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THE ZIMBABWE NATIONAL ANTHEM

Ngaikomborerwe Nyika YeZimbabwe

Simudzai mureza wedu weZimbabwe
Yakazvarwa nomoto weChimurenga,
Neropa zhinji ramagamba
Tiidzivirire kumhandu dzose
Ngaikomborerwe nyika yeZimbabwe.

Tarisai Zimbabwe nyika yakashongedzwa
Nemakomo, nehova, zvinoyevedza
Mvura ngainaye, minda ipe mbesa
Vashandi vatuswe, ruzhinji rugutswe
Ngaikomborerwe nyika yeZimbabwe

Mwari ropafadzai nyika yeZimbabwe
Nyika yamadzitataguru edu tose
Kubva Zambezi kusvika Limpopo
Navatungamiri vave nenduramo
Ngaikomborerwe nyika yeZimbabwe.

Kalibusiswe ilizwe leZimbabwe

Phakamisani' iflegi yethu yeZimbabwe
Eyazalwa yimpi yenkululeko
Legaz'el'nengi lamaqhawe ethu
Silivikele ezitheni zonke
Kalibusiswe ilizwe leZimbabwe.

Khangelan'i Zimbabwe yo'ihlotshisiwe
Ngezintaba lang'mful'ebukekayo
Izulu kaline, izlilimo zande
Iz'sebenzi zename`, abantu basuthe
Kalibusiswe ilizwe leZimbabwe

Nkosi busi'ilizwe lethu leZimbabwe
Ilizwe labokhokho bethu thina sonke
Kusuk'e Zambezi kusiy'e Limpopo
Abakhokeli babe lobuqotho
Kalibusiswe ilizwe leZimbabwe.

Blessed be the land of Zimbabwe

O lift high, our flag of Zimbabwe
Born of the fire of the revolution
And of the precious blood of our heroes
Lets defend it against all foes
Blessed be the land of Zimbabwe.

Behold Zimbabwe so richly adorned
With mountains, rivers beautiful
Let rain abound and fields yield the seed
May all be fed and workers rewarded
Blessed be the land of Zimbabwe

O God, bless the land of Zimbabwe
The land of our heritage
From the Zambezi to the Limpopo
May Our Leaders be just and exemplary,
Blessed be the land of Zimbabwe.

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CHAPTER 1 : INTRODUCTION TO SERVICE WRITING

INTRODUCTION

101. This Joint Service Publication Zimbabwe (JSP Z2) has been produced for both Services. It contains agreed rules and conventions for the preparation and layout of service paperwork and standardised staff procedures. Such standardisation helps to achieve economy in training, flexibility in staff appointments and more efficient joint staff work.

102. The normal conventions of printing differ from the Conventions of Service Writing which apply to manuscript or typewritten work only. However, this volume has been reproduced in a style that illustrates Service Writing Conventions.

DEFINITION OF SERVICE WRITING

103. Service Writing covers all writing originated officially within the Services. It is divided into 'operational' and 'non-operational' writing. These forms of writing cover:

a. Operational Writing.

- (1) Operational directives, operation orders and instructions.
- (2) Administrative orders and instructions.
- (3) Confirmatory notes.
- (4) Estimates.
- (5) All forms of operation reports.
- (6) Signal messages.
- (7) Memoranda.
- (8) Annexes, appendices and tables which as a result of the detail contained in them would be clearer to the reader if operational writing techniques were used.

b. Non-operational Writing. Non-operational writing covers all other forms of Service Writing which are not operational writing.

104. Basic Differences. The basic differences between the 2 forms of Service Writing are:

- a. In operational writing the writer makes maximum use of abbreviations and may write the text in 'note form'. Reported speech is written as spoken.

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- b. In non-operational writing, the normal rules of English usage apply, and the use of abbreviations is restricted.¹

CHARACTERISTICS OF SERVICE WRITING

105. Service Writing conforms to the rules of good English usage but, above all, demands:

- a. Accuracy. Facts and wording must be accurate. Opinions and deductions must be distinguishable from facts.
- b. Brevity. The reader must be informed in the shortest way consistent with accuracy and clarity. Brevity is achieved by planning and careful editing.
- c. Clarity. Service Writing must be intelligible, reasoned and unambiguous.
- d. Relevance. Any irrelevant word, phrase or idea must be excluded. Always ask: 'If this is omitted, will the argument be affected?'
- e. Logic. Deductions must be fully justified and contained in sentences and paragraphs which flow in a logical sequence related directly to the argument.

106. Style. The presentation of facts and arguments in a logical sequence in order to convey an idea or justify a course of action and to tell the tale plainly may preclude the use of forceful, flowing prose in favour of a straightforward arrangement using short words, short sentences and short paragraphs. There is no excuse however, for Service Writing to be dull and lifeless. The style should always be sufficiently attractive to hold the reader's attention. Style depends on:

- a. Choice of Expression. The following points will help with expressions:
 - (1) Avoid abstract nouns where verbs or adjectives can be used, eg 'the present restrictions must continue' rather than 'the cessation of the period of restrictions cannot be made'.
 - (2) Use the active rather than the passive construction of verb, eg 'you saw him' rather than 'he was seen by you'.
 - (3) Use English rather than foreign words when exactly the same idea can be expressed in English.
 - (4) Use familiar, simple words rather than obscure ones.
 - (5) Avoid flowery expressions.

¹ Chapter 2, Paragraph 55 p 2-12.

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- (6) Avoid devious language.
- (7) Beware of cliches as these lead to loss of original force and easily irritate the reader.
- (8) Avoid slang as a general rule although the occasional use of an expressive word in the right place may add emphasis and taste.
- (9) Avoid jargon and officialese, which produce an unnatural style. Jargon is defined as; *'Technical or specialised words used by a particular group of people and difficult for others to understand.'*² Officialese is also defined as; *'Language characteristic of official documents and ...too formal or complicated'*.³ Use of jargon leads to misunderstanding by those not familiar with a speciality. Similarly, officialese is neither concise nor clear. Some examples are:

<u>Jargon/Officialese</u>	<u>English</u>
'The committee gave further consideration to a memorandum containing proposals with regard to.....'	'The committee considered a proposal that.....'
'Proposals under which Service pay would be brought under review.....'	'Proposals for reviewing Service pay.....'
'Endeavour to commence.'	'Try to begin.....'
'Having regard to the fact that..'	'As
'A percentage/proportion of.'	'Some.....'
'This is a matter of very considerable urgency.'	'This is urgent.....'
'At this point in time.'	'Now.'
'Prior to.'	'Before.'
'Subsequent to.'	'After.'

² *Oxford Advanced Learner's Dictionary*, p 670.

³ *Ibid* p 857.

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b. Choice of Words. The writer must know the exact meaning of every word in order to avoid ambiguity and misunderstanding. Simple words are normally preferable and understandable. What matters most is the use of the right word in the right context.

c. Construction. A forceful argument can best be developed by a logical sequence of paragraphs and sentences. Paragraphs may have to be subdivided for clarity, but the unity of ideas in each paragraph must be preserved. Crisp sentences are often best but they should not be so brief that the whole paper loses continuity.

d. Punctuation. Punctuation aids clarity. Commas should be used sparingly. They must never be used to hide poor construction of a sentence.

CONCLUSION

107. Service Writing cannot be turned into attractive prose just by avoiding errors in the use of language. The rules set out in this Chapter will however help the writer in the preparation of his or her paperwork. There are no short cuts to writing straightforward English. The habit is acquired only by studying good prose and by constant practice.

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CHAPTER 2: THE RULES AND CONVENTIONS OF SERVICE WRITING

SECTION 1: INTRODUCTION

201. This Chapter contains the basic rules and conventions used in Service writing to aid clear presentation of facts and discussion. They help each person concerned, namely:

- a. The Writer. Knowing the rules, the writer automatically conforms to standard layout and other conventions. He or she does not waste time devising his or her own layout and conventions.
- b. The Typist. The typist does not have to adopt his or her own drafts to make them suitable for typing.
- c. The Reader. The reader receives a document which conforms to a familiar pattern and is easy to read.

Additional conventions used in correspondences, staff papers and operational writing are explained in later chapters.

202. The conventions apply to manuscript and typewritten work, but not necessarily to all printed documents. For instance, the printer commands a wide variety of type styles and sizes and can vary the spacing of words and letters to align the right hand margin vertically.

SECTION 2: STANDARD CONVENTIONS

203. Most documents have 3 basic parts, which are; the superscription, the text and the subscription. Contents of each part may vary with the document, but in all cases the superscription comprises everything above the text and the subscription everything below it. An example which illustrates these parts including all the basic conventions of a standard layout in Service writing is at Annex A to this chapter. This and other examples in the volume are designed to illustrate the position of the various elements, not all of which need appear in any one form of Service Writing.

HEADINGS

204. When a document is lengthy or the subject is complex, the text is divided by headings. These assist the writer's logical development of the theme and direct the reader's attention to what follows. Headings should stand on their own and not form part of any sentence that follows. For example, the following is wrong:

'Works Services. These will be discussed on 1 Jul 03'.

The correct version should be:

'Works Services. The works service programme will be discussed on 1 Jul 03'.

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205. The Subject Heading or Title. Most documents start with a short statement of the subject called the subject heading. In a simple document, the subject heading starts at the left-hand margin in underlined capitals and is not followed by a full stop. In complex documents involving the use of main headings, the subject heading is treated as a main heading which is written centrally. Subject headings are not abbreviated.

206. Main Headings. A main heading is placed centrally over the typed area, in underlined capitals and not followed by a full stop. In a 2 line heading, if one is necessarily shorter than the other, the second line is to be shorter and placed centrally under the first. No abbreviations are used on main headings.

207. Group Headings. A group heading is used to introduce 2 or more paragraphs on the same general subject. It covers all subsequent paragraphs before the next main or group heading. A group heading occupies a line by itself beginning at the left-hand margin. It is not numbered and is not followed by a full stop. Group headings are in capitals and underlined. Abbreviations are not used on group headings.

208. Paragraph Headings. A paragraph heading covers only its own paragraph and any integral sub-paragraphs. Initial capitals are used for important words. The heading is underlined and followed by a full stop. Not every paragraph need have a paragraph heading, but once such a heading is used, succeeding paragraphs down to the next main or group heading should have paragraph headings. A paragraph heading may be on a line by itself (followed by a full stop) and immediately followed by a sub-paragraph. Paragraph headings are not abbreviated.

209. Sub-Paragraph Headings. Sub-paragraph headings and those of any further sub-division follow rules similar to those for paragraph headings. Further divisions of paragraphs into sub-sub-paragraph headings are dependent on the complexity of the document under discussion. Detailed explanations and layout of sub-paragraphs are contained at Annex B to this Chapter.

NUMBERING OF PARAGRAPHS

210. Main paragraphs are numbered in Arabic numerals followed by a full stop. Sub-paragraphs are numbered in alphabetic order and are also followed by a full stop while sub-sub-paragraphs are numbered in Arabic numerals enclosed in brackets and are not followed by a full stop. Further division of paragraphs are numbered in alphabetical order enclosed in brackets and Roman numerals followed by a full stop respectively. A single paragraph is not numbered and a paragraph should never have a single sub-paragraph. The method of numbering paragraphs and sub-paragraphs and of indenting sub-paragraphs is explained at annexes A and B to this Chapter. The first line of an unnumbered paragraph is not indented. In letters to the public the writer should be¹ guided by good taste in deciding whether to number paragraphs. Paragraphs in letters of condolence are not numbered.

¹ Annex A, paragraphs 4 and 5, pp 2A-2 and Annex B, Paragraphs 5 and 6, pp 2B-1 & 2B-2.

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BOLDING AND USE OF ITALICS

211. Bolding. Bolding should be used on the following:

- a. On subject headings only.
- b. On security classification.
- c. On column headings in tables.
- d. When referring to a flag or side flag in a brief².
- e. On the word; 'ACTION' in the Action of minutes.

212. Use of Italics. Italics should be used when highlighting quotations only.

SIGNATURE BLOCK

213. The signature block in all Service correspondences should be on the bottom right.

SUPPLEMENTARY DOCUMENTS AND ENCLOSURES

214. Annexes. Supplementary documents that amplify the parent document are called annexes. They are used when the inclusion of all the detail in the body of the parent document would make it cumbersome. Annexes should:

- a. Be referred to in the text of the parent document.
- b. Be lettered consecutively in capitals in the order in which they appear in the text, a single annex being lettered Annex A.
- c. Have their own subject headings.
- d. Be listed at the close of the parent document, the wording used to identify them being the same as their subject headings.
- e. Show the identifying reference of the main document so that annexes can be identified if for any reason they become detached. The form of wording normally used, which may be on 3 or more lines as convenient, is as shown below:

² JSP Z2, Chapter 5, Paragraph 12, p 5-3

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ANNEX A TO
HQ 2 BDE LTR G/21
DATED 04³ JAN 02'

- f. If classified above CONFIDENTIAL, be copy numbered in accordance with Paragraph 41 of this chapter.
- g. The date must be inserted in manuscript.

Annexes should normally be attached to the document to which they relate but may be issued separately if circumstances dictate. Distribution of annexes dealing with specialised matters, which do not concern all recipients of the main document, may be restricted to those who require special information.

215. Appendices. Supplementary documents that amplify an annex are called appendices. They should:

- a. Be referred to in the text of the parent annex.
- b. Be numbered consecutively in Arabic numerals in the order in which they appear in the text. A single appendix is numbered Appendix 1.
- c. Have their own subject headings.
- d. Be listed at the close of the parent annex not the main document. The wording used to identify them being the same as their subject headings.
- e. Show the identifying reference of the main document. The form of wording normally used, which may be on 3 or more lines as convenient, is as shown below:

³ The date is inserted in manuscript.

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APPENDIX 1
TO ANNEX A TO
TO HQ 2 BDE LTR G/2/1
DATED 04 JAN 04

216. Enclosures. Documents which are complete in themselves and sent with a covering letter are called enclosures. Enclosures are listed numerically at the end of the parent document under the heading 'Enclosures:' If an enclosure has a copy number, the copy number as well as the title is shown in the list of enclosures.

DISTRIBUTION

217. If a Service letter has only one addressee, the addressee is normally shown immediately beneath the identifying reference at the top of the first page. If there are several addressees, they are listed under the heading 'Distribution:' immediately after the signature block on the left-hand side of the last page. This is preferable if there are both action and information addressees. The term 'See Distribution' is then inserted in the normal addressee position in line with the date. A memorandum is an example of document with one addressee hence does not use the term 'See Distribution.'

218. When there are several addressees the order in which they are listed should be:

- a. External action addressees.
- b. External information addressees.
- c. Internal addressees (action and information separately if required). The order in which internal addresses are listed depends on the established practice of the originating Service or headquarters. The subdivision 'action' and 'information' is not used in ZNA operation and administrative or logistic orders. In all AFZ writing it is common practice to distinguish between action and information addressees under the internal distribution.

219. If more than one copy of a document is being sent to any addressee, the number of copies required is added in brackets unless it is 'copy numbered', when the copy numbers are shown.⁴

220. When it is necessary to ensure that correspondence is seen by a certain individual, the expression 'for the attention of ...' is inserted in brackets beneath the addressee, and the envelopes is similarly marked.⁵

221. Examples of distribution layout are shown at the various annexes to chapter 2 and 3.

⁴ JSP Z2, Chapter 2, Paragraph 42, pp 2-8.

⁵Ibid, Paragraph 41.

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SIGNATURE

222. In all Service Writing, other than demi-official and semi-official letters, the identify of the signatory is to be shown in the signature block together with the title of the authority on whose behalf the document is signed. The signature block contains:

- a. The initials and name of the signatory in block capitals.
- b. The signatory's rank and Service where appropriate.
- c. The originating authority, which may either be the signatory's appointment or that of the superior for whom he or she is signing in the letter; the word; 'for' should be written in manuscript in the signature block.

223. The signatory should personally sign the copies of documents going to action addresses and to those information addressees who are senior to the authority on whose behalf the document is signed. Other copies may be rubber-stamped to show that they are authenticated. When numerous copies are produced it is usually acceptable for the signatory to sign the stencil.

224. When a commander or senior staff officer personally drafts or approves an urgent policy of other important document and is unable to sign through unavoidable absence, an officer on his or her behalf can sign the document. On these occasions 'for' is written in manuscript alongside the signature block together with an explanation, eg 'Absent on duty', also in manuscript.

DRAFTING AND TYPING

225. Manuscript Drafts. Manuscript drafts should be double spaced but otherwise similar in layout to the required format. Proper nouns should not be in capitals unless the provisions of Paragraph 50 apply.

226. Indenting/Spacing. From a paragraph number to the first letter in that paragraph, use one tab. From a paragraph leading to the first letter of the first word in that same paragraph, use three spaces. One line spacing must be left between paragraphs.

227. Font Size and Type. For all general typing within Services, use Times New Roman and font size should be 12. For tables the font size should be 8 and for footnotes it should be 10.

228. Rules for Typists. As Service typists are copy-typist they should not alter any drafts or layout by the originators. The rules governing layout are outlined in Annex B to this Chapter, and an example of the standard layout is at Annex A. Detailed examples of individual types of correspondences for use in the Defence Forces are at annexes to Chapter 3.

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SECTION 3: SECURITY

229. This section covers basic security rules for the preparation of papers requiring security protection. Anyone concerned with such papers must read the detailed security instructions contained in the books appropriate to their Service or appointment.

SECURITY CLASSIFICATION

230. Security classification is the category or grade given to the defence information contained in a document. It indicates the degree of danger to national security that would result from its unauthorized disclosure. Detailed regulations for security are contained in the appropriate single Service reference books, to which references should always be made when there is doubt. The 4 security classifications are as follows:

- a. TOP SECRET. Information and material the unauthorised disclosure of which would cause exceptionally grave damage to the nation must be graded TOP SECRET.
- b. SECRET. Information and material the unauthorised disclosure of which would cause serious injury to the interests of the nation must be graded SECRET.
- c. CONFIDENTIAL. Information and material the unauthorised disclosure of which would be prejudicial to the interest of the nation is graded CONFIDENTIAL.
- d. RESTRICTED. Information or material, the unauthorised disclosure of which would be undesirable in the interests of the nation is to be graded RESTRICTED.

231. Originators of classified documents are to apply the appropriate classification at the earliest opportunity. Over-classification must however, be avoided.

232. A classified document is to be marked in such a way that its classification can be seen at a glance and cannot be overlooked. On typed or duplicated documents the security classification is to be typed on each page of typescript in capitals (not underlined) and rubber-stamped (preferably in red for TOP SECRET, green for SECRET and blue for CONFIDENTIAL) centrally at the top and bottom, front and back of each page. If pre-printed or pre-stamped paper is used, the security classification need not also be typed. If such paper is not used, the security classification is to be typed in capitals at the top and bottom of each page as a document is typed the whole document is then to be over-stamped when it is complete.

233. No re-stamping of copies will be necessary if translucent master copies used to produce photocopies have already been boldly rubber stamped with the security classification so that it is reproduced clearly on both sides of all copies.

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234. In loose-leaf books, the security classification is to be printed or stamped centrally at the top and bottom of the front and back covers and similarly on every page. Loose-leaf binders are not permanent bindings and stapling is not a secure form of fastening.

235. In books permanently and securely bound the security classification is to be printed or stamped on the centre top and bottom of the outside of the front and back covers, the title page, the first and last pages and on any insertions such as maps, drawings, sketches or photographs which may be incorporated and which can be individually classified.

236. In a document, which embodies several self-contained sections, each page of each section is to bear the highest classification appropriate to the section. The whole document is to bear the highest classification at least as high as the most highly classified section it contains.

237. Where the content concerns several items of differing security classification, each item of minutes of meetings or directives is to be marked in the margin with its own classification so that subsequent action is not hampered by the general application of too high a classification. The highest classification quoted is to be applied to the document as a whole. Sections of such documents, when extracted, are considered as separate documents and classified according to the content of the portion extracted.

238. A covering letter, minute or brief is to be marked with a classification appropriate to its own content, and attention is to be drawn to the classification of the enclosure by marking the letter or minute at the top of the first page, eg 'COVERING TOP SECRET' or 'CONFIDENTIAL, COVERING SECRET'.

PRIVACY MARKING

239. Documents containing information that does not involve national interests and therefore does not merit security protection, may nevertheless, require a degree of protection or special handling. Documents concerning the personal affairs of staff, may fall within this category. These documents are to be endorsed with the privacy marking 'IN CONFIDENCE', preceded if necessary by an appropriate prefix, for example, 'STAFF IN-CONFIDENCE' or 'MEDICAL-IN-CONFIDENCE' at the top and bottom, front and back of every page. An 'IN-CONFIDENCE' document that also contains classified information is to be marked with its security classification in addition to the privacy marking. The security classification appears above the privacy marking, at the top of each page and below it at the bottom.

240. Letters or documents intended exclusively for a particular person or addressee should be inserted in 2 sealed envelopes. The inner envelop is to be clearly marked 'To be opened by', followed by the addressee's rank, name and appointment (if a Service subject). In the prolonged absence of the addressee such letter must be opened only by the authorized deputy of the addressee. This system of privacy marking is different from that outlined in Paragraph 39. The essential difference is that envelopes marked 'For the attention of' may be opened and filed by clerks.

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COPY NUMBERING

241. Unless otherwise allowed by the appropriate single Service manuals, all TOP SECRET and SECRET documents are to bear individual copy numbers, for example, 'COPY No 1 of 20 copies' on the top right corner of the first page and on each classified annex, appendix or trace forming part of the document. In addition, all operation and administrative/logistics orders, whatever their security classification, are to be given copy numbers in the same way. When only one copy of a document requiring a copy number exists, it is shown as 'Copy No 1 of 1 copy'. The allocation of copy numbered documents is shown in the distribution list. When regular and wide distributions are made, each addressee should receive the same copy number every time. When copies of copy numbered documents are authorized in accordance with the appropriate security manuals they are to be marked; 'REPRODUCTION Copy No of ... copies'. The copy numbers are inserted in manuscript.

PAGE NUMBERING

242. All pages of documents other than single-page documents are to be numbered at the bottom centre immediately above the security and privacy markings. Pages of chapters are normally to be numbered consecutively from the beginning to the end of the whole document. When this is administratively inconvenient, in the case of a loose-leaf book or when consistent parts are circulated separately, pages may be given the chapter number followed by the page number. Pages of an annex, including a single-page annex, are to be given the letter of the annex followed by the page number, eg 'A-1', 'A-2', etc, and pages of annexes that follow chapters, as in this volume, are to have the annex letter preceded by the chapter number, '1A-1', '1A-2', etc. The pages of an appendix are to be given the number, followed by a dash and then the page number, eg '5B4-2' would be the second page of Appendix 4 to Annex B to Chapter 5.

243. In TOP SECRET and SECRET all pages including single documents are to be page numbered. The first page must indicate the total number of pages, eg 1 of 1 or 1 of 20. Either system of page numbering described in Paragraph 42 may be adopted but, whatever system is used, it must ensure that it will be clearly evident whether any pages are missing when a document is mustered or the pages checked. For example 'B-1 of 1', 'A1-1 of 2', etc. Annexes and appendices are numbered in this way only when they are graded TOP SECRET or SECRET.¹

CODE WORDS AND NICKNAMES

244. Code Words. A code word is a single word used to provide security cover for reference to a particular classified matter. The primary purpose of code words is to ensure

¹ The rules apply to all documents graded CONFIDENTIAL or above.

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proper security concerning intentions and to safeguard information pertaining to classified operations and projects. Examples of the use of code words include:

- a. Providing names for plans, projects and operations.
- b. Concealing intentions in documents, communications and discussions relating to plans, projects and operations.
- c. The designation of geographical locations in conjunction with sub-paragraphs 44'a' and 'b'.

245. Nicknames. A nickname is used for convenience for reference to a particular matter where security protection is not necessarily required. Nicknames do not provide security cover and may be used, when convenient, for unclassified and RESTRICTED matters only. Responsibility for the selection of a nickname rests with the originator, who is also responsible for informing all concerned of its meaning. A nickname consists of 2 words, neither of which should be a colour. Care must be taken to ensure that the 2 words are kept distinct by pairing 2 words not normally associated. This avoids the danger of the 2 words being read as one word and as a result being mistaken for a code word. Examples could be the pairing of 2 words such as 'CROSS' with 'ROADS' or 'MATCH' with 'BOX'. Such pairing of words to form a nickname must be avoided.

SECTION 4. OTHER RULES

EXPRESSING ORDERS AND INTENTIONS

246. The following words should be used to express orders and instructions:

- a. 'Is to' or 'Are to' (Imperative). The words 'is to' or 'are to' are used to convey a direct order.
- b. 'To' (Infinitive). The infinitive form of the verb is used to express an aim, mission or intention.
- c. 'Should'. In directives or instructions 'should' may be used to express the requirement where it is necessary to leave initiative and discretion to the commander on the ground.

247. Specific Meanings. The following words have specific meanings in the Services:

- a. 'Intend' 'Intend' is used to signify an intention which will be carried out unless countermanded by higher authority.
- b. Intent or Intention. In Mission Command oriented orders, it means the desired end state or what must be achieved at the end of the mission.

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- c. ‘Propose’ ‘Propose’ is used, especially in signal messages to suggest a course of action which will not be carried out unless approved by higher authority.
- d. ‘Request’. When used by a senior to a junior ‘request’ is a courteous method of conveying an order. Its meaning accords with English usage.
- e. ‘Will’. The verb ‘will’ is used only to convey information or express the future tense.

CAPITALS

248. Capital letters are used for every letter of the following:

- a. Subject headings of title.
- b. Main and group headings.
- c. Code words and nicknames.
- d. Proper nouns in operational writing.
- e. Precedence markings.
- f. The word ‘DRAFT’ at the top of a draft.
- g. Security classification and privacy markings.
- h. Certain abbreviations, as shown at Chapter 16 of the JSP Z2.
- j. The reference block on annexes and appendices.
- k. The post town in the address of the addressee.
- l. The initials and name of the signatory in the signature block of a letter.
- m. Zone Time when spelt out in full.
- n. The first 3 letters of the month in the DTG of signal messages.
- p. All signal message texts.

249. In addition to the opening word of a sentence, capital letters are to be used for the first letter of:

- a. A proper noun, or adjective derived there from, e.g ‘Zimbabwe’; or ‘Zimbabwean’.

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- b. The important words in paragraph and sub-paragraph headings.
- c. The first word of listed items.
- d. The principal words in ranks and appointments when referring to a specific individual or appointment but not when using the term collectively.
- e. Words associated with the particular, eg 'Page 1' 'Paragraph 3, 'Annex A', etc, or by rule of common usage, for example days of the week and months of the year.
- f. The word 'Service(s)' where it is used as a noun or adjective to refer to the Zimbabwe Defence Forces.

PUNCTUATION

250. Normal punctuation is used in the text of Service Writing. Lists and sub-paragraphs are introduced by a colon (except where immediately following a paragraph heading as in Paragraph 53. Each sub-paragraph ends with a full stop. Full stops are not to be used in or after abbreviations except at the end of sentence nor are they to be used between a person's initials. Commas are not to be used between the abbreviations for decorations.

SPELLING

251. The authority for spelling is the Concise Oxford Dictionary. The first spelling given should be used.

UNDERLINING

252. Underlining should not normally be used to achieve emphasis.

ABBREVIATIONS

253. General.

- a. In non-operational writing the only abbreviations normally used are those for dates, ranks, appointments, formations, and units. Exceptions to this rule for certain types of Service letters are given in Paragraph 8, Chapter 3.
- b. However, other abbreviations may be used if the writer considers them helpful and their use is not likely to cause confusion. They must be explained the first time they appear in the text or be listed in a separate annex unless they are:
 - (1) At Chapter 16 of the JSP Z2.
 - (2) In general use, eg UN, SADC, AFZ, MOD, ZRP, ZPS etc.

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(3) Specialist abbreviations well understood by both writer and all likely recipients of the paper in question.

c. If an abbreviation is used then such use must be consistent throughout the letter or document concerned.

254. A detailed explanation on abbreviations is contained in Chapter 16 of the JSP Z2 and categories of abbreviations are listed at Annex A to Chapter 16.

255. Other Rules.

a. Composite Nouns. Any composite noun or one containing a prefix or suffix, may be abbreviated by abbreviating that part of it for which there is an authorised abbreviation, eg mob (mobilisation), demob (demobilisation).

b. Full Stop. Full stops are not used in abbreviations.

c. Plurals. Some abbreviations indicate both the singular and the plural forms and do not require the addition of 's'. If the addition of 's' is necessary, it is always placed at the end, eg C in Cs (Commanders in Chief). An 's' may be added only to the abbreviation for a noun. It may not be used with abbreviations for verbs. For each verb that may be abbreviated the meaning is to include the third person singular form. Chapter 16, page 16 - 3 shows the permissible cases.

d. Ampersand. An ampersand (&) is to be used instead of 'and' where appropriate in titles. For example O & M, Research & Development. It is however, not to be used in Army unit titles.

256. Use in Operational Writing. In operational and signal messages, maximum use of abbreviations should be made. This is subject to the rules in Paragraph 55.

257. Use with Non-Service Authorities. Special care is needed to ensure that any abbreviation used in documents or messages to be read by non-Service authorities will be understood by them.

258. National Distinguishing Letters. The distinguishing letters, which may be used to identify nations, are at Annex C to this chapter.

DATES AND TIMES

259. A date is to be written in the order: day, month and year. It is abbreviated by using the first 3 letters of the month followed by the last 2 figures of the year. Cardinal numbers are to be used for the day, eg:

In full: 1 July 2003

Abbreviated: 1 Jul 03

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A night is described by both dates over which it extends as follows:

‘night 29/30 Sep ‘or’ night 30 Sep/1 Oct’

260. Time is expressed in 4 figures by reference to the 24 hour clock. The first pair of figures indicates the hour and the second pair the minutes past the hour. In Operational Writing the 4 figures are followed by a time zone suffix. The zone time system is explained at Annex D to this chapter. In the estimate or orders where the format includes the phrase *'Time Zone Used Throughout the Order or the Estimate:.....'*, times in the text do require a zone suffix. In other Service writing, the 4 figures may be followed by the time zone suffix or 'hours' when confusion with other figures as grid references and other time zones is possible.

261. While not used in Service writing, time expressed in terms of the 12 hour clock followed by ‘AM’ or ‘PM’ is normal in dealings with civilians and in invitations to social events.

262. Date Time Groups (DTGs). DTGs are used to give the date and time of origin of signal messages and certain orders. They consist of 6 figures. The first 2 giving the day of the month and the last 4 the time. DTGs of signal messages must be followed by a time zone suffix. The first 3 letters of the month in capitals and the year. The DTG must also be used to denote a date and time in the text of Service Writing. It should then be followed by a time zone suffix when the text is not covered by the exempting phrase explained in Paragraph 60 and may be amplified by the addition of the month and year. For example could be 1415B on 22 February 2006 is written 221415B Feb 06. The rules for DTGs in signal messages are amplified in Chapter 15.

263. Days and Hours in Relation to an Operation. The system of relating days and hours to an operation is at Annex E to this Chapter.

NUMERALS

264. In all writing, other than signal messages, fractions and whole numbers are normally written in figures, except the figure one. When a number is the first word in a sentence or when it refers to quantitative numbers of formations, units, ships and sections and detachments, it should be spelt out to avoid confusion. When a number, as part of a title, begins a sentence, it is to be written in full. The figure ‘1’ is used whenever it occurs in dates, paragraph and chapter numbers, serial number etc. If adjacent numbers indicate quantities and dimensions, either the first should be spelt out. For example, ‘twelve 10-ton trucks’, or the adjacent numbers should be separated by the multiplication sign, as ‘12 x 10-ton trucks’. The procedure for referring to fractions and whole numbers in signal messages is at Chapter 15. Ordinals are usually spelt out, say, ‘Second World War’.

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REFERENCES, FOOTNOTES AND BIBLIOGRAPHY

265. References, footnotes, endnotes and bibliography allow the reader to locate material used by the writer in order to check its accuracy, read it in its original context and ensure that the writer does not pass on someone's ideas as his or hers. There is however, nothing wrong with using facts and ideas found in a number of sources either in their original or paraphrased form as long as the writer acknowledges the source.

266. References and Footnotes. References and notes are used for 2 purposes. Firstly, references are used to give proper credit to authorities whose ideas will have been used. They should be used when drawing ideas from other sources to support or amplify the writer's arguments. In short, references are the means by which plagiarism is avoided. According to MANCOSA Handbook, '*Plagiarism is the use of other people's work and ideas without acknowledgement or permission and is akin to theft*'. References therefore serve 3 main purposes as follows:

- a. Enable the reader to know whose ideas are being used.
- b. Enable the reader to check for the accuracy of given information or assist him or her to read further.
- c. Provide information for the reader.

267. Listing References. The method of listing references just before the introduction is more acceptable in the ZDF, on formal written estimates, orders and directives and when writing short and less involving documents such as correspondences. In that case, references are listed immediately under the subject heading of the paper or document under a paragraph heading 'Reference(s)'. They are written in the following order: surname of author, initials, year of the publication in brackets, title of work, book or magazine, publisher, and town of publication. If the file reference is given it must also be indicated. The heading 'References(s)' is not numbered neither is it underlined. As a paragraph heading it is not in capital letters except the initial capital letter. This method is not used in correspondences to civilians or civilian organizations and in demi-official letters. In that case references are made in the text. In more complex documents such as research or Service Papers, the use of bibliography in conjunction with footnotes is more conventionally acceptable. An example of listing references is given below:

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References:

- A. Allan JN, Revolutionary Warfare, Thompson Publishing House, New York.
- B. Simpkins R, (1972) Thoughts of the Twenty Century Warfare, Brassey's Defence Publishers, London.¹

268. In-Text References. The general requirement for in-text references is that the writer writes the surname of the author, the year of publication and the page number. When the author or authors of a source are included in the text as part of formal structure of sentence, the year of publication and the page number(s) separated by a colon appear in brackets after the identification of the author(s) as shown below:

According to Allan (1994:123) 'Revolutionary Warfare is a prolonged conflict.'

As Madi (2000:22) noted, 'Shaka grew up knowing that one way or another he had be king'

Tauya Madziro and Tichaona (1999:12-14) maintained or insisted that

*Reference is made to your letter A/11/3 dated 10 Mar 04 in which you requested*²

269. Identifying Reference. All Service Writing has an identifying reference which may be a number or numbers, a series of letters or combination of both. Supplementary documents other than enclosures bear the reference of the parent document. The identifying reference is placed opposite the last line of the originator's address as shown in the examples in annexes to this Chapter and to Chapter 3.

270. Reference to Other Papers. If reference is made to any document not enclosed with a letter or paper, the title or identifying reference and date of that document is to be shown immediately above the text below the word 'Reference(s)' as shown on Paragraph 67. The originating authority is to be prefixed to the identifying reference when this is not self-evident in the letter. Each document listed is to be identified by a capital letter and may be referred to in the text. For example "Reference A". Alternatively:

- a. The system of notation for footnotes outlined in Paragraph 73 may be used as the reference system.
- b. When a single reference only is involved, particularly in demi-official letters and letters to civilians, it may be included in the text or in the space sometimes provided in a printed letterheads.

271. Reference to Signal Messages. Reference to signal message is made by quoting the originator, DTG and any other identifying reference such as the Subject Indicator Code. (See Chapter, Paragraph 44).

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¹ Management College of Southern Africa Handbook, General Guidance to the Writing, Presentation and Assessments, Durban, Jan 2000, p.4.

² More applicable to civilian organisations.

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272. Reference to Maps and Charts. Maps are identified by country name, area or place name, sheet number, edition and scale. For example: *Map, ZIMBABWE, MUTORASHANGA, 1954 B1, Edition 2; 1:50 000.* Charts are identified by the number and title. Date of publication, latest edition, last large and small corrections, provide a more comprehensive description.

273. Reference to the Internet and Television Broadcasts. If the source is the Internet, cite the author, the work title and the Internet address. For example Cook J, (1966) "*The Link Between Security and Development*", African Security Review, 5(5), <(www, iss.> co za) (date accessed). The same applies to television broadcasts, eg, "Africa in Perspective: Zimbabwe's Military Involvement in the DRC, BBC World Service, featured on ZBC, (date and time).

274. Footnotes and Endnotes. Footnotes are written at the end of the page. They do not apply to direct quotations only but equally apply when paraphrasing or referring to someone's ideas. Certain statements in the discussion sometimes require further explanation which is supplementary to the main argument. This can be included without interrupting the flow of the argument through the use of footnotes. Footnotes are ideally used when the writer quotes from some source. Amplification of specific points in tables or diagrams may be made by using footnotes. Footnotes are numbered consecutively in Arabic numerals covering a specific chapter only. Attention is drawn to the relevant note by inserting the appropriate numeral immediately after the point under reference. Line spacing is not applicable to notes. The difference between footnotes and endnotes is that the former are put at the bottom of the page whilst the latter are listed at the end of the document. An example of endnotes is shown in Annex A to Chapter 4. The source is shown at the bottom of the page with the following information:

- a. Author's surname, followed by a comma and year of publication in brackets.
- b. Title of the book underlined or in Italics.
- c. Place of publication, followed by a comma.
- d. Volume in large Roman numerals and followed by a comma.
- e. Page number followed by a full stop.

Examples of footnote entries are at the bottom of this page. Note that the same number is also inserted on the particular quotation or statement being amplified or work being acknowledged. A short line is inserted to separate the text and the footnote as shown:⁷ at the bottom of this page.

275. Use of Ibid. When references to the same work follow each other without any intervening reference even if separated by several pages, the abbreviation Ibid (Latin *ibidem*-

⁷ Chain, *My Name is Asher Lev* (New York, 1972), pp 6-7.

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meaning in the same place or as stated above), is used to repeat the preceding reference. For example if the writer is still referring to Allan JN's book on Revolutionary Warfare, he can simply insert an appropriate number against the quotation and write Ibid at the bottom of the page to acknowledge the same source. If acknowledging from a different page, the page number is inserted in front of Ibid. An example, of a subsequent reference from the same source where Ibid is used as shown below:⁸

276. Use of Op Cit. Reference to work already cited but not in the reference immediately preceding, should include the author's surname only and the abbreviation op cit (Latin opere citato-in the work cited). Normally it is followed by the page designation. An example could be a paper written by Sadza and already referred to on 'The Effects of ESAP on Third World Counties'. The footnote would be as shown below:⁹

277. Use of Loc Cit. Loc cit (Latin Loco citato-in the place cited) is used instead of ibid when reference is not only made to the work immediately proceeding but also refers to the same page within that source. It is also used in place of op cit when reference is made to work previously cited on the same page, hence it is not followed by a page number. Basing on the previous example the footnote would be as shown as:¹⁰

278. Bibliography. Bibliography lists the sources of all material used during the research and writing of the paper as acknowledgement to respective sources used. As opposed to footnote references, bibliography lists sources consulted but not necessarily quoted in the paper. This list contains more source material than in footnote sources and is arranged in alphabetical order of surnames under each selection. Sources are listed in their order at the end of the paper or document under the heading 'Bibliography.' They are normally divided into categories; that are books, journals, papers, reports, interviews and other sources. They are quoted in the order: surname of author, initials, year of publication, title of work, publisher and town of publication. For example, 'Simpkinsm E, (1985), Race to the Swift: Thoughts on Twenty First Century Warfare, Brassey's, Defence Publishers, New York. The sources are listed at the end of the paper. Ideally they should be on a separate page but for the purpose of Service writing they are listed immediately after the signature block. This method is more appropriate when writing an involving and lengthy document such as Service or research papers and is used together with footnotes.

PRECEDENCE

279. Letters and papers requiring quick handling may be given a precedence marking.

- a. IMMEDIATE. The precedence 'IMMEDIATE' is to be reserved for matters of great urgency. Papers marked IMMEDIATE take priority over all others in preparation, are despatched by the fastest means available and are given

⁷ Ibid, pp 169-171.

⁸ Sadza, op cit, p26.

⁹ Sadza, Loc Cit

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precedence in handling and action by their recipients. Authorisation of IMMEDIATE precedence is normally confined to senior staff officers and commanders of independent units. It must be used with care.

b. PRIORITY. The procedure 'PRIORITY' is to be reserved for matters which require precedence over ordinary business. Papers marked PRIORITY are given first precedence after those marked IMMEDIATE, although dispatched by normal postal or other delivery services. Priority papers can be originated by a commissioned officer or civilian of equivalent status.

280. Marking. Precedence marking is to be shown in capital letters at the top right of the first page only. If the letter or draft is classified, the precedence marking is to be double spaced below the line of the security classification. During internal office handling the papers should be marked additionally with an appropriate precedence tab.

281. Message Precedence. The degrees of precedence used in signal messages are described in Chapter 15.

DESCRIPTION OF FORMATIONS, UNITS AND DETACHMENTS

282. Titles of formations and units are normally written in their abbreviated form with identifying numbers written in Arabic numerals before the description:

11 Inf Bn (11 Infantry Battalion)

8 Sqn (8 Squadron)

283. Quantitative numbers of formations, units, and detachments are always written in full:

One battalion group or one Bn Gp (a single battalion group).

Three squadrons or three sqns.

A formation or unit from which a portion is excluded is described as:

2 Bde less one bn (2 Brigade less one battalion).

DESCRIPTION OF LOCATIONS AND AREAS

284. Positions and Points. There are 4 ways of identifying positions:

a. Place Name. In addition to the place name, the grid reference or latitude and longitude is normally given the first time the place is mentioned.

b. Grid Reference. For inter Service use or 6 or 4 figure grid reference which must always be preceded by UTM settings.

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- c. Latitude and Longitude. It is usual to give the 4 figures indicating degrees and minutes of arc, followed by the letter appropriate to the particular hemisphere without the use of symbols or words denoting degrees or minutes. eg '5452N 0136W'. For longitudes of 100 degrees or more, 5 figures are necessary, eg '5452N 16535W'.
- d. Bearing and Distance from a Simple Reference Point. A bearing may be given in compass degrees or in figures, eg 'NW' or '315 degrees (315°) or '5600 mils'. Bearings are given as from true magnetic or grid north and the type used must always be specified. A bearing and distance is usually expressed with the bearing-from before, and the distance-from after, the name of the reference point, eg '315° (T) ZAKA CLINIC 7.9 miles or '5600 mils (T) ZAKA CLINIC 7.9 miles.
285. Ground Locations, Areas and Boundaries.
- a. Names of Places and Features. Names of places and features are spelt exactly as on the map in use except that the word 'River', written in full, precedes the names of all rivers regardless of the language in which this word appears on the map.
- b. Roads, Tracks and Railways. Roads, tracks and railways are described by the names of places in which they are located. The word, 'road', 'track' or 'railway' must precede, the name of the feature eg 'Road MVURWI-GURUVE'.
- c. River Banks. River banks are described as right or left from the point of view of an observer facing downstream or by using cardinal points.
- d. Routes. When movement is involved, a route is described by a sequence of points on the route named in the direction of movement. When no movement is involved, the sequence of points named is to be from left to right or rear to front. This is assuming that the person designating the route is facing the enemy. Cardinal points may be added if required.
- e. Areas. An area is described by taking the northern-most point first and giving the remaining points in clockwise order.
- f. Positions. Positions are described from left to right and front to rear facing the enemy. To avoid confusion, cardinal points may be used to describe flanks, rather than 'left' or 'right'.
- g. Boundaries. Boundaries are designated by easily distinguishable features on the ground in the sequence in which they occur. They are described from rear to front during an advance and from front to rear in defence and withdrawal. If generally parallel to the front, eg rear boundaries, are described from left to right facing the enemy. Cardinal points may be added if required. When describing boundaries between units and formations, the words 'inclusive' or 'exclusive' are used before the place to which they refer. The description of a boundary must state specifically to which unit or formation an area or a point is inclusive or exclusive.

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- h. Cardinal Points. The 4 cardinal points of the compass are written in full (without an initial capital), eg south. For intermediate points the letters N,S,E and W or NW, SSW.... are used.

UNITS OF MEASUREMENT

286. The symbols used for units of measurement are at Annex F to this chapter.

DRAFTS AND AMENDMENTS

287. When a paper or letter is revised or resubmitted with amendments, paragraphs with amendments or new subjects matter are to be side-lined for ease of reference. It is particularly important to follow this practice when long and involving drafts are being amended.

CONCLUSION

288. The rules and conventions of Service writing covered in this chapter need to be strictly followed in any Defence or Service writing. Deviation from the rules and conventions will only lead to unintelligible, ambiguous and disorderly writing which may result in poor written communication. A thorough understanding of this chapter will enable the writer, the typist and the reader to deal with Service writing without any problem. Subsequent sections of this JSP Z2 will be easy to understand and deal with once the rules and conventions in this chapter are grasped.

Annexes:

- A. Standard Layout.
- B. Standard Layout: Rules for Service Typists.
- C. National Distinguishing Letters.
- D. Zone Time.
- E. System of Relating Days and Hours to an Operation.
- F. Units of Measurement.
- G. Military Abbreviations.

STANDARD LAYOUT

SECURITY CLASSIFICATION

Copy No of copies ¹¹

Identifying Reference

Address of Sender

Addressee (s) or 'See Distribution'
(for the attention of)

Date

Salutation

SUBJECT HEADING ¹²

Reference (s):¹

- A.
- B.

1. This example illustrates the basic conventions of standard layout in skeleton form notes in the superscription and subscription and words in the text. Not all the examples given need necessarily appear in every type of paper.

HEADINGS

2. The text may be divided by main, group and paragraph headings. The heading above this paragraph is a main heading. It is placed centrally as is the subject heading because the latter covers both main and group headings.

3.

¹ Only applies to SECRET and TOP SECRET documents.

² Maybe placed centrally in a complex document.

³ For documents classified Secret and Top Secret.

SECURITY CLASSIFICATION

FURTHER SUB-DIVISION

3. Group headings introduce one or more paragraphs on the same subject. The heading immediately above this paragraph is an example.

4. Paragraph Headings. A paragraph heading covers only its own paragraph and any sub-paragraphs in it. Any subdivision of a paragraph may have a heading.

5. Sub-Paragraphs.

a. This is an example of a sub-paragraph but further sub-division is possible:

(1) By sub-sub-paragraphs, of which this is an example, and by:

(a) Sub-sub-sub-paragraphs, of which this is an example. and by:

i.

ii
.....

iii
.....

(b)
.....

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STANDARD LAYOUT (continued)

SECURITY CLASSIFICATION

SUPPLEMENTARY DOCUMENTS

6. A variety of documents might accompany this paper. An annex which accompanies it would be referred to in the text and would be listed below. An appendix to that annex would be referred to in the annex and listed at the end of the annex. An enclosure is complete in itself but its existence should be indicated at the close of the parent document.¹³
7. An example could be, 'The layout of an annex is at Annex A to this paper.'
8. Appropriate ending and subscription.

¹It is not obligatory to use headings to every individual paragraph or sub-paragraph.

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STANDARD LAYOUT (continued)

SECURITY CLASSIFICATION

M CHIMWAZA 'psc'
Maj
for Comdt

Annexes:

- A.
- B.

Enclosures:

- 1. Copy No of ./... copies ⁴
- 2.

Distribution:

External:

Action: ⁵

⁴ As necessary.

⁵ These headings are optional.

STANDARD LAYOUT: RULES FOR SERVICE TYPISTS

1. These rules are in outline only and contain such information as is necessary to enable an individual to prepare and correct typewritten work.
2. Annex A to this Chapter gives the standard layout.

SPACING OF TYPESCRIPT

HORIZONTAL SPACING

3. Margins.
 - a. The left-hand margin of documents other than briefs is to be 20 mm from the edge of the paper. This is to ensure that the address is correctly positioned for window envelopes. The right-hand margin is to be at least 2 spaces.
 - b. The right-hand margin of briefs is not to be less than 40 mm from the edge of the paper to allow the reader to make notes.
 - c. When the reverse of a sheet is used, the margins are to be transposed so that both sides will be readable when the whole document is bound.
 - d. The left-hand margin is the datum for horizontal spacing in Service documents except for those elements mentioned in Paragraphs 7b and 8 below.
 - e. Note that the examples given in this volume are facsimile reproductions, and margins are reduced accordingly.
4. Printed Margins. On paper overprinted with a vertical margin, the printing is to be used as the left-hand margin irrespective of the width of the margin.
5. Paragraphing. Where paragraphs, sub-paragraphs are numbered, their numbers, letters or opening remarks are always to be placed at the left-hand margin of the paragraph or sub-paragraph. One tab must be used between the paragraph number and the first word of the text. A gap of 3 spaces is then to be left before the first word of the text. Where a heading is used for a paragraph, sub-paragraph etc, a further 3 spaces are to be left after the full stop at the end of the heading before the text begins. Unnumbered paragraphs however, are always to start with the first word of the heading or text at the left-hand margin. In both numbered and unnumbered paragraphs, succeeding lines of the text are to start at the left-hand margin of the paragraphs, sub-paragraphs.

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6. Indenting. Block indenting is to be used to indicate subdivisions of paragraphs. Sub-sub-sub paragraphs follow the same general rules as for paragraphs, except that a sub-paragraph letter or number is typed one tab from the margin and succeeding sub-sub, paragraph commence 10, 15 and so on spaces from the margin.

7. Block Presentation.

a. Justification to the Left-Hand Margin. The following elements of a letter or document are justified to the left-hand margin:

- (1) The identifying reference (unless indicated by a printed letter-head).
- (2) The addressee.
- (3) The subject heading (except in a complex document where use is made of both main and group headings, in which case the subject heading is centred).
- (4) The signature block and date.
- (5) The word 'Reference' where reference is made to other documents and the identifying letter of each reference, as shown below:

References:

A.

B... ..

- (6) The text of the letter or document (see, Paragraphs 3 to 6 of this Annex).
- (7) The date where appropriate (see Paragraph 17 of this Annex).
- (8) Distribution addressees if use is not made of (2) above.
- (9) The word 'Enclosures' where appropriate and the list of Enclosures.
- (10) The word 'Information' where appropriate and the list of Information addressees.
- (11) The words 'Annexes', 'appendices' and 'notes' where appropriate and the lists of each.

b. Alignment with the Standard Tabulation Stop. Except where otherwise indicted by a printed letterhead, elements of the superscription and

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subscription of a document written on the right of a page on separate lines should be vertically aligned. Thus the copy number, precedence, originator's address and telephone number, the first typewritten element of the date and the signature block should all have a common starting point which can be set by tabulator key.

8. Centre Headings. Subject headings and main headings when centred they are to be positioned on the centre of the typewritten area and not of the whole page.
9. Spacing After Punctuation. One space is to be left after a comma colon or semi-colon and 2 after a full stop, question or exclamation mark (but see Paragraph 5 above).

VERTICAL SPACING

10. Vertical spacing of typescript is usually in single or double spacing. Double spacing is normally used for drafts.
11. Vertical Spacing of the Text. Successive lines of text within paragraphs are to be separated by single spacing. Successive paragraphs without centre or group headings and all subdivisions of paragraphs are to be separated by double spacing. Main and group headings are to be separated from each other and from the preceding and succeeding lines of text by double spacing.
12. Vertical Spacing Outside the Text. Elements of a document which do not form part of the text are to be separated by double spacing if standing alone, eg precedence and telephone numbers and by single spacing if forming an item within a block, eg one address in a list of addresses. However, the following rules should apply:
 - a. Identifying Reference. The identifying reference is to be placed opposite the last line of the originator's address.
 - b. Addressee. The first line of the addressee or 'See Distribution' is to be placed 4 spaces below the identifying reference.
 - c. Date. The date is to be placed opposite the last line of the addressee or 'See Distribution'.
 - d. Loose Minute. The identifying reference and the date are on the top left before the subject heading.
 - e. Demi-Official Letter. The originator's name is typed on the top left before the originator's address and is written in manuscript at the bottom left.

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TABLES

13. In any form of table, vertical columns are to be lettered in small letters in brackets beginning with 'a' and horizontal items are to be numbered consecutively in Arabic numerals starting with '1'. These are not bolded unlike the column headings.

DRAFT

14. Horizontally a typewritten draft is to be spaced in the normal way throughout but the vertical spacing between successive lines of text, including that immediately before and after the headings, is to be doubled. Normal vertical spacing is to be used outside the text ie before the subject heading and after the subscription block. The heading 'DRAFT' is to be inserted at the top of the first page below the security classification or privacy marking when applicable.

STANDARD CONVENTIONS

PUNCTUATION

15. With certain exceptions normal punctuation is to be used. In addition the following rules apply:

- a. Full Stops. Full stops are to be used:
 - (1) After a paragraph or sub-paragraph number or letter which is not in brackets.
 - (2) After paragraph and sub-paragraph headings.
 - (3) At the end of each sub-paragraph and further subdivisions.
 - (4) After the description of each reference or supplementary document.
- b. Colon. A colon is to be used to introduce a list or a succession of sub-paragraphs. A dash is not to be used.
- c. Exceptions.
 - (1) Full stops and commas are not to be used in an address.
 - (2) No commas are to be used after a salutation.
 - (3) In the text, no full stops are to be placed after, or unnecessary spaces left between separate letters of familiar abbreviations.
 - (4) No comma is to be used after a subscription.

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SALUTATIONS AND SUBSCRIPTIONS

16. Salutations follow common usage and are to begin with initial capitals. Subscriptions are in stylised form. Examples are given at annexes to Chapter 3.

17. In letters and orders, the date or DTG is to be placed at the top right-hand side of the page opposite the last line of the addressee block, the first typewritten element commencing at the standard tabulation stop. In other documents, the DTG is to be placed at the foot of the page opposite the last line of the signature block, the first typewritten element commencing at the standard tabulation stop. In other documents, the date or DTG is to be placed at the foot of the page opposite the last line of the signature block, the first typewritten element commencing at the left-hand margin.

18. The day of the month is to be omitted for later insertion in manuscript by the signatory.

UNDERLINING

19. All subject, main, group, paragraph and sub-paragraph headings are to be underlined.

PAGE NUMBERING

20. The rules for page numbering are to be followed as stipulated in Chapter 2.

MISCELLANEOUS POINTS

21. Addressee. Officially recognised abbreviations for departments and establishments titles, eg ZSC, ZRP, etc, are to be used.

22. Dates. Dates, including dates in the text are normally to be abbreviated, eg 19 Jul 04, This does not apply to commanded, directed or formal letter. Also note that the date on a routine letter is not abbreviated.

23. Catchwords. Catchwords are not to be used.

24. Name and Title of Writer.

a. The name of the writer, unbracketed is to be typed under the signature space on the bottom left except in demi-official letters.

b. The title or department of the writer is to be typed immediately beneath the name unless included in the letterhead.

25. Ampersand. The ampersand is to be used instead of 'and' in department and similar titles, eg O&M. Research & Development etc but not in abbreviation of unit titles.

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ANNEX C TO
CHAPTER 2 TO
JSP Z2

NATIONAL DISTINGUISHING LETTERS

1. In the context of international military operations or cooperation it may be necessary to distinguish between the contributing nations.
2. The following national distinguishing letters cover the nations in African:

Algeria	AG	Mali	ML
Angola	AN	Mauritania	MR
Benin	BN	Morocco	MO
Botswana	BT	Mozambique	MZ
Burundi	BR	Namibia	NM
Cameroon	CM	Niger	NG
Central Africa Republic	CR	Nigeria	NR
Chad	CD	Rwanda	RW
Congo	CG	Senegal	SG
Democratic Republic of Congo	DRC	Sierra Leone	SL
Djibouti	DJ		
Egypt	EG	Somalia	SM
Equatorial Guinea	EQ	South Africa	SA
Ethiopia	ET	Sudan	SD
Gabon	GN	Swaziland	SN
Gambia	GM	Tanzania	TZ
Ghana	GH	Togo	TG
Guinea	GU	Tunisia	TS
Guinea-Bissau	GB	Uganda	UG
Ivory Coast	IV	Upper Volta	UV
Kenya	KY	Western Sahara	WS
Lesotho	LS	Zambia	ZM
Liberia	LI	Zanzibar	ZB
Libya	LY	Zimbabwe	ZW
Malawi	MW		

3. The following national distinguishing letters are for a selection of nations elsewhere:

Albania	AL	Israel	IS
Argentina	AR	Italy	IT
Australia	AS	Japan	JA
Austria	AU	Korea (North)	KN
Belgium	BE	Korea (South)	KS
Bolivia	BL	Lebanon	LE

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Bulgaria	BU	Netherlands	NL
Canada	CA	New Zealand	NZ
China (Communist)	CH	Norway	NO
China (Nationalist)	TW	Pakistan	PK
Cuba	CU	Poland	PL
Czechoslovakia	CZ	Rumania	RO
Denmark	DA	Russia	UR
France	FR	Saudi Arabia	SA
Finland	FI	Sweden	SW
Germany	GE	Switzerland	SZ
Turkey	TU	Greece	GR
United Kingdom	UK	Hungary	HU
United States	US	India	IN
Viet-Nam	VN	Iran	IR
Yugoslavia	YO	Iraq	IZ
Serbia	SE		

USAGE

4. When national distinguishing letters are used to identify a national force, or component of a national force, they are to be bracketed immediately following the force, formation number, eg 3 (ZW) Bde, 41 (MZ) Inf Bn.

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ANNEX D TO
CHAPTER 2 TO
JSP Z2

ZONE TIME

1. The Earth is divided into 25 time zones. Time in adjacent zones differs by one hour and each is indicated by a letter known as the zone time suffix. GMT is indicated by Z. The 12 zones to the east (ahead of GMT) are lettered from A to M, the letter J being omitted. The 12 zones to the west of GMT are lettered N to Y.

To obtain GMT from Zone Time add or subtract the following:

<u>Zone Boundary</u>	<u>number of hours</u>	<u>Zone Times Suffix</u>
7½°W to 7½°E ...	0	Z
7½°E to 22½°E ...	-1	A
22½°E to 37½°E ...	-2	B
37½°E to 57½°E ...	-3	C
52½°E to 67½°E ...	-4	D
67½°E to 82½°E ...	-5	E
82½°E to 97½°E ...	-6	F
97½°E to 112½°E ...	-7	G
112½°E to 127½°E ...	-8	H
127½°E to 142½°E ...	-9	I
142½°E to 157½°E ...	-10	K
157½°E to 172½°E ...	-11	L
172½°E to 180° ...	-12	M (See Paragraph 2)
7½°W to 22½/2°W ...	+1	N (See Paragraph 3)
22½°W to 37½°W ...	+2	O
37½°W to 52½°W ...	+3	P
52½°W to 77½°W ...	+4	Q
67½°W to 87½°W ...	+5	R
82½°W to 97½°W ...	+6	S
97½°W to 112½°W ...	+7	T
112½°W to 127½°W ...	+8	U
127½°W to 142½°W ...	+9	V
142½°W to 157½°W ...	+10	W
157½°W to 172½°W ...	+11	X
172½°W to 180 ...	+12	Y (See Paragraph 2)

2. The letters Y and M are used for + 12 and – 12 hours respectively, depending on whether a position is eastward or westward of the International Dateline, ie 180° east or west.

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3. The letter N is used for -13 hours as well as +1 hour. Zone -13 is used for a position in Zone -12 using 'summer' (daylight saving) time. There can be no confusion as the 2 zones are widely separated.
4. Actual zone boundaries sometimes slightly fit in national boundaries.
5. For times midway between 2 zones both letters are used, eg 1330ST means 1330 hours in a zone whose time is 6½ hours behind GMT, ie 2000Z.

SYSTEM OF RELATING DAYS AND HOURS TO AN OPERATION

DEFINITIONS

1. Certain letters are used to indicate the day or hour from which an operation is timed. These are:

a. Days.

(1) D-Day. The day on which an operation begins or is due to begin is known 'D Day'. This may be the beginning of hostilities or any other operation, but see paragraph 3 below.

(2) M-Day. The day on which mobilization is to begin is known as 'M Day'.

(3) G-Day. The day and hour on which the decision to mount and give an operation is promulgated are known as 'G Day' and 'G Hour' respectively. They are expressed as a 6-figure date-time group.

b. Hours.

(1) H-Hour. Is the specific hour on D Day at which hostilities begin. When used in conjunction with planned operations it is the specific hour at which the main operation begins.

(2) G Hour. See G Day.

(3) P-Hour. The time of drop of the first sticks of the main force in an airborne operation is known as "P Hour".

(4) Y-Hour. First aircraft takes off from pick-up point.

(5) L-Hour. Time air-borne assaulting troops cross the SL.

(6) M-Hour. Time the assaulting troops cross any subsequent SL.

(7) H-Hour. Time first air-borne troops land at first landing site.

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2. Other letters may be adopted as required but to avoid possible confusion the letters 1 and 0 should not be used.

NUMBERING OF DAYS

3. Dates relative to D-Day are numbered D-3 (ie D minus 3), D-2, D-1, as appropriate if earlier than D-Day, and D+1, D+2, D+3 as appropriate later. The same rule applies to all lettered days.

NUMBERING OF HOURS

4. Times related to the H-Hour are denoted by H-2 hours, H-1 hour as appropriate if earlier H+30 minutes, H+1 hour, the same rule applies to all lettered hours.

MULTIPLE OPERATIONS

5. When serial, operations or phases of an operation are being mounted in the same theatre, and confusion may arise through the use of the same day or hour designation for 2 or more of them, they may be referred to by any letter of the alphabet except those shown in paragraphs 1 and 2.

6. Each plan of operation must contain a paragraph or annex listing the code letter prefixes used and their headings.

UNITS OF MEASUREMENT

1. The symbol used for units of measurement are internationally agreed. A selection of symbols most commonly used is listed below. (For units preceded by an asterisk see also Paragraph 3:

Unit	Symbol
*metre	m
*mile	Mile
*square metre (similarly for square centimetre, etc.)	m ²
*cubic metre (similarly for cubic centimetre etc).	m ³
*litre	l
gallon	gal
minute (time)	min
degree, minute second (angle)	
*radian	rad
*hertz	Hz
revolution per minute ...	rev/min
*gram	G
pound (weight)	lb
hundredweight	cwt
ton	ton
tonne	t
*newton	n
dyne	dyn
gramme-force (similarly for kilogramme-force, etc)	gf
atmosphere, standard	atm
millimetre of mercury (conventional) ...	mmHg
millibar	mb
calorie	cal
horsepower (obsolescent)	hp
decibel	dB
temperature units	
* degree Kelvin	K
degree Celsius (Centigrade)	C
degree Fahrenheit	F
*watt	W
kilowatt hour	kWh
*ampere	A
*volt	V
*ohm	O

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2. Symbols remain unaltered in the plural. Note the use of the oblique stroke instead of 'per', so that revolutions per minute becomes rev/min.

3. Prefixes Denoting Decimal Multiples or Fractions. The prefixes denoting decimal multiples or fractions of quantities, together with the symbols used, are as follows:

<u>Multiple or Fraction</u>	<u>Prefix</u>	<u>Symbols</u>
x10	Decca	Da
x10 ²	hecto	H
x10 ³	kilo	k
x10 ⁶	mega	m
x10 ⁹	giga	g
x10 ¹²	tera	t
x10 ⁻¹	deci	d x 10 ⁻¹
x10 ⁻²	centi	c x 10 ⁻²
x10 ⁻³	milli	u x 10 ⁻³
x10 ⁻⁶	nano	n x 10 ⁻⁶
x10 ⁻¹²	pico	p x 10 ⁻¹²

The prefixes for multiples may be used with any of the units marked* in Paragraph 1. Combinations or more than one prefix are not permitted. There should be no space or hyphen between the prefix and the unit which it qualifies, eg kilogram. Similarly there should be no space or hyphen between symbols when used as abbreviations, eg cm (centimetre), km (kilometre).

MILITARY ABBREVIATIONS

SECTION 1: INTRODUCTION AND GENERAL RULES

INTRODUCTION

1. Abbreviations are designed to save time and space in military documents. Their uses save the time of the originator, the typist and addressees.
2. The abbreviations contained in this annex are authorised for general use within the Armed Forces of Zimbabwe. It is important that every user is conversant with the general rules set out below.

GENERAL RULES

3. In operational writing, for example operation orders and appreciations, maximum use is to be made of the approved abbreviations listed in this annex in Section 2 to 16.
4. In non -operational writing the only abbreviations normally used are those for dates, ranks, appointments, formations and units. Details are contained in the following paragraphs. Rules on the use of abbreviations for dates and times are amplified in Chapter 2, paragraphs 55 to 60 and at Annex E.
5. Further abbreviations may be used if the writer considers them helpful and their use is not likely to cause confusion. These must be explained the first time they appear in the text, for example: World Health Organisation (WHO). They also be listed in the separate annex, unless they are:
 - a. In section 2 to 16 of this Chapter 16.
 - b. In general use, for example UN, AU, SADC.
 - c. Specialist abbreviations well understood by both writer and all recipient of the paper.
6. If an abbreviation is used then its use must be consistent throughout the letter or document concerned.

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ABBREVIATIONS USED IN NON-OPERATIONAL WRITING

7. In non-operational writing, only the following abbreviations are to be used:
- a. Appointments. Titles of particular appointment that are abbreviated, for example:
 - (1) Brigadier General Staff (General Staff) Brig (GS).
 - (2) Staff Officer Training (SO Trg).
 - (3) Company Sergeant Major B Company (CSM B Coy).
 - b. Decorations. When written after a person's name, decorations are abbreviated, for example:
 - (1) Bronze Cross of Zimbabwe (BCZ).
 - (2) Commander of the Zimbabwe Order of Merit (CZM).
 - c. Military Ranks. Military ranks are abbreviated when they refer to a particular person, for example:
 - (1) Lt Col P Kupe.
 - (2) Flt Lt W Ncube.
 - d. Units and Formations. Titles of particular sub-units units and formations are abbreviated, for example:
 - (1) 2 Platoon (2 Pl).
 - (2) 1 Engineer Squadron (1 Engr Sqn).
 - (3) Headquarters 3 Brigade (HQ 3 Bde).
 - e. Common Use. Commonly used abbreviations, eg, ie, etc kg, kph etc.

CORRESPONDENCE WITH OTHER GOVERNMENT DEPARTMENTS (CIVILIANS ORGANISATIONS)

8. Purely military abbreviations may not be used in correspondence with civilians or other departments.

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CIVILIAN ABBREVIATIONS

9. Acknowledged civilian abbreviations contained in the Oxford Dictionary may always be used in operational writing. In such cases customary punctuation is omitted, unless it is demanded or required by the construction of the sentence, or for the sake of clarity. Where a military abbreviation differs from the acknowledged civilian abbreviation for the same word, the military abbreviation is to take precedence.

TECHNICAL AND SPECIALISED ABBREVIATIONS

10. This annex contains only abbreviations of a general nature. Technical and specialised terms and words that are peculiar to a branch of the Service or service unit may be abbreviated in a military document, provided such abbreviations are clarified where they appear for the first time in a document. An example of a specialised abbreviation peculiar to the Corps of Signals is: AVFT Apparatus Voice Frequency Telegraph. Apart from the above clarification, such abbreviations may also be set out in an annex to the document concerned.

THE COMPOSITION AND SEPARATION OF ABBREVIATIONS

11. Rules to be followed in the construction and separation of abbreviations are given in paragraphs 13 to 16 below.

12. Terms and Groups of Words. A term which consists of more than one word may have its own acknowledged abbreviation, for example "forward line of own troops - FLOT". Abbreviations for terms and groups of words that do not appear in Sections 15 and 16 are built up by using already approved abbreviations; for example "parachute battalion - para bn).

13. Composite Nouns. Any composite noun or one containing a prefix or suffix may be abbreviating that part for which an abbreviation already exists, for example "minefield-minefd". The following additional rules apply in this respect:

a. This rule does not apply to verbal nouns or adjectives; for example "group" may be abbreviated as "gp", but "grouping" cannot be abbreviated to "gping" - it must be written in full. Similarly "organising" cannot be abbreviated to "orging" nor can "mortared" be abbreviated to "mored".

b. Where the last part of a composite noun is abbreviated the unabbreviated and abbreviated parts are written together thus "airfield - airfd". However, when only the first part of a composite noun is abbreviated, the abbreviated is separated from the last part of the word eg. "bridgehead-br head".

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14. Abbreviated Capital Letters. Where all the separate parts of a composite word or group of words are abbreviated to one, the capital letters of each of the abbreviated letters are written as one group; for example "Chief Instructor Staff Duties - CISD". Should the final result consist of more than four letters, judicious separation may be made.

15. Separation of Authorised Abbreviations. Authorised abbreviations may not be separated in order to use parts thereof (piercing)" may not be broken up to use the "A" for "armour" separately.

PLURAL FORMS

16. The basic rule on the use of the plural form in respect of abbreviations is that where the plural indicator consists of a single letter, this is added to the abbreviation, for example:

- a. Tactical Exercises Without Troops - TEWTs.
- b. Memoranda - memos.
- c. General Staff Offices Grade 2 - GSO2s.

CAPITAL LETTERS

17. The following rules apply:

- a. Where abbreviations are used in the middle of a sentence, they are written exactly as they appear in the list of abbreviations.
- b. Where a sentence is started with an abbreviation (example 1 below) or where an abbreviation represents a proper noun (example (2) below) the first letter is written in capitals. The same rule applies where an ordinary abbreviation is incorporated in the abbreviation for an appointment, for example, "ops" in example (3) below.
 - (1) Bde tks will X the br (Brigade tanks will
 - (2) "3 Bde is the second bde in the CZ".
 - (3) Director General (Operations) - DG (Ops).
- c. Abbreviations in Main, Title and Group Headings. Main, title and group headings are written in capital letters. Where abbreviations are used they are also to be written in capital letters, except in cases where confusion could result; for example "Br Tks (bridge tanks)" to avoid confusion with "BR TKS (British tks)".
- d. Abbreviations where small letters are used cannot be written in capital letters. This is so in single words, e.g. aircraft (AC). Using capital letters AC would mean something else.

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VERBS

18. It is the originator's responsibility to ensure that no misunderstanding in respect of the time of an action results due to the use of abbreviations. Thus the abbreviation "conc" could mean "concentrate" (present tense) or "concentrated" (past tense). The conjunctive form "ed" is not added to an abbreviation to indicate the past tense. The general rule is that where the actual meaning of the verb does not flow clearly out of the sentence construction, the correct form of the verb must be written in full.

PUNCTUATION

19. The following general rules do not apply in correspondence to civilians:

- a. Full stops are not used between or after abbreviations except if it is demanded by normal rules of punctuation, for example, where an abbreviation comes at the end of a sentence.
- b. Hyphens are not used between abbreviations.

MISCELLANEOUS

THE ABBREVIATION OF DATES

20. The following rules apply:

- a. Weekdays are abbreviated to the first three letter of the day, for example, "Mon - Monday" or "Thu - Thursday".
- b. Months are also abbreviated to the first three letters of the name of the month, for example, "Sep - September".
- c. Abbreviated dates are indicated as follows:
 - (1) The specific day of month, for example "1" for the first day of the month.
 - (2) The abbreviation for the particular month.
 - (3) The last 2 figures of the year. The following examples illustrate the complete composition: "31 Jan 91", "4 Sep 91".

COMPASS BEARINGS

21. The 4 cardinal points of the compass are always written in full; viz north, south, east and west. Abbreviations are used for points between the cardinal points, for a example, NE, NNE, SW.

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CONCLUSION

22. Successful use of abbreviation is governed by intelligent application of the rules set out above. Time saving is the justification for the use of abbreviations, and clarity the final test for their inclusion in a text. Without good knowledge of the rules the use of abbreviations can cause confusion resulting in time wasting. Every user must be capable of applying the rules intelligently, thereby achieving clarity and economy.

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CHAPTER 3: SERVICE CORRESPONDENCE

SECTION 1

INTRODUCTION

301. 'A Service correspondence' is the generic term for correspondence written by members of the Services in the course of their duties. In common with all Service Writing, Service correspondence conforms to standard layout. The layout used depends on the purpose of the correspondence. Examples are given at annexes A to F to this Chapter.

302. Composition of the Text. In all but shortest letters on routine matters, the text should consist of an introduction, a theme and a conclusion.

- a. Introduction. The introduction gives the purpose and background information of the letter.
- b. Theme. The theme presents the case and lists any arguments or problems in a concise and logical sequence.
- c. Conclusion. The conclusion summarizes the salient points in the theme and must end by leaving the reader in no doubt of the writer's orders, wishes, opinions, problems or recommendations.

While these headings are seldom used in letter writing, the reader should never be in doubt when passing from one part of the text to the other.

303. Use of the First or Third Person.

- a. Most Service correspondence is written in the third person. Exceptions to this convention are:
 - (1) Formal letters.
 - (2) Demi-official letters.
 - (3) Letters from a commander in which he expresses his personal views or conveys praise or blame which he signs personally.
 - (4) Letters from a headquarters in which it is often convenient to make use of the first person plural.
- b. When the first person is used in the opening and closing paragraph, it is permissible to use the third person in subsequent paragraphs.

304. Headed Notepaper. Some formation use headed notepaper for Service correspondence including routine letters. Printed letterheads should conform in general

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terms to the standard layout allowing for reasonable variation in printing styles not available to the typist. The space for the addressee on the letter head is to be correctly placed for the use of window envelopes. When using such paper quote the addressee's reference, if any, in the space provided in the letterhead and then refer only to the date of the reference in the text of the letter. Follow the normal rules for Service writing.

305. Address. Letters to addressees of the other Service, to government authorities and to civilian addressees or letters typed on paper printed for use with window envelopes should bear the full postal address of the originator and all recipients. In other cases it is usual to show the recognized abbreviation for the originator and recipients. Addressees need be added only when a recipient's designation alone is not sufficient to ensure that the envelope can be correctly addressed. When the department or branch required to take action is known to the sender, its abbreviation is to be included in the address.

306. Window Envelopes. Clerical effort is saved by the use of window envelopes. When these are used it is essential that the full address of the recipient including the correct full rank and style if addressed to an individual, is typed on the letter itself, in the correct position so that when the letter is folded and placed in the envelope, all particulars can be clearly seen centrally in the window.

307. Departmental Correspondence. Official correspondences originated in the Ministry of Defence may not follow all the conventions described in this volume.

SECTION 2: TYPES OF CORRESPONDENCE

308. There are 7 types of Service correspondence, which are:

- a. Commanded letters.
- b. Directed letters.
- c. Routine letters.
- d. Formal letters.
- e. Demi-official letters (DO).
- f. Memorandum.
- g. Internal correspondence.

The formats of the above, with the exception of the commanded letter, are given at annexes A to F to this Chapter. Note that abbreviations, apart from those for decorations, are not normally used in Commanded, Directed, Formal or Demi-official letters.

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COMMANDED LETTERS

309. Comanded letters are formal letters issued by the Ministry of Defence, Army Headquarters or Air Headquarters and are reserved for statements of major policy, directives and letters of a special character. Their format is not subject to the normal rules and no example is therefore given in this volume.

DIRECTED LETTERS

310 Directed letters are used by the Ministry of Defence, Army Headquarters or Air Headquarters for correspondence at a level between commanded letters and routine letters. Staff officers may be authorized to sign such letters at the discretion of directors or heads of branches. An example of a directed letter is an Annex A to this Chapter.

ROUTINE LETTERS

311. Routine letters are the normal form of correspondence within and between the Services. A routine letter may therefore be written by a formation or unit to any other formation or unit, or to the Ministry of Defence, or by an individual member of the Services on a personal subject. An example of a routine letter is an Annex B to this Chapter.

312 Letters to Civilians. In correspondence with civilian authorities or members of the public the layout of a routine letter, with a salutation and conventional ending provides the most generally acceptable framework. Reference to previous correspondence or documents are made in the text. The style of the letter must be appropriate to both the subject and the recipient. Abbreviations should not be used.

313. Signatory. Routine letters addressed to a superior authority, or to an external agency or organization are signed by or for the Officer Commanding the formation or Formation Commander.

FORMAL LETTERS

314. The use of formal letters is confined to ceremonial matters and certain formal submissions. A formal letter is addressed only to a senior or equal and is signed by the originator.

315. Occasions on which a formal letter is appropriate are:

- a. When acknowledging a directive (see Chapter 13).
- b. When replying to a letter of praise or blame.
- c. When making a submission of an exceptional nature or forwarding a non-routine matter to higher authority.
- d. When arranging ceremonial matters with outside authorities.

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316. A formal letter begins with the salutation 'Sir or Madam' and the text begins 'I have the honour to...'. A formal letter always ends "I have the honour to be, Sir or Madam, Your obedient Surbordinate". An example of a formal letter is at Annex C to this Chapter.

DEMI-OFFICIAL LETTERS

317. Demi-official (DO) letters permit an informal and more personal approach to Service or civilian addresses. They should be restricted to one subject and filed in the normal way. The full identity of the originator is shown at the head of the letter and the salutation 'Dear ..' and the ending 'Yours ...' are inserted in manuscript by the originator. It is a general practice in the ZDF to include the word, '*Late....* for example Para' against the name of all Colonels and above to designate the senior officers previous Corps. This is inserted against the originator's name. An example of a DO letter is at Annex D to this Chapter.

MEMORANDA

318. A memorandum is used for internal correspondence from one branch or individual to another. It is normally not for wider distribution. A printed Memorandum form may be used for correspondence on minor matters at all levels within departments, headquarters or units. It is designed to save time and is normally written in manuscript. Abbreviations may be used throughout. An example of the memorandum form is at Annex E to this Chapter.

LOOSE MINUTES

319. There may be occasions when a handwritten memorandum will not suffice. Other forms of internal correspondence may then be used. Loose minutes may be used extensively within the Ministry of Defence, Service headquarters and units when it is necessary to disseminate information but inappropriate or inconvenient to circulate a file. Loose minutes may be used instead of a memorandum, for internal correspondence because of their wide internal distribution. Whatever form an internal minute may take, it should be filed in the same way as all other correspondence but should never be distributed outside the originating headquarters or unit. An example of a loose minute is at Annex F to this Chapter.

MINUTE SHEETS

320. A Minute Sheet is used within Service HQs (ZDF HQ, Army HQ and Air HQ) to seek a decision from Comd Element. It should contain enough information to enable Comd Element to take an appropriate decision. The writer should clearly highlight the benefit of accepting the proposal, implications, funding etc. A minute sheet is not used at Bde HQ and below. An example of Minute Sheet is at annex 'J' to this Chapter.

STYLES OF ADDRESSEES

321. Examples of styles of addressees are given at Annex G to this Chapter.

Annexes:

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- A. An Example of a Directed Letter.
- B. An Example of a Routine Letter.
- C. An Example of a Formal Letter.
- D. An Example of a Demi-Official Letter.
- E. An Example of a Memorandum.
- F. An Example of a Loose Minute.
- G. An example of a Minute Sheet.
- H. Styles of Addressees.
- J. Invitations and Replies

AN EXAMPLE OF A DIRECTED LETTER

SECURITY CLASSIFICATION

10/4/3

Army Headquarters
Post Bag 7720
Causeway

Harare 707451 Ext 375

Lieutenant Colonel K C Dube
1 Commando Regiment
New Cranborne Barracks
P Bag 6310
Cranborne
HARARE

January 2005

Sir¹

BATTALION FLAG

1. I am directed to inform you that your request for a new design of a battalion flag has been approved in principle.
2. I am to say that the cost of making a new flag is not to exceed that of the existing one.
3. You are requested to submit a detailed drawing (in colour and at one tenth scale) of the proposed new design to this office by 20 May 2005.

I have the honour to be,
Sir,
Your Obedient Subordinate

C SHAVA 'psc' ZW MBA UZ
Lieutenant Colonel
Administrative Staff Officer Grade 1
Personal Services

SECURITY CLASSIFICATION

¹In manuscript

EXAMPLE OF A ROUTINE LETTER

SECURITY CLASSIFICATION	
Q/27	Air HQ P Bag 7721 Causeway Harare 794661 Ext 135
See Distribution	May 2003
<u>EXTENSION OF RUNWAY</u>	
A. HQ 5 Bde 12/26/1 dated 17 Mar 03. B. HQ Byo Dist 12/45 dated 24 Mar 03.	
1. It is regretted that neither funds nor engineer effort will be available to meet your proposal for an extension of the runway at Imbizo Barracks during this financial year.	
2. It is suggested that you re-submit the proposal in time for budget for financial year 2004/05 if the requirement still stands.	
	E GARWE 'psc' ZM Gp Capt D Tech Svcs
Distribution:	
External:	
Action:	
CO TH AF8	
Information:	
HQ 5 Bde HQ Byo Dist	
SECURITY CLASSIFICATION	

AN EXAMPLE OF A FORMAL LETTER

SECURITY CLASSIFICATION	
G/1/2	Copy No of 3 copies
The Commander 4 Brigade P O Box 456 RUSAPE	22 Infantry Battalion Makosa Barracks P Bag 123 Mutoko Mutoko 2567 Ext 13
Sir	October 2003
<u>OPERATION SHUMBA¹</u>	
1. I have the honour to report that in accordance with your OPO 35 of 221945B Jun 2004 ² the forces under my command successfully carried out all phases of Operation SHUMBA in 5 Brigade's Area on 27 and 28 June 2003.	
2. The logistic support given by	
3. The air cover given by	
	I have the honour to be, Sir, Your obedient Servant
	FI MOTO Lieutenant Colonel Commanding Officer
1	
SECURITY CLASSIFICATION	

¹The formal letterhead does not always have a title.

²List references under heading if 2 or more are quoted.

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SECURITY CLASSIFICATION

Enclosures:

1. The Officer Commanding 7 Transport Company's Letter 15/1/1 dated 29 June 2005.
2. The Officer Commanding No 7 Squadron Air Force of Zimbabwe's Letter dated 30 June 2005.

Information:

The Commander 5 Brigade

RESTRICTED

ANNEX D TO
CHAPTER 3 TO
JSP Z2

AN EXAMPLE OF A DEMI-OFFICIAL LETTER

From: Colonel A B Mbudzi (Late Inf)

Zimbabwe Staff College
P Bag 7769
Causeway
Harare

2/7/2

Harare 707451 Ext 104

Group Captain R E Dube AFZ¹
Air Headquarters
Post Bag 7720
Causeway
HARARE

April 2003

Dear Reuben (in manuscript)

DEMI-OFFICIAL LETTERS²

1. You were good enough to mention at our last meeting the difficulties you felt might arise from dictating too rigid a formula for the demi-official letter.
2. To omit the writer's name and the letter reference in certain cases could be confusing because they identify the writer and help when one has to refer back to the letter. I believe the demi-official letter should follow the normal convention of showing the writer's title and name, a file reference and whenever appropriate, a subject heading and references to other documents.
3. Gerald Tanaka agrees with me. What do you think?

Yours Ever

Thomas

Information:

Colonel G H Mpole
Army Headquarters
Post Bag 7720
Causeway
HARARE

¹It is Air Force practice to show the abbreviation AFZ after the addressee's name in this type of letter.

²A subject heading is not always necessary.

³To be signed in manuscript. No standard signature.

AN EXAMPLE OF A MEMORANDUM

MEMORANDUM	
To: Col QS	From: Col GS
Date: May 05	Tel: Ext 2337
Your Ref:	Our Ref: 3/3
Subject: <u>DUMPING OF COMBAT SUPPLIES</u>	
<p>Para Regt will carry out an FTX in Kariba area approx 26 Jul - 5 Aug 05. It will require replen of all C sups less ammo at normal DCSR for 10 days for the full Bn ORBAT. Please arrange to dump the nec stores at the Engrs Base at Kariba, to be aval to the Regt from first lt 25 Jul.</p>	
Rank/ Appointment	Name in block letters Signature

Notes:

1. In memoranda sent between units or formations the abbreviated form of the address of the recipient should be used and the signature block should show the originating authority. As in all other external correspondence, the full telephone number of the originator should be shown.
2. When correspondence or a documents originated by the third party are referred to in the text, they are listed as references.
3. Subject headings in block capitals.
4. Rank.
5. Appointment.
6. Name in block letters.

EXAMPLE OF A LOOSE MINUTE

SECURITY CLASSIFICATION (1)

LOOSE MINUTE

Q/16/5

See Distribution

ROAD REPAIRS DEFENCE FORCES HEADQUARTERS

1. Comdt ZSC has become impatient with the lack of action to repair the road between HQ ZSC and the Beit Hall.
2. Please discuss the problem with Z Engrs staff and agree on a plan to complete effective repairs by 31 Oct 03.
3. The College can offer help in form of unskilled labour from HQ and Def Coys if needed.
4. Let me have a note of the plan by 10 Oct 03.

X Y DOMASI 'psc'
Brig Gen
Brig Gen (QS)
Ext 2113

30 Sep 05

Distribution:

Action:

Col QS
Information:

Comdt ZSC
Comd ZE

SECURITY CLASSIFICATION

EXAMPLE OF A MINUTE SHEET

SECURITY CLASSIFICATION
MINUTE SHEET

A(PS)

Minute Sheet No: Prot 01/05

See Distribution

EDUCATIONAL TRIP TO CHIMIO MASS GRAVES IN MOZAMBIQUE

1. HQ 3 Bde Primary Scool intends to visit Chimio Mass Graves, an external National Shrine in Mozambique on 19 Aug 05.
2. HQ 3 Bde is requesting for authority for the school to undertake this most important visit which involves the young who will on their return project an effective image of the liberation struggle to their peers.
3. A total of 83 Grade 7 pupils, 3 teachers, 2 administrators and a representative from 3 Int Coy are to participate in this historical event. It is intended that these pupils do not learn or read about these places in abstract but see, touch and feel for themselves so that they will be able to tell the correct and re-orient those lost.
4. The school will be accompanied by Lt Col C Matema (CO 33 Inf Bn) for tradional rituals which are required at the shrine.
5. The visit which will be a one day event will be refunded by 3 Bde Prim Sch.
6. If authorized, the school will use HQ 3 Bde bus.

W ZIWENI
Maj
ASO2 (Prot)
Ext 208

Aug 05

SECURITY CLASSIFICATION

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..... Col
Col AS

Date:.....

..... Brig Gen
Brig Gen AS

Date:.....

..... Maj Gen
COS AQS

Date:.....

Approved/Not Approved

..... Lt Gen
Comd ZNA

Date:.....

RESTRICTED

ANNEX H TO
CHAPTER 3 TO
JSP Z2

STYLES OF ADDRESS

1. Methods of addressing correspondence to Army and Air Force authorities are shown in Appendices 1 and 2 respectively to this Annex.

DEMI-OFFICIAL LETTERS

2. It is customary to indicate the Service or Corps after the surname of officers as follows:

- a. Army. All officers of and below the rank of Lieutenant Colonel.
- b. Air Force. All officers except the Air Chief Marshal.

3. The choice of salutation in demi-official letters depends upon the relative ranks and how well the writer and recipient know each other. Using Lieutenant Colonel R Angwa as an example, the salutations in order of formality are:

- a. 'Dear Colonel Angwa'.
- b. 'Dear Colonel'.
- c. 'Dear Rex'.
- d. 'My Dear Rex'.

4. When such address is appropriate, officers should be addressed by their generic rank eg a Major General would be addressed as 'Dear General'.

CIVILIANS

5. The normal salutations and endings in letters addressed to individual civilians are:

- a. 'Dear Sir' or Madam and 'Yours faithfully'.
- b. 'Dear (Mr) Ndlovu' and 'Yours sincerely'.

6. To a corporate civilian body, eg a city council or learned society, the formal salutation and ending are: 'Gentlemen' and 'I have the honour to be, Gentlemen, Your obedient Servant'.

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7. To a civilian firm or body when formality is not appropriate, 'Dear Sirs' and 'Yours Faithfully' should be used.

Appendices:

1. Addressing Commands, Formations and Units: Army
2. Addressing Commands, Formations and Units: Air Force

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APPENDIX 1 TO
ANNEX H TO
CHAPTER 3 TO
JSP Z2

ADDRESSING COMMANDS, FORMATION AND UNITS: ARMY

1. The form of address used for formations and units depends upon the content of the document. For formations, policy matters are normally addressed to the commander and other matters to the headquarters (including the branch to which it is intended. For units, policy matters are addressed to the officer commanding and routine correspondence to the unit. The address in operation orders and signal messages is just the title of the formation or unit.
2. Addresses are frequently abbreviated (See Paragraph 5).
3. The following examples show:
 - a. The address of the commander.
 - b. The address of the headquarters.
 - c. The operational address.

In all cases the location has been omitted.

EXAMPLES

In Full

Abbreviated

4. Command.

- | | | |
|----|--------------------------------------|----------|
| a. | The Commander Zimbabwe National Army | Comd ZNA |
| b. | Headquarters Zimbabwe National Army | Army HQ |
| c. | Not used in full | Army |

5. Brigade.

- | | | |
|----|-------------------------|------------|
| a. | The Commander 3 Brigade | Comd 3 Bde |
| b. | Headquarters 3 Brigade | HQ 3 Bde |
| c. | Not used in full | 3 Bde |

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6. Unit.
- a. The Commanding Officer¹
42 Infantry Battalion CO 42 Inf Bn
 - b. Not used in full HQ 42 Inf Bn
 - c. Not used in full 42 Inf Bn
7. Minor Unit or Sub-Unit
- a. The Officer Commanding
5 Engineer Support Squadron
Zimbabwe Corps of Engineers OC 5 Engr Sp Sqn
 - b. Not used in full 5 Engr Sp Sqn

1. It is Army practice when one is addressing an officer in command of a major unit, regiment, battalion, etc for his appointment to be given as 'Commanding Officer'. In a minor unit, eg battery, company, etc is 'Officer Commanding'.

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APPENDIX 2 TO
ANNEX H TO
CHAPTER 3 TO
JSP Z2

ADDRESSING COMMANDS, FORMATIONS AND UNITS:
AIR FORCE OF ZIMBABWE

1. In general, policy matters and formal correspondence are addressed to an appointment as shown in the first sub-paragraph of each example below. Routine correspondence, orders and instructions are addressed to the formation or unit as in the second sub-paragraph of each example below.
2. When the department or branch required to take action is known to the sender, its abbreviation is included in the address.
3. In the following examples postal locations have been omitted. Full postal address need not to be shown in letters (see Paragraph 5).

EXAMPLES

In Full

Abbreviated

4. Command.

- a. The Air Officer Commanding
Air Force of Zimbabwe
- b. Headquarters
Air Force of Zimbabwe

Comd AFZ

Air HQ

5. Bases.

- a. Manyame Air Force Base
- b. Thornhill Air Force Base
- c. Flyde Air Force Base

MAFB

TH AFB

FAFB

6. Units.

- a. The Officer Commanding
No 4 Squadron
Air Force of Zimbabwe
- b. No 4 Squadron
Air Force of Zimbabwe

OC 4 Sqn AFZ

4 Sqn AFZ

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ANNEX J TO
CHAPTER 3 TO
JSP Z2

INVITATIONS AND REPLIES

FORMAL INVITATIONS

1. Formal invitations must be answered at once to enable the organizer or host to make the necessary arrangements. An invitation once accepted must not be declined subsequently, except for reasons beyond one's control, such as serious illness or unavoidable absence on duty.

2. They are written in the third person and may be either handwritten or printed. The following examples are the most commonly used:

a. *The Officer Commanding and officers of..... Invite (or request the pleasure of the company of).....To a (or at) Ball at (Time).....on (Day, Date, Month and Year).....at (Venue).....*

RSVP or (Please send reply to) (Respondre S'il vous plait)

The Secretary

.....
.....

Harare

Dress:Office

b. *The Officer Commanding and Officers of Parachute Training School request the pleasure of your company at a Wings Presentation Parade at (time..... On (Day, Date, Month and Year).....at (Venue).....*

.....

Parade: (Time)

Tea: (Time).....

RSVP

The Adjutant

.....

Harare

Dress: Camouflage

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FORMAL REPLIES

3. Formal answers are also framed in the third persons:

a. Non-Acceptances. *Maj and Mrs TW Ndlovu regret that they will be unable to attend and wish to thank the Officer Commanding and officers of Parachute Training School for their kind invitation to WINGS Presentation Parade on 20 December 2004.*

*35 Magambe Road
Highfields*

b. An Acceptance. *Maj and Mrs Sibenge have the honour to accept the kind invitation by the Commandant ZSC to a garden party at the Zimbabwe Staff College, Harare at 1500 hrs on Wednesday 21 June 2004.*

*11 Cranborne WEST
Harare*

4. The following points about sending and replying invitations should be kept in mind:

a. Great care must be taken to ensure that persons invited are correctly named on the invitation card. The correct titles, initials and decorations must be included. Persons invited in their official capacity would be addressed as follows:

- (1) The Commanding Officer 1 Commando Regiment and Mrs Dube.
- (2) His Worship the Mayor and Mayoress of Harare.

b. Persons invited in their capacity should be addressed as follows:

- (1) Brigadier General T Mugoba 'psc' MBA and Mrs Mugoba.
- (2) The Honourable Mr Justice B Dube and Mrs Dube.

c. Under no circumstances may the slack method of asking "so and so and partner" be employed. This gives the impression that so and so is not important and one has not gone to the trouble of finding out whether or not he is married. Where it is desired to ask an unmarried gentleman and also a partner for him, it is better to ascertain from him by phone or letter whom he wants to invite, and send a separate invitation card to each. There is, however, no objection in asking invitees in the following manner:

- (1) His Worship the Mayor and Mayoress of Harare and party.

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- (2) The Commander 1 Brigade and 4 Officers.
- d. When married people are invited in their private capacity the envelop should be addressed to the lady only.
- e. Replies to invitations should be handwritten and not typed.
- f. Where a written invitation is received, it should be replied to in writing unless a phone number is given for replies.
- g. Decoration of officers issuing invitation should be not appear on the invitation card, but those of the guest should be inserted. In replying, always insert in your reply the decorations of which your host may be entitled, but do not insert your own.
- h. Whenever the dress to be worn is not evident from the invitation it should be indicated in the bottom right-hand corner.
- j. If a function has been organized for a definite purpose this should be indicated on the invitation.

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CHAPTER 4: SERVICE PAPERS

401. Service papers are widely used to present facts, opinions and arguments leading to either recommendations or decisions. It may also be written to provoke a discussion on a current problem or analyse a problem and present a solution and options available. In other institutions, Service papers are referred to as research papers or projects. They are divided broadly into two categories as follows:

- a. Those which examine a current or future problem and present a solution.
- b. Those which survey and analyse past events.

402. The purpose and scope of Service papers vary from a straightforward statement of fact to an examination of an involving problem. Certain problems such as those affecting the use of armed forces are better set out as estimates. (See Chapter 9) Whereas the layout of an estimate is specialized and conforms to a format, the method of presenting a Service paper is flexible and is at the discretion of the writer. However, the critical and methodical approach used extensively in an estimate is equally essential in a service paper.

PREPARATION

403. Before starting to write a Service paper, planning is necessary to establish the best method of presentation of the subject. This may take a long time, but time spent at this stage is never wasted.

404. The Aim. Start by examining the task or terms of reference to ensure the selection of a clearly defined aim. If this is not clear and precise, subsequent planning and writing of the paper will be jeopardized. The aim will stem most frequently from the requirement given to the writer but if this is not so, the writer must understand what is required and if necessary refer back to the person for whom the paper is being written. Planning cannot continue until the aim is clear.

405. Selection of Material. After determining the aim, assemble and study all available related material. Note what is strictly relevant and then arrange the notes in a logical order. Next, decide how best to divide this material into sections. Finally, decide whether every aspect of the subject has been considered and all arguments weighed. Then, and only then, can the writing of a good service paper start.

CONSTRUCTION

406. Framework. A Service paper is usually constructed on the following framework:

- a. Introduction or background.
- b. Aim.
- c. Discussion.

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- d. Conclusion (s).
- e. Recommendations(s).

These sections are normally used as headings in the paper except that 'Discussion' is replaced by one or more headings relevant to the subject covered. Within this framework the detail is flexible and other headings are used as required.

407. Introduction or Background. The introduction defines the problem and prepares the reader for the statement of the aim. It may include:

- a. Terms of reference or, in their absence, the scope of the paper.
- b. A review of the existing situation or a summary of the background against which the paper is written, taking into account any prior knowledge that the intended readers may have.
- c. Any assumptions that govern all subsequent argument.
- d. If required, titles of authorities consulted during the preparation of the paper.

408. Aim. An aim is a clear statement of the purpose of the paper. It is expressed by a single verb in the infinitive beginning with the word 'to' and is not to be qualified by limitations except those imposed by a superior commander.

409. The Discussion Section. The Discussion Section contains paragraphs with relevant facts and arguments. The writer develops this part of the paper so that the reader is led persuasively along the chain of reasoning until the argument is complete and the aim is achieved. In a long and involved paper it may be helpful to outline at the beginning how the subject will be presented and to summarise the main arguments or deductions at intervals throughout the section. Similarly it may be necessary to make further assumptions as the discussion develops.

410. Conclusions.

- a. The conclusions contain answers to every requirement stated in the task or terms of reference of the paper. It also forms a comprehensive summary of the arguments in the discussion section of the paper.
- b. The conclusions should not contain any new material or any thing not discussed in the Discussion Section.

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411. Recommendations. Recommendations, where called for, may form part of the conclusions but are normally given under a separate main or group heading. They should include and further action required to implement the recommendations made.

REVISION

412. The initial draft of a Service paper must be carefully revised before it can be considered complete. The writer should ask himself the following questions:

- a. Has the aim been kept in mind throughout?
- b. Does the title describe the paper aptly and succinctly?
- c. Have all aspects of the subject been covered?
- d. Are all the facts accurate and are they in the best order?
- e. Are all the requirements of the terms of reference answered in the conclusions and are the conclusions based on the paper's contents?
- f. Can the English be improved?
- g. Can anything be deleted without detriment to the sense or arguments?
- h. Is the whole paper concise, logical and complete?

PRESENTATION

413. Layout. Two examples of the layout of Service papers are shown at annex A to this Chapter.

414. Use of Annexes. To maintain the flow of argument put, extensive detail, such as statistical data or information is put in annexes. Only the deductions derived from the annexes need to be inserted in the body of the paper. (See also Paragraph 212).

415. References, Footnotes.

- a. References. See Chapter 2.
- b. Footnotes. See Chapter 2.

416. Distribution. Where necessary, the distribution should be listed at the end of the paper as stipulated in all Service Writing.

417. Covering Letter. If a covering letter is used it should include:

- a. Very briefly, the reasons why the paper has been written.

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- b. The conclusions and recommendations as they actually appear in the paper.
- c. Any action required or requested of any recipient.
- d. Titles of authorities consulted if not included in the introduction.

Annexes:

- A. Examples of Layouts of a Service Paper.
- B. Example of a Service Paper using Main, group, Paragraph and Sub-paragraph.

EXAMPLES OF LAYOUT OF A SERVICE PAPER

Example 1 (1)

Example 2 (1)

SECURITY CLASSIFICATION
Identifying Reference

SABI REIVER CROSSING AT CHIBUWE (2)

Reference: (3)
A

INTRODUCTION (4)

1. Paragraphs as required to give background to the paper.

2.

AIM (4)

3. The aim of this paper is to

METHODS OF CROSSING (4)

THE PRESENT SYSTEM (5)

4. Dry Season (6)

5. Hot Season(6).....

PROPOSED FOOT BRIDGE (4)

6. People (6)

7. Animals (6)

PROPOSED ROAD BRIDGE (4)

8. Private Transport (6).....

9. Public Transport (6)

ADVANTAGES OF A BRIDGE (4)

10.

FOOT BRIDGE (5)

11.

12.

ROAD BRIDGE (5)

13.

14.

15.

1 of 2 (11)

SECURITY CLASSIFICATION

Notes:

1. Example 1 shows a paper using main, group and paragraph headings. This is the more flexible of the 2 standard forms. Example 2 shows a paper using only group and paragraph headings, a layout which should be used if the paper is not complicated enough to need an extra tier of headings other than the subject heading. Either layout can be used, whichever is the clear. It is simple to change from one layout to the other as drafting proceeds.

2. Subject heading.

3. References, (See paragraph 415).

4. Main heading.

5. Group heading.

6. Paragraph heading.

7. Possibly there may be no suitable Main heading for Paragraphs 16 to 18 in Example 1. In such a case, beware of reducing "SAFETY PROBLEMS" to a group heading. If you do this, Paragraphs 16 to 18 will be governed by the main heading "TECHNICAL PROBLEMS", which may be illogical.

8. Sub-paragraphs may be given headings where appropriate.

9. After much discussion under one main heading it is sometimes convenient to make a summary of the Salient points under that heading before going on. Paragraphs 19 to 30.

10. A service paper is normally signed By the autheor.

11. See Paragraph 239.

SECURITY CLASSIFICATION
Identifying Copy No...ofcopies Reference.....

ROLE OF THE TANK REGIMENT REGIMENT (2)

References: (3)
A.
B.

INTRODUCTION (4)

1. The tank regiment was Originally designed

2.

AIM (4)

3.

PRINCIPLES OF EMPLOYMENT

4. Firepower (5)

5. Mobility.....

6. Protection.....

7. Flexibility.....

OFFENSIVE ROLES (4)

8. In cooperation with other aims the armoured regiment will share the tasks of:

a. Breaking through the enemy's defences.

b. The destructive battle within.....

c.....

9.

10.

11.

DEFENSIVE ROLES (5)

12.....

13.....

14.

CONCLUSIONS (5)

15.....

1 OF 2 (10)

SECURITY CLASSIFICATION

AN EXAMPLE OF A SERVICE PAPER USING MAIN, GROUP, PARAGRAPH AND
SUB-PARAGRAPH HEADINGS

G/3/1/3

WOMEN ENTRY INTO THE ZIMBABWE NATIONAL ARMY
OFFICER CORPS THROUGH THE REGULAR OFFICER
CADET COURSE (ROCC) AND THEIR PLACEMENT

INTRODUCTION

1. The advancement of women and their inclusion into the traditionally male dominated military domain has been hindered by social, cultural norms and values enshrined in religious, ethical, customary and political beliefs. Over the years, it has been generally believed that men are hunters and warriors, while women look after the family and bear children. Such a division of labor remained critical in the widely debated issue of women joining the Army as officers.

2. The French and Industrial revolutions offered opportunities for women to participate in male dominated domains including the military. In addition, ideological search for social equality led to women vowing for previously male dominated roles. Technological advancement meant fighting was no longer more physically demanding. Victory now depended on planning, better tactics and advanced weapons as a result of technological improvements.¹ Such developments made it possible for women to venture into the military. During World War 1, most women participated in combat support roles with a few such as Russian women got involved in combat roles. Women continued to increase in various armed forces as the call for equal opportunities irrespective of gender persisted. The Beijing Conference of 1995 reinforced this assertion and called for more inclusion of women in male dominated fields. The General Law Amendment Act of 1983 did, in addition to reducing the majority age from 21 to 18, allow women to hold public or civil offices or appointments just like men. The Amendment read; the pre-requisite qualifications when possessed by a woman, such woman was eligible to admission to any office in Zimbabwe, subject to terms and conditions as apply to men'.² On the same note the placement of female ROC trained officers was to be determined by the Government policy of promoting women's rights and equal opportunities. This entailed that as long as female officers were equally trained and held the same qualifications like their male counterparts, they were to be employed in any role including that of commanding troops in combat. It has been common practice by

¹ Goldman, Female Soldiers-Combatants Or Non-Combatants, (London), 1982 p243.

² The General Law Amendment Act, 1983, Part IV

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3. Zimbabwean Women Action to launch complaints each time an advertisement appeared in the media calling for young men with relevant qualifications to join the ZNA through ROCC. Up to 1996 men have attended ROCC only as it was generally believed to be too tough for women. Women groups continued to press for the inclusion of women on this challenging course.

4. In line with the Government policy, world trends with regard to women empowerment and the continued “outcry for the inclusion of women on ROCC thereafter take challenging posts in the Army, the ZNA in 1996 recruited and trained the first 19 females along side their male counter parts.

5. Another course commenced in 1997 with 17 female cadets. The 2 courses produced 12 and 11 female young officers respectively, who were initially posted to infantry units to command platoons. They were however, withdrawn within a short period to staff appointments. A lot of people saw this as a wasted effort since the officers did not spend meaningful time in fighting units to get experience as was the case with male officers. The argument was that there was no need for women to go through ROCC in the incumbents was not going to save the main purpose they were trained for.

6. The entry of women through ROCC and their subsequent employment remains an issue of concern and has sparked debate within the ZNA. The issue is whether they should be employed in combat duties or in the combat support or combat service support roles. The other question is whether it is necessary for them to go through ROCC which costs over \$10 000 per cadet when in actual fact they will not be employed in combat roles. It is against this background that this paper has been written to examine the entry training of women into the ZNA Officer Corps and their placement.

AIM

6. The aim of this paper is to discuss women’s entry into the ZNA Officers Corps through ROCC, their placement and make recommendations.

SCOPE

7. The paper will cover the following:
- a. The Current Perspective on Women’s Equal Opportunities.
 - b. Factors to Consider for and Against Women’s Entry Point and Placement.
 - c. Recruitment, Selection and Training.
 - d. Historical and Contemporary Perspective.

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- e. Placement, Development and Promotion.
- f. The Way Forward.
- g. Conclusion.
- h. Recommendations.

THE CURRENT PERSPECTIVE ON WOMEN'S EQUAL OPPORTUNITIES

8. Vast ideological, social, industrial and political changes since the advent of the Industrial Revolution, increased call for women employment opportunities formerly dominated by men. The trend has turned into an international political issue. Social customary, cultural and ideological beliefs are fast eroded away. Women who constitute more than 50% of the world population are taking up challenging posts and employment as they continue demanding recognition. This has not spared the military either. In Zimbabwe, where women constitute 52% of the population the call for equal opportunities have been on the increase.

THE CURRENT TREND

9. The current trend in most democratic countries is indicated towards according women equal employment opportunities by enabling them equal status and employment opportunities and positions in society. The military, which all along had been regarded a male domain has not been spared either. This has resulted in a general change in attitude towards women. More women has therefore joined the armed forces. Women have participated in Revolutionary wars in many third world countries and have endured very difficult conditions just like their male counterparts. This is clear testimony that women can withstand difficult combat situations, given a clear aim. Some have even been involved in Conventional War operations with some considerable remarkable performance. What is important to note is whether they were employed in direct combat or in combat support roles.

COMBAT, COMBAT SUPPORT OR COMBAT SERVICE SUPPORT ROLES

10. The biggest is whether women are to be trained and employed in direct combat or in combat service support roles. Direct roles involve fighting in combat arms which are primarily infantry and armour, whereas combat support arms use indirect weapons and means to support combat arms. Combat support services support the fighting troops logistically and administratively. These 3 major roles need a thorough scrutiny to ascertain women's conformity to them.

- a. Combat Roles. Combat roles include the actual fighting, in military assault units. This means being prepared to inflict casualties on the enemy or becoming casualties. Active face to face combat is arduous, dangerous, and requires a high

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level of training leadership, determination and an undoubtedly high spirit of aggression. Boldness and very high standards of physical and mental stamina in order to close in and kill or subdue the enemy are prerequisite in combat. Some of these attributes are not well pronounced in females although they can be developed through training and experience. Some enduring characteristics of direct combat roles which may also need analysis in the employment of women in combat roles are:

(1) Uncertainty and Chaos. Combat is uncertain and chaotic. The chaotic nature of combat is regarded by most sections of the society as unsuitable for women. Imagine how and bad the feeling would be viewing women prisons of war perhaps gang raped and some badly wounded. That is largely due to the worst thing a nation would ever imagine. This is largely due to the protection women are accorded in any society. On the same note, most women detest the site of a dead person perhaps badly wounded. Battle stress and the subsequent psychological effects of the battlefield require high mental and physical stamina. Most women may be found wanting in these conditions which are typical of combat roles. However, it can still be argued that even men gradually get acquainted with the battle situation. Women can still be able to adapt in the same manner.

(2) Violence and Danger. Overwhelming danger whether applied or threatened is the means by which combat power compels the enemy to do one's will. Violence results in bloodshed, destruction and human suffering. It brings danger with fear. Fear is³ the worst enemy in battle and can be overcome by inspired leadership and understanding the cause for fighting. If women are to lead in battle they may just like men require to overcome fear and inspire their troops to fight on.

(3) Stress. Combat in any age is a horrific activity. The effects of danger, fear, exhaustion, loneliness, and privation adversely affect the willpower of all combatants, albeit of women more than men.

b. Combat Support Arms. Combat Support arms are those arms which use indirect weapons and means to defeat the enemy or to support combat arms. In the ZNA these include both Field and Air Defence Artillery, Engineers, Signals, Intelligence and Public Relations. Although these are involved in fighting, they do not close in with the enemy like the Infantry and Armour. This means that some degree of danger is reduced. Women may be accommodated in some of these support arms basing on the their roles.

c. Combat Service Support. Combat Service Support (CSS) offers administrative and logistics support to fighting arms. Their involvement in danger is minimum. However, modern fighting involves attacks in depth through long range

³ The Infantry Company Group Volume 1, Combat and Combat Support Forces, UK,,1998,P5-1.

artillery weapons, aircraft and special forces in hit rear areas. This is exactly what happened during the Gulf War when Allied Air Forces and cruise missiles attacked asra and Baghdad. Such tactics can even destroy logistic bases and headquarters in the rear. What this means is that women can still become casualties. Since females have had an essentially protected social position in society, their massive casualties in war would be unacceptable. It would therefore be ideal for them to take some staff appointments in rear headquarters where risks of becoming casualties are reduced.

11. It is common practice in most defence forces world over to employ women in either combat support or combat service support roles. In the United Kingdom are not allowed to join armour and infantry. The same applies to the South African National Defence Forces. Restricting women to combat support arms and services may be viewed negatively as discrimination. It is therefore necessary to further examine factors which are against or support women's entry into the ZNA Officer corps through ROCC and their placement.

FACTORS TO CONSIDER FOR AND AGAINST WOMEN'S ENTRY POINT
AND PLACEMENT

12. There are number of factors to consider before an answer on the entry system and placement of women into the Army can be given. Some of the factors imposing limitations on the placement of women in the ZNA are biological, social customary/cultural, technical and political factors.

BIOLOGICAL CONSIDERATIONS

13. Some biological considerations which impose constraints on women going through ROCC and their placement in certain appointments are:

a. Physical Build-Up. The physical build-up of women and men is different. Women are physically weaker than men who are substantially larger, heavier, stronger and faster. Men have greater physical endurance. A larger percentage of men's body weight is composed of muscle and bone mass, hence they can carry heavier loads for longer distances at greater speeds. They can thro heavier objects such as hand grenades further and more accurately. These differences are mainly as a result of hormone testosterone which is absent in women. Such differences in physical attributes substantially disadvantage women in combat roles. It may be argued that most African women are far stronger, more robust and resistant then men since they do all the demanding work in any family particularly in rural areas hence can endure conditions of the battlefield. It may however, be inappropriate to equate and measure women the same with men in terms of physical fitness due to their biological making. Since women are slower then men, there is need for separate physical fitness training especially timed exercises such as Battle Fitness Test (BFT). The fact that women are disadvantaged biologically in terms of fitness, a prerequisite in both ROCC training and combat duties may mean that they are not suitable for ROCC training and employment in fighting duties. More factors must be considered before such a conclusion is reached.

b. Menstruation. Menstruation has been sited by some critics as a hindrance to the deployment of females in fighting roles. Periodic pains in some women may add onto battle stress which may lead to a substantial change in behaviour. However, it has been realized that for most females, menstruation does not change their behaviour much. Some may only show signs of discomfort when undergoing menstrual severe pains. Most normally they cease their normal menstrual cycle when going through rigorous situations and strenuous conditions under pressure as battle conditions.

This has been proved during the strenuous physical and psychological demanding Phase 1 of ROCC training at ZMA and at West Point. Almost all female cadets stopped menstruating due to immense pressure exerted on them to simulate battle conditions in order to develop an officer who can endure and continue to lead under severe situations. Such stoppages in menstruation may be a blessing in disguise for the additional hygienic conditions and the discomforts of periodic pains in some individual women, during rigorous training typical of some operational conditions of Phase 1 ROCC training. However, not all women will stop menstruating nor are all combat situations continually stressful. All the same females require better hygienic conditions than males. That requires additional planning and hence a burden on logisticians. Overall, menstruation does not have adverse effects on women in combat.

c. Ability to Cross Obstacles. Women have a low capability to cross obstacles. This is mainly due to the low centre of gravity owing to the large gap forming their abdomen to accommodate pregnancy and the development of the foetus. As result, they cannot jump high and run faster like men. Since a lot of obstacle crossing is prevalent in the battlefield, women may find it tough, worse when carrying heavy loads. This was proved during Assault Crossing exercises at ZMA where female cadets needed to cross as their own time.

d. Body Strength. Women's both strength is less due to the fact that a quarter of female body volume is fat whereas a man's body has more borne mass and muscles. This is the reason why a huge, hefty women may be outweighed by a skinny learn man. For this reason females are less powerful, hence cannot carry heavy loads for greater distances. Since this is one condition prevalent in battle, women may have difficulties in battle due to their limited physical endurance and stamina. It was also noted during ROCC that females who are muscular, with rough hairy bodies are more resistant and stronger than the soft, smooth skinned nice looking ones. Perhaps these may have some male elements in them or it may be a question of their up bringing. Most of the strong ones are also discovered to have participated in sporting activities right from school or had a strong rural background. After all, women in rural areas do most of the work at home. They carry heavy firewood at times with babies on their backs. They also fetch water and carry heavy buckets for long distances in most cased uphill. Hence they are tougher than most men. Female cadets with such rural background were seen coping well with the physically and mentally demanding Phase 1 of ROCC training at ZMA. The same female officers may cope well with most conditions of the technologically developed modern battlefield.

e. Pregnancy. Pregnancy is one factor that must be given due cognizance when considering the issue of training and placement of women. During ROCC training, female cadets are subjected to monthly pregnancy tests. For the 2 courses run so far 2 cadets were removed and subsequently discharged. During operations a pregnant platoon commander may require maternity leave. This entails that troops will make do with the sergeant. After giving birth, platoon commander will require to breast-feed the baby. This means she cannot be employed on active service. Conditions of the labour Act such as the requirement for maternity leave must be adhered to. This means most of time the platoon is left in charge of a platoon sergeant. There is need therefore to have a standing policy on when young female officers can be allowed to get married and have children. During the Rhodesian era women were attested on contract and were not allowed to become pregnant during service. The regulation clearly stated; 'An officer or member who shall become pregnant shall be discharged with effect from such date as the Commander, on the recommendation of a medical officer may determine. If female officers stick to having a maximum of 2 to 3 years of service they can save well in all roles. At the same time by then they will be fully conversant with commanding troops, hence can be posted to service support corps as staff officers. This was not the case with the 2 ROCC trained female cadets. Some had children barely 2 year after commissioning.

f. Physical Fitness. During the pilot project for the 2 ROCC, it was realized that female cadets need more time to gain in physical fitness. It was also discovered that they quickly loose the physical fitness once they stop exercising. This is mainly due to the amount of fat they quickly accumulate over a short period. A clear case was female officer who having gone through the Course, volunteered to walk the 150-kilometre distance on the Endurance Exercise with cadets as has always been the case. Although she had done the Exercise barely 6 months she failed to cover even a quarter of the distance. She was evacuated by helicopter. The syndicate was left with no Walking Directing Staff (DS) and the trainees were made to join other syndicates. This was a clear indication of what would happen to some female officers in the battlefield. Just imagine a platoon commander being evacuated for failing to cope with the physical demands of the battle. This would have a serious demoralizing effect on the soldiers under command. It is suggested that immediately after selection for ROCC females should undergo a physical fitness induction training before the commencement of the course. After training they must be encouraged and monitored to continue training. The monitoring can be afforded by ensuring that they participate in BFTs and Combat Fitness Tets (CFTs) annually or quarterly just like men. Separate timings need to be put in place for women physical fitness test.

14. Since women quickly loose their physical fitness with age, it is suggested that their retirement age be fixed at 48 years. They also be given separate physical fitness training exercises with different timings suitable to them.

⁴ Rhodesia Government Notices No. 99 and 100 of 1976

SOCIAL, CULTURAL AND CUSTOMARY CONSIDERATIONS

15. The factors which may be considered to affect the placement of female officers are as follows:

- a. Child Care. Child care is the responsibility of women in an African society hence female officers would find it difficult to be deployed away from their children. This may even affect their performance. It may therefore be ideal to employ women on duties which allow them time with their children. This can only be enhanced by posting them so staff functions, which do not require them to deploy away from home.
- b. Marriage. Married female officers may have difficulties to deploy for a long time away from their families. A lot of problems, most of which may culminate into divorce may arise. To avert this problem, if female officers are to be employed in teeth arms, it is ideal that a policy restricting women getting married before then attain the rank of a captain or before they serve for 3 years be enforced. This may allow them to serve with combat or combat support arms before they join supporting services. By so doing they may make use of the knowledge and skills they will have gained on ROCC training. The much needed experience is also acquired. Placement policies for married female officers must take into account the serving officer's marital status. This means once the officer gets married, she would not serve with those arms which may deploy her away from here family for a long time. This also be a good measure for curbing the deadly disease, AIDS.
- c. Cultural Beliefs. Culturally women are led by men. To some officers and men, it is taboo to be commanded by a female officer in operations. A typical case is that of a Lieutenant whose troops pleaded with her at the Air Port not go to with them on Operation Sovereign Legitimate. She was withdrawn by the CO before boarding an aircraft operations. Although the troops had seen her undergoing the tough Parachute Jumping Course, they still lacked confidence in her. Cultural beliefs also affect the young female officers who may feel unease and awkward to command well experienced old male soldiers in battle. To arrest this problem female officers need to continue training with their platoons. There is also need to educate both male troops to accommodate female officers in combat situation.
- d. Loneliness. Loneliness may affect female officers since most teeth arms units do not have female non-commissioned members (NCMs). This would make them feel lonely. Having a male batman would be compromising the privacy women are known to require. If female officers are to be posted to such units, then more female non-commissioned members must be posted to the same units.
- d. Sexual Harassment. Sexual harassment has been a major problem for female officers right from training to placement. Normally, they give in to such demands in return for favours. These favours may be being awarded a better pass mark and some

favourable treatment on training, rapid promotion and better conditions once commissioned. This leads to disgruntlement among their male counterparts. For the courses trained so far, I captain was discharged together with a female cadet for having a love affair. The American airforce in a bid to maintain strict discipline discharged a female pilot of the rank of Lieutenant Colonel for having fallen into a love affair with a married civilian man. This is essential if high discipline is to be maintained. The problem may be with some officers who may develop interest in these young girls thereby frustrating efforts to develop and accommodate them. Such a practice may be discouraged by putting in place strict rules regarding social conduct and personal relationship at all levels.

PSYCHOLOGICAL CONSIDERATIONS

16. So far there is no evidence that women cannot cope with stress in operations. During the more demanding Phase 1 of ROCC, they have been seen to cope with the immense pressure as shown by their performance. It is however, not clear whether they will do the same in battle. During the Liberation War, women coped with stress just like their male counterparts. Psychological considerations have no measurable effect on female officers training and placement.

POLITICAL CONSIDERATIONS

17. Political considerations have been by far stronger than all other factors. Increased international and national calls for the opening up to women to all forms of employment posts are echoed all over. Such calls militates against any considerations not in conformity with women's entry points training and placement. Zimbabwe as a democratic state can not restrict women from joining any corps in the Army but care must be taken as to the effect that may have on them.

COMMAND AND TECHNOLOGY

18. For most military tasks, the requirement for an upper body strength agility and physical endurance has been reduced or eliminated by technology as the 21st Century Soldier concept unfolds. Gone are the days when opponents advanced towards each other in extended formations before engaging in close quarter battles. During those days combat was characterized by physical engagements in which commanders would be engaged first like the David and Goliath episode in the bible. In the current and future battlefields commanders are only there to make decisions and command. Major V Dzuda in his Research Paper, argues that the ability to make decisions is not an eminent gender privilege and has nothing to do with physique. He further attributes this capability as a matter of training and experience which has long been denied to one gender. He further alludes to the modern approach to command and technology as important factors which they enable women to command combat units effectively.

19. Modern command concept hinges on command, control communication and computers (C4). This implies that command is now easier and methods of fighting also enhanced to by technology. The firing of certain missiles and rockets can now be done by use of electronic gadgets. These can also strike as stand-off-ranges. Female officers can not be employed better in some combat arms as fighting becomes less physically demanding with the advent of technology. Command is also made considerably easier. One consideration to make is when will Zimbabwe become so technologically advanced since the mentioned systems apply mainly to developed armies hence the question of suitable placement for female officers remains.

20. It may safely be concluded that the analysed factors all affect the entry point and placement of women to an extent. There is need to thoroughly consider the implications of some of these factors on our operational effectiveness if women are to be employed in combat roles.

21. Active to face combat is arduous, dangerous, physically and mentally demanding. It requires a high level of training, aggression and high standards of physical and mental stamina to close in and kill the enemy. Some of these attributes are not all pronounced in women, hence may be found wanting in combat situations. However, some women have a high degree of aggressiveness required in combat. A thorough analysis of what affect women's training and employment, case studies, observations from the 2 ROCC which included female cadets and their current performance will help come up with what entry point and placement women should be accorded.

RECRUITMENT, SELECTION AND TRAINING

RECRUITMENT AND SELECTION

22. Recruitment. The requirement calls for young men and women between the ages of 18 to 24 years with at least 6 points at Advanced Level or a first degree. The recruitment does not discriminate on the basis of gender.

23. Selection. The selection includes the following criteria:

a. Physical Fitness Test.

- (1) A 10km run in 30 minutes.
- (2) Going over the Assault Course.
- (3) A number of body exercises such as press-ups and sit-ups.

b. Mental Tests.

- (1) Several oral and written problem solving psychometric tests to test the incumbents' reasoning capacity and inherent leadership skills.

⁶ Goldman, (OPCIT), p240.

⁷ V Dzuda (Maj), Commandant's Research Paper: A Review on the Employment of Cadet Trained Women Officers in the ZDF.

- (2) Problem solving and initiative to initiative.
- c. Health fitness tests.
- d. Communication skills.

24. It has noted that some females do not comply with the timings for the physical exercises but are just pushed through. However, as already been alluded to, males are physically stronger and faster than females. It is therefore wrong to test women on the same distance, time and weight as for males. With this in mind, the Directorate of Army Training (DAT) should come up with physical fitness test timings commensurate to women. It also been noted that if the right females are selected by the Officer Selection Boards (OSB), they are able to go through ROCC with little problems. This can only be afforded by eradicating the special treatment accorded to women by male assessors. Thorough supervision during OSB is a prerequisite.

TRAINING

25. The Aim of ROCC Training. The aim of ROCC training is to produce an officer who should be able to command, control, administer and train a platoon in both peace and war. To achieve this aim, cadets to through certain rigorous, trying conditioning training. The training is both physically and mentally strenuous to stimulate the condition of the battlefield. An important point to note is that the aim of ROCC training accommodates both male and female officers.

26. Phases. The Course is divided into 3 phases. A thorough scrutiny of the objectives of each phase and how female cadets have faired in each phase is necessary. This will help determine the suitability of the entry system to women and their placement thereafter.

- a. Phase 1. The Phase's main objective is to induce basic soldiering into the cadets. For 3 months cadets' physical and mental prowess are developed under strenuous conditions. Female cadets have had problems in coping up with the required physical fitness quickly though they have gradually done so. Battle marches are the most difficult physically demanding exercises. Cadets carry weights of up to 20 kilograms with a weapon, then run 15 km and go through a times Assault Crossing. The Exercise culminates into the shot at the range. Although cadets had had difficulties in this Exercise, they have managed to complete it though with slightly more time than their male counterparts. It is suggested they conduct this exercise as a separate platoon for female to avoid retarding male cadets physical fitness levels. In the same Phase, it was also observed the male cadets use to sneak into town to buy food. Some absconded and never returned. Only 2 female cadets whose characteristic were observed as being almost the same to men, were later learnt to do the same. Even on the Endurance Exercise where cadets are given little food and water and then cover a distance of 150 kilometres on foot within 3 days, it was noted that female cadets lacked the guts to source for food and water in the villages. This could be attributed to lack initiative and fear.

In the battle field a commander must have initiative if he/she is to survive. At times commanders must be prepared to take risks.

- b. Phases 2 and 3. Phase 2 and 3 presented no problems to female cadets since they were more intellectually demanding. It was also noted that female cadets relied much on male cadets for assistance when given exercise appointments in tactical exercises. In those appointments control turned to lapse and female cadets quickly rushed to report to course officers or instructors on male cadets who would have resisted instructions instead of taking disciplinary measures the same way they would do with their platoons. This is typical of feminine attitude, which was gradually eliminated through constant counseling by course officers.
27. It is important to note the ROCC training is meant for young officers who will rise to the highest ranks. Combat roles are emphasized. The cost of training one cadet for 18 months is now in the excess of \$10 000 000. An important question to ask is whether it is important to spend all that money on female officer who may not be employed in fighting roles. It may further be argued that it is necessary since all branches or corps are equally crucial and requires the same caliber of officers whether male or female hence the need for female officers to go through ROCC just like their male counterparts.
28. A separate physical fitness-training package will not disadvantage the male cadets but will enable female cadets to gradually improve in physical fitness on their own. High standards of training are equally necessary for any branch in the ZNA in order to improve the organization's efficiency, hence women's going through ROCC is ideal irrespective of placement.

HISTORICAL AND CONTEMPORARY PERSPECTIVES

HISTORICAL EXAMPLES

29. Historically, women have proved capable of fighting or leading troops in combat. In Britain, in AD 60, Boadicea successfully led an army into battle against the romans. In Sweden Blanda of Varend, a medieval legend did the same. In 1920, Kristina Gyllensterna took over the defence of Stockholm against the Danes. Joan of Arc was another female heroic leader. Florence Nightangle is another example. In 1989 two women commanded companies in combat operations during the invasion of Panama⁵. Here in Zimbabwe 'Ambuya' Nehanda was a shining epitome of courage. She led men during the First Chimurenga against the white colonial settlers.
30. Women served in the military in both world wars in the Soviet Union and Yugoslavia. It may still be said that it was out of desperation. In the Soviet Union women actually went into trenches in the defence of Moscow and Leningrad. They formed a Women Air Defence Battalion, which actually went into action against the Germans. Although there were more female casualties than males, it was proved women can be employed in combat

⁵ The South African Defence Review, Issue No 6,p14.

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roles. Women have also participated in Revolutionary Wars in third world countries. In the Gulf War, 19% of the Coalition forces were women though most were in the supporting services.

31. The given historical examples are just but a few of those battles or operations in which women took a successful leading role. What it entails is that given a clear aim women can lead and fight just like men. There is therefore need to maintain high standards during ROCC training. This proves some assertion by some individuals who claimed that those male cadets who trained with women side by side were not well trained. That is not true at all. The writer having been involved in running the 2 courses carried out a study of all the ROCC run from 1980. It was noted that the first Course to run with the male cadets only produced 61,5% while the 2 courses produced 67% and 51,9% respectively. The performance of male officers was also judged as satisfactory on OSL. One example is Capt P Mapfoche who even got the Gold Cross of Zimbabwe as a result of having done extremely well in the Battle of Kinshasa.

CURRENT EXAMPLE

32. A number of women world over have found their way into the military with some attaining higher ranks. It is however, essential to scrutinize their placement in various armed forces.

a. The United States of America (USA). The USA is one good example where over 10% of its defence personnel are women. They undergo the same ROCC training as men at West Point and most are employed in supporting roles. However, a number of female officers serve mainly as transport pilots with a few as fighter pilots. Some 2 years ago the USA Navy started enrolling women into the Navy but the vessels had to be fitted with certain conditions to accommodate women. These included rooms for women. The highest female rank in the USA Army is a general who holds a staff appointment.

b. The United Kingdom (UK). In the UK, all officers regardless of gender receive the same training at Sandhurst on the ROCC. Single sex platoons are used but men and women follow exactly the same syllabus and field training exercises. They also meet the same entry standards. This ensures that all officers regardless of their eventual employment have a common grounding to effectively discharge their responsibilities. Women make up 6% of the British Army and serve in other arms and services other than the Armoured Corps and Infantry. This limitation acknowledges the environment under which such units operate and the need to maintain their operational effectiveness. Most serve supporting services such as medical, maintenance of clerical roles. The highest female rank is a brigadier on a staff appointment. To reach the highest rank one must have commanded a field formation, something that is difficult for women to achieve with the current restriction in the British Army. There are no special promotion criteria for women. Promotion for both is based on merit tempered by experience.

c. Israel. Due to the ever existing threat to its security, Israel has a lot of women

employed in various roles including arms. However, most women in the Israeli Army are employed guard duties and security of key points as well as manning check points. The majority of women officers are in the combat support and combat service support. Their training is tough just like for their male counterparts.

d. African Defence Forces.

(1) The South African National Defence Forces (SANDF). In the SANDF there are several female officers though most of them have not gone through ROCC. Women can save in any corps less the combat arms which are primarily Infantry and Armour. The South African Army has a female Major-General who holds an administrative staff appointment.

(2) Malawi. Malawi had its first intake of women to join the Army in the year 2000. They went through training with the help of the Zambian Army. Some were sent to West Point for ROCC training. Female officers are posted to infantry units for a year on probation or induction. They can thereafter join corps of their own choice since there is no policy as to which units women should work with.

(3) Zambia. In Zambia women go through ROCC together with men. They are mainly employed in staff appointments in the supporting roles although they can also teeth arms since there are no restrictions as to which corps women must not join. Some Zambian other ranks are posted to infantry units as drivers of Troop Carrying Vehicles (TCVs) while some are posted as batwomen for the female officers who actually command troops during the probation period. So far the highest rank held by Zambian woman is a colonel.

(4) Tanzania.

(5) Namibia Defence Forces. The Namibian Army has a similar system of entry for some of its women officers as already discussed in the other African countries. One interesting aspect with the Namibian Army is that they have different timings for female officers and cadets physical fitness tests such as Battle Fitness Test (BFT). This takes into cognizance the fact that women are slightly slower and weaker than men hence they can not be equated with their male counterparts in physical fitness training. They are afforded equal employment opportunities with men and can join corps of their choice after completing 6 months on induction with infantry units. So far the highest rank held by a female officer in the Namibian Army is a Lieutenant Colonel who is in administration as a staff officer.

(6) Botswana Defence Forces. Botswana does not have women in its Army.

e. The Nordic Countries. The Nordic countries treat women just like their men. It must however, be noted that most Nordic forces are employed in peace support operations where fighting risk are minimal. Women are better suited to the Peacekeeping role.

33. It has been noted in almost if not all the armies analysed that women are employed mainly in combat support roles or in staff duties. Most female officers in various countries use the ROCC as an entry point into their respective armies. The ZNA is in line with most international practices of both entry point training and placement of female officers. There is need to continue with the practice of posting newly commissioned women to infantry units for a period not less than 3 years. This will enable them to gain the much-needed experience. There is also need to have separate timings for Physical Fitness Test such as BFT to accommodate women. The Directorate of Army Training may be requested to come up with such separate timings. Having looked mainly at how women are trained it may be necessary to analyse their placement, development and promotion.

PLACEMENT, DEVELOPMENT AND PROMOTION

34. Placement. Female officers still require some experience in regimental duties hence posting them to Infantry battalions to command platoons of Defence platoons at brigade level on completion as was done on the 2 courses is ideal. This would give young officers the required experience of commanding and administering troops before they joint the AQ branches on Grade 3 posts or they join combat support arms. Overall, female officers fit well as staff officers in AQ branches, Signals, Intelligence and Engineer Support Regiment where they are not directly involved in combat. The conditions of service also enable them to stay with their families.

35. Development and Promotion The development and promotion of female Cadet trained officers also need a thorough review. There is no specified policy on placement, development and promotion of the ROCC trained young women. According to an MOD letter of 1997, the recommended interim arrangement was to post officers to combat units as platoon commanders until their points of release and reassignment. The recommendations also gave female officers equal status with men. This meant that even in terms of promotion they are to be promoted on equal basis with men and are to attend similar courses to qualify. Of the 2 courses so far only a few have not yet done the platoon Commanders course while 4 have pioneered to do the junior staff course passed very well. With regards to promotion the first group are already captains as required. It is ideal that female officers continue to be promoted to higher ranks on merit.

THE WAY FORWARD

36. Since women's advancement is an international issue, it will persist irrespective of negative considerations and attitudes by some sections of the society. Having looked for female ROCC trained officers will remain administrative and logistical oriented with some

being placed in combat support arms. With the requirement to have officers with a sound background irrespective of which branch or corps they belong to, women will continue to enter the ZNA officer corps through ROCC. Even with improvements in technology it is highly unlikely that female officer will command in battle. Instead they will play a more combat support role hence female officers will gradually increase in strength in the combat support arms such as Intelligence, Engineers, Signals even Air Defence and Field Artillery particularly as the ZNA advance technologically. It is therefore crucial to ensure the current policy on including a sizeable number of women on the ROCC entry system is maintained. Such female officers should be posted to supporting services and combat service support arms. They should also attend relevant courses and be promoted on merit to higher ranks commensurate to their corps or branches. Some will even rise to take up the appointments of corps directors. Strict rules on social conduct and personal relationship need to be put in place and maintained. Discrimination and any form of harassment are incompatible with the ethos of the military hence must never be tolerated. Mutual respect and a requirement to avoid understanding female officers and favoritism will have to avoided.

CONCLUSIONS

37. The current trend emphasis according equal opportunities to women in all sector's the military inclusive (Paragraph 8).

38. The most important consideration in determining women entry systems into the ZNA as officers is whether they will be employed in combat, combat support arms or combat service support (Paragraph 9).

39. Attributes such as determination (in battle), aggressiveness, leadership in difficult times, boldness, physical and mental stamina are not well pronounced in women. Such shortfalls may affect their employment in combat roles (Paragraphs 10 and 11).

40. Consideration of physiological, biological, psychological, political and technical factors is important in determining the women and their placement as officers in the ZNA (Paragraphs 12 to 21).

41. The following are deduced from the factors considered in order to determine the suitability of the system through ROCC and the placement of female officer:

- a. Women are weaker than males hence can not be pitted with men in physical fitness training if physical fitness standards are to be maintained.
- b. Female officers need only to get married when they attain the rank of a Captain or serving for 3 years (Paragraph 14 d).
- c. There is need to post female NCMs to infantry units if female officers are to be posted to the same units (Paragraph 14 b).

42. ROCC training aims at producing officers who should be able to command, control, administer and train troops in peace and war. This aim also accommodates female officers

irrespective of the corps or branches they are placed (Paragraph 24).

43. In most armies women go through ROCC and are mostly employed as staff officer or in combat service support roles (Paragraph 33).

44. Posting of ROCC trained officers to infantry units on probation must continue. The officers must serve for not less than 3 years or when they become captains. Only then should they be allowed to join corps of their choice (Paragraph 33).

45. The future is likely to be characterized by an increase in women joining the Army and rising in ranks as depicted by current trends hence it is essential to come up with a firm policy on women entry system, placement roles and conditions of service (paragraph 34).

RECOMMENDATIONS

46. It is recommended that:

- a. Women continue to enter the ZNA Officer Corps through ROCC and be employed in combat support arms services.
- b. A firm policy be allowed to marry when they attain the rank of a captain or after serving in the ZNA Officer Corps.
- c. Female officers be allowed to marry when they attain the rank of a captain or serving for 3 years.
- d. On completion of ROCC, female officers initially be posted to infantry units and command platoons for 3 years thereafter be posted to staff appointments, combat support or CSS.

HARARE
JUL 05

W ALIPOLE 'psc'
Maj

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Annex:

- A. A list of the first ROCC trained Female Officer.

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CHAPTER 5: BRIEFS

INTRODUCTION

501. The aim of a brief is to provide information that the reader can assimilate easily and quickly. Senior officers rely on briefs to acquaint themselves with a subject, therefore the preparation of briefs is one of the most frequent duties of staff officers.

502. Briefs may be presented orally, in writing or by a combination of both. Whichever method is employed, all briefs must:

- a. Be as short as possible.
- b. Be accurate.
- c. Draw attention to salient points.
- d. Be impartial.
- e. Where necessary:
 - (1) Provide constructive criticism and suggest alternative solutions.
 - (2) Offer positive advice on the approach to a problem and explain the logic behind the recommendations.
- f. Contain a list of department or authorities consulted.

TYPES OF BRIEFS

503. Briefs are determined by the purpose they are intended to serve. The purpose of any brief is either to inform or to influence a decision.

INFORMATION BRIEFS

504. Information briefs meet the requirements of a senior officer who wishes to review a plan or situation, learn about a visitor, or study the details of a visit he or she is to conduct. They serve the purpose of informing the reader.

DECISION BRIEFS

505. Decision briefs require a decision from a senior officer. They explain the background, state the problem and usually recommend a solution.

506. Meeting briefs fall under either or both of the above types.

507. Briefing can be done orally as an oral brief or presented in writing as written brief.

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ORAL BRIEFS

508. Purposes of an oral briefing are:

- a. To save time by eliminating the need for the reader into the problem.
- b. To enable the senior officer to question the briefing officer and discuss a topic or situation with his or her fellow commanders or senior officers as it unfolds.

509. An oral brief can range from a 5 minute talk to a full scale presentation. Whatever the scope, careful planning is necessary. In a presentation, those taking part must always be thoroughly rehearsed.

WRITTEN BRIEFS

510. Framework. The framework of a written brief is flexible and depends mainly on the wishes of a officer from whom it is prepared or on locally accepted practice. As far as possible however, it should conform to the rules and conventions of Service Writing, except that it may be typed in double spacing. Main, group and paragraph headings should be used liberally and sentences kept short and crisp. Like any other document, it must have an introduction or background, a discussion, conclusions and recommendations where required. The heading 'Comment(s)' should be used to show where the writer is expressing his or her own opinion as distinct from stating a fact. A formal conclusion of the type used in Service papers is not usually necessary but some form of short summary or conclusions with recommendations if appropriate to conclude the brief. There should be a 40mm margin on the right of each page for the reader to make notes.

511. Attached Documents. A senior officer should not read whole policy statements or documents unless he or she is specifically referred to them to some sections in the brief. Such documents should be attached and flagged.

512. Flagging. Complete documents, chapters, sections or papers are flagged A,B,C, etc across the top of the page and are known as flags. Side flags are numbered 1,2,3, etc on the right of the flagged document. An entire paper may be flagged 'A', which the relevant paragraphs side flagged 1,2 etc. Whatever system is used the aim must be able to enable the reader to refer to the details quickly and easily.

513. Indexing. Flags and side flags referred to, are written in bold letters in the text and then listed under the signature block. (See Annex A to this Chapter). When a brief is in manuscript, flags and side flags are still written in the text but underlined.

514. Referring the Reader. The writer refers the reader to specific paragraphs and sections containing essential information as per the reader's requirement. Phrases or words such as 'which you may read', 'must read', should read, 'may read out of interest or simply 'peruse' are used when referring to a particular side flag. Ideally such references apply mainly to side flags since the senior officer may not have enough time to read the whole document or chapter, which is, designated a flag.

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515. Care of Documents. When preparing a brief it is often necessary to remove papers or copies from their parent files in order to attach them to the brief. Suitable notes must be made in the parent file and the whole brief given a classification at least as high as that of the highest classified attached document. After use, the papers must be returned to their parent files. The brief, with a list of flags and file references is then filed.

516. An example of a written brief is at Annex B to this Chapter.

FORMS OF BRIEFS

BRIEFS ON SPECIFIC PROBLEMS OR SUBJECTS

517. For a brief related to a specific problem or subject, the question to be answered are:

- a. To what extent is historical background necessary bearing in mind any prior knowledge the recipient may have?
- b. Is the paper so complicated or obscure that a short summary of the main points is necessary?
- c. Are the facts correct?
- d. Have any assumptions been clearly defined as such?
- e. Have any important points been missed?
- f. Do the argument conform to the existing policy?
- g. Are the conclusions practicable? (No new material should be included).
- h. What should be recommended? (No new material should be included).
- j. What objections or counter arguments may be raised to the course of action recommended?

518. An example of a written brief is at Annex B to this Chapter.

PERSONALITY BRIEFS

519. The contents of a brief on a visitor will depend on how he or she is known to the senior officer being visited and on the nature of his or her visit. Unless otherwise directed, a personality brief should contain:

- a. Administrative details (accommodation or meals required, time and methods of arrival and departure, etc).
- b. Questions to be asked to the visitor.

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- c. Questions which may be asked by the visitor and possible answers.
 - d. Any opposing line which the visitor might propose and the suggested counter argument.
 - e. Points to be emphasized.
 - f. Arrangements for further meetings.
 - g. A brief biography of the visitor drawing attention to his past experience and appointments that may affect the subject(s) to be discussed, and to any special interest or idiosyncrasies.
520. An example of a personality brief is an Annex C to this Chapter.

BRIEFS FOR VISITS

521. The contents of a brief for a senior officer visiting a foreign country, a service or civilian establishment or an individual will usually depend upon the wishes of the officer concerned. Unless otherwise directed the brief should contain.

- a. An outline history of the establishment being visited.
- b. Details of current work, training, etc, being carried out.
- c. Short biographies of the hosts and chief personalities likely to be met with photographs if available.
- d. A chart showing the organization(s) of the establishment(s) to be visited where applicable.
- e. A list of questions that hosts might be asked during the tour of the establishment.
- f. A list of questions that might be asked by hosts with recommended answers.
- g. Any special information that might be of value during the visit, for example similar work being carried out at equivalent Service, unit or establishment with any security restrictions affecting its disclosure.
- h. A timetable showing all administrative arrangements for the visit.

MULTI-SUBJECT BRIEFS

522. When a brief is required on a number of subjects, such as a meeting with miscellaneous items on the agenda, it may be more convenient for the senior officer if a separate brief is prepared for each subject under a covering note.

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CONCLUSION

523. Briefs are essential means of providing information that the reader can assimilate easily and quickly. Briefs inform senior officers thereby acquainting them with a particular subject. Decisions are also influenced by briefs hence the preparation of briefs and briefing are essential in any defence forces. The most important characteristics of any brief is whether it presents information clearly, concisely and impartially. This serves and leads to timely and accurate decisions being taken where necessary. Where presented orally or in writing, a brief must satisfy its purpose of either informing or seeking to influence a decision by a senior officer.

Annexes:

- A. Framework.
- B. An Example of a Written Brief.
- C. an Example of a Personality Brief.
- D. Format for Country Briefs.
- E. Format for Information Brief.
- F. Format for a Mission/Operating Briefing.
- G. Format for a Staff Briefing.
- H. Tactical briefing format.
- I. Format for a Decision Briefing.

FRAME WORK OF A BRIEF

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3/6

BRIEF FOR SO1 TRG

TRAINING AREAS IN RURITANIA

PAST HISTORY

1. Since 1988 Zimbabwean troops stationed in Ruritania have been allowed to train on 2 types of training areas.

a. Permanent Areas. There are 5 years permanently allotted to 1 (ZW) Div. Civillian included and all types of training, including live firing, are permitted. Damage is not paid for, but we pay a yearly rent to the Ruritarian Government.

b. Temporary Areas. There are 6 temporary areas, shown on the map at:.....

Flag A

On these areas dry training only is allowed and tracked vehicles may not be used. Damage is paid for. A joint claims organization has been set up and has worked well and amicably.

2. A copy of the agreement with Ruritarian signed in 1989 is at.....
The section covering the use of temporary training is at:.....

Flag B
Side Flag 1

PRESENT SITUATION

3. Tracked APCs will be used to the nine infantry battalions of the divisions of the period Jan to Apr 92. Under present rules these vehicles will not be allowed to use temporary training areas.

4. All brigade commanders agree that the 5 permanent areas will be inadequate for the nine Mechanized battalions. They are fully booked for 1992. Views of the brigade commanders are attached:

a. Comd 1 Bde.....

Flag C

b. Comd 2 Bde.....

Flag D

c. Comd 4 Bde.....

Flag E

1
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RECOMMENDATIONS

5. It is recommended that:
- a. The Zimbabwe Embassy be asked to negotiate the proposal with the Ruritania Government
 - b. Damage not to be paid for.

Jan 92

T H NYABINDE
Maj
SO2 (Trg)

List of Flags

- A. Map Showing Temporary Areas
- B. 1987 Agreement with Ruritania.
- C. Comd 1 Bde letter 1/3/6 dated 18 Dec 91.
- D. Comd 2 Bde letter 2/3/6 dated 29Dec 91.
- E. Comd 4 Bde letter 4/3/6 dated 02 Jan 92.

List of Side Flags.

- 1. Flag A, Section XIX Temporary Training Area.

Departments Consulted:

Zimbabwe Embassy Ruritania.
MOD (Liaison)
Army HQ (Col GS)

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AN EXAMPLE OF A WRITTEN BRIEF

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BRIEF FOR COL GS

12 BRIGADE ANNUAL TRAINING PROGRAMME FOR YEAR 2002

BACKGROUND

1. Sir, the Formation Annual Training which you asked me to brief you on, commenced on Jan 02 and ended in Dec 02. As directed by Comd ZNA'S Training Directive of 2002, the Formation concentrated on offensive training culminating in a Bde FTX and BAA Demonstration for JCSC 16. This brief will therefore highlight you on 2 Bde training activities for the year 2002.¹ It will cover Training Objectives, Individual Training, Collective and a few problems encountered during the training period. A few recommendations based on the Formation's observation will also made.²

TRAINING OBJECTIVES

2. The overall training year was aimed at achieving high standards in both individual and collective training. You may want to note that the training was more offensive as streamlined in the Lead Formation Concept (LFC). The objectives of the training are at:..... **Flag A**

INDIVIDUAL TRAINING

3. Individual training though not the main thrust of the training period, was aimed correcting and improving Shortfalls witnessed during "Operation WHY NOT" Detailed information on individual training and achievements are at:..... **Flag B**

4. Field Craft. Field Craft was successfully conducted by all units under command. It was Programmed for 4 weeks. High standards were achieved in locating the enemy and judging distance. More subject areas successfully covered in field craft which you may read should you wish are at:..... **Side Flag 1**

5. Individual Shoot. Individual shoot was conducted for 2 weeks. A number of range practices including night shooting and field firing were conducted with success. Of Particular interest was night shooting where results were quite impressive though more training is required in this area. More information on individual shoot , which you must read, is at:..... **Side Flag 2**

6. Map Reading. Training on map reading was done by all units. Of particular interest was the introduction of the GPS down to platoon commanders. The training was however, affected by shortage of the GPS equipment and sufficient serviceable compasses. A three-day exercise was conducted to confirm standads achieved in Map Reading. The standards achieved, which you should read are at:..... **Side Flag 3**

7. Cadre Courses. Cadre courses were run for 3 weeks. Emphasis was on Basic Leadership Skills at platoon level. Cadres reached considerably high standard of understanding section and Platoon level organization. You may want to see Cadre courses ran at:..... **Side Flag 4**

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COMMENTS³

- 8. Training on night shooting as an integral part of Individual Training may help troops improve in Night fighting, which lacked in the previous operation.
- 9. More training on navigation using GPS can improve troops navigational skills especially in thick forests typical of those in the previous operation.

COLLECTIVE TRAINING

10. Collective training was programmed for 12 weeks. The training was both on low intensity and conventional operations. The collective training package undertaken by this formation is at..... **Flag C**

11. Unit Training. Units concentrated on offensive operations covering the Advance, Quick attacks, Raids, Ambushes and the deliberate attacks. More information on unit training Which you may read is at **Side Flag 5**

12. Formation Training. The Formation initially concentrated on staff training to develop and Improve its staff performance. It then switched to offensive operations training culminating in a major War. Although the exercise was successful, it lacked adequate combat support arms particularly Field Artillery. The BAA demonstration exercise for the ZSC JCSC 19 was conducted fairly well. However, shortage of vehicles affected realism. It is suggested that sufficient combat support arms and vehicles be attached to formations on major FTXs.³

CONCLUSIONS

- 13. The Formation training covered both Individual and Collective training.
- 14. The training was based on offensive operations.
- 15. Night Shooting and use of the GPS were considerable achievements in individual training.
- 16. The training culminated into a brigade FTX on the advance and attack phases of war. The main problem encountered in this FTX was the failure by an artillery battery to participate as planned.
- 17. Despite shortages of vehicles, the BAA demonstration exercise was successfully conducted.

RECOMMENDATIONS

- 18. It is recommended that:
 - a. Night shooting be given more attention in all formation training.
 - b. Formations on major FTXs be allocated additional resources as required.

Dec 11

D CHIKOMBA 'psc'
 Brig Gen
 Comd

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List of Flags

- A. Individual Training.
- B. Collective Training.
- C. BAA Demonstration.

List of Side Flags:

- 1. Flag A, Section 1, Individual Training, Field Craft, Camouflage and Concealment
- 2. Flag B, Section 1, Individual Training, Individual Shoot, Night Shooting.
- 3. Flag B, Section 1, Individual Training, Map Reading, Use of the GPS.
- 4. Flag B, Section 1, Individual Training, Cadre Courses.
- 5. Flag C, Section 2, Collective Training, Unit Training, Offensive Operations.
- 6. Flag C, Section 2, Fmn Training, Bde TTX.

Department Consulted.

- (i) Army HQ (Trg Br)

Notes:

- 1.The aim of the brief is normally fused into the introduction. There is however, nothing wrong with writing the aim as a group or main heading.
- 2.The scope is also tackled as above.
- 3.Importantly recommendations are drawn from comments and summaries made during the discussion.

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ANNEX C TO
CHAPTER 5 TO
JSP Z2

AN EXAMPLE OF A PERSONALITY BRIEF

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G/3/5

BRIEF FOR COMD

VISIT FOR WING COMMANDER NKETA (AFZ)

INTRODUCTION

1. Wg Cdr Flyte Ian Nketa has been invited to this Headquarters on 14 May 03. He will address officers in the Brigade from the rank of a major and above on 'The Air Force of Zimbabwe – The Next 15 Years'
2. If the address is successful it may be repeated for junior officers later.

CONTENTS OF THE ADDRESS

3. The following will be covered:
 - a. Air Threat Development.
 - b. Equipment Procurement Plans.
 - e. Training and Technical Support.
 - f. Recruitment.
4. The address will be confidential and not open to outsiders.

ADMINISTRATIVE ARRANGMENTS.

5. The following arrangements have been made:
 - a. The address will be given in Tongogara Hall at 1100 hours.
 - d. Wg Comd Nketa will arrive at this headquarters by road at 1030 hours. The BM will meet and bring him to your office. Coffee will be provided.

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- e. Your staff car will be available at 1015 hours to take the Wg Comd and yourself to the hall.
 - f. You will host a luncheon party in the Officers' Mess after the presentation. All battalion commanders have accepted invitations to attend.
 - g. The Wg Comd wishes to depart in his staff car at 1400 hours.
6. Officers attending will put on No 2 Dress.

BIOGRAPHY

7. Wg Comd Nkata was born at.....in.....and educated at..... He was commissioned inand qualified as a.....in.....
8. His present appointment iswhich he has held since..... Appointments held over the Past..... Years are:
- a.at.....from.....to.....
 - b.at.....from.....to.....
 - c.at.....from.....to.....
9. He is married and has.....sons and..... daughters who are all at school in Zimbabwe. His interests are fishing, mountain climbing and watching soccer.

May 03

D Bvumbu
Capt
GSO3 (SD)

Copies to:

BM
PMC

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FORMAT FOR PRESENTATION ON COUNTRY BRIEF

1. Students are expected to present a comprehensive brief on their respective countries. The format for the brief is as follows:

- a. Historical Background.
- b. Geography:
 - (1) Population.
 - (2) The people and their Ethnical Groupings.
 - (3) Settlements.
 - (4) Rainfall Pattern and Weather.
- c. Political and Government:
 - (1) The Legislature.
 - (2) The Judiciary.
 - (3) The Executive.
- d. Foreign Policy.
- e. Defence:
 - (1) Army.
 - (2) Air Force.
 - (3) Navy.
 - (4) National Service

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f. Socio-Economic Issues:

- (1) Economy:
 - (a) Agriculture.
 - (b) Mining.
 - (c) Manufacturing.
 - (d) Tourism.
- (2) Culture.
- (3) Languages.
- (4) Education.
- (5) Health and Welfare.
- (6) Sport and Recreation.
- (7) Religion.

g. Conclusions

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FORMAT FOR THE INFORMATION BRIEF

1. Introduction:
 - a. Greeting and identification of yourself.
 - b. Type and classification of the brief ie.
 - (1) Classified or
 - (2) Unclassified.
 - c. Purpose and scope of the brief.
 - (1) Give and big picture first.
 - (2) Explain the purpose and scope of the brief.
 - d. Outline the procedure e.g explain any special procedures (demonstrations, displays maps, sand model) to assist the brief)
2. Body.
 - a. Arrange the main ideas in a logical sense.
 - b. Use visual aids correctly for emphasis.
 - c. Plan effective transition from one point to the next.
3. Conclusion.
 - a. Ask for questions.
 - b. Briefly recap main points and make a concluding statement.
 - c. Announce the next speaker or subject.

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FORMAT OF A MISSION/OPERATION BRIEFING

1. General: The mission briefing is an information briefing presented under tactical conditions, usually given by a single briefing officer.
2. Purpose of a mission briefing
 - a. Issue or elaborate on operation orders, warning orders etc.
 - b. Install a general appreciation of a mission
 - c. Review the key points of forthcoming military operation.
 - d. Ensure participant know the mission's objectives, problems achievements, etc
3. Format. Recommended format is the orders format:
 - a. Situation.
 - b. Mission.
 - c. Execution.
 - d. Service Support.
 - e. Command and Signal.

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ANNEX G TO
CHAPTER 5 TO
JSP Z2

THE STAFF BRIEFING

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1. **General:** The staff briefing is a form of information brief by a staff officer.
2. **Purpose of a Staff Briefing**
 - a. To keep the Commander and staff abreast of the current situation.
 - b. To co-ordinate efforts through rapid oral presentation of key data.
3. **Possible Attendance.**
 - a. The Commander, his deputy and Brigade Major.
 - b. Commanders' primary and special staff.
4. **Common Procedure.**
 - a. Converter sets the agenda.
 - b. Brigade Major or Commander normally presides.
 - c. Each participant presents information on his particular area.
 - d. The presiding officer concludes the brief and summaries accordingly.

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TACTICAL BRIEFING

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(Give any vital information that cannot wait for the end of the briefing)

1. Orientation: Use map to point out:
 - a. Present Loc.
 - b. Fmn/unit layout. Incl bdrys and flank fmns.
2. General Situation. (En and Own)
4. Mission.
5. Concept of Operation.
6. Detailed Tasks Given to You.
7. Progress Made to Date
8. Flank Formations. (What is happening to your flanks)
9. Future Intentions. Describe what you intend to do in future.
10. Conclude by defining any problem which may effect the success on the mission, including AQ problems.

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CHAPTER 6

MINUTES OF MEETINGS

INTRODUCTION

601. Meetings are held to allow direct discussion and free exchange of ideas and opinions on any subject of current interest or concern. They save time, minimise correspondences and the possibility of misunderstanding. Minutes enable quick action to be taken when needed.

602. An officer nominated as secretary for a meeting is responsible for all the preparations including the issue of an agenda and writing the minutes.

PREPARATION

603. Items of the Agenda.

- a. The items of the agenda are issued before a meeting so that those attending may know in advance what issues will be discussed and have time to study each item, and carry out any necessary research.
- b. An agenda must be comprehensive and consist only of relevant items arranged in a logical order.
- c. When a meeting is not one of a regular series and no specific paper is under discussion, a short statement of the topic may be necessary under each item. When items refer to papers that have been previously issued or are attached to the agenda, the papers or their references are listed. In either case it may be desirable to frame specific questions to be resolved at the meeting.
- d. When the meeting is one of a regular series, the first 2 items should be 'Minutes of the Last Meeting', and 'Matters Arising'; The Item 'Any Other Business' is placed at the end of the agenda to allow any matters not on the agenda to be brought in by for discussion participants. The item arrangements for the next meeting should include the date, time and venue for the next meeting.
- e. An example of the layout of an agenda is at Annex A to this Chapter.

604. Administrative Arrangements. The secretary may also need to make the following prior arrangements:

- a. Reserve a room and ensure that the way to it is known or adequately signposted.
- b. Arrange a seating plan and provide place cards visible to all on the tables.

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- c. Prepare a form for those attending to fill in their names and appointments or departments represented.
- d. Ensure that spare paper and pencils are available.
- e. Arrange for visual aids.
- f. Arrange refreshments, accommodation and transport.
- g. Make arrangements for security.

RECORDING AND WRITING MINUTES

605. Minutes of a meeting summarise important discussions and record the decisions taken, the action required and the individual responsibility for taking action. Only the essence of the discussion should be recorded so that the reader who was not at the meeting can understand the reasons for decisions taken.

606. Minutes must be:

- a. Accurate.
- b. Brief.
- c. Self-contained.
- d. Impersonal.
- e. Decisive.
- f. In the third person and in reported speech.

607. After accuracy, brevity is the most important of these qualities and is best achieved by:

- a. Selectivity. Minutes are not substitutes for a verbatim record and should not attempt to cover summarily what every speaker said or how individual speakers develop their arguments. Minutes must include only the essence of the discussion which led to the decisions.
- b. Crisp Style. The record should be as crisp as possible. Striking phrases used in the discussion may help to reflect the tone and tempo of the meeting but they must be carefully chosen and some may need to be in quotations.

608. The Structure of a Minute. The primary aim of a minute is to set out the decision so that those who are to take action will know precisely what they have to do and the degree of urgency required. The secondary purpose is to state the problem and give the reasons for

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the decision. A minute should therefore fall clearly into three parts. They must where possible be distinct to enable the reader to identify each part easily. The three parts are:

- a. Brief statement of the problem.
- b. Essence of the discussion.
- c. Decision (s).

An example of a minute is at Annex B to this Chapter.

609. Statement of the Problem. The minutes should first highlight the subject and then summarise the problem. The purpose of this opening statement is to introduce the item or subject for discussion thereby giving the participants room to deliberate on it. The statement of the problem also make the record of the subsequent discussion intelligible without reference to other documents if possible.

610. Essence of the Discussion. After stating the problem briefly, the minute summarises the discussion relevant to the subsequent decision. Unless this part of the minute is impersonal it may be unnecessarily long and give the impression that the discussion was limited to the speakers named. The form 'A said, 'B replied, and 'C pointed out, should therefore be avoided. Sometimes however, views need to be attributed to an individual, eg, when the Chairperson dictates the course to be pursued and when a speaker disagrees on a matter of principle. It does not follow that speakers must always be listed by name whenever opinion is divided, although there may sometimes be special reasons for doing so. It is usually preferable to make an impersonal record such as 'On this problem views differed. Some members believed that,Others were convinced that,'. Much said at meetings is neither essential nor relevant. Moreover, much that was relevant at a certain stage of the discussion may, in retrospect be found to have no connection with the decision taken. When drafting a minute, the writer must first examine the decision, after which the essential points which led to it being taken can be arranged in a logical order.

611. The Decision. The discussion for each item on an agenda should lead to a decision or decisions which should be expressed in clear and precise terms. The chairperson should normally sum up the discussion and state the decision(s) reached. If he does not do so, the secretary should draft the decision to express the intentions of the meeting. The decisions should not be spelt out in the discussion paragraph but should be recorded in a separate paragraph, headed 'Decision (s)' at the end of each item. However, if the discussion on a single item is lengthy and falls into a number of separate sections, each with its own decision, the decisions may be interspersed in their natural sequence with the record of discussion. Where a decision requires action, the secretary should phrase the decision as an order in the active voice and give the appointment of the person responsible for the action. The appointment of the person to take action must be repeated in the action column. The following rules govern the allocation of action in minute writing:

- a. The record should allocate action to one individual only unless several

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persons are each required to take identical action. Otherwise, the result could be duplication of action or no action at all as each individual detailed waits for the other to act.

b. The method of allocating action to a person not present at the meeting depends on whether that person was represented at that particular meeting. If he or she was represented, the meeting may allocate action to him or her directly. If he was not represented, the meeting should nominate someone present to forward the instruction or request.

c. The record should never order action to persons not under command of the chairperson or the headquarters he represents even though present or represented at the meeting. If a person not under command is required to take action, the phraseology of recording the decision should state that the person 'agreed to', 'undertook to' or 'would' carry out the action. Note that the members of a formally established committee, such as a Mess Committee, are technically under the command of the chairperson for matters relating to the committee. A member of the committee may therefore be ordered (using the words 'was to') to carry out an action.

612. Tape Recorders. When the minutes are being written, tape recording can help to confirm what was discussed and agreed particularly if many figures or statistics are to be quoted. A secretary must always regard such a recording as an aid to his work and not a prerequisite or a substitute for written notes.

613. Shortened Minutes. In a project where time is short and meetings are regular, abbreviated minutes will often suffice. An example of such a record is at Annex C to this Chapter. On some occasions it may be necessary to record only the decisions taken. The chairperson should make a ruling as to when shortened form of minutes are acceptable.

LAYOUT

614. The conventions for the layout of minutes are as follows:

a. Subject Heading. The subject heading always includes the subject of the meeting, place, time and date.

b. Attendance.

(1) Those present are listed by name and appointment in order of rank. Where ranks are equal, the seniority of Service or branch... should be followed. Where ranks within a service are equal, names are placed in alphabetical order. Decorations are not shown.

(2) The chairperson is listed first and is nominated as such against his or her appointment. The secretary is listed last and is similarly nominated.

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(3) Where a person attends a meeting as the representative of another, both appointments are shown eg:¹

'Maj S DhaminiGSO2 Coord (representing GSO2 Plans)'

(4) When a person is not present for the whole meeting, the items for which he or she attended are indicated, eg:

Lt Col MA Moyo DS (Snr Div) Item 3 only.

c. Order of Items. Subjects should normally be recorded in the order shown on the agenda and the items in the minutes given the same number.

d. Headings. Each item must have a heading.

e. Participants. If individual participants are mentioned in the minutes, they should be described by the appointments they hold or the departments they represent.

f. Action. A 25mm margin headed 'ACTION' is allocated on the right-hand side of each sheet of the minutes. Those required to take action are nominated by appointment or department in the text and again in the 'ACTION' Column alongside.

g. Signature. Minutes are signed by the secretary and the chairperson.

h. Distribution. The distribution list shows as 'Action' addressees all those who attended or were represented at the meeting. All others to whom the minutes are sent for information are listed under 'Information addresses'.

j. Security. Minutes of a meeting on a subject which warrants a security classification are marked and handled accordingly. When items of varying security classifications are discussed each item must be marked in the left margin with its own classification. The minutes document bears the overall security classification of the most highly classified item in it. This should only apply to minutes covering different items of various classification. In a document whose items bear the same security classification, the classification will be written on the centre top and bottom respectively.

¹ There is no need to list members absent under a separate heading, 'Absent on Duty'.

615. An example of the layout of the minutes of a meeting is given at Annex D to this Chapter.

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DISTRIBUTION OF MINUTES

616. The chairperson should normally approve the secretary's draft within 48 hours of the close of the meeting. As soon as possible after they are signed by the chairperson, the minutes should be issued to those who attended and to others concerned.

217. When a meeting is one of a regular series, concurrence to the minutes is confirmed as the first action at the next meeting. In other cases a covering note can be attached to the minutes stating that concurrence will be assumed unless amendments are proposed by a given date.

Annexes:

- A. Layout of an Agenda.
- B. Example of a Minute.
- C. Example of Shortened Minutes.
- D. Layout of the Minutes of a Meeting.

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ANNEX A TO
CHAPTER 6 TO
JSP Z2

LAYOUT OF AN AGENDA

SECURITY CLASSIFICATION

Copy No.. of.. copies¹

G/2/3

Army Headquarters
P Bag 7720
Causeway

Harare 707451 Ext 543

See Distribution

January 2003

ITEMS OF AGENDA FOR A MEETING ON (SUBJECT) TO BE HELD IN (PLACE)
AT (TIME) ON (DATE)

1. Minutes of the Last Meeting²
2. Matters Arising (from the last meeting).
3. Specific Subjects (items).
4. Any Other Business.

M A MABHIKI 'psc'
Maj
Sec

Distribution:

Copy No:
(if classified secret and above)

External:

Action:

Information:

Internal:

1
SECURITY CLASSIFICATION

¹ Determined by the security classification. The same applies to page and copy numbering.

² See Paragraph 3C.

AN EXAMPLE OF A MINUTE

SECURITY CLASSIFICATION

ITEM 3: REBUILDING PROGRAMME TARGET DATE FOR COMPLETION

ACTION

8. The chairman said it was essential to determine a target date for the completion of the programme since all the remaining items on the Agenda were dependent on this date. ¹

9. There were strong reasons for pressing for an early completion date, say 1 October 2002 but even if special and very expensive contractual measures be used the date could not be guaranteed. If plans were based on this date and the target was then not achieved, a high cost would be incurred. The latest acceptable date for occupying the new buildings was 1 December 02. A month was to be allowed after completion before the accommodation would be ready.²

10. Decision. It was agreed that Col QS was to negotiate with the contractors to ensure that the revised date of 01 Oct 02 would be met.³

Col QS

¹ Statement of the problem.

² The essence of the discussion. (Only one paragraph has been used here. If the discussions were lengthy, more than one would be used).

³ Decision and the person to act.

AN EXAMPLE OF SHORTENED MINUTES

SECURITY CLASSIFICATION

Q/16/3

Jun...03

NOTE ON 7TH ... PROJECT PROGRESS MEETING HELD ON...²

RUNWAY

1. Phase 2 completed and Phase 3 progressing as scheduled. Materials for Phase 4 in jeopardy. SO2 (Constr) was to consult contractors early. If supply guarantees were not forthcoming he was to refer to Tender Board for alternative source.

ACTION

**SO2
Constr**

2. Target dates for.....

HANGARS

3. Critical shortage of tipper trucks caused 2 weeks delay against schedule. Shortage due mainly to slow repair of vehicles in workshops. SO2 (Eqpt) was to consult TSO2 (Vehs) EME Branch.

SO2 (Eqpt)

RADAR BASE

4. Air HQ informed.....

Signature Block

Distribution:

External

Action:

SECURITY CLASSIFICATION

Information:

Internal:

Action:

Information;

2

SECURITY CLASSIFICATION

¹ The overall security classification of the minutes should be the same as the most highly classified item. (See Paragraph 14 j).

² Such a meeting would normally be conducted on a 'management by exception' basis. Only matters threatening the achievement of the target date would be discussed and necessary action decided. Time is not be wasted on matters going well nor would these be recorded.

LAYOUT OF MINUTES OF A MEETING

SECURITY CLASSIFICATION

Copy No of copies

Air Headquarters
Post Bag 7721
Causeway

SSW 1st Meeting/03

Harare 794661 Ext 246

See Distribution

November 2003

MINUTES OF MEETING ON (SUBJECT)
HELD IN (PLACE) AT (TIME) ON (DATE)

Present:

..... (Chairperson)
..... (Sec)

In attendance:

Absent on duty:
.....

OPENING REMARKS

1. The Chairperson welcomed the attendants. He pointed out that the purpose of the meeting was to make necessary arrangements for the Air Force participation in the 2003 Zimbabwe International Tradefair official opening.

ITEM 1. (ITEM HEADING)

ACTION

- 2. (Statement of the Problem).
- 3. (Essence of the Discussion).

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

4. Decision 'It was agreed that the OCFW.....' or 'It was decided that.....' or'..... instructed /directed that'.

OCFW

ITEM 2. (ITEM HEADING)

5. The

6.

7. Decisions.

a. The Base Comd FAFB was to

Base Comd
FAFB

b. OC 3 Sqn was to liaise withon arrangement.

OC 3 Sqn

Recorded by:

P C TANAKA 'psc'
Sqn Ldr
Sec

Confirmed by

J E MOYO 'psc'
Air Cdre
Chairman

RESTRICTED

Distribution:	Copy No:
External:	
Action:	
Information:	
Internal:	
Action:	
Information:	
3	
SECURITY CLASSIFICATION	

¹ Determined by the security classification.

² See Paragraph 14 b.

³ Items listed as per the agenda and classified accordingly. Note that items will only have separate security classification if they bear different security gradings. (Paragraph 14j applies).

⁴ More paragraph headings may be used on this part of the minute depending on how complex the subject under discussion is.

⁵ Minutes are signed by the secretary and the chairman. The 'psc' applies only to those who passed the JCSC and has nothing special to do with minutes.

⁶ Only for minutes classified SECRET and above.

RESTRICTED

CHAPTER 7: PRECIS AND SUMMARIES

INTRODUCTION

701. Precis. A precis is a condensed version of an original paper or papers. It may be written for one or more of the following purposes:

- a. To give the gist of a long document.
- b. To clarify obscure or involved argument in an original document.

702. A precis must not alter the sense or argument of the original document. Should a staff officer wish to comment, his views should be attached as an annex to the precis.

703. Summary. A summary is a concise statement of salient points from a file or series of papers for information, ready reference or record. It is usually in continuous prose but it may be in note or tabular form.

PRECIS

704. Principles.

- a. Content. A precis should be accurate, brief and clear. It should contain only the important features of the original document presented in a readily understandable form.
- b. Impartially. Impartiality is especially important, and the original author's meaning must not be coloured or distorted.
- c. Style. A series of extracts is not a precis. The same words or terms as the original document need not be used but its tone and force must be retained.
- d. Arrangement and Length. The essentials of the original document may be rearranged to achieve brevity and clarity, and the precis should read smoothly and logically. It may not be necessary to reduce all passages in proportion to their original length. Some long passages may be reduced to a sentence, while others may bear very little abbreviation.
- e. A precis should be as short as possible. As a guide it should be between a fifth and a third of the length of the original document.

705. Layout. The layout of a precis conforms to that of normal rules of Service Writing. The subject heading normally takes the form:

‘PRECIS OF A (paper, article etc) ON (subject)
BY (author of the original) FORM (source)
DATED (date of original)’

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706. Method. The writer of a précis should consider the purpose for which it is required and then:

- a. Read through the original document carefully, several times if necessary, to establish the tone of the whole document and identify the essentials.
- b. List the essential points, where necessary rearrange them in a logical order and group them under suitable headings.
- c. Write the précis from these notes in his own words, but using words or phrases from the original text when they are appropriate. A précis should be impersonal. The tense of the original text can be retained, but the past tense must be used for reported speech.
- d. Revision. The questions to be answered are:
 - (1) Have all the essential points been included and are they in a logical order?
 - (2) Does the précis read smoothly?
 - (3) IS it impartial and does it convey exactly the meaning of the original document?
 - (4) Does it preserve the original paper(s) tone and force?
 - (5) Is it suitably brief?

SUMMARIES

707. The purpose of a summary is to record or present the salient points from a file or series of papers. It may be in tabular form. The original document or files may be attached and reference made to the relevant sections in the summary. Such sections are flagged and references to the flags are shown in the right hand margin. Personal comments should be attached as an annex. An example of a summary is at Annex A to this chapter.

Annex:

- A. Example of a Summary.

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ANNEX A TO
CHAPTER 7 TO
JSP Z2

AN EXAMPLE OF A SUMMARY

SECURITY CLASSIFICATION

10/7/13

10 Oct 03

SUMMARY FOR COMD ON FATAL TRAFFIC ACCIDENT AT RUSAPE ON
18 SEP 04

DATE	SUMMARY	ENCLOSURE
18 Sep 90	1. A TCV of 23 Inf Bn collided with a civilian car at 1530 hours. 2 civilians were killed. The NCO IC summoned ZRP and an ambulance. He reported the accident by telephone to ASO2.	M1 (Flag 1)
19 Sep 90	2. The ASO2 visited ZRP at Rusape and was given a copy of their preliminary report. It exonerated all ZNA personnel.	E1 (Flag 2)
20 Sep 90	3. The ASO2 sent details of the accident and a copy of the ZRP report to Army HQ by telex.	E2 (Flag 3)
22 Sep 90	4. The Sunday Star Newspaper covered the accident and accused the Army driver of causing the accident. The ASO2 telephoned Duty Offr Army HQ who agreed to protest to the newspaper. The matter is now in the hands of DLS who have demanded a front page retraction and an apology.	M2 (Flag 4) E3 (Flag 5)

D BVUMBU
Capt
ASO3 (PS)

SECURITY CLASSIFICATION

7A – 1

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CHAPTER 8: PRESENTATION OF INFORMATION

INTRODUCTION

801. Staff officers must develop the ability to present information in a simple form that is easily absorbed and understood. Pictorial presentation in the form of graphs, pie charts or diagrams is a recognised method of doing this and one with which they must make themselves familiar. This Chapter explains the general principles of graphic presentation and describes the characteristics of some types of graphs and charts in common use.

802. Graphs and charts should fulfil a useful purpose and to merely serve as embellishment. They may:

- a. Present statistical data in a form that shows their precise significance and relationship so that they can be absorbed at a glance.
- b. Simplify and classify a mass of numerical information.
- c. Illustrate past events, or forecast future trends from past statistics.
- d. Assist in planning a complicated programme of interrelated events and present a complete programme.

GRAPHS

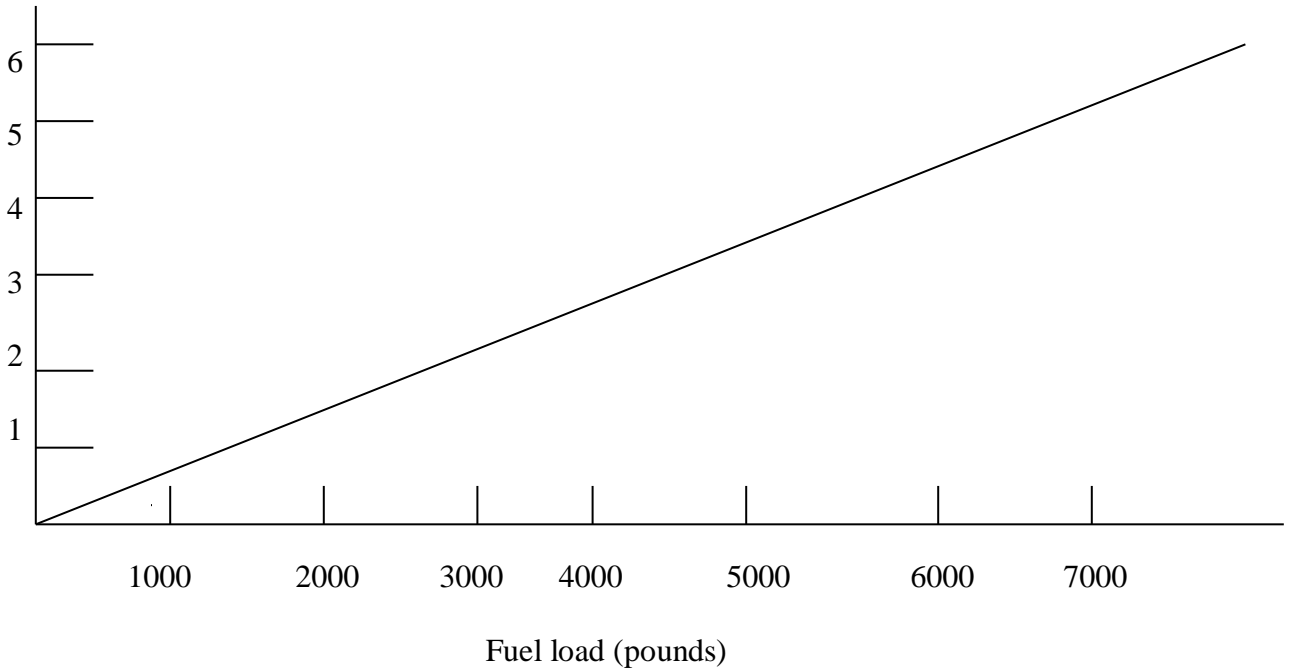
803. A graph shows by means of a line relating to vertical and horizontal axes how one value varies with another. The conventions for plotting a graph are:

- a. The horizontal (X) axis is usually used for the variable whose values are selected or predetermined, and the vertical (Y) axis is used for the variable with the corresponding observed or calculated values.
- b. Each axis shows the quantities represented and units used. If there is more than one scale on an axis, there must be no possibility of confusion.
- c. The scale should be as large as may be convenient for the space available, but chosen in a manner that:
 - (1) Allows easy and accurate interpretation of the facts. (the true implications of the graph can be badly obscured by expanding or contracting one scale relative to the other, and in extreme cases the resulting picture can be totally misleading.
 - (2) Facilitates plotting and presentation.

804. Straight-Line Graphs. There are several types of Straight-Line graphs:

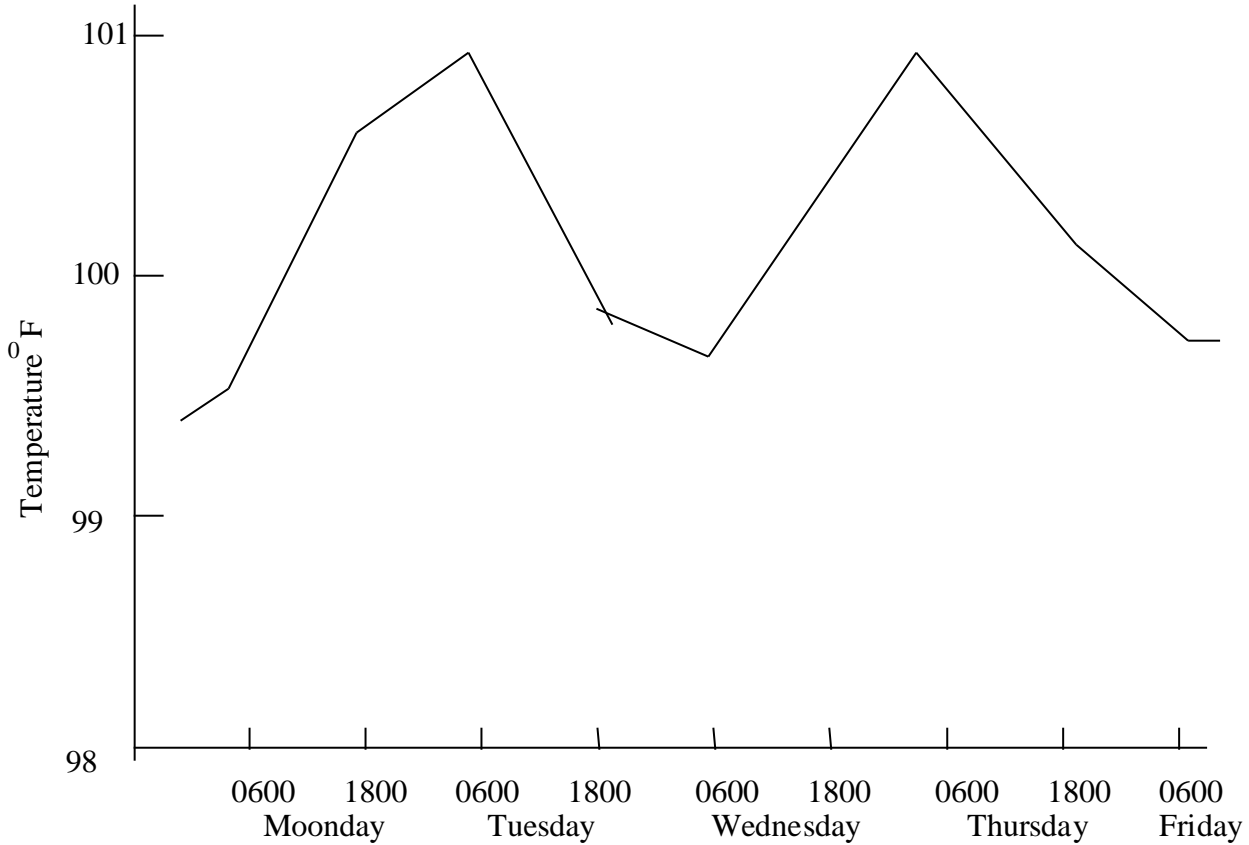
RESTRICTED

a. In some straight-line graphs there is a constant relationship between the variables. In such instances it is safe to use the graph as a means of measuring intermediate values derived from an extension of the graph beyond its plotted points (extrapolation). An example is given below:



Endurance to Fuel Load Ratio For an Aircraft

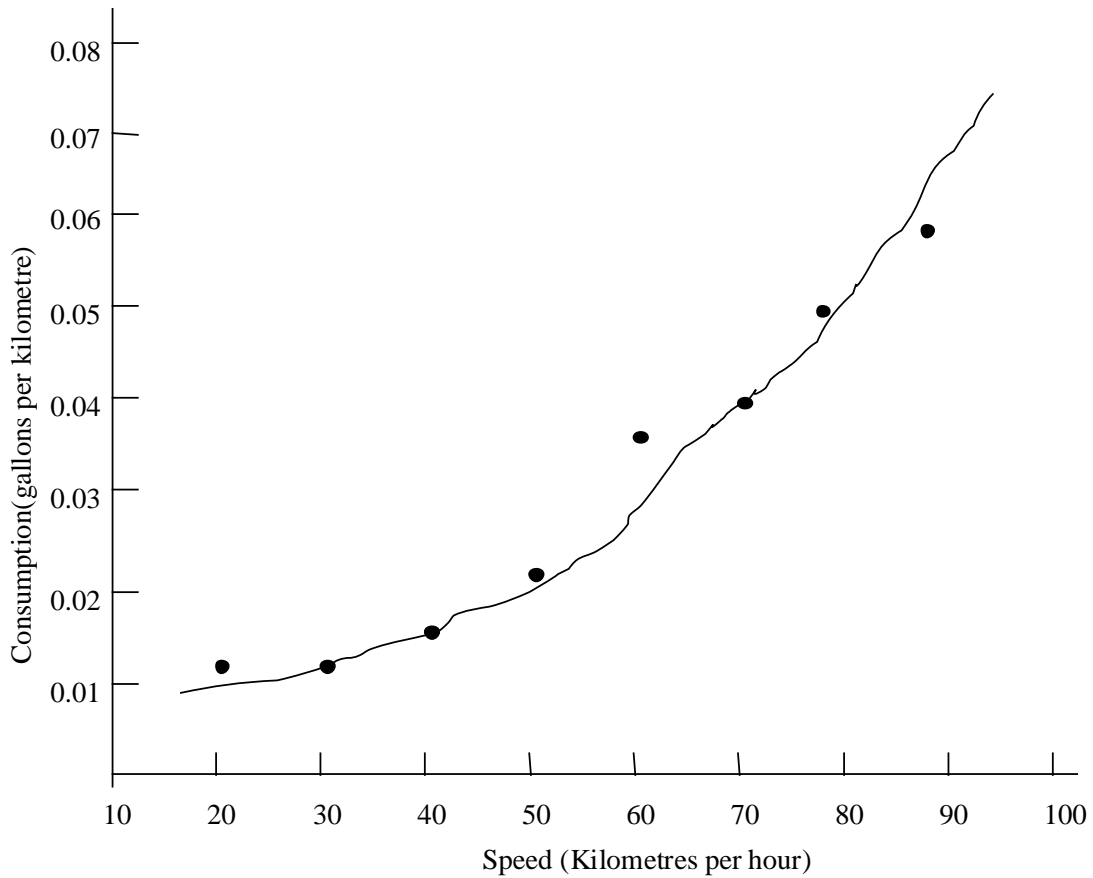
b. In other graphs which use straight lines to connect data points, there is no mathematical relationship between the variables involved, and straight lines are used to join the plotted points only because no better indication of the state of affairs existing between the recorded observation is available. No interpolation or extrapolation is possible. For example, in the graph below it would be wrong to deduce that the patient's temperature at 2300 on Thursday was 100°F.



Graph of Patient's Body Temperature

c. When several graphs of the above type are shown on the same axes, colouring or shading between the lines may help the reader to distinguish between the graphs, interpret them and draw his deductions. Each band is proportionate in width to the value of the item it represents. Such graphs are usually known as band charts. An example is at Annex A to this Chapter.

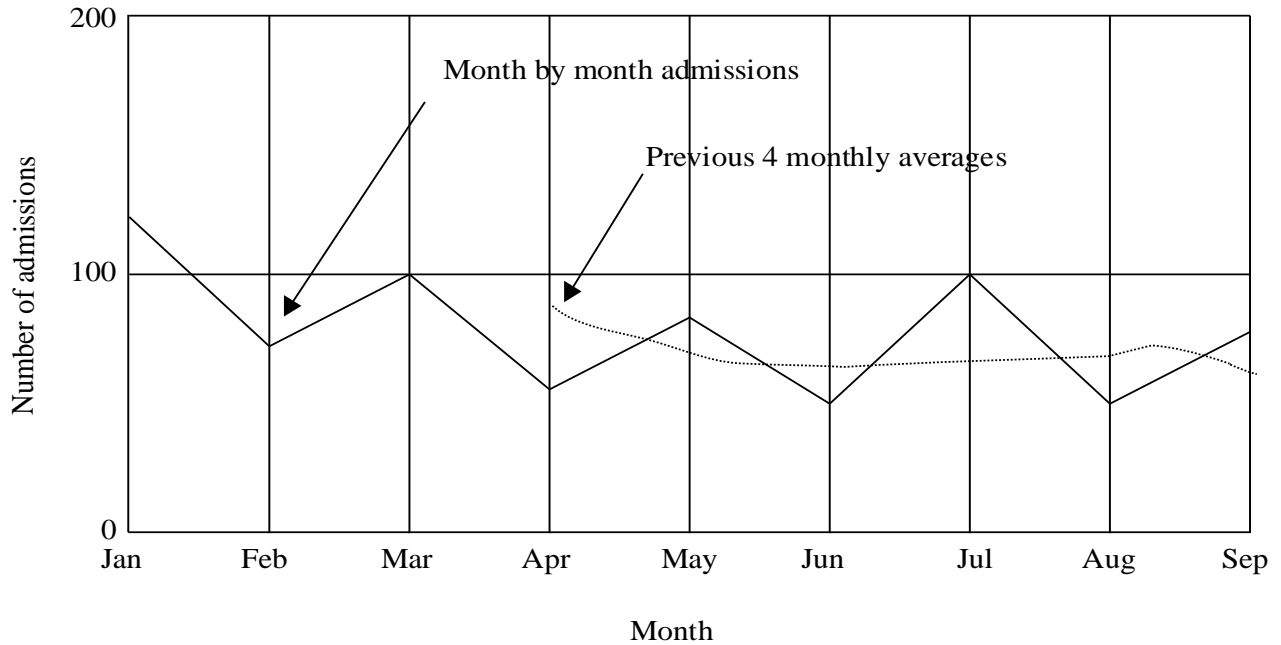
805. Smooth-curve Graphs. A smooth-curve graph is used to join plotted points when it is reasonably certain that the variations between the points are smooth and regular, although in practice a smooth-curve graph line seldom covers exactly all the points when these have been obtained by actual observation rather than by calculation. Extrapolation is subject to increasing error the further the graph is extended from the last plotted point (see example below).



The Relationship Between Speed and Fuel Consumption of the Average Staff Car

806. Trend Graphs. Many Straight-Line graphs show frequent fluctuations that tend to obscure the general trend. The effects of the fluctuations can be overcome by using trend graphs to accentuate general trends. Each plotted point is based not on a single reading or figure but on a group of readings or figures, the optimum size of group being that which contains a large number of units and also gives sufficient points for a graph to be drawn. In the example below, a trend of numbers of personnel admitted to hospital is superimposed on a graph of month by month admissions. The first plotted point of the trend graph represents the average number admitted to hospital in months 1 to 4. The second, points the number in months 2 to 5 and so on. These 4-monthly average totals reveal the long term trend behind what appear to be haphazard monthly variations. Trend graphs have wide application in the accurate interpretation of facts.

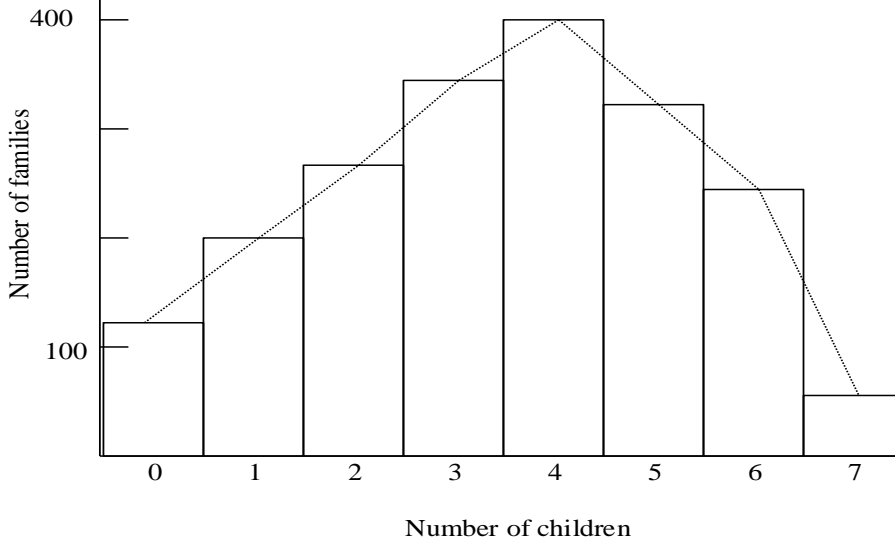
RESTRICTED



Admissions to Hospital

HISTOGRAMS

807. The histogram, which consists of a series of bars laid alongside each other with scales for the horizontal and vertical axes, is used to illustrate pictorially a frequency distribution. The same information can equally well be presented in graphical form. As shown by the dotted line in the example below, the principle of construction is the same as for a straight-line graph, but the histogram has clear advantages for use as a visual aid.



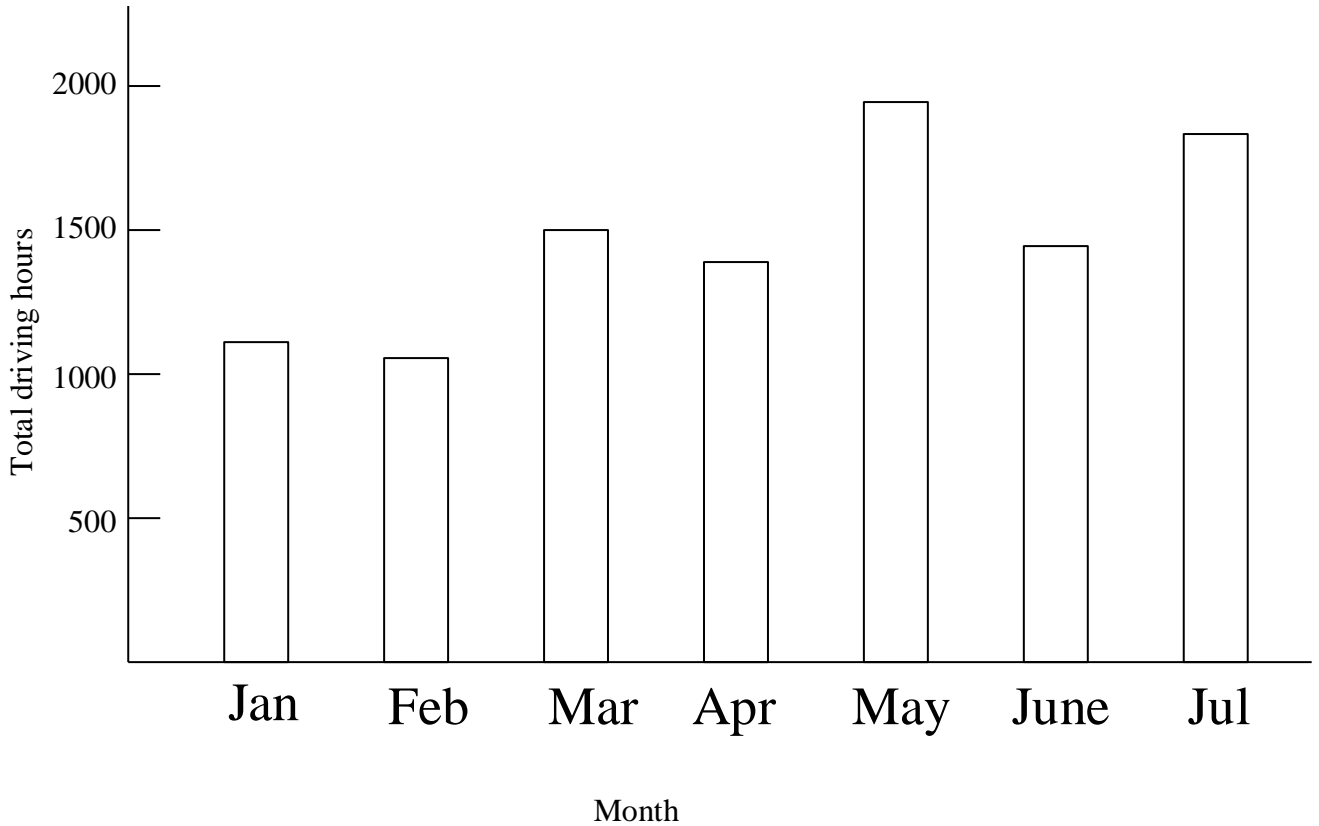
Number of Children by Families

BAR CHART OR PILLAR GRAPH

808. There are 2 types of bar chart, or pillar graph as they are also called:

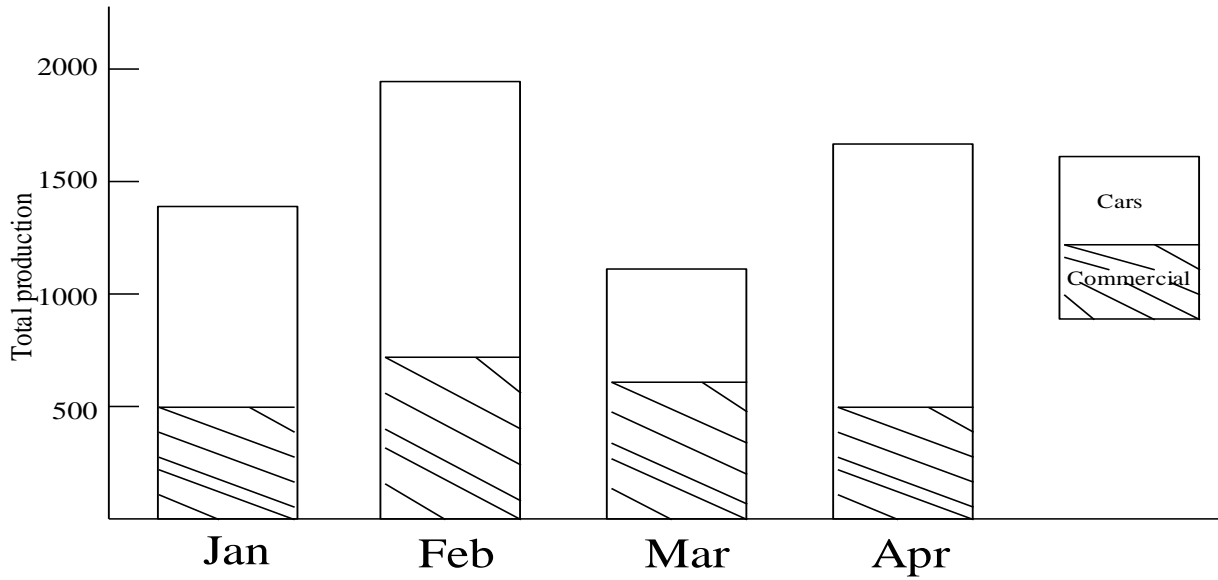
RESTRICTED

a. Simple Bar Chart. A simple bar chart consists of a series of bars, either vertical or horizontal, whose lengths are proportional to the measurements or values they represent.



Utilisation of MT

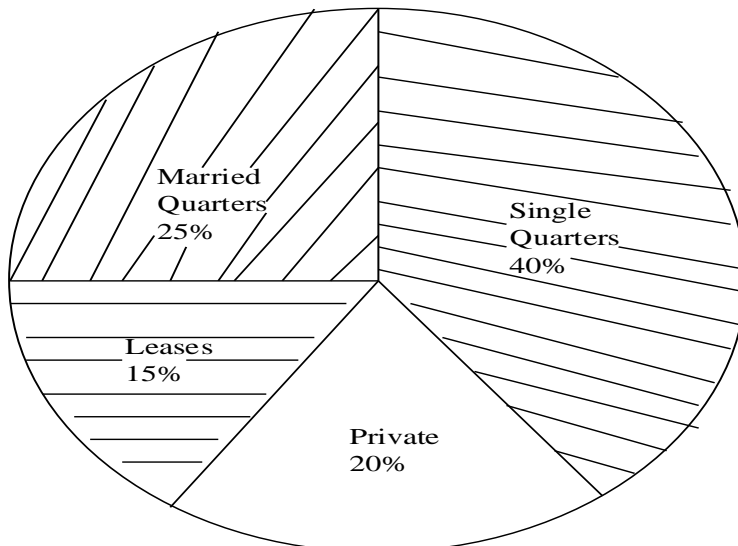
b. Compound Bar Chart. In a compound bar chart the bars are divided into sections, each section corresponding in size to the value of the item it represents and with full length of the bar representing 100%. Each section is normally distinctively coloured or shaded.



Production of Vehicles

PIE CHARTS

809. The pie chart is one of the most common ways of showing the relative size of components of the whole, each sector being proportional to the size of the data it represents. Percentages rather than crude figures are usually used. The angle in degrees of each sector being the percentage multiplied by 3.6. Pie charts are unsuitable for illustrating fine shades of distinction.



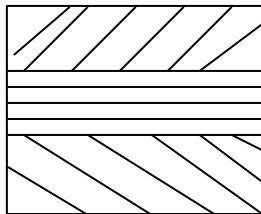
Breakdown Of Types Of AFZ Accommodation At Thornhill

BLOCK DIAGRAMS

810. A staff officer frequently needs to present information graphically against a time scale. The block diagram is best for the purpose. See example on next page.

RESTRICTED

Month:	May					June				July				August	
Week starts:	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8
Senior Officers	[AFZ pattern]					[AFZ pattern]				[AFZ pattern]				[AFZ pattern]	
Staff Officers	[ZNA pattern]					[ZNA pattern]				[ZNA pattern]				[ZNA pattern]	
NCOs	[ZNA pattern]					[ZNA pattern]				[ZNA pattern]				[ZNA pattern]	



ZNA

AFZ

Joint with ZRP

Accommodation for Personnel Course Programme 1988

More information could be given by dividing each block into component parts or by varying the width of the blocks on a vertical scale.

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PRESENTATION

811. Rules for plotting graphs are given at Paragraph 3. The following points should also be considered when preparing any graphical illustration:

- a. Simplicity. A graphic chart should be as nearly self-explanatory as possible. The guiding principles are simplicity and avoidance of overcrowding. Explanatory notes should be brief and clear. If the amount of detail compressed into the diagram makes it too complicated, 2 or more diagrams should be used.
- b. Display. A diagram should be constructed so as to present information clearly simply. The use of colours or shading may help. Colours should be contrasting and few in number. The normal limit is 5. When a diagram is to be reproduced, use only materials capable of reproduction. Colours may have to be replaced by varied shading and extra notes may be required.
- c. Layout. A graphic illustration should:
 - (1) Be given an appropriate subject heading.
 - (2) Give the source(s) of the original data in the bottom left-hand corner.
 - (3) Give the basis of any calculations.
 - (4) Give a legend or key if necessary.

For the sake of simplicity these conventions have not been observed in the examples in this Chapter. However, an example of a band chart illustrating the various points is at Annex A to this Chapter.

APPLICATION

812. For the practical application of these principles, assistance is available from the Zimbabwe Staff College.

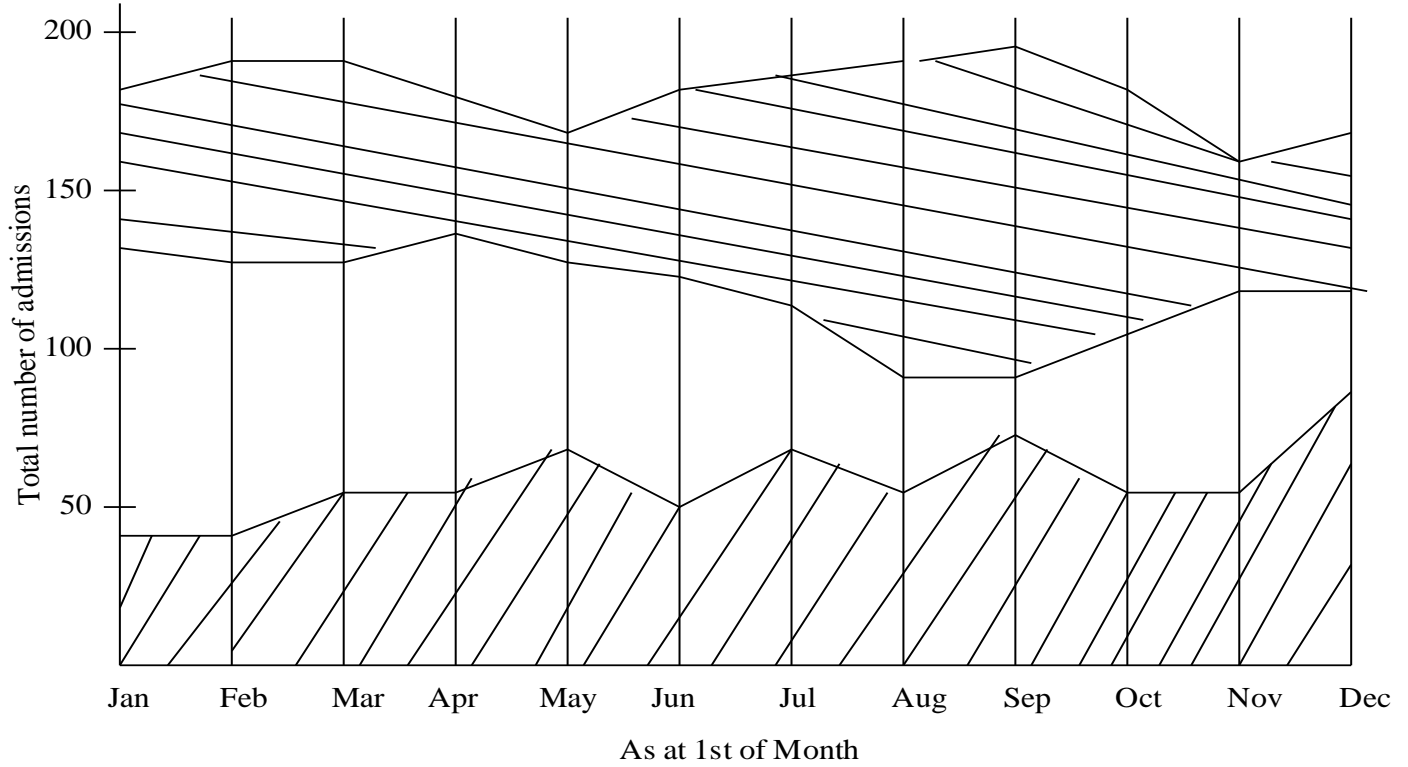
Annex:

- A. Example of a Band Chart.

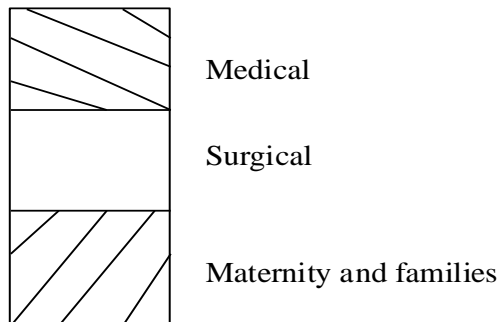
EXAMPLE OF A BAND CHART

ANNEX
TO.....
DATED

HOSPITAL ADMISSIONS - ZNA PERSONNEL AND DEPENDANTS - 1991



Source: DMS



X Closure of KG VI Camp Hospital
Hospital Admissions ZNA Personnel and Dependants - 1991

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CHAPTER 9: THE ESTIMATE PROCESS

DEFINITION

901. An estimate is a decision-making tool. As the decision-making process involves activities by both the commander and the staff, it is more accurately described as a command and staff estimate, but for the purpose of brevity it is referred to as the estimate.

TYPES OF ESTIMATES

THE FORMAL ESTIMATE

902. The formal estimate is used when there is sufficient time to complete a thorough assessment of the situation. It is suitably used for planning deliberate operations. The formal estimate requires sufficient command and staff capacity and time to be completed. The layout of the formal estimate is at Annex A to this Chapter.

THE COMBAT ESTIMATE

903. The combat estimate is primarily used at tactical levels for decision-making in battles and engagements when time is short. It is an abbreviated form of a formal estimate and is usually completed mentally or in note form by the commander alone. Notes on the combat estimate are at Annex B while the format is at Annex C to this Chapter.

THE FORMAL ESITMATE

PURPOSES OF A FORMAL ESTIMATE

904. There are 4 purposes of a formal estimate. These are:

- a. To clear the author's mind on the mission and to understand the importance of accomplishing his or her task in the overall superior commander's intention.
- b. To show tasks and constraints in the overall mission.
- c. To present a clear picture of the situation to higher authority with recommended courses fully supported by valid and logical reasoning.
- d. To continuously evaluate the situation as it unfolds and determine whether to amend or change the plan and/or the mission.

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RESPONSIBILITIES

THE COMMANDER

905. The commander is responsible for the direction of the decision-making cycle. He will therefore be fully involved in the Mission Analysis where he clears himself about the mission and gives direction to the staff. The commander is also fully involved at the Decision Stage where he or she selects the best or most suitable course of action which is then developed into a plan.

THE STAFF

906. The staff is responsible for the bulk of the estimate under the direction of the commander or his principal staff officer. The Intelligence staff completes, the Ground and Enemy factors. The Engineer staff assists in the evaluation of the Ground Factor while the Logistic staff completes the Combat Service Support part of the Friendly Forces Factor. The operational staff evaluates Friendly Forces, Surprise and Security, Time, Relative Strengths, other relevant factors such as those in operations other than war and finally consider own Courses of Action (COA). The extent to which the commander will be involved in the detailed evaluation of factors will depend on:

- a. The prevailing situation such as the time available to make a decision.
- b. The state of training and experience of the staff.
- c. The level of decision-making required.
- d. The potential complexity of the required decision.
- e. The style and personality of the commander. The way he makes or arrives at a decision and the need to utilise the general and specialist skills and experience of his or her staff.

ESSENTIAL INGREDIENTS OF A FORMAL ESTIMATE

907. The need for accuracy, brevity, clarity, logic and relevance in the written estimate is as important as in any other forms of Service Writing. The composition and style must follow Service Writing conventions for operational writing. A written formal estimate must be concise and complete and must leave the reader in no doubt of the mission and reasons for the recommended COA.

REVIEW OF THE SITUATION

908. The review of the situation gives the background to the estimate. It gives the essential facts of the situation but it is not part of the argument. The review serves 4 purposes:

- a. The writer is fully informed on the situation from the beginning.

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- b. Provides a record of the situation at the time the estimate was written.
- c. It gives the reader an accurate picture of the situation.
- d. Makes the writer understand the task in the overall context of one and two levels up respectively.

909. Usually the review of the situation needs to cover only the basic facts that will have made the writing of the estimate necessary. The writer must refer to higher authority for any direction or clarification on the estimate. Reference to a marked map, a chart or plan attached as an annex often reduces the amount of detail needed in the review.

STAGES OF AN ESTIMATE

910. There are 4 stages in the estimate process, which are:

- a. The Mission Analysis.
- b. Evaluation of Factors.
- c. Consideration of Courses of Action (COA).
- d. Decision.

911. The Development of the Plan is not necessarily a stage of the estimate since the objective of the estimate, which is to come up with a decision, is achieved in Stage 4.

STAGE 1. MISSION ANALYSIS

912. For Mission Command to be effective, the correct identification and full understanding of the mission by subordinate commanders is of fundamental importance. The process by which this is achieved is called Mission Analysis. Mission Analysis is triggered by a warning order or the superior commander's orders. It is a process of extracting and deducing from the superior's orders the necessary tasks to fulfill a mission. Mission Analysis places in context what effect must be achieved in the overall design for operations. The subordinate commander establishes what specified and implied tasks he must carryout to accomplish the task. He establishes constraints and freedoms in the mission and gives direction to the staff on the completion of the estimate. There are four questions which the commander asks himself during Mission Analysis:

- a. Question 1. 'What is the intention of my commanders one and two levels up and what is my role in their plans?' The subordinate commander establishes what effect he must achieve in his immediate superior's concept of operations. This requires an understanding of his superior's end-state and Main Effort. He also must understand the intent of his superior two levels up in order to put his part in the operation in the fullest context possible. For example, a battalion commander must

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have a thorough understanding of the brigade concept of operations and a good grasp of the division overall plan.

b. Question 2. 'What must I do to accomplish my mission and what other tasks must I carryout to fulfil my mission?' Although the mission statement clearly specifies the main task(s), there are other tasks which must be carried out to accomplish the given task. The given mission is a specified task and those other tasks carried out to fulfill the mission and not necessarily specified in the superior's orders are known as implied tasks. A logical check of the operation brings out implied tasks. A comparison of specified and implied tasks with the superior commander's intent leads to an initial deduction of the critical activity and therefore the Main Effort.

c. Question 3. 'What limitations are there on my freedom of action and what can I not do? When do I need to decide?' Commanders will invariably find various constraints which will curtail their freedom of action. Constraints can either be laid down by the superior commander or are natural. These may be in form of time, space, resources, combat service support and difficult terrain. Political limitations such as Rules of Engagements, legal implications and demographic factors impinge on the mission hence are considered as constraints.

d. Question 4. 'Has the tactical situation changed and do I need to take another decision?' This stage is continuously referred to during the completion of the estimate and the execution. The commander determines whether the situation has changed sufficiently to warrant a review of his concept of operational or mission. Using the first three questions of mission analysis, the commander reassesses his operational plan against his mission on a continuous basis. The three possible responses are:

- (1) Yes, the situation has changed but my plan is still valid.
- (2) Yes, the situation has changed, my original mission is still feasible but I need to amend my plan.
- (3) Yes, the situation has changed and my original mission is no longer valid. In this case, the commander should consult his superior but if for whatever reason he cannot, he will act on his own initiative to support his superior commander's Main Effort. He must also keep in mind the commander's intent during the review.

e. Commander's Direction. At this stage of Mission Analysis the commander or his principal staff officer gives direction to the staff on the completion of the estimate. Tasks given are identified in the first 3 stages of the Mission Analysis. The Commander's Direction includes a list of Critical Information Requirements (CIR), Planning Guidance and necessary clarification as identified in the first 3 stages of the Mission Analysis.

RESTRICTED

- (1) CIR. The CIR are requirements identified in the first 3 stages of mission analysis and are essential in the estimate process. They give focus to staff effort and determines what must be decided and by when. Normally the requirements are directed towards the Operations and Intelligence staff and are listed as questions at this stage.
- (2) Planning Guidance. The commander gives guidance to the AQ staff on likely logistics priorities. This allows the AQ staff to initiate the Service Support Estimate which is done concurrently with the Intelligence and the main operations estimates.
- (3) Clarification. The commander may require to clarify certain aspects that may not have been mentioned in the superior commander's orders. In some circumstances it may be necessary to clarify the mission with the superior commander before the rest of the estimate is undertaken. He can also task the staff to clarify certain issues relevant to their respective staff branches.

913. The last part of the Mission Analysis is an interactive process involving both the commander and his staff, and between members of different staff branches or services working towards a common end. An initial warning order is issued at this stage to initiate Battle Procedure.

STAGE 2. EVALUATION OF FACTORS

914. The evaluation of factors produces tasks and constraints. Tasks are primarily derived from the Environment, Enemy, Friendly Forces, Surprise and Security. Constraints come principally from the Security and Time factors. Other factors such as Rules of Engagement, Population and Legal implication of the operations also present constraints. Factors are evaluated as follows:

- a. Environment. Environmental factors embrace topography and demography. These are mainly terrain, weather, local population including religion and culture. The effect of the media and political factors are also included. The Ground, Enemy and Friendly Forces factors are part of the Environment hence are considered in an integrated manner in the Intelligence Preparation of the Battlefield (IPB). Terrain and weather including visibility are grouped together under 'Ground'. Ground is considered in detail in the Battlefield Area Evaluation part of the IPB. The fundamental steps of the IPB are shown at Annex D to this Chapter.
- b. Enemy. In the evaluation of the Enemy Factor, the commander and the Intelligence staff seeks to form a clear impression of the enemy's capabilities and intentions. The overall product is an examination of own forces capabilities with a view to exploiting the perceived enemy vulnerabilities or weaknesses. At the operational and higher tactical levels, the enemy's centre of gravity (C of G) must be identified and assessed. This allows the determination of decisive points on the path to the elimination of the enemy's C of G. At tactical levels, the "most likely" and the

RESTRICTED

"worst case or most dangerous" enemy course of action (COA) must be identified and examined in detail. It is against the enemy worst case threat that most own courses consideration are based. The following must be considered under the Enemy:

- (1) Intentions/Aim. An assessment of the enemy's overall intentions at this stage is useful. It is however considered in detail under 'Enemy Likely COA.
- (2) Tactics. Enemy tactics which are relevant both to the enemy's intentions and the commander's plan should be considered.
- (3) Dispositions/Organisation. Enemy strengths and dispositions must be analysed. Dispositions must be carefully examined as these determined what the enemy can do, when, where, how and in what strength? The enemy's disposition and organisation determines own forces organisation, direction of approach, combat support and sequencing of the operation.
- (4) Equipment. Enemy equipment affects the achievement of the aim, hence it must be evaluated in detail. For example, the enemy's night fighting equipment scale might be a factor in deciding whether to attack by day or night.
- (5) Reserves. The strength, location, possible tasks and reaction time of enemy reserves must be considered. Knowledge a of the enemy's reserve will enable a commander to anticipate the enemy possibility of reinforcing or reacting, thereby leading him to echelon his forces or having own suitable reserve.
- (6) Enemy's Most Likely and Worst Case COA. The enemy's most likely COA is that COA he is likely to adopt as assessed while the worst case or most dangerous COA is that which poses a serious threat to own forces if adopted. The assessment of the two enemy COA assists the commander to come up with COA to counter the enemy.

c. Friendly Forces. An examination of own forces determines the capability of employing particular formations or units for tasks identified so far in the estimate process. In addition, an evaluation of Friendly Forces including flanking formations and units may not only lead to constraints but more importantly, offer opportunities for seizing the initiative including offensive action. The evaluation of Friendly Forces should cover the following:

- (1) Air Situation. Operations are bound to be influenced by the prevailing air situation. If air superiority or local parity cannot be achieved at both operational and tactical levels, the implications for ground forces including surface-based air defence systems must also be thoroughly examined under factors Surprise and Security.

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(2) Flanking, Forward and Depth Formations. When planning an operation, the commander should always keep the intentions of adjacent friendly forces in mind as these may restrict or enhance his own COA. Close liaison is required with flanking formations/units during the planning process. This is to ensure clarity of boundaries including surveillance, obstacles and fire plans. Coordination of joint reaction to enemy operations in the boundary area and maintenance of shared routes is essential.

(3) Own Forces Capability. Before own COA can be assessed, the states and capability of own forces must be accurately determined if not already known. This forms part of the commander's CIR and normally entails the confirmation of:

(a) Organisation and Equipment. The organisation of a formation or unit is its strengths expressed as combat power.

(b) Disposition and Available. Disposition and available are considered in terms of time and space. This takes cognisance of the position of forces and equipment in relation to the location of the operational or objective area.

(c) Restrictions on Employment. Restrictions include any limitations imposed by the command states of the forces involved.

d. Combat Service Support (CSS). CSS must always be considered under Friendly Forces. Logistic constraints will always be a vital factor which may modify or exclude certain tasks. Some tasks may be sustainable, others may be logistically unsustainable and thus should be eliminated. The consideration of CSS may include support to the deployment, establishment of logistics bases, outloading of stocks to bases and balance of stocks held at various levels. The Logistic Estimate done by the Logistics staff identifies logistic constraints on the commander's freedom of action and produces a service support plan to support the operation. The plan is a contribution to the main operational estimate. The following should be considered under CSS:

(1) Demand. What is the current state of combat supplies? Are reserve levels sufficient to cope with the current and subsequent operations?

(2) Duration. How long will the operation last?

(3) Distance. How far from the resupply point is the operational theatre or objective? Will resupply be possible over such a distance?

(4) Destination. Where the combat supplies should be delivered?

e. Fighting Power. Fighting is simply the assessment of suitability of own

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troops for employment in particular operations in particular types of terrain. Although it is based on equipment considerations, the commander must also judge on the state of training, readiness and motivation of subordinate formations or units. In protracted campaigns, the state of morale is also considered. As opposed to combat power which is quantified, fighting power is better expressed in qualitative terms, portraying the suitability for employment in a particular operational environment.

f. Relative Strengths /Combat Power. The assessment of Friendly Forces is concluded with a comparison of enemy and own strengths, weaknesses and capabilities. A commander compares the strength of each component of his force to that of the enemy to ensure that he employs all his assets to the maximum advantage throughout the operation. In comparing Relative Strengths, the weaknesses of the enemy including his morale and physical cohesion can be assessed and exploited. This is done with a view to identify a COA and the force levels for a particular task at a given time.

g. Surprise and Security. Security is all about gaining or wresting the initiative from the enemy. It involves maintaining the initiative and enhancing freedom of action by limiting vulnerability to hostile activities and threats. The goal should be to gain absolute surprise in order to disrupt or paralyse the enemy commander's will and decision-making ability. If this can not be achieved, the lesser objective of operational surprise whereby the enemy knows that something is going to happen but determines too late what is happening and therefore is powerless to react, can prove effective. In order to effect Surprise and Security, it is mandatory that deception of the enemy, operational security (OPSEC) and protection of own troops are well considered.

(1) Deception. Deception is defined as those measures designed to mislead the enemy by manipulation, distortion or falsification of evidence to induce him to react in a manner prejudicial to his interests. Deception forms an important component of Surprise and Security. Since deception requires a significant committal of forces and equipment, it is more applicable at formation level and above. Feint and demonstration operations are ideally used at these levels.

(2) OPSEC and Protection. OPSEC seeks to deny operational information to the enemy whilst Protection assesses the safety or protection of own forces and key vulnerabilities which the enemy may attempt to attack. The following questions should be asked:

- (a) How can I protect my plans and forces?
- (b) How can I prevent the enemy exploiting my vulnerabilities?
- (c) How can I conceal my intentions from the enemy?
- (d) How can I deceive the enemy?

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(e) How do I protect my plans and forces?

h. Time. Time for each task must be evaluated. It includes the duration of each task as far as it can realistically be assessed before contact with the enemy. Time is also considered in relation to space. More constraints are identified in the Time Factor.

j. Other Factors. Factors such as Rules of Engagement, legal matters, the media, civil-military relations, culture, demography and host nation support (HNS) are also evaluated depending on the nature of the operation. These factors impinge on mandatory factors of an estimate in particular the Environment, Friendly Forces and the Enemy.

k. Summary of Possible Tasks. At this stage a list of necessary tasks will have been identified. The tasks are listed with the combat power required for each identified task. When the requirement exceeds the troops and equipment available (combat power), some tasks may be removed depending on their importance. In a particular COA, some tasks may be undertaken with a significant component of available forces committed while some may be dropped. Only a preliminary assessment of the combat power required for each task at this stage produces a summary of possible 'troops to task'. Tasks are arranged according to priority in the sequence of execution and can only be related to one another in a developed COA. The detailed allocation of troops or equipment to tasks must follow the Commander's Decision, not precede it. Note that 'double tasking' is not encouraged in the estimate.

STAGE 3. CONSIDERATION OF COURSES OF ACTION

915. Formulation of a COA. A COA reconciles troops available with the troops required for identified tasks. It includes an outline concept of operations with a clear intent, scheme of manoeuvre and main effort. In the development of a COA, the balance of troops may be adjusted to various tasks in order to economise effort in one activity and concentrate force elsewhere.

916. Focus on the Enemy. The identification of a number of alternative COA which focuses on the enemy's C of G or his key vulnerabilities, must always be practised. COA must focus on shattering the enemy's morale and physical cohesion, which often result from Surprise. Where possible a COA must not be so obvious.

917. Comparison of COA. The advantages and disadvantages of COA are considered in relation to the mission and likely enemy COA. In doing so the enemy's likely reactions to own courses must be taken into account. COA should be rechecked against questions 1 and 2 of the Mission Analysis. This is to confirm if they meet the superior commander's intent and achieve the critical activity or overall effect. At tactical level, the practicality of a COA is checked and compared against functions in combat (command, manoeuvre, fire power, protection, information and intelligence and combat service support), core functions (find, fix and strike), the principles for the particular operation concerned and in the framework of deep, close and rear operations. Common elements of a number of COA should be identified

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and considered as early as possible. This will save effort prior to the Commander's Decision. Only the contrasting aspects of COA need to be compared. Each course must include the likely enemy reaction to it. A schematic for each COA must be included.

918. Wargaming. When time is available, wargaming of possible own COA must be conducted against the enemy's most likely and worst case or most dangerous COA. This determines likely responses to enemy action and vice-versa. Computer assisted war gaming can prove to be an added advantage. At formation level, the MIO plays the enemy part while the BM wargames on own COA.

STAGE 4. COMMANDER'S DECISION

919. The final step in the estimate process is the adoption of the decision by the commander. The decision is based on a selected COA from a number of options which the staff will have done. The Commander's Decision has two elements:

- a. First, it involves the selection of a COA which can be a modification of a proposed COA.
- b. Secondly, an outline concept of operations which includes the Intent, Scheme of Manoeuvre and Main Effort. The concept of operations must therefore state:
 - (1) The Commander's Intent (The desired end state).
 - (2) A broad outline of intended operations, expressed as an outline Scheme of Manoeuvre stating the formations or units involved (who?), what will be done, where and when?
 - (3) Main Effort.

920. Having adopted a decision, a detailed warning order is sent to subordinates. The development of the plan, which entails preparation of orders commences.

DEVELOPMENT AND REVIEW OF THE PLAN

921. Once the commander has made his decision the staff complete the plan under his direction or that of his principal staff officer. A concept of operations derived from the commander's decision includes, his Intent, Scheme of Manoeuvre (outline of deep, close and rear operations) and a statement of the Main Effort required to accomplish the mission. The commander should normally produce his concept of operations personally. Once mission statements for subordinates are confirmed, the task organisation is prepared to ensure that subordinates have sufficient resources to accomplish their missions. The attack on an insurgent base goes through the same process and the LIO estimate format is at Annex E to this chapter.

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CONCLUSION

922. The estimate is the principal tool in the command and staff decision-making. After the Mission Analysis, the staff under the direction of the commander evaluates all relevant factors leading to the consideration of a number of possible COA. The process is concluded by the commander's decision. Once the decision has been taken, detailed planning is completed by the staff under the direction of the commander, leading to a directive or operation order. At any stage in the planning process and throughout the execution of operations, the plan or mission is continuously reviewed and where possible amended or changed in accordance with the changing situation.

Annexes:

- A. The Formal Estimate Template.
- B. Notes on the Combat Estimate.
- C. The Combat Estimate Template.
- D. Fundamental Steps of the IPB.
- E. LIO Estimate.

FRAMEWORK OF A FORMAL ESTIMATE

SECURITY CLASSIFICATION	
Identifying Reference	Copy No....ofcopies
<u>AN ESTIMATE ON</u>	
<u>.....</u> ¹	
For:..... ²	Formation/Unit..... ³
By:.....	
At:.....(Time and Zone)	On:....(date, month and year).
References:	
A. (Map or charts: series, sheet no, edition and scale. ⁴	
B. Operation Order (from higher HQ) etc.	
<u>Time Zone Used Throughout the Estimate: BRAVO</u>	
REVIEW OF THE SITUATION	
<u>MISSION</u>	
2. To.....in order to	
1	
SECURITY CLASSIFICATION	

¹ The subject heading must state what the estimate is about. For example, 'AN ESTIMATE ON THE DEFENCE OF.....' or 'AN ESTIMATE ON THE CAPTURE OF.....'

² For: Self/Comd.

³ The words are not included. Simply write the formation/unit.

⁴ A map reference is written as: 'Map ZIMBABWE, SHAMVA, 1954B2, Edition 2; 1: 50 000.'

SECURITY CLASSIFICATION <u>MISSION ANALYSIS</u>		
QUESTION /REQUIREMENT	CONSIDERATION/DEDUCTION	TASKS/CONSTRAINTS
(a)	(b)	(c)
<p>3. <u>Intent</u> (why?)</p> <p style="margin-left: 20px;">a. Two levels up (6) b. One level up</p> <p>4. My role in his plan.</p>	<p>How must my action support my immediate superior, taking into account his intent and the intent 2 levels up? Tasks and constraints are identified starting from on level up.</p>	<p>Tasks CIR, constraints, any clarification(6) and Planning Guidance to be written in this column.</p>
<p>5. <u>Tasks</u>. (what?)</p> <p style="margin-left: 20px;">a. <u>Specified</u>. (As given in orders)</p> <p style="margin-left: 20px;">b. <u>Implied</u>. (Other tasks required to fulfil the given task/msn.</p>	<p>What tasks may I complete to accomplish my mission?</p>	<p>Identify tasks and combat power required as well as constraints relevant to each task. (7)</p>
<p>6. <u>Constraints</u>. (what not? When?).</p> <p style="margin-left: 20px;">a. Time (incl fixed timings).</p> <p style="margin-left: 20px;">b. Space (bdrys, LOE, no go areas).</p> <p style="margin-left: 20px;">c. Resources.</p> <p style="margin-left: 20px;">d. Weather.</p> <p style="margin-left: 20px;">e. Other Constraints peculiar to LIO such as ROEs, Legal Implication, political considerations/ media, End State, Comd Control etc.</p>	<p>What limitations are there on my freedom of action?</p> <p>By when do I need to decide? (Decision pt using the 1/3, 2/3 rule). (8)</p>	<p>DP</p>
<p>2</p> <p>SECURITY CLASSIFICATION</p>		

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SECURITY CLASSIFICATION		
(a)	(b)	(c)
<p>7. <u>Changes to Tac Sit.</u> (Review of sit). (9)</p> <p>a. Sit no change.</p> <p>b. Minor change.</p> <p>c. Significant change.</p> <p>d. Major change.</p>	<p>Has the sit changed since Os were issued or the est completed?</p> <p>Msn cfm.</p> <p>Same msn, same plan.</p> <p>Same msn new plan.</p> <p>Possibly new msn and new plan. Refer to comd, or if not possible, act in sp of his ME taking into account his intent.</p>	
<p>8. <u>Comd's Dir.</u> (10)</p> <p>a. <u>CIR.</u> (to focus on staff effort).</p> <p>b. <u>Planning Guidance.</u> (Down)</p> <p>e. <u>Clarification</u> (up)</p>	<p>What has to e decided? Who is to check what, if I am not going to complete the est in person?</p>	<p>Issue Initial Wng O.</p>
<p>9. <u>Environment, En and Friendly Forces.</u></p> <p>a. <u>Ground.</u> (11)</p> <p>(1) <u>BAE.</u></p> <p>(a) <u>Terrain.</u></p> <p>(Terrain Overlay Annex A)</p> <p>(i) Gen.</p> <p>(ii) Vital Ground/Key Terrain.</p> <p>(iii) <u>Bdry.</u></p>		
	<p>3</p> <p>SECURITY CLASSIFICATION</p>	

SECURITY CLASSIFICATION		
(a)	(b)	(c)
<p style="margin-left: 40px;">v. Centre. vi. Right.</p> <p>b. <u>Approaches.</u> AA/MC Overlay - Annex B) (incl impact of expected weather).</p> <p>(1) Going / (12) routes.</p> <p>(2) Obs.</p> <p>(3) Dominating Ground.</p> <p>(4) Prominent features.</p> <p>(5) Dist.</p> <p>(6) En and own perception.</p> <p>c. <u>Weather.</u></p> <p>(1) STA implications (incl day/ni).</p> <p>(2) Air/Avn implications.</p> <p>(d) <u>En.</u></p> <p>(1) <u>Threat Eval.</u> (Doc Overlay)</p> <p style="margin-left: 40px;">(a) Org.</p> <p style="margin-left: 40px;">(b) Eqpt.</p> <p style="margin-left: 40px;">(c) CSS.</p> <p style="margin-left: 40px;">(d) Tac Doc.</p> <p style="margin-left: 40px;">(e) Morale.</p> <p>(2) <u>Threat Integration.</u></p> <p style="margin-left: 40px;">(a) Aims and Intentions.</p>	<p>4</p> <p>SECURITY CLASSIFICATION</p>	

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SECURITY CLASSIFICATION		
(a)	(b)	(c)
<p>(b) Disposns.</p> <p>(c) Str and weaknesses/ vulnerabilities (incl C of G)</p> <p>(d) En COA (Sit/Event Overlays)</p> <p>(e) Likely COA.</p> <p style="padding-left: 20px;">i. <u>COA A.</u> To..</p> <p style="padding-left: 40px;"><u>Likelihood</u> <u>Effect.</u></p> <p style="padding-left: 20px;">ii. <u>COA B.</u> To...</p> <p style="padding-left: 40px;"><u>Likelihood</u> <u>Effect.</u></p> <p>(f) Worst En COA.</p> <p>(g) En Worst Case Threat.</p> <p>e. <u>Friendly Forces.</u></p> <p>(1) Air.</p> <p>(2) Flanking/Fwd and Depth forms.</p> <p>(3) Coop with Local Forces, police etc. (only for LIO and Joint/multinational ops).</p> <p>(4) <u>Own Forces Capb.</u></p> <p style="padding-left: 20px;">(a) Org and Eqpt.</p> <p style="padding-left: 20px;">(b) Disposn and aval.</p> <p style="padding-left: 20px;">(c) Restriction on Employment.</p>	<p>5</p> <p>SECURITY CLASSIFICATION</p>	

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SECURITY CLASSIFICATION									
(a)	(b)			(c)					
(d) Str and weaknesses. (5) Morale. (6) <u>CSS</u> . (pris) (a) Dist. (b) Demand. (c) Duration. (d) Destination. 15. <u>Relative Strs</u> . a. Cbt Power.									
				Own Forces			En Forces		
	Time	H	H+	H+	H	H+	H+		
	Unit								
	Designation								
	Coys								
	Tks								
	Armd Cars								
	Fd Arty Guns								
	Msls								
	AH								
	Rations								
	Armd Cars								
	Guns								
	Msls								
AH									
Coys									
6									
SECURITY CLASSIFICATION									

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SECURITY CLASSIFICATION														
(a)	(b)	(c)												
<p>(3) <u>Fighting Power.</u> (to incl morale).</p>														
<p>10. <u>Surprise and Security.</u></p> <p>a. Surprise.</p> <p>b. Deception.</p> <p>c. OPSEC and Protection.</p>														
<p>11. <u>Time</u></p> <p>a. Fixed Timings.</p> <p>b. En Timings.</p> <p>c. Own Timings.</p> <p>d. Time and Space Constraints. (if not covered in the Msn Analysis).</p>		<p>The Factor, Time has more constraints.</p>												
<p>12. <u>Other Relevant Factors.</u> Other factors considered in LIO are:</p> <p>a. Population.</p> <p>b. Political Environment</p> <p>c. ROEs.</p> <p>d. Legal Implications.</p> <p>e. Public Relations Etc.</p>														
<p>13. <u>Summary of Possible Tasks.</u> (in order of importance).</p> <p>a. Essential Tasks.</p> <p>b. Optional Tasks.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Tasks</th> <th style="width: 45%;">Cbt Power Required</th> <th style="width: 30%;">Remarks</th> </tr> </thead> <tbody> <tr> <td>1. Capture B</td> <td>Coy Gp (Comprising Tp</td> <td></td> </tr> <tr> <td></td> <td>tk, sect engr, etc.</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Possible deduction should lead to sequencing of tasks not double tasking troops.</p> <p align="center">7</p> <p align="center">SECURITY CLASSIFICATION</p>		Tasks	Cbt Power Required	Remarks	1. Capture B	Coy Gp (Comprising Tp			tk, sect engr, etc.				
Tasks	Cbt Power Required	Remarks												
1. Capture B	Coy Gp (Comprising Tp													
	tk, sect engr, etc.													

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SECURITY CLASSIFICATION
CONSIDERATION OF COURSES OF ACTION (COA)

14. What is common in all COA?
15. COA 1. Concept of operations (incl intent, SOM, ME, a Schematic diagram).
 - a. Advantages.
 - b. Disadvantages.
16. COA 2. Concept of Operations (plus intent, SOM, ME, a schematic diagram).
 - c. Advantages.
 - d. Disadvantages.
17. Assessment of COA. An assessment of COA against. Functions in cbt, planning tools, principles of that particular phase of war, comd functions, wargaming and the DST should be conducted at this stage if time permits.

COMMANDER'S DECISION

18. **Decision.**
 - a. Selection of the Best COA.
 - b. Outline Concept of Ops:
 - (1) Intent.
 - (2) Scheme of Manouvre.
 - (3) ME?
 - c. Decision to based on the principles of particular operation, functions in cbt, core functions, and must be in the framework of deep, close and rear operations.

ISSUE FULL WARNING ORDER

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SECURITY CLASSIFICATION DEVELOPMENT OF THE PLAN

19. Planning Tools.

- a. Production of Decision Support Template (DST).
- b. Production of Synchronisation Matrix.
- c. Wargaming.

20. Task Org. Annex D.

21. MISSION

12 Mot Bn Gp to capture Obj BRAVO by 0500 D + 1 in order to facilitate the Bde adv. (13)

22. EXECUTION

a. Concept of Ops. (Overlay - Annex E). (14)

(1) Intent. To capture Obj BRAVO.

(2) Scheme of Manoeuvre. Two phased right flank daylight attack.

(a) Phase 1. A and B Coy Gps will capture left and right en fwd pls respectively while C Coy secure SL for Phase 1.

(b) Phase 11. B Coy will secure SL for C Coy Gp, which will conduct fwd passage of lines to capture en depth posn, while A coy gp will provide left flank protection. Tp D Sqn (1 ZAR) will provide intimate sp throughout while 3 Tp A Sqn (1 ZACR) together with Recce Pl will provide right flank protection and the HMG Pl will form a Fire Base at TR 690721. Mors and FGA will provide fire sp as per fire plan.

(3) ME. ¹⁵

(a) Phase 1. The capture of the en strong pt and lies with A Coy Gp.

(b) Phase 2. The capture of the en depth pl by C Coy Gp.

(4) Outline Fire Sp Plan. Annex F.

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SECURITY CLASSIFICATION

b. A Coy Gp.

- (1) Phase 1. Capture en strong pt at TR 703661.
- (2) Phase 2. Res.

In order to facilitate the capture of Obj Bravo.

c. B Coy Gp.

- (1) Phase 1. Captue en left fwd pl at TR 708662.
- (2) Phase 2. Secure SL for C Coy Gp.

In order to facilitate the capture of Obj BRAVO.

d. C Coy Gp.

- (1) Phase 1. Secure SL for B and A Coys.
- (2) Phase 2. Capture depth en posn.

In order to facilitate the capture of Obj BRAVO.

e. D Coy Gp. Depth Coy: Be prepared for any tasks.

f. Mors. Provide fire sp as per fire plan.

g. Atk Pl.

h. Recce Pl. Provide right flank protection in order to facilitate the capture of the obj.

j. Asslt Pl.

k. HMG Pl.

- (1) Provide fire sp as per fire plan.
- (2) FBP at TR 700660.

In order to facilitate the capture of Obj.

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l. Armr.

- (1) 2 Tp D sqn 1 ZAR. Provide intimate fire sp to asslt tps in all phases.
- (2) 3 Tp A Sqn 1 ZAR. Provide right flank protection throughout the attack.

In order to facilitate the capture of Obj.

m. Pris of Cbt Sp. (17)

(1) Arty.

(a) P Bty 1 Fd Regt.

- i. CF. (During approach)
- ii. PB.
- iii. CB.(May be planned or impromptu).
- iv. DF

(b) R Bty 1 AD Regt.

(c) Engrs.....

(d) Air.

- i. Air Recce.
- ii. CAS
- iii. DCA
- iv. Caavac

n. Coord Instrs.

- (1) Timings.
- (2) Recce Pris
- (3) Deception
- (4) OPSEC
- (5) AD Wpn Con States
- (6) STAP
- (7) Fire Sp Plan. Annex F

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23. **SERVICE SUPPORT** (18)

- a. Ammo.
- b. Feeding.
- c. PW.
- d. Rec.
- e. Med.

30. **COMMAND AND SIGNALS** (19)

- a. Loc of HQs.
- b. Chain of Comd.
- c. Signals
 - (1) CEI
 - (2) C Surv Con Measures.
 - (3) Codewords.
 - (4) Nicknames.
 - (5) Password.

G S MUTSADYANGA 'psc' ZW ZM
Lt Col
CO

Annexes: (not included in this example)

- A. Terrain Overlay.
- B. AA/MC Overlay.
- C. Sit/Event Overlay.
- D. Task Org
- E. Schematic Overlay.
- F. Fire Plan.

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NOTES ON THE COMPLETION OF AN ESTIMATE

1. The subject Heading must be state what the estimate is on.
2. As required.
3. The words are not included.
4. Review of situation is more suitable in LIO and multi-national operations where situations may be complex.
5. Establishing the aim of the estimate enables the writer to understand what the estimate must achieve.
6. The subordinate commander must know what effect he must achieve in the superior commander's intents'. He must know the overall commander's intent one up and understand the Concept of Operations and Main Effort for his immediate superior commander (one up). Deductions, necessary clarification are made and tasks/constraints identified from one level up.
7. Critical Information Requirements (CIR) Planning Guidances, tasks and constraints are listed in this column. On CIR, allocate task to individual branches. (who must do what or find out what and by when? This is done in the Tasks/Constraints Column. An examples would be.

CIR. Does the en have any Res? Int Staff.

Constraint. FGA can not be employed at ni.

When writing a task there is no need to underline.

8. The 1/2, 2/3 Rule implies that the Comd allocates himself 1/3 of the total time aval. For his necessary preparation/planning up to the issue of Os. From the 1/3 for his decision pt, which is the time he adopts a COA. The remainder of the 2/3 of total time aval is for subordinate comd's Battle Procedure and mov.
9. The review is continous even during the operations.
10. The Comd gives dir to subordinate comds on the completion of the estimate.
11. Depending on the operation, the Ground or Enemy may be considered first.
12. To include both the enemy and Friendly Forces.

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13. The mission must answer the who, what and why? That is the formation or unit involved, what must be done and the unifying purpose.
14. The Concept of Operations can at high levels be written as a single paragraph, but the Intent, Scheme of Manoeuvre and Main Effort must be included. A Schematic diagram must always be part of the concept of operations.
15. Only included if no Fire Plan is available.
16. All manoeuvre units (combat arms) must be given a unifying purpose.
17. Combat Support arms are not given tasks, but a list of combat support priorities.
18. At formation level and above an Administrative Order is issued.
19. At formation level and above a separate Communication Electronic Instructions, is issued.

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SECURITY CLASSIFICATION

ANNEX B TO
CHAPTER 9 TO
JSP Z2

NOTES ON THE COMBAT ESTIMATE

1. Format. The format starts with the mission analysis just like in the formal estimate. The rest of the combat estimate concentrates on the Enemy, Ground and Friendly Forces factors together with Surprise and Security. Time and Space are checked as required.
2. Conduct.
 - a. Approach. As opposed to the formal estimate, which is completed by both the commander and his or her staff, the combat estimate is normally completed by the commander alone at formation level and below.
 - b. Focus on the Enemy. In the combat estimate, emphasis is on the enemy's vulnerabilities and own forces ability to exploit them. His intention is also dealt with in detail. A COA, which deceives the enemy, is fundamental in any combat estimate.
 - c. The Role of Intuition. In order to effect timely decision-making, experienced commanders may apply their knowledge of the situation to the ground to compress their combat estimates thereby making a series of intuitive judgements leading to a quick and appropriate decision.
 - d. Planning Yardsticks. Use of planning yardsticks such as deployment and movement SOPs and knowledge of their application help speed up the completion of a combat estimate.

SECURITY CLASSIFICATION

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ANNEX C TO
CHAPTER 9 TO
JSP Z2

THE COMBAT ESTIMATE

SECURITY CLASSIFICATION		
<u>MISSION</u> The tasks given to you, and the purpose, against which all factors are considered, including the unifying purpose.		
STEP 1 MISSION ANALYSIS		
<u>QUESTION</u>	<u>CONSIDERATION</u>	<u>TASKS/CONSTRAIN</u> <u>TS</u>
<u>(a)</u>	<u>(b)</u>	<u>(c)</u>
1. <u>INTENT</u> (Why)	How must my action directly Sp my immediate superior, taking into account his Intent, and the Intent 2 levels up?	
2. <u>TASKS</u> (What)	What task(s) must I complete to fulfil my mission?	
3. <u>CONSTRAINTS</u> (What Not) (When)	What limitations are there on my freedom of action? When do I need to decide? 1/3 ; 2/3 rule)	Decision Pt.
4. <u>REVIEW</u> Has the situation changed since orders were received or the estimate completed? Nothing Changed Minor Change Significant Major Change	No change – Msn Cfn Same Msn – same plan Same Msn, new plan Poss new Msn and new plan. Refer to superior comd, or if not possible, act in sp of his Main Effort, taking into account his Intent.	Msn cfn
5. <u>CONFIRMATORY CHECK</u> †	What has to be decided? Who is to check what, if I am not going to complete this estimate completely myself? How long will it take to complete the estimate and prepare my orders? 1 of 4 SECURITY CLASSIFICATION	(For example, <u>combat power required and dir of attack</u>) ISSUE AN INITIAL WARNING ORDER!

1. Normally no direction to staff since the Combat Estimate involves the commander alone.

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STEP 2 EVALUATION OF FACTORS

FACTOR		POSSIBLE DEDUCTIONS		TASKS/CONSTRAINTS		
<p><u>ENEMY AND GROUND</u> (Time permitting consider in detail).</p> <p>6. <u>Ground</u>.</p> <ul style="list-style-type: none"> a. Routes/Axes (En and own). b. MCs. c. Dominating Ground. d. Key Terrain/Vital Ground. e. Killing Areas. f. Objs. g. Going. h. Obs j. Visibility. k. Dist. <p>7. <u>En</u>.</p> <ul style="list-style-type: none"> a. En intention. b. Air/Hel Threat. c. Known Disposns and str. d. Wpns and Eqpt. e. Key Vulnerabilities. f. Morale. g. Likely COA. h. Worst en COA. 						
<p><u>FRIENDLY FORCES</u></p> <p>8. Air and Flanking Forces.</p> <p>9. Disposns.</p> <p>10. <u>CSS</u></p> <ul style="list-style-type: none"> a. <u>Demand</u>. Current state of C sups? Replen required? b. <u>Distance</u>. How far the op or obj is from resup? c. <u>Duration</u>. How long will op last? d. <u>Destination</u>. Where will the C Sups be required <p>11. Fighting Power. Str, org, Eqpt, Morale.</p>						
		RELATIVE STRENGTHS				
		(Comparison of En and Own Strs)				
	<u>Ser</u>	<u>Tps/Eqpt</u>	Time	<u>En</u>	<u>Own</u>	<u>Force Ratios</u>
	(a)	(b)	(c)	(d)	(e)	(f)
	(1)		H Hr			
	(2)		H+			
	(3)		H+			

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(a)	(b)	(c)	
<p><u>SURPRISE AND SECURITY</u></p> <p>12. <u>Deception</u>. How can I deceive the en?</p> <p>13. <u>Surprise</u>. How can I seize and maint the initiative?</p> <p>14. <u>OPSEC</u>. How can I prevent the en discovering my plan?</p> <p>15. <u>Protection</u>. How can I protect my forces and plans?</p>			
<p><u>TIME</u></p> <p>16. What timings are fixed?</p> <p>17. Time required for each task ident so far?</p> <p>18. Sequence and length of tasks?</p> <p>19. Concurrent of consecutive tasks?</p> <p>20. How long for Os?</p> <p>21. How long for movs?</p> <p>22. NTM?</p>			
<p><u>OTHER FACTORS</u> (Mandatory in LIO)</p> <p>23. Demography.</p> <p>24. HNS.</p> <p>25. Legal.</p> <p>26. ROE, Political factors, media etc.</p>			
<p>SUMMARY OF POSSIBLE TASKS</p>	Tasks	Combat Power Required	Remarks
	(a)	(b)	(c)
	3	SECURITY CLASSIFICATION	

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STEP 3 CONSIDER COURSES OF ACTION²		
<u>COA</u>	<u>ADVANTAGES</u>	<u>DISADVANTAGES</u>
<u>COA 1</u>		
<u>COA 2</u>		
<u>COA 3</u>		

STEP 4 COMD'S DECISION		
<u>SELECT COA</u>		
<u>Why</u>	<u>Comd's Intent. (incl vision or desired end-state)</u>	<u>Concept of Ops² (incl schematic)¹</u>
<u>(Who, What, Where, When, How)</u>	<u>Scheme of Manoeuvre</u>	
	<u>Main Effort</u>	

DEVELOPMENT OF THE PLAN AND ORDERS

4 of 4

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2. Consider against functions in combat: command, manoeuvre, firepower, information and intelligence, protection and CSS and the Principles of the particular operation.
3. Note that the Combat Estimate is completed mentally or in note form.

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ANNEX D TO
CHAPTER 9 TO
JSP Z2

THE FUNDAMENTALS OF THE INTELLIGENCE PREPARATION OF THE
BATTLEFIELD (IPB)

1. Responsibility. The Intelligence Staff assisted by the engineer staff examine Enemy and Terrain/Weather factors under the following steps:

a. Step 1. Battlefield Area Evaluation (BAE). When time permits, a full evaluation of the Environment (battle field area) should be made if not done. The battlefield is, in Mission Analysis as Critical Information Requirement (CIR). The basis for a successful BAE is the product of a terrain and metrological database which is kept continuously up dated from the time planning for operations commences. This process runs pararell to the estimate and the database is intergrated as required when Enemy, Terrain and Weather factors are considered. The primary purpose of BAE is to identify Enemy and Own forces Mobility Corridors (MCs) and Avenues of Approach (AA). Both air and ground approaches are included as necessary. When considering the terrain in the area of operations, corridors and avenues for possible use by own and possibly enemy troops must be identified.

b. Step 2: Threat Evaluation. The purpose of Threat Evaluation is to identify the enemy's overall capability based on his doctrine. There is no unique formula for this as the approach adopted will depend on the nature of the enemy. Where appropriate, capacity, land organisation and capability reflecting his equipment, combat service support and perceived deployment is a useful method for achieving threat Evaluation. This process remains equally valid in Low Intensity Operations where the enemy may not have developed a formal doctrine. HE may typically have developed a modus operandi over time which can be used in threat Evaluation.

c. Step 3. Threat Integration. Threat Intergration is the assessment of enemy aims and intentions in relation to his known dispositions and doctrine combined with the BAE. It makes it possible to predict likely enemy COA to friendly forces. An attempt should be made to get into the enemy's assessed COA, reflecting his fighting power in particular terrain and for specific types of operations. This is shown graphically on a situation overlay. The overlay represent the perceived way the enemy will fight. An Event Overlay considering enemy events time and space is subsequently produced.

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- d. Step 1. Production of the Decision Support Overlay. The final step in the IPB process is conducted during the development of the plan.
2. The IPB can be produced before an operation, basing on the perceived threat, and is updated as events unfold. It is normally suitable at division level. The Handbook will not explain the IPB any further as it is covered in relevant tactics manuals.

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**ANNEX E TO
CHAPTER 9
LIO ESTIATE**

THE LIO ESTIMATE FORMAT

<u>MISSION</u> The task(s) given to you and the purpose, against which all factors are considered.		
<u>STEP 1-MISSION ANALYSIS</u>		
QUESTION (a)	CONSIDERATION (b)	TASK/CONSTRAINTS (c)
(Why?) 1. a. Intention of Superior Comds (1) End state req (2) It ops comd estab b. My role in his plan	How must my action dir sp my immediate superior, taking into acct his intent, and the end state req?	
(Why?) 2. Tasks a. Specified (as given) b. Implied	What task(s) must I complete to fulfill my msn?	
(What Not? When?) 3. Constraints a. Time (Incl fixed timings. b. End state c. Comd & con d. Political e. ROE f. Media. g. Physical.	What limitations are there on my freedom of action?	
4. Changes to Tac sit. a. Msn no change b. Changed msn	Has the sit changed since Os were received or the est completed? - Nothing changed - Minor change - Significant change - Major change	-No Change –Msn cfm -Same msn-same plan -Same msn-New plan -Possible new msn and new plan Refer to superior comd, or if not poss, act in sp of this Main Effort, taking into account of his intent.
5. Comd’s Dir a. Critical Info Req (to focus staff effort. b. Planning Guidance (Down) c. Clarification (Up)	What has to be decided? Who is to check what, if I am not going to complete this est completely myself? How long will it take to complete the est and prep my Os	
STEP 2 EVALUATE FACTORS ⁽²⁾		
FACTOR (a)	POSSIBLE DEDUCTIONS (b)	TASK/CONSTRAINTS (c)
6. En, Environment and Friendly a. En (1) Threat Evaluation (a) Org (b) Wpns & Eqpt (c) Log		

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When? How? And ME		
ISSUE FULL WARNING ORDER		

STEP 5 - DEVELOPMENT OF PLAN		
15. Task Org		
16. MISSION		
17. EXECUTION a. Concept of Ops. Comd's Intent, scheme of maneuver, Me ETC b. Unit Task c. Unit Task d. Unit Task e. Coord Instrs (1) Timings (2) Recce Pris (3) Deception (4) OPSEC (5) Int (pol on gathering) (6) Psyops plan (7) ROE (8) Jt Ops (coord measures with other svcs & govt depts.) (9) Media Plan (10) Air		
18. SERVICE SUPPORT a. Log Sp b. Med Sp		
19. COMMAND AND SIGNAL		

Notes

- (1) Some of these issues that may be covered in the Comd's dir incl:
 - a. En capb, disposns & likely reactions.
 - b. How, where and in what str will the en be deployed in the area of the obj, incl their C mov options.
 - c. Who is aval to carry out specific tasks?
 - d. How long to establish and secure FOB from a nominal H Hr?
 - e. Tps to task what military force/med/log do we need at each stage to sp the op?
 - f. Cfm political/ROE and implications-what ROE do we want and why?
 - g. Cfm media plan and implications.

- (2) Format can be varied do suit circumstances.

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CHAPTER 10: INTRODUCTION TO ORDERS AND INSTRUCTIONS

1001. Orders and instructions, whether oral or written, convey the direction, intentions or wishes of a commander to those who must act on or be informed of them. They must be:

- a. Accurate.
- b. Brief but clear.
- c. Unambiguous.
.....
- d. Capable of execution.
- e. Received in time to be acted upon correctly.

DISTINCTION BETWEEN ORDERS AND INSTRUCTIONS

1002. Orders. An order requires definite action to be taken to achieve an intention. The recipient must be in no doubt of the mission and the method of fulfilling it. It is issued when a commander has a degree of immediate control over the situation, and when execution by the method ordered is necessary for coordination; it should not, however, prejudice the use of initiative or local knowledge by a subordinate.

1003. Instruction. An instruction is issued to convey the intention of a commander; it may indicate his overall plan but leaves the detailed course of action to the subordinate commander. It is used when it is impracticable or imprudent to be specific; for example, when a subordinate is given an independent mission or when the timing or situation cannot be forecast. The particular form of instruction to a subordinate giving direction and guidance based on higher policy decisions is known as a directive (see Chapter 13).

CONSTRUCTION

1004. The detailed construction of orders is contained in Chapter 11 Paragraph 6.

1005. To prevent misunderstanding, the use of such vague expressions as ‘dawn’, ‘dusk’, and ‘if practicable’ is to be avoided. The specific meaning and the form of verb used in expressing orders and intentions should be chosen with care (see Chapter Paragraphs 43 and 44).

1006. The whole purpose of an order or an instruction may be defeated if any one of the recipients is given a task which he cannot be expected to achieve. The contents of an order or instruction must therefore be directly related to the practical capabilities of each recipient’s command.

PRODUCTION OF WRITTEN ORDERS AND INSTRUCTIONS

1007. Checking. The draft of a written order or instruction should be checked by an officer other than the author. Reading aloud helps to identify inaccuracy, ambiguity or poor expression. The final form, when typed or printed, should be checked by the author.

1008. Distribution. The distribution of an order or instruction is to be stated in the subscription of the order which may also indicate the means of distribution. When an annex is issued separately it is also to show its distribution. Orders and instructions, or extracts, are to be passed to all those likely

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to be affected. Enough copies should be supplied to save reproduction of further copies; this applies particularly to annexes that may be required by specialists.

TYPES OF ORDERS AND INSTRUCTIONS

1009. The following types of orders and instructions used jointly by the Services are covered in this volume:

- a. Operation Orders (Chapter 11).
- b. Administrative/Logistics Orders (Chapters 12).
- c. Instructions and Directives (Chapter 13).
- d. Warning Orders (Chapter 14).

1010. Other types of orders and instructions are covered in single Service Publications such as Standing Orders, Routine Orders and Standing Operating Procedures.

1011. A 'Concept of Operations' has been evolved and published by the Zimbabwe Staff College. It is used as a reference documents for courses, training periods and studies carried out at the College. The concept is not authoritative outside the College.

MAP MARKING SYMBOLOGY

1012. Maps are used extensively in all staff work and usually it is necessary for the user to mark additional information on the map for his own future reference or as a simple means of passing information to others. To avoid confusion it is essential that standard symbols are used. A list of common symbols is given at Chapter 16 of this volume.

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CHAPTER 11: OPERATION ORDERS

SECTION 1: INTRODUCTION

1101. Orders are the formal and primary means by which a commander communicates his intentions to and imposes his will on his subordinates. They provide a unified basis for action. Operation orders should be composed in such a way that will enable subordinates to understand the situation, their commander's mission and intentions, and their own missions. Mission Command oriented orders concentrate on imparting an understanding of the context of the operation and what needs to be done, rather than how it is to be achieved in detail.

1102. An order is defined as "a communication, written, oral or by signal, which conveys instructions from a superior to a subordinate". Orders are used in all spheres of military activity and at all levels of command.

TYPES AND USE

1103. Orders are of two main types: Operation Orders and Administrative Orders. Both types may be preceded by Warning Orders. Confirmatory notes usually follow orders, but may precede them in particular circumstances when there is insufficient time to issue a full operation order. Movement Orders can be issued as annexes to either Operation or Administrative Orders or may be issued as separate documents in their own right. Overlay Orders are a form of order in which graphics replace text as far as possible. To ease comprehension, graphical and tabular methods of presentation are used in most types of orders.

1104. Operation orders are issued either in writing or orally. When written, they may be issued as formal orders, messages or confirmatory notes after oral orders. They must be issued in sufficient time to allow subordinates at all levels to prepare for and carry out the action required of them. The method selected for issuing orders will depend on their length and complexity, and the time available.

1105. Written Operations Orders.

a. Formal Operation Orders. When more detail has to be included and time allows, the standard layout should be used. A summary with amplifying notes is at Annex A to this chapter. At Annexes B and C are examples of Army and Air Force operation orders with notes relating to the special requirements of each Service.

b. Signal Messages. Signal messages provide a quick method of issuing orders or changes to previous orders.

1106. Oral Operation Orders.

a. Oral orders are used often in the Army.

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b. When possible a commander issues his orders in person to his subordinate commanders as he is then able to inspire confidence and enhance morale. When there is no opportunity to call subordinate commanders together, the commander can issue his orders by radio or telephone. Only as a last resort should a commander delegate the responsibility to staff or liaison officers.

c. Confirmatory notes are necessary when oral orders are issued in case some who need to know cannot be present and in case some of those attending become casualties. These are also of considerable help to the staffs of subordinate commanders when they in turn draft their commanders' orders.

SECTION 2: CONTENTS OF OPERATION ORDER

1107. An operation order must contain a picture of the commander's overall intention as well as clear directions to his subordinate commanders in enough detail to enable them to issue their own orders and to ensure co-ordination. The detail of how supporting and specialized units are to carry out their particular tasks forms the subject of their own orders.

1108. All operations orders, at whatever level they are given and however issued, comprise 5 mandatory paragraphs, the first of which contains 3 mandatory sub-sections:

1. **SITUATION**

a. **Enemy Forces.**

b. **Friendly Forces.**

(1) Superior Comd's Intent (two up).

(2) Superior Comd's Concept of Ops and Intent (one up).

c. **Attachments and Detachments.** (If not covered in Task Org).

2. **MISSION**

3. **EXECUTION**

a. Concept of Ops:

(1) Intent.

(2) Scheme of Manoeuvre.

(3) ME.

(4) Outline Offensive Sp Plan.

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- b. Tasks. (To include unifying purpose for manoeuvre units).
 - c. Coordinating Instructions.
4. SERVICE SUPPORT
5. COMMAND AND SIGNAL
- a. Loc of HQas (One up).
 - b. Loc of HQ.
 - c. Altn Comd.
 - d. CEI.
 - e. C Surv Con Measures.
 - f. Password.

1109. In written operation orders and those sent by signal message, these sections form paragraphs numbered and headed as shown. Additional sub-paragraphs may be used in Paragraph 1 and paragraphs 3 to 5, but paragraph 2 is not to be subdivided. All sub-paragraphs are to be given headings except in paragraph 2, the text of the mandatory paragraphs and sub-paragraphs (where annex....., "Nil", or reference may be made to another document). Headings in operation orders depart from normal Service Writing Conventions in 2 respects: paragraph headings are written in block capitals and are not followed by a full stop; and the headings of paragraphs and their subdivisions may be used to complete the sense of the text that follows (see Paragraphs 4 and 8).

OVERLAY OPERATION ORDERS

1110. In addition to the formal operation order, there is a format for an overlay type of operation order. This consists of a combination of written and graphic instructions on one trace containing enough information for a commander to carry out his specified tasks. The written part of the order must follow the same sequence as formal written orders and can be produced in manuscript. The mission must always be stated in writing. Other mandatory texts are the concept of operations and subordinates' tasks.

SECTION 3: ANNEXES TO ORDERS

1111. Annexes contain matters of detail when inclusion in the text of the order would impede its logical progression and make it unacceptably long; they also allow addressees to be given copies of specialized information, eg movement tables.

1112. Most annexes provide information to fighting forces but some also give direction

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to supporting and administrative commanders. Although annexes are an integral part of an order, the information and direction given in the parent document may have to be repeated if an annex is given a distribution different from that of the order.

1113. An annex or appendix may be a written document or an overlay, overprinted map, sketch, plan or table. It does not conform to the normal conventions of Service writing. Annexes issued with, and in the same number of copies as the main order are identified only as an integral part of the main order. Annexes issued separately from the main order are, in addition, to contain a superscription, signature of commander or his representative or other authentication, acknowledgment instructions and a distribution list.

1114. Standardized formats are to be used for the following types of annex when used in conjunction with operation orders:

- a. Intelligence Annex. See Section 4 to this Chapter and Annex D.
- b. Fire Support Annex. An example is at Annex E to this Chapter.
- c. Engineer Annex. An example is at Annex F to this Chapter.
- d. Service Support Annex. An example is at Annex G to this Chapter.
- e. Communications-Electronics Annex. An example is at Annex H to this Chapter.
- f. Movement Annex. An example is at Annex I to this Chapter.
- g. Administrative and Logistics Annex. See Chapter 12.

SECTION 4: INTELLIGENCE ANNEX TO AN OPERATION ORDER

1115. The format of an intelligence annex to an operation order is more comprehensive and rigid than that of other annexes and should be followed as far as possible. It may be issued before the operation order.

PURPOSE OF THE INTELLIGENCE ANNEX

1116. The intelligence annex:

- a. Disseminate intelligence on enemy forces which is essential to the conduct of operations.
- b. Instructs subordinate commanders to acquire information necessary for the conduct of an operation but which can only be obtained immediately before or during the operation.
- c. Gives any other necessary order or guidance for the operation.

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- d. Is intended to serve as a substitute for intelligence collection plans.

CONTENT AND FORMAT

1117. The intelligence annex should be kept brief and clear, by reference where possible to supplementary intelligence reports (SUPINTREPs) and standing operating procedures (SOPs). Material of limited interest or containing much detail should be included in appendices to the annex. An example of the format is given at Annex B to this Chapter.

Annexes:

- A. Standard Layout for a Formal Operation Order.
- B. Example of an Army Operation Order.
- C. Example of an Air Force Operation Order.
- D. Format for an Intelligence Annex.
- E. Format for a Fire Support Annex.
- F. Format for an Engineer Annex.
- G. Format for a Service Support Annex.
- H. Format for a Communication-electronics Annex.
- J. Format for a Movement Annex.
- K. Extraction of Orders.

STANDARD LAYOUT OF A FORMAL OPERATION ORDER

SECURITY CLASSIFICATION

(Changes from OOs)

Copy No..... ofCopies

Issuing HQ
Place of Issue

DTG of Signature

File Ref

TYPE AND SER NO OF OPO

Refs:

Time Zone Used Throughout the Order:

Task Org.

1. SITUATION

The sit para gives subordinate comds a common understanding of the current and projected sit and thus provides the op context- incl the higher-comd's intent- of the orders that fol in paras 2-5, under the fol headings.

- a. En Forces. The En Forces sub para estbs a common insight into the en's org, capas, vulnerabilities an dintentions. The detail that is incl in this sub para should draw heavily on the deductions derived from the consideration of the en and ground in the estimate process. The assessment of the en's intentions should look outside the fmn or units area of op and should incl a prediction of his future actions and their possible eff on own forces.

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- b. Friendly Forces. The primary purpose of the Friendly Forces sub-para is to set the context for the comd's msn. At the least, this should incl a statement of intent of the comd two levels up in order to estb the concept within which the comd is op (incl the Intent and Main Effort) of the comd's immediate superior should then be given in the detail nec to explain the purpose and underlying intention of the comd's msn, expressed in terms of the eff he is expected to achieve on the en. This allows the comd's subordinates to think and understand two levels up. Info concerning friendly forces, other than those covered by the OpO, which may dir affect the action of subordinate comds. In addn, the current disposns and intended actions of neighbouring fmns, incl those to the front and in depth, which may impinge on subordinates' areas of interest and ops, should be described. The gen air sit (for example: supreme, superiority, local parity, or inferiority) must be incl, together with an outline of the friendly air campaign, if appropriate. Details of air sp to land op (in terms of sorties) are incl.
- c. Atts and Dets. When not given under 'Task Org', list here, or in an annex, units att to det from the issuing fmn/unit together with the time they are effective.
- d. Comd's Eval. This sub para is notr normally written as a comd would usually choose to impart his eval verbally.

2. MISSION

The mission is defined as a clear, concise statement of the task of the comd and its purpose. The mission consists of 3 distinct parts which are stated verbatim into a single sentence. These 3 parts are, the title (who), the task (what) and the unifying, purpose (why). There are 2 broad types of mission statement: the single task mission and the multiple task, mission with a unifying purpose which is related to the higher Comd's intent.

3. EXECUTION

The Execution para specifies the conduct of a fmn or unit's op in sufficient detail to allow subordinates to act within the framework of Mission Command. The degree of detail required will depend on the sit and will reflect the Comd's judgment of a number of factors which incl the complexity of the op and state of trg, morale and fatigue within his comd. The format of this para can be modified to suit particular requirements but the Concept of Ops (sub – para 3a) and Missions/Tasks to subordinates (sub-para 3b onwards) are mandatory. Coordinating Instructions are listed in the last sub-para in Para 3.

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a. Concept of Ops. The concept of Ops sub-para is related to the Comd's Decision made on conclusion of the estimate process. Under Mission Command, the Concept of Operations represents the most important elements of orders after the Mission. In it, the comd expresses his vision of how he intends to conduct his selected course of action in order to accomplish his mission and whom in gen terms he assigns to perform it. It incl a succinct summary of what, where, when and how his command will achieve its purpose in relation to the en in order that subordinates understand what role they have to play in the op and what eff they are to achieve. Within the Concept of Operations, the comd must:

- (1) State the fmn/unit concerned and his Intent, which should normally be focused on the en.
- (2) Describe his scheme of Manoeuvre.
- (3) State his Main Effort.

b. Mission/Tasks to subordinates. A Comd must assign a msn to the comds of each of his subordinate manoeuvre fmns or units. This msn assigns specific task(s) and unifying purpose to each fmn, unit subunit, gp under cont of originating HQ. Res with a number of planning options do not receive unifying purpose. Cbt sp elms are given in pri order and do not receive a unifying purpose.

c. Coord Instrs. The purpose of Cord Instrs is to set out con measures which are nec for the execution of the msn. Mission Command requires that a min of con measures should be applied. Therefore max use of SOP and drills should be made in a determined effort to reduce the amount of detail incl under Coord Instrs. Coord Instrs must incl timings and should incl ROE, battle fmn, indent friendly/fol instrs if contained in unit or fmn SOPs. This is always the last sub para listed in the EXECUTION para. Timings are always listed first and are given in a backward chronological order beginning with the H-Hr.

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4. SERVICE SUPPORT

The purpose of the Service support para is to provide subordinate comds with sufficient detail of the svc sp plan to permit further planning. As a min, the para will normally contain brief details of the svc sp concept, details of the comd's svc pris and the alloc of key resources. At the beginning of an op, it will be normal for a separate Admin O to be issued in sp of the OpO.

5. COMMAND AND SIGNAL

The purpose of the Comd and Sig para is to explain how the ex of comd is to be maint. The key consideration is the measure required to make own comd system roust, and where appropriate, to frustrate the en attempts to disrupt it. It contains the HQ Loc and mov, liason arrangements, recognition and ident instrs and gen rules concerning the use of comms and other electronic eqpt, if nec.

Acknowledgements Instrs. Ack instrs of an order are given here if required. The word 'Ack' may suffice. Ack of an OpO means that it has been received and understood. It may be nec to specify which fmns and units are to ack.

Signature of Comd and Authentication. The name, rank and appt of the Comd appear on all copies of the order. The original copy is to be signed by the comd or his auth rep, normally his principal Staff Officer. If the comd or his principal Staff Officer signs a master copy, no further authentication is reqd. if the sig is not reproduced, authentication by appropriate staff officer is reqd on all subsequent copies and only the name, rank and appt of the comd appear in the sig block. The appt of any authenticating officer is always to be shown.

Acknowledgement:

Signature of Comd
Name of Comd
Rank
Appt

Authentication: (where nec)

Signature of Staff Officer
Name of Staff Officer
Rank
Appt

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Annexes:

A. Op Overlay

B. INTSUM

Distr:

Copy No

5 of 5

SECURITY CLASSIFICATION

11A - 5

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SECURITY CLASSIFICATION

ANNEX B TO
CHAPTER 11 TO
JSP Z2

EXAMPLE OF AN ARMY OPERATION ORDER

SECURITY CLASSIFICATION

(Changes from OOs in any) ⁽¹⁾

Copy No.....of 25 copies ⁽²⁾

Main HQ 13 Mot Bde
CHIREDDZI UM 5678 ⁽³⁾
231640B AUG 02 ⁽⁴⁾
File Ref ⁽⁵⁾

OpO 09/02 ⁽⁶⁾

Ref: ⁽⁷⁾

- A. Map ZIMBABWE, CHIREDDZI 2131B1, Edition 2, 1: 50 000.
- B. Map ZIMBABWE, LUNDI 2030D4, Edition 2, 1: 50 000.

Time Zone used Throughout the Order: BRAVO ⁽⁹⁾

- | | |
|---|--|
| 131. Mot Bn
D Sqn ZAR less two tps
Foo P Bty 1 Fd Regt ZA
1 Tp 13 Mot Fd Engr Sqn
1 Tp 13 Mot Fd Engr Sqn | Armr Tps
Inf
B Coy 112 Mot Bn |
| 132. Mot Bn
One Coy 133 Inf Bn
FOO P Bty 1 Fd Regt ZZA | Armr
A Sqn Zar
Arty (7)
P Bty 1 Fd Regt ZA
(122 mm hav) in DS
S Bty 1 Ad Regt |
| 133. Mot Bn (less one coy)
FOO P Bty 1 Fd Regt ZA
in SP | and under cod for mov |

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- 112 Mot Bn (less one coy)
FOO P Bty 1 fd Regt ZA
- Engr
13 Fd Engr Sqn (less one
tp)
Elms 1 Engr Sp Regt
- 112 Mot Bn (less One Coy)
FOO Bty 1 Fd Regt ZA
- Tpt
13 Tpt Coy
Elms 2 Med Coy

1. SITUATION (10)

a. En Forces. (11) Annex B. Addl to Mech Bde INTSUM 3 of 11 Sept

(1) En conc in area UM 5054 ident as SUGARLAND 9 Mech Div.

(2) Mech and Armd elms ident mov SW possible to adv on Axis BEITBRIDGE- RUTENGA-MASVINGO as main axis and Axis CHICUACUALA- CHIREDDZI-MASVINGO as subsidiary axis.

(3) ME likely to be on Axis BEITBRIDGE-RUTENGA-MASVINGO. An armrd regt plus two Mech bdes expected to adv on this Axis.

(4) Units ident so far are 911, 912 and 913 Mech Bns.

(5) En expected not before first lt 21 Sep.

(6) En air recce on the increase on the two axes. Helborne threat also ident.

b. Friendly Forces. (12)

(1) Comd ZNA's Intent. To block en adv on the CHIREDDZI-NGUNDU HALT before mounting offensive ops to clear en up to the border.

(2) Div Comd's Intent (Concept of Ops). To block en on the Main Axi at NGUNDU HALT in order to set conditions for subsequent offensive Ops. Mech Bde will delay the en for 24 hrs on the Main Axis between RUTENGA and the MDA with 12 Mot Bde on Axis RUTENGA-CHIREDDZI, 13 Mot Bde on Axis RUTENGA-NGUNDU HALT and MASVINGO and lies with 13 Mot Bde.

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(3) Air.

(a) There is air parity.

(b) AFZ can provide 4 sorties FGA wef 0600 D Day.

c. Atts and Dets. ⁽¹³⁾ Sec Task Org – Annex A.

2. MISSION ⁽¹⁴⁾

13 Mot Bde is to:

a. Deny en use of Axis BEITBRIDGE-RUTENGA-MASVINGO.

b. Block the en in the NGUNDU HALT bowl.
In order to set conditions for subsequent offensive ops.

3. EXECUTION ⁽¹⁵⁾

a. Concept of Ops. Annex C Op Overlay.

(1) ⁽¹¹⁾ To block the en in the NGUNDU HALT bowl.

(2) ⁽¹²⁾ 13 Mot Bde is to block the en in the NGUNDU HALT bowl with 131 Mot Bn as the left fwd Bn, 132 Mot Bn as the right fwd Bn, 133 Mot Bn in depth and 112 Mot Bn in res. The op will be sy by armr, arty, hels and FGAs.

(3) ⁽¹³⁾ ME is the blocking of the gap NGUNDU HALT BC-DUMBUGURE and lies with 131 Mot Bn.

b. 131 Mot Bn. ⁽¹⁶⁾

(1) Deny en use of the left half of Axis RUTENGA-MASVINGO.

(2) Block NGUNDU HALST BC-DUMBUGURE.

In order to set conditions for subsequent ops.

c. 132 Mot Bn ⁽¹⁶⁾

(1) Deny en use of the right half of Axis RUTENGA-MASVINGO.

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(2) Block gap CHEMBARIRO- SIKANAJENA.

In order to set conditions for subsequent ops.

d. 133 Mot Bn ⁽¹⁶⁾

(1) Deny en use of the Axis RUTENGA-MASVINGO.

(2) Estb Res Dml Gd at Gd at GD TM 68 88.

(3) Delay the en for 36 hrs.

In order to allow MDA tps to estb def posn.

e. 112 Mot Bn.(Res)

(1) Loc. Behind Nyahungwe Hills.

(2) Composition. Inf Bn, sqn armr.

(3) Task. Be prep to carryout any task on order.

f. Armd C.

(1) Estb screen posn at GR TM 66 76.

(2) Monitor the left flank.

In order to set conditions for subsequent ops.

g. Tks.

(1) Estb gd posn at GR TM 66 82

(2) Carryout C attks on order.

In order to set conditions for subsequent ops.

h. Pri of Cbt Sp. ⁽¹⁷⁾

(1) Arty. To execute deep and close battles in conjunction with air.
Pris:

(a) Covering fire for the CF.

(b) DFs.

(c) FPF.

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- (2) Engrs. ⁽¹⁸⁾
 - (a) Constr of obs.
 - (b) Constr CPs.
 - (c) Estb WP.
- (3) AD. Pt AD.
- (4) Air. ⁽¹⁹⁾
 - (a) CAS.
 - (b) CASEVAC.
- j. Coord Instrs. ⁽²⁰⁾
 - (1) Timings. ⁽²⁰⁾
 - (a) En expected not before 210600 Sep 02.
 - (b) Bde firm in posn by 201800 Sep 02.
 - (c) Posns to be completed by 2011500 Sep 02.
 - (2) Bdry. See Annex C.
 - (3) Recce. Pri to ident en MCs.
 - (4) STA. Div screen, air recce and ptls.
 - (5) Obs Plan. Annex A.
 - (6) Blocking/C Attk Plan. Annex C.
 - (7) Engr Pri of Work.
 - (a) Obs constr.
 - (b) Cps and tk scraps.
 - (c) Estb WP.
 - (8) Mov. See Annex C.
 - (9) Fire Plan. Annex B.

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4. SERVICE SUPPORT. ⁽²⁴⁾ Admin O to be issued later.
- a. Ammo.
 - (1) Armr.
 - (a) To carry 3 x DAER.
 - (b) 3 x DAER to be dumped by Bde Tpt at TM 968986.
 - (2) Arty.
 - (a) To carry 2 DAER.
 - (b) 3 x DAER to be dumped at UM 2548 Gun lines.
 - b. FOL. PP in BAA at MASVINGO GR UM567 737.
 - c. Rats. All bns to depl with 5 x DCSR fresh rats up to 200600.
 - d. Water. Bde Engr Sqn to estb WP in BAA by 201800 before then, unit responsibility. Resup daily by 2000.
 - e. Tpt.
 - (1) AP opens TM 965 788 at 202100.
 - (2) PP opens TM 967 987 at 202200.
 - (3) Rat Pt opens TM 923 788 at 1800.
 - (4) Carry out dumping as per Annex F.
 - (5) Daily replen C sups after 1800.
 - f. Rec.
 - (1) ECPs. Opens 912 986 at 201800.
 - (2) BLP. To be loc in the BAA UM 567 737.
 - g. Med.
 - (1) CHIREDDI Hosp UM 619 737 opens 201600.
 - (2) ADS TM 943 999 opens 201500.

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(3) Amb XP TM 913 987 opens 201400.

(4) Evac. SH on pri call from 200600.

(5) Third Line Facilities. MASVINGO Gen Hosp GR TN727 806 opens from 200600.

5. COMMAND AND SIGNALS ⁽²⁵⁾

a. Locs.

(1) Main HQ 13 Mot Bde remain present loc.

(2) Tac HQ 13 Mot Bde closes present loc and opens UM611 672 at 202030.

b. Attn Comd 1 HQ ⁽²⁶⁾

c. Liaison. Los Bn to Tac HQ 13 Mot Bde.

(1) HQ 131 Bn to Tac HQ 13 Mot Bde.

(2) HQ 132 Mot Bn to HQ 13 Mot Bde.

d. CEI. 9/02 to be issued by 202300.

e. EMCON. ⁽²⁷⁾ Elec silence imposed 210001 on all radio and radar eqpt until lifted by Comd 13 Mot Bde on Code Word SAHARA.

f. Code Words. ⁽²⁸⁾

Ser	Code Word	Meaning	Issued by
(a)	(b)	(c)	(d)
1.	SAHARA	Firm in Def Posn	Bns
2.	BANANA	Gd posn estb	Tk Tps
3.	MASALA	Screen posn estb	Armd C

h. Nicknames.

Ser	Nickname	Meaning	Issued by
(a)	(b)	(c)	(d)
1.	GOMO GURU	Change of Frequency	Div HQ
2.	EASY FLOW	Lift Radio Silence	Div HQ
3.	BORN NHUTA	Break Radio Silence	Affected Unit

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Acknowledge: (29) D BVUMBU 'psc' ZW ZM (30)
Brig Gen
Comd

Authentication: (31) Name of SO
Rank
Appointment

Annexes: (32) (35)

- A. Op Overlay
- B. Fire Plan
- C. Mov Table
- D. Def Stores
- E. Nicknames
- F. Admin O

Distr: (33) (34)

	Copy No incl (26)
	Annexes A to F
131 Mot Bn	1
132 Mot Bn	2
133 Mot Bn	3
A Sqn ZAR	4
D Sqn ZAR	5
P Bty ZA	6-7
13 Fd Engr Sqn	8
13 Sig Sqn	9
13 Tpt Coy	10
13 Ord Coy	11
13 WKSP Coy	12
13 Fd Amb Coy	13
13 Pro Coy	14
Army HQ	15
Div HQ	16
Main HQ 21 Inf Bde	17
Comd	18
File	19
Comd's Diary	20
Spare	21-22

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Notes: These notes should be read in conjunction with the notes to Annex A to Chapter 11.

(Full use of abbreviations is made in these notes to provide further examples of the manner in which they should be used when writing Army OpOs.

1. Changes from OOs. If there were no changes to OOs issued earlier, this space is left blank. If there were OOs such expression as 'No change from OOs 'or' No change from OOs except for para 4 are to be used. The DTG when OOs were issued and the place of issue should be stated.
2. Copy No. Issuing HQ is to allot a Copy No to each of an OpO and maint record showing the specific copy no/nos issued to each addressee. Copy nos in OpOs are allotted regardless of SECURITY CLASSIFICATION.
3. Place of Issue. May be a place, name, GR or preferably, both.
4. DTG of Signature. Full DTG to be inserted (handwritten When the OpO is signed or authenticated. It is also the time at which the OpO is eff unless stated to the contrary in Para 3 (EXECUTION).
5. File No. Show here the file ref.
6. OpO No. Show here the ser no of the OpO, indicating the commutative total of Op Os issued by a HQ during the yr. addl to the ser no, the name of the op can be stated (eg Op MUTSVAIRO).
7. Refs. The refs are always lettered, even when there is only one. When maps are too numerous to list, they should be detailed in a separate annex and this fact noted here.
8. Time Zone. This is the time used throughout the OpO spelt out in full capitals.
9. Task Org. Normally relegated to an annex. It gives the sub-divs of the force under comd or sp the originating fmn during or for any part of the op, and state any dets from its comd at any time during the op.
10. Sit.
 - a. It may be nec to start this para with a brief introduction if a gen picture cannot be adequately covered under 'En Force', friendly forces' ands 'Atts and Dets'.
 - b. SD. Although max use is made of official abbreviations, para heading for Paras 1-5 are not abbreviated, are written in capital ltrs and not fol by a full stop. The text of Paras 1-5 is inset beneath, rather than fol, the para headings and the para nos should stand out of the text. This para contains at least 3 sub-paras ie En Forces, Friendly Forces and Atts and Dets.
11. En Forces. Incl such info as composn, disposn, locs, mo vest, ident and capbs. En air activity should also be incl. it may be nec to ref to a separate INTSUM already issued or to be fol; altn the inof may be incl in an annex.
12. Friendly Forces.
 - a. Incl info concerning friendly forces, other than subordinate forces, that affect actions of subordinate comds. It should incl:

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- (1) Two Level Up. Fmns units involved, intent, ME.
 - (2) One Level Up. Msn, concept of ops (See note 15).
 - (3) Neighbouring Fmns. Incl relevant info on fmns to flanks, front and rear.
 - (4) Air. Incl relevant info on air sit (superiority, parity etc) and pri and no of sorties aval to originator of OpO. Alloc of sorties should be incl in coord instrs.
 - b. Sequence. Usually higher fmns first.
 - c. Tense. Verbs in 'Friendly Forces' are to in present tense.
13. Atts and Dets. It is not nec to show all atts and dets are covered under 'Task Org' but they may be replaced here if thi is considered to help the clarity of the OpO. If shown here, atts and dets should be listed in the precedence of their state of comd.
14. Msn. The headings Msn is written in full, underlined and ltrs are capitalized. The statement of the msn starts, idented, immediately below the Mission heading.
15. Executions. This para is laid out to suit particular op. Key sub-para is 'Concept of Ops'. The concept should have the following:
- a. Must Incl:
 - (1) Intent – forced on en.
 - (2) Scheme of Manoeuvre.
 - (4) ME – focused on en.
 - b. Should Incl:
 - (1) Pri for cbt sp, incl fire sp.
 - (2) Outline of sp critical to op (deception plan).
16. Subordinates Msns Sub – Para. Comds give their subordinates manourve arms comds (armr and inf) individual msns. This msn assigns specific tasks(s) and unifying purpose to each sub unit under dir con of originating HQ. Res with no of planning options do not receive unifying purpose.
17. Arty. Like the other three combat sp elms is given a pri of task and do not receive unifying purpose.
18. Engrs. See para 17.
19. Air. See para 17.
20. Coord Instrs. This is always the last sub-para under EXECUTION. It contains all pts reg between or of interest to, two or more elms of comd.
21. Timings. Self explanatory.

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22. Annexes. 'Fire Plan', 'Mov', 'Def Stores' are normally annexes. Other annexes could incl 'Op overlay' 'INTSUM' etc.
23. Air. Aval and alloc of air asset to subordinate fmns/units must be given under 'Coord Instrs'.
24. Svc Sp. Where nec key log considerations eg affiliation changes, con of critical C Sups are given. Inaddl, details on tpt, FOL, mov of admin bases, med, TC may be incl.
25. Comd and Sigs. This para contains the HQ locs and movs, liaison arrangements, recognition and ident instrs and all instrs concerning use of comms.
26. EMCON. Since different categories of eqpt may be subj to different restrictions, this sub-para may be further divided.
- a. Trunk and ATC comms.
 - b. Other comms eqpt.
 - c. Non-comms elec eqpt eg radar.
27. Code Words. As per para 22 of the JSP Z1.
28. Acknowledgement. It is desirable to reg acknowledgement of an OpO. It may be nec to specify which fmns and units are to acknowledge.
29. Signature Block. The signature block is to be that of either the comd or his principal so auth to sign for the comd, showing appt in each case. The original copy of the O is to be signed by comd or his principal So as fol:
- | | | |
|-----------------|----|---------------------|
| AB SIBANDA | | I AM STUDENT |
| Maj Gen | or | Col |
| GOC 1 (Zim) Div | | for GOC 1 (ZIM) Div |
- If comd or his principal so signs a master copy, use of which permits automatic repro of doc with signature there on, no authentications is required. If signature is not repro, authentication by the appropriate SO is required.
31. Authentication. In this case neither comd nor his principal SO was aval to sign the OpO. The order has therefore been authenticated, and comd would sign file copy on his return. Had the principal SO been aval, no authentication would be nec, and he would sign for comd using his own signature block.
32. Annexes. Annexes are alphabetically in capitals, A, B, C etc and may have one or more appx numbered in Arabic numerals.
33. Distr. The distr is to show the copy no of ordere issued to each addressee. The list is set out in normal sequence; external action addresses, external info addressees, internal action addressees, internal info addressees. The distr, taking into account need to know; should incl.
- a. Akk fmns, units or sub units dir subordinate to originating HQ.
 - b. Each sp arms/svc organic to, sp of originating HQ.

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- c. AFZ units/tps.
- d. Higher fmns, flanking fmns.
- e. Own comd and staff, file, comd's diary and spare.

Copies for sp arms and svcs addressed to that or svc eg 'Comms', when a sp arm adviser. Head of svc rep is organic, or permanently att to originating HQ. if no such rep exists. Senior comd or rep of such sp arm/svc is responsible for distr to all elms of his arm/svc as nec.

34. No of Copies. Sufficient copies should be given to avoid unnec repro by subordinate HQs, eg bdes, Arty, Engr and Comms have 2 copies each (one for Steps Up). Bdes, Arty and Engr will produce OpOs of their own and there is little pt in giving them copies for each unit. Some addressees may extra copies of particular annexes, eg Mov table for Pro. Nevertheless, distr of the whole order, and of individual annexes, should be kept to a sensible min. eg all addressees would not need Annexes D and E.

35. Layout of Annexes.

- a. The main purpose of an annex is to keep text of an order short. It also enables addressees to be given addl copies of certain info, eg mov tables.
- b. An annex may take form of a trace, overlay, over printed map, sketch, plan or table.
- c. Annexes issued with and in same no as main order, need only be suitably indent in respect of the main order. They must also contain a protective marking.
- d. An int annex to an OpO will fol a more rigid format than other annexes and may be issued before OpO is distr.

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APPENDIX 1 TO
ANNEX B TO
CHAPTER 11 TO
JSP Z2

STATES OF OPERATIONAL COMMAND, CONTROL AND AFFILIATION

Ser	Status of Command	Basic Meaning	Communications	Notes
(a)	(b)	(c)	(d)	(e)
1.	Under Command	A fmn, unit or det under comd receives orders from the fmn or unit under whose comd it has been placed covering tac matters, incl mov.	The fmn or unit coming under comd is responsible for estb of comms and contact with the new superior fmn or unit. Arty units also provide obsn and, in addition, comms on the superior arty comd net.	a. 'Under Comd' does not auto imply transfer of admin comd. b. When applied to arty, mov incl the mov of guns. A fmn or unit under whose comd an arty fire unit is placed has the guaranted sp of that fire unit. The fire unit may not simultaneously be in DS of or at priority call to any unit or fmn but may be so sub-allocated withing the comd fmn or unit
2.	Under Comd for mov	Arms and/or svc units will be mov by the fmn or unit under whose comd they have been placed for mov. In all other respects they will be comd by their parent HQ	Units are responsible for estb comms and contact with their new superior HQ	When applied to incl arty, mov of guns.
3.	In DS (applied to arty and Air Force units or sub units)	Firepower and/or asst are guaranted to the sp fmn or unit except when temporarily placed at priority call to someone else. Additionally, when notbing used at pri call or in DS they are also aval in sp to others	As for Serial 1 but for 'superior' fmn or unit	
4.	In sp	Asst is aval to or placed at the disposal of the sp fmn or unit, subj to any higher pri commitments	As for Serial 1, less arty	'higher pri committments' (Column c) would be 'in dir sp' or 'at pri call' to another fmn or unit
5.	At Pri Call	Firepower and/or asst are placed at the disposal of the sp fmn or unit with precedence above all other callers	Arty so placed does not wdr its liaison, comm. And obsn from the fmn or unit to which it is in dir sp, both arty and Air Force may provide similar facilities for the fmn or unit to which it has been placed at pri call.	Firpower and/or svc will be placed at pri call for a specified time, task, op or phase of an op

EXAMPLE OF AN AIR FORCE OPERATION ORDER

SECURITY CLASSIFICATION

Copy of of..... Copies

Air HQ
MAN AFB
Aug 02

HQ/W3/9/AIR

OPERATION ORDER AIR HQ 5/91

OPERATION DOMBO

Ref:

- A. Map ZIMBABWE, MUTARE E-36-10, 1:250 000.
- B. Map ZIMBABWE, CHIMANIMANI SE-36-14, 1:250 000.
- C. Map ZIMBABWE, CHIPINGE SE-36-2, 1:250 000.
- D. Map MOZAMBIQUE, VILLA GUOVEA SE-36-11, 1: 250 000.
- E. Map MOZAMBIQUE, CHIMOIO E-36-11, 1: 250 000.
- F. Map MOZAMBIQUE, CHIBABUVA SE-36-3, 1:250 000.

Time Zone Used Throughout the Order: BRAVO

1. SITUATION

- a. En Forces. As indicated on area maps and as per brief.
 - (1) Strength - Insurg cell of approximately 150 men.
 - (2) Position - 10km grid square centred on XQ1476.

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- (3) Eqpt. Pt AD Capb provided by AA MG. No missile site ident.
- (4) No counter Air Capb Indent.
- b. Friendly Forces.
 - (1) Para Regt.
 - (2) Cdo Bn.
 - (3) ZSAS.
 - (4) Engr Fd Sqn.
 - (5) No 1 and 4 Regt Wgs.
 - (6) Nos 2,3,4 and 7 Squadrons, AFZ.
 - (7) Dog Sect from MAFB.
- c. Atts and Dets. Nil

2. MISSION

To provide CAS to ZNA Spec Forces ops against ZRM base Grid XQ1476 in order to re estb Govt con in SOFALA Prov.

3. GENERAL OUTLINE

- (1) AFZ OAS and Tac Tpt forces will support a 2-day operation by ZNA Spec Forces against a ZRM Provisional HQ in EASTLAND from 21 May 91.
- a. OAS.
 - (1) Hawks Flt TH AFB:
 - (a) Initial attack on insurgent base AAA and HQ installations.

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- (b) FGA on call (10 mins readiness) at TH AFB daylt.
- (2) Lynx Flt (BURMA Valley AFB):
 - (a) TELSTAR throughout.
 - (b) Lt sp of 2 Para (on call).
- c. Tactical Transport.
 - (1) Casa Flt. (Mnayame AFB):
 - (a) AB asslt (Para Regt) - (64 men-Stops).
 - (b) Air log sp of Para Regt tps.
 - (2) AB 412 Flt (BURMA Valley FOB):
 - (a) Heliborne asslt (Cdo Regt) - (80 men Sweeps).
 - (b) Air log sp of Cdo Regt.
 - (3) Five AB 412 (BURMA Valley FOB):
 - (a) Heliborne asslt (1 Cdo_ - (80 men Sweep Force).
 - (b) Air log sp of 1 Cdo Regt tps.
 - (c) Medevac (on call) throughout.
- d. Command & Control. Two Alo III K-Cars (BURMA Valley) FOB).
- d. Defence & Security.
 - (1) Nos 1 and 4 Regt Wgs.
 - (a) FOB defence at Burma Valley.
 - (b) Assy area prtn.

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- (2) AFZ Police Dog Sect. FOB outer security.
- f. Weaponry.
 - (1) AB 412. Twin Browning 303 – 20 boxes.
 - (2) K-Cars (A III). 20mm (HE) – 2 000 rounds.
 - (3) Lynx.
 - (a) Mini-gold bombs – 50.
 - (b) Rockets, 68mm – 750.
 - (c) Guns 303 – 5 000 rounds.
- g. Detailed Tasks. As briefed by Op Comd on 20 May 91 as a result of info gathered by recce gp.
- h. Coordinating Instructions.
 - (1) Timings.
 - (a) P-Hr (Para Recc Elms) – 201805.
 - (b) Weather/DZ Recce – 210450.
 - (c) TOT for FGA – 210603.
 - (d) H-Hr (Stops - Force) – 210609.
 - (2) Assy Area/FUP.
 - (a) Burma Valley FOB.
 - (b) Land Tail and HQ-BURMA Valley.
 - (c) Hels and Lynx to posn at BURMA Valley FB by 201030.

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4. SERVICE SUPPORT

a. Transport.

- (1) Lynx armt by rd 18 May 91.
- (2) Hel armament as per SOP.
- (3) Lynx & hel tech mov by air to BURMA Valley FOB.

b. Feeding.

- (1) 2 days dry rats to be issued to MANYAME Catering Sect for central catering at Burma Valley FOB.
- (2) Main Body. Unit catering.
- (3) 2 days food for dogs issued to Dog Sect.

c. Accommodation. All AFZ will be accommodated at Assy Area but must sup own bedding.

d. Medical. Full facilities provided at Burma Valley FOB. Mutare Hosp 2nd line MRU.

e. Downed Aircraft.

- (1) Nearest hel to orbit. Tps will be dir to mov in and secure.
- (2) Downed ac rec is pri task.

5. COMMAND AND SIGNALS

a. Forward Air HQ.

- (1) Op Comd. Wg Cdr T M Moyo OC FW TH AFB retains op comd of all AFZ forces for the duration of the op.
- (2) Op Con. Col AB SIBANDA, Comd Para Gp will assume opcon of the AFZ's Tac Tpt forces only, from 210001 to 232359 May 91.

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b. Radio

- (1) All HF comms secure means – NO VOICE.
- (2) VHF – See net diagram.

c. Codewords.

- (1) MOZAMBIQUE - SENDEKERA.
- (2) ZIMBABWE - SISONKE.
- (3) MAN AFB - SAHARA.

Acknowledge.

D KATEMAUSWA
Air Cdr
DG Ops

Authentication:

K MSIPA
Gp Capt
D Ops

Annex:

Net Diagram.

Distribution:

Copy No:

Commander	1
COS Ops	2
COS SS	3
DG Ops	4
DGSS	5
D Ops	6
D Equip	7
D Eng	8
D Admin	9
OCFW (Manyame AFB)	10
OCFW (Thornhill AFB)	11
Spare	12

FORMAT FOR AN INTELLIGENCE ANNEX

SECURITY CLASSIFICATION

Change from Oral Orders (if any)

Copy No of Copies)

ANNEX TO
OPO

Issuing Headquarters
Place of Issue (may be in code)
Date-Place Group of Signature
Message Reference Number

INTELLIGENCE ANNEX

References:

Maps, charts and relevant documents.

Time Zone Used Throughout the Order

1. **SUMMARY OF ENEMY SITUATION**

- a. Information on enemy forces essential to the operation order may be sent out in this sub-paragraph, or in an appendix to it, or the recipient may be referred to information elsewhere, if that source is available to all (including reinforcement units).
- b. This sub-paragraph may contain an estimate of enemy intentions, ie his possible courses (or combination of courses) of action, listed in order of probability.

2. **INFORMATION REQUIREMENTS**

Place each item under a separate lettered sub-sub-paragraph in the Intelligence Annex. If publication of the Annex is deferred, or omitted entirely, then these items should appear in the coordinating instructions sub-paragraph of the operation order. They should not appear in both unless the commander wishes to emphasise particular items. Place items in order of priority as far as practicable and in any case state whether or not this has been done.

1 of 3

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

3. INTELLIGENCE ACQUISITION TASKS

- a. Orders to Subordinate and Attached Units. Include a separate numbered sub-Paragraph covering detailed instructions for each unit from which a report is required. These sub-paragraphs are listed in the same order as units are listed in the operation order.
- b. Requests to Higher, Adjacent and Cooperating Units. Include a separate numbered sub-paragraph pertaining to each unit not organic or attached from which information and/or intelligence is requested.

4. MEASURES FOR HANDLING PERSONNEL, DOCUMENTS AND MATERIAL

State SOPs to be observed with divergence from standard SOP if appropriate, for the duration of the operation. The following are examples of points which may need inclusion:

- a. Prisoners of War, Deserters, Repatriates, Inhabitants and Other Persons. Include such aspects of segregation and handling as will ensure maximum exploitation of this source of information.
- b. Captured Documents. Give instructions for the handling and processing required for examination, and specify instructions for its processing and disposition.
- c. Captured Material. Designate items or categories of enemy material required for examination, and specify instructions for its processing and disposition.

5. DOCUMENTS OR EQUIPMENT REQUIRED

List, in each category, the conditions under which certain documents or equipment required by or allocated to units can be obtained or requested. Items may include air photographs, maps etc.

6. COUNTERINTELLIGENCE

- a. This paragraph should be covered largely by SOP. Special operational instruction having counterintelligence aspects are listed in the operational order or in other annexes.

SECURITY CLASSIFICATION

- b. Certain instructions and procedures pertaining to the operations of special personnel having counterintelligence aspects are listed in the operation order or in other annexes.

7. REPORTS AND DISTRIBUTION

This paragraph may be covered largely by SOP. If needed stipulate the conditions (date, number of copies, issue etc) regulating the issue of intelligence reports to the originating command for the duration of the current operation. Any or all of the following items may be covered in this paragraph:

- a. Period to be covered by routine reports and distribution.
- b. Routine and special reports which differ from SOP required from subordinate units.
- c. Periodic or special conferences of intelligence officers.
- d. Distribution of special intelligence studies, such as defence overprints, imagery intelligence reports, and order of battle overlays.
- e. Special intelligence liaison when indicated.

8. OTHER INSTRUCTIONS (if required)

List here, under special sub-paragraphs, necessary items not covered above or in SOP, or which required action different from that detailed in SOPs.

Acknowledgement Instruction.

Name of Commander
Rank
Appointment

Authentication:

Name of Staff Officer
Rank
Appointment

Distribution:

3 of 3

SECURITY CLASSIFICATION

FORMAT FOR A FIRE SUPPORT ANNEX

GENERAL

1. This annex may be used to give the commander’s direction to fire support commanders. It informs the supported units of the fire support they will receive and gives necessary details of fire support coordination and, in particular, the part they play in such coordination. The Fire Support Annex serves as the basis for preparing the Fire Support Orders.
2. A paragraph concerning each type of fire support should be provided. These types of fire support may be in alphabetical order but such an arrangement should not be used if logic dictates otherwise.
3. The example format shown below provides an aide memoire and check list of the content for the sub-paragraphs of the Fire Support Annex. The detailed of sub-paragraphs should be included only if necessary.

SECURITY CLASSIFICATION
Change of Oral Orders (if any)
Copy No ... of Copies
<u>ANNEX TO</u>
<u>OPO</u>
Issuing Headquarters
Place of Issue (may be in code)
Date-Time Group signature
Message Reference Number
<u>ANNEX FIRE SUPPORT – OPERATION ORDER</u>
<u>References:</u>
<u>Maps, charts and relevant documents.</u>
<u>Time Zone Used Throughout the Order:</u>
1 of 5
SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

1. SITUATION

(Any items of information which affect fire support, and which were not included in Paragraph 1 of the operation order or which need to be expanded should be give here).

a. Enemy Forces.

- (1) See Annex D to Operation Order
- (2) Enemy air, artillery, chemical, etc capabilities.

b. Friendly Forces.

- (1) Outline higher unit or formation plan.
- (2) Outline of higher and adjacent unit or formation fire support plan.
- (3) Note additional air resources supporting the unit or formation support.

c. Attachment and Detachments.

(List fire support resources attached to the unit or formation by higher headquarters along with any unit or formation elements detached under command or control of the higher headquarters or adjacent units or formations).

2. MISSION

Give a clear, concise statement of the task of the fire support elements.

3. EXECUTION

a. Concept of Operations. A general outline of the fire support operation to be carried out in a brief statement, including any major grouping or arrangements of forces and allotment of effort.

b. Close Air Support.

- (1) General. Outline major roles and tasks to be carried out by air elements in support of the operation.

SECURITY CLASSIFICATION

(2) Allocation. Allocation of air sorties during the operation, including any priorities or specific control arrangements.

(3) Miscellaneous. Points of detail not covered above or reference to a close air support order or appendix.

c. Artillery Support.

(1) Field Artillery.

(a) General. Concept, including major comments on the phasing, duration or general employment.

(b) Allocation. The grouping or organization for combat.

(c) Miscellaneous. May include:

i. Deployment areas (overlay).

ii. Counter battery policy.

iii. Location.

iv. Air observation (Air OP).

v. Priority tasks.

vi. Reference of artillery order or appendix.

2. Air Defence Artillery.

(a) General. Concept of employment and major comments on tactical control procedures.

(b) Allocation. The grouping or organization for combat.

(c) Miscellaneous. May include:

SECURITY CLASSIFICATION

- i. Deployment areas (overaly).
 - ii. Rules of engagement.
 - iii. Command and Control procedures.
 - iv. Reference to artillery order or appendix.
- d. Coordinating Instructions. These may include:
- (1) FSCL (Fire Support Coordination Line).
 - (2) Timings to include H-Hour.
 - (3) Coordinating instructions on targets to be engaged by more than one delivery system.
 - (4) Modification instructions.

4. SERVICE SUPPORT

- a. Reference to administrative or logistics order.
- b. Location of ammunition supply points,
- c. Daily maintenance requirements and expenditure rates for each weapon system.

5. COMMAND AND SIGNALS

- a. Command.
 - (1) Locations of main and alternative headquarters.
 - (2) Location of formation artillery CP and/or FSCC.
- b. Signal.
 - (1) SOIs. (Refer to separate signal instructions) – (Appendix).

SECURITY CLASSIFICATION

- (2) Radio/Electronic Silence.
- (3) Code Words.
- (4) Nicknames.

Acknowledgement Instructions.

Name of Commander
Rank
Appointment

Authentication:

Name of Staff Officer
Rank
Appointment

Appendices:

Distribution:

FORMAT FOR AN ENGINEER ANNEX

GENERAL

1. This annex is used to give the commander his orders and to inform supported troops of the engineer support they will receive. It is also, where necessary, to explain what, if any, work is required of the supported troops. If necessary, it is to give instructions regarding coordination between work to be done by engineer troops and that of supported troops. This annex is not a specialist engineer order.
2. In succeeding paragraphs the engineer support should be described.
3. Paragraphs should be in a logical order as applicable to the duration.

SECURITY CLASSIFICATION

(Changes to Oral Orders in any)

Copy No of copies

ANNEX TO
OPO

Issuing Headquarters
Place of Issue (may be in code)
Date-Time Group of Signature
Message Reference Number

ANNEX ENGINEER – TO OPERATION ORDER ON

References:

Maps, charts and relevant documents.

Time Zone Used Throughout the Order:

SECURITY CLASSIFICATION

1. SITUATION

(Any items of information which affect engineer work and which were not covered in Paragraph 1 of the operation order or which need to be amplified should be given here.

(NOTE: ALL THE DETAIL BETWEEN THE DOTTED LINES IS EXAMPLE ONLY, HEADINGS APPROPRIATE TO THE OPERATION SHOULD BE USED)

2. MISSION

3. EXECUTION

- a. Concept of Operation.
- b. Engineer Tasks to Subordinate Units.
- c. Coordinating Instructions.
 - (1) General.
 - (2) Minefields.
 - (3) Defence Works.
 - (4) Route Maintenance.

4. SERVICE SUPPORT

5. COMMAND AND SIGNAL

Acknowledgement Instructions.

Name of Commander
Rank
Appointment

Authentication:

Name of Staff Officer
Rank
Appointment

Appendices:

Distribution:

FORMAT FOR A SERVICE SUPPORT ANNEX

GENERAL

1. This annex is used to give the commander's direction to service commanders and to inform the arms of the support they are to receive from administration and logistics units and the detail relevant so such support. It is not, however, a technical order to service troops.
2. The headings used in this annex may be modified to suit the operation and will be influenced by SOPs.
3. It will normally be important to give the location of supply points and recovery points, medical installations and the like, complete the times of opening and closing.

SECURITY CLASSIFICATION

Changes from Oral Orders (if any)

Copy No ... of ... copies

ANNEX TO
OPO

Issuing Headquarters
Place of Issue (may be in code)
Date-Time Group of Signature
Message Reference Number

ANNEX ... SERVICE SUPPORT – TO OPERATION ORDER NO

References:

Maps, charts and relevant documents.

Time Zone Used Throughout the Order:

1 of 2

SECURITY CLASSIFICATION

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SECURITY CLASSIFICATION

1. GENERAL
2. MATERIAL AND SERVICES
 - a. Supply.
 - b. Transportation.
 - c. Services.
 - d. Labour.
 - e.
 - f.
 - g. Maintenance.

(NOTE: ALL THE DETAIL BETWEEN DOTTED LINES IS EXAMPLE ONLY. HEADINGS APPROPRIATE TO THE OPERATION SHOULD BE USED)

3. MEDICAL
4. PERSONNEL
5. CIVIL – MILITARY COOPERATION
6. MISCELLANEOUS

Acknowledgement Instructions.

Name of Commander
Rank
Appointment

Authentication:

Name of Staff Officer
Rank
Appointment

Appendices:

Distribution:

2 of 2

SECURITY CLASSIFICATION

11G - 2

RESTRICTED

FORMAT FOR A COMMUNICATIONS

GENERAL

1. This annex is used to give information of control matters and includes such things as adequately locations and movements, liaison arrangements as headquarters identification instructions, code words and concerning the use of communications and electronics. It may also give the commanders direction to Communications – Electronics commanders. It is out, specialist order.
2. All relevant information is to be given paragraphs in logical order.

<p>SECURITY CLASSIFICATION (Change from Oral Orders (if any))</p>
<p>Copy No ... of Copies</p>
<p>ANNEX H TO OPO</p>
<p>Issuing Headquarters Place of Issue (may be in code) Date-time Group of Signature Message Reference Number</p>
<p><u>ANNEX ... SERVICE SUPPORT – TO OPERATION ORDER NO</u></p>
<p><u>References:</u>.....</p>
<p><u>Maps, charts and relevant documents</u>.....</p>
<p><u>Time Zone Used Throughout the Order:</u></p>
<p>1. <u>SITUATION</u></p> <p>(Any items of information which affect the matters covered which were not covered in Paragraph 1 of the operation order or which need to be amplified should be given here)</p>
<p>1 of 2 SECURITY CLASSIFICATION</p>

RESTRICTED

SECURITY CLASSIFICATION

2. MISSION

3. EXECUTION

- a. Concept of Operation.
- b. Signature Tasks to Subordinate Units.
- c. Coordinating Instructions.
 - (1) General.
 - (2) Wire.
 - (3) Radio.
 - (4) Data.

4. SERVICE SUPPORT

5. COMMAND AND SIGNAL

Acknowledgement Instructions.

Name of Commander
Rank
Appointment

Authentication:

Name of Staff Officer
Rank
Appointment

Appendices:

Distribution:

(NOTE: ALL THE DETAIL BETWEEN THE DOTTED LINES IS EXAMPLE ONLY.
HEADINGS APPROPRIATE TO THE OPERATION SHOULD BE USED)

FORMAT FOR A MOVEMENT ANNEX

GENERAL

1. This annex is used to give the subordinate commanders general and outline instructions about movements, prior to or in conjunction with the operation. It should explain the commander's general directive about the way in which he wants his subordinate units to make the movements and give coordinating instructions between the movements of separate subordinates units.
2. Subordinate units are to use the annex as a guideline for their detailed movement orders.
3. Paragraphs should be in a logical order as applicable to the operation.

<p>SECURITY CLASSIFICATION</p> <p>(Change from Oral Orders (if any))</p> <p style="text-align: right;">Copy No ... of copies</p> <p style="text-align: right;">ANNEX TO OPO</p> <p style="text-align: right;">Issuing Headquarters Place of Issue (may be in code) Date-time Group of Signature Message Reference Number</p> <p><u>ANNEX ... SERVICE SUPPORT – TO OPERATION ORDER NO</u></p> <p><u>References:</u></p> <p><u>Maps, charts and relevant documents.....</u></p> <p><u>Time Zone Used Throughout the Order:</u></p> <p style="text-align: center;">1 of 2</p> <p style="text-align: center;">SECURITY CLASSIFICATION</p>

SECURITY CLASSIFICATION

1. SITUATION

(Any items of information which affect the matters covered which were not covered in Paragraph 1 of the operation order or which need to be amplified).

(NOTE: ALL THE DETAIL BETWEEN THE DOTTED LINES IS EXAMPLE ONLY. HEADINGS APPROPRIATE TO THE OPERATION SHOULD BE USED)

3. EXECUTION

- a. Concept of Movement.
- b. Tasks to Subordinate Units.
- c. Coordinating Instructions.

4. SERVICE SUPPORT

5. COMMAND AND SIGNALS.

Acknowledgement Instructions.

Name of Commander
Rank
Appointment

Authentication:

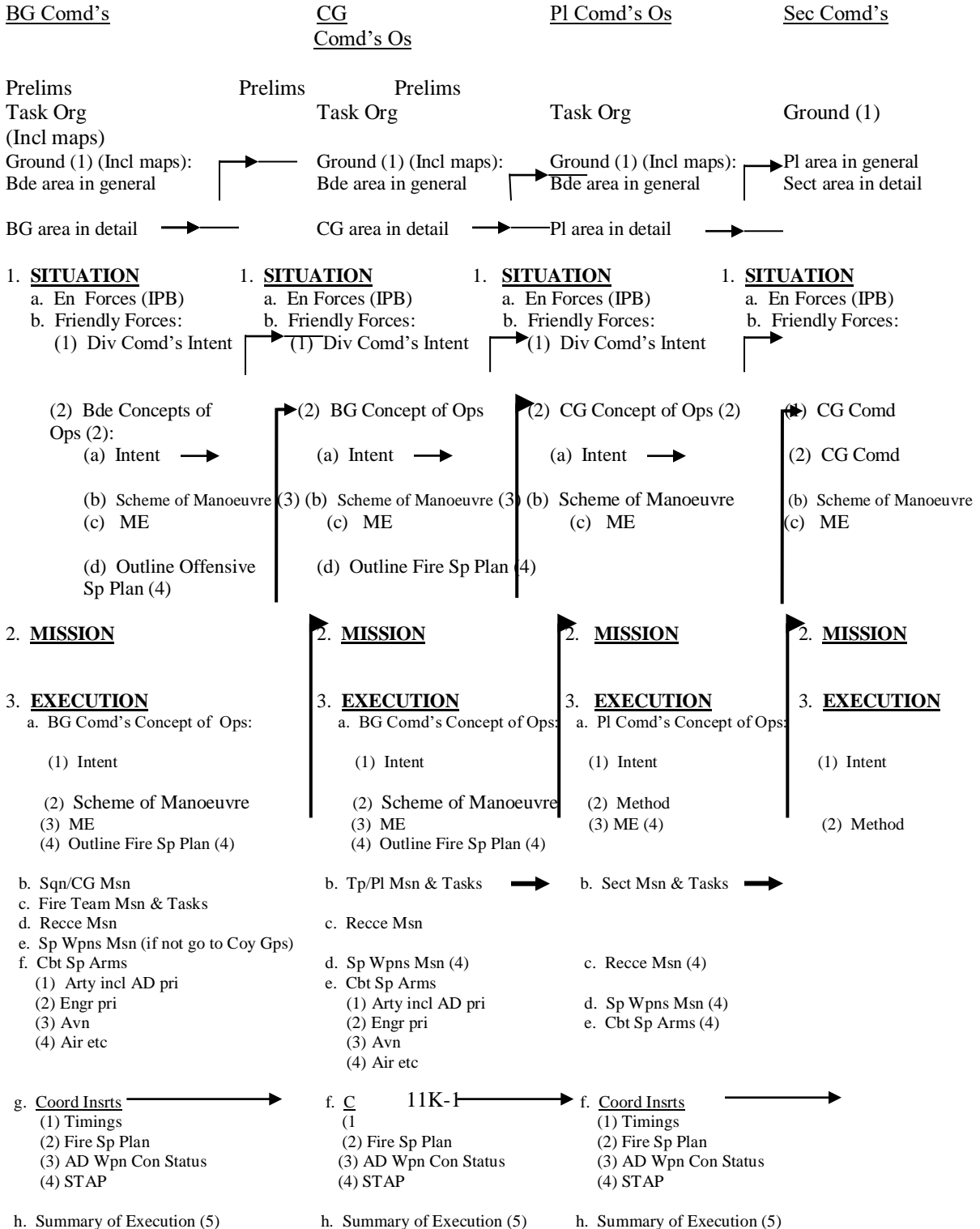
Name of Staff Officer
Rank
Appointment

Distribution:

Notes:

1. Technical control (which does not include movement) of artillery, engineer, signals and services units always remains with the next higher arm or service commander provided that it is practical for him to exercise it.
2. All arms and/or services formations and units can be placed 'in support and under command for movement'. Artillery can also be placed 'in direct support and under command for movement'. In such cases the dual implications of both state apply.
3. There is a direct relationship flying hours and the time that an aircraft spends undergoing maintenance. It will, therefore, frequently be necessary to qualify air force relationships by a limitation of sortie hours, eg 'under command up to 5 hours per aircraft' or 'at priority call 2 aircraft up to a total of 16 hours.
4. Only guaranteed fire support units need to be listed in formation or battalion group task organization ie the use of 'in support' for artillery units is not essential; it is assumed that all artillery within range of a target, not involved with a higher priority commitment, will be available via normal artillery communication for that fire mission. However, supporting artillery may be listed if it is of particular operational significance, as shown in Annex B.

EXTRACTION OF ORDERS



RESTRICTED

4. SERVICE SUPPORT

a. Combat Svc Sp pri →

4. SERVICE SUPPORT

a. Combat Svc Sp pri →

4. SERVICE SUPPORT

a. Combat Svc Sp pri →

5. COMMAND AND SIGNALS

- a. Bde HQs locs
- b. BG HQs' locs
- c. Altn Comd
- d. CEI incl Card 12
- e. C Surv Con Measure (6)
- f. Password
- g. Questions
- h. Synchronize watches

briefback (time permitting)

5. COMMAND AND SIGNALS

- a. BG HQs' locs
- b. CG HQs' locs
- c. Altn Comd
- d. CEI incl Card 12
- e. C Surv Con Measure (6)
- f. Password
- g. Questions
- h. Synchronize watches

brief back (time permitting)

- a. CG HQs' locs
- b. Pl HQ locsc
- c. Altn Comd
- d. CEI incl Card 12
- e. Synchronise watches
- f. Password
- g. Questions
- h. Synchronize watches

brief back (time permitting)

Notes:

- (1) Incl weather.
- (2) Msn of superior comd (one up) to be incl in the Concept of Ops.
- (3) Scheme of Manoeuvre is more applicable at the higher levels, especially fm where clearly there is increased potential for manoeuvre. "Plan for battle" or "Method" may be officially adopted in the future as an adequate description at the lower tac levels.
- (4) If applicable.
- (5) From bn level use design for Battle at the end of the OS. Summary of Exec is applicable from coy level and below.
- (6) Attn can appear in Coord Instrs.

Note that proper layout for sub-headings have not been followed to allow for space for the 4 columns. You should use the normal layout as shown in the JSP Z1 chapter 12.

RESTRICTED

CHAPTER 12: ADMINISTRATIVE/LOGISTICS ORDERS

1201. An administrative/logistic order is issued to direct and coordinate the action of forces when only administrative or logistics commitments are involved. It may also be required to supplement an operation order by giving the commander's plan for administrative and logistics support of operations in which case it.

- a. Allots tasks and gives essential details and information to the administrative/logistic units so that they can carry out these tasks.
- b. Gives the necessary administrative information to the formations and units being supported.

1202. Like operation orders and instructions, administrative /logistics order may be issued separately from, but in conjunction with an operation order; it then takes the place of the Service Support Annex of the Operation Order. In the circumstances, the separate administrative/logistics order is referred to under the heading of Service Support (paragraph 4) of the operation order. At lower echelons, if either Paragraph 4 or the Service Support Annex of the operation order will not be published at the same time as the Operation Order, the Operation Order (or Warning Order) should contain any administrative matters the subordinate commanders need to know immediately for their operational planning.

1203. In the Air Force Administrative/Logistics Orders are issued on their own on such occasions as the formation and disbandment of units, the transfer of stations from one command to another, and the preparation for formal inspections. They are not used on their own when an operation order will serve equally well; in particular, they are not used for orders relating to the active employment of exercising of air forces in their functional roles. No further reference to Air Force administrative order is made in this chapter.

STANDARD LAYOUT

The standard form of administrative/logistics order used by the Army is shown in the example at Annex A.

Annex:

- A. Example of an Army Administrative/Logistics Order.

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ANNEX A TO
CHAPTER 12
JSP Z2

EXAMPLE OF AN ARMY ADMINISTRATIVE ORDER

SECURITY CLASSIFICATION

(No change from OOs) (1)

Copy no of Copies

ADMIN O 09/02

Main HO 13 Mot Bde

CHIREDDZI UM 5674

RELATED OPO 09/02 (3)

Sep 02 (2)

Ref: (4) (5)

QS 1/1

A. Map ZIMBABWE, CHIREDDZI 2131 B1, Edition 2, 1:50 000.

B. Map ZIMBABWE, MASVINGO 2030 B2, Edition 3, 1: 50 000.

Time Zone Used Throughout the Order: BRAVO

Task Org: Annex A (6)

1. SITUATION (7) (8)

a. En Forces.

(1) En conc in area UM 5054 ident as SUGARLAND 9 Mech Div.

(2) Mech and armrd elms ident mov SW on Axis BEITBRIDGE-RUTENGA-MASVINGO as main Axis and Axis CHICUALACUALA-CHIREDDZI-MASVINGO as subsidiary axis.

(3) ME likely to be on Axis BEITBRIDGE-RUTENGA-MASVINGO. An armrd regt plus two Mech bdes likely to adv on this axis.

(4) Units ident so far are 911, 912 and 913 Mech Bdes.

(5) En expected not before first lt 21 Sep.

(6) En air recce on the increase on the two axes. Helborne threat also ident.

1 of 7

SECURITY CLASSIFICATION

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SECURITY CLASSIFICATION

b. Friendly Forces (9)

(1) Army Comds Intent. To block en adv on line CHIREDDZI-NGUNDU HALT before mounting offensive ops to clear the en up to the border.

(2) Div Comd's Intent. To block en on the Main Axis at NGUNDU HALT in order to set conditions for subsequent offensive ops. Mech Bde will delay the en for 24 hrs on the Main Axis between RUTENGA and the MDA. 12 Mot Bde blocking the en adv on Axis RUTENGA-CHIREDDZI, 13 Mot Bde blocking the en adv on Axis RUTENGA-NGUNDU HALT and 11 Mot Bde in res. ME is the blocking of Axis RUTENGA-MASVINGO and lies with 13 Mot Bde.

c. Atts and Dets (10)

(1) OPCON and UC ADMIN. S Bty AD Regt on arrival.

(2) OPCON and UCDM. P Bty 1 Fd Regt form 181200 and Bty 2 Fd Regt from 181800.

(3) TACON and UCDM.

One tp Engr Sp Sqn
12 tpt Coy

(4) UC ADMIN

12 Mot Bde Pay Det.

2. MISSION (11)

To maint 13 Mot Bde during the Op to hold the en South of River LUNDI.

3. GENERAL (12)

a. Log Task Org. Annex A.

b. Concept Ops. Units are to depl form Assy Area with full UMS. Res on whs of 3 x DCSR to be depl in sp of ME. BAA to mov to new loc east of MASVINGO.

c. BAA. BAA mov table at Annex C. Proposed layout of new BAA at Annex D.

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SECURITY CLASSIFICATION

- d. Tfc Circulation Plan. Annex B.
 - e. Initial Log Applications. Annex E.
 - f. Unit Mobile Stocks (UMS). As per SOP 316.
 - g. C Sups. Details of dumping programme for C Sups during ni 19 and 20 Sep at Annex F.
4. MATERIEL AND SERVICES (13)
- a. Ammo Dumping.
 - (1) Armr. 40r/tk 100mm to be dumped in Assy Area MUDZIMU NDIRINGE on ni 19/20 Sep.
 - (2) Arty. 240r/gun 122mm to be dumped at gun posns by 200600. Details at Annex F.
 - b. FOL.
 - (1) Units to depl with full UMS (3-5 x DCSR).
 - (2) Bde FP estb TOKWE RIVER RANCH TN 867028.
 - (3) 180m³ DIESO depl with each of the fwd bns sp elms.
 - (4) FP to be estb on each route behind the MDA.
 - (5) Avn fuel to be delivered to MASVINGO TN 7680 by 191800.
 - c. Rates. All units incl bde tps to draw addl 2 x DCSR on 21 Sep from rat Pt TN 8602. Drawing time to fol. (14).
 - d. Water
 - (1) 13 Fd Engr Sqn to estb WP at TM 9198 by 201800.
 - (2) Until then unit responsibility.
 - e. Tpt. Tasks in order of pri:
 - (1) Estb AP at TN 86 02 by 202100.

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SECURITY CLASSIFICATION

- (2) Estb FP at TN 86 02 by 202100.
 - (3) Estb rt Pt at TN 87 03 by 202200.
 - (4) Hold Bde C Sups res on whs.
 - (5) Carry out dumping programme as shown at Annex F.
 - (6) Be prep to estb FPs on MSR MASVINGO-NGUNDU HALT on orders.
 - (7) Receive inloads from DAA.
- f. Ech.
- (1) Bn Gp Ech.
 - (a) A2 Ech. Con by bn gps.
 - (b) B Ech. Remain under Bde con in BAA.
 - (2) Arty Ech. (16)
 - (a) A2 Ech. Fd Regts to coloc with Bn Gp A2 Ech.
 - (b) B Ech. Colloc with BAA.
- g. Engr. Br Tp 1 Engr Sp Regt remain in BAA.
- h. Sup.
- (1) Sup Pl coloc in new BAA under an Tpt Coy.
 - (2) Second line stocks and balance of first line stocks to be ground loaded in new BAA.
- j. Repair, Rec and Backloading.
- (1) Repair. Wksp Coy to prov 4 FRTs based in BAA.
 - (2) Rec.
 - (a) ECP. Loc at TM 91 98.
 - (b) BLP. In BAA. See Annex C.

SECURITY CLASSIFICATION

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SECURITY CLASSIFICATION

(c) Pri. FRPs to be estb behind Bn Gps. Then rec on MSR MASVINGO-NGUNDU HALT. Cas to be mov clear of routes and await maint sp fol up.

(2) Backloading.

(a) Under Div HQ arrangements.

(b) Byo Stn Wksp opens from 200730.

5. MEDICAL (17)

a. Med Plan.

(1) Div Hosp in BYO open throughout the op.

(2) All Civ Hosps in BYO and MASVINGO open throughout the op.

b. Evac Plan.

(1) CCP on MSR CHIREZ-NGUNGU HALT TM 9098 by 201600.

(2) CCP on MSR MASVINGO-NGUNDU HALT TN 5860.

(3) ADS at TM 5458 by 210600.

(4) Amb x Pt TM 9198 by 210600.

6. PERSONNEL (18)

a. Pro. 13 Mot Pro Coy estb TC on rd MASVINGO-NGUNDU HALT TN 6357 and on rd CHIREZ-NGUNDU HALT TM 9098.

b. PW Collection Point. Opens TN 6718 at 201600. 13 Fd Engr Sqn to constr holding areas, 133 Mot Bn Gp to provide one pl for gd and escort duties. Bn Gps to estb PWs collecting pts. Locs to be notified by Bn Gp HQs. Tpt aval fm 13 Mot Tpt Coy.

c. Burial and Graves. As per SOP 816.

d. Chap. To be loc at BAA.

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SECURITY CLASSIFICATION

7. COMMAND AND SIGNAL (20)

- (1) Main HQ 13 Mot Bde. Closes present loc and opens NGUNDU HALT TN 716004 at 201600.
- (2) Altn HQ 13 Mot Bn Gp HQ. Opens NYUNI TM 71996.
- (3) BAA. Opens MASVINGO TN 7680 at 200500.
- b. CEI. CEI 09/02 to be issued by 192300.
- c. EMCON/C Surv. (21) Reserved.
- d. Codewords.

Ser	Codeword	Meaning	Issued by
(a)	(b)	(c)	(d)
1.	SUGAR	BAA Open	HQ 13 Mot Bde
2.	MUNANDI	Armr Ammo Dump Open	BAA HQ
3.	MUNANA	DP Open	BAA HQ

- e. Nicknames. Annex G.

Ser	Nickname	Meaning	Issued by
(a)	(b)	(c)	(d)
1.	NYAMA HUKU	Change Freq	Bde HQ
2.	SADZA EAT	Impose Rdo Silence	Bde HQ
3.	BIG LEG	Lift Rdo Silence	Bde HQ

Acknowledge:

TH NYABINDE
Rank
Appointment

Authentication (23)

T O SUSTAIN
Maj
QSO2

Annexes:

- A. Op and Log Task Orgs.
- B. Bdrys and Tfc Circulation Plan.
- C. Bdrys and tfc Circulation Plan.

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- D. BAA mov Table.
- C. Proposed Layout New BAA (24)
- D. Initial Log Affiliations. (25)
- F. Dumping Programme (26)
- G. names.

Distr: (27) (28)

Copy No
Incl Annexes less
E (29)

External:

Action:

131 BG	1
132 BG	2
133 BG	3
P Bty 1 Fd Regt	4-5
13 Fd Engr Sqn	6-7

7

SECURITY CLASSIFICATION

NOTES

1. Changes from OOs. If there has been no admin conf this space is left blank. If there had been, such expressions as No change from OOs except Para 4 are used.
2. DTG. The DTG is to be filled in when the orders is signed.
3. Related OpO. The OpO to which the AdminO relates should be stated.

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4. Refs. Refs may incl both maps and other papers.
5. Abb. The rules for op writing apply except for para headings which are written in full.
6. Op Task Org. The op task org may be given here or relegated to an annex. It may need to contain Bn Gp to enable log dependencies to be classified. Log svcs must know op detail down to Bn Gp level if they are to deliver correct mat at the right time to the appropriate unit. Because the log svcs are con as Div level, Bn Gp info should appear in the Div Admin O if that info is aval from the bdes. If it is not, then there may need to be an admin conf after the Admin O has been issued.
7. Paragraphing.
 - a. The Admin O consists of main para headed as fols:
 - (1) SITUATION
 - (2) MISSION
 - (3) GENERAL
 - (4) MATERIEL AND SERVICES
 - (5) MEDICAL EVACUATION AND HOSPITALISATION
 - (6) PERSONNEL
 - (7) CIVIL MILITARY COOPERATION
 - (8) MISCELLANEOUS
 - (9) COMMAND AND SIGNALS
 - b. Paras 1 and 2 are obligatory. Other paras are optional and are used as required. The last para will normally be COMMAND AND SIGNAL.
 - c. Paras after 1 and 2 do not retain nos and in OpOs.
8. Sit. This para should contain no more than is nec for understanding the rest of the order. It may therefore be very short if the order is issued in conjunction with an OpO or if the detail can be given on an overlay. It may, however, be nec to start the para with a brief intro if the gen picture cannot adequately be covered under En Forces, Friendly Forces and Atts and Dets. For instance, a political influencing the comd's msn or course of action may require to be stated separately.

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9. Friendly Forces.
- a. The verb is in the present tense.
 - b. The sequence is the same as for MATERIEL And SERVICES, MEDICAL AND PERSONNEL paras. (See Notes 12 and 16).
 - c. Only those higher fmn log units and civ estbs likely to affect the originator should be listed.
 - d. Bdry's may be shown on 1:250,000 map to provide the overall picture. A 1:50,000 overlay showing bdry's in the bde area would probably be issued with OpO. It is often simpler and clearer to show the locs and opening times of Friendly Forces on the bdry's map/trace as an altn to listing them at Para 1b. Clarity is the criterion.
10. Atts and Dets.
- a. Degrees of Admin Comd. The state aof op comd does not automatically incl admin comd. This para is concerned solely with the various degrees of admin comd, which are:
 - (1) Complete transfer of comd, when a fmn or unit is placed under comd of antoehr fmn for admin, ie all svcs, med and pers matters. In this instance the fmn/unit's parent fmn HQ has no admin responsibility.
 - (2) When the temporary nature of the transfer makes it unrec to eff a complete change of admin comd, a fmn or unit may be placed under comd for certain specified matters, or for admin less certain specified matters, eg Under comd for admin less sup and routine admin matters from 192000 Jan. (NB 'Less sup' does not affect sup responsibility for daily maint as defined below).
11. Msn. This is a statement of the admin aim. If possible it should show the phase of ops or pd covered by the order, however lack of time will probably preclude the production of separate Admin Os for separate phases.
12. Gen. Give the gen outline of the admin plan, incl a log task org and admin tfc circulation plan (which may be issued as an overlay). It should incl an admin/log 'concept of Ope' sub-para which compasses with the equivalent sub-para in op OpO and night incl such pts as:
- a. Overall log plan.
 - b. Log Task Org. The Log Task Org only needs to show changes to op and admin comd status of log units and changes in Admin comd of others. Unless it is very short, it is best shown as an annex.

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- c. BAA. Mov and future layout of BAA.
 - d. C Sups. Systems and con of C Sups, ie DCSRs, dumps, replen and any maj alterations to the system laid down in SOPs (eg first and second line scales). Note that although dumping details are at Annex E, sub-para 4e must reflect the commitment. When applicable def stores, not falling within the definition of C sups, should be specified.
 - e. Initial Log Affiliations. This is the key to the admin sp for any fmn. It is a most useful device for showing both 'customer' and the log units which are providing sp.
13. Mat and Svcs.
- a. Log Tasks. This para details tasks to be carried out by the svc comds. From the outline info in the Admin O the svc comds will produce their own detailed plans such as a log sp plan, etc. This para should also reflect the responsibility of the Bde HQ for admin of fwd units.
 - b. The fol sequence is used, but only the headings required need be incl:
 - (1) Ammo, Explosives and NBC (this can be reduced a 'Ammo).
 - (2) FOL (incl any fuel) and solid fuels.
 - (3) Rat.
 - (4) Water.
 - (5) Tpt (incl con of echs).
 - (6) Armd Replacement.
 - (7) Engr.
 - (8) Sup.
 - (9) Salvage.
 - (10) Repair, Rec and Back-loading.
 - (11) Lab Resource.
 - (12) Local Purchase.
 - (13) Contents.

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(14) Bde RV.

(15) Other Matters.

14. Bde Tps. Bde Tps incl any tps under bde comd, or about to come under bde comd, for whom specific arrangements have not been shown.

15. Arty Echs. It will be normal to loc arty ech with, or close to, arty first line dumps.

16. Med. The med para is straight forward. Sub headings will normally incl:

a. Med Plan.

b. Evac Plan.

c. Alloc and Amb Tps.

17. Pers. This para covers all admin matters except med. Headings as fols may be used as required:

a. Pro. (Give tasks of pro units under comd, incl Tps if not in Annex A.)

b. Stragglers Post.

c. PW.

d. Rfts.

e. LOB.

f. Chaps.

g. Burials.

h. Fin.

i. Welfare.

j. Returns, Reporting Procedure, etc.

k. Civ Employees.

l. Bde RV.

m. Other Matters.

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18. PW. If nec, incl instrs regarding const of cage and provision of gds, escorts and tpt.
19. Comd and Sig. Some repetition form OpO may well be nec in this para. Incl items affecting admin such as:
- a. Loc and mov of HQs. (Rear, Main, Tac, BAA etc).
 - b. Liaison, if other than normal.
 - c. Allotment of radios, freqs, call signs and/or NIS if other than normal. Ref to CEI issued for or covering period of op.
 - d. Recognition, passwords and ident instrs.
 - e. Consolidated lists of code words and/or nicknames.
20. EMCON. Since different categories of eqpt may be subj to different restrictions, this sub-para may be further subdivided, eg:
- a. Trunk and ATC comms.
 - b. Other comms eqpt.
 - c. Non-comms elec eqpt, eg radar.
21. Code Words.
- a. It is not nec to incl here, or in a code words annex, code words given in a dml annex.
 - b. Code words for which there is a cont need, as opposed to those specific ops covered by the adminO, should be incl in the CEI and not in the adminO. Thus code words for the con of NVP stages and elec silence should be given in the CEI.
 - c. List in expected chronological sequence of use.
 - d. Code words are issued to fmns by Army HQ for use when required, and are not to be invented locally. Once used they may not be repeated.
22. Authentication. In this case neither Comd or ASO2/QSO2 was aval to sign. The order has therefore been authenticated, and the Comd would sign the file copy on his return. Had the appropriate SO2 been aval, no authentication would be nec, and he would sign for the Comd, using his own signature block, eg:

B C NCUBE
Maj
for Comd

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The word 'authentication' will normally be typed in on a stencil of an admin O since the clerks will not know the availability of comds and SOs.

23. Dumping Programme. The fol will usually be incl in a dumping programme instr:

- a. Requirement. Normally tabulated as fol:
 - (1) Items to be dumped.
 - (2) Quantities.
 - (3) For what purpose, eg fd regt, bde res etc.
 - (4) From where the stores are to be drawn.
 - (5) Loc of dumps to be estb.
 - (6) Routes.
- b. Tpt Aval.
- c. Outline Plan.
 - (1) Mov.
 - (a) Reg HQ.
 - (b) Coy HQ.
 - (c) Routes.
 - (d) TC.
 - (2) Sy.
 - (3) Timings.
 - (4) Unit Tpt.
 - (5) Comms.
 - (6) Use of Dumped Stocks.
 - (7) Final Orders.

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24. Log Affiliation Lists. Log affiliation lists are used at the start of an op so that units turn from which by unit they should log op.

25. Distr List.

a. Sequence. The distr list of an adminO is set out in the sequence; action addressees, info addressees, internal. Within these sects the sequence is the same as in an OpO. The distr, taking into account 'need to know', should incl:

- (1) All fmns, bdes, units or sub-units directly subordinate to the originating comd, or for which the issuing comd has dir admin responsibility.
- (2) Each sp arm or svc organic to or sp the originating HQ.
- (3) AFZ units coop or for which issuing HQ has admin responsibility.
- (4) Higher fmn, flanking fmns.
- (5) Own comd and staff, comd's diary and spare.

b. Sp Arms and Svcs. Copies for sp arms and svcs are addressed simply to that arm or svc, eg 'Comms', when a sp arms adviser, head of svc or svc rep is organic or permanently att to the originating HQ. If no such permanent rep exists copies are addressed to the appropriate arm or svc units. The senior comd or rep of each sp arm or svc is responsible for distr to all other elms of his arm or svc as nec.

CHAPTER 13: INSTRUCTIONS AND DIRECTIVES

SECTION 1 INSTRUCTION

“My Dear Coll

I send you a plan of my attack as far as a man dare venture to guess at the very uncertain position the enemy may be found in. But, my dear friend, it is to place you perfectly at ease regarding my intentions, and to give full scope to your judgement for carrying them into effect.....”

Anonymous

1301. An instruction is often addressed to a subordinate by name and signed by the Commander personally. The recipient will have to act on his own initiative and an instruction gives him wider scope than would be an order. For these reasons an instruction is usually worded less formally than an order. Though the mission is still expressed by ‘should’, rather than ‘is to’ are to’.

1302. Written instructions follow the general layout of Operations and Administrative /Logistic orders described in Chapter 11 and 12 respectively, but no heading is mandatory and only those that are required should be included. Paragraph 2 Chapter 11 on the issuing of operation orders also applies to instructions.

1303. Instructions contain the commander’s general intention and allow subordinates to plan and prepare in advance. They are normally issued instead of an order:

- a. To a commander with an independent mission.
- b. Where the likelihood of speed of movement or lack of initial information may make specific orders impracticable.
- c. When a specific commander wishes to communicate further intentions or to influence events when detailed written orders cease to be appropriate.

THE POLICY DIRECTIVE

1304. Policy directive normally relates to a particular aspect of a commander’s responsibilities and by definition concern matters of importance, such as division of effort between allied forces.

1305. There is no set layout for a policy directive. The style is normally formal without abrupt; phrases like ‘ you will be required to’ and ‘your primary objective will be’ are often used in preference to ‘ is to’ and ‘are to’.

PLANNING DIRECTIVES

1306. A Commander may issue a planning directive to initiate preliminary planning for an operation while the final details have still to be settled.

1307. A planning directive would express the commander's intention and might cover, in broad terms:

- a. Outline plan.
- c. Preliminary deductions.
- d. Moves contemplated.
- e. Rehearsals of specialised phases (if any).
- f. Security on a 'need to know' basis.

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CHAPTER 14: WARNING ORDERS

1401. General. The purpose of a warning order is to give subordinate formations/units advance notice of a contemplated action so that they may have time to make the necessary preparations. Warning orders are appropriate at all levels of command when-ever their use can save time or effort. A warning order is characterised by:

- a. Clarity. Each level of command that uses a warning order must understand it thoroughly. Use of highly technical language can cause misinterpretation and hence should be avoided. Use of accepted military terminology and phraseology conveys identical meaning to all addresses.
- b. Completeness. The warning order must contain all the information and instructions necessary to initiate battle procedure.
- c. Brevity. Superfluous words and unnecessary detail are to be avoided. However clarity and completeness are not sacrificed in the interest of brevity.
- d. Use of the Affirmative Form. In the interest of simplicity and clarity the affirmative form of expression is used throughout all warning orders.
- e. Authoritative Expression. The warning order reflects the commander's intention and will. Indecisive, vague or ambiguous language must be avoided.
- f. Timeliness. Timely distribution of warning orders allows subordinate commanders sufficient time for adequate planning and preparation.

1402. Contents. A warning order should include only that detail which is necessary for commanders of subordinate formations/ units to initiate their battle procedure. A long warning order will defeat its aim, but as many as possible of the following items should be included;

- a. The scope of the operation and probable tasks or moves.
- b. The earliest time at which recipients will be required to act and if necessary the degree of notice on which they are placed.
- c. When, how and where orders will be issued.
- d. Details of any preparations or orders for move of advance or harbour parties and any regrouping.
- e. Any limitation on reconnaissance or of helicopters.
- f. Any special administrative instructions.

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1403. Types of Warning Orders. Warning orders are of two general classes; initial and full order. There are generally similar with a notable difference being their scope and detail:

a. Initial Warning Order. An initial warning order is issued on completion of the mission Analysis in order to initiate timely battle procedure Annex 'A' refers.

b. Full Warning Order. A full order is issued after the Commanders Decision, Annex 'B' refers.

1404. Acknowledgement. All warning orders should be acknowledged by addressees.

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ANNEX A TO
CHAPTER 14
JSP Z2

EXAMPLE OF AN INITIAL WARNING ORDER SENT BY SIGNAL

IMMEDIATE

FROM: 13 MOT BDE

SECRET

TO: AIG 14

G/447

SUBJ CLN WNG O (.)

1(.) 13 BDE BLOCK AXIS MASVINGO – RUTENGA BETWEEN NORTHINGS TM
7Ø AND TN 7Ø (.)

2(.) NO MOV BEFORE 1616ØØB SEP Ø2 EXCEPT FOR RECCE PARTIES (.)

3(.) TIME AND PLACE OF Os TBA (.)

4(.) ACK (.)

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ANNEX B TO
CHAPTER 14 TO
JSP Z2

EXAMPLE OF A FULL WARNING ORDER SENT BY SIGNAL

IMMEDIATE

FROM: 13 MOT BDE SECRET

TO: AIG 14 G/451

SUBJCLN WNG O (.)

1(.) 13 BDE BLOCK AXIS MASVINGO – RUTENGA AT NGUNDU HALT CMM 131 BN LEFT FWD CMM 132 BN RIGHT FWD CMM 133 BN DEPTH AND 112 BN RES. ME BLOCKING GAP NGUNDU HALT BC DUMBUGURE AND LIES WITH 131 BN.

2(.) NO MOV BEFORE 161600B SEPT 05 EXCEPT FOR RECCE PARTIES ALL ON 3 HRS NTM WIE (.)

3(.) Os AT HQ 13 BDE TN 72 80 AT 150800B SEP 05(.)

4(.) NO RECCE BEYOND BUBYE RIVER (.) MOV RESTRICTED TO NI(.)

5(.) ALL UNITS INCL BDE TPS DEPL WITH 5 X DCSR(.)

6(.) ACK(.)

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CHAPTER 15: MESSAGE WRITING

USE OF SIGNAL MESSAGES

1501. It is impracticable to define precisely the purpose for which messages may be used. However, they should not normally be used for the following;

- a. Congratulatory or personal matters.
- b. Non- operation returns.
- c. Acknowledgements, except of an operational nature.
- d. Any matter which can adequately be dealt with by telephone or letter.

1502. All headquarters should have standing orders detailing the use of signal messages.

TERMINOLOGY

1503. The terminology used in message writing procedure is:

- a. Originator. The originator of message is the authority in whose name the signal is sent.
- b. Drafter. The drafter is the person who actually composes the message on a form.
- c. Releasing Officer. The Releasing Officer is the person who authorises the transmission of a message.
- d. Date Time Group (DTG).
 - (1) Army. The DTG is inserted by the communications or message centre serving the originator.
 - (2) Air Force. The DTG is inserted by the releasing Officer.
- e. Communications Center (Comcen). A comcen is an agency charged with the responsibility for acceptance or message preparation for transmission, receipt and delivery of signals (Internal and External).
- f. Message Center (Msg Cen). Message centres are concerned with communication within the boundaries of Zimbabwe only.

TYPES OF MESSAGES

1504. Single Address Message. A single message is destined for one addressee only.

1505. Multiple Address Message. A multiple address message is intended for 2 or more addressees either of whom is to be informed of all addresses. Each addressee must be

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indicated as other 'ACTION' or 'INFORMATION'. The addressee of multiple message is to be drafted as a list of all the individual addressee. Collective addressees, such as 'ALL BDE HQ' are not to be used, but authorised AIGs should be used (See Paragraphs 20 and 24).

1506. Exercise Message. Messages for operational, training or Tactical exercises are prepared in the same way as normal message traffic. Exercise messages are identified by the word 'EXERCISE' followed by the exercise identification inserted as the first word of the text following the privacy marking used.

1507. NODUF Messages. NODUF messages are real life occurrences during exercise. They are identified by the word 'NODUF' at the beginning of the message

1508. Drill Message. The message intended for the training of communications personnel only are to begin and end with the word 'DRILL'.

RESPONSIBILITIES OF THE DRAFTER

1509. The drafter is responsible for;

- a. Determining whether the message is necessary. A message is not to be used when a letter or other form of communication will surface.
- b. Determining the address and type of message.
- c. Ensuring the proper use of the prescribed message form.
- d. Drafting the text in accordance with the instructions contained in this section.
- e. Determining the precedence and security classifications.
- f. Ensuring the message is signed by the realising officer.
- g. Forwarding the message with minimum delay to appropriate comcen for transmission.
- h. Sending the appropriate number of copies to the COMCEN or message center for transmission, and arranging distribution to internal addressees.

RESPONSIBILITY OF THE RELEASING OFFICER

1510. The releasing officer is responsible for;

- a. Confirming the action and information precedence before signing the message.
- b. Checking the type of message, ensuring that the text is correctly drafted and approving the security classification and inserted the originator's number.
- c. Determining whether the message is necessary, a message is not to be used when a letter or other form of communication will suffice.

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MESSAGE FORM

1511. The signal message form ZAS 4 (large or small), is to be used when ever possible. However, provided that the format of the message form is used, message typed or written on blank sheets of paper will be accepted. The message form was designate to meet the requirements of both services and their communicators. It is laid out in blocks to assist in avoiding omission of necessary information by drafters and releasing officers.

1512. The COMCEN or message centre will require a separate copy of message for each addressee, plus 2 extra copies. One extra copy is internally field, and another copy is returned to the releasing officer for filling. Lesser numbers of copies may not be acceptable.

PRECEDENCE

1513. The authorised degree of precedence given to messages are:

- a. FLASH.
- b. EMERGENCY.
- c. IMMEDIATE.
- d. PRIORITY.
- d. ROUTINE.

They are always to be printed in capital letters and never abbreviated.

1514. The degree of precedence of a message indicates:

- a. To the releasing officer, the required speed of delivery to the addressee.
- b. To the telecom staff, the relative order of processing and delivery.
- c. To the addressee, the relative order in which the addressee should note the message.

1515. Precedence is determined by the subject matter and the time factor of the action involved. It does not indicate how quickly the addressee should react nor the precedence of any reply other than acknowledgement. If such instructions are needed, they should be included in the text.

1516. Selection of Precedence. The recognised degrees of precedence, their application, and the ranks and appointments of officer who may authorise them are shown at Annex A to this chapter. In multiple addressee messages, 2 precedences are given. One is for the Action and the other is for information addressees. The one for Information Addressees should be the

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lower, and is normally ROUTINE but when necessary it can be the same as for action addresses.

1517. In relation to precedence, they are:

- a. To query a message bearing an obviously incorrect or incorrectly authorised precedence before transmission.
- b. To correct a message bearing precedence which seems incorrect before transmission.

Persistent or flagrant misuse of precedence must be reported to higher authority.

DATE TIME GROUP (DTG)

1518. The DTG is expressed as 6 digits followed by a zone suffix and the month represented by the first 3 letter. The first 2 digits indicate the date, the second pair the hour and last the minutes past the hour. For messages within Zimbabwe, the zone suffix BRAVO is to be. A table of international times zones is shown at Annex D to Chapter 2.

MESSAGE INSTRUCTIONS

1519. The 'MESSAGE INSTRUCTIONS' box on the message form is provided for the releasing officer to insert special instructions to the communications staff and the latter to pass traffic handling instructions to COMCENs or message centres. Such instructions include:

- a. Special Handling. The internationally recognised procedure on Basegram Book, 'EXCLUSIVE' and.....EYES ONLY instructions may be inserted and would be repeated in the text. These words are not to be abbreviated.
- b. Signal Dispatch Service Messages(SDS). The instructions 'SDS' may be inserted when a message is required to be dispatched by SDS, and is qualified by adding the addressee's title after the letters 'SDS'.

ADDRESSEES

1520. Only authorised abbreviated addressees letters are to be used and term 'HQ' where applicable, is omitted. They are to be set down without punctuation, e.g 'AIR' or '2 BDE' Where an Air Force unit can be identified by its place name only, then the place name is to be used e.g. 'THORNHILL' not AFZ TH'.

1521. Each addressee is to be written on a separate line, starting with the words 'TO' or 'info' etc, as appropriate. They may be listed either in order of seniority or where large numbers are involved, in alphanumerical order. When using the small message pad, addressees may be written in sequence on the same (or several) line(s), separating successive addressees by an equal sign.

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1522. Addressee Indicating Group (AIG). An AIG is a message addressee designator representing a previously advised list of action or information addressees or both. It consists of the letters AIG followed by a number of figures. AIGs are not to be qualified by the word 'less' but additional addressees may be inserted before or after an AIG. Addressees within an AIG which are not required to receive a copy of a message are specified opposite to 'XMT' (exempt) in the address space.

1523. Internal Addressees. It is the responsibility of the Releasing Officer to arrange the delivery of the message to internal addressees. Those may be entered on the message form below the text (but will not be transmitted) in either of the following ways.

a. 'INTERNAL DISTR FOR ACTION: GS = QS = SIGS = (REF Army HQ SIGS 3/10 DD 20 JUL 03 FOR INFO: ENGR = SVCS'

b. 'INTERNAL DISTR FOR ACITON: GS – AS = QS= SIGS(.) FOR INFO; ENGRS=SVCS'(.)

1524. Communication Staff Responsibilities

a. It is responsibility of communications staff to substitute addressee designation groups and call signs as required on messages.

b. COMCENs and messages centres will return messages which are incorrectly or unclearly addressed, eg the 'ZASC' is not an acceptable address.

1525. Addressing Individual Officer Within Branches. It is sometimes necessary for signals to be directed to particular individuals or appointments. The instruction "PERSONAL FOR" is written at the beginning of the text followed by appointment of the officer who is required to attend to the signal. Other instructions may be entered before the text as long as they are self-evident. This procedure is different from the EXCLUSIVE procedure detailed at Paragraphs 27 and 28, where only nominated officer or appointment may see the message. The names of persons, branches or sections are not to be inserted in the addressee's space, but units or call signs.

1526. Special Army Instructions

a. When the headquarters is split, care is to be taken to distinguish the elements concerned, eg:

FROM: ARMY HQ

TO: HQ 1 BDE (TAC)

INFO: HQ 1 BDE (MAIN)= HQ 1 BDE (REAR)

b. Within a headquarters, a distribution lists may be locally authorised, eg;

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FROM; HQ 2 BDE

TO: LIST A

Copies of distribution list are to be issued to appropriate COMCENs or messages centres the headquarters.

USE OF EXCLUSIVE PROCEDURE

1527. Message addressed to individuals should not be delayed. Special distribution and action on them can be initiated by the person addressed or in his absence by a person nominated by him. The use of special distribution should be kept to a minimum.

1528. When it is essential that a message is seen only by specified individuals, or their authorised representative, EXCLUSIVE procedure is used. The word 'EXCLUSIVE' is entered in the Message Instructions box and the text starts with the words 'EXCLUSIVE FOR' followed by the name or title of the required recipient. The word 'FROM' and the name or title of the Releasing Officer, eg 'EXCLUSIVE FOR BDE COMD, FROM BRIG GEN MALUMBA'. Such messages must not be classified. The use of EXCLUSIVE may be authorised by officers of the rank of Lt Col or Wg Cdr and above, and officer in command of independent units or stations.

SECURITY CLASSIFICATION

1529. All messages containing information which could be of value to an unauthorised person hence must be classified as follow:

- a. TOP SECRET - Unauthorised disclosure could cause exceptionally grave damage to the interests of the nation.
- b. SECRET - Unauthorised disclosure would cause serious injury to the interests of the nation
- c. CONFIDENTIAL - Unauthorised disclosure would be prejudicial to the interest of the nation.
- d. RESTRICTED - Unauthorised disclosure is undesirable in the interests of the nation. The classification is invariably in capitals on every page of the message and not abbreviated. If a message does not warrant any of the above classifications it is to be marked 'UNCLAS'. Unclassified is the only classification that could be abbreviated.

1530. Handling of Classified Messages. A message should never be given a security classification higher than that which is justified by its text and misuse of security classification is not to be accepted by the signals staff.

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1531. Message Drafter. The message drafter is to enter the security classification in the box provided on the form. The signal is to be checked, and confirmed or adjusted by the releasing officer. COMCENs and Message Centres are not to be accept messages unless respective security classification is entered.

1532. Reply or Reference. A reply or reference to a classified messages or documents must have the same classification s the original.

1533. Cryptographic Security. The degree of cryptographic security given to a signal message is seldom governed by its security classification because the same system may be authorised for the encryption of messages of several classifications. The purpose of a security classification is to impose restrictions on the handling of messages and on the disseminate of the information contained in them. Classified messages are encrypted when they are to be transmitted over circuits which are not approved or approved only for signal traffic of lower classification.

1534. Plain Language Transmission. In a tactical operation when in contact and speed of delivery is so essential that time cannot be spared for encryption and transmitted information cannot be acted upon by the enemy in time to influence current operations, messages of any classification, except secret and TOP SECRET, may be sent in plain language over any circuit. In such cases, transmission in clear must be authorised separately for each message. Linkage to previous encrypted messages is to be avoided. Messages transmitted under this procedure are not to be given a security classification but the first word of the text is to be: 'CLEAR' to indicate that the message contains classified information but has been authorised for plain language transmission. Original copies of the message marked 'CLEAR' are to be handled as CONFIDENTIAL and copies of the received messages are to be marked 'RECEIVED IN CLEAR, TREAT AS CONFIDENTIAL', prior to delivery to addressees. Messages so marked are not to be readdressed. Should the addressee require the information to be forwarded, a new message is to be originated and handled as the situation demands.

PRIVACY MARKING

1535. Message privacy terms such terms such as 'STAFF IN CONFIDENCE', MEDICAL IN CONFIDENCE' and COMMERCIAL IN CONFIDENCE' are used for messages requiring special handling. They are not security gradings and so are not to be entered in the SECURITY CLASSIFICATION boxes on message forms. Instead, a privacy marking should be written as the first words of the text.

ORIGINATOR'S NUMBER

1537. The Army and Air Force procedure on completion this box on message forms vary.

- a. Army Instructions. The Releasing Officer is to insert the appropriate branch symbol in block capitals abbreviated. File references are not to be inserted in this space. After the symbol, the next number from the register of numbers is entered

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before the message is passed to the COMCEN or message centre. The originator's number will then be inserted, eg 'G447'. Further instructions are:

- (1) The letters, G, A, and Q are used, and numbers are to be allocated in sequence, eg A1, G2, G3, Q4, G5 etc, and are to revert to one each time the units's address group changes in the allocation list.
 - (2) Originator's number is allocated in sequence from 111 to 999 by the communication staff.
- b. Air Force Instructions.
- (1) The originator's number is to consist of the letters indicating the department or branch of origin, a serial number and the file reference, eg; 'AS124',280/11/4. The Registry may insert the serial number, but it is the responsibility of the Releasing Officer to ensure that the signal bears an originator's number. The AFZ prefixes are listed at Annex C
 - (2) The file reference of the subject is to be included in the originator's number by the drafter. XYZ/280/11/4. Note that in this form the file reference does not indicate the security grading on the file.

DRAFTING THE TEXT

1538. Brevity. Signal messages are to be unambiguous and concise with no unnecessary words. Common used conjunctions, prepositions and article, such as 'and' 'for' 'on' 'the' are not to be used unless essential to the meaning. Formal phrases such as 'please inform me' and 'it is requested that, are to be reduced ie to 'INFORM' and 'REQUEST'.

1539. Abbreviations. Abbreviation and short titles are not to be indiscriminately since they may make message unintelligible.

1540. Legibility. Messages are to be in capital letters throughout, typed if possible. For hand written messages, lead copies are to be legible since operators may have to transmit direct from any copy. Messages which are not clearly legible must not be accepted in the COMCENs or message centres.

1541. Punctuation. Punctuation is not to be used unless it is extremely essential for reasons of clarity. The following abbreviations or symbols are to be used;

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Punctuation	Abbreviation	Symbol
(a)	(b)	(c)
Question Mark	QUES	?
Hyphen		-
Colon	CLN	:
Parenthesis/	PAREN	()
{ Period/ Full stop	PD	(.)
Comma	CMM	,
Slant/ Oblique stroke		/
Semi- Colon	SMCLN	;

Symbols are to be used in preference to abbreviations. Full stops and commas are encircled to make them stand out. If punctuation marks other than those above are necessary to the sense of the text, they are to be written out in full, eg ‘ APOSTROPHE’, ‘QUOTE’, ‘UNQUOTE’,

1542. Letters.

- a. The phonetic alphabet is at Annex B.
- b. Letters that do not form words are to be written as single letters except where misinterpretation is possible. In such cases the phonetic equivalents are to be used except in the following instances:
 - (1) In initials, eg , JW COOK’ or ‘JOHN WILLIAM COOK’
‘JULIET WHISKY COOK’.
 - (2) For sub and sub- sub-sub paragraph letters.
- c. When writing the letters I and Z, to avoid confusion with the numbers 1 and 2, they may be written as i and z respectively.

1543. Numbers.

- a. Numbers are normally written in figures, but words may be used to avoid the chances of misinterpretation. Words are not to be used for paragraph numbering.

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- b. When written in words, numbers are to be expressed digit by digit except that numbers from 10-20 are written as single words. Whole hundreds, thousands and million are written in the form 'FIVE HUNDRED' etc.
- c. An expression containing a decimal point may be written either in the form 'ONE ZERO POINT TWO FIVE' or in the form 10.25, with the decimal point encircled for clarity.
- d. Roman numerals should be written as letters and be preceded by the words 'ROMAN' eg 'ROMAN XXIV'.
- e. The numbers 1 and 0 are to be written as I and O respectively, to avoid confusion with the letter I and O.

1544. Repetitions. During transmissions a word may be repeated to prevent error but not for emphasis. An example of the correct use of repetition is MIYAZAKI RPT MIYAZAKI.

1545. Format. The message should normally be prepared in modified letter format as follows:

- a. Titles, heading and the word "References" are included only if essential
- b. Single line spacing is used throughout.
- c. Paragraphs start on new lines and are numbered with Arabic numerals followed by full stops.
- d. Sub-paragraphs start intended on a new line and are lettered in sequence followed by a full stop. Further sub-divisions also start on a new line and are in brackets, eg '(2)', 'A'
- e. When the text is short, for example if it consists of one reference and 2 or 3 sentences, it may be written in block form, eg: 'HQ 2 Bde ABC 01245B JAN APPROVED (.) PROCEED WITH YOUR PLANS.
- f. Examples of signal messages are at annexe D to G.

1546. References.

- a. References to previous messages consist of the referred HQ or the authorised abbreviated title of a third party, followed by the originator's number and the DTG. The year is to be added if necessary.
- b. Care is to be taken in referring to classified messages (See Paragraph 30)

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- c. When references are included in messages for several addresses, a check must be made to see whether the references are held by all. If not held, the abbreviation 'NOTAL' is to be entered after that reference. The meaning of NOTAL is 'not to or not needed' by all addressees.
1547. Dates and Times.
- a. Dates and Times. When a date is needed in a message, it is expressed by one or 2 figures indicating the day of the month, followed by the first 3 letters of the month and if necessary the last 2 figures of the year eg: '9 JUN' or '9 JUN 02'. A night is described by the dates over which it extends, eg: 'NI 29/30 JUL' or 'NI 30 SEP/1 OCT 02'.
- b. Time. Times is expressed in 4 figures followed by a time zone suffix. For mid night, '0001' or '2359' are to be used.
- (1) The zone suffix may be omitted in message texts where there are many timings. An all-embracing such as 'ALL TIMES BRAVO' will suffice.
- (2) It may sometimes be necessary to insert the month and year to avoid confusion. The use of the month in DTGs in signal messages is mandatory and is to be inserted in the box at the top of the message form.
1548. Acknowledgement. If an acknowledgement is required from action addressees only, the abbreviation 'ACK' is written at the information and internal addressees as well, then 'ALL ACK' is written at the end of the message. Acknowledgements are to bear the same precedence as the message demanding the acknowledgement.
1549. Correction. It is sometimes necessary to change the substance or wording of a message after transmission. This is achieved by means of a new message. Messages requiring alteration before transmission are to be recalled from the COMCEN or message centre for action by the releasing officer. Communication staff has no authority to change messages either before or after transmission, although they may return incorrectly drafted or incomplete messages back to Releasing Officers for their attention.
1550. Cancellation. A message which has been transmitted can be cancelled only by a new message. The cancellation may be included in a messages which replaces the one cancelled or it may be sent separately.

FILE REFERENCE

1551. The Army and Air Force handle the file reference differently as follows:
- a. Army. The reference of the file upon which the originator's copy of the signal is to be filed is inserted by the drafter or releasing officer (or their clerks) in the top right hand corner of the message form below the space marked 'NUMBER'. This reference is not transmitted.

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- b. Air Force. The file reference is entered with the originator's number and is transmitted.

ITEMS BELOW THE TEXT

1552. The large message form has additional blocks marked: 'Page.....ofPages'of pages'.....' Refers to message:' 'Classified.....Yes.....no', DRAFTER'S NAME..... OFFICE.....TEL NO.....for messages classified SECRET and above, and consisting of 2 or more pages. These blocks are to be completed on each page. It is recommended that this is done for all messages with long or complicated texts in order to assist transmitting COMCENs or message staff.

1553. Signature. Formal messages will not be accepted by COMCEN or message centre staff for transmission unless signed by an appropriate releasing officer. Messages of 2 or more pages are to be signed on the last page only.

Annexes:

- A. Selection of Precedence in Signal Messages.
- B. Phonetic Alphabet.
- C. Air Force Reference Letters.
- D. An example of a Typed Message on a Small Message Form showing Multiple Addressees.
- E. An example of a Typed Message on a large Message Form Showing Multiple Addressees and Precedence.
- F. An example of a Typed Message on a Large Message Form Using AIGs, Information and Internal Addressees.
- G. An example of a types Air Force Message Form on a Large Message Form
- H. Signal Dispatch Service (SDS)

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ANNEX A TO
CHAPTER 15 TO
JSP Z2

SELECTION OF PRECEDENCE IN SIGNAL MESSAGES

Ser	Degree of Precedence	Application	Authority
(a)	(b)	(c)	(d)
1.	FLASH (Quickest possible delivery, ahead of all other messages)	Reserved for operational combat messages of extreme urgency. Brevity is mandatory. Examples are: a. Initial contact Reports. b. Recall or diversion instructions to aircraft about to strike targets unexpectedly occupied by friendly troops.	Army and Air Force commanders and chiefs of operational units directly affected
2.	EMERGENCY (Delivery within 30 minutes)	Urgent messages of an Operational nature	a. Commanders not below the rank of Lt Col or Wg Cdr. b. Heads of services and staff officers not below the rank of Lt Col or Wg Cdr. Commanders of operational units directly affected. c. Any officer or soldier for NOTICAS signals
3.	IMMEDIATE (Delivery within 2 hours)	Urgent messages on situations concerning security of armed forces or civilian population. Examples are: a. Amplifying reports of initial enemy contact. b. Reports of unusual major movements of military forces of foreign powers in peacetime. c. Reports of widespread civil disturbance.	Commanders and Staff Officers not below the rank of Lt Col or Wg Cdr. Cos of independent units, duty operations rooms and signal officers, duty Air Traffic Controllers and Meteorological officers.
	PRIORITY (Delivery within 6 – hours)	Important messages which must have precedence over routine traffic. Normally the highest precedence assigned to messages on administrative subjects. Examples are: a. Situation reports from units where attack is impending or where fire or air support will soon be placed. b. Messages on the immediate movement of ground and air forces.	Commanders of units and establishments, staff officers and adjutants. Air station officers authorised by the CO.
5.	ROUTINE (Delivery within 24 hours, or by the start of the next working day)	Messages which justify the use of signals but are not sufficient importance and urgency to justify rapid transmission.	An officer, WO or NCO authorised to release messages.

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Notes

1. To restrict misuse of high precedence, the ranks or appointments of officers who may authorise their use has been detailed. Authority to use a given precedence automatically entitles an originator or releasing officer to use any lower precedence. In an emergency however, any individual may authorise any precedence which he or she prepared to justify later to higher authority.
2. A duty officer may use any precedence or security classification within the authority of the officer he is representing.
3. The message transmission times quoted under column (b) refer to the time to be taken from acceptance of a fully and correctly prepared message by a COMCEN or message centre to its arrival at the action addressee unit or branch.

Notes:

1. Only one addressee. (Postal address not to be used).
2. Precedence as for signals. If 'Priority' or higher, advance warning to the dispatching COMCEN or message centre is to be given as soon as the need for the SDS is decided by the releasing officer.
3. If classified, 'NOT BY POST' to be inserted. This is to ensure that classified material is not transmitted by normal post.
4. Delete 'registers' or unregistered' as applicable (see paragraph 3b (5)).
5. Insert originator's number for signals, or reference number for correspondence.
6. Signature of releasing officer.
7. The space below the thick black line for Signals use.
8. Unit date stamp may overlap into signature space above.

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ANNEX B TO
CHAPTER 15 TO
JSP Z2

PHONETIC ALPHABET

A	<u>AL</u> FHA	N	<u>NO</u> VEMBER
B	<u>BRA</u> VOH	O	<u>OSS</u> CAR
C	<u>CHAR</u> LEE	P	<u>PHAPHA</u>
D	<u>DEL</u> TAH	Q	<u>KWEE</u> BECK
E	<u>ECK</u> HO	R	<u>ROW</u> ME OH
F	<u>FOKS</u> TROT	S	<u>SEE</u> AIR RAH
G	GOLF	T	<u>TAN</u> GO
H	HOH TEL	U	<u>YOU</u> NEE FORM
I	<u>IN DE</u> HH	V	<u>VICK</u> TAH
J	<u>JEW</u> LEE ETT	W	<u>WISS</u> KAY
K	<u>KIY</u> LOW	X	<u>ECKS</u> RAY
L	<u>LEE</u> MAH	Y	<u>YANG</u> KAY
M	MIKE	Z	<u>ZOO</u> LOO

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ANNEX C TO
CHAPTER 15 TO
JSP Z2

AIR FORCE OF ZIMBABWE REFERENCE LETTERS

Accountancy	F
Administrative (General)	Z
Aeronautical Inspection	TB
Air Attaches or Air Advisers	AA
Air Formation Signals	SA
Air (General)	A
Air Traffic Control	A
Armament (Tech)	AR
Armoured Cars	AC
Catering	QM
Chaplain	L
Cipher	SY
Defence	AD
Dental	HD
Distribution Authority	DS
Education	E
Engineer	TE
Equipment	Q
Equipment (Supply Control Centre)	QS
Equipment (Urgent Demands)	QD
Flight Safety	FS
Intelligence	AG
Legal (Legal Branch Only)	V
Medical	H
Meteorological	MET
Movement	OM
Navigation	N
Operations	AO
Organisation	O
Personnel (Airmen)	N
Personnel (Officers)	P
Personnel (Civilian)	PC
Photographic	G
Photographic (Tech)	TG
Plans (Admin)	ZP
Plans (Air)	AP
Plans (Tech)	TO
Provost	PM
Public Information	INF
Search and Rescue	SAR
Signals (Admin)	AS
Signals (Tech)	TS
Statistical	J
Technical (General)	T
Telex Message	TX
Training (Air)	AT
Training (Tech)	TT
Welfare	MW
Works	W

RESTRICTED

ANNEX D TO
CHAPTER 15 TO
JSP Z2

AN EXAMPLE OF A MESSAGE TYPED ON A SMALL MESSAGE FORM SHOWING MULTIPLE ADDRESSEES

MESSAGE FORM
(Is a signal necessary?)
(send a letter)

FOR COMM CEN/SIGNALS USE _____

NUMBER.....ZAS 4

FILE REF:

PRECEDENCE-ACTION (Lowest possible) ROUTINE	PRECEDENCE-INFO ROUTINE	DATE-TIME GROUP	MESSAGE INSTRUCTIONS
FROM: ARMY HQ			G/68

TO: 1 BDE=2 BDE=3 BDE=4 BDE=HRE DIST

INFO: BYO DIST= S INF

XMT

SECURITY CLASSIFICATION

UNCLAS

ORIGINATOR'S NUMBER

G/68

SUBJ CSES INF 10(S) JNR LDRS (.) 10-31 AUG 89 (.) NOMINATIONS TO REACH THIS HQ BY 1 MAR 03 (.)

Page of pages		Refers to Message		DRAFTER'S NAME				OFFICE	TEL NO
		Classified	No	SIDNEY				SIGS	007
For Opr's Use	R	Date	Time	System Operator	D	Date	Time	System Operator	Releasing Officer's Signature
								RANK	Maj

RESTRICTED

Notes

1. 'ROUTINE' is to be printed in capitals and not abbreviated. The precedence is written immediately below the 'P' of 'PRECEDENCE'.
2. Security classification is to be in capitals, abbreviated only if unclassified. The classification is written immediately below the 'S' of 'SECURITY CLASSIFICATION'.
3. Originator's number appears as one group, with the number inserted by the appropriate clerk next to the letter (s) prefix. The number is written immediately below the 'O' of 'ORIGINATOR'S'.
4. Addressees are listed by seniority or alpha-numerically.
5. Abbreviations are used in the text of signals with a classification of CONFIDENTIAL and below only.
6. Text is to have fewest possible consistent with clarity.

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ANNEX E TO
CHAPTER 15 TO
JSP Z2

AN EXAMPLE OF A MESSAGE TYPED ON A LARGE MESSAGE FORM SHOWING MULTIPLE ADDRESSEES AND PRECEDENCE

FOR COMM CEN/SIGNALS USE _____

PRECEDENCE-ACTION (Lowest possible) ROUTINE	PRECEDENCE-INFO ROUTINE	DATE-TIME GROUP	MESSAGE INSTRUCTIONS
FROM: HQ 4 BDE			GR
TO: AIG 5			SECURITY CLASSIFICATION
INFO: ARMY HQ			CONFIDENTIAL
XMT			ORIGINATOR'S NUMBER
			G/31

SUBJ :COMD ZNA TOUR TO UNITS 11 MAY 03 (.)
1(.) ETA 101400B(.)
2 (.) DETAILS OF COMD ZNA INTENTIONS NOT YET KNOWN (.) EXPECTED TO VISIT ALL SUB-UNITS (.)
3 (.) TO SPEND NI 10/11 MAY AT 42 INF BN (.)
4 (.) ADVISE DIFFICULTIES SOONEST//

Page of pages		Refers to Message		DRAFTER'S NAME		OFFICE	TEL NO			
		Classified	No	SIDNEY		SIGS	007			
For Opr's	R	Date	Time	System Operator	D	Date	Time	System Operator	Releasing Officer's Signature	
Use									RANK	Maj

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ANNEX F TO
CHAPTER 15 TO
JSP Z2

AN EXAMPLE OF A MESSAGE TYPED ON A SMALL MESSAGE FORM SHOWING MULTIPLE ADDRESSEES

FOR COMM CEN/SIGNALS USE _____

PRECEDENCE-ACTION (Lowest possible) ROUTINE	PRECEDENCE-INFO ROUTINE	DATE-TIME GROUP	MESSAGE INSTRUCTIONS
FROM: ARMY HQ			GR
TO: AIG 3			SECURITY CLASSIFICATION SECRET
INFO: ARMY HQ			
XMT: 42 INF BN			
			ORIGINATOR'S NUMBER Q/70

SUBJ: OPERATION FLICK FLAK (.)
1(.) DURATION 20 TO 24 DEC 88 (.)
2 (.) RATS(.)
 A(.) TPS TO CARRY RAT PACKS FOR DURATION OF OP (.)
 B(.) NO FRESH RATS RESUP (.)
3 (.) FUEL(.)
 A (.) VEH TO CARRY 40 LITRES IN JERRYCANS (.)
 B (.) PETROL PTS ESTB BY 11 INF BN AT:
 (1) VN 625316(.)
 (2) VP 217624(.)
 C(.) UNITS REFUEL NEAREST PT (.)
4 (.) ALL ACK
INTERNAL DISTR
FOR ACTION Q=SVCS
FOR INFO A = ENGR

Page of pages		Refers to Message		DRAFTER'S NAME		OFFICE	TEL NO
		Classified	No	SIDNEY		SIGS	007
For Opr's	R	Date	Time	System Operator	D	Date	Time
Use							
						Releasing Officer's Signature	
						RANK	Maj

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ANNEX G TO
CHAPTER 15 TO
JSP Z2

AN EXAMPLE OF A MESSAGE TYPED ON A SMALL MESSAGE FORM SHOWING MULTIPLE ADDRESSEES

FOR COMM CEN/SIGNALS USE _____

NUMBER.....ZAS 4

FILE REF:

PRECEDENCE-ACTION (Lowest possible) ROUTINE	PRECEDENCE-INFO ROUTINE	DATE-TIME GROUP	MESSAGE INSTRUCTIONS
FROM: AIR HQ			GR
TO: Wafa Wafa			SECURITY CLASSIFICATION
INFO: XMT			RESTRICTED
			ORIGINATOR'S NUMBER G/68

- 1(.) SUBJ SIGS DIRECTIVE 2/82 (.)
- 2 (.) ATTN IS DRAWN TO AMDTS AL 3 AND 4 (.)
- 3 (.) ENSURE STAFF AWARE CHANGE(.)
- 4 (.) IMPLEMENTATION MANDATORY NOW (.)
- 5 (.) ACK (.)

Page		of		pages		Refers to Message		DRAFTER'S NAME		OFFICE	TEL NO
						Classified	No	SIDNEY		SIGS	007
For Opr's	R	Date	Time	System Operator	D	Date	Time	System Operator	Releasing Officer's Signature		
Use									RANK	Sqn Ldr	

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ANNEX H TO
CHAPTER 15
JSP Z2

SIGNAL DESPATCH SERVICES (SDS)

GENERAL

1. Service Provided. SDS is an Army Service to collect and deliver documents from and to addressees included in the route or time schedule of the service. An example of an SDS table is shown at Appendix 1. Other forms of communication involve the transmission of the information contained in the original document, whereas SDS permits the original document to be delivered with the advantages, e.g. documents bearing signatures, sketches, maps etc. SDS may be by road (SDS), air (ADS) or train (TDS) but originators must bear in mind that in the case of the former the dispatches are carried by motor cycles which limits the capacity of the service which may be provided, and in the case of the latter two, delivery times vary with service provided by railways and availability of aircraft.

RULES FOR THE USE OF SDS

2. Acceptable Dispatches. Any document or batch documents, contained in an envelop or parcel not exceeding the dimensions of 40cm by 25cm, and having a mass of not more than 21 kg may be delivered by SDS. Larger or heavier items and items other than documents are not to be sent by SDS. Explosives or inflammable material, clothing, equipment, money, cheque or valuables are not to be sent by SDS.

3. The Package. The package may be handed to the COMCEN or message centre in any of the following forms:

a. Unclassified signals with the appropriate number of copies may be handed in. 'SDS' is to be written in the message instructions blocks on the message forms, or if folded, on the reverse side.

b. Classified messages or documents are to be delivered to the COMCEN or message centre under double sealed cover. The outer sealed envelope must have a SDS label (shown at Appendix 2) stuck on the front bearing the information shown below. If no SDS label is available, the information set out in the same manner as the label, is to be written on the front of the envelope.

(1) There is to be no indication of the classification of the contents on the label. If contents are classified, insert 'NOT BY POST' in the security classification block on the label.

(2) The precedence of the dispatch

(3) The originator's number in the case of a signal, or the file reference in the case of a letter, is to be inserted in the Reference No block of the label.

(4) The unit address to where the package is to be dispatched.

(5) Delete 'Registered' or 'Unregistered' as applicable. If neither are deleted the dispatch will automatically be treated as unregistered. Signals make no record of unregistered dispatch if lost. Signals accept no responsibility for lost unregistered dispatches and it is considered that all classified dispatches should be registered.

(6) In the case of SECRET, TOP SECRET or EXCLUSIVE despatches, two skeleton copies of the message, excluding all text after the originator's number, or in the case of EXCLUSIVE messages all the text 'EXCLUSIVE FOR.....' Are made and forwarded to the COMCEN or message centre in a second inner envelope. One of the skeleton copies will be held in a second inner envelope. One of the skeleton copies will be held for record purposes and one copy will be returned to the Cipher Office as a receipt. A copy of the

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original message will be returned to the originator by the Cipher Office under double sealed cover as a receipt, this copy bearing the Cipher Office stamp

- c. As for Paragraph 3b above, but wrapped in plain paper, tied with string and sealed with wax or wafer in lieu of an envelope.
4. Handing in Time. Despatches for delivery by SDS are to be handed into the COMCEN or message centre not less than 30 minutes before the scheduled run/time of departure or of the next run. Failure to do so may result in the despatch having to wait until the next delivery run.
5. Abuse of SDS. Despatch riders are not to be tasked for personal or other tasks not directly connected with their duty.
6. Special Despatch Rider (SDR). In the event of very urgent despatches not being able to await the next scheduled SDS run, the COMCEN or message centers will endeavour to arrange for an SDR. The originator is to warn the COMCEN or message centre as soon as the urgent despatch is decided on, to allow them to make the arrangements for a special delivery run. It must be clearly understood that this service is dependent upon the availability of despatch riders and vehicles and cannot always be provided.
7. CID Bag. The term 'CID Bag' refers to a secure bag containing despatches transported by the ZRP. Despatches for distant headquarters and units not served by regular SDS runs are handed to the local CID Bag controlling Agency by the COMCEN or message centre. When using CID Bag, precedence delay times are not guaranteed.

Appendices:

1. Example of an SDS Time Table.
2. Example of an SDS Label.

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APPENDIX 1 TO
ANNEX H TO
CHAPTER 15

EXAMPLES OF AND SDS TIME TABLE

SDS TIME TABLE: 2 BDE

Ser Run No	HQ 2 BDE		1 Fd Regt (ZA)		Def HQ		Engr Sp Regt		8 Sig Sqn		HQ Pres Gds	
	ETA	ETD	ETA	ETD	ETA	ETD	ETA	ETD	ETA	ETD	ETA	ETD
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(j)	(k)	(l)	(m)	(n)
1.		0600			0630							
2.						0640				0700		
3.			0730								0710	
4.				0740			0750					
5.								0800			0830	
6.	0900											0840
7.		1500									1600	
8.			1630									1610
9.				1640					1700			
10.								1725			1710	
11.					1810			1735				
12.		1840					1820					

Notes.

1. Two runs daily. One from 0600hrs, completed at 0900hrs. The second run, in a different sequence, from 1500hrs complete at 1840 hrs.
2. Ten minutes allowed at every unit's message centre.

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APPENDIX 2 TO
ANNEX H TO
CHAPTER 15

EXAMPLE OF AN SDS LABEL

G P & S 81218		ZA/S/9		
TO	SDS		PRECEDENCE	(Delete as necessary)
			2	REGISTERED (4)
				UNREGISTERED
				Reference No (5)
		4	SECURITY CLASSIFICATION	Authorised by 6
			3	Signature (with rank)
Serial Nos 2	1	(7) 3	4	
Date stamps				Originator's office Stamp or address

Notes:

1. Only one addressee. (Postal address not to be used).
2. Precedence as for signals. If 'Priority' or higher, advance warning to the dispatching COMCEN or message centre is to be given as the need for the SDS for the delivery is decided by the releasing officer.
3. If classified, 'NOT BY POST' to be inserted. This is to ensure that classified material is not transmitted by normal post.
4. Delete 'registered' or 'unregistered' as applicable (see paragraph 3b (5))
5. Insert originator's number for signals, or reference number for correspondence.
6. Signature of releasing officer.
7. The space below the thick black line reserved for Signals use.
8. Unit date stamp may overlap into signature space above

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CHAPTER 16: ABBREVIATIONS

INTRODUCTION

1601. Abbreviations are designed to save time and space in military documents. Their use saves the time of the originator, the typist and addressees.

1602. The abbreviations contained in this annex are authorised for general use within the Armed Forces of Zimbabwe. It is important that every user is conversant with the general rules set out below.

GENERAL RULES

1603. In operational writing, for example, operation orders and estimates, maximum use is to be of the approved abbreviations listed at annex A of this Chapter.

1604. In non-operational writing the only abbreviations normally used are those for dates, ranks, appointments, formations and units. Details are contained in the following Paragraphs and Sections 2 to 14. Rules on the use of abbreviations for dates and times are amplified in Chapter 2, Paragraphs 255 to 260 and its Annex E.

1605. Further abbreviations may be used if the writer considers them helpful and their use is not likely to cause confusion. These must be explained the first time they appear in the text, for example: World Health Organisation (WHO). They may also be listed in a separate annex, unless they are:

- a. In section 2 to 16 of this Chapter.
- b. In general use, for example UN, OAU, SADC.
- c. Specialist abbreviations well understood by both writer and all likely recipients of the paper.

1606. If an abbreviation is used then its use must be consistent throughout the letter or document concerned.

ABBREVIATIONS USED IN NON OPERATIONAL WRITING

1607. In non-operational writing, only the following abbreviations are to be used:

- (1) Brigadier General (General Staff) (Brig Gen GS).
- (2) Staff Officer Training (SO Trg)
- (3) Company Sergeant Major B Company (CSM B Coy).

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b. Decorations. When written after a person's name, decorations are abbreviated, for example:

- (1) Bronze Cross of Zimbabwe (BCZ).
- (2) Commander of the Zimbabwe Order of Merit (CZM).

c. Military Ranks. Military ranks are abbreviated when they refer to a particular person, for example:

- (1) Lt Col G S Mutsadyanga.
- (2) Flt Lt W Ncube.

d. Units and Formations. Titles of particular sub-units, units and formations are abbreviated, for example:

- (1) 2 Platoon, A Company (2 Pl A Coy).
- (2) 1 Engineer Squadron (1 Engr Sqn).
- (3) Headquarters 3 Brigade (HQ 3 Bde).

e. Common Use. Commonly used abbreviations, e.g, USSR, kg, kph etc.

CORRESPONDENCE WITH OTHER GOVERNMENT DEPARTMENTS (CIVILIAN ORGANISATION)

1608. Purely military abbreviations may not be used in correspondence with civilians or other governments departments.

CIVILIAN ABBREVIATIONS

1609. Acknowledged civilian abbreviations contained in the Oxford Dictionary may always be used in operational writing. In such cases customary punctuation is omitted, unless it is demanded for clarity. Where a military abbreviation differs from the acknowledged civilian abbreviation for the same word, the military abbreviation is to take precedence.

TECHNICAL AND SPECIALISED ABBREVIATIONS

1610. This annex contains only abbreviations of a general nature. Technical and specialised terms and words that are peculiar to a branch of the Service or service unit may be abbreviated in military documents, provided such abbreviations are clarified where they appear for the first time in a document. An example of a specialised abbreviation peculiar to the Corps of Signals is: AVFT Apparatus Voice Frequency Telegraph. Apart from the above clarification, such abbreviations may also be set out in an annex to the document concerned.

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THE COMPOSITION AND SEPARATION OF ABBREVIATIONS

1611. Rules to be followed in the construction and separation of abbreviations are given in Paragraphs 13 to 16 below.

1612. Terms and Groups of Words. A term which consists of more than one word may have its own acknowledge abbreviation, for example “forward line of own troops – FLOT”. Abbreviations for terms and groups of words that do not appear in Sections 15 and 16 are built up by using already approved abbreviations; for example “parachute battalion – para bn”.

1613. Composite Nouns. Any composite noun or one containing a prefix or suffix may be abbreviated by abbreviating that part for which an abbreviation already exists, for example “minefield-minefd”. The following additional rules apply in this respect:

- a. This rule does not apply to verbal nouns or adjectives; for example “group” and “to group” may be abbreviated as “gp”, but “grouping” cannot be abbreviated to “gping” – it must be written in full. Similarly “organising” cannot be abbreviated to “orgoing” nor can “mortared” be abbreviated to “mored”
- b. Where the last part of a composite noun is abbreviated the unabbreviated and abbreviated parts are written together thus “airfield – airfd”. However, when only the first part of a composite noun is abbreviated, the abbreviation is separated from the last part of the word eg. “bridgehead – br head”.

1614. Abbreviated Capital Letters. Where all the separate parts of a composite word or group of words are abbreviates to one, the capital letters of each of the abbreviated letters are written as one group, for example “Chief Instructor Staff Duties – CISD”. Should the final result consist of more than four letters judicious separation may be made.

1615. Separation of Authorised Abbreviations. Authorised abbreviations may not be separated in order to use parts thereof as abbreviations for other words, for example, “AP (armour piercing)” may not be broken up to use the “A” for “armour” separately.

PLURAL FORMS

1616. The basic rule on the use of the plural form in respect of abbreviations is that where the plural indicator consists of a single letter, this is added to the abbreviation, for example:

- a. Tactical Exercises Without Troops – TEWTs.
- b. Memorandum – memos.
- c. General Staff Officers Grade 2 – GSO2s.

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CAPITAL LETTERS

1617. The following rules apply:

- a. Where abbreviations are used in the middle of sentence, they are written exactly as they appear in the list of abbreviations.
- b. Where a sentence is started with an abbreviation (example 1) below) or where an abbreviation represents a proper noun (example (2) below) the first letter is written in capitals. The same rule applies where an ordinary abbreviation is incorporated in the abbreviation for an appointment, for example “ops” in example (3) below.
 - (1) Br tks will X the br (Bridge tanks will
 - (2) “3 Bde is the second bde in the CZ”.s
 - (3) Director General (Operations) – DG (Ops).
- c. Abbreviations in Main, Title and Group Headings. Main, title and group headings are written in capital letters where abbreviations are used they are also to be written in capital letters, except in cases where confusion could result; for example “Br Tks (bridge tanks)” to avoid confusion with “BR TKS (British tks)”.

VERBS

1618. It is the originator’s responsibility to ensure that no misunderstanding in respect of the time of an action results due to the use of abbreviations. Thus the abbreviation “conc” could mean “concentrate” (present tense) or “concentrated” (past tense). The conjunctive form “ed” is not added to an abbreviation to indicate the past tense. The general rule is that where the actual meaning of the verb does not flow clearly out of the sentence construction, the correct form of the verb must be written in full.

PUNCTUATION

1619. The following general rules do not apply in correspondence to civilians:

- a. Full stops are not used between or after abbreviations except if it is demanded by normal rules of punctuation, for example, where an abbreviation comes at the end of a sentence.
- b. Hyphens are not used between abbreviations.

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MISCELLANEOUS

THE ABBREVIATIONS OF DATES

1620. The following rules apply:

- a. Weekdays are abbreviated to the first three letter of the day, for example, “Mon – Monday” or Thu – Thursday”.
- b. Months are also abbreviated to the first three letter of the name of the month, for example, “Sep – September”.
- c. Abbreviated dates are indicated as follows:
 - (1) The specific day of month, for example “1” for the first day on the month. Zero is placed in front of single numbers in a date time group eg in a signal or operation order.
 - (2) The abbreviation for the particular month.
 - (3) The last two figures of the year. The following examples illustrate the complete composition: “31 Jan 91”, “4 Sep 91”.

COMPASS BEARINGS

1621. The four cardinal points of the compass are always written in full; viz north, south, east and west. Abbreviations are used for points between the cardinal points, for example, NE, NNE, and SW.

CONCLUSION

1622. Successful use of abbreviations is governed by intelligent application of the rules set out above. Time saving is the justification for the use of abbreviations, and clarity the final test for their inclusion in a text. Without good knowledge of the rules the use of abbreviations can cause confusion resulting in time wasting. Every user must be capable of applying the rules intelligently, thereby achieving clarity and economy.

Annex:

- A. Military Abbreviations.

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ANNEX A TO
CHAPTER 16 TO
JSP Z2

SECTION 1: ZIMABBWE SECURITY FORCES

Zimbabwe Defence Forces	ZDF
Zimbabwe National Army	ZNA
Air Force of Zimbabwe	AFZ
Zimbabwe Republic Police	ZRP
Zimbabwe Prison Services	ZPS

SECTION 2: CORPS OF THE ZIMBABWE NATIONAL ARMY

Zimbabwe Corps of Infantry	Z Inf
Zimbabwe Intelligence Corps	ZIC
Zimbabwe Artillery Corps	ZA
Zimbabwe Corps of Engineers	ZE
Zimbabwe Corps of Signals	Z Sigs
Zimbabwe Army Medical Corps	ZAMC
Zimbabwe Army Ordnance Corps	Ord
Zimbabwe Corps of Military Police	ZMP
Zimbabwe Corps of Electrical and Mechanical Engineering	EME
Zimbabwe Army Pay and Records Corps	ZAPARC
Zimbabwe Army Education Corps	ZAEC
Zimbabwe Corps of Transport	Tpt
Zimbabwe Corps of Chaplains	ZCCH

SECTION 3: FORMATIONS (ARMY)

Zimbabwe Defence Forces Headquarters	ZDF HQ
Army Headquarters	Army HQ
1 Brigade	1 Bde
2 Brigade	2 Bde
3 Brigade	3 Bde
4 Brigade	4 Bde
5 Brigade	5 Bde
Presidential Guards Brigade	Pres Gd Bde
Mechanised Brigade	Mech Bde
Field Artillery Brigade	Fd Arty Bde
Harare District	Hre Dist
Bulawayo District	Byo Dist

SECTION 4: STAFF BRANCHES

General Staff Branch	GS Branch
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Administration Staff Branch
Quartermaster Staff Branch

AS Branch
QS Branch

SECTION 5: DIRECTORATES (ARMY)

Engineers Directorate
Electrical and Mechanical Engineering
Signals Directorate
Directorate of Army Finance
Directorate of Army Training
Medical Directorate
Ordnance Directorate
Zimbabwe Military Police Directorate
Directorate of Legal Services
Army Project
Directorate of Procurement
Directorate of Prosecution
Transport Directorate
Education Directorate
Zimbabwe Army Corps of Chaplains
Public Relations Directorate
Military Intelligence Directorate

Engr Dir
EME Dir
Sigs Dir
DAF
DAT
Med Dir
Ord Dir
ZMP Dir
DLS (Joint ZNA/AFZ)
Army Projs
DP
Dir Pros
Tpt Dir
Ed Dir
ZACCH
PRD
MID

SECTION 6: UNITS AND ESTABLISHMENTS - ARMY

Zimbabwe Staff College
Zimbabwe Military Academy
Zimbabwe School of Infantry
Ordnance and Transport Training School
All Arms Battle School
Electrical Mechanical Engineering Training School
Field Artillery Training School
11 Infantry Battalion
12 Infantry Battalion
13 Infantry Battalion
21 Infantry Battalion
22 Infantry Battalion
23 Infantry Battalion
31 Infantry Battalion
32 Infantry Battalion
33 Infantry Battalion
41 Infantry Battalion
42 Infantry Battalion
43 Infantry Battalion
51 Infantry Battalion
52 Infantry Battalion
53 Infantry Battalion

ZSC
ZMA
ZS Inf
OTTS
AABS
ETS
FATS
11 Inf Bn
12 Inf Bn
13 Inf Bn
21 Inf Bn
22 Inf Bn
23 Inf Bn
31 Inf Bn
32 Inf Bn
33 Inf Bn
41 Inf Bn
42 Inf Bn
43 Inf Bn
51 Inf Bn
52 Inf Bn
53 Inf Bn

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1 Presidential Guard Battalion	1 Pres Gd Bn
2 Presidential Guard Battalion	2 Pres Gd Bn
3 Presidential Guard Battalion	3 Pres Gd Bn
Presidential Guards Mounted Squadron	Pres Gd Mtd Sqn
Parachute Regiment	Para Regt
Commando Regiment	Cdo Regt
1 Mechanized Infantry Battalion	1 Mech Bn
2 Mechanized Infantry Battalion	2 Mech Bn
School of Military Intelligence	SMI
1 Intelligence Company	1 Int Coy
2 Intelligence Company	2 Int Coy
3 Intelligence Company	3 Int Coy
4 Intelligence Company	4 Int Coy
5 Intelligence Company	5 Inf Coy
Presidential Guard Intelligence Company	Pres Gd Int Coy
Zimbabwe Armoured Regiment	ZAR
1 Field Regiment Zimbabwe Artillery	1 Fd Regt ZA
2 Field Regiment Zimbabwe Artillery	2 Fd Regt ZA
3 Field Regiment Zimbabwe Artillery	3 Fd Regt ZA
1 Air Defence Regiment Zimbabwe Artillery	1 AD Regt ZA
Zimbabwe School of Military Engineering	ZSME
Zimbabwe Engineer's Trade Training School	ZETTS
1 Engineer Support Regiment	1 Engr Sp Regt
2 Engineer Field Squadron	2 Engr Fd Sqn
3 Engineer Field Squadron	3 Engr Fd Sqn
4 Engineer Field Squadron	4 Engr Fd Sqn
5 Engineer Field Squadron	5 Engr Fd Sqn
7 Engineer field Squadron	7 Engrs Fd Sqn
Presidential Guard Engineer Squadron	Pres Gd Engr Sqn
8 Amphibious Engineer Squadron	8 Amph Engr Sqn
Mechanized Brigade Engineer Squadron	Mech Bde Engr Sqn
School of Signals	S Sigs
1 Signal Regiment	1 Sig Regt
2 Signal Regiment	2 Sig Regt
1 Signal Squadron	1 Sig Sqn
2 Signal Squadron	2 Sig Sqn
3 Signal Squadron	3 Sig Sqn
4 Signal Squadron	4 Sig Sqn
5 Signal Squadron	5 Sig Sqn
Presidential Guard Signal Squadron	Pres Gd sig Sqn
8 Signal Squadron	8 Sig Sqn
10 Signal Squadron	10 Sig Sqn
11 Signal Squadron	11 Sig Sqn
12 Signal Squadron	12 Sig Sqn
Mechanized Brigade Signals Squadron	Mech Bde Sig Sqn
Ordinance and Transport Training School	OTTS
Ordinance and Supplies Depot Harare	OSD Hre

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Ordinance and Supplies Depot Bulawayo	OSD Byo
Harare Base Workshop	Hre Base Wksp
Harare Station Workshop	Hre Stn Wksp
Bulawayo Station Workshop	Byo Stn Wksp
Armour Technical Schools	ATTS
Medical Training School	MTS
1 Field Ambulance Company	1 Fd Amb Coy
2 Field Ambulance Company	2 Fd Amb Coy
3 Field Ambulance Company	3 Fd Amb Coy
4 Field Ambulance Company	4 Fd Amb Coy
5 Field Ambulance Company	5 Fd Amb Coy
Mechanised Brigade Field Ambulance Company	Mech Bde Fd Amb Coy
Presidential Guards Field Ambulance Company	Pres Gd Fd Amb Coy
1 Medical Company	1 Med Coy
2 Medical Company	2 Med Coy
Army Health Unit	AHU
Army Medical Equipment Stores	AMES
School of Military Police	SMP
1 Provost Platoon	1 Pro Pl
2 Provost Platoon	2 Pro Pl
3 Provost Platoon	3 Pro Pl
4 Provost Platoon	4 Pro Pl
5 Provost Platoon	5 Pro Pl
Presidential Guards Provost Platoon	Pres Gd Pro Pl
Army Detention Barracks	Army DB
Harare District Provost Company	Hre Pro Coy
Bulawayo District Provost Company	Byo Pro Coy
Pay Corps Training School	PCTS
Army Pay Office	APO
Army School of Education	ASE
1 Education Company	1 Edn Coy
2 Education Company	2 Edn Coy
3 Education Company	3 Edn Coy
4 Education Company	4 Edn Coy
5 Education Company	5 Edn Coy
Mechanised Brigade Education Company	Mech Bde Edn Coy
Presidential Guards Education Company	Pres Gd Ed Coy

SECTION 7: FORMATIONS - AIR FORCE

Air Headquarters	Air HQ
Manyame Air Force Base	MAFB
Thornhill Air Force Base	THAFB
Forward Field Unit	FFU
Field Air Force Base	FAFB

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SECTION 8: BRANCHES AND SPECIALIZATIONS - AIR FORCE

Accounts	Accts
Administrative	Admin
Aircraft Control	Ac C
Air Staff	Air
Air Traffic Control	ATC
Armament (Armourer)	Arm
Base Sick Quarters	BSQ
Catering	Cat
Chaplain	Chap
Clerk	Clk
Defence	Def
Dental	Dent
Education	Ed
Electrical Engineering	Elec Engr
Engineering (Engineer)	Engr
Fire Services	Fire
Flight Safety	FS
General Duties	DG
Intelligence	Int
Mechanical Engineering	Mech Engr
Medical	Med
Medical Technician	Med Tech
Meteorological	Met
Movement	Mov
Navigation, Navigator	Nav
Operation(s)	Ops
Organisations/Organise	Org
Personnel	Pers
Photographic	Photo
Physical Education	PE
Pilot	P
Policy	Pol
Secretarial	Sec
Security	Sy
Signals	Sigs
Supply	Sup
Survey	Svy
Training	Trg
Weapons	Wpns
Work Study	WS
Works	Wks

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SECTION 9: ESTABLISHMENTS AND UNITS - AIR FORCE

No 1 Squadron	1 Sqn
No 2 Squadron	2 Sqn
No 3 Squadron	3 Sqn
No 4 Squadron	4 Sqn
No 5 Squadron	5 Sqn
No 6 Squadron	6 Sqn
No 7 Squadron	7 Sqn
No 8 Squadron	8 Sqn
Air Force Regiment of Zimbabwe	AF Regt
Central Equipment Depot	CED
Chegutu Regional/Air Defence Operations	
Command and Control Centre	CRADOCCC
Communications Centre	COMCEN
Directorate of Legal Services	DLS (Joint ZNA/AFZ)
Ground Training School	GTS
Gweru Regional Air Defence Command and Control Centre	GRADCCC
Joint Services Photographic Interpretation Section	JSPIS
Military Intelligence Directorate	MID
National Air Defence Operations Command and Control Centre	NADOCCC
Parachute Training School	PTS
Pay and Records Office	PARO
Regional Air Defence Operations Command and Control Centre	RADOCCC
School of Flying Training	SFT
School of Technical Training	STT
Special Investigations Branch	SIB

SECTION 10: APPOINTMENTS - ARMY

Aide-de-Camp	ADC
Adjutant	Adjt
Administrative Officer	AO
Administrative Staff Officer	ASO
a. Qualified by Grade	ASO3
b. Qualified by Branch, examples are	
(1) Careers	ASO3 (Crs)
(2) Personal Services	ASO3 (PS)
(3) Plans	ASO3 (Plans)
Air Liaison Officer	ALO
Air Transport Officer	ATO
Army Commander	Army Comd
Assistant Director Legal Services	ADLS

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Assistant Director Medical Services	ADMS
Battery Captain	BK
Battery Commander	BC
Battery Quartermaster Sergeant	BQMS
Battery Sergeant Major	BSM
Brigade Commander	Bde Comd
Brigade Education Officer	BEO
Brigade Major	BM
Brigadier General Administration Staff	Brig Gen (AS)
Brigade Electrical and Mechanical Engineer	BEME
Brigade General General Staff	Brig Gen (GS)
Brigadier General Logistics Staff	Brig Gen (QS)
Brigade Ordnance Officer	BOO
Brigade Transport Officer	BTO
Camp Commandant	Camp Comdt
Chaplain General	CG
Centre of Gravity	C of G
Chief Clerk	CC
Chief Engineer	CE
Chief Instructor	CI
Chief Paymaster	C Pmr
Chief of Staff (Administrative Staff)	COS AS
Chief of Staff (General Staff)	COS GS
Chief of Staff (Quartermaster Staff)	COS QS
Colonel Administrative Staff	Col AS
Colonel General Staff	Col GS
Colonel Quartermaster Staff	Col QS
Commandant	Comdt
Commander	Comd
Commander Zimbabwe National Army	Comd ZNA
Commander Zimbabwe Corps of Signals	C Z Sigs
Commander Zimbabwe Engineers	CZE
Commanding Officer	CO
Company/Commando/College Sergeant Major	CSM
Company/Commando College Quartermaster Sergeant	CQMS
Company Quartermaster Sergeant	CQMS
Defence Attachee	DA
Dental Officer	DO
Deputy Chief Paymaster	DC Pmr
Deputy Commander	D Comd
Deputy Commander Zimbabwe Corps of Signals	DC Z Sigs
Deputy Commander Zimbabwe Engineers	DCZE
Director Electrical and Mechanical Engineering	Dir EME
Director Ordnance	Dir Ord
Director Army Finance	DAF
Director Electrical Management Engineering	DEME
Deputy Director Military Intelligence	DDMI

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Director Army Education Corps	DAEC
Director of Army Training	DAT
Director Legal Services	DLS
Director Medical Services	DMS
Director Military Intelligence	DMI
Director Military Police	DMP
Director Procurement	DP
Director Prosecution	D Pros
Director Public Relations	DPR
Director Transport	D Tpt
General Officer Commanding	GOC
General Staff Officer	GSO
a. Qualified by Grade	GSO1
b. May be qualified by branch, examples are:	
(1) Operations	GSO2 (Ops)
(2) Staff Duties	GSO3 (SD)
(3) Research & Development	GSO2 (Plans)
(4) Training	GSO2 (Trg)
Instructor	Instr
Intelligence Officer	IO
Judge Advocate General	JAG
Liaison Officer	LO
Mechanical Transport Officer	MTO
Medical Officer	MO
Military Assistant	MA
Military Intelligence Officer	MIO
Military Liaison Officer	MLO
Mortar Fire Controller	MFC
Officer	Offr
Officer Commanding	OC
Orderly Room Quartermaster Sergeant	ORQMS
Paymaster	Pmr
Personal Staff Officer	PSO
Physical Training Instructor	PTI
Quartermaster Staff Officer	QSO
a. Qualified by grade	QSO2
b. May be qualified by branch, example:	
(1) Works	QSO2 (Wks)
(2) Buildings and Estates	QSO3 (B and E)
(3) Army Equipment	QSQ2 (AE)
Regimental Quartermaster Sergeant	RQMS
Regimental Sergeant Major	RSM
Regimental Signals Officer	RSO
Second in Command	2IC
Senior Nursing Officer	SNO
Senior Dental Officer	SDO
Senior Medical Officer	SMO

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Senior Technical Ammunition Maintenance Officer	STAMO
Squadron Quartermaster Sergeant	SQMS
School Sergeant Major	SSM
Transport Staff Officer Grade 1 (Vehicles)	TSO 1 (Veh)
Transport Staff Officer Grade 2 (Manning and Training)	STSO 2 (Man & Trg)
Technical Ammunition Maintenance Officer	TAMO
Training Officer	TO
Technical Maintenance Officer	TMO
Unit Education Officer	UEO

SECTION 11: APPOINTMENTS - AIR FORCE

Adjutant	Adjt
Aide-de-Camp	ADC
Air Sub Lieutenant	A Sub Lt
Air Attache or Air Adviser	AA
Air Lieutenant	A/Lt
Air Officer Commanding	AOC
Chief of Staff	COS
Commandant	Comdt
Commander	Comd
Commander-in-Chief	C in C
Commanding Officer	CO
Deputy Director	DD
Director General	DG
Medical Officer	MO
Officer Commanding	OC
Officer in Charge	OIC
Officer Commanding Flying Wing	OCFW
Personal Assistant	PA
Personal Staff Officer	PSO

SECTION 12: RANKS - ARMY

General	Gen
Lieutenant General	Lt Gen
Major General	Maj Gen
Brigadier General	Brig Gen
Colonel	Col
Lieutenant Colonel	Lt Col
Major	Maj
Captain	Capt
Lieutenant	Lt
Second Lieutenant	2 Lt
Warrant Officer Class 1	WO1
Warrant Officer Class 2	WO2
Colour Sergeant	CSgt

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Staff Sergeant	SSgt
Sergeant	Sgt
Bombardier	Bdr
Corporal	Cpl
Lance Bombardier	L Bdr
Lance Corporal	LCpl
Gunner	Gnr
Rifleman	Rfn
Trooper	Tpr
Sapper	Spr
Signalman	Sig
Private	Pte

SECTION 13: RANKS - AIR FORCE

Air Chief Marshal	Air Ch Mashl
Air Marshal	Air Mshl
Air Vice Marshal	AVM
Air Commodore	Air Cdre
Group Captain	Gp Capt
Wing Commander	Wg Cdr
Squadron Leader	Sqn Ldr
Flight Lieutenant	Flt Lt
Air Sub-Lieutenant	Air Sub Lt
Officer	Officer
Officer Cadet	O Cdt
Warrant Officer	WO
Master Technician	M Tech
Flight Sergeant	FS
Sergeant	Sgt
Corporal	Cpl
Senior Aircraftman/Aircraftmen	SAC
Senior Aircraftwoman	SACW
Leading Aircraftsman	LAC
Leading Aircraftwoman	LACW
Aircraftman/Aircraftmen	ACM
Aircraftwoman/Aircraftwomen	ACW

SECTION 14: GENERAL ABBREVIATIONS

Anti-Aircraft Artillery	AAA
Air-to-Air Missile	AAM
Air-to-Air Refuelling	AAR
Anti-Air Warfare	AAW
Air Base	AB
Aircraft Battle Damage Repair	ABDR
Airborne Forward Air Controller	ABFAC

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Anti Ballistic System	ABMS
Air Battle Plan	ABP
Air Base Status	ABSTAT
Airspace Control	AC
Airborne C2 Centre	ACCC
Airspace Control Means/Measures/Air Combat Manouvres	ACMACM
Airspace Control Plan, Air Control Post	ACM
Airspace Control System	ACP
Air Defence	ACS
Air Defence Commander	AD
Air Defence Operations Centre	ADC
Airborne Stand-Off Radar	ADOC
Anti-Surface Warfare	ASTOR
Anti-Submarine Warfare	ASUW
Air Transport	ASW
Air Transport Force; Amphibious Task Force	AT
Air Transport Force Operations Centre	ATF
Anti-Tank Guided Weapons	ATFOC
Air Tasking Message	ATGW
Air Tasking Order	ATM
Airborne Warning and Control System	ATO
Air Warfare Centre	AWACS
All Weather Fighter	AWC
Above Ground Level	AWF
Abbreviation	AGL
Absent Without Leave	abvn
Above mentioned	AWOL
Absent on Leave	a/m
Absent on Duty	AOL
Accept/Refuse (Message)	AOD
Accommodation	A/R (Msg)
Account	accn
Acknowledge(d) (ment)	acct
Acting (with abbreviated title)	ack
Actual Time of Arrival	A
Actual Time of Departure	ATA
Additional	ATD
Address Indicator Group	addl
Administer/Administration/Administrative	AIG
Administrative Order	admin
Advance(d)/advancing	AdminO
Advanced Dressing Station	adv
Air Base Status	ADS
Air Combat Manoeuvres	ABS
Airborne Forward Air Controller	ACM
Aircraft Battle Damage Repair	ABFAC
	ABDC

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Air Contact Officer	ACO
Air Borne Early Warning	AEW
Air Control Centre	ACC
Airborne Early Warning and control System	AWACS
Air Control Team	ACT
Air Base	AB
Air Defence	AD
Air Defence Area	ADA
Air Defence Commander	ADC
Air Defence Operations Centre	ADOC
Air Despatch	AD
Air Observation Post	Air OP
Air Support Officer	ASO
Air Support Operations Centre	ASOC
Air Supply Platoon	AS PI
Air-to-Air Guided Weapon	AAGW
Air-to-Air Missile	AAM
Air-to-Air Refuelling	AAR
Air-to-Air Surface-Missile	ASM
Air Traffic Control	ATC
Air Transport Liaison Officer	ATLO
Air Transport Operations Centre	ATOC
Airborne	AB
Airborne Forces Liaison Officer	AFLO
Aircraft	ac
Airfield	airfd
Airhead Maintenance Area	AMA
Airportable	airptbl
Air Adviser/Attache	AA
All Arms Air Defence	AAAD
All-Up Weight	AUW
Allocated(d)/Allocating/Allocation	alloc
Allowance	allce
Alternative/alternative	altn
Altitude	alt
Ambulance	amb
Amendment	amdt
Ammunition	ammo
Ammunition Control Point	ACP
Ammunition Point; Armour Piercing	AP
Ammunition Technical Officer	ATO
Amphibious	amph
Amphibious Operations Officer	AOO
Amplitude Modulat (ion)(ed)	AM
Analyse, analysis	anl
Anti-Aircraft	AA
Anti-Air Warfare	AAW

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Anti Ballistic Missile System	ABMS
Anti-Personnel	AP
Anti-Tank	ATk
Anti-Tank Guided Weapon/Missile	ATGW
Anti-Terrorist	ATerr
Attention	attn
Apparatus Cable Laying	ACL
Appendix	appx
Appoint(ed)(ing)(ment)	appt
Approximate(ly)/Approximation	approx
Approach Approached	appch
Area Named Area(s) of Interest	Area NAI
Appreciation, appreciation, appreciated	appre
Arrang arranged	arng
Area Target Area of Interest	Area TAI
Army Headquarters	Army HQ
Armament	armt
Armour	armr
Armoured	armd
Armour Killing Area	AKA
Armoured Command Vehicle	ACV
Armoured Fighting Vehicle	AFV
Armour Piercing	AP
Armoured Personnel Carrier	APC
Armour Piercing Sabot(Fin Stabilised)	APDS (FS)
Armoured	Armd
Armoured Command Vehicle	ACV
Armoured Fighting Vehicle	AFV
Armoured Personnel Carrier	APC
Armoured Recovery Vehicle	ARV
Armoured Regimental Group	ARG
Armoured Vehicle Launcher Brigade	AVLB
Army Joint Operation Centre	AJOC
Army Medical Equipment Supply	AMES
Army Photographic Interpretation Unit	APIU
Army Post Office	APO
Artillery	arty
Assault	asslt
Assembly	assy
Assign(ed)	asg
Assist(ance)ant(ed)	asst (also A in titles eg MA)
As soon(ance(ant)(ed)	ASP
Attach(ed)(ment)	att
Attention	attn
Authenticate	authen
Authority/Authorized(d)	auth
Automatic	auto

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Automatic Data Processing	ADP
Available	aval
Aviation	avn
Aviation Gasoline	AVGAS
Aviation Turbine Fuel	AVTUR
Azimuth	az

B

Battle Air Interdiction	BAI
Base Communications Centre	BCC
Battlefield Communications Terminal	BCT
Battle Damage Assessment	BDA
Bulk Fuel Installation	BFI
Battlefield Situation Display	BSD
Back Loading Point	BLP
Bacteriological	bac
Barrack	bk
Battalion	bn
Battalion Group	Bn Gp
Battalion Headquarters	Bn HQ
Battery	by
Battery Captain	BK
Battery Commander	BC
Battle Group	BG
Beyond Economical Repair	BER
Beyond Local Repair	BLR
Biological Warfare	BW
Board of Condemnation (Inquiry/Survey)	BOC/BOI/BOS
Bombadier	Bdr
Bomb Disposal	BD
Bomb Line	BL
Bombing Report	BOMREP
Boundary	bdry
Bridge	br
Bridgehead	br hd
Brigade	bde
Brigade Headquarters	Bde HQ
Brigade Administrative Area	BAA
Brigade Air Support Officer	BASO
Brigade Air Support Operations Centre	BASOC
Brigade Artillery Intelligence Officer	BAIO
Brigade Joint Operations Centre	BJOC
Brigadier Gen	Brig Gen
Bulk Breaking Point	BBP
Bugler	Bgl
Building	Bld
Built Up Areas(s)	BUA

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Bulk Breaking Point
Black Male Juvenile
Black Female Juvenile

BBP
BMJ
BFJ

C

Cadet
Calibre/calibration/calibrate
Camouflage (d)
Capable/Capabilit(y)(ies)
Capacity
Captain
Carrier
Cascavel
Cash in lieu
Casualty
Casualty Collecting Post
Casualty Evacuation
Casualty report
Catering
Central/centre
Centre of Gravity
Central Administrative Base
Central Ammunition Depot
Central Intelligence Organization
Central Mechanical Equipment Department
Centre Line
Chaplain
Chemical Warfare
Chief Administrative Officer
Chief (in civilian appointment)
Chief Clerk
Chief Instructor
Chief of Staff
Circumscribe(d), Circle(d)
Civil Defence
Civil (ian)
Civil Affairs
Class(ification)
Clerk
Close Air Support
Close Protection
Close Quarter Battle
Close Support
Clothing
Colon (in message, if required)
Colonel
Column
Combat Service Support

cdt
cal
cam
capb
cpt
Capt
carr
cvl
CIL
cas
CCP
Casevac
CASREP
cat
cen
C of G
CAB
CAD
CIO
CMED
CL
Chap
CW
CAO
Ch
CC
CI
COS
circ
CD
civ
CA
cl
clk
CAS
CP
CQB
CS
clo
CLN
Col
colm
CSS

RESTRICTED

Combat Supplies	C sups
Combat Support	CS
Combat Team	CT
Combat Vehicle	CV
Combat Zone	CZ
Combined Arms	CA
Command and Control	C2
Command and Control Information Processing System	C ² IPS
Command and Control Warfare	C ² W
Command, Control and Communications	C3
Command, Control, Communications Countermeasures	C3CM
Command, Control, Communications and Intelligence	C3I
Command, Control, Communications, Computers and Intelligence	C4I
Combat Assessment	CA
Coordinated Air Defence Area	CADA
Combat Air Forces	CAF
Combat Air Patrol	CAP
Contingency Airborne Reconnaissance System	CARS
Close Air Support	CAS
Camouflage, Concealment and Deception	CCD
Command, Control and Information System	CCIS
Civil Defence	CD
Civil Emergency Planning/Circular Error Probability	CEP
Centre of Gravity	C of G
Close-In-Jamming	CIJ
Civil/Military Co-operation	CIMIC
Courses of Action, Combat Operations Automation	COA
Computer Security	COMPUSEC
Communications Security	COMSEC
Concept of Operations	CONOPS
Chiefs of Staff	COS
Control and Reporting Centre	CRC
Control and Reporting Element	CRE
Control and Reporting Post	CRP
Comma (in signals messages)	CMM
Command(ed)(er)(ing)(s)	comd
Commandant	comdt
Command Post	CP
Command Post Exercise	CPX
Commanding Officer	CO
Commando	Cdo
Commanding Officer	CO
Committee	ctee
Communinate/Communication(s)	comms
Communications Centre	COMCEN

RESTRICTED

Communications Electronic Instruction	CEI
Communications Head	COMHD
Communications Intelligence	COMINT
Communications Security	COMSEC
Communications Zone	Comms Z
Company	coy
Company Quartermaster Sergeant	CQMS
Company Aid Post	CAP
Company Group	Coy Gp
Composite	comp
Composite Point	Comp P
Composite Maintenance Group	CMG
Concentrate(d)/Concentration	conc
Confidential	confd
Confidential Book	CB
Confirm(ed)(ing)(s)	cfm
Construct(ed)(ing)(ion)(or)	const
Continuation/Continue(d)(s)/continuing	cont
Control(led)(ler)(ling)(s)	con
Controller Aircraft	CA
Convalescent	conv
Cooperate(d)/cooperating/cooperation	coop
Coordinate(d)/coordinator/coordinating/coordination	coord
Corporal	Cpl
Counter (applied to another word, eg: C attack)	C
Counter Battery Fire	CB
Counter Measures	CM
Counter Insurgency	COIN
Counter Intelligence	CI
Counter Revolutionary Warfare	CRW
Course	Cse
Coxswain	coxn
Course of Action	COA
Court Martial	CM
Critical Information Requirement	CIR
Critical Point	C Pt
Cross/Crossing	X(ing)
Company Headquarters	Coy HQ

D

Daily Ammunition Expenditure Rate	DAER
Daily Combat Supply Rate	DCSR
Date of Birth	DOB
Date Time Group	DTG
Dated	dd
Decision Point	DP
Decision Support Template	DST

RESTRICTED

Decontaminate/decontamination	decon
Defence Adviser/Attache	DA
Defence/Defend(ed)(ing)(s)/Defensive	def
Defensive Counter Air	DCA
Defence in Built Up Areas	DIBUA
Defence Writing Handbook	JSP Z2
Defensive Fire	DF
Defensive Counter Fire	DCA
Defence Crisis/Damage Control Cell	DCC
Defence Communications Network	DCN
Defence Communications System	DCS
Defence Intelligence Staff	DIS
Deliver(ed)(ing)(s)(y)	del
Delivery Indicator Group	DIG
Demi-official	DO
Demolish(ed)/demolition	dml
Demonstrate(d)demonstration	demo
Department(al)	dept
Department of Humanitarian Affairs (UN)	DHA
Deploy(ed)ment	depl
Deployment Operating Base	DOB
Depot	dep
Destroy(ed)(s)destruction	destr
Detach(ed)ment	det
Direct(ed)(ing)(ion)(s)	dir
Direct Support	DS
Directing Staff	DS
Direction Finding/Defensive Fire	DF
Defensive Fire Task	DFT
Director (corps) or Deputy (in titles)	D
Director of Operations	D Ops
Defence Planning Assumptions	DPA
Defence Planning Centre	DPC
Defence Roles	DR
Drop Zone	DZ
Department of Peacekeeping Operations (UN)	DPKO
Direct Support; Dress Station	DS
Dispatch Rider	DR
Dissident(s)	diss
Distance	dist
Distribute/distribution/distroy	distr
District (D in titles)	Dist
Distribution Point/Decision Point	DP
District Court Martial	DCM
District Officer	DO
Division(al)	div
Divisional Administrative Area	DAA

RESTRICTED

Divisional Supply Area	DSA
Document	doc
Driver	dvr
Drop Zone	DZ

E

Early Warning/Electronic Warfare	EW
Echelon	ech
Education	ed
Effect(ive)(ness)	eff
Electrical/Electronic	elec
Electrical and Mechanical Engineering (services)	EME
Electronic Counter Measure	ECM
Electronic Counter Counter Measures	ECCM
Electronic Intelligence	ELINT
Electronic Security	ELSEC
Electronic Support Measures	ESM
Electronic (Warfare) Support Measures	ESM
Element	elm
Embark(ed)(action)	emb
Emergency Defence Plan	EDP
Emission Control	EMCON
Emplace(d)(ment)	empl
Enclose(d)/enclosure	encl
Enemy	en
Engineer(ed)(ing)	enr
Engine Change Unit	ECU
Equipment	eqpt
Engineer Stores	ES
Equipment Collecting Point	ECP
Equivalent Full Charge	EFC
Essential Elements of Information	EEI
Establish(ed)(ment)	estb
Estimate(d)/estimation	est
Estimated Time of Arrival	ETA
Estimated Time of Completion	ETC
Estimated Time of Departure	ETD
Estimated Time of Return	ETR
Evacuate(d)/evacuation	evac
Exchange Point	XP
Exclude(d)/excluding/exclusive	excl
Exercise	ex
Exercise Planning Staff	EPS
Expedite	expd
Explosive Ordnance Disposal	EOD
Extra Regimental Employment	ERE
Extend(ed)(ing) extension	ext

RESTRICTED

Evacuee Assembly Area	EAA
Emergency Bulk Fuel Installation	EBFI
Electronic Combat	EC
Electronic Counter Countermeasures	ECCM
Electronic Countermeasures	ECM
Electronic Warfare Counter Measures	EWCM
Environmental Control Unit	ECU
Evacuee Handling Centre	EHC
Electronic Intelligence	ELINT
Emergency Measure	EM
Electronic Mail	EMAIL
Emergency Measures Committee	EMC
Emission Control	EMCON
Enemy Order of Battle	EOB
Explosive Ordnance Disposal	EOD
Evacuation Point	EP
Electronic Protective Measures	EPM
Electronic Support Measures	ESM
Electronic Warfare	EW
Electronic Warfare Co-ordination Cell	EWCC

F

Fascimile	fax
Field	fd
Field Dressing Station	FDS
Field General Course Material	FGCM
Field of Fire	F of F
Field Marshal; Frequence Modulated	FM
Field Post Office	FPO
Field Security	FS
Field Surgical Team	FST
Field Training Exercise	FTX
Fighter Ground Attack	FGA
Fighter Reconnaissance	FRecce
Fighting in Built Up Areas	FIBUA
Figure	fig
Final Protection Fire	FPF
Finance/Financial	fin
Fire Control Equipment	FCE
Fire Direction Centre	FDC
Fire Support Coordination Centre	FSCC
Fire Support Coordination Line	FSCL
Fire Support Group	FSG
Fitted for Radio/Free Flight Rocket	FFR
Fitness for Role	FFR
Flight	flt
Flight Lieutenant	F/Lt

RESTRICTED

Flight Sergeant	FS
Fighter Bomber Attack	FBA
Forward Edge of the Battle Area	FEBA
Fighter Engagement Zone	FEZ
Fighter Ground Attack	FGA
Forward Line of Own Troops	FLOT
Forward Maintenance Area	FMA
Forward Mounting Base	FMB
Forward Operating Base	FOB
Fire Support	FS
Fire Support Co-ordination Centre	FSCC
Fire Support Co-ordination Line	FSCL
Fighters	Ftrs
Field Training Exercise	FTX
Fighter Wing	FW
Follow(ed)(ing)(s)	fol
Foot/Feet	ft
Foreman of Signals	F of S
Formation	fmn
Forming-up Place	FUP
Forward(ed)	fwd
Forward Air Base	FAB
Forward Air Controller	FAC
Forward Airfield	FAF
Forward Airfield Supply Organisation	FASO
Forward Airfield Support Operation Centre	FASOC
Forward Airhead Maintenance Area	FAMA
Forward Control Post	FCP
Forward Defended Locality	FDL
Forward Edge of Battle Area	FEBA
Forward Line of Own Troops	FLOT
Forward Maintenance Area	FMO
Forward Observation Officer	FOO
Forward Operational Base	FOB
Forward Repair Team	FRT
Fragmentary (ed) Order	Frag O
Frequency	freq
Frequency Modulated/Modulation	FM
Fuel Consumption Unit	FCU
Fuel Point	FP
Fuel Oil Lubricants	FOL

G

Gallon	gal
Garrison	gar
Gasoline	gas
General	gen

RESTRICTED

General Court-Martial	GCM
General Duties	GD
General Deployment Plan	DGP
General Officer Commanding	GOC
General Headquarters	GHQ
General Service	GS
General Officer Commanding	GOC
General Staff	GS
Government	govt
Grenade	gren
Ground Defence	GD
Ground Liaison Officer	GLO
Ground Zero	GZ
Group(ed)(ing)	gp
Group Captain	Gp Capt
Guard(ed)(ing)(s)	gd
Guided Missile	GM
Guided Weapon	GW
Guided Weapon (System(s))	GW(S)
Gun Control Equipment	GCE
Gunner	gnr
Ground Attack Control Centre	GACC
Ground Based Air Defence	GBAD
Ground Controlled Interception	GCI
General Defence Area	GDA
Group	GP
Global Positioning System	GPS

H

Harassing Fire	HF
Hard Standing	HS
Harbour	har
Headquarters	HQ
Heavy	hy
Helicopter	hel
Hertz	Hz
High Explosive	HE
High Explosive Anti-Tank	HEAT
High Explosive anti-Personnel	HEAP
High Explosive Squash Head	HESH
High Frequency	HF
High Level Air Defence	HLAD
High Power	HP
High Tension	HT
Horse Power	hp
Hospital	hosp
Host Nation Assistance	HNA
Hour/hourly	hr

RESTRICTED

Howitzer	How
Hygiene	hyg
High Altitude Endurance	HAE
Armed Helicopter	AH
High Frequency	HF
Host Nation Support	HNS
Headquarters	HQ
Human System Intergration	HIS
Human Intelligence	HUMINT
High Value Air Assets	HVAA
High Velocity Missiles	HVM

I

Identification/identified/identity	ident
Identification Friend or Foe	IFF
Illuminate(s)illuminating	illum
Image Intensification/Intensifier	II
Improvised Explosive Device	IED
In Charge	IC
In Respect Of	IRO
In Terms Of	ITO
Inch	in
Include(d)ing)/Inclusive	incl
Independent	indep
Indicated Air Speed	IAS
Infantry	inf
Infantry Combat Vehicle	ICV
Inform(ation)(ed)/for the information of Infra Red	info
Infra Red	IR
Initial Point	IP
Inspection/Inspector	insp
In Respect Of	IRO
Installation	instl
Instruct(ed)(ion)(or)	instr
Insurgent/insurgency	insurg
Intelligence	int
Intelligence Officer	IO
Intelligence Preparation of the Battlefield	IPB
Intelligence Report	INTREP
Intelligence Summary	INTSUM
Intercommunication	intercom
Inter Continental Ballistic Missile	ICBM
Intermediate	intmed
In Terms Of	ITO
Internal Combustion	IC
Internal Security	IS
Internal Travel Order	ITO
Interrogate (d) (ion) (or)	intg

RESTRICTED

Individual Weapon Sight	IWS
Issue Voucher	IV
Identification Friend or Foe (see also SIF and SSR)	IFF
Imagery Intelligence	IMI NT
Intelligence	INTEL
Infra-Red	IR
Inverse Synthetic Aperture Radar	ISAR
International Standards Organisation	ISO
Intelligence, Surveillance, Target Acquisition and Reconnaissance	ISTAR
Information Centre	IC

J

Jamming Report	JAMREP
Joint	jt
Joint Command and Operation Centre	JCOC
Joint Command and Staff Course	JCSC
Joint Operations Centre/Committee	JOC
Joint Intelligence Centre/Committee	JIC
Joint Planning Staff	JPS
Joint Reconnaissance Centre	JRS
Joint Service Publication	JSP
Joint Warfare Staff	JWS
Judge Advocate	JA
Junction	junc

K

Kerosene	Kero
Killed in Action	KIA
Kilogram	kg
Kilometre	km
Kilometre in the Hour	km/h
Kilometre per hour	kph
Kiloton(s)	(KT)
Kilowatt hour	kwh
Knot	kt
Key Deployment Area	KDA
Key Point	KP

L

Labour/Laboratory	lab
Lance Bombadier	L Bdr
Lance Corporal	LCpl
Land Forces	LF
Landing Point; Low Finder	LP
Landing Site	LS
Landing Zone	LZ
Laser Range Finder	LRF

RESTRICTED

Latitude	lat
Leader	ldr
Left Out of Battle	LOB
Letter/litre	ltr
Liaison Officer	LO
Leading Aircraftman	LAC
Leading Aircraftwoman	LACW
Lieutenant	Lt
Lieutenant Colonel	Lt Col
Lieutenant General	Lt Gen
Light	lt
Light Aid Detachment	LAD
Light anti-Aircraft	LAA
Light Machine Gun	LMG
Light Wheeled Tractor	LWT
Limited	ltd
Line of Communication	L of C
Line of Departure	LD
Line Telegraphy; Low Tension	LT
Litre(s)	ltr(s)
Load Classification Number	LCN
Locality/Locate(d)(ing)(ion)(s)	loc
Logistic(s)	log
Logistics Exercise	LOGEX
Logistic Requirement Signal	LOGREQ
Logistics State	LOGSTAT
Longitude	long
Long Range	LR
Low Frequency	LF
Low Level Air Defence	LLAD
Low Power	LP
Lubricant/Lubricate	lub
Local Air Defence Commander	LADC
Local Area Network	LAN
Large Area Search	LARS
Laser Guided Bomb	LGB
Law of Armed Conflict	LOAC
Lines of Communication	LOC
Line of Sight	LOS
Long Range Patrol Aircraft	LRPA
Light Support Helicopter	LSH
Landing Zone	LZ
	M
Machine Gun	MG
Magazine/Magnetic	mag
Magnetic Variation	mag var
Main Battle Tank	MBT

RESTRICTED

Main Effort	ME
Main Supply Route	MSR
Maintained(ing)(s)/Maintenance	maint
Major	Maj
Major General	Maj Gen
Manpower Planning Target	MPT
Mark/markings	mk
Mashonaland	Mash
Matebeleland	Mat
Material/materiel	mat
Materiel Handling Equipment	MHE
Maximum	max
Maximum All-Up Weight	MAUW
Mechanical/Motor Transport	MT
Mechanical/Motor Transport Officer	MTO
Mechanical Transport Gasoline (Commercial Grade)	MTGAS
Mechanised	Mech
Mechanised Infantry Combat Vehicle	MICV
Medical/medicine	med
Medical Officer	MO
Medical Reception Station	MRS
Medical Resuscitation Unit	MRU
Medical Services (Staff title only)	MS
Medium	med
Medium Frequency	MF
Medium Machine Gun	MGB
Medium Range	MR
Medium Wheeled Tractor	MWT
Member	mbr
Memorandum	memo
Message	msg
Meteorology(ical)(ist)	met
Metre(s)	m
Metres per second	mps
Military	mil
Military aid to the Civil Authorities Community/ Ministry/Power	MACA/C/M/P
Military Assistant/Adviser/Attache	MA
Military Freight Organisation	MFO
Military Intelligence Liaison Officer	MILO
Military Intelligence Officer	MIO
Military Load Class	MLC
Military Police	MP
Mine Protected Vehicle/Combat Vehicle	MPV/MPCV
Minimum	min
Ministry of Defence	MOD
Minute	min

RESTRICTED

Miscellaneous	misc
Missile	msl
Missing in Action	MIA
Mission	msn
Mission report	MISREP
Mobile(e)(ise)(ity)(isation)	mob
Mobile Surgical Unit	MSU
Mobility Corridor	MC
Modification	mod
Mortar	mor
Mortar Bombing Report	MORTREP
Mortar Fire Controller	MFC
Motor Cycle	MC
Motor Rifle	MR
Motor/Mechanical Transport (Officer)	MT (O)
Motorised	mot
Mounted	mtd
Movement	mov
Movement Control	Mov Con
Movement Control Check Point	MCCP
Movement Control Officer	MCO
Movement Order	Mov O
Multiple Launcher Rocket System	MLRS
Multi-role	MR
Mission Analysis	MA
Master Air Attack Plan	MAA
Military Aid to the Civil Authorities	MACA
Military Aid to the Civil Community	MACC
Military Aid to the Civil Ministries	MACM
Military Aid to the Civil Power	MACP
Mission Area Plan; Master Attack Plan	MAP
Maritime	MAR
Mine Countermeasures	MCM
Meteorology	MET
Missile Engagement Zone	MEZ
Military Representative	MILREP
Memorandum of Agreement	MOA
Ministry of Defence	MOD
Measures of Effectiveness	MOE
Memorandum of Understanding	MOU
Medium Range Air-to Air Missile	MRAAM
Multiple Rocket Launcher System	MRLS
N	
Names Area of Interest	NAI
Navigate/tor/tion	nav
Necessary/necessitate	nec
Net Identification Sign	NIS

RESTRICTED

Next of Kin	NOK
Nigeria	NR
Night	ni
Night Visibility Plan	NVP
Non-Commissioned Members	NCM
Non-Commissioned Officer	NCO
Nothing to Report	NTR
Notice Time to Move	NTM
Notification of Casualty	NOTICAS
Not to all Addressees	NOTAL
Nuclear Biological and Chemical	NBC
Number	no
Nuclear, Biological and Chemical	NBC
Nuclear, Biological and Chemical Defence	NBCD
Non-Governmental Organisations	NGO
Notice to airmen	NOTAM
Night Vision Goggles	NVG

O

Objective	obj
Observation	obsn
Observation Post	OP
Obstacle(s)	obs
Offensive Counter – Air	OCA
Offensive Support	OS
Officer	offr
Officer Cadet	O Cdt
Officer Commanding	OC
Officer in charge	OIC
Operational Demands	OPDEMS
Operated(d)(s)operation(al)/operator	op
Operational Analysis	OA
Operation Order	OpO
Operational Research	OR
Operational Security	OPSEC
Oral Order	OO
Oral (when used in conjunction with other words)	O
Order of Battle	ORBAT
Orderly Officer	OO
Ordnance	Ord
Ordnance Survey	OS
Organisation/organise(d) (s) (al) (or)	org
Other Rank(s)	OR
Outboard Motor	OBM
Overhead Protection	OHP
Overhead Cover	OHC
Operational Analysis	OA
Offensive Air Support	OAS

RESTRICTED

Operational Command	OPCOM
Operational Control	OPCON
Operational Deception	OPDEC
Operations Plan	OPLAN
Operational Security	OPSEC
Operational Requirements	OR

P

Parachute(s)/Paratrooper(s)	para
Paragraph	Para
Paranthesis (left bracket in message if required)	PAREN
Paranthesis (Right bracket in messages if required)	UNPAREN
Park	pk
Passed Staff Course	psc
Passengers	pax
Pass Out Parade	POP
Patrol	ptl
Paymaster	pmr
Peace Establishment	PE
Penetrate(d)(s)/penetrating/penetration	pen
Period (Full Stop in messages)	Pd
Personal Assistant	PA
Personal Staff Officer	PSO
Personnel	pers
Petroleum Oil and Lubricants	POL
Petroleum Pipehead	PPH
Petroleum Point	PP
People's Liberation Army Instructors Team	PLAIT
Phase Line	PL
Photograph(ed)(ic)(y)	photo
Photographic Interpretation/Interpreter	PI
Post Meridian	pm
Photographic Reconnaissance	PR
Physical Education	PE
Physical Training	PT
Physical Fitness Training Instructor	PTI
Pull-up Point	PUP
Pilot	plt
Pipeline	PL
Plastic Explosive	PE
Platoon	pl
Point	pt
Point Named Area of Interest	PNAI
Police Anti-Terrorist Unit	PATU
Police Support Unit	PSU
Policy	pol

RESTRICTED

Population	pop
Position	posn
Portable	ptbl
Position	posn
Post Office	PO
Postal and Courier Communications	PCC
Post Exercise Report	PXR
Pound (Weight)	lb
Preliminary	prelim
Prepositioned Unit Equipment	PUE
Preparation/preparatory/prepare(d)(s)	prep
Preparatory bombardment	PB
Prevention/preventive/prevent	prev
Primary	prim
Priority	pri
Prisoner(s) of War	PW
Private	pte
Prohibited Area	PA
Projectile	proj
Provost	Pro
Provost Marshal	PM
Proximity	prox
Psychological	psy
Psychological Operations	psyops
Public Relation	PR
Public Relations Officer	PRO
Publication	pub

Q

Quantity	qty
Quartermaster	QM
Question Marks (in Signal messages)	QUES
Quotation Marks (in Signal messages)	QUOTE/UNQUOTE

R

Radiation Hazard	RADHAZ
Radio Active	rad A
Radio Direction Finder	RDF
Radio Relay	RR
Radio Telephone/Telephony	RT
Radio Teletype	RTT
Railhead	rhd
Railway	rly
Railway Traffic/Transport Officer	RTO
Rate of Advance	ROA
Ration(s)	rat
Ration Point	rat P
Rapid Demolition Device	RDD

RESTRICTED

Rapid Reaction Force	RRF
Ready to Move	RTM
Rear Maintenance Area	RMA
Rebroadcast	rebro
Receipt Voucher	RV
Received	recd
Reconnaissance/reconnoitre	recce
Reconnaissance, Intelligence, Surveillance and Target Acquisition	RISTA
Recover(ed)(y)	rec
Recruit	Rct
Refer(ences)	ref
Reinforcement	rft
Regiment(al)	regt
Regimental Aid Post	RAP
Regimental Command Post	RCP
Regimental Headquarters	RHQ
Regimental Police	RP
Regimental Sergeant Major	RSM
Regimental Quartermaster Sergeant major	RQMS
Regular/regulate(d)(ing)/regulation	reg
Release Point	rel P
Relief/relieve(d)(s)/relieving	rel
Rendezvous	RV
Replenish(ed)(es)(ing)(ment)	replen
Replenishment Park	RP
Repeat	rpt
Represent(ative)(ed)(ing)(s)	rep
Reproduce(d)/reproducing/reproduction	repro
Request(ed)(ing)(s)	req
Requisition	rqn
Research and Development	R & D
Reserve(d)(s)	res
Restricted	restd
Recoilless	rcl
Retired	retd
Rifleman	rfn
Road	rd
Road head	rd hd
Rocket	rkt
Rocket Launcher	RL
Rounds per gun(per minute)	r/gun(/min)
Rounds per (min)	rpm
Routine Order	RO
Rules of Engagement	ROE
Runway	rw
Rapid Application of Air Power	RAAP

RESTRICTED

Regional Air Operations, Command and Control Center	RAOCC
Recognised Air Picture	RAP
Rescue Co-ordination Centre	RCC
S	
Search and Rescue	SAR
Secretary(ial)(iat)	Sec
Section	sect
Second in Command	2IC
Security, secure (d)(ing)	sy
Self-Propelled	SP
Self-propelled Gun	SPG
Self Loading Rifle	SLR
Semicolon (in Signal Messages)	SMCLN
Senior (in titles)	Snr
Senior Officer/Staff Officer	SO
Serial	ser
Service(d)/servicing	svc
Shelling Report	SHEL REP
Short Range	SR
Short Range Transport (aircraft)	SRT
Short Take-off and Landing (aircraft)	STOL
Sick on Leave	SOL
Signal/Signaller	Sig
Signalman	Smn
Signal Despatch Service	SDS
Signal Intelligence	SIGINT
Signals (Corps/Staff)	Sigs
Single Side Band	SSB
Situate/Situation	sit
Situation Report	SITREP
Small Arms Ammunition	SAA
Smoke	smk
Soldier	sldr
Sound ranging	Srg
Special Air Service	SAS
Special Boat Squadron	SBS
Special Investigation Branch	SIB
Special/Specialise(d)(ing)specification	spec
Speed of Advance	SOA
Squadron	Sqn
Squadron Leader	Sqn Ldr
Stabilizer	stab
Staff Duties	SD
Staff Officer	SO
Standard Distribution List	SDL
Standing Operating Procedure	SOP
Standing Signals Instruction	SSI

RESTRICTED

Start Line	SL
Start Point	SP
Station	stn
Station Radio	SR
Station Staff Officer	SSO
Statistics	stats
Status of Forces Agreement	SOFA
Stereoscope/stereoscopic	stereo
Storeman	stmn
Stores(in titles)	S
Strategic	strat
Strength	str
Stretcher Bearer	SB
Strong Point	Strong pt
Subject	Subj
Super-High Frequency	SHF
Superintendent	Supt
Supplementary Intelligence Report	SUPINTREP
Supplies and Transport (service)	ST
Supply	sup
Support(ed)(ing)(s)(er)	sp
Support Helicopter	SH
Suppression of Enemy Air Defence	SEAD
Surface-to-Air Guided Weapon	SAGW
Surface-to-Air Missile	SAM
Surface-to-Surface Guided Weapon	SSGW
Surface-to-Surface Missile	SSM
Surgeon/Surgery	surg
Surveillance	surv
Surveillance and Target Acquisition	STA
Surveillance and Target Acquisition Plan	STAP
Survey	svy
Sustained Fire	SF
Switchboard	swbd
Surface to Air Weapons System	SAM
Special Forces/Security Forces	SF
Satellite Communication	SATCOM
Surface-to-Air Weapons System	SAWS
Statement on the Defence Estimates	SDE
Suppression of Enemy Air Defences	SEAD
Special Forces/Security Forces	SF
Support Helicopters	SH
Support Helicopter Force; Super High Frequency	SHF
Short Range Air Defence	SHOAD
Short Range Air Defence Engagement Zone	SHORADEZ
Secondary Identification Feature	SIF
Signals Intelligence	SIGINT

RESTRICTED

Single Channel Ground and Airborne Radio System	SINCGARS
Sector Operations Centre	SOC
Special Operations Forces	SOF
Stand-Off Jamming	SOJ
Strategic Psychological Activities	SPA
Surface and Recognised Air Picture	SRAP
Nuclear-powered Ballistic Missile Submarine	NPBMS
Surveillance Target Acquisition and Reconnaissance Plan	STARP
Survive To Operate	STO
Short Take-off and Landing	STOL
Short Take-off Vertical Landing	STOVL

T

Tactic(al)(s)	tac
Tactical Air Reconnaissance	TAR
Tactical Area of Responsibility	TAOR
Tactical Exercise Without Troops	TEWT
Tactical Reconnaissance	Tac Recce
Tactical Trainer	TT
Tactical Transport (aircraft)	Tac Tpt
Tank	tk
Target	tgt
Target Area of Interest	TAI
Target Illuminating Radar	TIR
Task Force	TF
Technical Staff Officer	TSO
Telegram/telegraph(ic)(ist)(y)	tg
Telecommunications	tels
Telephone/telephonist/telephony	tel
Teleprinter	telep
Television	TV
Temporary	temp
Temporary(when referring to rank(s))	T
Terrorist	terr
Thermal Imag(er)(ing)	TI
Threat Evaluation	TE
Time of Despatch	TOD
Time of Receipt	TOR
Time on Target (air support)	TOT
Top Air Speed	TAS
Topography/topographer	topo
Tonne	t
Total Sortie Time	TST
Toxic Incident Report	TOXREP
Traffic	tfc
Traffic Control	TC
Traffic Control Post	TCP

RESTRICTED

Trailer	tlr
Training	trg
Transport (ed)(er)(ing)(ion)	tpt
Transportation	tptn
Transported	tptd
Trigonometrical/Trigonometry	tptr
Troop	tp
Troop Carrying Vehicle	TCV
Truck/Tanker Fuel	TTF
Tactical Air Control Centre; Tanker Aircraft Control Centre	TACC
Tactical Direction	Tac Dir
Tactical Command	TACOM
Tactical Control	TACON
Tactical Air Control Post/Party	TACP
Tactical Digital Information Link	TADIL
Tactical Air Landing Operation	TALO
Tactical Air Operations Centre	TAOC
Tactical Area of Operational Responsibility	TAOR
Tactical Air Reconnaissance	TAR
Tactical Communications Wing	TCW
Terrain Profile Matching	TERPROM
Target	Tgt
Tactical Integrated Situation Display	TISD
Tactical Land Attack Missile	TLAM
Theatre Missile Defence	TM
Theatre Missile Defence	TMD
Tactical Operations Centre	TOC
Terms Of Reference	TOR
Troposcatter Satellite Support Radion	TSSR
Transition from War	TFW

U

Ultra High Frequency	UHF
Ultra Low Frequency	ULF
Unclassified	UNCLAS
Under Construction	UC
Unexploded Bomb	UXB
Unit Command Net	UCN
Unit Emplaning Officer	UEO
Unit Equipment Table	UET
Unit Maintenance/Mobile Stock	UMS
Unit Routine Order	URO
Unit Security Officer	USO
Universal Transverse Mercator (Grid)	UTM
Unserviceable	U/S
Utility	ut

RESTRICTED

Unattended Remote Sensors	UARS
Unmanned Aerial Vehicle	UAV
Utility Helicopter	UH
United Kingdom	UK
United Nations	UN
United Nations High Commission for Refugees	UNHCR
United Nations Security Council	UNSC
Urgent Operational Requirement	UOR
United States	US
United States Air Force	USAF

V

Vehicle	veh
Vehicle Collection Point	VCP
Vehicle(s) Off the Road	VOR
Vehicles per kilometre	V/km
Vertical/Short Take-Off or Landing	V/STOL
Vertical Take-off and Landing	VTOL
Very High Frequency	VHF
Very Important Person	VIP
Very Low Frequency	VLF
Veterinary	vet
Vice (as prefix of appointment)	V
Visibility/visual/visible	vis
Visual Identification	vis ident
Volts	V
Vulnerable Point	VP
Voice Communications System	VCS
Very High Frequency	VHF
Visual Renaissance Probe	VRP

W

War Establishment	WE
War Maintenance Reserve	WMR
Warning	wng
Warning Order	wngO
Water Point	WP
Watt	W
Weapon	wpn
Weapons and Equipment Procurement Committee	WEPC
Week	wk
Weight	wt
Wheel(ed)(ing)	wh
White Phosphorous	WP
White Male Adult	WMA
White Female Adult	WFA
White Male Juvenile	WMJ
White Female Juvenile	WFJ
Wing	wg

RESTRICTED

Withdraw(al)(ing)(withdrew)	wdr
Without	w/o
Words per Minute	wpm
Works	wks
Workshop	wksp
Wounded in Action	WIA
Weapon Control Order	WCO
Weapon Engagement Zone	WEZ
Worldwide	WW

Y

Year	yr
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Z

Zone	z
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SECTION 15: ABBREVIATIONS - DECODE LIST

A	Acting; Assistant (with abbreviated title); ampere; Administration
AA	Anti-Aircraft; Air Adviser/Attache, Avenue of Approach
AAAD	All Arms Air Defence
AAGW	Air-to-Air Guided Weapon
AAM	Air-to-Air Missile
AB	Airborne
ac	Aircraft
ACC	Air Control Centre
ack	Acknowledge
acct	Account
accn	Accommodation
ACL	Apparatus Cable Laying
ACO	Air Contact Officer
ACT	Air Control Team
ACV	Armoured Command Vehicle
ACW	Aircraftwoman
AD	Air Defence; Air Despatch
ADA	Air Defence Area
ADC	Air Defence Commander; Aide-de-Camp
addl	Additional
Adjt	Adjutant
admin	administer/administration/administrative
Admin O	Administrative Order
Adiss	Anti Dissident
ADOC	Air Data Processing
ADS	Advanced Dressing Station
adv	advance(d); advancing
AFLO	Airborne Forces Liaison Officer

RESTRICTED

AFS	Air Force Station
AFV	Armoured Fighting Vehicle
AFZ	Air Force of Zimbabwe
AG	Algeria(n); Adjutant General
AGL	Above Ground Level
AIG	Address Indicator Group
Air Cdre	Air Commodore
Air Ch Mshl	Air Chief Marshall
Air Lt	Air Lieutenant
Air OP	Airborne Observation Post
Air Sub Lt	Air Sub Lieutenant
airfd	Airfield
airptbl	Airportable
AJOC	Army Joint Operations Centre
AKA	Armour Killing Area
AL	Albania(n)
allce	allowance
alloc	Allocate(d)/Allocating/Allocation
alt	Altitude
altn	Alternate/Alternative
AM	Amplitude/Modulation
AMA	Airhead Maintenance Area
amb	Ambulance
amdt	Amendment
AMES	Army Medical Equipment Stores
ammo	Ammunition
amph	Amphibious
AN	Angola(n)
anl	Analyse/Analysis(ed)(ing)
AO	Army Order
AOC	Air Officer Commanding
AOO	Amphibious Operations Officer
AP	Ammunition Point; Armour Piercing
APC	Armoured Personnel Carrier
APDS(FS)	Armour Piercing Discarding Sabot (Fin Stabiliser)
APers	Anti Personnel
APIU	Army Photographic Interpretation Unit
APO	Army Post Office
approx	Appropriate(ly); Approximation
appx	Appendix
AR	Argentina/Argentinian
A/R (msg)	Accept/Refuse (Message)
armr	Armour/Armourer
armt	Armament
art	Artificer
arty	Artillery
ARV	Armoured Recovery Vehicle

RESTRICTED

AS	Australia(n)
AS Pl	Air Supply Platoon
ASGW	Air-to-Surface Guided Weapon
ASM	Air-to-Surface Missile
ASO	Administrative Staff Officer; Air Support Officer
ASOC	Air Support Staff Operations Centre
asg	Assign(ed)(ment)(ing)
ASP	As soon as possible
asslt	Assault
asst	Assist(ance)(ant)(ed)(ing)
assy	Assembly
ATA	Actual Time of Arrival
ATC	Air Traffic Controller
ATCC	Air Traffic Control Centre
ATD	Actual Time of Departure
ATerr	Anti-Terrorist
AT(GW)(M)	Anti-Tank (Guided Weapon) (Missile)
ATK	Anti-Tank
ATLO	Air Transport Liaison Officer
ATO	Ammunition Technical Officer
ATOC	Air Transport Operations Center
attk	Attack
att	Attach(ed)(ment)
attn	Attention
ATTS	Armour Technical Training School
AU	Australia(n)
AUW	All-Up Weight
auth	Authorised(d); Authority
aval	Available
AVGS	Aviation Gasoline
AVLB	Armoured Vehicle Launcher Bridge
avn	Aviation
AVTUR	Aviation Turbine Fuel
AWOL	Absent without Leave
az	Azimuth

B

BAA	Brigade Administrative Area
bac	Bacteriological/bacteria
BAE	Battlefield Area Evaluation
BAP	Battalion Aid Post
BASO	Brigade Air Support Officer
BASOC	Brigade Air Support Operations Centre
BBP	Bulk Breaking Point
BBS	Battalion Battle School
BC	Battery Commander
BCP	Battery Command Post

RESTRICTED

BD	Bomb Disposal
Bde	brigade
Bde Comd	Brigade Commander
bdry	Boundary
bdsman	Bandsman
BE	Belgium/Belgian/British Empire
BEME	Brigade Electrical Mechanical Engineer
BEO	Brigade Education Officer
BER	Beyond Economic Repair
BG	Battalion Group
BJOC	Brigade Joint Operations Centre
BK	Battery Captain
bk	Barrack
BL	Bomb Line/Bolivia(n)
bldg	Building
BLP	Back Loading Point
BLR	Beyond Local Repair
BM	Brigade Major
BMATT	British Military Advisory And Training Team
BN	Benin
bn	Battalion
BOC/BOI/BOS	Board of Condemnation/Inquiry/Survey
BOO	Brigade Ordnance Officer
BOMREP	Bombing Report
BQMS	Battery Quartermaster Sergeant
BR	Burundi
br	bridge/(ed)(ing)
Brig Gen	Brigadier General
BSM	Brigade Sergeant Major
BT	Botswana
BTO	Brigade Transport Officer
bty	battery
BU	Bulgeria(n)
BW	Biological Warfare
Byo	Bulawayo
BMA	Black Male Adult
BFA	Black Female Adult
BMJ	Black Male Juvenile
BFJ	Black Female Juvenile

C

C	Counter (applied to another word, eg C atk)
C	cent (ie X 10 ⁻²)
°C	degree Celcius (Centigrade)
CA	Civil Affairs: Combined Arms; Canada/Canadian
CAB	Central Administrative Base

RESTRICTED

cal	Calibre/calibration/calibrate; calorie
cam	Camouflage(d)
CAO	Chief Administrative Officer
CAP	Company Aid Post
capb	Capable/capabilit(y)(ies)
carr	Carrier
cas	Casualty
CAS	Close Air Support
CASEVAC	Casualty Evacuation
CASREP	Casualty Report
cat	Catering
CB	Confidential Book; Counter Battery Fire
CC	Chief Clerk
CCP	Casualty Collecting Point
CD	Civil Defence; Chad (ian)
CDF	Commander of the Defence Forces
cdo	Commando
Cdre	Commodore/Cadre
cdt	Cadet
CE	Chief Engineer
CEI	Communication Electronic Instruction
cen	Central/centre
cfm	Confirm(ed)(ing)(s)
Cfn	Craftsman(men)
CG	Chaplin General
CH	China (Communist)
Ch	Chief (in civilian appointment)
Chap	Chaplain
CI	Counter Intelligence/Chief Instructor
CIL	Cash in lieu
C in C	Commander in Chief
CIO	Central Intelligence Organisation
Circ	Circumscribe(d); Circle(d)
civ	Civil(ian)
CL	Centre Line
cl	Class(ification)
clk	Clerk
CLN	Colon(in messages, if required)
clo	Clothing
CM	Court Martial; Counter Measures; Cameroon
CMED	Central Mechanical Equipment Department
CMG	Composite Maintenance Department
CMM	Comma (in signal messages)
C of G	Centre of Gravity
CO	Commanding Officer
COA	Course of Action
COIN	Counter Insurgency

RESTRICTED

Col	Colonel
colm	Column
COMCEN	Communications Centre
Comd	Command(ed)(er)(ing)(s)
Comdt	Commandant
COMHD	Communications Head
COMINT	Communications Intelligence
Comm	Communicate/Communication(s)
Comm Z	Communications Zone
comp	Composite
Comp P	Composite Point
COMSEC	Communications Security
con	Control(ed)(er)(ing)(s)
conc	Concentrate(d)/Concentration(ing)
confd	Confidential
const	Construct(ed)(ing(ion)(or)
conv	Convalescent
coop	Cooperate(d)/cooperating/cooperation
coord	Coordinate(d)/coordinator/coordinating/coordination
COS	Chief of Staff
coy	Company
CP	Close Protection; Command Post
Cpl	Corporal
C Pmr	Chief Paymaster
CPO	Chief Provisioning Officer/Central Purchasing Officer
cpt	Capacity
CPX	Command Post Exercise
CQB	Close Quarter Battle
CAR	Central African Republic
CS	Close Support
cse	Course
CSgt	Colour Sergeant
CSM	Company/Commando Sergeant Major
CSS	Combat Service Support
C sups	Combat Supplies
CT	Counter Terrorism
ctee	Committee
CV	Combat Vehicle
Cvl	Cascavel (armoured car)
CU	Cuba(n)
CW	Chemical Warfare
cwt	Hundredweight
CZ	Combat Zone; Czechoslovakia(n)
CZE	Commander Zimbabwe Corps of Engineers

RESTRICTED

D

D	Director (corps): Deputy (in titles): District (in titles)
d	deci (X 10-1)
DA	Denmark/Danish/District Administrator
da	deca (X 10)
DAA	Divisional Administrative Area
DAEC	Director Army Education Corps
DAER	Daily Ammunition Expenditure Rate
db	decibel
DCE	Deputy Chief Engineer
DCM	District Court Martial
DC Pmr	Deputy Chief Paymaster
DCSR	Daily Combat Supply Rate
dd	Dated
decon	Decontaminate/decontamination
def	Defence/Defend(ed)(ing)(s)
del	Deliver(ed)(ing)(s)(y)
demo	Demonstrate(d)/Demonstration (ing)
dep	Depot
depl	Deploy(ed)(ing)(ment)
dept	Department(al)
destr	Destroy(ed)(s)/Destruction(ing)
det	Detach(ed)(ment)(ing)
DF	Defensive Fire; Direction Finding
DG	Director General
DIBUA	Defence in Built Up Areas
DIESO	Diesel Oil Fuel
DIG	Delivery Indicator Group
dir	Direct(ed)(ing)(ion)(s)
diss	Dissident(s)
dist	District(D titles)
distr	Distribute/Distribution
div	Division(al)
DJ	Djibouti
DLS	Director Legal Services
DMI	Director Military Intelligence
dml	Demolish(ed)/demolition (ing)
DMP	Director Military Police
DMS	Director Medical Services
DO	Demi-official (letter); District Officer; Dental Officer
DOB	Date of Birth
DOA	Date of Attestation
DOD	Date of Death
doc	Document
DP	Distribution Point; Decision Point
DPR	Director Public Relations
DR	Dispatch Rider

RESTRICTED

DS	Direct Support; Directing Staff
DST	Decision Support Template
DTG	Date Time Group
dvr	driver
DZ	Dropping Zone
E	
ECCM	Electronic Counter Counter Measures
Ech	Echelon
ECM	Electronic Counter Measurers
ECP	Equipment Collecting Point
ed	Education
EDP	Emergency Defence Plan
EEI	Essential Elements of Information
EFC	Equivalent Full Charge
eff	Effect(ive)(ness)
EG	Egypt (ian)
e.g	For Example
Elec	Electrical/electronic (al)
ELINT	Electronic Intelligence
elm	Element
ELSEC	Electronic Security
Emb	Embard(ed(ation)(ment)
EMCON	Emission Control
EME	Electrical and Mechanical Engineering
empl	Emplace(d)(ment)(ing)
en	Enemy
encl	Enclose(d)/enclosure
enr	Engineer(ed)(ing)
EOD	Explosive Ordnance Disposal
EPS	Exercise Planning Staff
Eqpt	Equipment
EQ	Equatorial Guinea
ERE	Extra Regimental Employment
ES	Engineer Stores(service)
ESM	Electronic Support Measurers
est	Estimate(d)/estimation(ing)
estb	Establish(ed)(ment)(ing)
ET	Ethiopia
ETA	Estimated Time of Arrival
ETC	Estimated Time of Completion
ETD	Estimated Time of Departure
ETR	Estimated Time of Return
evac	Evacuate(d)/evacuation(ing)
EW	Early Warning: Electronic Warfare
ex	Exercise
excl	Exclusion/excluding/exclusive/exclude
expd	Expedite

RESTRICTED

ext	Extend
F	
°F	Degree Fahrenheit
FAB	Forward air Base
FAC	Forward Air Controller
FAF	Forward Airfield
FAMA	Forward Airhead Maintenance Area
FASO	Forward Airfield Supply Organisation
FASOC	Forward Airfield Support Operations Centre
FCE	Fire Control Equipment
FCP	Forward Control Post
ECU	Fuel Consumption Unit
fd	Field
FDL	Forward Defended Locality
EDS	Field Dressing Station
FEBA	Forward Edge of Battle Area
FFR	Fitted for Radio; Fitness for Role
FFU	Field Force Unit (of AFZ)
FGA	Fighter Ground Attack (Aircraft)
FI	Finland/Finish
FIBUA	Fighting in Built Up Areas.
fig	Figure
fin	Financ(ed)/financial
Fin(Branch)	Finance Branch
FLOT	Forward Line Own Troops
flt	Flight
Flt Lt	Flight Lieutenant
FM	Frequency Modulated/Modulation: Field Marshall
FMA	Forward Maintenance Area
fmn	Formation
FOB	Forward Operational Base
F of F	Field of Fire
E of S	Foreman of Signals
fol	Follow(ed)(ing)(er)
FOL	Fuel Oil Lubricants
FOO	Forward Observation Officer
FP	Fuel Point
EFP	Final Protective Fire
EPO	Field Post Office
FR	France/French
F Recce	Fighter Reconnaissance
freq	Frequency
FRG	Forward Repair Group
FRT	Forward Repair Team
FS	Field Security; Flight Safety; Flight Sergeant
FSCC	Fire Support Coordination Centre
FSCL	Fire Support Coordination Line

RESTRICTED

EST	Field Surgical Team
ft	Foot/feet
FTX	Field Training Exercise
FUP	Forming-Up Place
fwd	Forward(ed)(ing)
G	
G	giga (ie x 10 ⁹)
g	gram
GA	Ground Attack
gal	gallon
gar	Garrison
gas	Gasoline
GB	Guinea-Bissau/Great Britain
GCE	Gun Control Equipment
GCM	General Court Martial
GD	General Duties (general services) Ground Defence
gd	Guard(ed)(ing)(s)
gen	General
gf	gramme-force (similarly for kilogramme-force etc)
GH	Ghana
GLO	Ground Liaison Officer
GM	Guided Missile; Gambia(n)
GN	Gabon
gnr	Gunner
GOC	General Officer Commanding
govt	Government
gp	Group(ed)(ing)
GR	Greece
gren	grenade
GS	General Service; General Staff
GSO (1,2 or 3)	General Staff Officer (Grade 1,2 or 3)
GTS	Ground Training School
GU	Guinea
GWS(s)	Guided Weapon (System(s))
GZ	Ground Zero
GTI	ground of Tactical Importance

H

H	hecto (ie X 10 ²)
har	Harbour
Hre	Harare
HE	High Explosive
HEAT	High Explosive Anti-Tank
Hel	Helicopter
HESH	High Explosive Squash Head
HF	High Frequency; Harassing Fire
HLAD	High Level Air Defence

RESTRICTED

hosp	Hospital
how	Howitzer
HP	High Power
Hp	Horsepower
HQ	Headquarters
Hr	Hour/hourly
HS	Hard Standing
HT	High Tension
HU	Hungary
hy	Heavy
hyg	Hygiene
hz	Hertz

I

IAS	Indicated Air Speed
IC	In Charge; Internal Combustion
ICV	Infantry Combat Vehicle
Ident	Identification/identified/identity(ing)
IED	Improvised Explosive Device
IFF	Identification Friend or Foe
II	Image Intensification/intensifier
illum	Illuminate(s)/illuminating
IN	India(n)
in	inch
incl	Include(d)(ing)/inclusive
indep	Independent/Independence
inf	Infantry
info	Inform(ation)(ed)/for the information of
insp	Inspection; Inspector/Inspect(ed)
instr	Instruct(ed)(ion)(or)
instl	Installation/Instal
insurg	insurgent/insurgency
int	Intelligence
intercom	Intercommunications
intg	Interrogate(d)(ion)(or)/Interrogation
intmed	Intermediate
INTREP	Intelligence Report
INTSUM	Intelligence Summary
IO	Intelligence Officer
IPB	Intelligence Preparation./For Battle
IR	Infra Red; Iran (ian)
IS	Internal Security; Israel(i)
IT	Italy/Italian
IV	Issue Voucher; Ivory Coast
IWS	Individual Weapon Sight

J

JA	Judge Advocate/Japan(ese)
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RESTRICTED

JAG	judge Advocate General
JAREP	Jamming Rep
JCOC	Joint Command and Operations Centre
JIC	Joint Intelligence Centre
JOC	Joint Operations Centre
JPS	Joint Planning Staff
JRC	Joint Reconnaissance Centre
JSC	Junior Staff Course
JSP	Joint Service Publication
jt	joint
junc	junction
JWS	Joint warfare Staff

K

°K	degree (of temperature) Kelvin
k	kilogram
KERO	Kerosene
kg	Kilogram
KIA	Killed in Action
kih	Kilometre in the hour
Km	Kilometre
KP	Key Point
kph	Kilometres per hour
KT	Kiloton(s)
kt	Knot (nautical mile (per hour))
kwh	Kilowatt-hour
KY	Kenya(n)

L

LAA	Light Anti-Aircraft (weapon)
Lab	Labour
LAC	Leading Aircraft
LACW/M	Leading Aircraftwoman (man)
LAD	Light Aid Detachment
lat	Latitude
lb	Pound (weight)
LBdr	Lance Bombardier
LCN	Load Classification Number
LCpl	Lance Corporal
ldr	Leader
LE	Lebanon/Lebanese
LF	Land Forces/Low Frequently
LI	Liberian
LLAD	Low Level Air Defence
LL	Light Line/Land Line
LMG	Light Machine Gun
LO	Liaison Officer
LOB	Left Out of Battle

RESTRICTED

loc	Locality/Locate(d)(ing)(ion)(s)
LOCSTAT	Location(s) Statement
L of C	Lines of Communication
Log	Logistic(al)(s)
LOGEX	Logistic Exercise
LOGREQ	Logistics Requirements
LOGSTATE	Logistics State
long	Longitude
LP	Landing Point/Low Power
LR	Long Range/laser Rider
LS	Landing Site/Lesotho
lt	Light
Lt	Lieutenant
LT	Line Telegraphy
Lt Col	Lieutenant Colonel
ltd	Limited
Lt Gen	Lieutenant General
ltr	letter/litre
lub	Lubricant/Lubricate(d) Lubrication
LWT	Light Wheeled Tractor
LY	Lybia(n)
LZ	Landing Zone

M

M	mega (ie x 10)
m	metre(s); milli (ie x 10 ⁻³)
MA	Military Adviser/Assistant/Attache
MACA	Military Aid to the Civil Authority
MACC	Military Aid to the Civil Community
MACM	Military Aid to Civil Ministries
MACP	Military Aid to Civil Power
Maj	Major
mag	Magazine; Magnetic
Mag var	Magnetic Variation
Maint	Maintain(ed)(ing)(s)/Maintenance
Mash	Mashonaland
Mat	Matebeleland
mat	Material/Materiel
MAUW	Maximum All-Up Weight
max	Maximum
MBT	Main Battle Tank
MC	Motor Cycle; Movement Control, Mobility Corridor
MCCP	Movement Control Check Point
MCO	Movement Control Officer
ME	Main Effort
med	Medical; Medium
Med Tech	Medical Technician

RESTRICTED

memo	Memorandum
met	Meteorology(ical)(ist)
MF	Medium Frequency
MFC	Mortar Fire Controller
MFO	Military Freight Forwarding Organisation
MG	Machine Gun
MGB	Medium Girder Bridge
MHE	Materiel Handling Equipment
MIA	Missing In Action
MID	Military Intelligence Directorate
MICV	Mechanised Infantry Combat Vehicle
Mid	Midlands (District), Middle
mil	Military
MILO	Military Intelligence Liaison Officer
min	Minimum; Minute (Time)
MIO	Military Intelligence Officer
misc	Miscellaneous
MISREP	Mission Report
mk	Mark(ing)
ML	Mali
MLC	Military Load Classification
MLO	Military Liaison Officer
mmHg	Millimetre of Mercury (conventional)
MMG	Medium Machine Gun
MO	Medical officer
mob	Mobil(ise) (sation)(lity)
MOD	Ministry of Defence
Mod	Modification
mor	Mortar
MORTREP	Mortar Bombing Report
mot	Motorised
mov	Movement
MovO	Movement Orders
MP	Military Police; Manpower (in staff title)
mps	metres per second
MPT	Manpower Planning Target
MPV/MPCV	Mine Protected Vehicle/Combat Vehicle
MR	Mauratania; Medium range; Motor Rifle; Multirole
MRS	Medical Reception Station
MRT	Medium Range Transport (aircraft)
MRU	Mobile Resuscitation Unit
MS	Medical Services (staff title only)
msg	Message
msl	Missile
msn	Mission
MSR	Main Supply Route
MSU	Mobile Surgical Unit

RESTRICTED

M Tech	Master Technician
MTO	Motor Transport Officer
mtd	Mounted
MTGAS	Mechanical Transport Gasoline (Commercial Grade)
MTS	Medical Training School
MWT	Medium Wheeled Tractor
MZ	Mozambique/Mozambican
N	
N	Newton
n	nano (ie x 10 ⁻⁹)
NAI	Named Area of Interest
nav	Navigation
NBC	Nuclear, Biological and Chemical
NCO	Non-Commissioned Officer
nec	Necessary/Necessitate
NG	Niger
ni	Night
NIS	Net Identification Sign
NL	Netherlands
NM	Namibia(n)
no	Number
NOK	Next of Kin
NOTAL	Not to all Addressees
NOTICAS	Notification of Casualty
NR	Nigeria
NTM	Notice to Move
NTR	Nothing to Report
NVP	Night Visibility Plan
NZ	New Zealand
O	
O	Order(s) (used in conjunction with other words)
OA	Operation Analysis
obj	Objective
OBM	Outboard Motor
obs	Obstacles
obsn	Observation
OC	Officer Commanding
OCFW	Officer Commanding Flying Wing
offr	Officer
OHP	Overhead Protection/Overhead Project (ion)(or)
OHC	Overhead Cover
OP	Observation Post
P	
pd	Period (full stop in messages)
pde	Parade
PLAIT	People's Liberation Army Instructors Team
PE	Peace Establishment; Physical Education; Plastic Explosive

RESTRICTED

PSU	Police Support Unit
PK	Pakistan(an)
pk	Park
PL	Phase Line; Pipeline; Poland/Polish
pl	Platoon
plt	Pilot
PM	Provost Marshal
pmr	Paymaster
PO	Post Office
POL	Petroleum Oil and Lubricants
pol	Policy
pop	Population
posn	Position
PP	Petroleum Point
PPH	Petroleum Pipehead
PR	Photographic Reconnaissance; Public Relations
prelim	Preliminary
prep	Preparation/preparatory(d)(s)
pres	President(ial)
prev	Prevent(ion)(ive)
pri	Priority
PRO	Public Relation Officer
Pro	Provost
proj	Projectile
prox	Proximity
PS	Personal Services (staff branch)
PSO	Personal Staff Officer
psc	passed staff course
PSU	Police Support Unit
Psyops	Psychological
PT	Psychological Training
PTI	Physical Training Instructor
Pt	Point
ptbl	Portable
pte	Private
PUE	Prepositioned Unit Equipment
pub	Publication
PUP	Pull-up Point
PW	Prisoner(s) of War
PXR	Post Exercise Report
PATU	police Anti-Terrorist Unit

Q

QS (Branch)	Quartermaster General Staff Branch
QCO	Quality Control Officer
QM	Quartermaster
QMG	Quartermaster General

RESTRICTED

QSO (1,2 or 3)	Quartermaster General Staff Branch Staff Officer (Grade 1,2 or 3)
qty	Quantity
Ques	Question Marks
UNQUOTE/QUOTE	Quotation Marks (in signal messages)

R

R & D	Research and Development
rad	Radia (tion)(nt)(te)
Rad A	Radio Active
RADHAZ	Radiation Hazard
RAP	Regimental Aid Post
rat	Ration(s)
rat P	Ration Point
RCP	Regimental Command Post
rd	Road
RDD	Rapid Demolition Device
RDF	Radio Direction Finder
rdhd	Road head
rebro	Rebroadcast
recce	Reconnaissance/reconnoitre
recd	Received
ref	Refer(ence)
reg	Regular/regulate(d)(ing)(s)/regulations
regt	Regimental(al)
rel	Release(d); relief/relieve(d)(s)/relieving
rel P	Release Point
rep	Represent(ative)(ed)(ing)(s)
replen	Replenish(ed)(es(ing)(ment)
repro	Reproduce(d)(s)/reproducing/reproduction
req	Request(ed)(ing)(s)
res	Reserve(d)(s)/Reservations
restd	Restricted
retd	Retired
rev	Revolutions
RPM	Revolution(s) per minute
rfn	Rifleman
rft	Reinforce(ment)
r/gun(/min)	Rounds per gun (per minute)
rhd	Railhead
RHQ	Regimental Headquarters
RISTA	Reconnaissance, Intelligence, Surveillance Target Acquisition
rkt	Rocket
RL	Rocket Launcher
rly	Railway
RMA	Rear Maintenance Area
R/mor(/min)	Rounds per Mortar (per minute)
RO	Routine Order; Rumania(n)

RESTRICTED

ROE	Rules of Engagement
RP	Regimental Police; Replenishment Park
rpt	Repeat
RQMS	Regimental Quartermaster Sergeant
rqn	Requisition
RR	Radio Relay
RSM	Regimental Sergeant Major
RSO	Regimental Signals Officer
RV	Receipt Voucher; Rendezvous
RT	Radio Telephony
RTM	Ready to Move
RTO	Railway Traffic; Transport Officer
RTT	Radio Teletype
RW	Rwanda
rw	Runway

S

S	Senior (in titles); Stores
SA	Saudi Arabia; Small Arms/South Africa
SAC	Small Arms Ammunitions; Skill at Arms
SACW/M	Senior Aircraftman (woman/man)
SAGW/M	Surface-to-air Guided Weapon Missile
SAM	Surface-to-air Missile
SAR	Search and Rescue
SAS	Special Air Service
SFO	Special Forces Operations
SB	Stretcher Bearer
SB	Staff Duties; Sudan(ese)
SDL	Standard Distribution List
SDO	Senior Dental Officer
SDS	Signal Dispatch Service
sec	Secretarial(iat)(y)
sect	Section
ser	Serial
SAH	sick at home
SF	Security Forces; Sustained Fire
SFT	School of Flying Training
SG	Senegal(ese)
sgt	Sergeant
SH	Support Helicopter
SHELREP	Shelling Report
SHF	Super High Frequency
SIB	Special Investigation Branch
sig	Signal/Signaller(s)
Sig	Signalman
SIGINT	Signals Intelligence
Sigs	Signals (Corps/Directorate/Staff)
sit	Situation

RESTRICTED

SITREP	Situation Report
SL	Sierra Leone; Start Line
sldr	Soldier
SLR	Self Loading Rifle
SM	Somalia/Somali
SMCLN	Semicolon (in signal messages)
SMI	School of Military Intelligence
smk	Smoke
SMO	Senior Medical Officer
SMP	School of Military Police
SW	Swaziland
SO	Senior Officer; Staff Officer
SOA	Speed of Advance
SOL	Sick on Leave
SOFA	Status of Operational Agreement
SOP	Standing Orders Procedure(s)
SP	Self Propelled; Start Point
sp	Support(ed)(ing)(s)
spec	Special(ize)(d)(ing); Specification
spr	Sapper
SQMS	Squadron Quartermaster Sergeant
sqn	Squadron
SR	Short Range: Station Radio
Srg	Sound Ranging
SRT	Short Range Transport(aircraft)
SSB	Single Side Band
SSGW	Surface-to-surface Guided Weapon
SSgt	Staff Sergeant
SSI	Standing Signals Instruction
SSM	Squadron Sergeant Major
SSO	Station Staff Officer
SSQ	Station Sick Quarters
ST	Supplies and Transport (service)
STA	Surveillance and Target Acquisition
stab	Stabilizer
STAMO	Senior Technical Ammunition Maintenance Officer
STAP	Surveillance and Target Acquisition Plan
stats	Statistics
Stereo	Stereoscope/Stereoscopic
STOL	Short Take-Off and Landing (aircraft)
Stmn	Storeman
stn	Station
str	Strength
strat	Strategic/strategy
STSO	Supplies and Transport Staff Officer
STT	School of Technical Training (in AFZ)
STTC	Services Trade Training Centre (in ZNA)

RESTRICTED

subj	Subject
sup	Supply
SUPINTREP	Supplementary Intelligence Report
Supt	Superintendent
surg	Surgeon/Surgery
surv	Surveillance/survey
svc	Service
Svcs	Services (Corps/Directorate/Staff)
SW	Sweden/Swedish/South West(Cardinal Points)
Swbd	Switchboard
sy	Security/secure
Sy O	Security Officer (in AFZ)
SZ	Switzerland/Swiss

T

t	tonne
T	ter ($\times 10^{12}$)
T/	Temporary (when referring to ranks(s))
tac	Tactic(al)(s)
Tac R	Tactical Reconnaissance
Tac T	Tactical Transport (aircraft)
TAI	Target Area of Interest
TAMO	Technical Ammunition Maintenance Officer
TAOR	Tactical Area of Responsibility
TAR	Tactical Air Reconnaissance(net)
TAS	Top Air Speed
TC	Traffic Control
TCP	Traffic Control Post
TCV	Troop Carrying Vehicle
TE	Threat Evaluation
tech	Technical/Technician
tel	Telephone/telephonist/telephony
tels	Telecommunications
telep	Teleprinter
temp	Temporary
terr	Terrorists
TEWT	Tactical Exercise Without Troops
TF	Task Force
tfc	Traffic
TG	Togo
tg	Telegram/telegraph(ic)(ist)Iy)
tgt	Target
TH	Thornhill/(in AFS title(ing))
TI	Thermal Image (er)(ing)
TIR	Target Illuminating Radar
tk	Tank
tlr	Trailer

RESTRICTED

TMO	Technical Maintenance Officer
tn	Transportation
TOD	Time of Despatch
topo	Topographic/topography
TOR	Time of Receipt
TOT	Time On Target (artillery support)
TOTT	Time Over Target (air support)
TOXREP	Toxic Incident Report
tp	Troop
tpr	Trooper
tpt	Transport
tptd	Transported
tptr	Transporter
trg	Training
TO	Training Officer
trig	Trigonometrical/Trigonometry
TS	Tunisia(n)
Tsanga	Tsanga Lodge
TSO	Technical Staff Officer
TST	Total Sortie Time
TTF	Truck Tanker Fuel
TU	Turkey/Turkish
TV	Television
TW	China (Nationalist)
TZ	Tanzania(n)

U

u	Micro (x 10 ⁻⁶)
UC	Under Construction
UCN	Unit Command Net
UEO	Unit Emplaning Officer/Unit Education Officer
UET	Unit Equipment Table
UG	Uganda (n)
UHF	Ultra High Frequency
UK	United Kingdom
ULF	Ultra Low Frequency
UNPAREN	Parenthesis (right bracket in messages if required)
UMS	Unit Maintenance/Mobile Stock
UNCLAS	Unclassified
UNQUOTE	Quotation Marks (in signal messages)
URO	Unit Routine Order
USA	United States of America
U/S	Unserviceable
USO	Unit Security Officer
ut	utility
UTM	Universal Transverse Mercator
UV	Ultra Violet

RESTRICTED

UXB Unexploded Bomb

V

V Vice (as prefix of appointment); Volts
VCP Vehicle Collecting Point
veh Vehicle
vet Veterinary
VHF Very High Frequency
VIP Very Important Person
vis visibility/visual
V/Km Vehicles per kilometre
VLF Very Low Frequency
VN Vietnam
VOR Vehicle(s) off the road
VP Vulnerable Point
V/STOL Vertical/Short Take-off and Landing
VTOL Vertical Take-off and Landing

W

W Watt
wdr Withdraw(al)(ing)(s)
WE War Establishment
WEPC Weapons Equipment Procurement Committee
wg wing
Wg Cdr Wing Commander
wh Wheel(ed)(ing)
WIA Wounded in Action
wk week
wks works (service)
wksp workshop
WMR War Maintenance Reserve
WngO Warning Order
WO (1,2) Warrant Officer (Class/Class 2)
w/o without
WP Water Point
wpm words per minute
WS Western Sahara; Work Study
wt weight

X

X Cross(ing)
XP Exchange Point

Y

YO Young Officer; Yugoslavia(n)
yr year

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Z

Z	Zone
ZAC	Zimbabwe Artillery Corps
ZAEC	Zimbabwe Army Education Corps
ZAMC	Zimbabwe Army Medical Corps
ZAPC	Zimbabwe Army Pay Corps
ZAR	Zimbabwe Armoured Regiment
ZCCH	Zimbabwe Corps of Chaplains
ZCEME	Zimbabwe Corps of Electrical and Mechanical Engineering
ZCT	Zimbabwe Corps of Transport
ZDF	Zimbabwe Defence Forces
ZDFBF	Zimbabwe Defence Forces Benefit Fund
ZDFCB	Zimbabwe Defence Forces Computer Bureau
ZE	Zimbabwe Corps of Engineers
ZIC	Zimbabwe Intelligence Corps
ZETTS	Zimbabwe Engineers Trade Training School
Z Inf	Zimbabwe Corps of Infantry
ZM	Zambia(n)
ZMA	Zimbabwe Military Academy
ZNA	Zimbabwe National Army
ZMP	Zimbabwe Corps Of Military Police
ZMP	Zimbabwe People's Militia
ZR	Zaire(an)
ZRP	Zimbabwe Republic Police
ZSC	Zimbabwe Staff College
Z S Inf	Zimbabwe School of Infantry
ZSME	Zimbabwe School of Military Engineering
Z Sigs	Zimbabwe Corps of Signals
ZW	Zimbabwe(an)

RESTRICTED

CHAPTER 17

MILITARY SYMBOLS

SECTION 1: INTRODUCTION AND GENERAL RULES

DEFINITIONS

1701. **Military Symbols.** A military symbol is a symbol or a combination of symbols completed as necessary by letters, numbers, abbreviations, words or colours used to identify and distinguish a particular unit, installation, equipment or activity.

1702. **Unit.** The word 'unit' is used to denote all types and sizes of bodies of men whether army or airforce.

GENERAL

1703. Military symbols are used for:

- a. All types of battle maps including overprints.
- b. Field sketches, traces and overlays attached to operations and administrative/logistics orders and plans.
- c. Air photographs.
- d. Organisational charts and organigrams.

1704. Military symbols do not in any way supersede the topographic or cartographic signs used on printed maps such as roads or railway signs and contours.

1705. When it is necessary to include words or abbreviations in military symbols, the language is to be that of the country using the military symbol. In the case of Zimbabwe, that language is English. If there is doubt that the recipient will not understand a military symbol, an explanation should be made in a legend. This is particularly important when a document containing military symbols is transmitted to forces of another country or to a combined headquarters such as a Joint Operations Centre containing both military and police elements.

1706. The military symbols shown in this Chapter are examples only. Any combination can be provided but the general rules must be followed. Military symbols should be as simple as possible for the sake of clarity and to prevent misunderstanding. In exceptional cases where no symbol exists or a combination of symbols would make the military symbol unclear, a special sign may be devised. In this case the special sign must be explained in a legend. This is common practice in Low Intensity operations symbols.

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SECTION 2 : GENERAL RULES

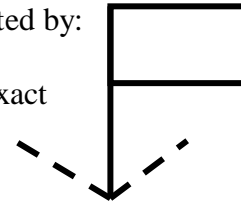
BASIC SYMBOLS

1708. The basic military symbols are:

a. A unit is represented by:



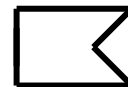
b. An HQ or an element of an HQ is represented by: (the staff must always be on the left side of the unit symbol). The staff may be bent to show the exact location as shown by the dotted lines.



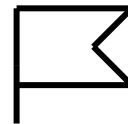
c. An observation post is represented by:



d. An administrative or logistic installation is represented by:



e. A logistic unit within a logistic chain of command is represented by:

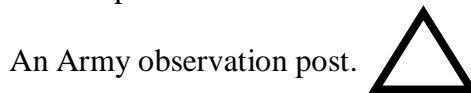


f. A logistic command HQ within a logistic chain of command is represented by:

ARMED FORCES SYMBOLS

1709. Armed forces symbols are shown as follows:

a. Military symbols referring to Army units, installations and activities have no special army symbol. For example:

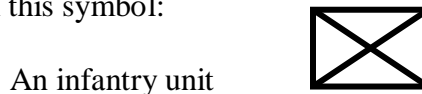


b. For inter-Service use, Air Force units, installations and activities will be indicated with the symbol as shown:



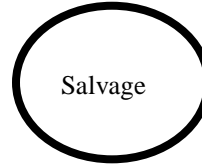
ARM, BRANCH AND FUNCTIONAL SYMBOLS

1710. Arm, branch and functional symbols are placed within the basic symbol to show the type of unit or installation as shown on this symbol:



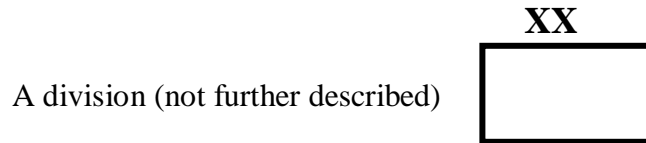
RESTRICTED

1711. When no arm or branch symbol is provided, the designation or abbreviated designation of the basic task of the unit or installation may be written in the basic symbol (See Paragraph 5)



SIZE SYMBOLS

1712. Size symbols are shown at Annex B. They are placed on top of the basic symbols as on this symbol:



COLOURS

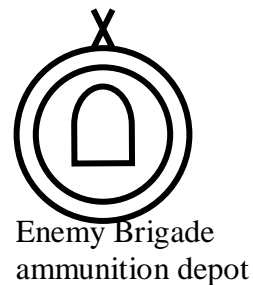
1713. The following colours are used to denote specific details as shown:¹

- a. Blue - For friendly units, installations and activities.
- b. Red - For enemy units, installations and activities.
- c. Yellow - For both friendly or enemy areas contaminated by nuclear, biological or chemical means.
- d. Green - For friendly or enemy demolitions, mine fields and obstacles (see Annex F).

1714. Other colours are spare and if used must be explained in a legend.

SINGLE OR DOUBLE LINES

1715. When only one colour is used, the basic symbols for enemy units will be drawn with a double line, as shown below:



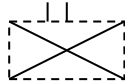
¹ All military symbols in this Chapter are shown in black for printing reasons. For map marking the colour codes stated in Paragraph 12 should be applied. Where enough colours are not available, double lines can be used for enemy units.

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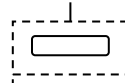
SOLID OR BROKEN LINES

1715. In order to indicate different situations or future intentions, the basic symbols or activities, are drawn in solid or broken lines as follows:

- (a) A solid line will be used to show:
 - (1) The present or actual location.
 - (2) Objectives.
 - (3) Boundaries.
 - (4) Current Main Effort
- (b) A broken line is used to indicate any future or projected location, eg



A projected location of an infantry battalion

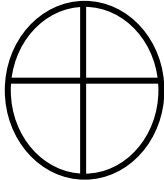


A projected location of an armoured squadron HQ.

TIMINGS

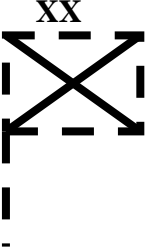
1717. The opening of an HQ or installation, of a unit in a new location etc may be written under or inside. A date time group will be used, eg

MDS
091430B



Present location of a MDS which opens at 1430 hours on the 9th in Time Zone B.

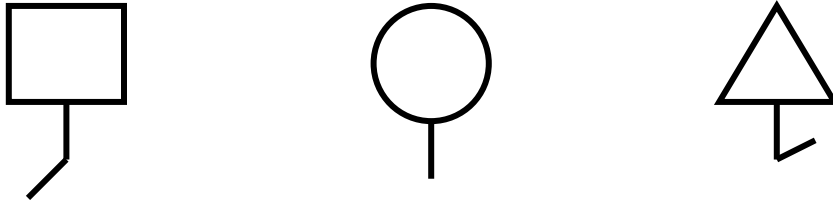
Future location of an infantry division HQ which opens at 1430 hours on the 9th in Time Zone B



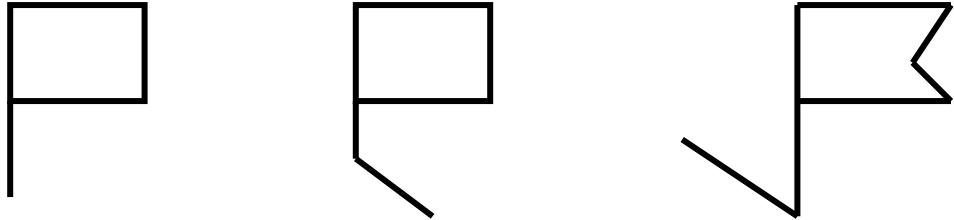
LOCATIONS

1718. To indicate the location of units or installations the following is applicable:
- a. The basic symbol other than an HQ, is placed on a central staff which may be extended or bent as required. The base of the staff indicates the exact location:

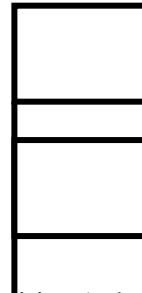
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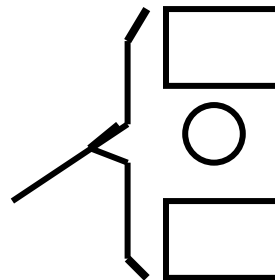
b. The symbol of an HQ includes a staff on the left. It may be extended or bent as required. The base of the staff represents the exact location of the HQ as shown :



c. If several HQs are co-located, a number of flags can be placed on a single staff as shown:



d. Where a group of units, installations or activities (other than HQs) are at one location, it is often convenient to indicate them with a bracket as indicated below:



SECTION 3: COMBINATION OF SYMBOLS, ABBREVIATIONS AND NUMBERS

PRINCIPLE

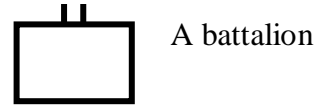
1719. Military symbols are built up as follows:

a. The starting point is the basic symbol (see Paragraph 8).

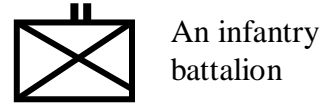


b. On top the size symbol is placed, if necessary (see Annex B).

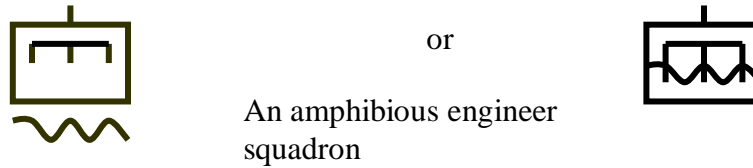
RESTRICTED



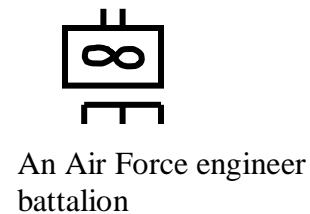
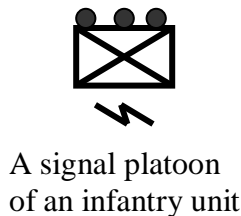
c. Inside the Service, arm, branch or functional symbol is added (Annex A).



d. When necessary Service, arm, branch and functional symbols may be combined. (Annex A-Table 1) The specialisation may be superimposed on the basic symbol or placed beneath as follows:

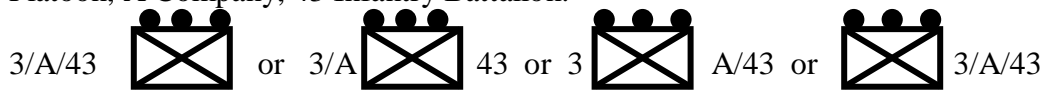


e. When there is a difference between Service, arm, branch on one hand and the special function for which the element is trained on the other, the functional symbol must be used. If desirable the Service, arm or branch symbol may be added under the basic symbol, as shown:



f. When a numerical designator is used as part of a military symbol, only Arabic numbers should be used.

g. When numbers, letters, names or abbreviations are used to designate a unit, installation or activity, the first one of them ie the unit's own designation must be in accordance with the size symbol. The designation may be placed entirely on the left, on the right, or partly on the left and partly on the right side of the symbol. The echelons of the chain of command used for unit designation may be shown by putting slashes which are longer than the numerals between the various echelons, eg 3 Platoon, A Company, 43 Infantry Battalion.



'c' is the preferred method of identifying a unit. It places the unit's own designation in accordance with its size symbol to the left of the symbol with other information to the right. At unit level and above, however, it is normal to put the unit designation on its own to the right of the symbol.

h. If desired to indicate the arm or branch of one or more echelons in

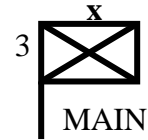
RESTRICTED

the chain of command, the appropriate arm or branch symbol may be placed under the echelons considered necessary as indicated below:

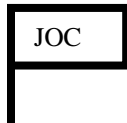


2 Platoon, A Company, 13 Infantry Battalion, 1 Brigade.

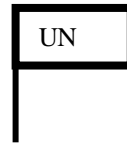
j. Further details such as weapon type, unit or installation designation, means of mobility etc, may be shown by placing the appropriate symbol or abbreviation under the respective symbol, eg Main HQ 3 Infantry Brigade:



1720. An overall HQ may be indicated by placing the authorized short title inside the basic symbol. Size symbols are not required, eg:



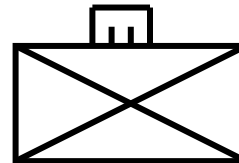
Police Joint Operations Centre



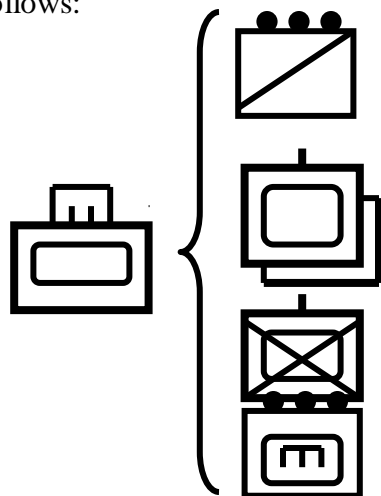
Unit Nations

COMBAT ORGANIZATIONS

1721. To show a non-organic combat command, team, group or task force the symbol is drawn over the size symbol, eg an infantry battalion group:



1722. Units forming a non-organic combat command, team, group or task force may be shown as follows:



An armoured regiment group of a reconnaissance troop, two tank squadrons, one mechanised infantry and one engineer troop.

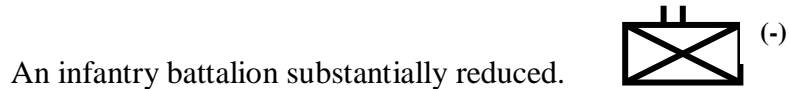
RESTRICTED

However as this method is usually too large for a small crowded map or overlay the following method is normally employed:



ATTACHMENTS AND DETACHMENTS

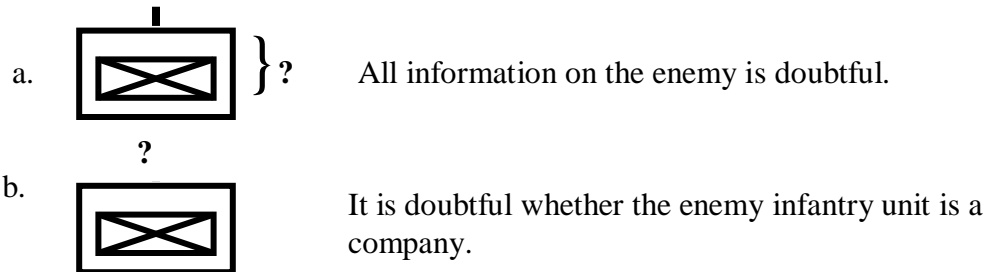
1723. When a unit is substantially reinforced a (+) is placed on the right of the symbol, and when a substantial part of a unit is detached a (-) is placed to the right of the symbol, as shown:



This would not be used with such a unit as a battle group since its size is not standard:

USE OF QUESTION MARKS

1724. A question mark used in conjunction with a symbol for a unit, installation or activity indicates that some doubt is attached to the information shown. The position of the question mark indicates the information in doubt, eg:

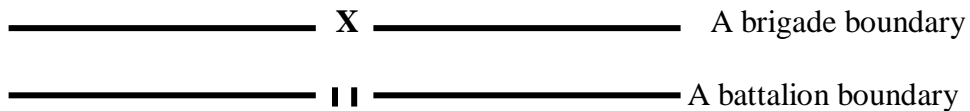


These symbols (and the question marks) should be in red.

SECTION 4: TACTICAL SYMBOLS

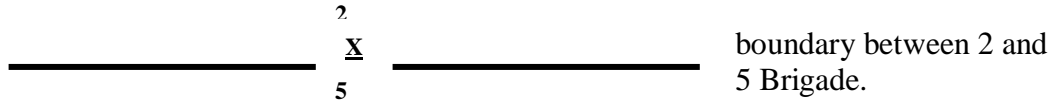
BOUNDARIES

1725. Boundaries are marked by a solid line with the size of the unit interposed at convenient intervals:

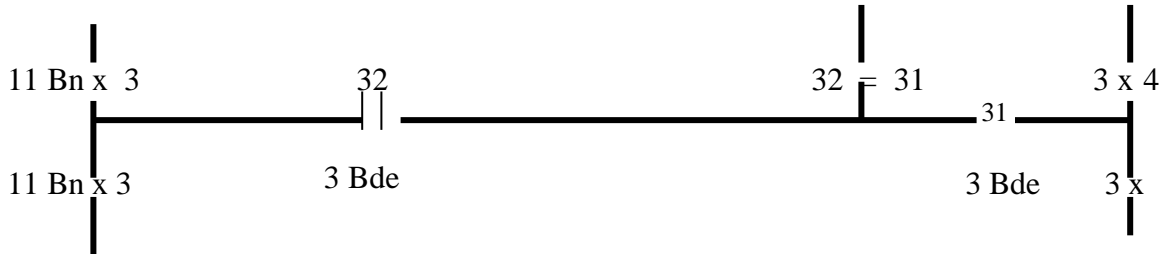


1726. The numerical designations of units may be placed on either side of the size symbols on the boundary to indicate which formations are separated by the boundary. See example below:

RESTRICTED

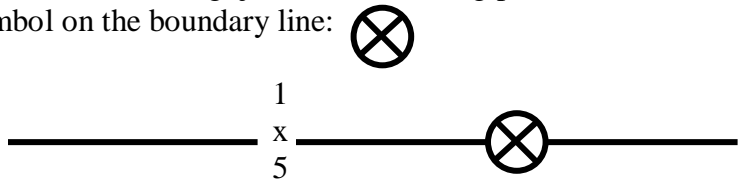


1727. When a boundary separates units of unequal sizes, the symbol for the senior unit will normally be used. However, unit rear boundaries will be given the size symbol of the unit and not of the higher unit commanding it. Where the unit concerned does not correspond to the size symbol placed on the boundary, the numerical designation must be supplemented by the size designation. See example below:



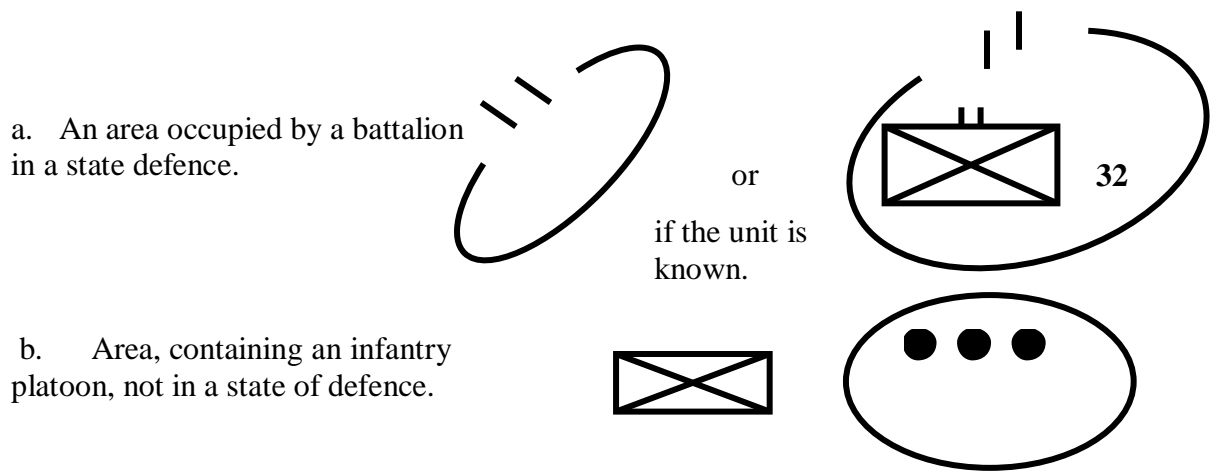
This example shows 3 Brigade with 11 Battalion on its left and 4 Brigade on its right. In the 3 Brigade area, 32 Battalion is on the left and 31 Battalion on the right. The enemy is towards the top of the page.

1728. Coordinating, junction or limiting points are indicated by placing the following symbol on the boundary line:



AREAS

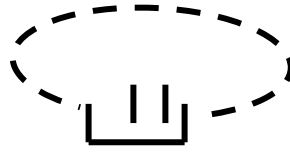
1729. When it is not appropriate to lay down boundaries between units but it is required to show areas for them, a line is drawn enclosing the area:



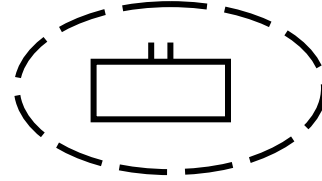
RESTRICTED

1730. Projected areas intended for occupation are marked with a broken line:

a. An area to be occupied by an unspecified battalion group in a state of defence.



b. Area to be occupied by a battalion not in a state of defence (camp, reserve or assembly area)



1731. When an area is allocated to a group of units it is often convenient to displace the unit symbols to the margin, as indicated below:



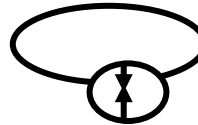
VULNERABLE POINTS AND AREAS

1732. Vulnerable and key points are shown as follows:

a. Key points are shown by:



b. A vulnerable area with a key point.



FRONT LINES

1733. The following applies:

a. A front line is marked with a series of curved lines:



b. When only one colour is used, friendly front lines are represented by the above symbol and enemy front lines are represented by double lines, thus:



c. Thinly held or patrolled parts of the front line are marked as a series of dots, as shown:



d. When only one colour is used, friendly thinly held or patrolled parts of the line will be represented by the above symbol, but those of the enemy will be

RESTRICTED

represented as shown below:



e. The dots do NOT indicate strength or location of the patrols.

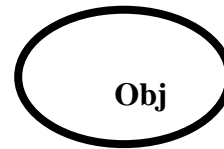
1734. The symbols given in Paragraph 33 above are placed with the convex of the symbol towards opposing forces as indicated below:

a. Friendly  (in blue)

b. Enemy  (in red) provide double lines if only one

OBJECTIVES

1735. Objectives are shown by drawing a red or double solid line around the area concerned with the abbreviation; Obj as indicated below:

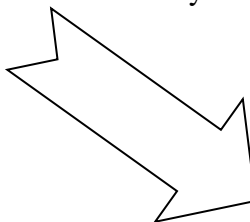


The designation of the unit whose objective it is may be added (in blue) as shown:

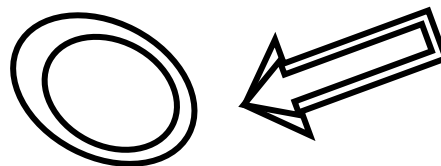


AXIS AND ROUTE OF ADVANCE

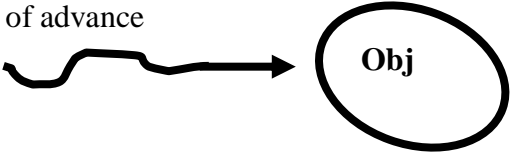
1736. Directions of advance are shown in two way as shown:

a. Axis of advance 

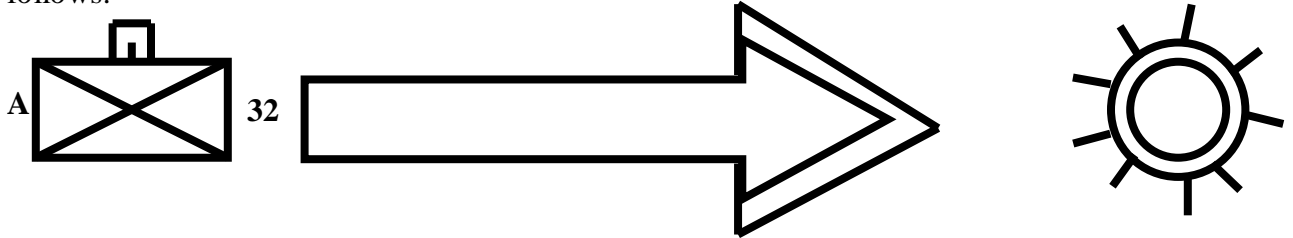
When only one colour is used, the enemy axis of advance will be indicated as follows: (The arrow only shows the general direction of advance).



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- b. Route of advance  The arrow indicates a specific route which must be followed.

1737. Main Effort (ME). The ME is represented by a double-headed arrow pointing towards the position where the ME is directed. The unit on the ME is also shown as follows:¹




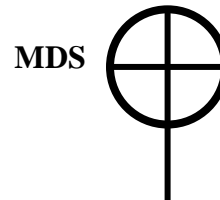
SECTION 5 : ADMINSTRATIVE AND LOGISTIC

UNITS AND INSTALLATIONS

GENERAL

1738. The following apply to indicating units and installations:

- a. An administrative or logistic installation is shown by: 
The following are to be shown as installations: replenishment parks, all distribution points, main dressing stations, equipment collecting points, traffic posts, back loading points, prisoner of war camps and collection points. If there is any confusion as to the meaning of a branch symbol, the abbreviated designation should be added on the left, eg a main dressing station:



- b. When one or more administrative and logistic installations, particularly at low echelons, are part of a unit, the unit symbol may be used (see Paragraph 8a).
- c. Military symbols for administrative and logistic installations are built up as indicated in sections 2 and 3.

¹ In this case, the ME is the capture of the enemy strong point by A Company Group 32 Infantry Battalion. Subsequent ME are dotted.

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SECTION 6 : WEAPON SYMBOLS

1739. The elementary symbols given at Annex C are used to indicate the type of weapon and its location.

1740. Unless otherwise stated, the exact location of the weapon is the base of the shaft of the symbol.

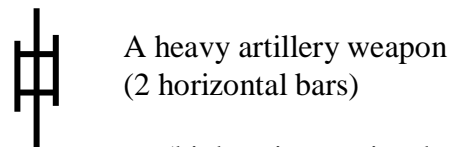
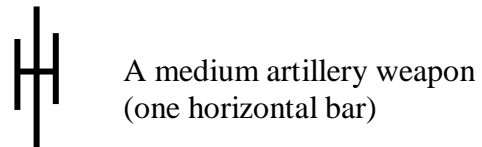
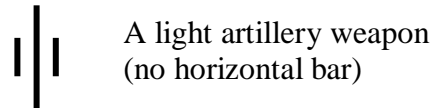
COMBINATION OF WEAPON SYMBOLS

1741. Examples of use of weapon symbols are at Annex D to this Chapter.

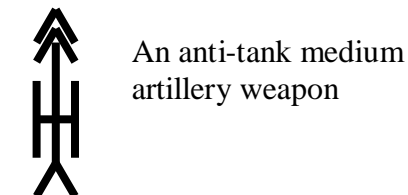
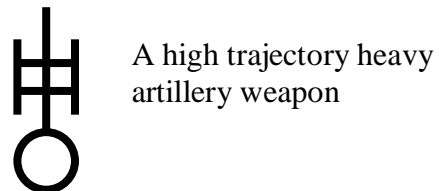
a. The appropriate weapon symbol is selected. eg:



b. One (for medium) or 2 (for heavy) horizontal bars are added to denote size. If no horizontal bar is added, the light category is represented, eg



c. To show the weapon characteristic, purpose or type (high trajectory ie a howitzer and mortar), an anti-tank, a rocket projector or anti-aircraft, the appropriate symbol is added:



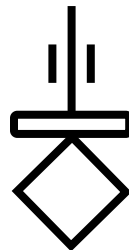
RESTRICTED



A medium rocket projector

A light anti-aircraft
artillery weapon

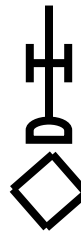
d. If the weapon is self-propelled, it may be shown, where necessary, by adding the symbol under the appropriate mobility symbol (See Paragraph 56).



A tracked self-propelled light
artillery weapon

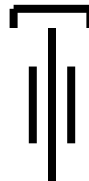


Wheeled self-propelled heavy
artillery weapon (See
Paragraph 56).

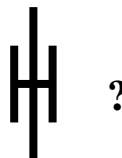


A self-propelled
medium anti-aircraft artillery
weapon

e. Further details may be given, eg



A light artillery weapon
in emplacement

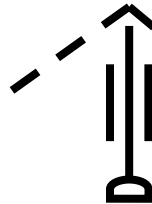


An unconfirmed medium field
artillery weapon.

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A destroyed heavy air defence artillery gun. If own and destroyed by enemy action, the crossing lines are in red and vice-versa for enemy weapon destroyed by Friendly forces where the crossing will be in blue.



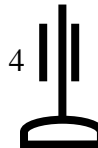
A dummy light anti-aircraft artillery weapon.

BATTERIES

1742. Batteries of weapons or multiple mountings are indicated by writing the number of mortars, guns, at the left of the symbol, eg



four medium mortars



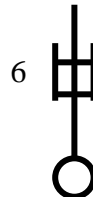
four light anti-aircraft weapons

CALIBRE OF WEAPONS

1743. In addition to the special symbol for distinguishing between light, medium and heavy weapons, the calibre of the weapon or weight of the projectile may be written to the right of the symbol. See example below:



81mm



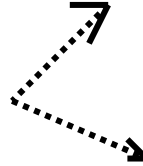
122mm

RESTRICTED

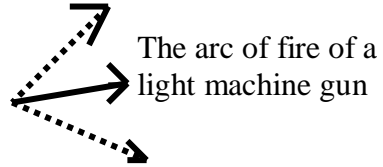
SECTION 7: FIRE, CONTAMINATED AREAS, FORTIFICATIONS,
OBSTACLES AND MISCELLANEOUS SYMBOLS

ARCS OF FIRE

1744. The arc of fire of any weapon is represented by:



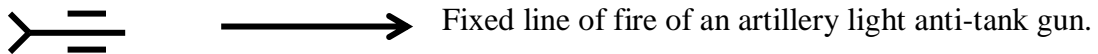
The appropriate weapon symbol may be used in conjunction with this symbol, thus:



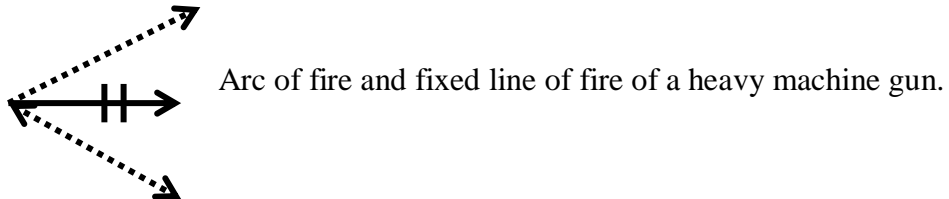
1745. A fixed line of fire is represented by:



This symbol must be used in conjunction with the appropriate weapon symbol to avoid confusion with the symbol illustrated in Paragraph 36b, thus:



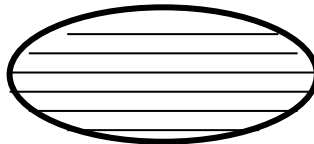
1746. The arc of fire and fixed line of fire symbols may be used together provided a weapon symbol is also used, thus:



1747. In all cases the base of the shaft of the weapon symbol indicates the location of the weapon.

ARTILLERY AND MORTAR FIRE

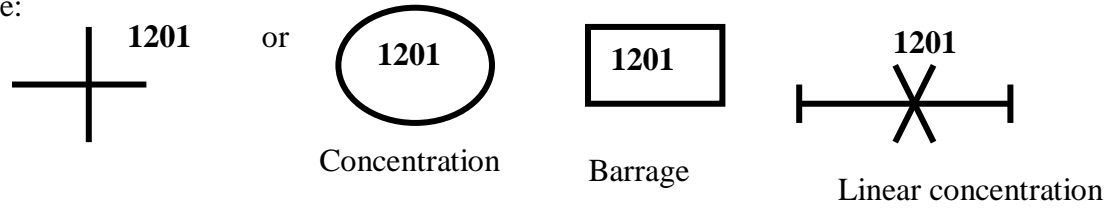
1748. The general symbol to denote enemy or friendly artillery and mortar fire is:



The area enclosed by the symbol indicates the approximate area of fire, ie, the extend of the effective fire area. Enemy fire is shaded in red and friendly in blue.

RESTRICTED

1749. Friendly targets (not enemy) are represented by one of the following symbols, as appropriate:



1750. In the example given in Paragraph 49, the 1201 denotes the target number. Alternatively, the abbreviated designation of the unit whose task is to fire may be used.

1751. The symbols in Paragraph 49 may be annotated to show the type of target eg final protective fire (FPF) task and the type of weapon to fire the task, thus:



OTHER TYPES OF FIRE AND CONTAMINATED AREAS

1752. Symbols used are:

Serial	Symbol	Meaning of Symbol
(a)	(b)	(c)
1.	 	An area either screened or to be screened by smoke.
2.		Area subjected to bombing from the air.
3.	 	Areas contaminated chemically or biologically. The symbol is shaded in yellow or alternatively the letter "C" or "B" is written in the centre.

1753. The area line in these symbols, in Paragraph 52, indicates the approximate area which is bombed, contaminated etc. If desirable the area line for friendly activity may be in blue and for enemy activity may be red or in double lines.

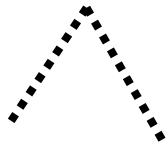
RESTRICTED

FORTIFICATIONS, OBSTACLES AND MINEFIELDS

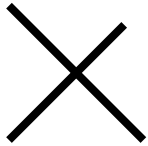
1754. Symbols for fortifications, obstacles and mines are annexes E, F and G to this Chapter.

MISCELLANEOUS SYMBOLS

1755. The following symbols may be used as appropriate with the symbols mentioned at Paragraph 54 and any other symbols, particularly weapon symbols:



Phoney or dummy (normally placed over symbol) .



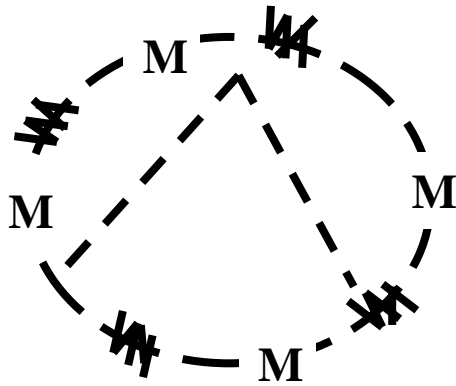
Destroyed (superimposed over symbol). See Paragraph 41



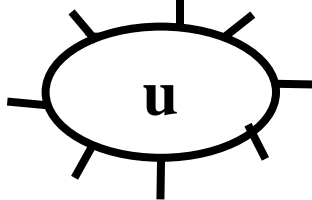
Unconfirmed information.

uc

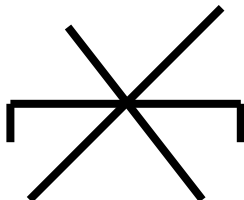
Under construction.



Phoney (dummy) minefield fenced



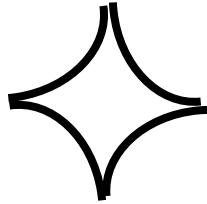
Unoccupied



A destroyed emplacement



Trench system under construction



Sensor

SECTION 8: SYMBOLS FOR TANKS , VEHICLES

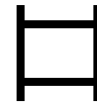
CONVOYS AND PIPELINES

TANKS AND ARMOURED CARS

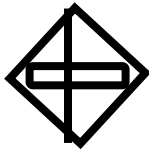
1756. The following symbols are used to show tanks and amoured cars:



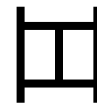
A light armoured car



A light tank



Medium armoured car



Medium tank



Heavy armoured car



Heavy tank

OTHER VEHICLES

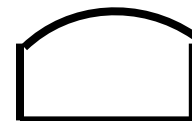
1757. Symbols for vehicles other than tanks and armoured cars are shown by a combining 2 of symbols. One donates the type of body, eg cargo carrying, armoured etc, and the other the means of mobility as shown below:

a. Type of Body

(1) Personnel and/or cargo carrying



(2) Operational non-armoured



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(3) Operational armoured



(4) Amphibious (cargo)



(5) Engine/locomotive

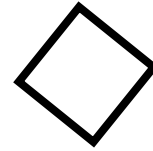


b. Means of mobility.

(1) Tracked or half tracked



(2) Self-propelled



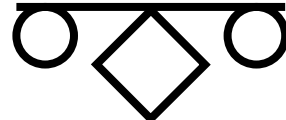
(3) Wheeled



(4) Wheeled cross-country



(5) Self-propelled (wheeled)



(6) Railway



(7) Animal



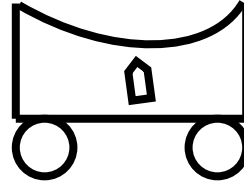
(8) Barge or boat



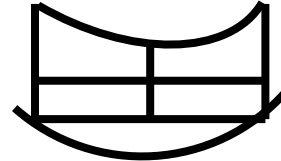
1758. Examples of combining the types of body symbol with the means of mobility symbol are given at Annex H. In addition an arm, branch or administrative symbol may be inserted inside the type of body to indicate the vehicle load or use. Further details such as capacity of vehicle may be indicated below the symbol as shown:

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(a) A wheeled vehicle carrying ammunition

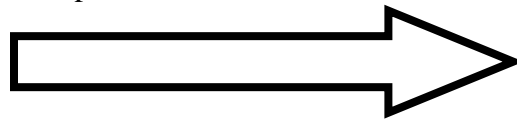


(b) An ambulance boat

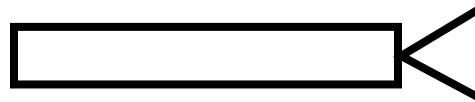


CONVOYS

1759. Convoys of vehicles are represented by an arrow. The arrow denotes the direction of movement and the point of the arrow indicates the position of the head of the column, as shown:

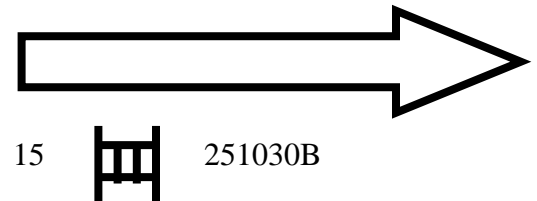


1760. A convoy which is halted will be shown with the point of the arrow facing the rear of the column, thus:



1761. This symbol may be annotated with the appropriate vehicle symbol to show the type of vehicle or vehicles in the column. Likewise the date and time may be added to indicate the date and time at which the column was in position as shown:

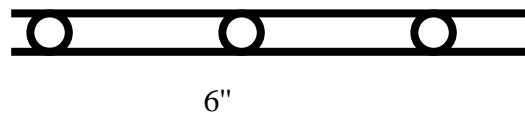
A column of 15 medium tanks seen at 1030 hours on the 25th



PIPELINES

1762. Pipelines, petroleum products refined (indicate size in inches, if required):

a. One line



b. Two lines





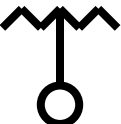
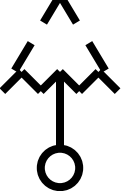
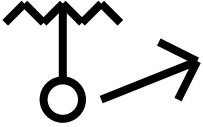


c. Three lines



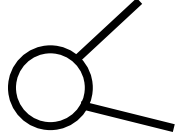


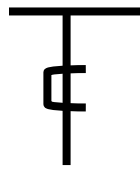
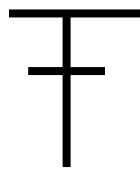
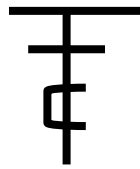
RESTRICTED

SECTION 9: COMMUNICATIONS SYMBOLS

1763. This Section does not include symbols for signal diagrams. It merely gives those symbols which may be required for general communications use. The following symbols, which may be annotated to show their detailed function and type, are used:

Serial (a)	Symbol (b)	Meaning (c)
1.		This symbol is used for sound ranging microphones. Each quadrilateral symbol represents a microphone.
2.		A radar station
3.		A radio station
4.		A dummy radio station
5.		A radio direction finder station
6.		A radio interceptor/monitoring station
7.		Television

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8.		Visual station
9.		A radio relay station
10.		Communications jamming station
11.		Telephone centre
12.		Teleprinter apparatus
13.		Teleprinter centre

SECTION 10: AVIATION SYMBOLS FOR
INTERSERVICE USE

GENERAL

1764. Aviation symbols are as follows:

a. Air Force (Also see also 9b):



b. Army Aviation:



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COMBINATION OF AVIATION SYMBOLS

1765. The combination of aviation symbols is given as follows:

- a. Military symbols for aviation units are built up as indicated in Section 2 and 3.
- b. For branch symbols see Annex A to this Chapter.

Annexes:

- A. Service, Arm, Branch and Functional Symbols.
- B. Size Symbols.
- C. Basic Weapon Symbols.
- D. Examples of Weapon Symbols.
- E. Fortification Symbols.
- F. Obstacle Symbols.
- G. Symbols for Land Mines.
- H. Examples of Vehicle Symbols.
- J. LIO Map Symbols and Incident Code Numbers.

SERVICE, ARM, BRANCH AND FUNCTIONAL SYMBOLS

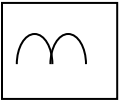
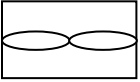
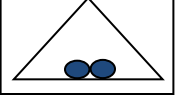

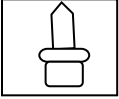
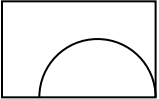
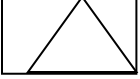
GENERAL

1. Arm or branch symbols may be combined with one another as appropriate to show the exact function. For example, the airborne symbol may be used with the infantry symbol to denote airborne infantry.
2. To clarify the point given in Paragraph 1, this Annex is divided into 3 appendices as follows:
 - a. Appendix 1. Service, Arm, Branch and Functional Symbols.
 - b. Appendix 2. Administrative and Logistic Functional Symbols.
 - c. Appendix 3. Aviation Arm, Branch and Functional Symbols.

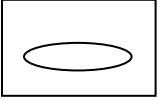
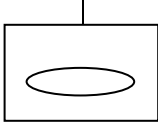
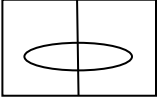
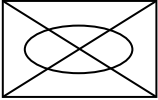
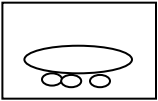
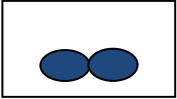
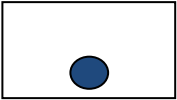
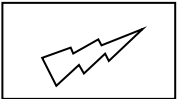
RESTRICTED

APPENDIX 1 TO
ANNEX A TO
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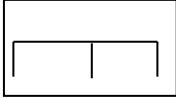
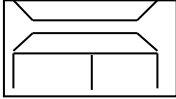
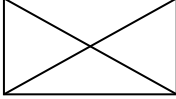
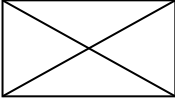
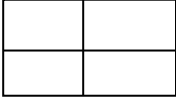



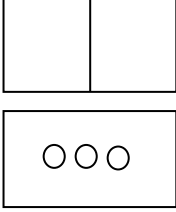
SERVICE, ARM, BRANCH AND FUNCTIONAL SYMBOLS

Serial	Description	Symbol	Meaning of Symbol	Remarks
(a)	(b)	(c)	(d)	(e)
1.	Airborne/Air transportable		Eagle's wings	42 Bn in an airportable role
2.	Air Force		Open propeller	
3.	Air observing			
4.	Amphibious			Waves in the middle of the basic symbol
5.	Commando		Dagger	
6.	Anti-air, land or surface based air defence units		Dome	
7.	Anti-tank			

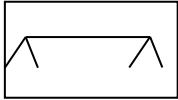
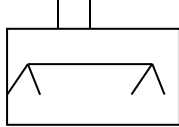
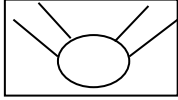
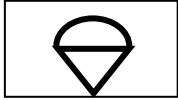

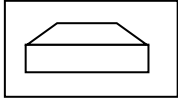
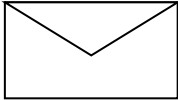
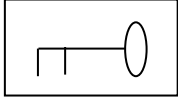
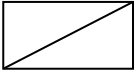
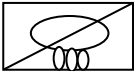
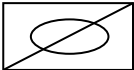
RESTRICTED

8.	Armour		Hull of tank	 An armoured squadron
9.	Armoured transport			
10.	Mechanised infantry			
11.	Armoured wheeled		Hull of tank plus symbol for cross- country mobility	
12.	Army aviation		Shaded propeller	
13.	Artillery-field		Cannon-ball	
14.	Electronic warfare		Flash	

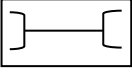
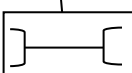
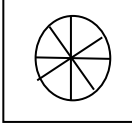
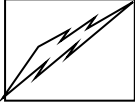

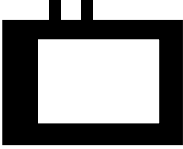
RESTRICTED

15.	Engineer		Brigade	
16.	Engineer, Bridge		Engineer symbol plus causeway	
17.	Infantry		Cross straps	X 
18.	Medical		Geneva straps	Muslim countries use 
19.	Military Government or Civil Affairs		Shield	
20.	Military Police			Abbreviation is symbol
21.	a. Motorized b. Motorized			Temporarily motorized The cross-country vehicles are organic equipment thus: Could be used to show a maintenance troop equipped with Hippos

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22.	Movement		Horse (animal)	 Eg Mounted Inf
23.	Ordnance		Bursting bomb	
24.	Parachute		Parachute	Eg 1 Para Bn in a parachute role  Air- borne role
25.	Pay		Strong Box	
26.	Postal		Envelop	Includes PC
27.	Quartermaster		Key to the stores	
28.	Reconnaissance	 Calvary bandolier  Wheeled recce veh  Tracked recce veh		

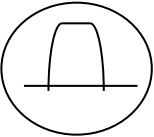


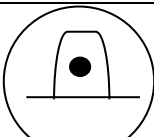
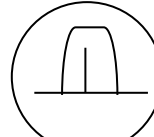
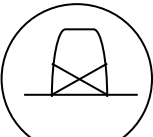
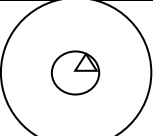
RESTRICTED

29.	Repair and technical maintenance	 <hr data-bbox="750 478 841 487"/>	Double-ended Spanner	 4 Bde Wksp Coy
30.	Transportation		Wheel	
31.	Signals/ Communications		Lightning flash	
32.	Maintenance and supply			 Is 2 Brigade Maintenance Unit

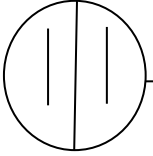
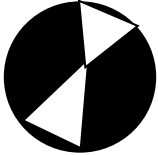
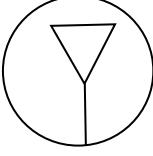

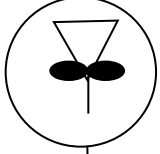
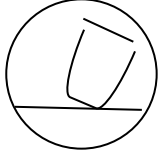
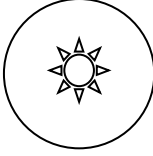
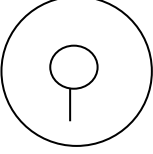
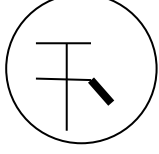
RESTRICTED

APENDIX 2 TO
ANNEX A TO
CHAPTER 17 TO
JSP Z2

ADMINISTRATION AND LOGISTICAL FUNCTIONAL SYMBOLS (1)

Serial	Description	Symbol
(a)	(b)	(c)
1.	Ammunition – all types	
2.	Ammunition-Air Force	
3.	Ammunition-Army Aviation	
4.	Ammunition Artillery	
5.	Ammunition-rocket and guided missile	
6.	Ammunition-small arms	
7.	Food Supplies	

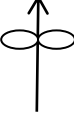


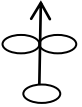

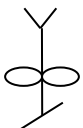

RESTRICTED

(a)	(b)	(c)
8.	Hospital	
9.	Parking	
10.	Fuel, oils and lubricants	
11.	Air Force	
12.	Fuel, oils and lubricants--Army Aviation	
13.	Solid fuel	
14.	Spare parts	
15.	Traffic	
16.	Water Point	



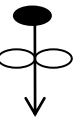


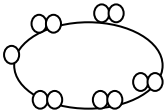


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APENDIX 3 TO
ANNEX A TO
CHAPTER 17 TO
JSP Z2

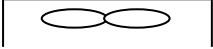

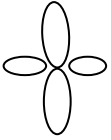

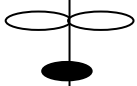
AVIATION, ARM, BRANCH AND FUNCTIONAL SYMBOLS (2)

Serial	Description	Symbol	Remarks
(a)	(b)	(c)	(d)
1.	Fighter		
2.	All-weather fighter		
3.	Bomber		
4.	Fighter-Bomber		
5.	Reconnaissance aircraft		
6.	Light weight (strike) reconnaissance		
7.	Transport		

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(a)	(b)	(c)	(d)
8.	Rescue		
9.	Light fixed wing aircraft		
10.	Tactical light weight strike fighter		
11.	Helicopter		
12.	Helicopter, transport		
13.	Aircraft patrol area		
14.	Aerodromes a. Airfield b. Landing strip c. Helicopter landing zone		The splices of these symbols denote the exact location. The conventional signs used on astronomical maps will be used for the various types of aerodromes
15.	Balloon		
16.	Bomb Line	B ----- L (alternate black and yellow)	

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17.	Revetment for aircraft		
18.	Searchlight		
19.	Weather station		
20.	Target area or target concentration		
21.	Drone		

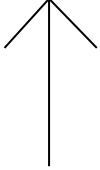


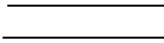




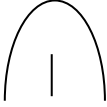
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ANNEX B TO
CHAPTER 17
JSP Z2

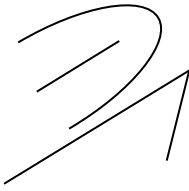



SIZE SYMBOLS

Serial	Symbol	Unit	Remarks
(a)	(b)	(c)	(d)
1.	•	Smallest unit	
2.	••	Unit larger than section but smaller than platoon equivalent	
3.	•••	Platoon equivalent	
4.		Company equivalent	
5.		Battalion equivalent	
6.		Organic units larger than a battalion but smaller than brigade. (regiment).	
7.	X	Brigade equivalent	
8.	XX	Division	
9.	XXX	Corps	
10.	XXXX	Army Group	
11.	XXXXX	Army	


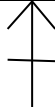
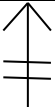





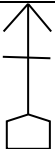
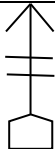
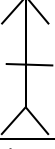

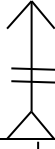
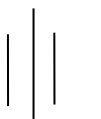
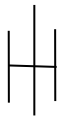
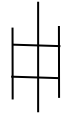
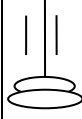
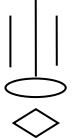
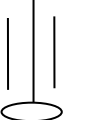

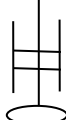
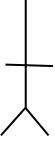
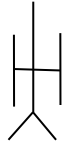
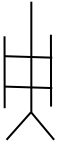

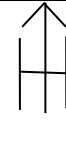
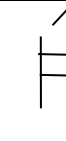
BASIC WEAPON SYMBOLS

Serial	Symbol	Meaning of Symbol	Remarks
(a)	(b)	(c)	(d)
1.		Basic symbol for infantry weapon	In its simplest form the symbol means an infantry light automatic weapon
2.		Basic symbol for a gun, gun howitzer or howitzer in any role	In its simplest form this means of a field piece of light calibre
3.		Medium calibre	Drawn across the symbol
4.		Heavy calibre	Drawn across the symbol
5.		High trajectory weapon, ie mortar or howitzer	Placed at foot of shaft of symbol
6.		Anti-Aircraft	Placed at foot of shaft of symbol
7.		Anti-tank	Placed at foot of shaft of symbol
8.		Rocket projector	Placed at head of shaft of symbol
9.		Missile	Guided missiles are annotated with a 3 letter abbreviation

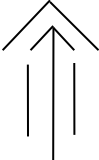


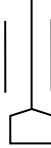

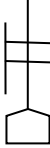





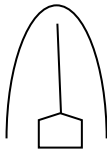

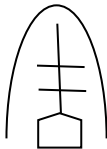


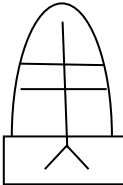
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10.		Surface to surface missile launching site	<p>The first letter indicates the origin of the missile, the second the objective and the third letter is "M" (standing for "missile"). The "origin" and "objective letters, ie the first and second letters, are: "A" representing "air" "S" representing "surface" "U" representing "underwater" eg</p>
11.		Surface to air missile launching site	<p>The first letter indicates the origin of the missile, the second the objective and the third letter is "M" (standing for "missile"). The "origin" and "objective letters, ie the first and second letters, are: "A" representing "air" "S" representing "surface" "U" representing "underwater" eg Surface to air missile SAM Air to surface missile ASM</p>
12.		Flame thrower	
13.		Smoke generator	Bottom of triangle indicates location


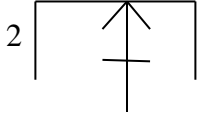
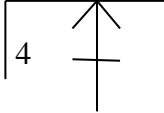
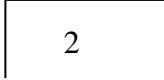
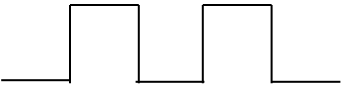
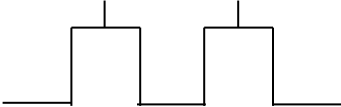


EXAMPLES OF WEAPON SYMBOLS

Serial	Weapon	Caliber			Example
		Light (and basic)	Medium	Heavy	
(a)	(b)	(c)	(d)	(e)	(f)
1.	Machine gun				
2.	Mortar				
3.	Anti-aircraft machine gun				
4.	Anti-tank rocket launcher				
5.	Gun or howitzer				 
6.	Howitzer				
7.	Gun in anti-tank role				
8.	Recoilless rifle				





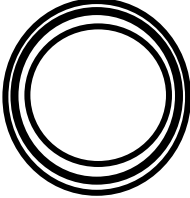
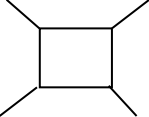
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9.	Rocket projector (artillery)				
10.	Gun in anti-aircraft role				
11.	Flame thrower				
12.	Missile				
13.	Missile in anti-aircraft role				
14.	Missile in anti-tank role				

FORTIFICATION SYMBOLS

Serial	Fortification	Symbol	Remarks
(a)	(b)	(c)	(d)
1.	Weapon slit, for hole or emplacement		<p>Other symbols and numbers must be added, eg:</p>  <p>Two</p> <p>Emplacements of medium machine guns</p>  <p>Emplacements of medium machine guns</p>  <p>Three foxholes each for 2 men</p>
2.	Any trench system		
3.	Trench with firing bays		
4.	Dug-out		
5.	Surface shelter (above ground)		

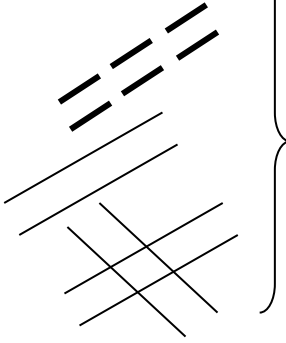
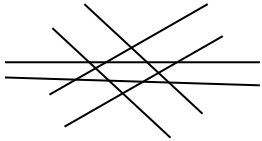
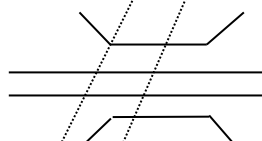
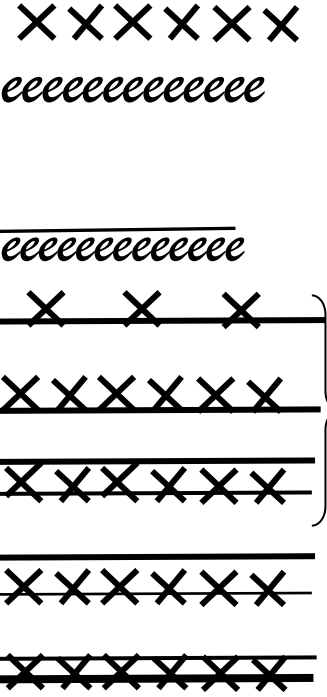
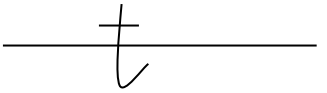
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(a)	(b)	(c)	(d)
6.	Underground shelter		
7.	Pill box or casement		
8.	Strong point		 May be combined with size symbol eg strong point for a platoon/section
9.	Fortified area		
10.	Fort		

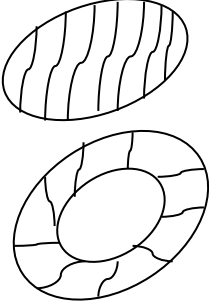
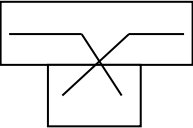
SYMBOLS FOR OBSTACLES

Serial	Meaning of Symbol	Symbols	Remarks
(a)	(b)	(c)	(d)
1.	Demolished area		
2.	Tank obstacles, type unspecified		Used if the type of obstacle is unknown or cannot be classified under the other obstacles given in this table
3.	Tank wall or back		These symbols may be combined to denote the obstacle consisting of more than one type, eg A tank obstacle consisting of a ditch, wall and stacks.
4.	Tank ditch		
5.	Tank ditch concealed		
6.	Stacks, rails or similar obstacles		
7.	Tetrahedron, dragons' teeth and other similar obstacles:		
	a. Fixed		
	b. Fixed and pre-fabricated		
	c. Movable		
	d. Movable and prefabricated		

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

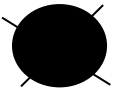
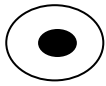

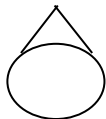
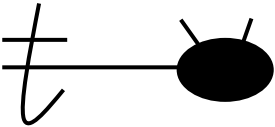

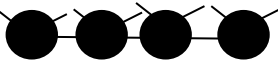
<p>8.</p>	<p>Road blocks, craters and blown bridges:</p> <p>a. Proposed</p> <p>b. Prepared but passable</p> <p>c. Completed</p>		<p>The centre of the symbol indicates the position of the block, eg</p>  <p>Road block completed.</p>  <p>Proposed road bridge demolition.</p>
<p>9.</p>	<p>Wire:</p> <p>a. Type unspecified</p> <p>b. Concertina, single</p> <p>c. Concertina multiple</p> <p>d. Single fence</p> <p>e. Double fence</p> <p>f. Double apron fence</p> <p>g. Low-wire fence</p> <p>h. High-wire fence</p>		<p>Eg, "catwire"</p> <p>These symbols cannot be confused with boundaries provided that green is used. If no colour is available they should be annotated with "wire" if there is possibility of confusion.</p>
<p>10</p>	<p>Trip wire</p>		

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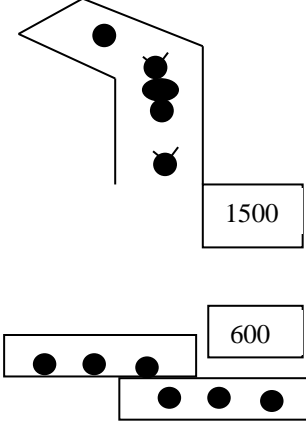
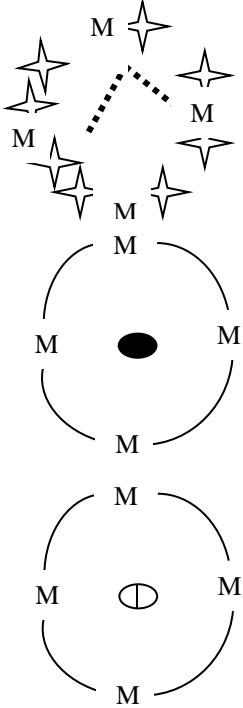
11	a. Inundation b. Underwater obstacles		In blue Colour: Blue between lines. Submerged obstacles or minefields should be shown in the centre of the symbol, and if possible in green.
12	Aircraft or anti-airborne obstacle		

1. Demolition, minefields and obstacles including enemy ones are always shown in green.

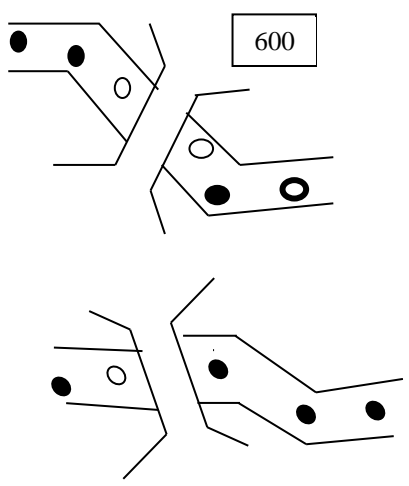
SYMBOLS FOR LAND MINES

Serial	Meaning of Symbol	Symbols	Remarks
(a)	(b)	(c)	(d)
1.	Mines, type unknown		
2.	Mines, anti-personnel		
3.	Mines, anti-tank		
4.	Mines, anti-tank, booby trapped		
5.	Double anti-tank mines		Serial 5 to 8 are normally used for detailed records of minefields.
6.	Booby-trapped double anti-tank mines		
7.	Booby traps		
8.	Anti-personnel mine Connected to trip wire		
9.	Row of anti-tank mines		Serial 9 and 10 used when mines are laid in a definite row.
10.	Row of anti-personnel mines		

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11.	Cluster of mines		
12.	<p>Minefield</p> <p>a. Minefield of 1500 anti-tank mines mixed with anti-personnel mines</p> <p>b. Mine field of 600 anti-tank mines</p>		
13.	<p>Boundaries</p> <p>a. Fence (Phony, dummy) minefield</p> <p>b. Known but unfenced (anti-tank minefield).</p> <p>c. Indefinite and unfenced (type of mines unknown)</p>		<p>The type of mine in the field is indicated by the appropriate symbol. Chemical mines will be marked in yellow</p>








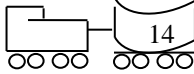
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<p>14.</p>	<p>Gaps and lines</p> <p>a. A belt of 600 double anti-tank mines mixed with anti-personnel mines. Some of the mines are booby-trapped. A gap traverse this belt.</p> <p>b. A belt of 400 anti-tank mines some of which are booby-trapped. A gap traverse this belt.</p>	 <p>The diagrams illustrate mine belts with gaps and booby-trapped mines. The top diagram shows a belt of 600 double anti-tank mines mixed with anti-personnel mines, with a gap and booby-trapped mines. A box labeled '600' is present. The bottom diagram shows a belt of 400 anti-tank mines, some booby-trapped, with a gap.</p>	
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ANNEX H TO
CHAPTER 17 TO
JSP Z2

EXAMPLES OF VEHICLES SYMBOLS

Serial	Symbol	Meaning of Symbols
(a)	(b)	(c)
1.		Wheeled personnel and /or cargo carrying vehicle
2.		Wheeled cross-country personnel and/or cargo carrying vehicle
3.		Wheeled operational non-armored vehicle
4.		Wheeled operational cross country armored vehicle to include armored personnel carriers.
5.		Tracked or half tracked operational armored vehicle
6.		Tracked or half tracked operational armored vehicle include armored personnel carrier
7.		Railway carriage/rail car
8.		Railway train with 15 carriages

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ANNEX J TO
CHAPTER 17 TO
JSP Z2

LOW INTENSITY OPERATIONS

MAPS SYMBOLS AND INCIDENT NUMBER CODES

GENERAL

1. This section describes how conventional maps can be used for low intensity operations. It also lays down a standardized Incident Number code for use when recording insurgent activities, movements and sightings.

SYMBOLS

2. Conventional map symbols meet the majority of map marking requirements in low intensity operations and should therefore be used to ensure standardization. Certain conventional symbols are dual purpose. Examples are:

- a. Vulnerable or Key Points and Areas. See Section 4, paragraph 31.
- b. Road Blocks. See Appendix 6, Serial 8.

INCIDENT MARKING

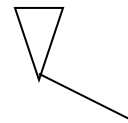
3. The symbol used to denote an incident is an inverted triangle. An explanation outlining the use of this symbol is given below:

- a. Basic Symbol.

(1) Unspecified incident.



(2) To indicate the exact location of the incident.



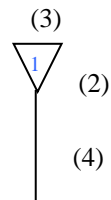
- b. Designation. Basic rule is as follows:

(1) Type of incident.

(2) Additional/explanatory information regarding type of incident.

(3) Sequence of incident occurrence.

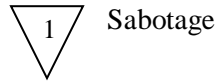
(4) Date/time Group.



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c. Explanation of Basic Rules.

- (1) Type of Incident. Additional or explanatory information regarding the type of incident is written to the right of the symbol if necessary. - See paragraph 3 below. This number is written within the symbol.

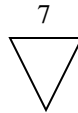


- (2) Additional Information. Additional or explanatory information regarding the type of incident is written to the right of the symbol if necessary.



Rifle : Theft of (8) rifles.

- (3) Sequence of Occurrence of Incidents. Must be added on top of the symbol:



The seventh incident.

- (4) Date/Time Group. Date/Time group of the incident should be added at the base of the staff indicating the exact location of the incident.



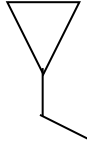
101500B Sep

Incident that occurred at.
1500 hour 10 Sep

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INCIDENT NUMBER CODES

4. The following incident number codes should be used to identify incidents by type:

Number Code	Type of Incident	Remarks
(a)	(b)	(c)
1.	Sabotage.	<p>1. Incident number code may also be used to indicate friendly (own) activities (care must be taken however, to indicate such in blue), eg:</p> <div style="display: flex; align-items: center; margin-left: 40px;">  <div style="margin-left: 20px;"> <p>Location for planning/future ambush</p> </div> </div> <p>Location for planned/future ambush</p> <p>2. Additional number codes may be added as required, provided they are explained in a legend on the map or trace.</p> <p>3. Where more detailed Information is required on an incident (eg by the intelligence staff an incident list is kept in conjunction with the map. The list reflects:</p> <ol style="list-style-type: none"> a. Incidents in chronological order, the number on the list agreeing with the incident number on the map. b. Fuller details of the incident. c. A reference to the log entry. d. The date/time of the incident.
2.	Murder.	
3.	Ambush.	
4.	Raids.	
5.	Arson.	
6.	Disturbance/demonstration.	
7.	Assault.	
8.	Theft.	
9.	Strikes.	
10.	Intimidation.	
11.	Abduction.	
12.	Propaganda.	
13.	Prisoner(s) taken.	
14.	Sighting.	
15.	Mine.	
16.	Apprehension/Arrest.	
17.	Armed Robbery.	
18.	Arms Cache/Arms Recovery.	

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(a)	(b)	(c)
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