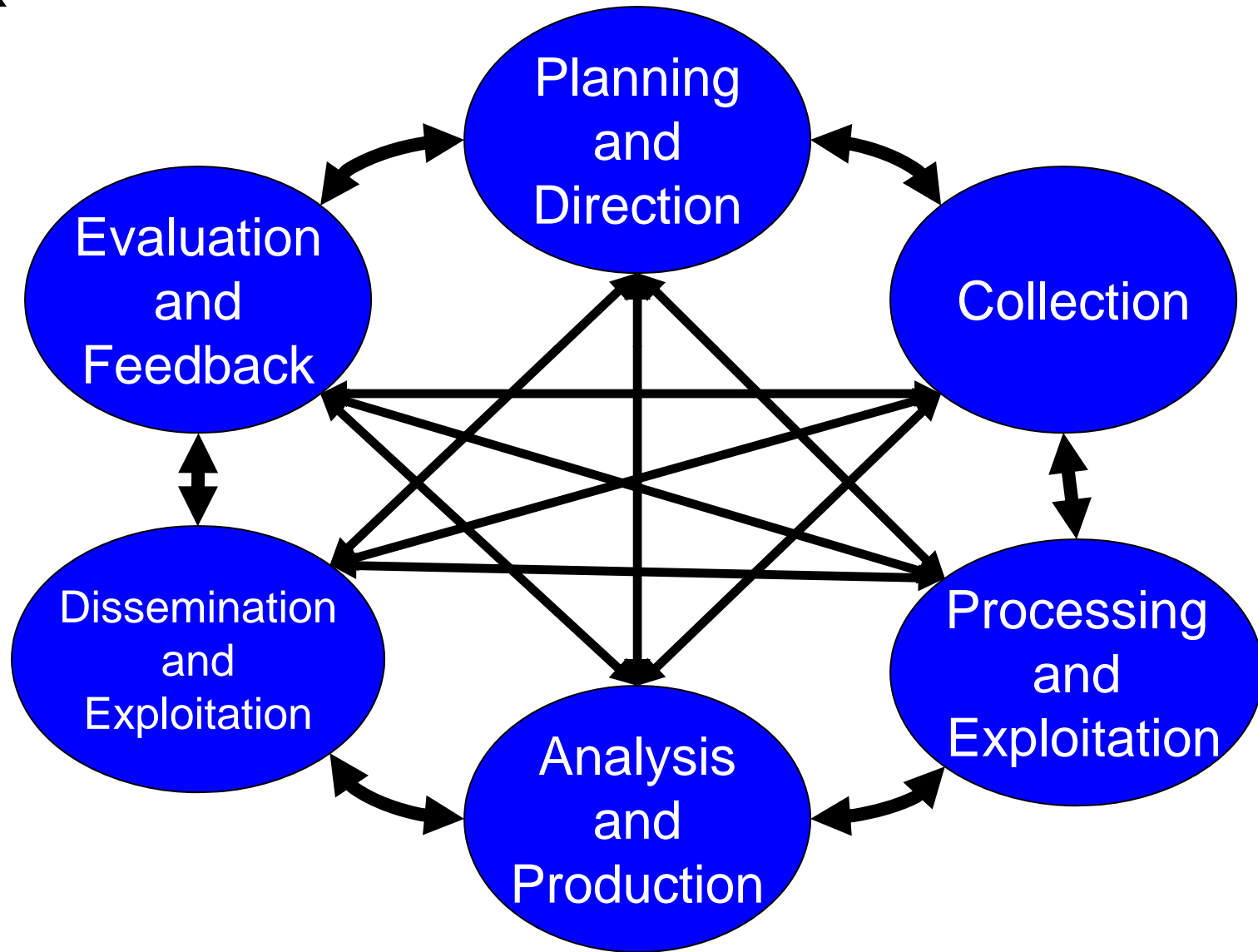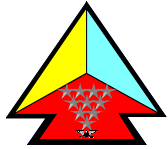
Report information higher —

- **Standardized formats**
- **Methods for reporting**
  - **Time – Battle Rhythm**
  - **Means – Electronically, secure voice, courier, etc**
  - **How will you "database" it?**
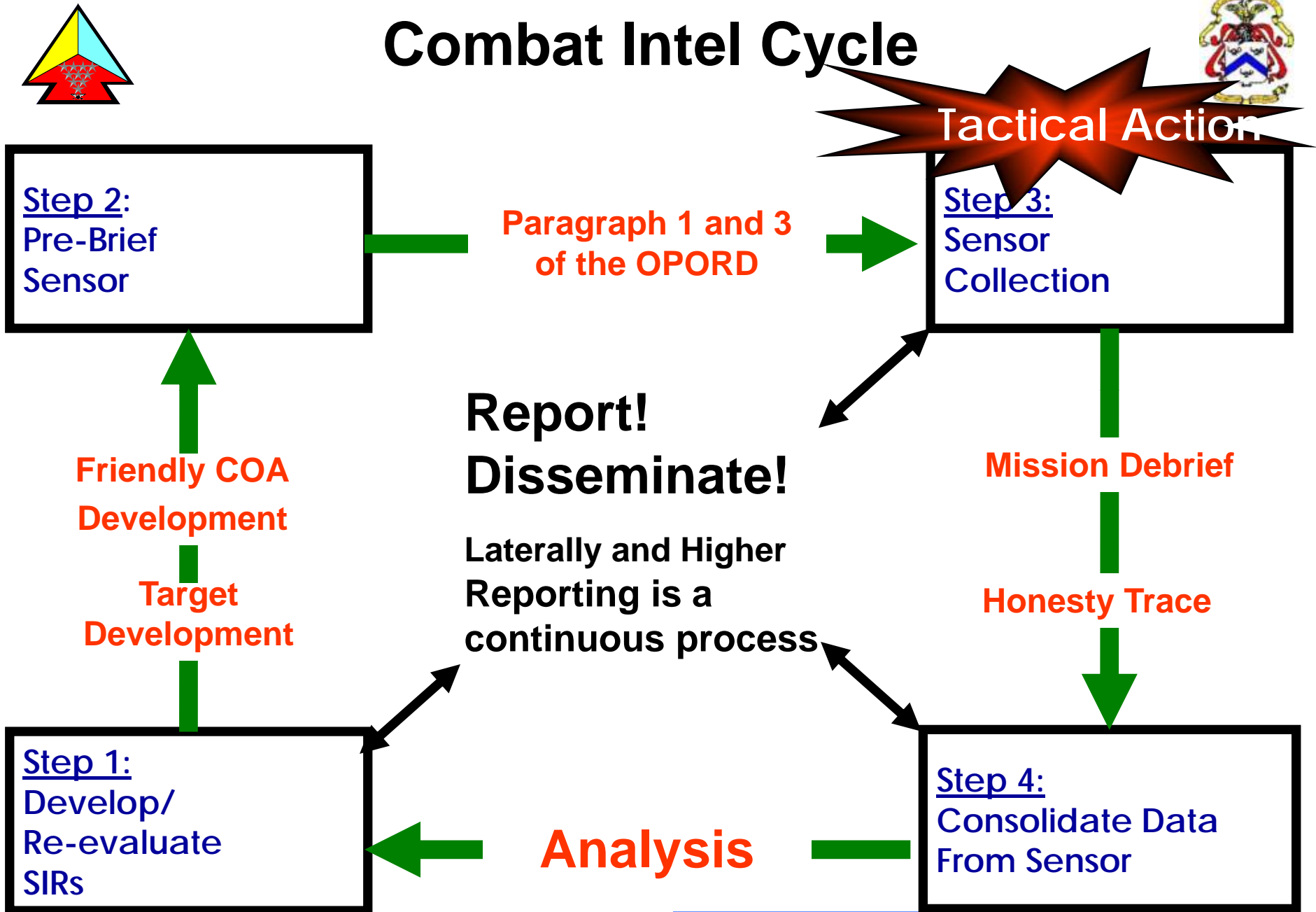- **What is the LTIOV?**

COMBINED ARMS... DECISIVE VICTORY

The Process

Intelligence

- CO & PL
- ColSt Rep

4

- ISF integration
- New TTPs
- IO & CMO actions
- Other forces

Mission Planning

4

Platoon Operation

1

- TQ
- Census / surveys
- Confirm / deny
- Interaction
- Source contacts
- Kinetic ops

- PL
- Troops
- ColSt Rep
- HCT

1

Execution

Post-action

2

- Debriefings
- Honesty Trace
- Source Reports
- Atmospherics
- RTE assessment
- Filter info take

Mission / Target Development

- HVIs & AIF
- Info Gaps
- Requirements answered
- Integrate other INTS
- Report Higher

3

3

- CO & FSO
- All ColSt Reps
- HCT
- Analysts*
- Others

Analysis

2

- CO & PL
- Troops
- ColSt Rep
- HCT

Information

COMBINED ARMS... DECISIVE VICTORY

Intelligence Cycle

Combat Intel Cycle

Tactical Action

Step 2:
Pre-Brief
Sensor

**Paragraph 1 and 3
of the OPORD**

Step 3:
Sensor
Collection

Report!
Disseminate!

**Friendly COA
Development**

Mission Debrief

**Target
Development**

**Laterally and Higher
Reporting is a
continuous process**

Honesty Trace

Step 1:
Develop/
Re-evaluate
SIRs

Analysis

Step 4:
Consolidate Data
From Sensor

COMBINED ARMS... DECISIVE VICTORY

CoIST 18 Nov 2008
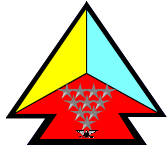
Developing and Answering Requirements

These are your Operations

This comes from higher

Actions, Activities, Events, Personnel – Your analysis

Tell Troops what to look for – Be specific

Taskings and/or Requests

These are your answers

PIR → **Indicators** → **SIR**

Indicators → **SIR**, **SIR**

SOR, **SOR**, **SOR**, **SOR**, **SOR**

SIR Not Answered

Indicators`

SIR Answered

SIR Answered

Indicators

PIR Partially Answered
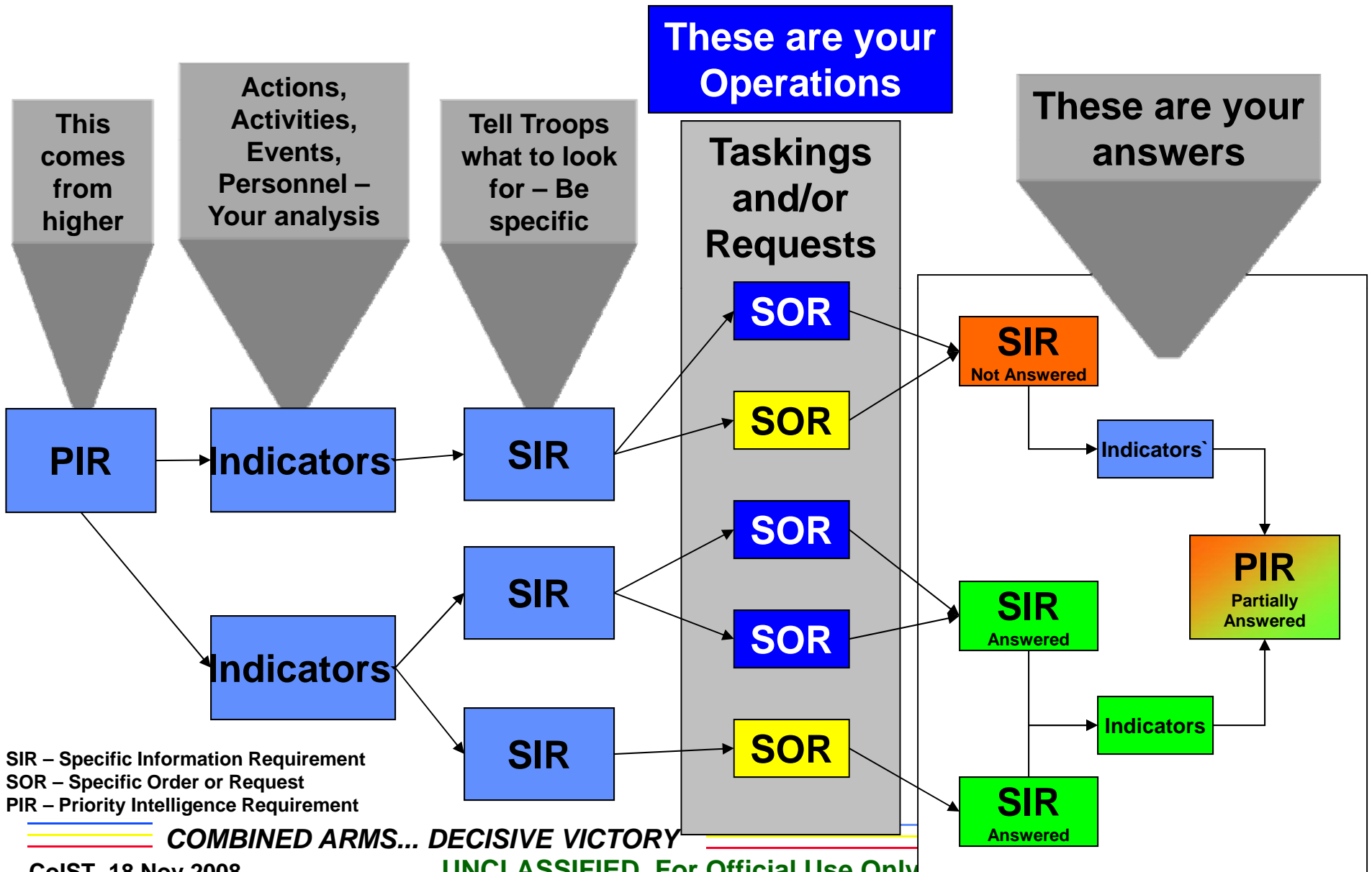
SIR – Specific Information Requirement
SOR – Specific Order or Request
PIR – Priority Intelligence Requirement

COMBINED ARMS... DECISIVE VICTORY

CoIST Briefing Focus

- **Is the focus on kill/capture?**

  or is the focus *influence targeting*?

- **Focus on the Population — what are we looking for?**

- **Focus on basic means available at a company level**
  - **Predominantly non-technical TTP to Find and Fix**
  - **Provides supporting detail to technically driven Find and Fix TTPs**

Mission Planning

Prerequisites—Root Causes

- **Vulnerable Population**
- **Charismatic Leadership Available to Provide Direction**
- **Lack of Government Control**

- Political
- Social
- Economic
- Racial
- Religious

"It was better under Saddam"

"The Kurds will demand their own state"

"Israel will dominate the region"

"The U.S. is trying to destroy Islam"

"My tribe or clan affiliation no longer guarantees a job"

"You'll die if you assist the Americans"

"We must enforce traditional dress and customs"

"The sheiks have lost influence"

"American soldiers are raping Muslim women"

"Iran will run Iraq through Shia in the government"

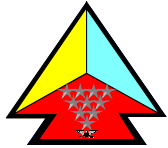*"any 'best cause' at any moment in the struggle… can attract the largest number of supporters and repel the minimum of opponents."*   - David Galula

COMBINED ARMS... DECISIVE VICTORY

Insurgent Dynamics and Population Motivation

AQI Endstate
"Islamofacists" want
religious dictatorship
Want CF out

Shia/Sunni Militias
Want to consolidate
or protect power
Want CF out

Rejectionist Endstate
Want return to power,
fight for relevancy
Want CF out

What is the Root Cause in your neighborhood?

How do the Leaders communicate and pass the word? Tea shops, tribal council meetings, mosques, cell phones

**Imams?** Mosques, during charity events for IDPs, Religious Events

Merchants? On the corners in market where they gather to smoke and eat

Outspoken Tribal members? Tea shops, graffiti, radio

Other methods? Internet, Graffiti, Satellite TV, Political or Religious Events

What motivates the Population to support the insurgency in your AO and on your flanks?

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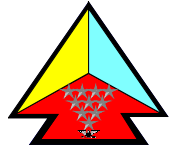
FM 3-24 Insurgent Vulnerabilities

- **Insurgents' need for secrecy**
- **Inconsistencies in message**
- **Need for base of operations**
- **Need for external support**
- **Need for financial resources**
- **Need to maintain momentum**
- **Internal Divisions**
- **Informants**

Think Green

Think Gray

Think Red

COMBINED ARMS... DECISIVE VICTORY

Company Cell Physical Layout

- **Must be functional and accessible to all**
  - ## Company and Platoon leadership
  - ## Patrol leaders
  - ## Other key personnel
- **Should be visual**
  - ## Maximize wall space
  - ## Display maps and products
- **"Drive-by" layout**
  - **The Cell should "brief" itself**

Example Board / Status Charts

- **Mission**
  - **Higher HQ and Company**
  - **Future / proposed Company missions**
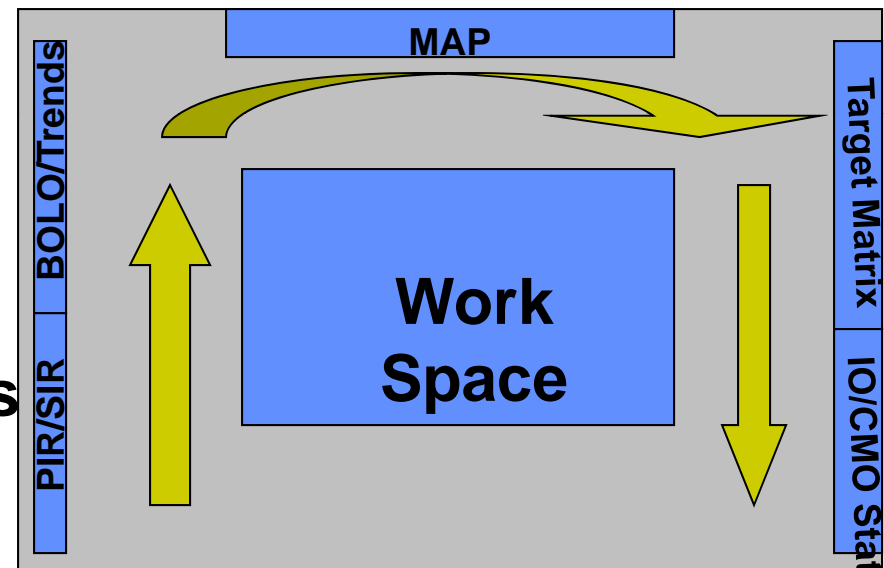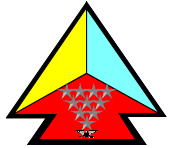- **Higher HQ and Co Commander intent/guidance**
- **Task Organization – current and future**
- **Commanders IR (CCIR, PIR, SIR)**
  - **Company and Higher HQ**
- **Specified, implied, and mission-essential tasks**
- **Unit locations and activities**
- **Combat power and status of assets**
- **Synchronization Matrix**

- **Enemy Situation**
  - **Contacts, location, movement**
  - **Identity**
  - **BDA (Might include Detainee/EPW status)**
- **Targets (HVT / HPT)**
- **Significant activity (SIGACTS)**
- **Light and weather data**
- **EEFI**
- **Signal Operating Instructions data**
- **Supply status**
- **Analytical Materials**
  - **Pattern and Link Diagrams, BOLO lists, etc.**
  - **Imagery, Overlays, etc.**

COMBINED ARMS... DECISIVE VICTORY

Analysis

Analytical Tools
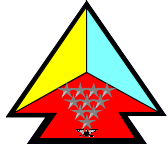
- Tools are <u>NOT</u> analysis
- Analysis is a mental process
- Tools and techniques help the analyst comprehend complex situations
- Analytical tools present a graphic or semi-graphic representation of a set of facts or a situation

Analytical Methods

- Tracking methods
  - Maps/Imagery
  - Files
- Pattern Analysis
  - Time Event Charts
  - Diagrams, Tables, Lists
- Predictive Analysis
- Association Analysis
  - Association Matrix
  - Link Diagrams

Link Analytical

- Link Analysis shows combinations of:
  - Persons
  - Events
  - Activities
  - Organizations
- Link Analysis Tools
  - Association Matrix – who knows who
  - Activities Matrix – who does what
  - Link Diagrams – how they are connected
  - Time Event Charts – chronology of events

Pattern Analysis
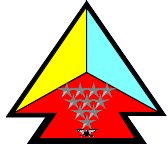
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		
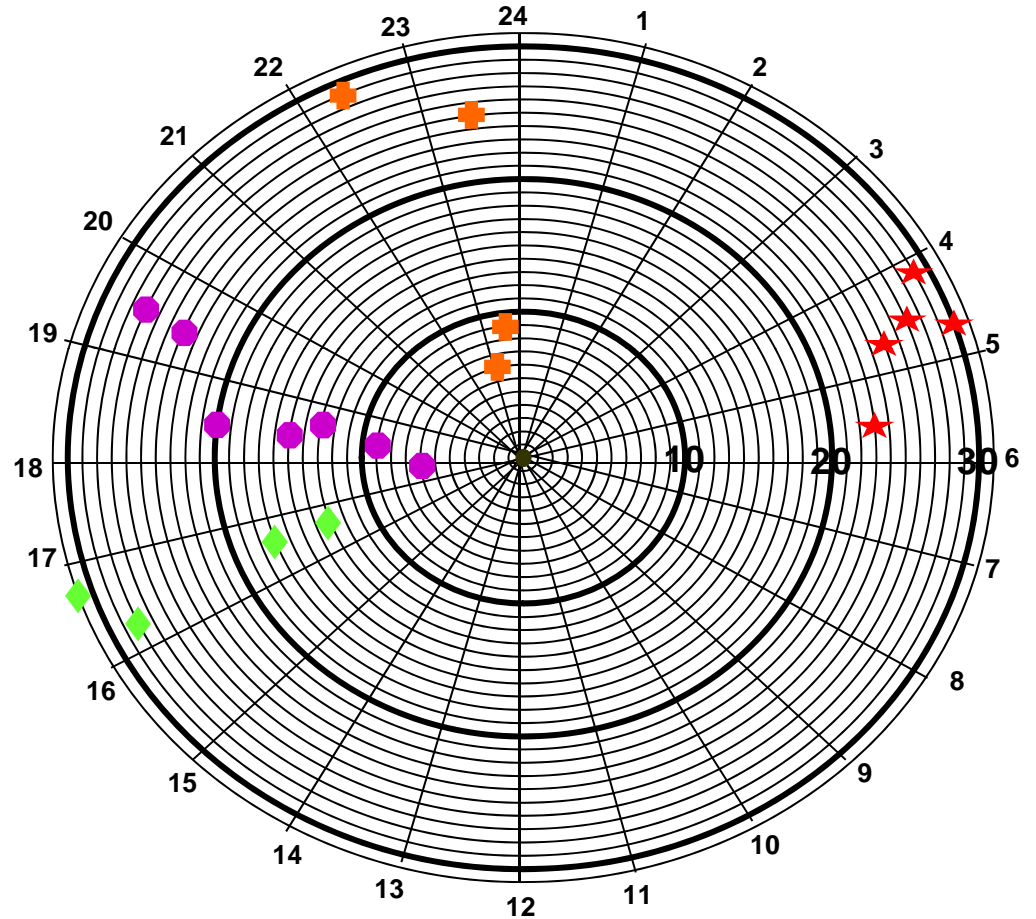
LEGEND

A: AMBUSH ●

B: BOMBING ★

M: MURDER ◆

K: KIDNAP ✚

COMBINED ARMS... DECISIVE VICTORY

CoIST 18 Nov 2008

Predictive Analysis

1 SEP	
2 SEP	1
3 SEP	1
6 SEP	3
7 SEP	1
10 SEP	3
11 SEP	1
12 SEP	1
16 SEP	4
17 SEP	1
18 SEP	1
20 SEP	2
21 SEP	1
24 SEP	3
25 SEP	1

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
X	X	X			X	X			X	X	X				X	X	X		X	X			X	X

Sat	Sun	Mon	Tue	Wed	Thu	Fri
X	X	X			X	X
		X	X	X		
	X	X	X		X	X
		X	X			

1.9 Days average

TBA/F

COMBINED ARMS... DECISIVE VICTORY

Association Analysis
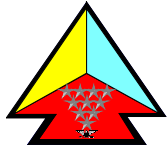
- ## Link Analysis is used to depict any combination of contacts between:
  - ### Persons
  - ### Events
  - ### Activities
  - ### Organizations
- ## Link Analysis Tools
  - ### Association Matrix – who knows who
  - ### Activities Matrix – who knows what
  - ### Link Diagrams – how are they associated/connected
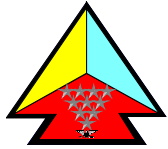 - ### Time Event Charts – chronology of events

COMBINED ARMS... DECISIVE VICTORY

Association Analysis – People
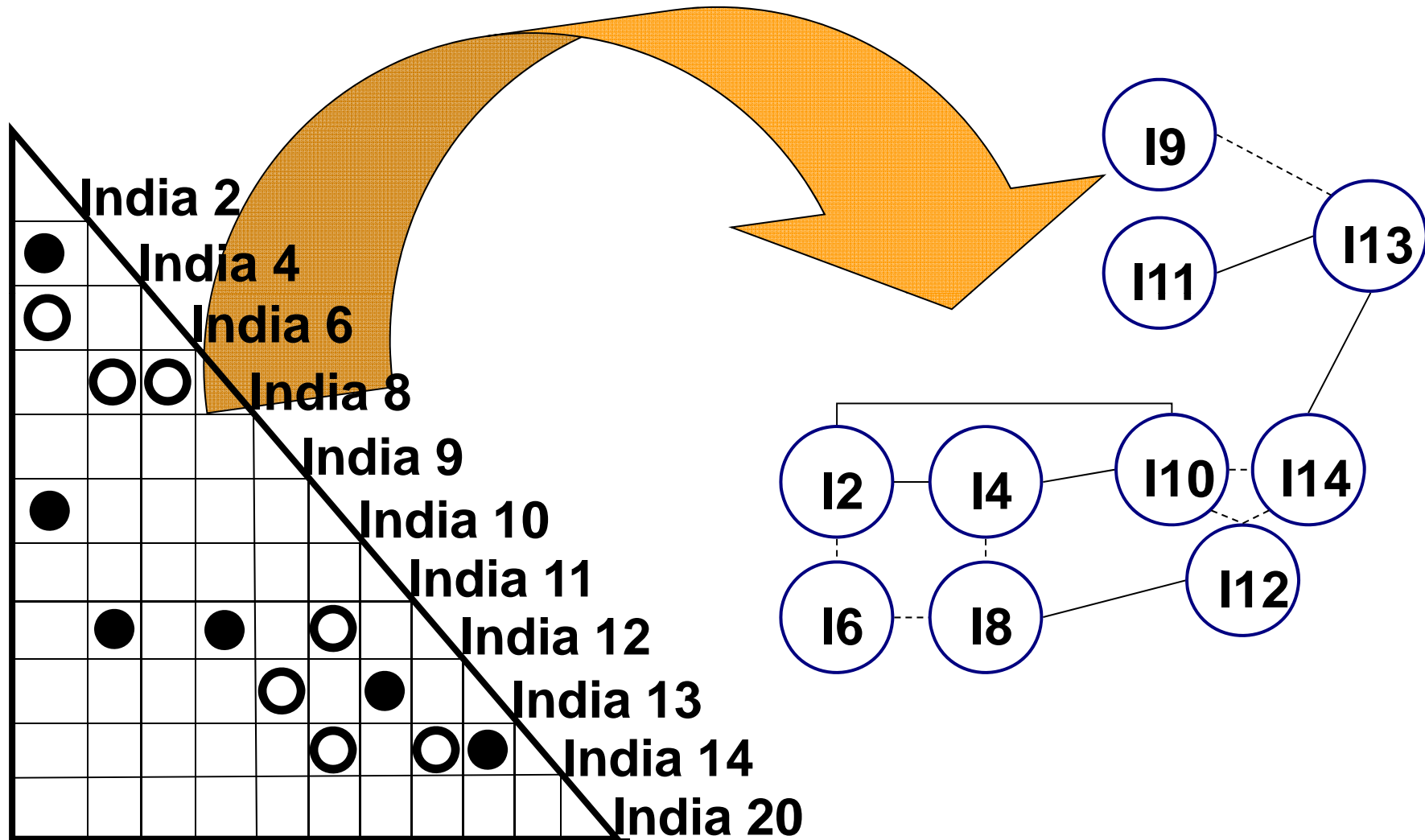
Association Analysis - Events
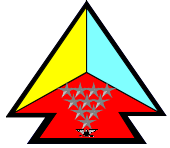
Link Diagram
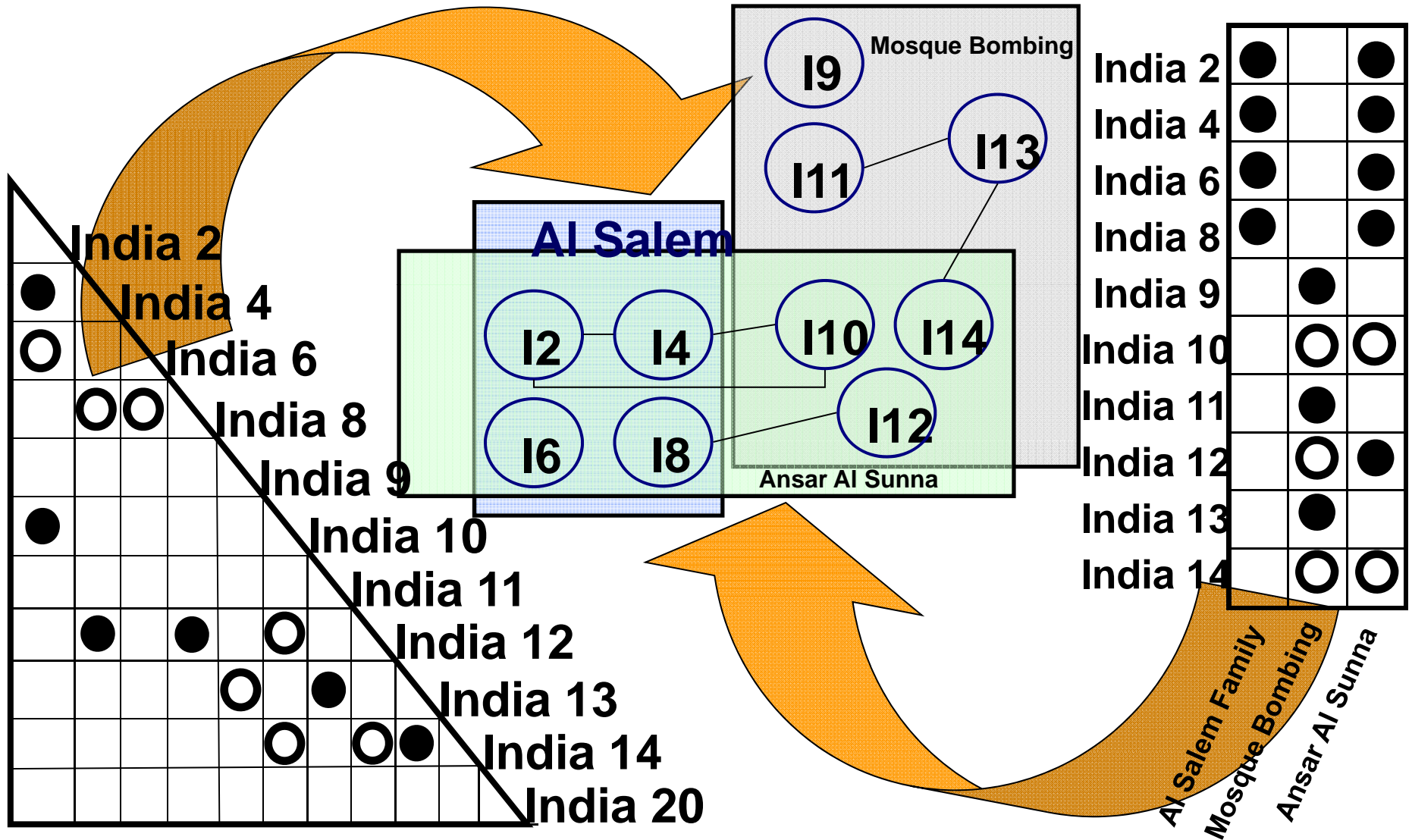
ISR Management

- ## ISR Plan
  - ### Establish Situational Awareness – Company PIR
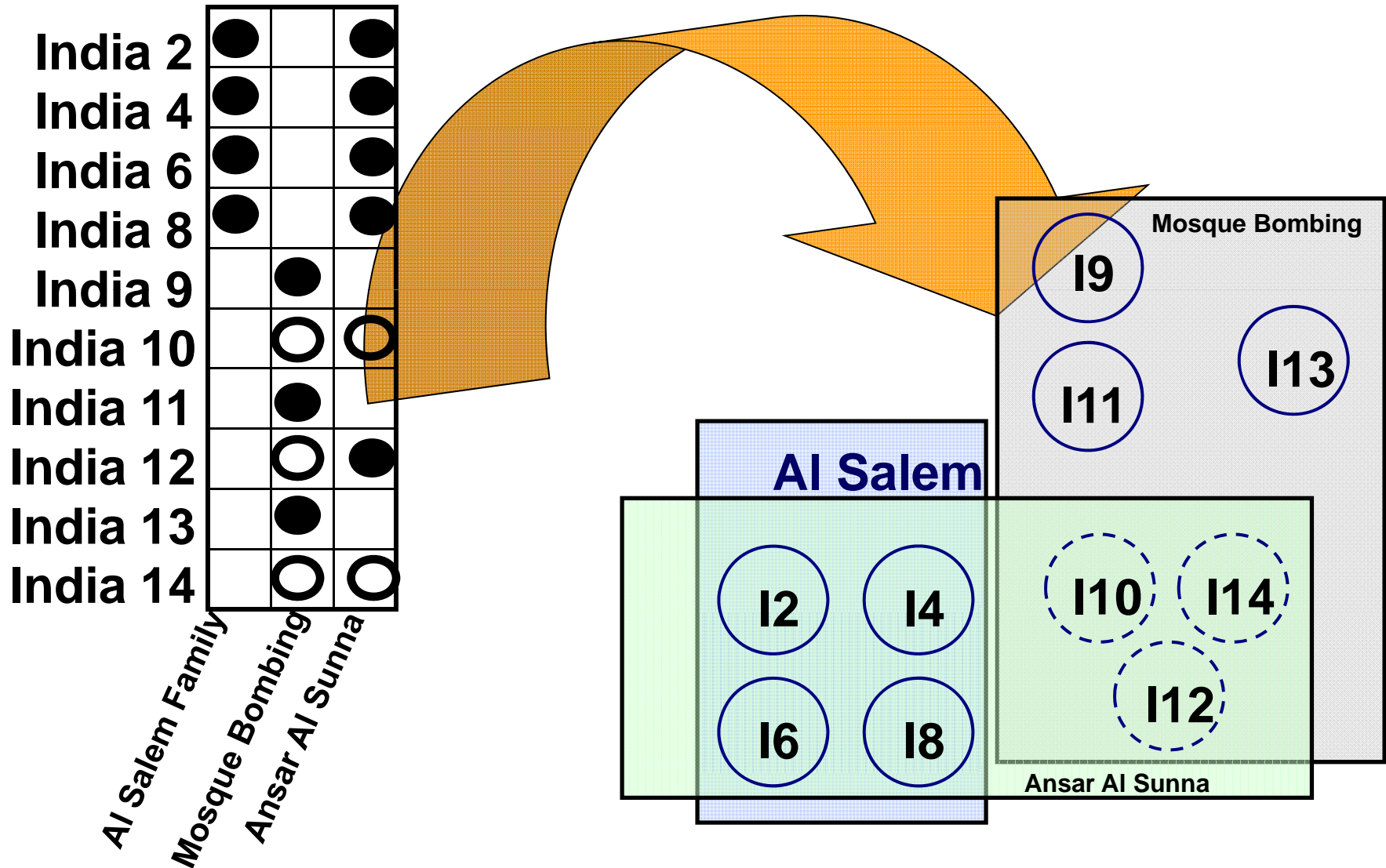 - ### Develop reconnaissance focus
  - ### Receive and pass information (reporting)
  - ### Modify/adjust reconnaissance focus
  - ### Gather feedback from within and higher

- ## Identifying and tasking organic assets
  - ### Correct asset for the time and place
  - ### Company or Bn/Bde asset

- ## Synchronizing ISR asset
  - ### Planned under-lap and/or overlap
  - ### Planned redundancy

COMBINED ARMS... DECISIVE VICTORY

Patrol Tracker to ISR Synch Matrix

Patrol Tracker - B Company

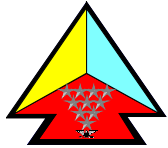| Unit Designation		0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	0100	0200	0300	0400	0500	0600	0700	0800
1ST PLT	1st SQD																								
	2nd SQD																								
	3rd SQD																								
	WPNS																								
2ND PLT	1st SQD																								
	2nd SQD																								
	3rd SQD																								
	WPNS																								
3RD PLT	1st SQD																								
	2nd SQD																								
	3rd SQD																								
	WPNS																								
MGS	GUN 1																								
	GUN 2																								
	GUN 3																								
Fires	FSV																								
MORT	M1																								
	M2																								
	M3																								
HQ	Scouts 1																								
	Scouts 2																								
	B-9																								
	SNIPERS																								

COMBINED ARMS... DECISIVE VICTORY

Patrol Tracker to ISR Synch Matrix

Mission Debriefing

- **A CoIst rep should facilitate the debriefing and then submit reports (written or verbal) as appropriate**

- **Le_____t consider the mission complete un_____s and reporting_____e**

- **_____w out i_____tually_____**

  NOT A CRITIQUE!

  NOT AN AAR!

  - **_____to confirm pre-_____suspicions**

- **Develop and then stick to y_____**
  - **Most important topics first, then use_____ological method**
  - **Step by step, routine process will reduce debriefin____ime**

- **Everyone on the patrol participates in the debriefing**

Mission Debriefing

COMBINED ARMS... DECISIVE VICTORY

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Route Verification

- **At beginning of the debrief, debriefer should be ready capture and review:**
  - The actual route taken by the patrol
  - Compare it to the planned route
- **Enables the CoIST to:**
  - Keep track of routes, times, and places every patrol in the company takes
  - Compare route tracks to determine if platoons are inadvertently setting patterns with their patrols
  - Determine if the company as a whole is setting patterns
- **Can be done utilizing**
  - Overlay plastic and maps
  - GPS tracks downloaded into Falcon View or other GIS program

Modify/Adjust SIR Focus

- **As the enemy adjusts his operations to counter our actions, we must:**
  - **Adjust our focus to look for and identify new patterns**
  - **Attack those patterns**
- **How do we track other factors in the operational environment?**
- **The company cell must be prepared to adjust the focus as required to ensure the company is collecting the most relevant data.**

Company Intelligence Cell • A Tactical Reference Guide for U.S. Forces • September 2007

FOR OFFICIAL USE ONLY

Analysis

The debrief is over and you have a mountain of information; it's now time to analyze.

When analyzing new information it is important to remember to:
- Review the information thoroughly!
- Cross-reference the information with past reporting and events.
- Do not try to manipulate or change information to correspond with a theory you are trying to prove.
- Think about other assets you can draw information from.
- Share your data laterally and higher!

The purpose of analyzing information is to PREDICT what will happen next.

It is important to remember the following about predictive analysis:
- It is based on established patterns.
- It only determines the LIKELIHOOD of a future occurrence.
- It is influenced by external and internal events.
- It is not 100 percent assured.
- It is not risk free.

When conducting research and analysis you must store the information in a way it is easily retrievable. This is done by building databases.

Analysis Tools

Graphs	Association Matrix	Event Maps
Timelines	Activities Matrix	Time-Event Charts
Pattern Wheels/Grids	Link Diagrams	

- Graphically display all pertinent information from your AO and AI.
- Pictures, diagrams, etc., ensure the entire Company has the same Common Operating Picture and Situational Awareness.
- Analysis tools are effective briefing tools.

TOOLS ARE NOT ANALYSIS

References and URLs

- FM 3-24—Counterinsurgency, Dec 06
- FM 2-91.4—Intelligence Support to Operations in the Urban Environment, Aug 05
- MNC-I Passive HUMINT Collection TTP, Aug 04
- 2-91.6—Small Unit Support to Intelligence, Mar 04
- X-File 2-1.1 MCWL—Company Intelligence Cell in SASO, undated

NIPRNET Sites
- AKO Intelligence page—From your AKO Home Page, select Site Map - AKO Home > Army Organizations > Intelligence > Home
- DA IIS-Portal—From your AKO Home Page, select Site Map - AKO Home > Army Organizations > Intelligence > DA-IIS Research Portal > DA-IIS Portal :: Home
- KnIFE https://uhqerm01.jfcom.mil/KnIFE

SIPRNET Sites
- NGIC https://www.ngic.army.smil.mil
- KnIFE http://KnIFE.jfcom.Smil.mil
- NGA http://www.nga.smil.mil
- INTELINK Central http://www.ismc.sgov.gov
- JIEDDO COIC http://22.2.183.35/
- DA IIS-Portal http://dadpm.inscom.smil.mil

Iraq SIPRNET Sites
- CIDNE http://22.30.3.81
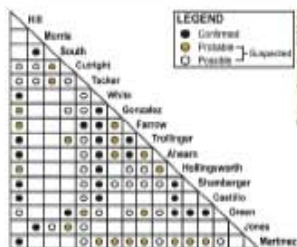- CIOC Baghdad http://22.30.117.155/ciocbaghdad/default.aspx

Afghanistan SIPRNET Sites

Analysis Tools

Association Matrix
The "WHO"
- Shows WHO is associated to WHO.
- Display both known and suspected associations—be conservative.
- Maintained for longevity
 – Basis for the Link Diagram

Activities Matrix
The "WHAT"
- Shows WHO is associated to WHAT
- The WHAT can be a/an
  – Event   – Group
  – Location – Item
  – Activity – Position
- Display both known and suspected associations—be conservative.
- Maintained for longevity
  – Basis for the Link Diagram

Link Diagram
The "HOW"
- Combines information from both Association and Activities Matrices.
- Shows interrelationships that would otherwise not be clearly understood.
- Makes it easier to read and interpret large amounts of information.
- Avoid trying to create Link Diagrams without first building the Matrices.
- Can be built and rebuilt to display information in different ways.
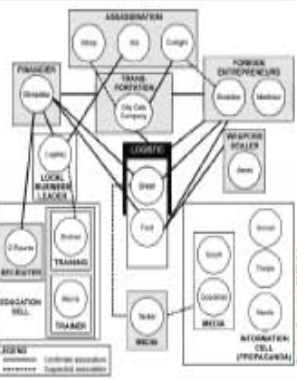
Identifying Command and Control/Lines of Communication
The Association and Activities Matrices feed into the Link Diagram. With these you can see a clearer picture of not only WHO the enemy is but WHAT he does.
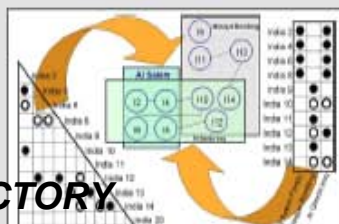
Identifying Patterns and Event Relationships
Using different pattern analysis tools you can identify when an event does/does not occur and when it might happen again.

Coordinate Register (Incident Map)
The "WHERE"
- Track threat activity in a given area over time.
- Use and layer various overlays to create different pictures of the terrain.
- Use multiple Coordinate Registers—can encompass
  – One grid square to several kilometers
  – Towns or other urban areas
  – Tier 1 sites, HVTs, etc.
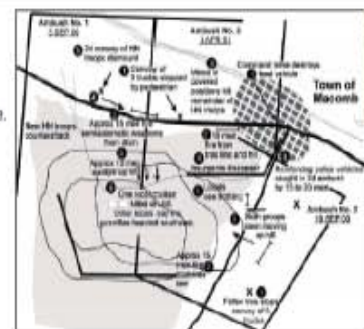
Time-Event Charts
The "WHEN"
- Semi-graphic chronological listing of activities or events.
- Charts a historical perspective of larger-scale patterns.
- Reveals patterns in time and place—time between events.
- Reveals patterns in activities.
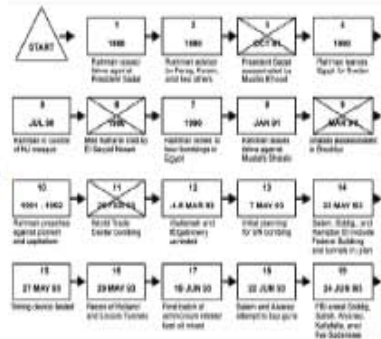
Pattern Wheel and Table
The "WHEN"
- Rings = days.
- Wedges = hours of the day.
- Table = days of the month.
- Must use the wheel and table together.
- Periods of inactivity are just as important as clusters of activity.

COMBINED ARMS... DECISIVE VICTORY

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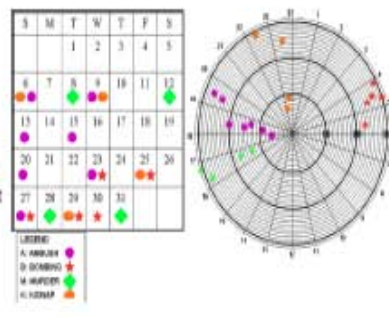
Company Intelligence Cell

A Guide for U.S. Forces · September 2007

Considerations for Leaders

The CIC is the *Commander's* asset

- Provide daily guidance and clarify intent.
- Be willing to listen to your "intel advisors."

Pick the right people:

- Must be capable of performing company missions; must have credibility within the company.
- *Minimum of 2 pax; 4–6 is ideal.*

Be flexible and stick to it:

- It will take time to develop the CIC to its fullest capability.
- It will take time to adequately understand the COIN Terrain and the enemy.

Do you know everything about the "Terrain" in your operating environment?

- If not, you should have many questions—Information Requirements—about your Terrain.
- Information Requirements translate into missions to gather more information to enable better operations.

Intelligence drives Operations; Operations are conducted to gather more Intelligence.

- Find the Enemy—THINK to Contact!

Company-level intelligence development is internal to your MDMP and Troop Leading Procedures.

Must Do's:

- You must share information—how will you move info higher and laterally?
- You must have a method for cataloging, databasing, retrieving, and analyzing data over time.
- Prebriefings and debriefings must occur—you have to set the standard and enforce it.
- You must work closely with the Battalion S2.
- Determine your info gaps.
- Train and cross-train!

CIC Must Do's

Must report information higher (BN) and laterally (other companies).

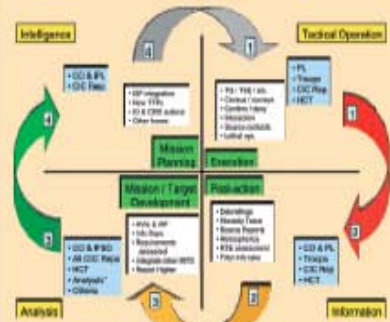Must show a graphic display of the information.

MUST THINK OUTSIDE THE BOX!!!

Think asymmetrically and frequently ask yourself, "If I were an adversary, what could/would I do?"

The Art of the Possible

Step 1: Develop/Re-evaluate Specific Information Requirements (SIRs)
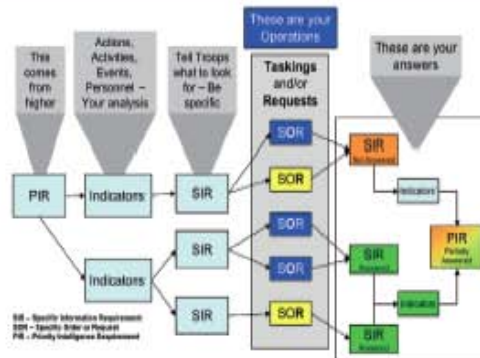
Develop SIRs

Ask yourself the following questions:
- What are the Commander's SIRs (purpose and intent)?
- What don't you know about your lethal and non-lethal targets?
- What information completes the targeting process?
- What information do you need—to find, close on, and adequately engage the target?

Find the Information Gaps

Re-evaluate SIRs

- Based on new data you will need to re-evaluate your SIRs.
- The enemy will adjust their operations to counter yours. Because of this you must constantly re-evaluate requirements and develop new SIRs.
- Always be flexible and adjust your focus to ensure you are collecting the most relevant data.
- Always gather feedback from the commander and other staff to determine if you are providing the right information. If not, why?

Target Development

The SIRs and COAs are developed; target development is your next focus.

Look at the target list and determine what information you have and what information is still needed. Add potential targets as necessary.

Examples of information to research or collect for target development:
- Enemy locations and activities (e.g., grids, imagery, types and methods of attacks, etc.).
- Types, quantity, quality, and capability of equipment used.
- Persons associated with an individual, group, event, location, or object of interest.

Courses of Action

ENEMY: The potential enemy courses of action (COA)
- The CIC tells the Commander what, according to the information, the enemy can/might do.
- Multiple COAs should be considered so that your collection and analysis focus is not single-minded.
- Predicting the enemy's COA is an ever-evolving process.
  – Look for patterns in their actions.
  – Be predictive! What is the enemy likely/unlikely to do next?
  – It is a graphic illustration of what you expect to happen.
  – It should be constantly updated along with all other SIRs.

FRIENDLY:
- COA development follows target development so that the most current threat data is used in developing friendly COAs—unit missions.

Combat Intel Cycle

Step 1: Identify what you know and what you need to find out.
- Develop targets, both lethal and non-lethal.

Step 2: Tell the Sensor what to look for during pre-patrol briefs.
- BE SPECIFIC. Use plain language. Tell why it is important.

Step 3: Employ the Sensor.
- Plan and conduct missions to gain information and feed target development.

Step 4: Debrief the Sensor.
- What did they collect that answers your specific questions?
- Pull any and all data from the Sensor using patrol debriefs.

Step 4: Consolidate Data from the Sensor

The sensors have returned! This is the standard for EVERY debrief:
- EVERY member of the patrol participates. (The team member with less experience might have seen something the more experienced member did not.)
- Establish a "no rank" debrief.
- Get answers to tasked information requirements first.
- Each individual will go through each event.
- Have a relaxed place (if possible) to hold the debrief. It is going to take some time to complete; be comfortable.
  – NOT an AAR.
  – NOT a critique.

When conducting the debrief the following hints help:
- DO NOT ask leading questions.
  ✗ WRONG: Did they go left?
  ✔ RIGHT: Which way did they go?
- DO NOT accept "yes" or "no" answers.

Analyze data and reassess what you know and what you still need.

Report! Disseminate!
Laterally and Higher Reporting is a continuous process

Every Soldier Is a Sensor!

- Record actual movement vs. planned movement—honesty trace.

Honesty Trace

- Track all company elements' movement over time (actual vs. planned).
- Identify friendly patterns before the enemy can exploit them.
- Look for friendly actions that correlate to enemy activity.

Step 2: Prebrief the Sensor

After the SIRs are determined the sensors must be briefed on what to SPECIFICALLY look for and collect.

The following information should be included (at a minimum):
- Last 24 hours' significant activities.
- Current assessments and future expectations.
- Updates on Key Personalities, groups, events, and threats.
- Collection assignment (recon focus).
- Be On Look Out (BOLO) lists.

Address the COIN Terrain:
- Population
- Infrastructure
- The actual terrain

No briefing = No data!

Prebriefing the Sensor is included in the enemy situation and execution paragraph of the operations order.

Step 3: Sensor Collection

During the prebrief you told them what to collect and why it's important.

While the sensors are collecting (e.g., conducting missions), prepare for the data return—Battle Track!
- Prepare the debriefing area by gathering all items and tools needed.
- Research any data that may have been disseminated since the sensor prebrief.
- Prepare an outline of topics and questions for the sensor debrief.

Asymmetric Warfare Group • 2282 Morrison St. • Ft. Meade, MD 20755-5355

CIC requests: awg.cis@us.army.mil

Objectives

Strategic Goal – CF out

Insurgent's Desired Political End state

US
Coalition
HN Army
HN Police
Translators
HCT
HTT

UAS
JENS/RAID/PDS
EOD/WIT/CEXC
ePRT/S9/Eng
MFT

Lines of Operation

Lines of Operation

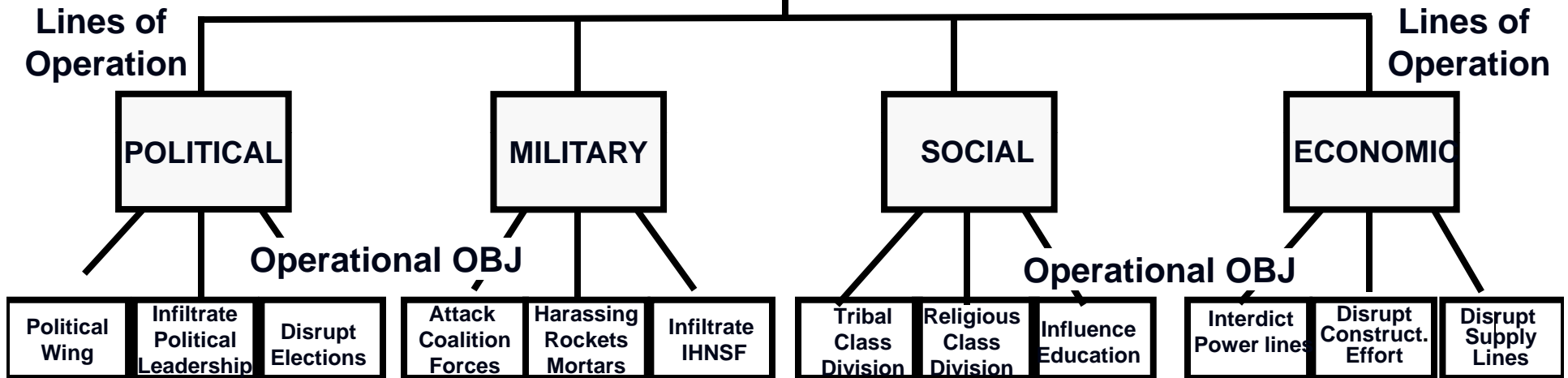| POLITICAL	MILITARY	SOCIAL	ECONOMIC

Operational OBJ

Operational OBJ

Political Wing	Infiltrate Political Leadership	Disrupt Elections	Attack Coalition Forces	Harassing Rockets Mortars	Infiltrate IHNSF	Tribal Class Division	Religious Class Division	Influence Education	Interdict Power lines	Disrupt Construct. Effort	Disrupt Supply Lines

What can he do <u>tactically</u> to help him achieve these operational objectives?

Physical and psychological?

Environment

FOB
GIGANTOR
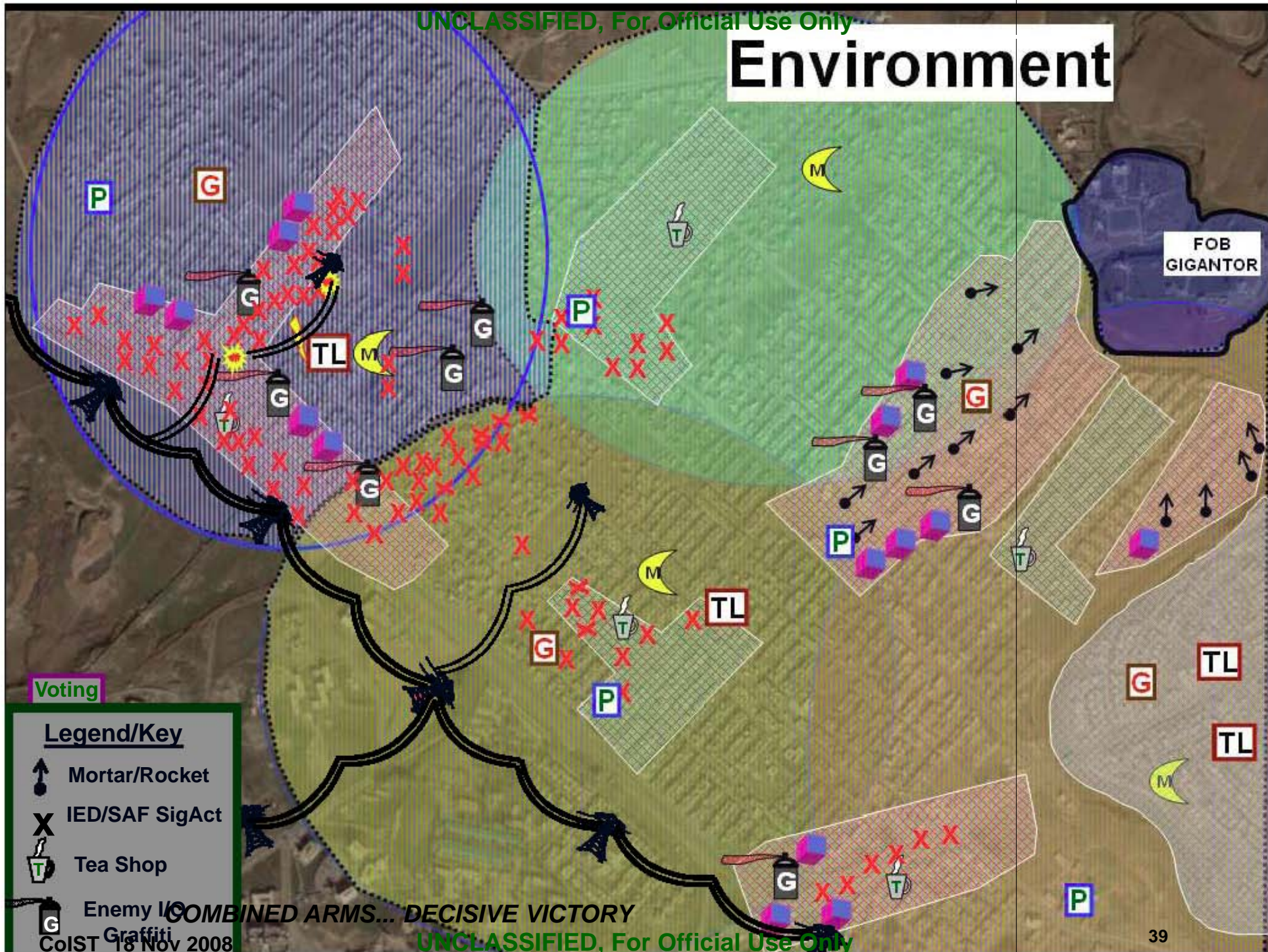
Voting

Legend/Key

- ↑ **Mortar/Rocket**
- **X** **IED/SAF SigAct**
- **T** **Tea Shop**
- **G** **Enemy I/O Graffiti**

COMBINED ARMS... DECISIVE VICTORY

CoIST 18 Nov 2008

Questions?

☐ **Intelligence Failure**

☐ **Operational Success**

**Check the above boxes as appropriate.
You may check more than one box.**

INSURGENTS

DYNAMICS
Leadership
Objective
Environment/Geography
Opertnl/Orgztnal patterns
External Support/Sanctuaries
Phases and Timing
Ideology

STRATEGIES
Urban /Terrorist (Fanon/IRA)
Foco (Che Guevera)
Protracted (Mao)
    Latent/Incipient
    Guerilla Warfare
    War of Movement
Subversive (al-Sadr)

ORGANIZATION
Leadership
Political Cadre
Combatants
Auxiliary
Mass Base
    Secret Elements within

VULNERABILITIES
Insurgents' need for secrecy
Inconsistencies in message
Need for base of operations
Need for external support
Need for financial resources
Need to maintain momentum
Internal Divisions
Informants

PEOPLE

PREREQUISITES
Vulnerable Population
Leadership Available for Direction
Lack of Government Control

Sub-elements of Societies
Social structure
Culture
Power and authority
Economics
Interests

ROOT CAUSES

GAIN SUPPORT
Provide Governance
Provide basic Needs
Loyalty to Cause
Coerce

COALITION

IDAD FUNCTIONS
Balanced Development
Mobilization
Neutralization
Security
* Develop HN Govt/Forces

COIN IMPERATIVES
Manage information and expectations
Empower the lowest levels
Support the host nation
Use measured force
Learn and adapt

LIC TENENTS
Mil Spts Political Obj
Unity of Effort
Adaptability
Legitimacy
Perseverance

COIN PRINCIPLES
Legitimacy as the main objective
Unity of effort
Political primacy
Understanding the environment
Intelligence as the driver for operations
Isolation of insurgents from their cause and support
Security under the rule of law
Long term commitment

COIN PARADOXES
The more you protect your force, the less secure you are
The more force you use, the less effective you are
Sometimes doing nothing is the best reaction
The best weapons for COIN do not shoot
The host nation doing something poorly is sometimes better than us doing it well
If a tactic works this week, it won't work next week. If it works in this province, it won't work in the next
Tactical success guarantees nothing

ASCOPE // SWEAT-MS

Areas/Structures

Buildings
Blue Prints
DC Camps
Street Patterns
Urban Patterns
Criminal Enclaves
Underlying Terrain
Construction Materials
Key Commercial Zones
Subterranean Passages
Political Precincts/Districts

Terrain

AS

Infra-structure

C

Society

OPE
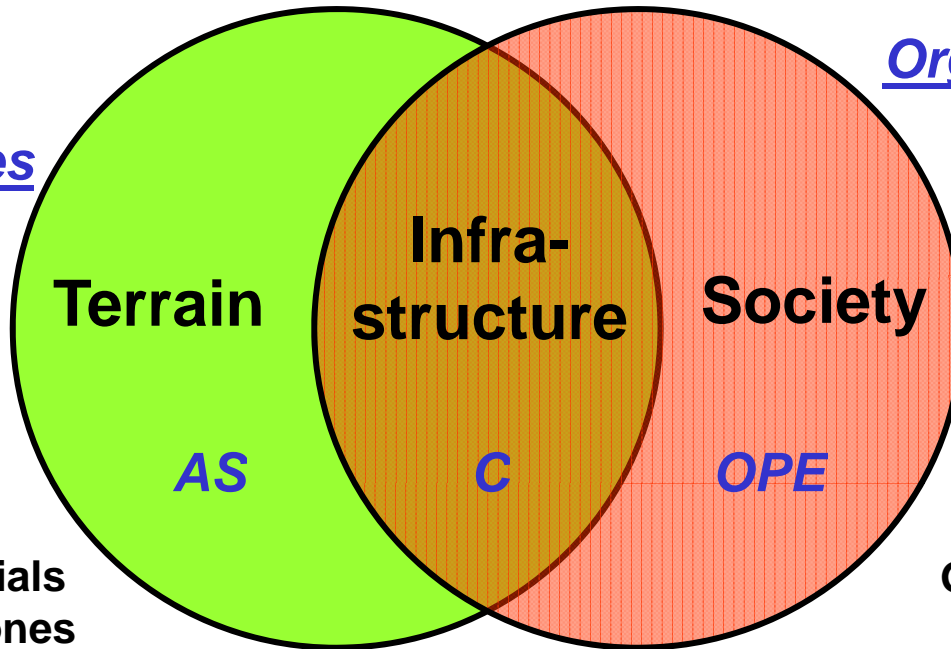
Orgs/People/Events

NGOs
Media
Culture
Loyalties
Authority(s)
Perceptions
Relationships
Labor Unions
Demographics
Groups & Sub-groups
Religious Holidays

Capabilities

Fuel
Electrical Power
Fire/Rescue
Water Supply
Transportation
Comms
Health Services

S W E A T-MS/H

Sewage
Water
Electricity
Academics
Trash
Med Servc/Sec
Hosptial /

"To help analyze many civil considerations, commanders and staffs can provide structure to their assessments by categorizing according to six characteristics: areas, structures, capabilities, organizations, people, and events (ASCOPE)."   FM 3-06, Ch 9