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*

<table>
<thead>
<tr>
<th>MLCOA Intent Schematic</th>
<th>Actor / Threat Actor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Msn:</td>
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<tr>
<td></td>
<td>End state:</td>
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<tr>
<td></td>
<td>SOM:</td>
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<td></td>
<td>Shaping:</td>
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<td>Decisive:</td>
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<td>Sustaining:</td>
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<td></td>
<td>Main Effort:</td>
</tr>
</tbody>
</table>

### Timeline (if applicable):

<table>
<thead>
<tr>
<th>Functions</th>
<th>SWOT / CoG Analysis</th>
<th>IHI List</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protection:</td>
<td>Strengths:</td>
<td></td>
</tr>
<tr>
<td>Info &amp; Int:</td>
<td>Weaknesses:</td>
<td></td>
</tr>
<tr>
<td>Firepower:</td>
<td>Opportunities:</td>
<td></td>
</tr>
<tr>
<td>Manoeuvre:</td>
<td>Threats:</td>
<td></td>
</tr>
<tr>
<td>Logistics:</td>
<td>Centre of Gravity:</td>
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<tr>
<td>Command &amp; Control:</td>
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</tbody>
</table>

| 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 Format

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

Applied current and basic Intelligence

*So what, the why* something is happening

*What is next*

(COA development, forecasting of threats)
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

<table>
<thead>
<tr>
<th>Capability</th>
<th>Threat Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High</td>
<td>6</td>
</tr>
<tr>
<td>HIGH</td>
<td>5</td>
</tr>
<tr>
<td>SUBSTANTIAL</td>
<td>4</td>
</tr>
<tr>
<td>MODERATE</td>
<td>3</td>
</tr>
<tr>
<td>LOW</td>
<td>2</td>
</tr>
<tr>
<td>MINIMAL</td>
<td>1</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Intent</th>
<th>Threat Score</th>
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<td>2</td>
</tr>
<tr>
<td>MINIMAL</td>
<td>1</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost Certain</td>
<td>&gt;90%</td>
</tr>
<tr>
<td>Highly Likely</td>
<td>70-90%</td>
</tr>
<tr>
<td>Likely</td>
<td>50-70%</td>
</tr>
<tr>
<td>Realistic Possibility</td>
<td>40-50%</td>
</tr>
<tr>
<td>Unlikely</td>
<td>20-40%</td>
</tr>
<tr>
<td>Highly Unlikely</td>
<td>0-20%</td>
</tr>
</tbody>
</table>
## Threat Analysis – The so what?

<table>
<thead>
<tr>
<th>Threat</th>
<th>Minimal</th>
<th>Low</th>
<th>Moderate</th>
<th>Substantial</th>
<th>High</th>
<th>Very High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likelihood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Almost Certain</td>
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<tr>
<td>Highly Likely</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Likely</td>
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<tr>
<td>Probable</td>
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<tr>
<td>Unlikely</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Highly Unlikely</td>
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*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 so what?
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

- Positions
- Interests
- Needs (Perceptions)

What we say we want

What we think is required to meet our needs

What we must have
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**

<table>
<thead>
<tr>
<th>Strengths (Internal)</th>
<th>Weaknesses (Internal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify the capabilities which give an advantage</td>
<td>Identify the capabilities which give a disadvantage</td>
</tr>
<tr>
<td>Identify the characteristics which give an advantage</td>
<td>Identify the characteristics which give a disadvantage</td>
</tr>
<tr>
<td>Identify how the object might use those capabilities / advantages</td>
<td>Identify how they might be exploited</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities (External)</th>
<th>Threats (External)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify the external conditions available and helpful to the object</td>
<td>Identify the external conditions which could damage the object</td>
</tr>
<tr>
<td>Identify how the opportunities might be enhanced / denied</td>
<td>Identify how those threats may be enhanced / reduced</td>
</tr>
</tbody>
</table>
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

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)?
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?

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
• 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 analyst

• COG analysis is a useful tool in better understanding of actors
Questions