

**Actions Required**

Pg ref	Recommendation	CEFCOM remarks / direction	OPI	OCI
<b>RECOMMENDATIONS RELATED TO IDENTIFICATION</b>				
60	<p><b>Theatre-level</b> Although there is a concerted effort within the NATO and ABCA communities to develop doctrine, and TTPs, soldiers in contact now cannot be expected to wait for the final solution. A comprehensive and authoritative must be developed that reflects and incorporates the differing capabilities of all troop-contributing nations. More importantly, the must be enforced for all friendly elements that operate within an assigned AO</p>	<p>Agree</p> <p>Comd JTF-Afg is to review current in-theatre procedures for the use of both active and passive (IR) identification equipment and determine:</p> <ul style="list-style-type: none"> <li>- adequacy of current / TTPs relating to the use</li> <li>- commonality / interoperability concerns in regards to allied forces operating within the JTF-Afg AO</li> </ul>	Comd JTF-AFG	CEFCOM J3 CLS
60	<p><b>Theatre-level Policy on Use of</b> . Testimony from soldiers and leaders in the QRF highlighted the fact that there is significant concern that the , and hence the use of may endanger friendly soldiers. Although this may well be the case, the decision to use or not use must be a conscious one, made by Comds. This is essentially an exercise in management of risk, and the benefits of must be weighed against the risk of detection from the enemy. Measures and TTPs must be developed to mitigate that risk. The policy must be clearly identified in all orders and briefings, and for all operations and training.</p>	<p>If concerns or gaps remain, which are beyond resolution within JTF-Afg / RC (S), these are to be identified for action by CEFCOM staff, working with LS.</p>		

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<b>RECOMMENDATIONS RELATED TO DRILLS AND PROCEDURES</b>				
61	<p><b>Theatre level Marry-up Drills.</b> It is recommended that a comprehensive checklist be developed / adopted that identifies the critical activities, control measures, and information that must be exchanged between the QRF and in-place forces, as well as for marry up of . This checklist must be widely disseminated to all coalition assets operating in the [JTF-Afg] AO</p>	<p>The increasing range of forces and nationalities operating within the JTF-Afg AO emphasizes the Board's recommendations for effective drills and procedures when operating with allies.</p>	Comd JTF-AFG	CLS CEFCOM J3
61	<p><b>Canadian SOPs.</b> To facilitate training, Canadian must be established, published, and put into practice as soon as possible. The Land Force and have not been formally released. In the interim, Comds on operations are . The latter practice will be precluded by the immediate adoption of a CF wide for personnel conducting land operations.</p>	<p>Comd JTF-Afg is to review current in-theatre drills and procedures as identified by the Board, and determine whether they are adequate and robust enough to accommodate the broad range of forces operating with Canadians in the JTF-Afg AO.</p> <p>Should concerns or gaps remain beyond resolution within JTF-Afg / RC (S), these are to be identified for action by CEFCOM staff, working with LS.</p>		
61	<p><b>Defence Planning Considerations.</b> Irrespective of the type of operations that are being conducted across the spectrum of conflict, defence remains a core activity for all forces. As such, the well-established and universally accepted principles of the deliberate defence must be applied as strictly in counter-insurgency operations as they are in more conventional operations. The defence of a FOB must be based on these sound fundamentals using the full range of coordination procedures such as sketches, etc.</p>			
61	<p><b>Command and Control.</b> As a result of the complex C2 structure in theatre, [JTF-Afg] does not always have full visibility on all the activities taking place in its area of operation. The coordination of all forces operating in a particular area needs to become more transparent in order to enhance situational awareness, while still respecting operational security (OPSEC). Therefore, it is recommended that a formal C2 relationship be established for all assets that will work in an assigned area of operation</p>			

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<b>RECOMMENDATIONS RELATED TO SITUATIONAL AWARENESS</b>				
61	<b>Night Vision Devices.</b> As effective as the latest generation of fielded night vision goggles are, they are still reliant on the availability of some ambient light. In order to mitigate the impact of low illumination nights, it is recommended that options be examined and selected to deploy thermal imaging devices in concert with image intensification devices with a view to enhancing overall night fighting capability.	I recommend a review of night vision equipment in current use, in the light of known challenges posed by the JTF-Afg AO. If deficiencies are found, action needs to be taken to address them.	CLS	CEFCOM J3 Comd JTF-Afg
<b>RECOMMENDATIONS RELATED TO EQUIPMENT AND TRAINING</b>				
62	<b>Coalition and Joint Operations.</b> Training must continue to incorporate both multi-national and joint elements, simulated or real, in order to experience the coordination challenges associated with the contemporary operating environment.	has been incorporated into CMTC training, and procurement actions are on-going to ensure sufficient supply of night-vision and identification devices for both operational and training use.	CLS	CEFCOM J3, J7 Comd JTF-Afg
62	Due to its importance, must become an integral part of the CF training system from recruit training through to Theatre Mission Specific Training at the Canadian Manoeuvre Training Center	I recommend that CLS undertake a further review of training and ensure that the full scope of potential situations are considered, including the challenges of night-time identification of friendly forces when operating multi-nationally and jointly This review should include consideration of the impact(s) of non-standardized application of		
62	<b>Equip As You Fight.</b> The Land Staff should re-examine the allocation of night vision devices and to ensure that training establishments and units have the appropriate amount of equipment to permit realistic night training.			
62	<b>Uniforms.</b> The application of to the CADPAT uniform requires standardization and an institutional approach as presently modifications are taking place in theatre. The standardized approach will facilitate training and awareness	CEFCOM J7 to ensure that the essence of these recommendations is incorporated in the certification process for deploying forces		