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FOR URBAN OPERATIONS**

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**NORTH ATLANTIC TREATY ORGANIZATION**

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28 August 2014

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Major General, LTUAF  
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## **FOREWORD**

1. The NUO NTGTG (NATO Urban Operation NATO Training Group Task Group) was established in 2011 and tasked with creating NATO Urban Operations doctrine that enhances the Alliance's operational effectiveness through the attainment of interoperability among Alliance forces, NATO forces of partners and other States.
2. In accordance with the assigned task and above References the NUO NTGTG has developed the Education and Training for Urban Operations Manual (NUO NTGTG Manual).
3. The aim of the NUO NTGTG Manual is to provide NATO and partner nations with a user-friendly coherent publication forming a common basis for the education and training of units, sub-units, and staffs in order to enhance interoperability during NATO lead multinational Urban Operations.
4. This publication should be used in close conjunction with ATP-3.2.1. (Allied Land Tactics), and should refer to AJP-3.4.4 (Counterinsurgency).
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**TABLE OF CONTENTS**

CHAPTER 1	INTRODUCTION.....	1-1
1.1.	GENERAL.....	1-1
1.2.	PURPOSE.....	1-1
1.3.	SCOPE.....	1-1
1.4.	STRUCTURE.....	1-1
CHAPTER 2	CONCEPTUAL APPROACH TO THE TRAINING AND EDUCATION FOR URBAN OPS (UO).....	2-1
2.1.	INTRODUCTION.....	2-1
2.2.	THE BASIC INDIVIDUAL CAPABILITIES.....	2-1
2.3.	BASIC BRANCH-SPECIFIC CAPABILITIES.....	2-2
2.3.1.	Infantry.....	2-2
2.3.2.	Armoured Forces (Armour and Mechanized Infantry).....	2-2
2.3.3.	Intelligence Surveillance Reconnaissance (ISR) assets.....	2-3
2.3.4.	Fire support.....	2-4
2.3.5.	Air Defence.....	2-5
2.3.6.	Engineers.....	2-5
2.3.7.	CBRN Defence.....	2-6
2.3.8.	Aviation.....	2-7
2.3.9.	Logistics (Combat Service Support).....	2-7
2.3.10.	Signal troops.....	2-8
2.3.11.	Special Operations Forces.....	2-9
2.3.12.	Military Police.....	2-9
2.3.13.	Medical Service.....	2-9
2.3.14.	Military Information Support Operations (MISO).....	2-10
2.3.15.	Geo-information Service.....	2-11
2.3.16.	Electronic Warfare.....	2-12
2.3.17.	Conclusion.....	2-12
2.4.	COMBINED ARMS TRAINING (CAT).....	2-12
2.5.	DETAILED DESCRIPTION OF UO ET&E.....	2-13
2.5.1.	Training Considerations for every Individual.....	2-13
2.5.2.	Training Considerations for NCOs and Officers.....	2-14
2.5.3.	Training considerations for units.....	2-15
2.5.4.	Training considerations for staffs.....	2-15
2.5.5.	UO Training Duration.....	2-16
2.5.6.	Live Firing Training for UO.....	2-16
2.5.7.	Training Organisation Structure.....	2-17
2.5.8.	Example of a training program level I.....	2-18
2.5.9.	Example of a training program level III.....	2-19
CHAPTER 3	TRAINING MODULES.....	3-1
3.1.	INTRODUCTION.....	3-1
3.2.	TRAINING MODULE MATRIX.....	3-1
3.3.	MODULES.....	3-2

3.3.1.	TRAINING MODULE 101 - Conduct Intelligence Preparation of the Battlefield (IPB) .....	3-2
3.3.2.	TRAINING MODULE 102 – Conduct Intelligence, Surveillance and Reconnaissance (ISR) .....	3-3
3.3.3.	TRAINING MODULE 103 – Move to Designated Area / Attack Position .....	3-4
3.3.4.	TRAINING MODULE 104 – Isolate the Urban Area: .....	3-5
3.3.5.	TRAINING MODULE 105 – Deception (Feint Attacks).....	3-6
3.3.6.	TRAINING MODULE 106 – Conduct the Break-In .....	3-7
3.3.7.	TRAINING MODULE 107 – Advance (to contact) to key objectives...	3-9
3.3.8.	TRAINING MODULE 108 – Isolate Key Objectives .....	3-10
3.3.9.	TRAINING MODULE 109 – Seize Key Objectives .....	3-11
3.3.10.	TRAINING MODULE 110 – Clear Remaining Resistance on Objectives .....	3-13
3.3.11.	TRAINING MODULE 111 – Consolidate and Retain Objective.....	3-15
3.3.12.	TRAINING MODULE 112 – Clear Remaining Resistance Pockets..	3-17
3.3.13.	TRAINING MODULE 113 – Secure Key Infrastructure .....	3-19
3.3.14.	TRAINING MODULE 114 – Reorganize .....	3-21
3.3.15.	TRAINING MODULE 115 – Assure a corridor – Main Supply Route (MSR) / Line of Communication (LOC) .....	3-23
3.3.16.	TRAINING MODULE 201 – Conduct the Perimeter Force Battle.....	3-24
3.3.17.	TRAINING MODULE 202 – Conduct the Disruption Force Battle ....	3-26
3.3.18.	TRAINING MODULE 203 – Conduct the Main Defended Area Battle..	3-28
3.3.19.	TRAINING MODULE 301 – Control the Urban Area .....	3-30
3.3.20.	TRAINING MODULE 302 – Manage hostile crowds by civil disturbance operations (Crowd and Riot Control - CRC).....	3-32
3.3.21.	TRAINING MODULE 303 – Protect / Evacuate non-combatants.....	3-34
3.3.22.	TRAINING MODULE 304 – Participate in Restoration of Local Government .....	3-35
3.3.23.	TRAINING MODULE 305 – Provide aid to the population, provide mobility on roads, provide essential needs, restore airfields, and enable humanitarian aid.....	3-37
CHAPTER 4	EVALUATION.....	4-1
4.1.	GENERAL .....	4-1
4.2.	RESPONSIBILITIES .....	4-1
4.3.	EVALUATION TOOLS .....	4-1
4.4.	CONDUCT OF EVALUATION.....	4-2
ANNEX A	REFERENCES.....	A-1
ANNEX B	SUPPORTING DOCUMENTS .....	B-1
ANNEX C	ABBREVIATIONS .....	C-1
ANNEX D	GLOSSARY AND DEFINITIONS .....	D-1
ANNEX E	GLOSSARY AND DEFINITIONS .....	E-1
ANNEX F	EVALUATION / ASSESSMENT REPORT .....	F-1

<b>CHAPTER 1 INTRODUCTION</b>
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**1.1. GENERAL**

Urban environments have always been important focal points of conflicts. They are the political, cultural and economic centers of societies. They contain production and storage facilities, information centers, seaports, airports, transportation hubs, access to waterways etc. The concentration of societies around urban centers will increasingly be the case as the world continues to urbanize and industrialize during the 21st century.

The challenge for (Alliance) forces is how to operate in an urban environment to defeat (ir) regular threats embedded and diffused within the population, without causing catastrophic damage to the functioning elements of the society and casualties to non-combatants. Urban environments have always been seen as complex terrain or system. The understanding of this system goes far beyond the traditional Intelligence Preparation of the Battlefield (IPB) process. Consequently, traditional training needs to be adapted to this complex environment.

**1.2. PURPOSE**

The aim of this Allied Training Publication is to help commanders and sub-commanders to identify what operations and tasks at the tactical level their units should be able to conduct within the urban environment, during a multinational operation.

**1.3. SCOPE**

Tasks Identified will focus on maneuver elements, and limited to Bn and Coy level.

**1.4. STRUCTURE**

This publication is divided into four chapters: introduction, urban operations training foundations, training modules (Bn and Coy level), and evaluation.

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## CHAPTER 2 CONCEPTUAL APPROACH TO THE TRAINING AND EDUCATION FOR URBAN OPS (UO)

### 2.1. INTRODUCTION

UO training is focused on three major components: basic individual capabilities, basic branch-specific capabilities, combined and joint training. Every component is essential to make this three-level process a relevant whole. Should the individual and collective basics be mastered, it would be meaningless not to end the process by a joint and combined training since the cooperation between combat, combat support, combat service support and other services is a criteria for success in UO. It would be pointless to launch any combined training without reliable individual and collective fundamentals.

After describing the three major components, this chapter will end with a detailed description of UO ET&E.

### 2.2. THE BASIC INDIVIDUAL CAPABILITIES

The soldiers employed in UO must possess special knowledge and abilities and must master special skills that are subsequently referred to as **basic individual capabilities**.

These basic individual capabilities enable any soldier within a minimum of time and under stressful situations:

- To take action proactively within the higher command's intent
- To adapt rapidly to changing situations
- To retain his focus on mission accomplishment
- To make ethical decisions

Basic individual capabilities comprise:

- Basic techniques
- Physical fitness
- Mental endurance
- Weapon proficiency
- Proficiency in First Aid and Self Aid
- Fundamentals of CBRN
- Basic knowledge on IED, Unexploded Ordnance (UXO), booby traps
- Essential linguistic skills and cultural understanding

Detailed drill-like practising plays a crucial role in the learning of the basic individual capabilities. Significant time should be spent to night (and reduced visibility) exercises. In addition they will be trained on an all-arms basis and are the unquestionable threshold to special-to-arm training.

## 2.3. BASIC BRANCH-SPECIFIC CAPABILITIES

Training subjects for UO should be specified in the national branch-specific doctrine. In this context, platoon level training is of particular significance.

### 2.3.1. Infantry

To achieve control to establish a safe and secure environment in UO, the infantry requires the following sets or subsets of capabilities in view of the presence of the population:

- Master close quarters fighting and building clearing
- Master basic hand-to-hand fighting techniques
- Operate in urban environments by day and during no or limited visibility in cooperation with armoured forces
- Protection and defence of designated points, to include ability to control escalation of force as the situation dictates
- Master Crowd and Riot Control (CRC) with specific equipment
- Cooperate with armour
- Cooperate with artillery, mortars, army aviation and air force within the joint fire support system, including the employment of Joint Fire Support Teams (JFST)
- Support SOF
- Mounted and dismounted patrolling
- Operate checkpoints and observation posts
- Conduct military search
- Relieve encircled forces also in cooperation with military police forces
- Target designation and target marking procedures (air/ground)

### 2.3.2. Armoured Forces (Armour and Mechanized Infantry)

During UO, armoured troops fight in close coordination with infantry and combat support troops. Armoured forces are particularly well-suited for rapid, object-related approaches thanks to the following capabilities:

- Protection provided by Main Battle Tanks (MBT), Armoured Combat Vehicles (ACV) and Armoured Infantry Fighting Vehicles (AIFV)
- Operational effectiveness provided by a broad spectrum of weapons and effectors
- Ability to fight both mounted and dismounted

With regards to armored units, operating separately remains possible in the urban fringe, where views, standoff distances and avenues still allow maneuvering. On the other hand they absolutely need to get committed in urban centers (by definition highly built up) with a permanent close support provided by infantry units. This point has a number of consequences in terms of joint training

To gain control in an urban environment, the following sub capabilities / skills are required, taking the presence of the local population into account:

- Operating in combined-arm detachments with infantry, in coordination with combat support and combat service support in confined, close terrain with complex infrastructure
- Integrating JFST rapidly and precisely, making full use of available joint delivery systems
- Engaging asymmetrically and symmetrically operating enemies at various ranges within a three dimensional environment with the main gun/vehicle rapid-fire weapon system as well as with the secondary weapon in coordination with/support of teams of riflemen
- Engaging enemy snipers behind cover with the main gun/vehicle rapid-fire weapon system as well as with the secondary weapon in coordination with teams of riflemen and snipers
- Integrating teams of riflemen in mounted combat
- Carrying out raids against key points
- Seizing and holding key points
- Operating with Unmanned Aerial Vehicles (UAV) in cooperation with ground-based station
- Carry out the full spectrum of reconnaissance/surveillance/interdiction missions
- Conducting patrols with and without combat vehicles (mounted and dismounted)
- Establishing and operating (temporary or permanent) checkpoints with armoured sections
- Providing security for transports escorting other units or convoys

### **2.3.3. Intelligence Surveillance Reconnaissance (ISR) assets**

With its reconnaissance patrols and radar teams, light reconnaissance squads, Human Intelligence (HUMINT) teams, long range reconnaissance patrols, Electronic Warfare (EW) assets as well as UAV, the ISR units contribute to the military intelligence picture. Besides the capabilities provided by dismounted reconnaissance forces on the ground, one key to success is the combination of all assets (robotics, technical reconnaissance assets such as Unmanned Ground Vehicles (UGV) and UAV as well as standoff reconnaissance systems) and their de-confliction in a confined area and urban environment. The resulting picture must be provided to the lowest tactical levels as fast as possible. To employ the ISR assets successfully in an urban environment, the following capabilities are of particular importance:

- Data collecting on urban infrastructure
- Conducting HUMINT operations
- Being conversant with the procedures for inconspicuously initiating and conducting autonomous scout and long range reconnaissance of high value targets in an urban environment by means of standoff special optical and optronic reconnaissance
- Mastering camouflage and deception measures, especially for sensors and hidden observation points in an urban environment
- Being proficient in leading guiding the fast fire fight against symmetrically and asymmetrically operating enemies, using the armament of the reconnaissance

- vehicles with a 360 degree traverse as well as at close ranges and at higher angles
- Managing the employment of UAV systems over urban terrain in combination with ground-based reconnaissance assets
  - Mastering firing procedures to break out of concealed positions and remote observation points as well as when a HUMINT operation escalates
  - Successfully coordinating the optimal employment of remote sensors from within and in close proximity of buildings
  - Efficiently following emergency procedures to rescue and evacuate deployed forces in an urban environment
  - Being conversant with procedures to evaluate, process and forward intelligence in near real time by means of long range, hard-to-detect communication links

#### **2.3.4. Fire support**

Despite the huge constraint represented by urban environment, artillery is able to conduct its overall missions both on intelligence and fire matters during all the phases of urban operations (approach, conquest, exploitation and area control). Contributing substantially to Joint Fire Support (JFS), indirect fires essentially support land forces operations in order to keep fire superiority and contribute to the defined main efforts in almost any weather conditions.

1. The specific and challenging urban environment calls for:
  - The use of fire support capability and availability to increase general force protection
  - A well-defined discrimination in acquiring and engaging targets
  - A continuous and permanent engagement of targets beyond line of sight
  - A maximum and very accurate precision of all indirect fires
  - The use of precision ammunitions and all artillery effects
  - An accurate coordination between artillery assets and others combined/joint means
  - A densification of acquisition and observation assets on the ground
  - A proactive planning of fire support assets employment in close coordination with intelligence and joint assets (Air, SOF)
  
2. Therefore, the fire support training in urban environments will emphasize:
  - The coordination with combined and joint units on the ground (time, space, effects)
  - All possible combinations offered by other specific means (radars, Air assets, SOF assets)
  - The consideration of secondary ammunition effects on the local population, the friendly forces manoeuvre or the urban structures
  - The definition of an integrated targeting process for the considered urban area
  - The reinforcement of each combined detachment with a Forward Air Controller (FAC)

- The adaptation of techniques and tactics (howitzers' manoeuvre and trajectory manoeuvre, combination of assets and effects, direct fire techniques, fusing fires)
- The consideration of air space management

### **2.3.5. Air Defence**

Artillery is able to conduct its overall conventional missions both on acquisition and fire matters during all the phases of urban operations (approach, conquest, exploitation and area control). Main mission is to provide friendly forces global safety against airborne threats/air assets of regular and irregular forces over urban terrain.

1. The specific and challenging urban environment calls for:

- The use of air defence assets capability and availability to increase general force protection
- The networking of reconnaissance, C2 and weapon systems to compensate high mask angles caused by infrastructure and existing radar masking
- A well-defined discrimination in acquiring and engaging air targets
- Very accurate weapon control orders for fire opening
- The improvement of self-protection capability for air defence units
- Taking into account the possible collateral damages and fratricides due to the destroyed aerial assets
- The settlement of a rapid and flexible coordination method for the use and control of the Area of Operation (AO) airspace by all aerial means (airplanes, helicopters, UAV, artillery) operating at short, close-in, and close ranges

2. Therefore, the air defence training in urban environments will emphasize on:

- The coordination with combined and joint units on the ground (time, space, effects)
- The adaptation of air defence techniques and tactics (location of operating light air defence systems from/on top roofs, multi-storey car parks)
- The air defence coverage of particular points (Headquarters, logistic points, avenue of approach to urban areas)
- The establishment and keeping of liaisons inside the air defence C2 network
- The settlement of air space management in close coordination with Air Forces

### **2.3.6. Engineers**

In urban terrain, engineers mainly conduct mobility operations. Using their organic reconnaissance and scouting assets, they contribute to the operational picture. In addition, they improve the survivability of friendly forces and impede and channel enemy movements.

Beyond their traditional combat missions, engineers can use their Explosive Ordnance Disposal (EOD) and search capabilities, vertical mobility support and breaching assets. The engineer divers are also able to recon the suburban networks.

In stabilization operations, engineers help to improve the living conditions and force protection of friendly forces and the local population alike, through infrastructure support, water and power production.

1. Main training efforts regarding to mobility support in urban terrain:
  - Providing engineer intelligence to combat units as of planning
  - Conducting engineer reconnaissance and providing advice including the technical assessment of infrastructure
  - Opening paths to/through buildings with specific engineer equipment
  - Breaching obstacles
  - EOD activities
  - Maintaining and hasty recovering of infrastructure, in coordination with infrastructure specialists
  
2. Main training efforts regarding counter-mobility support in urban terrain:
  - Blocking Lines of communication
  - Denying access to infrastructure
  - Denying the use of underground networks
  - Setting up lethal and non-lethal barriers to protect areas and impede and channel movements
  - Fortification of objects
  
3. Main training efforts regarding force protection in urban terrain:
  - Supporting fire prevention and fire fighting measures as well as measures to rescue individuals
  - Establishing sectors of fire and observation areas (demolition of buildings) by means of explosives and engineer equipment
  - Fortification of objects

### **2.3.7. CBRN Defence**

Mainly light CBRN defence assets support the forces employed in UO in accomplishing their mission both under a CBRN threat and in a CBRN environment. They enhance survivability through operational CBRN reconnaissance of CBRN agents and hazardous CBRN substances, provide support by carrying out thorough decontamination, and contribute to timely warning and alerting by providing CBRN reconnaissance results in support of CBRN evaluations and effects forecasts. The threat to be countered emanates both from explosive ordnance (including IED) with CBRN agents and/or hazardous CBRN substances and from other hazardous CBRN substances of industrial origin. In UO, CBRN defence forces need the following additional capabilities:

- Dismounted CBRN sampling
- Decontamination of mission-essential infrastructure (roads, buildings and facilities)
- Cooperation with forces of other joint military services such as military fire protection personnel (only water transport), force protection and medical CBRN defence

### **2.3.8. Aviation**

Rotary wing aircraft are the most flexible and mobile asset to support ground forces employed in complex urban environment. Being independent from terrain conditions, they can use freedom of action for the benefit of surprise and use the airspace for more reliable command and control capacity, day and night reconnaissance, wide range of combat missions and in order to land or pick up whatever asset by the fastest possible means. Although stealthy, when conducting exposed air movements over urban terrain, they are particularly endangered by small arms and light air defence fire. Possible training subjects:

- General dynamic flight and low-altitude flight procedures/manoeuvres in obstacle-rich terrain
- Cooperation with ground forces, specifically for combined identification and air support procedures
- Upgraded self-reliance
- Orientation in an urban environment
- Necessary night adaptation to luminous pollution
- Delivery of standoff and precision fire
- Precise and competent cooperation with all required forces e.g. as part of qualified aero medical evacuation

### **2.3.9. Logistics (Combat Service Support)**

Logistic assets must be configured to support UO, especially the material readiness and sustainability of the troops in contact. Logistics facilities are generally set up on the periphery of urban areas, trying to use commercial or industrial areas. The support elements are deployed so as to reduce the time allowed for delivery. Logistics facilities are easily detectable targets for potential enemies. Accordingly, they are normally protected by (infantry) units dedicated to this mission.

Therefore, logistics units need to focus their UO training on:

- The use of protected logistics vehicles, at least with armoured cabins: load carriers, recovery trucks. For medical evacuation, mastering of medical armoured vehicles
- Driving on narrow and sometimes damaged or destroyed roads in complex urban environment
- Identification, marking and monitoring logistic Lines Of Communication (LOC) by traffic control units
- Detecting and coping with urban ambushes

- Mastering of C-IED skills
- Combat first aid drill, especially carrying stretchers in confined terrain within damaged infrastructure and reinforcement for the mobile emergency posts
- Pre-position supply items (water, food, ammunition) by using pre-loaded dismountable racks at Light Aid Detachments (LAD)
- Self-protection against hostile crowd or riot (CRC)
- Cooperation with other army branches to canalize civilian urban population, in case of evacuation before a military action

### **2.3.10. Signal troops**

Command and control assets must be interoperable to be connected to the core system provided by the command support forces of the Joint Support Service. In urban terrain, the electromagnetic wave propagation is strongly influenced and limited by infrastructure. This mainly affects the establishment and operation of local communication networks with High Frequency (HF) and Very High Frequency (VHF) radio, which are subject to limitations caused by masking effects. On the one hand, this has an impact on the signal communications service for all-arms which, relying for the time being on HF radio and VHF combat net radio, serves to ensure C2 below the level of brigade-sized units. On the other, it affects all functional areas of the Joint Support Service, which exercise C2 over their operational assets via VHF radio. Potential limitations for the use of combat net radio in an urban environment must be addressed in the training of all soldiers using radio sets and taken into account in the C2 of units in UO.

It is therefore necessary for the actors of the Communication and Information Systems (CIS) branch to analyze the electronic environment prior to any engagement in urban environments, i.e. to study:

- The groundwork for understanding the propagation problems and finding the most suitable points (CIS devices will be made redundant if needed)
- The management and frequency sharing with other branches
- The implementation of appropriate solutions (microwave in sight, radio relay tag GSM, antenna location)
- The possible use of existing cabled or wireless telephone network infrastructure
- The acquisition of increased localization and mapping (GPS) if required
- The network architecture and differentiation of networks to be implemented
- Interoperability means of communications and information systems (including allies)
- Integration of reinforcements arms
- The establishment of a specific procedure to urban warfare in nominal and degraded modes
- Tactical terrain walks in real cities will comprehensively replicate all the above mentioned restraints and constraints and should be considered as the acme of UO training for signal troops
- The user of the CIS devices will master the use of these information systems and communications including electronic maps and GPS

The risk associated with too much information received is real in urban environments because of the potential nesting and the need to update the status field. Each user must make sure to pass down useful syntheses.

### **2.3.11. Special Operations Forces**

The preparation of Army special operations in urban terrain is governed by the SOF doctrine and the guidelines specified by the Director, SOF, and as such will not be addressed in more detail.

### **2.3.12. Military Police**

The Military Police (MP) will provide policing capabilities for UO as required by the given situation and mission. Where the mandate provides the appropriate legal framework, MP personnel may also temporarily be assigned police tasks in order to maintain or restore public order and safety, if and as long as regular police forces are incapable or not sufficiently capable of doing so.

In urban environments, they will cooperate closely with civilian police, other authorities and organizations performing security tasks and other nations' MP. Within their specialist capabilities, MP should focus their UO training on:

- Military law enforcement: patrol duties, collection of stragglers, policing sites where relief supplies are distributed
- Military traffic control: assistance in planning, controlling and supervising military road movements and escorting tactical movements
- CRC operations
- Enquiries and investigations to clear up allegations and crimes as well as accidents
- Area and point defence: assisting in the protection of particularly classified and sensitive facilities and critical infrastructure, area and convoy protection and the protection of lines of communication
- Multifunctional MP operations: search-and-seize operations, assisting with rallying, controlling and directing refugee movements, employment of narcotics and explosives detector dog teams, escort and guide services, MP specific contributions to armed forces tasks in the handling of detained persons (e.g. arrests and transport) and to the establishment and operation of detention facilities

### **2.3.13. Medical Service**

Medical support during deployments is based on an integrated system of Medical Treatment Facilities (MTF) of different roles and an efficient medical evacuation chain. Continuous medical support across all levels must be ensured by means of

- Permanent presence throughout the theatre of operations
- A system consisting of mobile and fixed components

- Qualified medical evacuation, especially aero medical evacuation in order to act within the “Golden Hour”
- Timely relief of exhausted medical personnel
- Timely personnel and materiel replacements
- Suitable protection measures

One particular challenge of urban operations is the need to ensure continuous medical support in operations of changing degrees of intensity and, if required, with seriously limited tactical mobility or even isolation/surrounding and potentially high numbers of casualties or impossibility to evacuate Wounded in Action (WIA) at once. UO place particular demands on the Medical Service, especially on the medical forces deployed throughout the theatre of operations as well as on the personnel of the medical cells in the command posts when cooperating with the supported units. In case of a potential threat posed by hazardous CBRN substances, CBRN medical defence personnel should be employed to provide support. (Air-) Mobile emergency physician teams are mainly employed to establish points of main effort in complement of role 1 medical facilities (air-transportable aid station, mobile aid station), and to escort convoys.

Given the prevailing asymmetric threat as well as difficult and time-consuming supplies along lines of support, mobile medical assets must be enabled to accomplish their mission in interaction with robust forces. This may include combat actions until the medical support mission can be accomplished. The prevailing asymmetric threat and flows of refugees may seriously affect the operational efficiency of medical facilities. Accordingly, training for UO must be aimed at developing the following specific capabilities:

- Partly autonomous and robust action of medical teams and (air) mobile emergency physician teams interacting with manoeuvre forces
- Mounted/dismounted employment of medical teams including potentially prolonged preclinical casualty care under adverse conditions
- Driving medical support vehicles on narrow and complex roads (individually or in convoy)
- Interaction with ground forces as part of recovery, casualty care and evacuation, as well as joint training with other forces starting at subunit level
- If needed, reinforcement by supplementary Role 1 medical teams
- When some stability in the operations is obtained possibility to carry out Damage Control Surgery thanks to deployment of a Role 2 MTF

#### **2.3.14. Military Information Support Operations (MISO)**

Winning the population’s support is a key factor particularly in an urban environment and essentially contributes to the success or failure of such operations. MISO means and measures enable military leaders to address the attitude and intentions of adversaries, parties to the conflict, and the civilian population in theatre and to influence them in favour of the conduct of the operation. For urban operations, PSYOPS forces should be involved in operational planning, target planning and fire

coordination early enough. MISO forces provide essential support to manoeuvre forces.

MISO forces should focus their UO training on:

- Reducing the enemy forces' will to fight by exerting psychological influence on them
- Influencing the parties to a conflict to behave as needed for the conduct of the operation
- Encouraging the civilian population to behave in conformity with the situation's requirements
- Making own activities widely known
- Taking escalating or de-escalating action with other forces at demonstrations or when facing barricades, thus giving the tactical leader the option of resorting to non-lethal effects
- Integration within combat units

### **2.3.15. Geo-information Service**

At all levels, up-to-date and high-resolution geospatial information (geo-information data and products) is crucial to the successful preparation and conduct of UO. Lacking or insufficient geospatial information in the planning, preparation and conduct of UO may lead to incalculable risks including loss of life and materiel as well as collateral damage. That is why the timely provision and availability of geospatial information at all levels requires particular attention.

The geospatial information provided must be tailored to live up to the challenges posed by the urban environment. They will support UO training by:

- Producing most detailed scale representation possible of the urban environment for all operational phases
- Use of (aerial or satellite) imaging reconnaissance assets with maximum resolution
- Three-dimensional representation of the urban setting
- Assessment of environmental influences (weather briefing) in the planning and preparation phase

On the other hand, it is in densely built-up areas (multi-storey buildings) that the usability of GPS navigation systems may be impaired. For this reason, the use of further navigation assets (hybrid navigation systems in vehicles) as well as precise geo-information products (to assist individual soldiers with their orientation) is of particular importance. Focused training for UO prior to an operation as well as the direct preparation for specific operations are the key enablers for successful UO. The most realistic, dynamic representation (simulation) of the area of operations is vital for the training to be a success at all levels.

### 2.3.16. Electronic Warfare

UO forces have to be supported with EW capabilities and assets in their fight for information superiority, more effective engagement, and better survivability. Among other things, the JSS provides an EW unit made up of signal intelligence and non-weapon system specific electronic warfare assets. This unit is capable of reconnoitring and jamming enemy communications, including cellular radio networks, and detecting radar emissions. This means that

- Information transmissions of the parties to a conflict can be obstructed in such a way that timely actions are made more difficult or even impossible
- Their communication, localization, navigation and guiding systems can be influenced in such a way that their effect will be reduced
- Own intentions can be concealed
- The parties to a conflict can be misled into making wrong assumptions, or such assumptions can be enhanced

In addition, special jammers can considerably reduce the threat posed by Radio Controlled IED (RCIED). Measures to act on the information environment are to be coordinated with other information activities as part of information operations. The employment of EW forces must be planned early enough to ensure the related intelligence is available in time. Successful cooperation between Army and EW assets depends on clear arrangements, concerted action and technical know-how. Operations of EW assets should be addressed in leadership training. Interaction must be rehearsed as part of pre-deployment training.

### 2.3.17. Conclusion

With rapidly changing situations, UO are and will remain a particular challenge for all those involved. Consistent and strictly combat-oriented training will ensure mission accomplishment even in phases of an apparent ease of tensions. In training, soldiers must be regularly exposed to changing situations to understand that a temporary low intensity phase in theatre can quickly turn to a higher intensity situation. This will challenge and prepare them for prevailing in similar scenarios. The branch specific training is the prerequisite for the joint and combined training.

## 2.4. COMBINED ARMS TRAINING (CAT)

In the complex urban environment the different branches are not able to force success on their own therefore integration to the lowest level is a prerequisite for successful operations. For instance an infantry platoon reinforced with an engineer pair, a MBT and an artillery observer.

Interaction between combat, combat support, and combat service support units as well as assets of other joint military services needs education and training at every level, down to platoon level. That is why imparting the basic doctrine of units belonging to other joint military services is so important in leadership training.

Because of the characteristics of the urban terrain, it is assessed that the lowest levels must be able to integrate combat and combat support effects in order to perform the mission. The requirement to adapt to various situations in a timely manner compels leaders to integrate combat support (manoeuvre, combat support and combat service support) in the structures of the sub-battle group (company group/team). This integration needs common understanding and common TTP.

This integrated training needs robust basic branch-specific capabilities (described in chapter 2.3.) and requires an extensive individual and collective training period before the deployment.

Leaders must be educated in the capabilities of their attached arms and services in order to gain the most benefit.

Collective training will consist of a gradual increase in complexity, scale and duration.

## **2.5. DETAILED DESCRIPTION OF UO ET&E**

### **2.5.1. Training Considerations for every Individual**

Ambiguity and uncertainty are constants of UO, and all soldiers, regardless of origin, must be trained to deal with this. There is a need to develop physical and mental robustness for all soldiers, NCOs, and officers to ensure they are capable of applying the basics to survive and win in close combat. Knowing when and how to act is essential to mission success at all levels.

To achieve the above-mentioned goal, it is vital that all soldiers be capable of carrying out the following skills.

Skill / Capability	Proposed training subjects
Basic techniques	Room clearing, entry techniques, stair clearing, search, first aid, CBRN, navigation communication
Weapons proficiency	Close quarter shooting, security measures to avoid fratricides and collateral damages, common knowledge of unit-weapons, distinguishing between combatant targets and non-combatant
Understanding of the physical environment	Cover, concealment, use of the depth of rooms, determination of the best approach in the urban environment
Physical fitness	Combat conditioning (training with full equipment and ballistic protection) and urban obstacle courses
Mental endurance	Combat conditioning contributes to a better confidence. The implementation of stress factors such as sounds, smells, (changing) temperature,

	humidity obscured vision, darkness leads to better mental endurance. These effects are enhanced when used in enclosed training spaces like shooting houses or subterranean facilities
Cultural understanding	Cultural and religious awareness, language phrases

## 2.5.2. Training Considerations for NCOs and Officers

### 1. General

UO-related topics should be taught at the national military schools and/or academies to include not only military aspects but also themes relating to worldwide urbanization and topics such as humanitarian and cultural awareness. Education should include ethical decision making under stress. This comprehensive approach to education will support the understanding of the military aspects of UO tactical training in later stages.

In relation to non-military threats, specific courses on technical risks should be designed for NCO and officers. These courses should focus on the dangers encountered in an urban environment such as fires, thermal and electrical risks, explosion risks (gas), and so on. It is also relevant to determine the location of those risks (buildings, centers, industrial and subterranean areas). In this regard, it is appropriate to recognize the cooperation and the importance of using the knowledge of specialized units like Combat Engineers.

### 2. Presence, posture and profile

Soldiers and their junior leaders are the first to make contact with the local population in the areas of operations. Soldiers' behavior has its influence/effects on the local population. First impressions and follow ups are important for both sides and play an important role in winning the hearts and minds of the population. Appropriate ET&E for junior leaders is, therefore, important and must be implemented in the overall ET&E.

Soldiers and junior leaders have to be trained for crowd (hostile or not) control and support of population refugees and displayed persons.

### 3. Chemical, Biological, Radiological and Nuclear materials and Toxic Industrial Materials (TIM)

The urban environment can contain TIM, stored in CBRN objects. These objects may pose a threat to military forces and the local population and, therefore, influence the mission. These objects can be attacked or accidents may occur, which can lead to a CBRN release. Proper decisions and/or measures must be taken to minimize the risk of such a release, and in case of such a release, mitigate the resulting effects. Junior

leaders and their soldiers are possibly the first who are confronted with these situations. To be able to detect such threats and react properly, it is essential that basic CBRN knowledge in UO is taught and trained.

#### **4. Weapon limitations and weapon/ammunition effects**

Weapon limitations primarily concern heavy armour and artillery and the risk of collateral damage for own troops and population involved. Weapon and ammunition effects on their immediate surroundings and target objects must be known by all ranks to be able to calculate the risks of collateral damage and ROE. A more detailed impression, also in relation to the conduct of Live Firing Exercise (LFX) for UO can be found in Annex C of the UO Training Handbook. The education must include the development of an individual understanding of the ammunition effects.

##### **2.5.3. Training considerations for units.**

It is essential that these mission-tailored unit and staff compositions are educated and trained together. Branch-specific training should be conducted before integrating into the comprehensive training of a combined unit.

Training and exercises should be conducted together in the desired force composition with timely integration of branch-specific capabilities (e.g., Aviation Support, CS and CSS units, MISO and HUMINT elements etc). An integrated training approach should focus down to single AFV section level. Training for both dismounts and AFV and MBT crews must include the communication between them and the respective procedures (e.g., target indication). This ET&E can take place at training moments during peacetime preparations, pre-deployment training, and mission conduct.

##### **2.5.4. Training considerations for staffs.**

**Battalion level staffs.** Battalion staffs must be able to shape the preconditions. They should be trained to fight as a combined arms integration team. In a first stage, awareness and knowledge of the complexity of the urban environment, including the consequences of all the augmentation, support forces, and other actors involved in UO is essential. Knowledge of procedures and how to behave/handle local parties and/or nongovernmental organizations (Inter Agency) is needed as early as possible.

Because of this, it makes sense to train the staffs of these levels in another way. Education and courses at (inter-) national (NATO) schools could be a good starting point. Follow-up possibilities include conducting terrain orientation walks, map exercises, and/or computer assisted exercises. Currently, more and more options become available based upon simulation techniques. The time required is very difficult to define and depends on national ambition and/or facilities and courses available.

A first step that can be taken at the national level is to have UO scenarios in the national ET&E. The exchange of lessons learned with experienced nations on this

issue is another possibility. A Memorandum of Understanding (MOU) between countries can shape the desired conditions. It is recommended to have courses at the international NATO schools to prepare (complete or organic) staffs for these challenges. ET&E time needed should be determined further.

### 2.5.5. UO Training Duration

#### 1. General

The steps described hereafter are based upon the training for combat units. Duration is divided into the minimum and optimum times needed per training period and is based upon level specific tasks and missions. The minimum level indicates that an individual or a unit reaches a threshold of capabilities in UO. The “optimum” level identifies a higher level of proficiency. This estimate is based upon best practices from several NATO nations and is only mentioned as an indication. The total amount of ET&E time can nationally be specified when factors like; UO tasks to conduct, defined capabilities, available simulation assets, training facilities, and instructor capacity are implemented. The complexity of UO requires frequent refresher training in order to reach or to maintain the highest proficiency.

#### 2. Training duration

Level	Unit	Tasks	Minimum	Optimum
I	Individual	Basic skills and drills.	2 days	5 days
I-II	Individual - Squad	Basic TTP by foot.	3 days	5 days
I-II	Individual - Squad	Basic TTP mounted and dismounted.	2 days	5 days
III	Platoon	Platoon CAT tasks	1 week	2 weeks
IV	Company	Company CAT tasks	2 weeks	3 weeks
V	Battalion	Battalion missions	2 weeks	6 weeks

It is recommended to think about a (national) method to measure and register the quality of UO ET&E. When these types of overview become available, training staffs will become additional tools to (re)direct ET&E in the desired direction.

### 2.5.6. Live Firing Training for UO.

#### 1. General

UO require LFX with dedicated infrastructure in order to be able to conduct Close Quarter Battle (CQB). Consider providing LFX for UO training from the individual up to at least the squad and platoon level of combat units. If possible, CAT elements should be included in this training.

LFX for UO should involve the use of demolitions and heavy weapons employment such as tanks and AFVs. For many countries, available range facilities will become the bottleneck. Solutions include reduced range training ammunition. Experience in live firing is important, including Fire Support (FS) weapons. The training of danger close fires in an urban environment is essential for all the parties involved.

## **2. Special munitions and simulating live fire training**

The use of training ammunition and/or simulation equipment is recommended. Simulation and direct fire engagement simulators make it possible to train Force on Force with lower costs and on smaller UO training facilities and shooting ranges, which makes it possible to easily repeat actions.

## **3. Explosive and breaching ranges**

Conducting UO requires the use of explosives. Therefore soldiers who are carrying out these tasks must be able to train and practice their skills in suitable facilities, within live fire exercises and integrated into combined arms training if possible.

### **2.5.7. Training Organisation Structure**

#### **1. General**

Based upon available national resources (e.g. training staff and training areas) and national circumstances (e.g. travel distances), three Courses of Action (COA) can be considered to structure basic UO ET&E.

#### **2. Supported**

All units are educated trained and exercised by a special UO training team:

- Preconditions are needed regarding common doctrine and TTP, special (UO) equipment, training facilities, and experienced instructors. ET&E for the different levels can be centrally conducted at (dedicated) Army schools
- The benefit is that all the units are taken care of in the same way. Certification and standardisation of units becomes possible
- Disadvantages are a lack of flexibility because of the centralized planning, travelling time for units etc.

#### **3. Autonomous**

Units take care of their own basic UO ET&E. Preconditions are needed regarding common doctrine and TTP and complete ET&E books. Units must have their own UO instructors. A (small) group of experienced UO instructors is needed to conduct a train-the-trainer program. This is accomplished at the units' location or at a central location. The benefit is that the units have a lot of flexibility in their programming. Disadvantages are that (all) the units must have their UO training facilities up to a specific level, depending on national ambition. Maintaining good quality throughout is difficult. To achieve a specific level, it is recommended to perform an inspection/quality assurance review.

#### **4. The combination**

Taking the best of both methods, depending on the nation's capabilities and resources, could lead to an appropriate UO ET&E method. In that case the task organization between the units and the centralized structure should be clearly established.

2.5.8. Example of a training program level I

Monday	Tuesday	Wednesday	Thursday	Friday
Start up daily: weapons, equipment, transfer etc.				
<p><b>Theory on UO</b></p> <p>Intro to UO; Equipment (individual and squad); Task Org: squad and platoon in UO; Orders and hand signals; Mobility and counter mobility.</p>	<p><b>Level I Practical Training</b></p> <p>Mounted and Dismounted movement (corners, streets, crossroad); Obstacles (windows, wall climbing); Ladder; Mechanical breaching tools.</p>	<p><b>Level II Practical Training High level of Force</b></p> <p>Team/Squad dismounted movement ; Closing in a building; Breaching; Clear a building (High Intensity Combat); Outside and inside ladders.</p>	<p><b>Practical Training Low level of Force</b></p> <p>Team/Squad mounted and dismounted movement in a Non-Combatant environment; Key Leader Engagement (KLE) with Troops in Contact (TIC). Anti-Ambush drills (mounted dismounted); Clear a building.</p>	<p><b>Simulation and Maintenance</b></p> <p>Indoor small arms training simulators (Squad level)</p>
<p><b>Level I Practical Training</b></p> <p>Equipment check; Weapon handling; Shooting (blank); High Explosive hand grenade (blank); Firing positions.</p>	<p><b>Level I Practical Training</b></p> <p>Rappelling; Underground movement; Casualty Evacuation (CASEVAC) from a building.</p>	<p><b>Level II Practical Training High level of Force</b></p> <p>Same as above.</p>	<p><b>Practical Training Low level of Force</b></p> <p>Same as above.</p>	<p>Facility maintenance Weapon &amp; equipment Maintenance. Evaluation.</p>

**2.5.9. Example of a training program level III**

<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
Start-up daily: weapons, equipment, transfer etc.				
Initial briefing on safety measures demonstrations, equipment etc.	<b>Practical Training</b>  Reaction to IED threat	<b>Practical Training</b>  Building clearing	<b>Practical Training</b>  Prisoners evacuation / casualty evacuation	<b>Shooting</b>
<b>Practical Training</b>  Street patrolling	<b>Practical Training</b>  Street clearing	<b>Practical Training</b>  Force protection against a hostile crowd	<b>Practical Training</b>  Seize and secure a key point	<b>Shooting</b>
A second week of training should be focused on combined arms (engineers, fire military police other enablers and support etc.) and may include: barricade breaching, advance along a street under a high level of threat, crowd control, crossing a bridge and / or a river, searching, seizing an entry point, improving a building in order to conduct defensive operation, reaction to a complex attack, conducting an escort. This second week may also include night periods of training and may be concluded by a short assessment exercise.				

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**CHAPTER 3 TRAINING MODULES**

**3.1. INTRODUCTION**

The following training modules have been designed to identify the necessary skill sets to successfully complete tasks likely to be conducted during urban operations at the battalion and company level. Units conducting training must understand that these modules are a framework only, references identified within each module providing the valuable background and detail in the conduct of each task.

**3.2. TRAINING MODULE MATRIX**

Training modules included in Chapter 3 are as follows:

<b>Module</b>	<b>Task</b>
101	Conduct Intelligence Preparation of the Battlefield (IPB)
102	Conduct Intelligence, Surveillance, and Reconnaissance (ISR)
103	Move to Designated Area / Attack Position
104	Isolate the Urban Area
105	Deception (Feint Attacks)
106	Conduct the Break-in
107	Advance (to contact) to Key Objectives
108	Isolate Key Objectives
109	Seize Key Objectives
110	Clear Remaining Resistance on Objectives
111	Consolidate and Retain Objective
112	Clear Remaining Resistance Pockets
113	Secure Key Infrastructure
114	Reorganize
115	Assure a corridor – Main Supply Route (MSR) / Line of Communication (LOC)
201	Conduct the Perimeter Force Battle
202	Conduct the Disruption Force Battle
203	Conduct the Main Defended Area Battle
301	Control the Urban Area
302	Manage Hostile Crowds by Civil Disturbance Operations (Crowd and Riot Control)
303	Protect / Evacuate non-combatants
304	Participate in Restoration of Local Government
305	Provide aid to the population, provide mobility on roads, provide essential needs, restore airfields, and enable humanitarian aid

**3.3. MODULES**

**3.3.1. TRAINING MODULE 101 - Conduct Intelligence Preparation of the Battlefield (IPB)**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

Is able to plan, prepare and conduct an IPB in urban terrain  
 Know different aims, principles, and terms of reference for intelligence preparation of the battlefield.

<b>Battalion Level</b>	Identify center of gravity Conduct natural terrain analysis Conduct human terrain analysis Identify critical vulnerability Classify urban areas Provide cultural insight Identify lines of communications Conduct frame-work and network analysis Conduct structural analysis (e.g. water supply, power supply, TIC / TIM etc.) Provide social analysis Provide economic analysis Conduct threat assessment analysis
<b>Company Level</b>	Conduct natural terrain analysis Conduct human terrain analysis Conduct route reconnaissance Conduct street pattern and subterranean analysis Conduct lines of communication analysis Identify pattern effects Conduct social analysis Conduct threat assessment
<b>Training Contents</b>	Training to be covered: Human terrain analysis Natural terrain analysis Structural analysis Cultural awareness Reporting procedures Threat assessment
<b>Compulsory Prerequisite and Related Modules</b>	102 - Conduct ISR 108 - Isolate key objectives 109 - Seize key objectives 111 - Consolidate and retain objective
<b>References and Supporting Documents</b>	NATO Urban Operations Tactical Handbook NATO Urban Operations Training Handbook ATP-3.2.1 Allied Land Tactics

**3.3.2. TRAINING MODULE 102 – Conduct Intelligence, Surveillance and Reconnaissance (ISR)**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

Is able to conduct ISR in an urban environment

Know different aims, principles, and terms of reference for offensive operations with regards to the break-in

<b>Battalion Level</b>	Identify Specific Information Requirement (SIR) Identify Priority Intelligence Requirement (PIR) Identify Commanders Critical Information Requirements (CCIR) Submit Request for Information (RFI) Analyze information requirements Analyze intelligence gaps Evaluate available assets Recommend ISR assets Analyze information requirements Develop ISR synchronization plan Issue ISR collection plan
<b>Company Level</b>	Synchronize ISR assets Submits RFIs Identify intelligence requirements Execute ISR synchronization plan Conduct reporting procedures Assess ISR operations Monitor ISR operations Report enemy tactical activities
<b>Training Contents</b>	Training to be covered : Intelligence cycle (planning and direction, collection, processing, analysis and production, dissemination) Implementation of ISR assets
<b>Compulsory Prerequisite and Related Modules</b>	101 - Conduct IPB 108 - Isolate key objectives 109 - Seize key objectives 111 - Consolidate and retain objective
<b>References and Supporting Documents</b>	NATO Urban Operations Tactical Handbook NATO Urban Operations Training Handbook ATP-3.2.1 Allied Land Tactics AJP-2 Joint Intelligence, Counter-Intelligence and Security Doctrine AJP-2.1 Allied Joint Doctrine for Intelligence Procedures AJP-3.10 Allied Joint Doctrine for Information Operations

### 3.3.3. TRAINING MODULE 103 – Move to Designated Area / Attack Position

#### OVERALL TRAINING OBJECTIVE

**The unit:**

- is able to plan, prepare and occupy an attack position.
- know different aims, principles, and terms of reference for offensive operations

<b>Battalion Level</b>	Issue Plans and Orders Conduct Passage of Lines Conduct Tactical Manoeuvre Employ Combat Formations Provide Fire Support Employ obscurants Understand and apply Rules of Engagement
<b>Company Level</b>	Make last minute coordination and tactical adjustments Prepare specialized equipment for immediate use Employ Combat Formations Conduct counter ambush actions Conduct counter-sniper actions Conduct Tactical movement Occupy an area Occupy an Attack Position Provide local protection
<b>Training Contents</b>	Training to be covered: Conduct Troop Leading Procedures Tactical Movement Occupy appropriate Release Point Reporting Procedures Methods required for consolidation Actions on Contact
<b>Compulsory Perquisites and Related Modules</b>	101 - Conduct IPB 103 - Move to a designated area / Attack Position 107 - Advance (to Contact) to key objectives
<b>References and Supporting Documents</b>	NATO Urban Operations Tactical Handbook NATO Urban Operations Training Handbook

**3.3.4. TRAINING MODULE 104 – Isolate the Urban Area:**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

Is able to provide information on enemy disposition;  
 Prevent enemy withdrawal or limit withdrawal routes;  
 Prevent enemy reinforcement

<b>Battalion Level</b>	Control measures Orders Resource management of combat multipliers and operational supports Coordinate fire support
<b>Company Level</b>	Coordinate with higher HQ to understand their place in the mission Develop and issue coy level orders Plan and provide for integral security Plan and coordinate logistical assets and combat multipliers Prevent enemy withdrawal Prevent enemy reinforcement Provide clear and timely communications to Bn HQ regarding the changing situation Provide fire support
<b>Training Contents</b>	Training to be covered: Types, purpose, and object of isolating urban area Task organization required to isolate urban area Principles and terms of reference to isolate urban area Employment of indirect fire and CAS in urban terrain Methods required for preventing the enemy from reinforcing Methods required to conduct a forward passage of lines
<b>Compulsory, Prerequisite and Related Modules</b>	103 - Move to designated area / attack position 108 - Isolate key objectives 109 - Seize key objectives 110 - Clear remaining resistance on objectives 111 - Consolidate and retain objective
<b>References and Supporting Documents</b>	NATO Urban Operations Tactical Handbook NATO Urban Operations Training Handbook AJP-3.2 Land Operations AJP-3-2.1 Land Tactics

### 3.3.5. TRAINING MODULE 105 – Deception (Feint Attacks)

#### OVERALL TRAINING OBJECTIVE

**The unit:**

Is able to plan, prepare and conduct a feint attack in urban terrain

- Knows different aims, principles, and terms of reference for feint attack

<b>Battalion Level</b>	Develop effective control measures Develop and Issue Bn level orders that: <ul style="list-style-type: none"> <li>• are simple with limited objectives</li> <li>• synchronizes direct and indirect fire support</li> <li>• include a plan for obstacle clearance</li> <li>• includes a direct fire support plan</li> <li>• concentrates combat power</li> <li>• includes deception (where possible)</li> </ul> Effective management of combat multipliers and operational supports Coordinate fire support
<b>Company Level</b>	Coordinate with Bn HQ to understand their place in the mission Develop and issue Coy level orders Plan and provide for integral security Plan and coordinate for support by logistical assets and combat multipliers Establish a foothold on the edge of the built up area Seize key objectives that dominate the area Establish routes for forward passage of lines Be prepared to provide fire support for subsequent stages of the operation Provide fire support
<b>Training Contents</b>	Training to be conducted : Types, purpose, and object of conducting feint attack Task organization required to conduct feint attack in urban environment
<b>Compulsory Prerequisite and Related Modules</b>	103 - Move to designated area / attack position 108 - Isolate key objectives 109 - Seize key objectives 110 - Clear remaining resistance on objectives 111 - Consolidate and retain objective
<b>References and Supporting Documents</b>	NATO Urban Operations Tactical Handbook NATO Urban Operations Training Handbook AJP-3.2 Land Operations AJP-3-2.1 Land Tactics

**3.3.6. TRAINING MODULE 106 – Conduct the Break-In**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

Is able to plan, prepare and conduct a break-in in urban terrain

Know different aims, principles, and terms of reference for offensive operations with regards to the break-in

<p><b>Battalion Level</b></p>	<p>Develop effective control measures                  Develop and Issue Bn level orders that:</p> <ul style="list-style-type: none"> <li>• are simple with limited objectives</li> <li>• synchronizes direct and indirect fire support</li> <li>• includes a plan for obstacle clearance</li> <li>• includes a direct fire support plan</li> <li>• concentrates combat power</li> <li>• includes deception (where possible)</li> </ul> <p>Effective management of combat multipliers and operational supports</p>
<p><b>Company Level</b></p>	<p>Coord with Bn HQ to understand their place in the mission                  Develop and issue Coy level orders                  Plan and provide for integral security                  Plan and coordinate for support by logistical assets and combat multipliers                  Establish a foothold on the edge of the built up area                  Seize key objectives that dominate the area                  Establish routes for forward passage of lines                  Determine the strength, location, and future intentions of the enemy                  Be prepared to provide fire support for subsequent stages of the operation</p>
<p><b>Training Contents</b></p>	<p>Training to be covered:                  Types, purpose, and object of the break-in                  Task organization required to conduct break-in                  Principles and terms of reference for break-in operations                  Employment of indirect fire and CAS in urban terrain                  Methods required to conduct building entry (breach)                  Methods required to clear the structure                  Methods required for consolidation                  Methods required to conduct a forward passage of lines</p>

<p><b>Compulsory Prerequisite and Related Modules</b></p>	<p>101 - Conduct IPB            102 - Conduct ISR            108 - Isolate key objectives            109 - Seize key objectives            111 - Consolidate and retain objective</p>
<p><b>References and Supporting Documents</b></p>	<p>NATO Urban Operations Tactical Handbook            NATO Urban Operations Training Handbook            ATP-3.2.1 Allied Land Tactics</p>

**3.3.7. TRAINING MODULE 107 – Advance (to contact) to key objectives**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

Is able to plan, prepare and advance to contact operations in urban terrain  
 Knows the different aims, principles, and terms of reference for offensive operations

<b>Battalion Level</b>	Issue plans and orders Understand and apply rules of engagement Adapt task organization Conduct forward passage of lines Conduct tactical maneuver Employ combat formations Coordinate fire Support Conduct deception operations Provide combat service support (resupply, CASEVAC, equipment support)
<b>Company Level</b>	Adapt task organization Prepare specialized equipment for immediate use Employ combat formations Conduct counter-ambush actions Conduct counter-sniper actions Conduct tactical movement Provide fire support Occupy an area Establish an attack position Protect the occupying force until supporting fire is lifted or shifted
<b>Training Contents</b>	Training to be covered: Conduct Battle Procedures Tactical Movement Action on Contact Reporting Procedures Methods required for consolidation
<b>Compulsory Prerequisite and Related Modules</b>	101 - Conduct IPB 103 - Move to Designated Area / Attack Position 105 - Deception (feint attacks) 106 - Conduct the Break-in 114 - Reorganize
<b>References and Supporting Documents</b>	NATO Urban Operations Tactical Handbook NATO Urban Operations Training Handbook

### 3.3.8. TRAINING MODULE 108 – Isolate Key Objectives

#### OVERALL TRAINING OBJECTIVE

**The unit:**

Is able to plan, prepare for and isolate key objectives in an urban environment.

<b>Battalion Level</b>	Control measures Orders Resource management of combat multipliers and operational supports
<b>Company Level</b>	Coord with Bn HQ to understand their place in the mission Develop and issue Coy level orders Plan and provide for integral security Plan and coordinate for support by logistical assets and combat multipliers Execute effective isolation of objective Execute effective consolidation on objective Prepare for forward passage of lines Provide clear and timely communications to Bn HQ regarding changing situation
<b>Training Contents</b>	Training to be covered: Types, purpose, and object of isolating key objectives Task organization required to isolate key objectives Principles and terms of reference for isolation operations Employment of indirect fire and CAS in urban terrain Methods required for consolidation Methods required to isolate key objective Methods required to conduct a forward passage of lines
<b>Compulsory Prerequisite and Related Modules</b>	106 - Conduct break-in 113 - Secure key infrastructure 109 - Seize key objectives 110 - Clear remaining resistance on objectives 111 - Consolidate and retain objective 108 - Isolate key objectives
<b>References and Supporting Documents</b>	NATO Urban Operations Tactical Handbook NATO Urban Operations Training Handbook AJP-3.2 Land Operations ATP-3-2.1 Allied Land Tactics

**3.3.9. TRAINING MODULE 109 – Seize Key Objectives**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

Is able to plan, prepare for and seize a key objective in urban terrain

Know different aims, principles, and terms of reference for offensive operations with regards to offensive operations

<p><b>Battalion Level</b></p>	<p>Develop effective control measures                  Develop and Issue Bn level orders that:</p> <ul style="list-style-type: none"> <li>• maximizes surprise</li> <li>• result in rapid mission completion to deny enemy time to set up a well-established defense</li> <li>• are focused on the objective rather than the enemy</li> <li>• allows for rapid transition from offense to defense once objective has been captured</li> </ul> <p>Effective management of combat multipliers and operational supports</p>
<p><b>Company Level</b></p>	<p>Coordinate with Bn HQ to understand their place in the mission                  Develop and issue Coy level orders                  Plan and provide for integral security                  Plan and coordinate for support by logistical assets and combat multipliers                  Focus on reaching the objective as rapidly as possible                  Be prepared to fix and bypass enemy not located at the named key objective                  Be prepared to conduct rapid consolidation                  Transition quickly from offense to defense</p>
<p><b>Training Contents</b></p>	<p>Training to be covered:                  Types, purpose, and object of seizing key objectives                  Task organization required to seize key objective                  Principles and terms of reference required for to seize a key objective                  Employment of indirect fire and CAS in urban terrain                  Fix and bypass enemy positions                  Methods required to conduct building entry (breach)                  Methods required to clear the structure                  Methods required for consolidation</p>

<p><b>Compulsory Prerequisite and Related Modules</b></p>	<p>101 - Conduct IPB            102 - Conduct ISR            106 - Conduct the Break-in            115 - Assure a Corridor – Main Supply Route (MSR) / Line of Communication (LOC)            114 - Reorganize</p>
<p><b>References and Supporting Documents</b></p>	<p>NATO Urban Operations Tactical Handbook            NATO Urban Operations Training Handbook            ATP-3.2.1 Allied Land Tactics</p>

**3.3.10. TRAINING MODULE 110 – Clear Remaining Resistance on Objectives**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

Is able to plan, prepare and clear resistance on an objective in urban terrain

Know different aims, principles, and terms of reference for offensive operations with regards to objective clearance

<p><b>Battalion Level</b></p>	<p>Develop effective control measures                  Develop and Issue Bn level orders that:</p> <ul style="list-style-type: none"> <li>• ensure systematic clearance</li> <li>• minimize the danger of collateral damage</li> <li>• clearly identify casualty, POW, and civilian evacuation points</li> </ul> <p>Be prepared to support the increased requirement for battlefield administration                  Maintain command and control throughout the operation to ensure effective coordination of sub-units</p>
<p><b>Company Level</b></p>	<p>Coordinate with Bn HQ to understand their place in the mission                  Develop and issue Coy level orders                  Plan and provide for integral security                  Plan and coordinate for support by logistical assets and combat multipliers                  Maintain command and control of all platoons to ensure effective clearance and minimize the danger of collateral damage                  Coordinate direct and indirect fire support                  Clear assigned area of enemy                  Conduct effective reorganization on completion of each objective</p>
<p><b>Training Contents</b></p>	<p>Training to be covered:                  Types, purpose, and object of clearance operations                  Task organization required to clear an objective                  Principles and terms of reference required to clear an objective                  Employment of indirect fire and CAS in urban terrain                  Movement in urban terrain                  Methods required to conduct building entry (breach)                  Methods required to clear the structure                  Methods required to reorganize</p>

<p><b>Compulsory Perquisites and Related Modules</b></p>	<p>101 - Conduct IPB            102 - Conduct ISR            106 - Conduct the Break-in            114 - Reorganize</p>
<p><b>References and Supporting Documents</b></p>	<p>NATO Urban Operations Tactical Handbook            NATO Urban Operations Training Handbook            ATP-3.2.1 Allied Land Tactics</p>

**3.3.11. TRAINING MODULE 111 – Consolidate and Retain Objective**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

Is able to consolidate and retain objective in urban terrain

Know different aims, principles, and TTP's to consolidate and retain objective in urban terrain

<p><b>Battalion Level</b></p>	<p>Develop effective control measures                  Develop and Issue Bn level orders                  Task sub-units with mutually supporting defended combat positions                  Plan alternative positions (if time)                  Designate a reserve                  Develop a defensive fire plan                  Develop an obstacles plan                  Effective management of combat multipliers and operational supports                  Provide effective command and control throughout</p>
<p><b>Company Level</b></p>	<p>Coordinate with Bn HQ to understand their place in the mission                  Develop and issue Coy level orders                  Plan and provide for integral security                  Plan and coordinate for support by logistical assets and combat multipliers                  Execute effective defense of objective                  Provide clear and timely communications to Bn HQ regarding the changing situation</p>
<p><b>Training Contents</b> (to be covered)</p>	<p>Types, purpose, and object of the consolidation and defense of objective                  Principles and terms of reference for the defense of an objective                  Planning and employment of indirect fire and CAS in urban terrain                  Planning and employment of direct fire                  Prepare strong points                  Prepare fighting positions                  Prepare firing positions                  Prepare an obstacle plan</p>
<p><b>Compulsory Prerequisites and Related Modules</b></p>	<p>109 - Seize key objectives                  110 - Clear remaining resistance on objectives                  201 - Conduct the Perimeter Force Battle                  202 - Conduct the Disruption Force Battle                  203 - Conduct the Main Defended Area Battle</p>

<b>References and Supporting Documents</b>	NATO Urban Operations Tactical Handbook NATO Urban Operations Training Handbook ATP-3.2.1 Allied Land Tactics
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**3.3.12. TRAINING MODULE 112 – Clear Remaining Resistance Pockets**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

Is able to plan, prepare and conduct the clearing of remaining resistance pockets in urban terrain

Know different aims, principles, and TTP's to clear remaining resistance pockets in urban terrain

<p><b>Battalion Level</b></p>	<p>Develop effective control measures                  Develop and Issue Bn level orders                  Ensure systematic clearance                  Minimize the danger of collateral damage                  Identify casualty, POW, and civilian evacuation points                  Be prepared to support the increased requirement for battlefield administration                  Maintain command and control throughout the operation to ensure effective coordination of sub-units                  Provide effective management of combat multipliers and operational supports</p>
<p><b>Company Level</b></p>	<p>Coordinate with Bn HQ to understand their place in the mission                  Develop and issue Coy level orders                  Plan and provide for integral security                  Plan and coordinate for support by logistical assets and combat multipliers                  Isolate remaining pockets of resistance                  Seize objective                  Clear remaining pockets of resistance                  Conduct effective reorganization on completion of each objective</p>
<p><b>Training Contents</b> (to be covered)</p>	<p>Types, purpose, and object of clearance operations                  Task organization required to clear an objective                  Principles and terms of reference required to clear an objective                  Planning and employment of indirect fire and CAS in urban terrain                  Planning and employment of direct fire assets                  Movement in urban terrain                  Methods required to conduct building entry (breach)                  Methods required to clear the structure                  Methods required to reorganize                  Isolation of an objective</p>

<p><b>Compulsory Prerequisites and Related Modules</b></p>	<p>101 - Conduct IPB            102 - Conduct ISR            106 - Conduct the Break-in            115 - Assure a corridor – Main Supply Route (MSR) / Line of Communication (LOC)            108 - Isolate key objectives            109 - Seize key objectives            110 - Clear remaining resistance on objectives            114 - Reorganize            111 - Consolidate and retain objective</p>
<p><b>References and Supporting Documents</b></p>	<p>NATO Urban Operations Tactical Handbook            NATO Urban Operations Training Handbook            ATP-3.2.1 Allied Land Tactics</p>

**3.3.13. TRAINING MODULE 113 – Secure Key Infrastructure**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

Is able to plan, prepare and secure key infrastructure in urban terrain

Know different aims, principles, and terms of reference for offensive operations with regards to securing key infrastructure

<p><b>Battalion Level</b></p>	<p>Develop and Issue Bn level orders that:</p> <ul style="list-style-type: none"> <li>• are simple with limited objectives</li> <li>• includes and synchronizes direct and indirect fire support</li> <li>• includes a plan for obstacle clearance</li> <li>• concentrates combat power</li> <li>• includes deception (where possible)</li> </ul> <p>Identify key infrastructure          Analyze key infrastructure          Identify link between population and infrastructure          Categorize infrastructure</p>
<p><b>Company Level</b></p>	<p>Identify integral parts of infrastructure          Determine the strength, location, and future intentions of the enemy          Be prepared to provide fire support for subsequent stages of the operation          Seize key objectives that dominate the area          Establish a foothold on the edge of the built up area          Seize key objectives that dominate the area          Establish routes for forward passage of lines          Determine the strength, location, and future intentions of the enemy</p>
<p><b>Training Contents</b></p>	<p>Training to be conducted :</p> <p>Types, purpose, and object of securing key infrastructure in urban environment          Task organization required to securing key infrastructure in urban environment          Employment of indirect fire and CAS in urban terrain          Methods required to conduct building entry (breach)          Methods required to clear the structure          Methods required for consolidation          Methods required to conduct a forward passage of lines</p>

<p><b>Compulsory Prerequisite and Related Modules</b></p>	<p>101 - Conduct IPB          102 - Conduct ISR          106 - Conduct break-in          108 - Isolate key objectives          109 - Seize key objectives          111 - Consolidate and retain objective</p>
<p><b>References and Supporting Documents</b></p>	<p>NATO Urban Operations Tactical Handbook          NATO Urban Operations Training Handbook          ATP-3.2.1 Allied Land Tactics</p>

**3.3.14. TRAINING MODULE 114 – Reorganize**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

Is able to plan, prepare and execute an effective reorganization in urban terrain

Know different aims, principles, and terms of reference for offensive operations with regards to the reorganization

<p><b>Battalion Level</b></p>	<p>Develop effective control measures                  Develop and Issue Bn level orders that:</p> <ul style="list-style-type: none"> <li>• include a plan to deal with an enemy counter-attack</li> <li>• include a plan for resupply of ammunition, water, and supplies</li> <li>• include a plan for the replacement of casualties</li> </ul> <p>Be prepared to deploy reserve in response to enemy counter-attack                  Develop battalion defensive fire plan</p>
<p><b>Company Level</b></p>	<p>Coordinate with Bn HQ to understand their place in the mission                  Develop and issue Coy level orders                  Plan and provide for integral security                  Plan and coordinate for support by logistical assets and combat multipliers                  Develop hasty defensive positions in preparation for counter-attack                  Develop company defensive fire plan                  Regroup platoons if casualties have been high                  Resupply platoons quickly and efficiently                  Quickly move casualties, POWs, and civilians to designated battalion collection points</p>
<p><b>Training Contents</b></p>	<p>Training to be covered:                  Types, purpose, and object of clearance operations                  Task organization required to clear an objective                  Principles and terms of reference required to clear an objective                  Employment of indirect fire and CAS in urban terrain                  Develop defensive positions in urban terrain                  Create a defensive fire plan                  Conduct battlefield administration</p>

<p><b>Compulsory Perquisites and Related Modules</b></p>	<p>101 - Conduct IPB            102 - Conduct ISR            111 - Consolidate and retain objective            112 - Clear remaining resistance pockets            301 - Control the urban area</p>
<p><b>References and Supporting Documents</b></p>	<p>NATO Urban Operations Tactical Handbook            NATO Urban Operations Training Handbook            ATP-3.2.1 Allied Land Tactics</p>

**3.3.15. TRAINING MODULE 115 – Assure a corridor – Main Supply Route (MSR) / Line of Communication (LOC)**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

Is able to plan, prepare and execute a route security mission

Know different aims, principles, and terms of reference for offensive operations

<b>Battalion Level</b>	Issue Plans and Orders Provide Fire Support Coordinate CAS Implement Control Measures Command and Control (C2) Understand and apply Rules of Engagement
<b>Company Level</b>	Conduct Tactical Movement Conduct Route Reconnaissance and Clearance Conduct Route Maintenance Conduct C-IED Operations Send a Situation Report React to a possible IED React to an IED Attack Conduct a local security patrol Conduct Route Security
<b>Training Contents</b>	Training to be covered: Conduct Troop Leading Procedures Tactical Movement Reporting Procedures Methods required for consolidation Actions on Contact Reduce an Obstacle Coordinate transit with units with Battle Space Owner CRC
<b>Compulsory Prerequisite and Related Modules</b>	101 - Conduct IPB 102 - Conduct ISR 104 - Isolate the Urban Area 302 - Manage hostile crowds by Civil Disturbance Operations (Crowd and Riot Control - CRC) 301 - Control the Urban Area
<b>References and Supporting Documents</b>	NATO Urban Operations Tactical Handbook NATO Urban Operations Training Handbook

**3.3.16. TRAINING MODULE 201 – Conduct the Perimeter Force Battle**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

is able to plan, prepare and conduct a perimeter force battle in urban terrain  
 know different aims, principles, and terms of reference for defensive operations  
 with regards to the perimeter force battle

<p><b>Battalion Level</b></p>	<p>Develop effective control measures                  Develop and Issue Battalion level orders that:</p> <ul style="list-style-type: none"> <li>• sites reconnaissance, direct and indirect fire assets on the outskirts of the urban area and beyond</li> <li>• designate a perimeter force commander</li> <li>• incorporate a detailed withdrawal plan (including decision point for withdrawal)</li> </ul> <p>Effective management of combat multipliers                  Integrate perimeter force with the rest of the defensive plan</p>
<p><b>Company Level</b></p>	<p>Coord with Bn HQ to understand their place in the mission                  Develop and issue Coy level orders                  Plan and provide for integral security                  Plan and coordinate for support by logistical assets and combat multipliers                  Identify enemy strengths, intentions, and main effort                  Deceive / destroy enemy reconnaissance and investment forces                  Destruction of assault forces in assembly areas and forming up points                  Cover obstacles and avenues of approach with fire                  Withdraw after inflicting required damage on the enemy without becoming decisively engaged</p>
<p><b>Training Contents</b></p>	<p>Training to be covered:                  Types, purpose, and object of the perimeter force battle                  Task organization required to conduct the perimeter force battle                  Principles and terms of reference for the perimeter force battle                  Employment of indirect fire and CAS in urban terrain                  Methods required to conduct an effective reconnaissance                  Methods required to effectively break contact                  Control measures                  Integration of obstacle plans</p>

<p><b>Compulsory Perquisites and Related Modules</b></p>	<p>101 - Conduct IPB            102 - Conduct ISR            202 - Conduct the Disruption Force Battle            203 - Conduct the Main Defended Area Battle</p>
<p><b>References and Supporting Documents</b></p>	<p>NATO Urban Operations Tactical Handbook            NATO Urban Operations Training Handbook            ATP-3.2.1 Allied Land Tactics</p>

**3.3.17. TRAINING MODULE 202 – Conduct the Disruption Force Battle**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

is able to plan, prepare and conduct the disruption force battle in urban terrain

know different aims, principles, and terms of reference for defensive operations with regards to the disruption force battle

<p><b>Battalion Level</b></p>	<p>Develop effective control measures                  Develop and Issue Bn level orders that:</p> <ul style="list-style-type: none"> <li>• maximizes the AO of the disruption force in an area between the perimeter force and the main defensive area</li> <li>• incorporates obstacles that channel and slow the enemy</li> <li>• maximizes deception</li> <li>• incorporates effective command and control while maximizing mission command</li> <li>• incorporates protection and duplication of communication</li> <li>• integrates direct and indirect fire support</li> </ul> <p>Effective management of combat multipliers and operational supports                  Provide effective command and control throughout                  Ensure logistical autonomy of subordinate units</p>
<p><b>Company Level</b></p>	<p>Coord with Bn HQ to understand their place in the mission                  Develop and issue Coy level orders                  Plan and provide for integral security                  Plan and coordinate for support by logistical assets and combat multipliers                  Cause enemy attrition                  Delay and disrupt the enemy                  Draw the enemy into main defensive area killing areas                  Confuse the enemy by disguising the layout of the defense</p>

<p><b>Training Contents</b></p>	<p>Training to be covered:  Types, purpose, and object of the disruption force battle  Task organization required to conduct disruption force battle  Principles and terms of reference for disruption force battle  Employment of indirect fire and CAS in urban terrain  Forward and rearward passage of lines  Obstacle construction in urban terrain  Methods required to effectively break contact  Control measures</p>
<p><b>Compulsory Perquisites and Related Modules</b></p>	<p>101 - Conduct IPB  102 - Conduct ISR  105 - Deception (Feint Attacks)  201 - Conduct the Perimeter Force Battle  203 - Conduct the Main Defended Area Battle</p>
<p><b>References and Supporting Documents</b></p>	<p>NATO Urban Operations Tactical Handbook  NATO Urban Operations Training Handbook  ATP-3.2.1 Allied Land Tactics</p>

**3.3.18. TRAINING MODULE 203 – Conduct the Main Defended Area Battle**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

is able to plan, prepare and conduct the main defended area battle in urban terrain  
 know different aims, principles, and terms of reference for defensive operations  
 with regards to the main defended area battle

<p><b>Battalion Level</b></p>	<p>Develop effective control measures                  Develop and Issue Bn level orders that:</p> <ul style="list-style-type: none"> <li>• task sub-units with designated killing areas</li> <li>• utilizes alternative positions (if time)</li> <li>• task sub-units with mutually supporting defended localities that cover designated killing areas</li> <li>• incorporates a reserve and counter-attack plan</li> <li>• incorporates a defensive fire plan</li> </ul> <p>Effective management of combat multipliers and operational supports                  Provide effective command and control throughout</p>
<p><b>Company Level</b></p>	<p>Coord with Bn HQ to understand their place in the mission                  Develop and issue Coy level orders                  Plan and provide for integral security                  Plan and coordinate for support by logistical assets and combat multipliers                  Destroy the enemy within designated killing areas                  Break up the momentum of the enemy attack                  Prevent enemy penetration</p>
<p><b>Training Contents</b></p>	<p>Training to be covered:                  Types, purpose, and object of the main defended area battle                  Task organization required to conduct the main defended area battle                  Principles and terms of reference for the main defended area battle                  Planning and employment of direct and indirect fire and CAS in an urban environment (defensive fire plan)                  Prepare strong points                  Prepare fighting positions                  Control measures</p>

<p><b>Compulsory Perquisites and Related Modules</b></p>	<p>101 - Conduct IPB            102 - Conduct ISR            201 - Conduct the Perimeter Force Battle            202 - Conduct the Disruption Force Battle</p>
<p><b>References and Supporting Documents</b></p>	<p>NATO Urban Operations Tactical Handbook            NATO Urban Operations Training Handbook            ATP-3.2.1 Allied Land Tactics</p>

**3.3.19. TRAINING MODULE 301 – Control the Urban Area**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

Is able to plan, prepare and conduct security and stability operations  
 Know different aims, principles, and terms of reference for security and stability operations

<p><b>Battalion Level</b></p>	<p>Issue plans and orders                  Develop situational awareness                  Coordinate populace and resource control                  Conduct public affairs operations                  Understand roles of NGO and GO                  Support the restoration essential services                  Understand and apply Rules of Engagement                  Restore and maintain order                  Manage displaced civilians                  Conduct key leader engagements                  Secure key infrastructure</p>
<p><b>Company Level</b></p>	<p>Perform civil disturbance control                  Conduct counter-sniper actions                  Conduct route security                  Secure key infrastructure                  Conduct C-IED operations                  Conduct convoy operations                  Conduct detainee control operations                  Process detainees                  Establish checkpoints, observation posts, and patrols</p>
<p><b>Training Contents</b> (to be covered)</p>	<p>Training to be covered:                  Conduct battle procedures                  Actions on contact                  Battle space management                  Conduct security operations                  Protecting vulnerable elements of the population                  Maintain order in refugee areas and population centers                  Conduct Sensitive Site Exploitation (SSE)                  Detainee handling</p>

<p><b>Compulsory Prerequisites and Related Modules</b></p>	<p>101 - Conduct IPB            102 - Conduct ISR            104 - Isolate the Urban Area            113 - Secure Key Infrastructure            302 - Manage Hostile Crowds by Civil Disturbance Operations (Crowd and Riot Control - CRC)</p>
<p><b>References and Supporting Documents</b></p>	<p>NATO Urban Operations Tactical Handbook            NATO Urban Operations Training Handbook            ATP-3.2.1 Allied Land Tactics</p>

**3.3.20. TRAINING MODULE 302 – Manage hostile crowds by civil disturbance operations (Crowd and Riot Control - CRC)**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

Is able to manage hostile crowds by planning, preparing and conducting CRC Operations in urban terrain

Is able to apply crowd and riot control tactics, techniques and procedures (TTP)

<b>Battalion Level</b>	Develop and issue Bn level orders Control measures Apply the legal fundamentals, national restrictions and ROE regarding CRC Ops in urban terrain Maintain close liaison with the police forces in the AO Resource Management of Combat Multipliers and supports for CRC Ops
<b>Company Level</b>	Plan CRC Operations Coordinate and cooperate with other military and police forces Develop and issue Coy level orders Provide force protection from deployment to recovery from CRC Ops Plan and coordinate for support by logistical assets and combat multipliers Deploy by organizing the necessary forces / assets in timely manner and adopting appropriate tactical formations in order to deter, stop or prevent aggressive behavior by a crowd Conduct containment Ops and be prepared to act/react to an escalating / de-escalating situation Conduct separation Ops to keep apart different groups of demonstrators Conduct dispersal Ops Conduct arrest Ops to seize rioters Recover from CRC Ops
<b>Training Contents</b> (to be covered)	Types, purpose, and object of the CRC operations Task organization required to conduct CRC operations Legal fundamentals International Law and Legal Framework Application of ROE Detention/Custody Employment of specific Weapons and ammunitions (incl. Non-Lethal Weapons) to master CRC Employment of specific equipment to master CRC Check Point Blocking Position

<p><b>Compulsory Prerequisites and Related Modules</b></p>	<p>301 - Control the urban area</p>
<p><b>References and Supporting Documents</b></p>	<p>NATO Urban Operations Tactical Handbook          NATO Urban Operations Training Handbook          ATrainP-1(A). Education and Training for PSO - Aug 2010          ATP-3.4.1.1. Peace Support Operations Techniques and Procedures</p>

**3.3.21. TRAINING MODULE 303 – Protect / Evacuate non-combatants**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

- Is able to Protect / Evacuate non-combatants when conducting any kind of operation in urban terrain

<b>Battalion Level</b>	Take all measures to Protect / Evacuate non-combatants concerned by our operations Maintain close liaison with the local authorities and IO's Maintain liaison with the NGO's
<b>Company Level</b>	Take all measures to Protect / Evacuate non-combatants in Coordinate with Bn HQ Provide clear and timely communications to Bn HQ regarding exposed non-combatants
<b>Training Contents</b> (to be covered)	Training to be conducted: Legal fundamentals regarding non-combatants Application of ROE International Law and Legal Framework
<b>Compulsory Prerequisite and Related Modules</b>	101 - Conduct IPB
<b>References and Supporting Documents</b>	NATO Urban Operations Tactical Handbook NATO Urban Operations Training Handbook

**3.3.22. TRAINING MODULE 304 – Participate in Restoration of Local Government**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

is able to plan, prepare for and participate in restoration of local government

know different aims, principles, and terms of reference for restoration of local government

<p><b>Battalion Level</b></p>	<p>Develop effective control measures                  Develop and Issue Bn level orders that:</p> <ul style="list-style-type: none"> <li>• offer flexibility to the needs of the population</li> <li>• identify key objectives in restoration process</li> </ul> <p>Effective management of CIMIC, and effective coordination with non-governmental organizations and international organizations                  Assist in the administration of public services                  Support rapid restoration of essential services                  Conduct key leader engagement                  Conduct PsyOps                  Enable indigenous forces                  Ensure safe and secure environment for humanitarian actions                  Support the maintenance of law and order                  Provide support to the electoral process</p>
<p><b>Company Level</b></p>	<p>Coordinate with Bn HQ to understand their place in the mission                  Develop and issue Coy level orders                  Plan and provide for integral security                  Plan and coordinate for support by logistical assets and combat multipliers                  Monitor the transition of authority, reforming of security forces,                  Secure relocation / re-settlement of refugees and displaced persons                  Protect civilian population in absence of national security forces                  Support collective control measures placed on population</p>

<p><b>Training Contents</b></p>	<p>Training to be covered:  Principles and terms of reference for stability operations  Incident response techniques other than force  Legal limitations during stability operations  Establish a checkpoint  Key leader engagements  Partnering, mentoring, and training techniques</p>
<p><b>Compulsory Prerequisites and Related Modules</b></p>	<p>101 - Conduct IPB  102 - Conduct ISR  301 - Control the urban area  305 - Provide aid to the population, provide mobility on roads, provide essential needs, restore airfields, and enable humanitarian aid</p>
<p><b>References and Supporting Documents</b></p>	<p>NATO Urban Operations Tactical Handbook  NATO Urban Operations Training Handbook  AJP-3.4.1 - Peace Support Operations</p>

**3.3.23. TRAINING MODULE 305 – Provide aid to the population, provide mobility on roads, provide essential needs, restore airfields, and enable humanitarian aid**

**OVERALL TRAINING OBJECTIVE**

**The unit:**

is able to plan, prepare for and participate in providing mobility on roads, and essential needs and enable humanitarian aid  
 know different aims, principles, and terms of reference for restoring airfields, and providing humanitarian aid

<b>Battalion Level</b>	Assist in the administration of public services Develop effective control measures Develop and Issue Bn level orders that: <ul style="list-style-type: none"> <li>• offer flexibility to the needs of the population</li> <li>• identify key objectives in restoration process</li> </ul>
<b>Company Level</b>	Coordinate with Bn HQ to understand their place in the mission Develop and issue Coy level orders Plan and provide for integral security Plan and coordinate for support by logistical assets and combat multipliers Supervise transition of authority, reforming of security forces, relocation / re-settlement of refugees and displaced persons Protect civilian population in absence of national security forces Be prepared to respond to incidents using techniques other than force Support collective control measures placed on population
<b>Training Contents</b>	Training to be covered: Principles and terms of reference for stability operations Incident response techniques other than force Legal limitations during stability operations Establish a checkpoint
<b>Compulsory Prerequisites and Related Modules</b>	301 - Control the urban area 302 - Manage Hostile Crowds by Civil Disturbance Operations (Crowd and Riot Control - CRC)
<b>References and Supporting Documents</b>	NATO Urban Operations Tactical Handbook NATO Urban Operations Training Handbook AJP-3.4.1 - Peace Support Operations

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## CHAPTER 4 EVALUATION

### 4.1. GENERAL

Evaluation is a critical examination of the results against the defined training and education objectives for UO and is meant to provide feedback on the level of performance and operational readiness achieved. NATO Evaluation Programs are designed to examine if the levels of interoperability and capabilities are achieved in order to contribute to operations and tasks. A detailed feedback is essential to the development of the evaluated unit.

### 4.2. RESPONSIBILITIES

Evaluation remains a primarily national responsibility. Nations may request support from NATO.

### 4.3. EVALUATION TOOLS

1. In addition to national evaluation programs and procedures, there are NATO Evaluation Programs available. These are:
  - Combat Readiness Evaluation Program (CREVAL) for land forces
  - Tactical Evaluation Program (TACEVAL) for Air Force units and Ground Based Air Defence (GBAD) units
  - Maritime Evaluation Program (MAREVAL) for naval units
  - Operational Capabilities Concept Evaluation & Feedback Program (OCC E&F).
2. CREVAL, TACEVAL and MAREVAL are main evaluation programs for NATO member countries. The main objectives of these evaluation programs are readiness, performance and military effectiveness. Basic interoperability is expected.
3. For Partner Nations OCC E&F Program provides a progressive evaluation tool. It consists of two levels, where the first one, Level 1, provides an evaluation mechanism to evaluate interoperability. When the Partner unit has achieved an acceptable level of interoperability verified by Level 1 evaluation(s), it is possible to continue to Level 2. Level 2 measures the capabilities (readiness, performance and military effectiveness) of the unit by using CREVAL, TACEVAL or MAREVAL evaluation methodology.
4. OCC E&F Level 1 evaluation is a very useful tool for NATO Member Nations as well.

#### **4.4. CONDUCT OF EVALUATION**

The evaluation must be conducted using the methodology and procedures of that program, when choosing a NATO evaluation program. Planning, manning, timing, reporting as well as rating and grading must also follow a chosen evaluation program. For successful evaluation it is essential to have enough experienced evaluators and subject-matter experts.

<b>ANNEX A      REFERENCES</b>
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**A.1.    MILITARY COMMITTEE (MC) DOCUMENTS**

MC 60  
MC 362/1 NATO Rules of Engagement

**A.2.    ALLIED PUBLICATIONS**

AAP-6 NATO Glossary of Terms and Definitions  
AAP-15 NATO Glossary of Abbreviations  
AAP-39 NATO Handbook of Land Operations Terminology  
ATrainP-1 Education and Training for PSO  
AJP-2 Joint Intelligence, Counter-Intelligence and Security Doctrine  
AJP-2.1 Allied Joint Doctrine for Intelligence Procedures  
AJP-3.2 Land Operations  
AJP-3.4.1 Peace Support Operations  
AJP-3.4.4, Counter Insurgency (COIN)  
AJP-3.10 Allied Joint Doctrine for Information Operations  
ATP 3.2.1 Allied Land Tactics  
ATP-3.4.1.1 Peace Support Operations Techniques and Procedures  
NATO Urban Operations Tactical Handbook  
NATO Urban Operations Training Handbook

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<b>ANNEX B      SUPPORTING DOCUMENTS</b>
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**Case Studies**

1. "People Make the City": Joint Urban Operations from Afghanistan and Iraq. National Defense Research Institute, RAND. Russell W. Glenn and Todd C. Helmus.
2. "More Joint Urban Operation Observations and Insights from Afghanistan And Iraq." RAND. Glenn and Helmus.
3. "A Tale of Three Cities, Analyzing Joint Urban Operations with a Focus on Fallujah, Al Amara, and Mosul." RAND. Glenn and Helmus.
4. "Street Smart; Intelligence Preparation of the Battlefield for Urban Operations Jamison J. Medby and Russell W. Glenn (RAND, 2002).

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**ANNEX C      ABBREVIATIONS**

AAP	Allied Administrative Publication
ACV	Armoured Combat Vehicles
AFV	Armored Fighting Vehicles
AIFV	Armoured Infantry Fighting Vehicles
AJP	Allied Joint Publication
AO	Area of Operations
ATP	Allied Tactical Publication
ATrainP	Allied Training Publication
Bn	Battalion
C2	Command and Control
CAS	Close Air Support
CASEVAC	Casualty Evacuation
CAT	Combined Arms Training
CBRN	Chemical, Biological, Radiological, Nuclear
CCIR	Commander's Critical Information Requirements
C-IED	Counter-IED
CIMIC	Civil-Military Cooperation
CIS	Communication and Information Systems
COA	Course of Action
COIN	Counter-Insurgency
Coy	Company
CQB	Close Quarter Battle
CRC	Crowd/Riot Control
CREVAL	Combat Readiness Evaluation Program (Land)
CS	Combat Support
CSS	Combat Service Support
E&F	Evaluation & Feedback
EOD	Explosive Ordnance Disposal
ET&E	Education/Training and Exercise
EW	Electronic Warfare
FAC	Forward Air Controller
FP	Force Protection
FS	Fire Support
GBAD	Ground Based Air Defence
HF	High Frequency
HQ	Headquarter(s)
HUMINT	Human Intelligence
IED	Improvised Explosive Device

IO	International Organization
IPB	Intelligence Preparation of the Battlefield
ISR	Intelligence, Surveillance, and Reconnaissance
JFS	Joint Fire Support
JFST	Joint Fire Support Teams
KLE	Key Leader Engagement
LAD	Light Aid Detachments
LFX	Live Firing Exercise
LOC	Line of Communication
MAREVAL	Maritime Evaluation Program
MBT	Main Battle Tank
MC	Military Committee
MISO	Military Information Support Operation
MOU	Memorandum of Understanding
MP	Military Police
MSR	Main Supply Route
MTF	Medical Treatment Facilities
NCO	Non-Commissioned Officer
NGO	Non-Governmental Organization
NSO	NATO Standardization Office
NTG	NATO Training Group
NUONTGTG	NATO Urban Operation NATO Training Group Task Group
OCC	Operational Capabilities Concept
PIR	Priority Intelligence Requirement
POW	Prisoner of War
PSF	Peace Support Force
PsyOps	Psychological Operation(s)
RCIED	Radio Controlled IED
RFI	Request For Information
ROE	Rules of Engagement
SOF	Special Operations Forces
SIR	Specific Information Requirement
SSE	Sensitive Site Exploitation
STANAG	Standardization Agreement
TACEVAL	Tactical Evaluation Program
TEPSO	Training and Education for Peace Support Operations
TG	Task Group
TIC	Troops In Contact
TIM	Toxic Industrial Material
TTP	Tactics, Techniques and Procedures
UAV	Unmanned Aerial Vehicle
UGV	Unmanned Ground Vehicles
UO	Urban Operations

UXO	Unexploded Ordnance
VHF	Very High Frequency
WIA	Wounded in Action

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<b>ANNEX D      GLOSSARY AND DEFINITIONS</b>
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<b>Advanced Training</b>	Training to achieve and maintain a higher level of knowledge and skills to enable individuals/units to fulfill a broader spectrum of assigned tasks/missions. (MC 458)
<b>Alliance</b>	The result of formal agreements between two or more nations for broad, long-term objectives which further the common interests of its members. When the word 'alliance' is written with a capital 'A', it refers specifically to NATO. Proposed for inclusion (AAP-6)
<b>Analysis (evaluation analysis)</b>	Is a substantial component of the evaluation process. It is a set of inter-related systems designed to observe, validate, and report the operational capabilities of staff personnel, units, and force components. (MC 458)
<b>Area of Influence</b>	A geographical area; wherein a commander is directly capable of influencing operation, by maneuver of fire support systems normally under his command or control. (AAP-6)
<b>Area Of Interest</b>	The area of concern to a commander relative to the operations of current or planned operations, including his areas of influence, operations and / or responsibility, and areas adjacent there to. (AAP-6)
<b>Assessment (evaluation assessment)</b>	Is a substantial component of the evaluation process, which includes the process of examination and estimation on the capabilities of staffs, units, and force components with regard to established forces standards and readiness criteria. (MC 458)
<b>Basic Training</b>	Training to achieve and maintain a fundamental level of knowledge and skills to enable individuals/units to fulfill a limited spectrum of assigned tasks/missions. (MC 458)
<b>Buffer Zone</b>	A defined area controlled by a PSF from which disputing or belligerent forces have been excluded. A buffer zone is formed to create an area of separation between disputing or belligerent forces and reduce the risk of renewed conflict. (ATP-3.4.1.1)

<b>Cantonment Area</b>	A location for the temporary housing, disarmament and demilitarization of the parties' forces (within the framework of a demobilization operation). (ATP-3.4.1.1)
<b>Certification</b>	The official recognition that an organizational element or an individual meets defined standards and is therefore capable of performing its or his mission.
<b>Checklist</b>	A list containing advice or reminders to conduct the evaluation against TEPSO effectiveness and the level of interoperability to be achieved.
<b>Checkpoint</b>	A point on a road or route at which personnel and/or vehicles are checked in order to prevent the passage of arms, wanted persons etc. A checkpoint will usually include the ability to search vehicles and personnel. Civilian police may also be in attendance. (ATP-3.4.1.1)
<b>CIMIC (Civil Military Cooperation)</b>	The coordination and cooperation, in support of the mission, between the NATO Commander and civilian populations, including national and local authorities, as well a international, national and non-governmental organizations or agencies
<b>Education</b>	Is the permanent process to impart general knowledge through formal and informal study to influence individuals to accept their commitments to general military attitudes. It is achieved through teaching methodologies, doctrines, tactics and ethical principles to acquire skills necessary to fulfill their duties. (MC 458)
<b>Evacuee</b>	A person who has been ordered or authorized, by competent authorities, to move from a place of danger, and whose movements and accommodation are planned, organized and controlled by such authorities. (AAP-6)
<b>Evaluation</b>	Is the process of the examination of staffs, units, and force components with regard to their capability to effectively and efficiently conduct given missions and tasks. It also investigates the validity and reliability of systems, procedures, programs, and objectives. It includes analysis, assessment, feedback, and lessons learned. (MC 458)
<b>External Evaluation</b>	External evaluation investigates the validation of training objectives in accordance with the training needs identified with the commanders' training assessment and described with the respective job

	descriptions, and, for multinational HQs and forces, in specific arrangements such as Memorandums of Understanding (MOU).
<b>Feedback</b>	Is the process of providing an assessment of an activity to all appropriate parties. It is part of the evaluation process that provides information to improve performance of evaluated missions and tasks. (MC 458)
<b>Find</b>	An item of explosives, weapons, or other terrorist, insurgent or military equipment found either during a planned search or during other operations. (ATP-3.4.1.1)
<b>Force Protection (FP)</b>	All measures and means to minimize the vulnerability of personnel, facilities, equipment and operations to any threat and in all situations, to preserve freedom of action and the operational effectiveness of the force. (AAP-6)
<b>Individual Training</b>	Is to prepare an individual military member to perform specified military tasks either in a centralized military training organization or in a military unit/HQ. It encompasses procedural drill and the repeated practical application of doctrines, tactics and procedures to acquire and maintain the required skills. (MC 458)
<b>Internal Evaluation</b>	The primary aim of internal evaluation is to investigate whether the training result meets the requirements described with the training objectives.
<b>Interoperability</b>	The ability to operate in synergy in the execution of assigned tasks. (AAP-6)
<b>Joint Individual Training</b>	Is the common training of individuals of two or more services. (MC 238/2)
<b>Leadership</b>	Leadership is a complex mixture of qualities displayed in different situations in order to meet the challenges leaders could face during operations. It is based on ethical norms, mental and spiritual principles and creates trust and confidence following the rules of professionalism, credibility and responsibility. Apart from the command and control capability, it also comprises the leader's ability and willingness to set a good example, to share risks and burdens, to carefully manage resources in order to provide welfare and care to the subordinates and develop positive relations and social intercourse.

<b>Lessons Learned</b>	Is a set of validated information gained during the evaluation process, which serves as the basis for improvements in training. (MC 458)
<b>Military Task for Interoperability</b>	Define specific tasks which Partner units must be capable of in order to be interoperable.
<b>Observation</b>	The detailed examination of phenomena prior to analysis, diagnosis or interpretation.
<b>Standardization</b>	Is the process of developing concepts, doctrine, procedures, and designs to achieve and maintain the most effective levels of compatibility, interoperability, interchangeability and commonality in the fields of operations, administration and material. (MC 238/2)
<b>Systems Approach to Training</b>	The NTG's Systems Approach to Training defines evaluation as a key element within the training environment, which encompasses analysis, assessment, feedback and Lessons Learned. It aims to improve the capability of staffs, units, and force components to conduct given missions and tasks effectively and efficiently as well as to improve the procedures, programs, and training objectives to achieve this aim. (MC 458)
<b>Training</b>	As the generic term means the permanent process of preserving and improving the skills (capabilities) of military individuals, staffs and forces to sound military operations. It encompasses education (as disseminating knowledge through formal or informal study), individual and collective training as well as exercises. (MC 458)

<b>ANNEX E      GLOSSARY AND DEFINITIONS</b>
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<b>Training Module</b>			
<b>Training Objective</b>		<b>National Training Criteria</b>	
<b>Training Level</b>	<b>Standards</b>	<b>Observation of Operational Readiness</b>	<b>Rating</b>
<b>Battalion (Unit)</b>			
<b>Company (Sub-Unit)</b>			
<b>Operational Readiness (effectiveness &amp; interoperability)</b>	<b>Summary</b>		<b>Grades</b>
<b>Ratings</b>		<b>Grades</b>	
<b>Excellent (EX)</b> <b>Satisfactory (ST)</b> <b>Marginal (MA)</b> <b>Unsatisfactory (UN)</b>		<b>Interoperable</b> <b>Partially Interoperable</b> <b>Not Interoperable</b>	

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<b>ANNEX F      EVALUATION / ASSESSMENT REPORT</b>
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<b>EVALUATION REPORT</b>		
<b>Nation:</b> <b>Unit:</b> <b>Designated For:</b>	<b>Unit Commander:</b>	
<b>EVALUATION / ASSESSMENT</b>		
<b>National Self Evaluation / Assessment</b>		
<b>National Evaluation / Assessment with NATO Support</b>		
<b>Evaluation by NATO</b>		
<b>Chief Assessor Nation</b>	<b>Chief Assessor NATO</b>	
<b>NATO Monitor</b>	<b>Nation Representative (Co-Assessor)</b>	
<b>TRAINING CONTEXT AND CONDITION</b>		
<b>TRAINING MODULES</b>	<b>Rating of Operational Readiness (See Below)</b>	<b>Gradings for Interoperability (See Below)</b>
101 Conduct IPB		
102 Conduct ISR		
103. Move to Designated Area / Attack Position		
104 Isolate the urban area		
105 Deception (feint attacks)		
106 Conduct the Break-in		
107 Advance (to contact) to key objectives		
108 Isolate key objectives		
109 Seize key objectives		
110 Clear remaining resistance on objectives		
111 Consolidate and retain objective		
112. Clear Remaining Resistance Pockets		
113 Secure key infrastructure		
114 Reorganize		
115 Assure a corridor (MSR/LOC)		
201 Conduct perimeter force battle		

202 Conduct disruption force battle		
203 Conduct main defended area battle		
301 Control the urban area		
302 Crowd and riot control		
303 Protect / evacuate non-combatants		
304 Participate in restoration of local government		
305 Provide aid to the population, provide mobility on roads, provide essential needs, restore airfields, and enable humanitarian aid		
<b>Location / Date</b>	<b>Signature</b>	
<b>Unit Commander's Assessment / Reccomendations:</b>		
<b>Rating of Operational Readiness</b>	<b>Gradings for Interoperability</b>	
<p style="text-align: center;"> <b>Excellent (EX)</b>  <b>Satisfactory (ST)</b>  <b>Marginal (MA)</b>  <b>Unsatisfactory (UN)</b> </p>	<p style="text-align: center;"> <b>Interoperable</b>  <b>Partially Interoperable</b>  <b>Not Interoperable</b> </p>	

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