Lesson 3.5g
Actor Evaluation

Content

- Actor evaluation and analysis overview

- Threat analysis

- Threat actor templates- COWARD & 3 column

- PIN and SWOT analysis

- Center of gravity (COG) analysis

Learning Outcomes

- Develop and develop a basic threat actor template

- Explain assess capability and intent

- Describe opportunity and inhibiting factors

- Apply the COG analysis

- Explain the links between actor evaluations and COA development

Actor Evaluation

- Organize, store information on relevant actors

- Reveal unknowns about relevant actors

- Create understanding of:
  - Doctrine or TTPs
  - Actor's capability to conduct operations
  - Actor's doctrine or modus operandi
  - Tactics against UN forces
  - Adversary objectives
  - How the actor operates

Actor Evaluation Relevance

MLCOA	MLCOA Description: *Using effects terminology, what is the Actor's / Threat Actor's mission*

MLCOA Intent Schematic

Actor / Threat Actor Msn:

End state:

SOM:

Shaping:

Decisive:

Sustaining:

Main Effort:

Timeline (if applicable):

Functions
Protection:

Info & Int:

Firepower:

Manoeuvre:

Logistics:

Command & Control:

SWOT / CoG Analysis
Strengths:

Weaknesses:

Opportunities:

Threats:

Centre of Gravity:

IHI List

PIRs

I&W

Who are relevant actors?

Actor Analysis- Conflict Pyramid
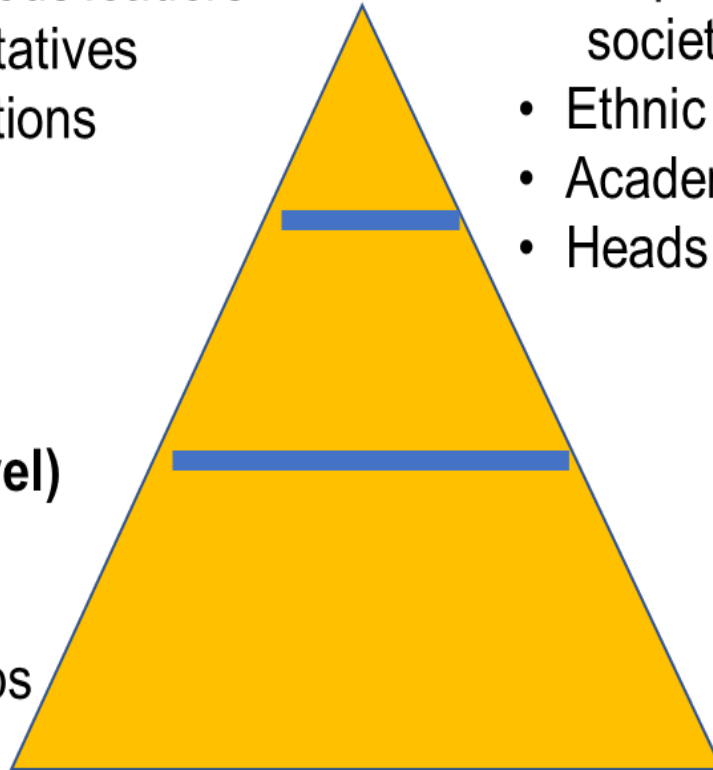
Level 1 (upper level)
- Military, political, religious leaders
- Government representatives
- International organisations

Level 2 (mid-level)
- Respected figures in certain society
- Ethnic or religious leaders
- Academics, professionals
- Heads of NGOs

Level 3 (grassroots level)
- Local leaders, elders
- NGOs
- Women's, youth groups
- Health workers
- Refugees' representatives
- Peace activists

The conflict pyramid is based on the distinction drawn by John Paul Lederach (1997) between the upper, mid and grassroots levels of conflict management.

Learning Activity

Time:

Approx. 10 minutes

Task:

- - Identify the relevant actors (people / groups)
- - Assign actors a location / position on the conflict pyramid

Hint:

Use ASCOPE PMESII tool

Processes

Actor Evaluation Templates:

- Basic Intel
- Current Intel

Analysis based on known:

- Positions, Interests, Needs
- SWOT analysis
- Centre of Gravity Analysis

So what?

- Create understanding
- Identify Information Gaps
- Identify Items of High Importance
- COA development
- Calibrate UN response

Basic Templates

Situational Awareness based on current and basic Intelligence

What is known?
What is happening?

Threat Actor Evaluation

COWARD
- Capabilities
- Organisational Structure
- Weapons and Equipment
- Asymmetric TTPs
- Reinforcement Capabilities
- Doctrinal Approach (Defence, Attack etc)

3 COLUMN FOMAT

SO WHAT
- How to weaken
- Prevent from acting
- Critical Capabilities
- Vulnerabilities
- Items of High Importance

Helps develop overlays and most likely / most dangerous COAs

Exercise

Using COWARD format, construct a basic threat actor template for ONE threat actor in your AIR.

Hint:

- Use the three-column format
- Use the Types of Terrain as a Framework

Required Output:

- Uncover unknowns;
- List Items of High Importance;
- How is the Threat Actor likely target the UN?

Relevant Actor Template

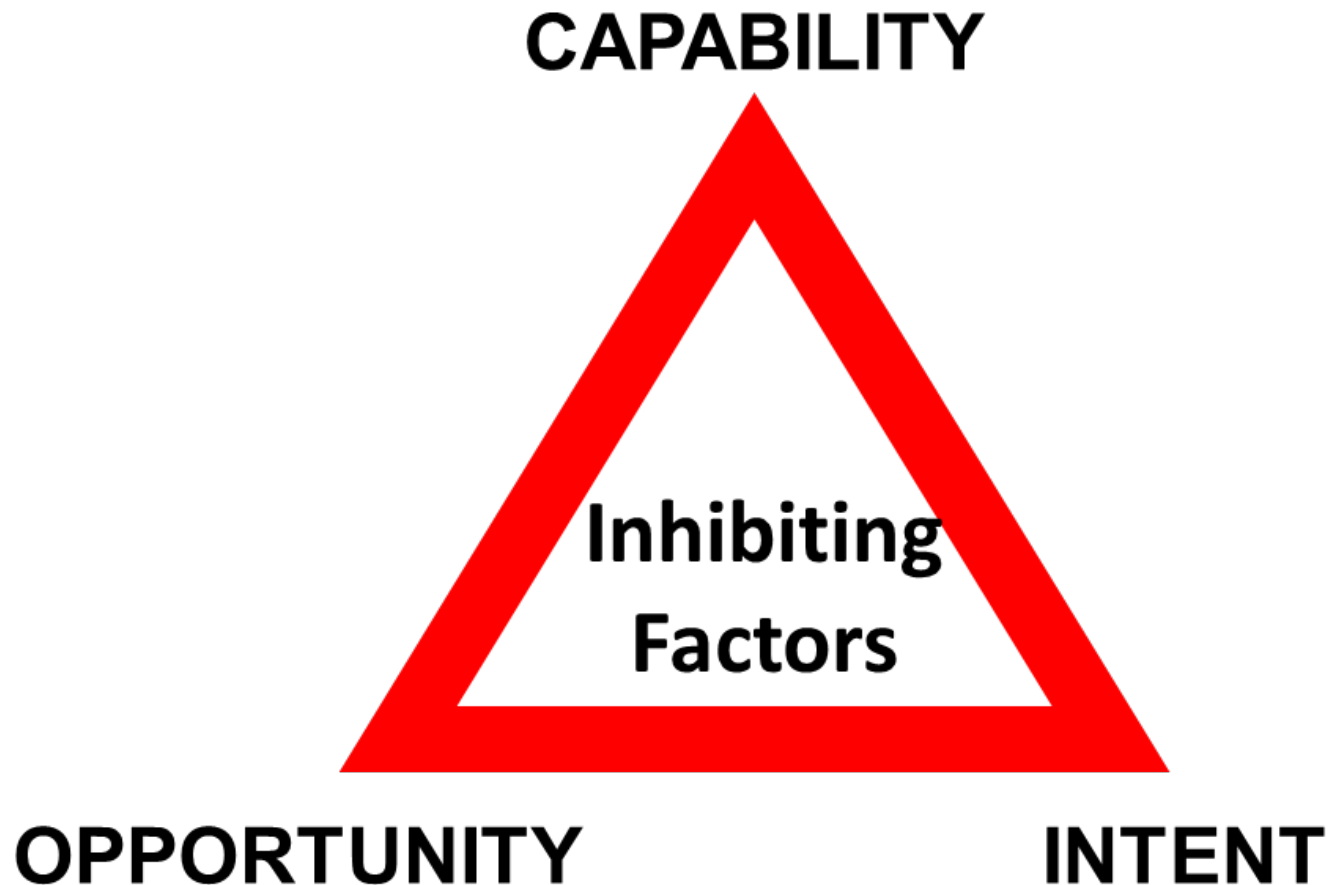| Actor Name:	Detail
How and why group formed?	
Mission?	
Key leaders and detail	
Hierarchy	
Geographical location	
Extent and level of influence of environment	
Structure and organisation	
Operational History	
Evolution	
Tactics, Techniques and Procedures	
Capabilities (strength, arms, logistics capability)	
Intent (ideology, goals/objectives)	
Tactical Doctrine	
Interests	
Needs	
Influence on other actors?	
Support of other actors?	
Supported by state actors? If so, how?	
How would a UN presence benefit this actor?	
How would a UN presence harm this actor?	
Is this actor a threat to the UN?	
How could this actor impact UN Mission and Mandate?	
Greatest strength – critical capability?	
Greatest weakness – critical vulnerability?	
Centre of Gravity	
SWOT	

Analytical Tools and Approaches

Applied current and basic Intelligence

So what, the why something is happening

What is next

(COA development, forecasting of threats)

Threat Analysis

Exercise

- How do we assess capability?

- How do we assess intent?

- What is opportunity?

- What could an inhibiting factor be, and how will this affect the above?

An inhibiting factor could impact capability intent, and opportunity

Threat Analysis - Rating

Threat Level = Capability x Intent

Capability	Threat Score
Very High	6
HIGH	5
SUBSTANTIAL	4
MODERATE	3
LOW	2
MINIMAL	1

Intent	Threat Score
Very High	6
HIGH	5
SUBSTANTIAL	4
MODERATE	3
LOW	2
MINIMAL	1

Likelihood: subjective assessment based on knowledge of intent, opportunity, inhibiting factors

Likelihood	%
Almost Certain	>90%
Highly Likely	70-90%
Likely	50-70%
Realistic Possibility	40-50%
Unlikely	20-40%
Highly Unlikely	0-20%

Threat Analysis – The so what?

Threat	Minimal	Low	Moderate	Substantial	High	Very High
Likelihood						
Almost Certain	green	yellow	yellow	orange	red	red
Highly Likely	green	yellow	yellow	orange	red	red
Likely	green	yellow	yellow	orange	red	red
Probable	green	yellow	yellow	orange	red	red
Unlikely	green	green	green	yellow	orange	orange
Highly Unlikely	green	green	green	yellow	orange	orange

**Advise Commander:
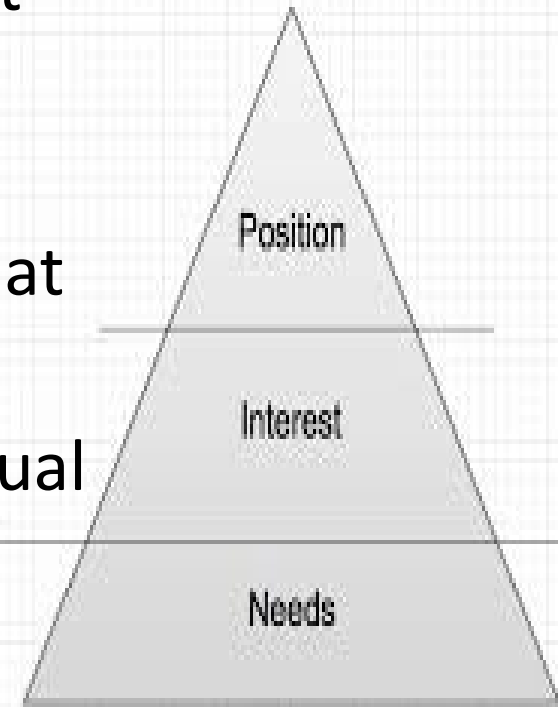Accept or Reject or Mitigate**

Exercise

- Assess threat presented by one armed actor in your AIR

- Assess likelihood of an attack on UN Convoy

- What is the <u>so what</u>?

Analytical Tools and Approaches
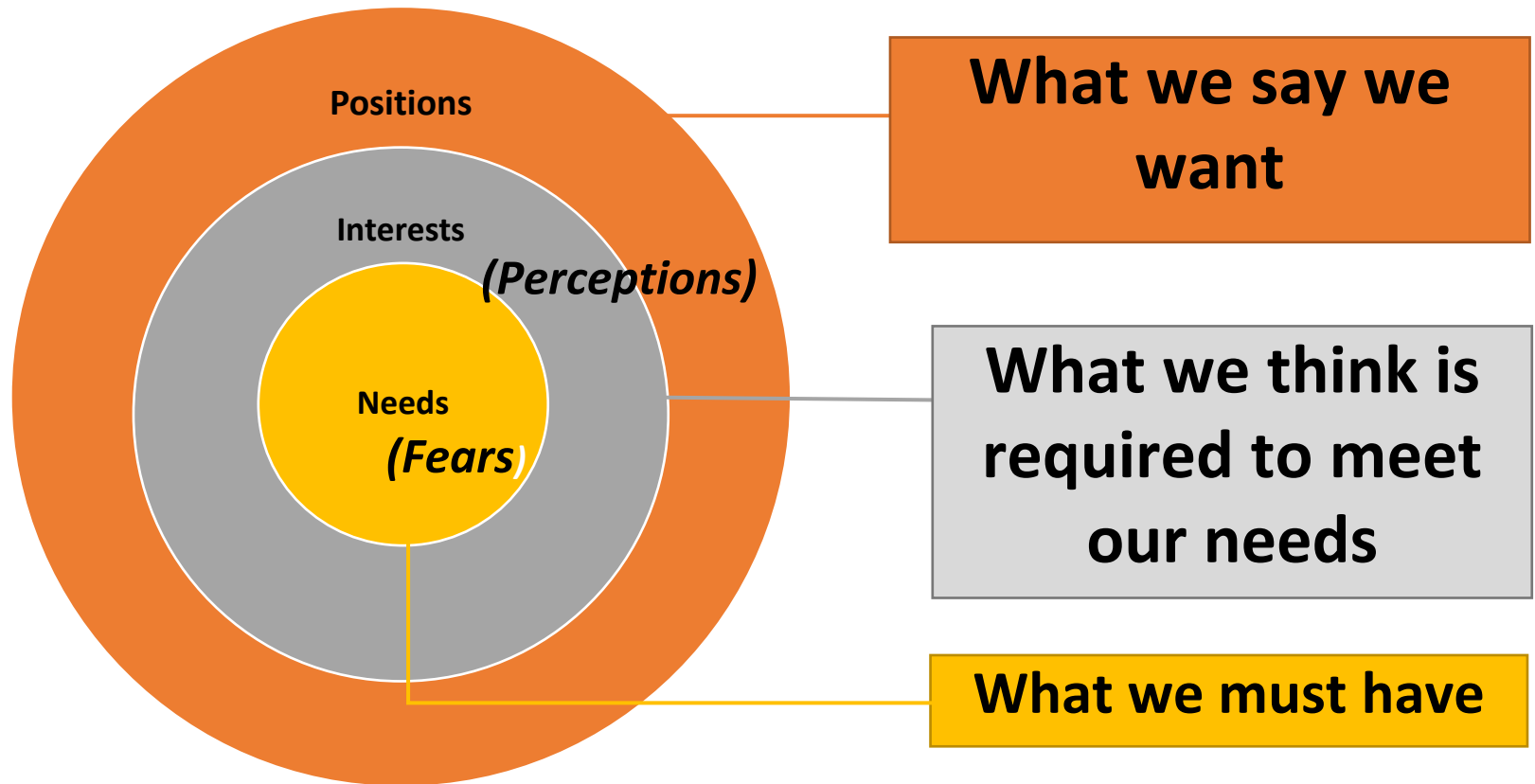
Positions, Interests, Needs Analysis

- **Positions-** stance taken by a conflict party, articulated in media or from official communications

- **Interests-** of a conflict party are what they need to meet their needs

- **Needs-** goals pursued by an individual or group to survive (Objective and Subjective)

So what?

- Can we help or undermine an actor

- Will UN ops impact an actor

- How will an actor react

Understanding Actors

PIN Analysis

Exercise: Carry out a PIN Analysis of the Islamic State.

Step 1 (List primary Factors)

> What is the threat actor's position?
> What are the threat actor's interests?
> What are the threat actor's needs?

Step 2 – Apply the 3 Column analytical framework (so what?).

Step 3 - Outputs:

> How will these factors affect how the group will react to a UN presence?
> How will these factors affect Threat Group objectives (End state)?
> How will these factors affect how it will choose to operate (Method)?

SWOT Analysis

Identify Actor's Internal:

- Strengths
- Weaknesses

Identify Actor's External:

- Strengths
- Weaknesses

Strengths (Internal)

- Identify the capabilities which give an advantage
- Identify the characteristics which give an advantage
- Identify how the object might use those capabilities / advantages

Weaknesses (Internal)

- Identify the capabilities which give a disadvantage
- Identify the characteristics which give a disadvantage
- Identify how they might be exploited

Opportunities (External)

- Identify the external conditions available and helpful to the object
- Identify how the opportunities might be enhanced / denied

Threats (External)

- Identify the external conditions which could damage the object
- Identify how those threats may be enhanced / reduced

SWOT Analysis

Exercise:

Conduct a SWOT Analysis of the primary threat actor in your Sector.

Step 1 (List primary Factors)

    What are its strengths (internal)?

    What are its weaknesses (internal)?

    What are threats to the NGO (external)?

    What are the opportunities (external)?

Step 2 – Apply the 3 Column analytical framework (so what?).

Step 3 - Outputs:

    How will these factors affect how the group reacts to the UN?

    How will these factors affect Threat Group objectives (End state)?

    How will these factors affect how it will choose to operate (Method)?

Centre of Gravity Analysis

What is a Center of Gravity?
Gives an actor its moral, physical strength, will to act, freedom of action

Levels of Center of Gravity

Strategic- Diplomatic support, Alliances

Operational- a specific assets, military, economic etc

Entity's aim/ objectives	
Centre of Gravity	Critical Capabilities
Critical Vulnerabilities	Critical Requirements
Conclusions	

So what:

- Break down an Actor's characteristics to undermine or strengthen
- How an actor behaves to maintain CC, to gain CRs, to mitigate CVs
  → Link to COA development

COG Analysis – How?

Based on all you know about the Actor and the Environment:

- Brainstorm as a team - where does the actor or entity get its moral and physical strength, its freedom of action, and its willingness to act?

- What does the COG allow the entity to do – critical capabilities (CC)?

- What are the key vulnerabilities through which the COG can be affected - critical vulnerabilities (CV)?

- What are the essential conditions, resources, and freedoms that make it an effective COG (CRs)?

COG Excercise

Exercise: COG Analysis of the main threat actor in your Sector AO.

What is its Operational Center of Gravity?
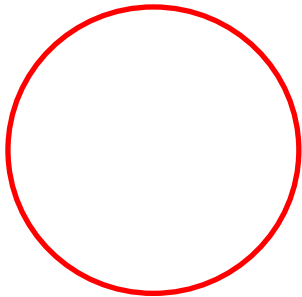
What are the:

  Critical Capability - Method/COA choice)

  Critical Requirements - Objectives / Mission / End state

  Critical Vulnerability (Method)

Apply the 3-column analytical framework?

Actor Evaluation: Relevance?

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Take Away

- There are several tools and templates to help you conduct actor analysis

- COWARD / 3 column format are useful tools

- Understanding actor's capability, intent, opportunities and inhibiting factors will assist the analysist

- COG analysis is a useful tool in better understanding of actors

Questions