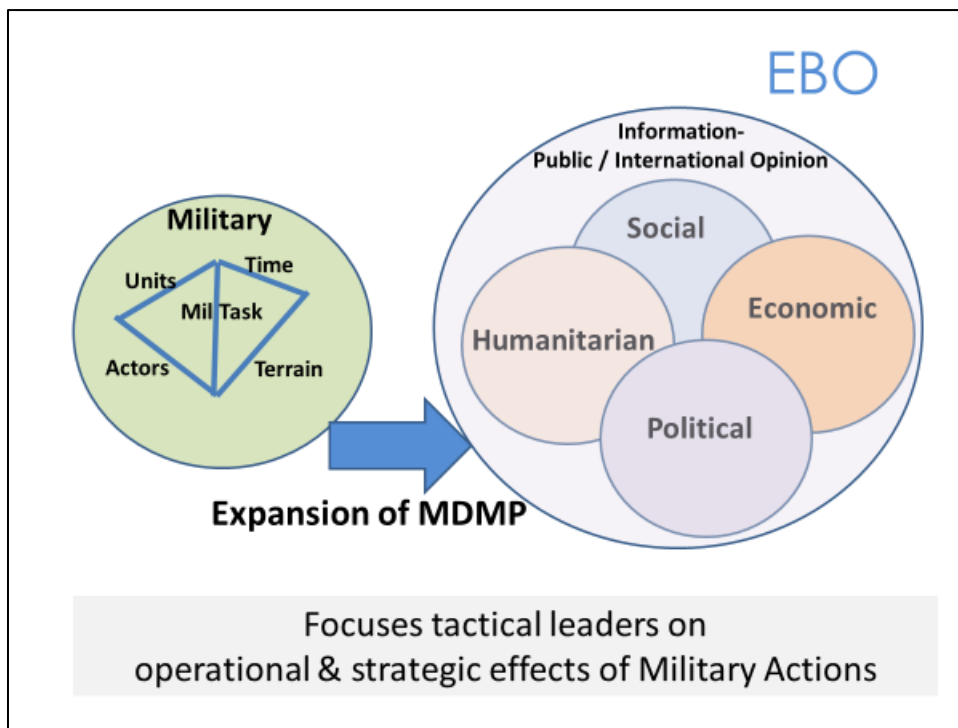




The effects-based approach operations / methodology of military planning is a new trend that many TCCs have adopted. The concept has been in development and used at the strategic and operational levels and perhaps unofficially, at tactical levels.

It may be worth the time to familiarize yourself with the planning methodology, as we may find some helpful tools that will assist us in POC and FP planning at the tactical level. The process is based on the ends, ways, and means model of analysis. Ends- what state do we want to end up with, ways- what tasks and how are we going to execute; and means-the resources, units, equipment needed. I might suggest that the senior leadership review the EBO Annex, as the planning process tool has value in helping the UNIBAT analyse the effects of military operations that may affect the UN mission's political and humanitarian operations.



Slide 2



WHY EBO? Often, we look at a problem or mission solely from a military side of the equation and little on the political, information, humanitarian, economic or civilian side. We should acknowledge that in a PKO environment, the military is but one tool to implement the mandate. And in the PKO environment, a pure military approach has limited and often poor results. EBO focuses on achieving operational objectives; but unfortunately, our tactical level planners have not been taught how to look at the whole mission concept of operations.

Plans developed without the consideration of humanitarian, political, and socio-cultural differences will often lead to additional friction, impacting the overall timeline for accomplishing the UN mandate. On an earlier slide we discussed vetting COAs against these same considerations. Where EBO at the start attempts to focus the planner prior to COA development.

Slide 3



- Ends-ways-means model (start with ends)
- Integrated, inclusive
- Pursue a desired outcome:
 - ✓ Military
 - ✓ Social
 - ✓ Political
 - ✓ Humanitarian
 - ✓ Economic
- 2d order thought
- Associate tasks with effects to achieved outcome

An EBO involves the integration of all military and non-military agencies (the Comprehensive Approach) to create effects in pursuit of desired objectives.

Planning helps the commander to focus on the effects (see Instructor note below) to be achieved. The effects schematic enables the commander's intent and concept of operations to be described in effects terminology. A commonly method in the unifying purpose (the "in order to") within his mission statement. While it is important to establish threat actor reactions and COAs, it is also important, particularly in a UN context, to consider what second order effects a military operation might have on the mission. For example, what impact will the COA have on a vulnerable civilian population, or the local farmers.

Tasks are associated with effects to be achieved in respect to an actor, group, spoiler actor, perpetrator, hostile group, local population, mission's information program, terrain, and humanitarian operations. The goal of the organization when executing EBO, no matter what size the staff, is to ensure cross-functional coordination and external organizations.

 **Instructor Note:** Effects can be grouped into physical and non-physical or kinetic and non-kinetic. Although all physical effects will lead to some form of non-

physical effect, their primary purpose will be to influence the capabilities of actors, while non-physical effects are principally directed towards an actor's behavior.

Slide 4

EBO and Planning

- List effects to mitigate risks or neutralize the threat
- Subjective “gaming” and what if drills
- 2nd, 3rd order effects, immediate impact
- Cumulative effect of multiple incidents occurring
- Relationships-HN, alliance, Regional, International
- HQs approach and appetite for risk

Non-Kinetic Effects

- Convince
- Induce
- Inform
- Prevent
- Reassure

It is important for the UNIBAT staff to come up with a list of effects to mitigate the risks associated with that threat. The impact of a risk occurring is a subjective judgement. Commanders will need to make their judgement of the impact against the context in which they are operating. Commanders must consider the 2nd and 3rd order effects of all COAs, as well as the immediate impact and cumulative effect of a certain operation. In the blue box are examples of effects. A COA can impact upon:

- Mission objectives
- Resources (manpower, time, space, supplies)
- Relationships (HN, LN, Coalition / alliance, National, Regional, International)
- UN's reputation
- The higher HQs' appetite for risk

In short, EBO is another method to help tactical planners to focus on the impact of military operations on the mission objectives.