

26/11 – The 2008 Mumbai, India Terrorist Attack



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“Modern Urban Warfare”



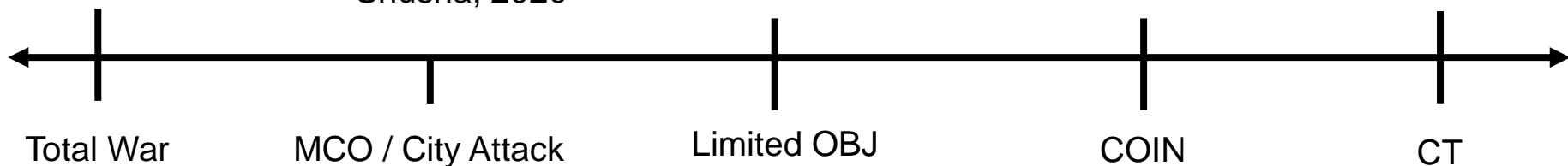
*Stalingrad, 1943
 Leningrad, 1944
 Berlin, 1945
 Vukovar, 1991
 Sarajevo, 1992
 Grozny, 1994/99
 Aleppo, 2012

Ortona, 1943
 Aachen, 1944
 Seoul, 1950
 Manila, 1945
 Hue, 1968
 Fallujah, 2004
 Mosul, 2016
 Marawi, 2017
 Shusha, 2020

Panama, 1989
 Baghdad, 2003
 Sadr City, 2008
 Gaza, 2009
 Gaza, 2014

Palestine, 1944
 Algeria, 1954
 Venezuela, 1960
 Ireland, 1969
 Iraq, 2004-2011

Munich, 1972
 Mogadishu, 1993
Mumbai, 2008
 Abbottabad, 2011



Executed through Decisive Action

Offense Defense Stability DSCA (Tasks)

Mumbai the City

- Coastal city – an island formed by Arabian Sea and Thane Creek
- One of the 33 megacities
- 4th most populous city in the world and the most populous in India
- Financial, commercial, and entertainment capital of India
- In 2008, est. population of over 17 million



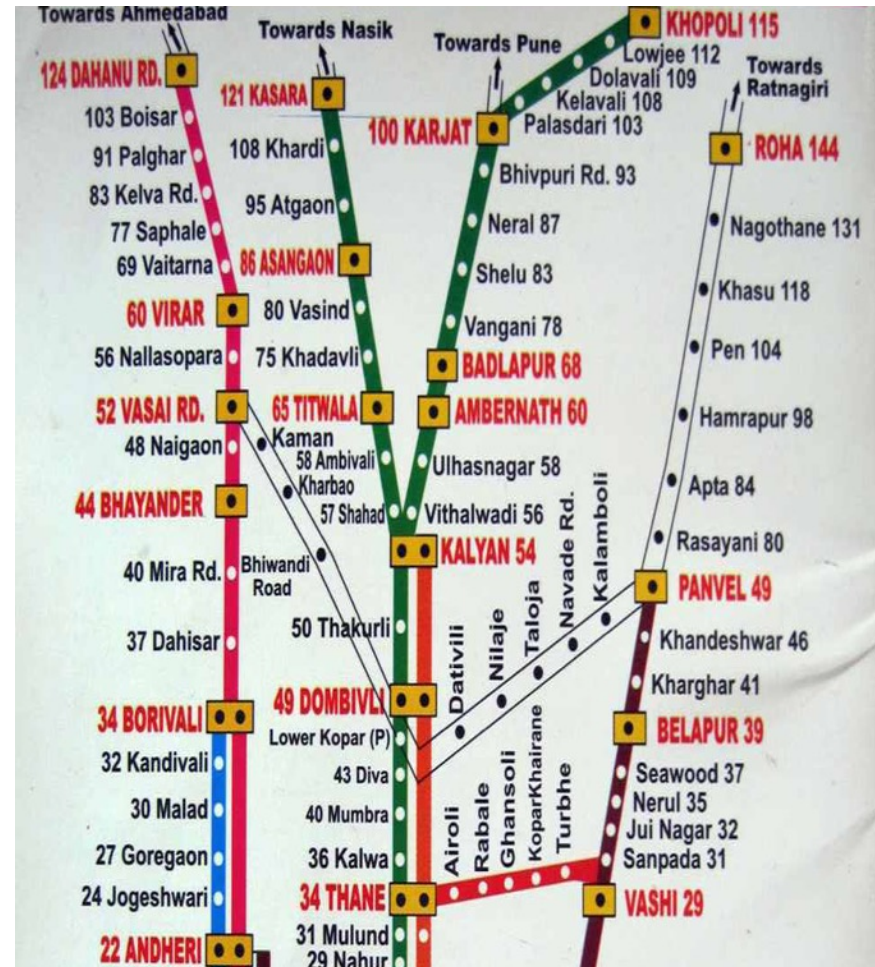
Mumbai the City and then

- City - 233 sq mil, greater metropolitan area over 1,600 sq mil. (*LA 468 sq mil, 4,850 sq mil)
- Density - 73,000 residents per sq mil. (*LA 7,800 per sq mil)
- Divided into:
 - South Mumbai
 - Suburban area
 - Navi Mumbai
 - New Bombay



Worst Traffic in the World

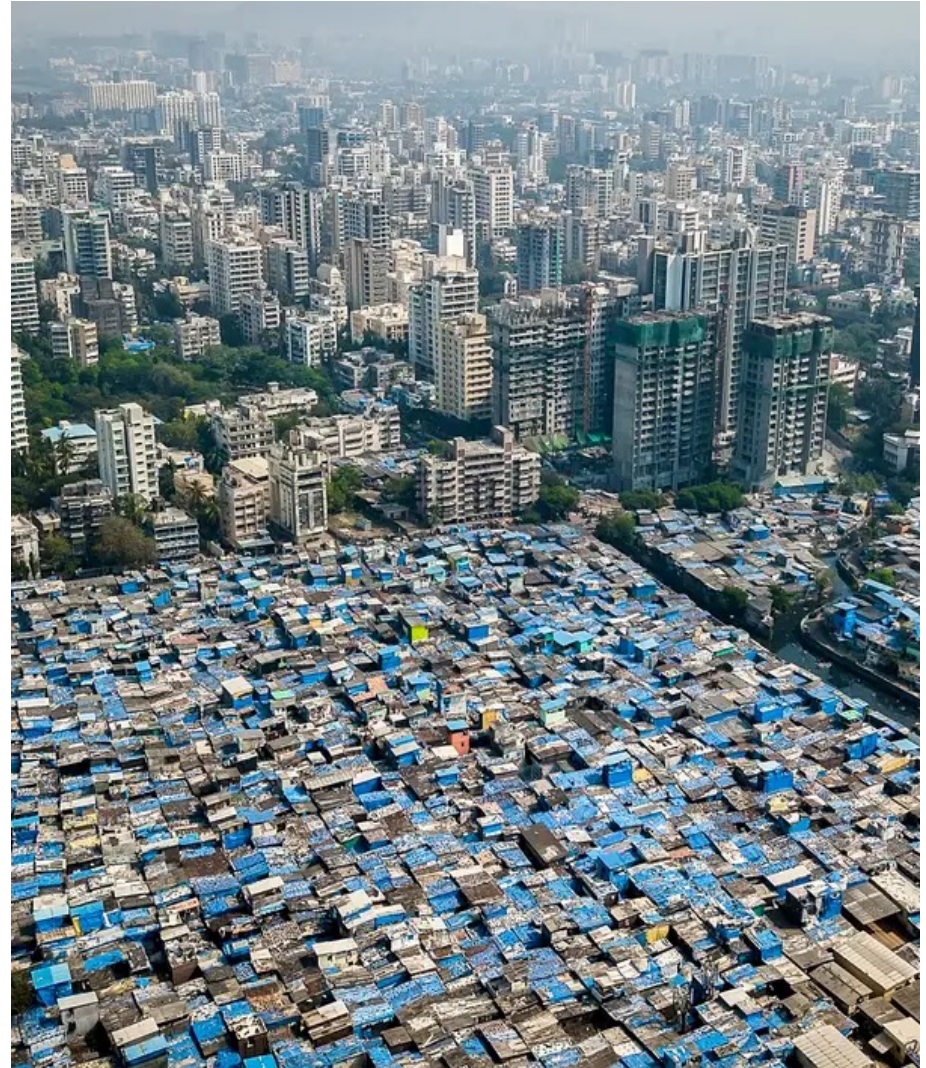
- Est 7.5 million people commute daily
- Only 3 railway networks, making it the world's busiest urban railway system.
- Studies of commuter time & transpo network congestion found Mumbai to be the worst in the world.





Planet of Slums

- Extreme social inequality
- Home to the richest corporations, people, and homes
- Estimated 41.3% (over 9 million people) of the city's population live in slums
- Slums are cities unto themselves. Dharavi, pop. density of over 860,000 per sq mi.
- Undocumented, no government services, illegal squatters
- Fishing communities



City Security Network

- National: Research and Analysis Wing (R&AW) and the Intelligence Bureau (IB)
- State: Maharashtra State Police (based in Mumbai)
- City: Mumbai City Police, Anti-Terrorist Squad (1993), QRT/SWAT, MARCOs
- Littoral:
 - Navy - blue water
 - Coast Guard - 12 -200 nautical mil
 - Marine police - Shore -12 naut. mil
- Massive private security groups



Pre-attack



David Coleman Headley

- ATS – Reports Hotel/Café/Sea
- Expect bombing (1993, 2006)



The Mistake

Lashkar-e-Taiba (LeT)

Phase 1 – Sea-borne insertion November 22-26, 2008



- Operation remotely controlled from Pakistan via encrypted satellite phones



- Use of the city social organization/flows/schedule (**cricket game**)
- Complete camouflage/deception operation





Backpacks from hell – AK-47s w/20 Mags, pistols, grenades, drugs, food

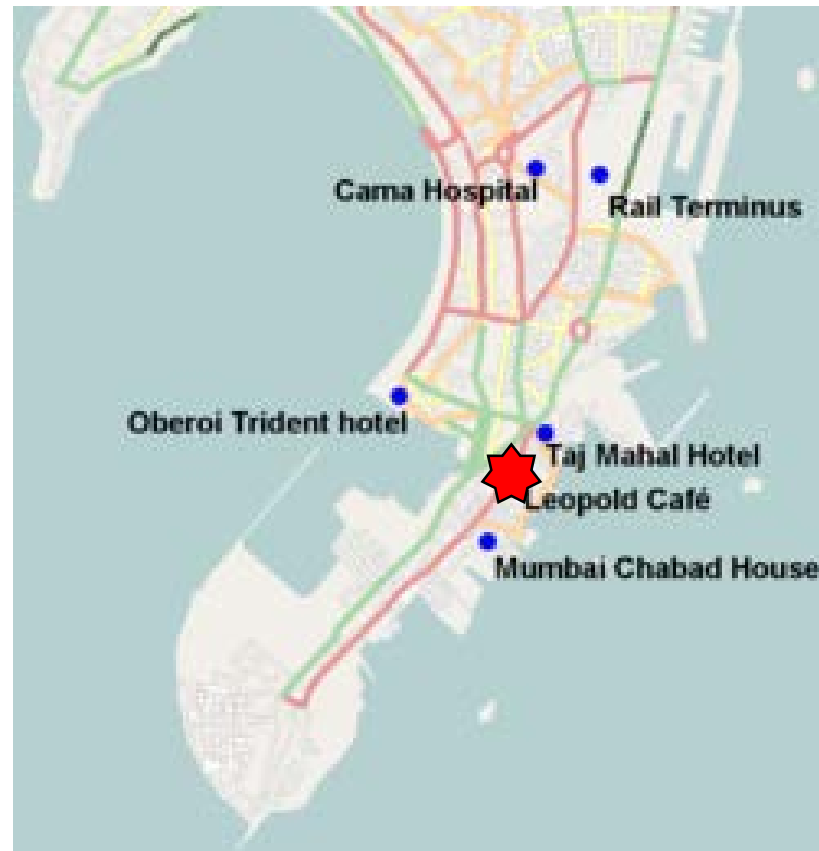
Phase 2 – Distributed movement to objectives

- 10 terrorist split into 4 teams (2, 2, 2, 4) and moved to 5 targets:
 - Leopold Café
 - CST Train station
 - Nariman house
 - Oberoi Trident hotel
 - Taj Mahal Hotel
- Walk or taxi to target
- Leave IEDs in taxis



Phase 3 – Attack – Leopold Cafe

- Est 2130 – 2 terrorist arrive Leopold Café, on phone - attack
- Attack lasts less than 2 minutes, move towards Taj Mahal Hotel, leave IED



10 killed

Phase 3 – Attack – CST Train Station

- Est 2130 – 2 terrorist arrive CST by taxi, go to bathroom, launch attack
- 90 minute attack



58 killed

Phase 3 – Attack – Nariman House

- Est 2130 – 2 terrorist attack a gas station and then arrive Nariman/Chabad House (five-story Jewish outreach center) – Take 13 hostages



7 killed

Phase 3 – Attack – Oberoi Hotel

- Est 2130 – 2 terrorist arrive Oberoi Trident Hotel (5 star luxury hotel)
- Begin siege



30 killed

Phase 3 – Attack – Taj Mahal Hotel

- Est 2135 – 2 terrorist arrive from Leopold Cafe to the side entrance to Taj Mahal Hotel (Iconic 5 star luxury hotel) 2 others enter through the front area
- Begin killing/siege



31 killed

Chaos – “Entire City Under Attack”

- In a span of 30 minutes:
 - 5 sites near simultaneously attacked
 - 5 bombs explode
- 1365 EMS calls between 2100 and 0200. (4.5 calls per minute).
- CST terrorist leave and go on sporadic rampage (Cama Hospital, car chase)
 - **death of ATS Chief**
 - **One terrorist captured**



Response

- End of night. 3 sieges (Nariman house, Oberoi Hotel, Taj Mahal Hotel)
- Un-armed, Un-equipped, un-led, disorganized police response
- Terrorist immediately seeks high ground
- Nation Teir-1 force – 200 NSG Commandos “Blackhats”

27 NOV

- 0500, NSG arrives

28 NOV

- 1500, Oberoi clear
- 2030, Nariman clear

29 NOV

- 0800 Taj Mahal hotel clear



Lessons

- Proxy warfare – Pakistan ISI trained/back terror groups not just for Kashmir – Success/Failure?
- Clear lack of investments in Mumbai security sector to include coastal security
- Information sharing / actioning
- Command and control – SOPs, Who/Where
- Remote controlled weapons (Privates)
- Use of social media/news

