

Lesson 3.5h

Situation Integration and Course of Action (COA) Development





Content

- Situation Integration
- COA Generation
- Identification of *ML/MDCOA*
- Inclusion of AE outputs: Mission, Intent, End State.
- Drafting a Scheme of Manoeuvre
 - Phasing and tactical functions
- COA Schematic
 - Situation and event overlays



Learning Outcomes

- Explain the linkage between the Terrains (physical, human and information), Actor Evaluation and the development of COAs
- Explain how the FACES criteria is used to assess COAs and identify ML and MD
- Explain the difference between NAI and TAI and how they facilitate the confirmation of an actor COA
 - Using an event overlay to illustrate these
- Explain what is depicted on a COA board



Phase 3 - Situation Integration

- Fuses results from AOE and Actor Evaluation (Phase 1 and 2)
- Identification how the operating environment shapes actor capabilities and TTPs
- Relates capabilities, intentions, and TTPs to the ground enabling the assessment of Actor Courses of Action (ACOA)
- Most Likely and Most Dangerous ACOA
- Mission specific

MLCOA COA Schematic

COA SCHEMATIC

**AOE
+
Situation
Integration**

Timeline (if applicable): **Actor Evaluation**

**Actor / Threat Actor
Msn:**

End state:

**Actor
Evaluation**

SOM:

Shaping:

Decisive:

Sustaining:

Main Effort:

**Situation
Integration**

Functions

Protection:

Info & Int:

Firepower:

Manoeuvre:

Logistics:

Command & Control:

**Actor
Evaluation
+
Situation
Integration**

SWOT / CoG Analysis

Strengths:

Weaknesses:

Opportunities:

Threats:

Centre of Gravity:

**Actor
Evaluation**

IHI List

**Actor
Evaluation**

PIRs

3CF outputs and Event Overlay

I&W

**Situation
Integration**



Situation Integration: Context

- Nothing in this presentation relates to the scenario you have been given.
- The UN mission as the basis for this Situation Integration is the **UN force has been tasked to establish a TOB south of a WALESI.**
- Situation Integration is always mission specific.
- Remember that you are learning an analytical process that can be used at all levels. It is scalable from Strategic to Tactical level planning.
- This process is about the fusion of all the analysis and situating it in time and space.



Intent/Purpose. DISRUPT UN activity without becoming decisively engaged. UNDERMINE UN presence within the Sector.

MSN. Conduct small arms ATTACK on UN bases IOT REINFORCE their IO campaign.

Endstate. UN being forced to increase security at its bases makes UN a static force, unable to deploy to more than a handful of urban areas. IK increases its control to more areas of Sector west.

Scheme of Manoeuvre:

Shaping:

- Hate speeches. UN as the target.
- Small teams will forward mount to urban areas to prepare.
- Surveillance of UN base and UNMMIG force movements.

Decisive:

- Once recce screen is in place, the attack teams will move forward to conduct attack.
- Use of VHF radios to control the attacks. Assessed firing point will be from southern edge of urban area.
- Attack will last NMT 5-10 minutes as per previous attacks. Wpns will be dropped or taken to local caches.

Sustaining:

- Teams will withdraw before decisively engaged using terrain to cover movement.
- Increased messaging and propaganda will follow shortly after attack claiming responsibility to undermine UN credibility.

I & W:

- Increase in anti-UN propaganda.
- Increased surveillance of UN TOBs;
- Testing of UN security procedures involving unarmed personnel by day and night;
- Significant change to pattern of life in and around UNMMIG bases;

IHI:

- Weapons caches;
- Sniper rifles

Weaknesses

- VHF radios can be intercepted.

Strengths

- Ability to blend in with population.
- Cover provided to East iot support withdrawal.

Tactical Functions:

1. C2 – decentralised command structure. Use of VHF.
2. Info & Int – Population support base
3. Firepower – Sniper rifles (U/K variant) and AK47 variants.
4. Manoeuvre – Urban – use of motorbikes, light role.
5. Protection – OPSEC and COMSEC
6. Sustainment – Use of population and hides to secure lethal aid.



Situation Integration



- Where can they operate-Physical, Human, Information Terrain
- How do they operate-Capabilities

Equals

How, where, when the actor will operate and where should the UN monitor / how can we affect them



Key outputs from Situation Integration

- Assessed actor mission, intent, end state
- Assessed actor scheme of manoeuvre
- COA schematic
- COA boards: most likely (MLCOA) and most dangerous (MDCOA)
- 'Golden Thread' products support Phase One brief
- Identification of IRs and updated IAP
- **Remember these are mission specific**



ACOA Generation

- Why do we need actor COAs?
- Why do we focus on all relevant actors?
- How do they help commanders and staffs?



ACOA Scenario Generation

- Key product from Analysis of the Operating Environment
- Provides commander with detailed assessment of how actors affect the mission
- Allows commander to prioritise assets
- Plan for MLCOA and MDCOA

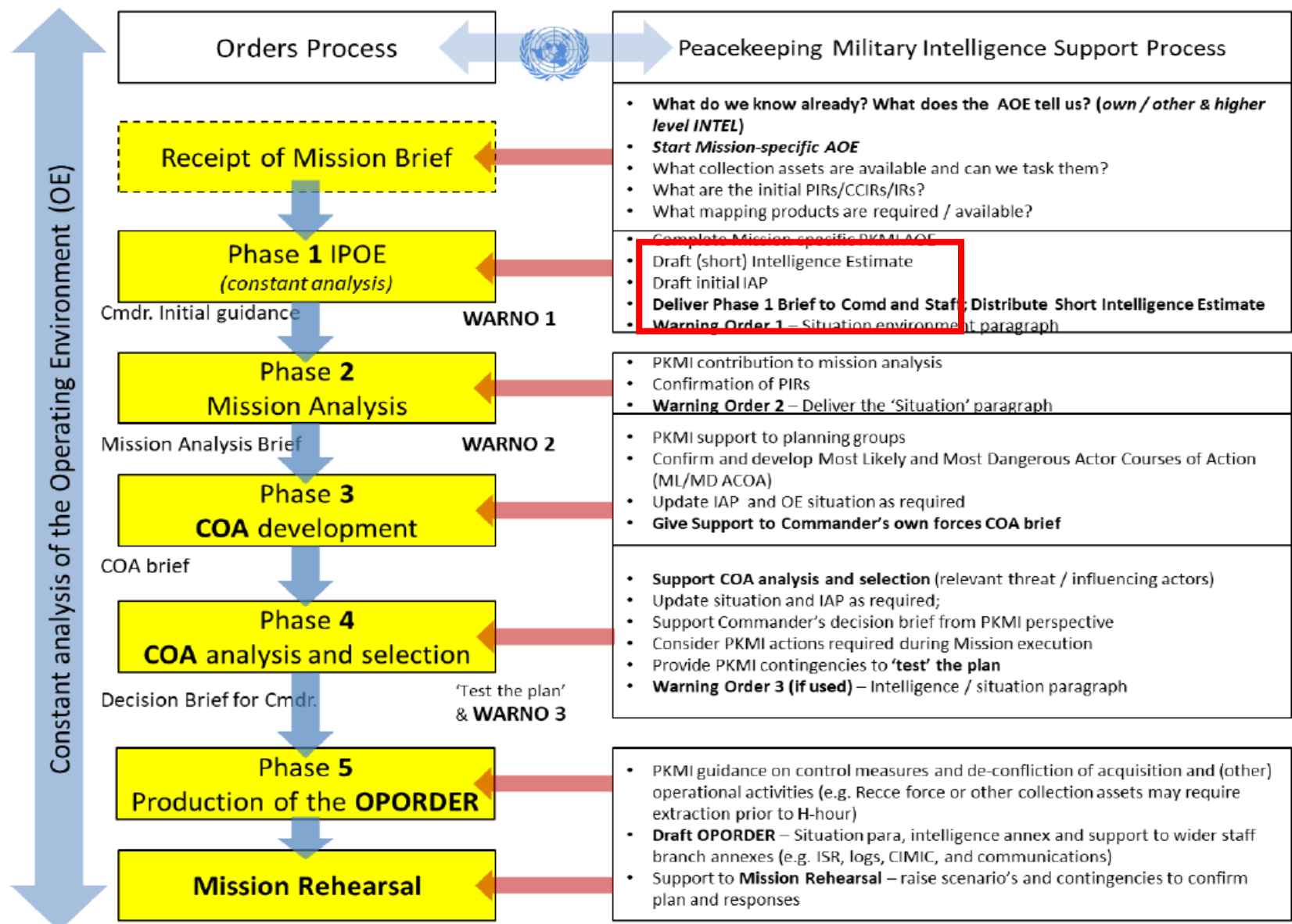


COA Generation

- More than two COAs exist
- Staff given two in order to assist in Military Decision-Making Process (MDMP) planning:
 - Most likely
 - Most dangerous



Phase One Brief – why is it relevant?





Identification COAs

- Many COAs identified
 - Mind-mapping/Brain-storming
 - Competing Hypothesis
 - Critical Pathway Analysis
 - Back-casting
- Identified COAs are scored using FACES
 - Subjective scoring based on application of analysis, experience and intuition.
 - Supported by current intelligence





FACES Criteria

- **Feasible**

- A feasible COA can accomplish the mission within the given time, space and resource limitations.

- **Acceptable**

- An acceptable COA must have the right balance between cost, risk and the potential advantage gained.

- **Complete**

- A complete COA incorporates the key elements of decisive, shaping and sustaining phases.

- **Exclusive**

- An exclusive COA must differ significantly enough from other possible COAs.

- **Suitable**

- A suitable COA can be executed within the Commander's intent.



Identifying MLCOA

- MLCOA is the COA assessed **most likely to achieve (Threat) Actor's intent and end state**
- **FACES** criteria applied to COAs
 - Feasible, Acceptable, Complete, Exclusive, and Suitable
- Supported by current intelligence picture for actor to achieve mission
- Supported by intelligence - actor had prior success in execution



Identification of MDCOA

- MDCOA is the (Threat) Actor's **COA that would have the greatest impact on UN mission.**
- FACES test applied
- Supported by doctrine, TTPs, current intelligence picture
- Requires greater planning, resources and risk to actor but represents **greatest threat to UN mission**



Selection ML and MDCOA

COA	Likelihood of achieving Actor's end state (Score 1-5)	Impact on UN mission (Score 1-5)	FACES criteria met
1	2	1	N
2	4	2	Y
3	2	2	Y
4	1	2	N
5	2	5	Y

Which is the MLCOA?
Which is the MDCOA?



Selection ML and MDCOA

COA	Likelihood of achieving Actor's end state (Score 1-5)	Impact on UN mission (Score 1-5)	FACES criteria met
1	2	1	N
2 MLCOA	4	2	Y
3	2	2	Y
4	1	2	N
5 MDCOA	2	5	Y



Scope

Develop a suitable Actor Course of Action to include:

- Intent, End State and Main Effort
- Scheme of Manoeuvre
- Tactical Functions
- Identifying Indicators & Warnings
- Items of High Importance List
- COA Schematic
- COA Boards



Defining Intent, End State and Main Effort

- **Intent:** Concise statement of what the actor intends to do and why; expressed via **EFFECTS TERMINOLOGY** to be achieved.
- **End State:** Aim at the end of an operation, indicates objective achieved. Where the actor wants to be at mission accomplishment.
- **Main Effort:** Activity the actor considers crucial to mission success
- This is identified during Actor Evaluation stage but **analysed further to make it mission specific.**

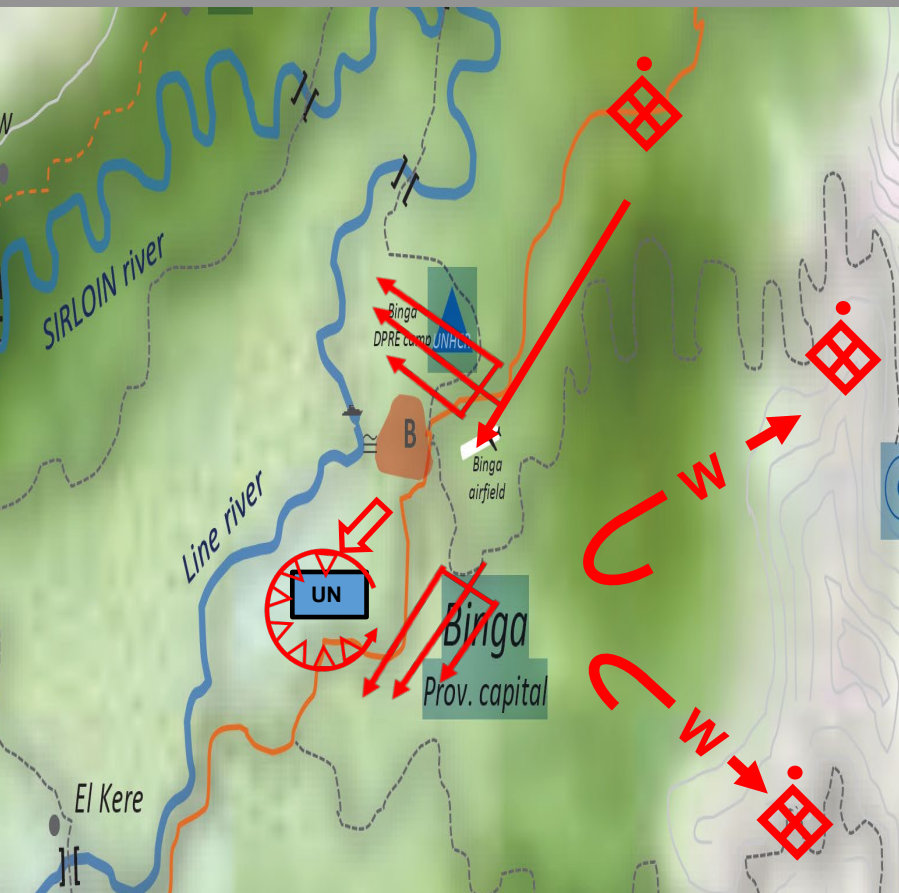


Example Intent, End State and Main Effort

- **Intent:** To SEIZE or ISOLATE GARLANDIAN military bases and SECURE government installations and infrastructure in GARLAND; FIX reinforcements from entering Sector East and FACILITATE a pro-ERIYAN political take-over

In Order To

- **End State:** Force the WITHDRAW of GARLANDIAN military forces and to allow for Sector East entry into the ERIYAN Federation
- **Main Effort:** To FIX reinforcements with AT mines and IEDs



Scheme of Manoeuvre:

Shaping:

- Hate speeches. UN as the target.
- Small teams will forward mount to urban areas to prepare.
- Surveillance of UN base and UNIGAR force movements.

Decisive:

- Once recce screen is in place, the attack teams will move forward to conduct attack.
- Use of VHF radios to control the attacks. Assessed firing point will be from southern edge of urban area.
- Attack will last NMT 5-10 minutes as per previous attacks. Wpns will be dropped or taken to local caches.

Sustaining:

- Teams will withdraw before decisively engaged using terrain to cover movement.
- Increased messaging and propaganda will follow shortly after attack claiming responsibility undermine UN credibility.

Intent/Purpose.

DISRUPT UN activity without becoming decisively engaged. UNDERMINE UN presence within the Sector.

MSN. Conduct small arms ATTACK on UN bases IOT REINFORCE their IO campaign.

Endstate. UN being forced to increase security at its bases makes UN a static force, unable to deploy to more than a handful of urban areas. IK increases its control to more areas of Sector west.

I & W:

- Increase in anti-UN propaganda.
- Increased surveillance of UN TOBs;
- Testing of UN security procedures involving unarmed personnel by day and night;
- Significant change to pattern of life in and around UNMMIG bases;

IHI:

- Weapons caches;
- Sniper rifles

Weaknesses

- VHF radios can be intercepted.

Strengths

- Ability to blend in with population.
- Cover provided to East iot support withdrawal.

Tactical Functions:

1. C2 – decentralised command structure. Use of VHF.
2. Info & Int – Population support base
3. Firepower – Sniper rifles (U/K variant) and AK47 variants.
4. Manoeuvre – Urban – use of motorbikes, light role.
5. Protection – OPSEC and COMSEC
6. Sustainment – Use of population and hides to secure lethal aid.



Exercise

Defining Intent, End State and Main Effort

Task: Each syndicate is to draft an intent, end state and main effort for one threat actor within their Sector

Approx. Time: 40 minutes.

- **Intent:** A concise and precise statement of what the Actor / Threat Actor intends to do and why; expressed as the effects they intend to achieve.

In Order To

- **End State:** The aim to be attained at the end of an operation, which indicates that the objective has been achieved. It is, in short, 'where the Actor / Threat Actor wants to be, mission accomplished.'
- **Main Effort:** What the Actor / Threat Actor considers to be the activity which is crucial to the success of the mission



Scope

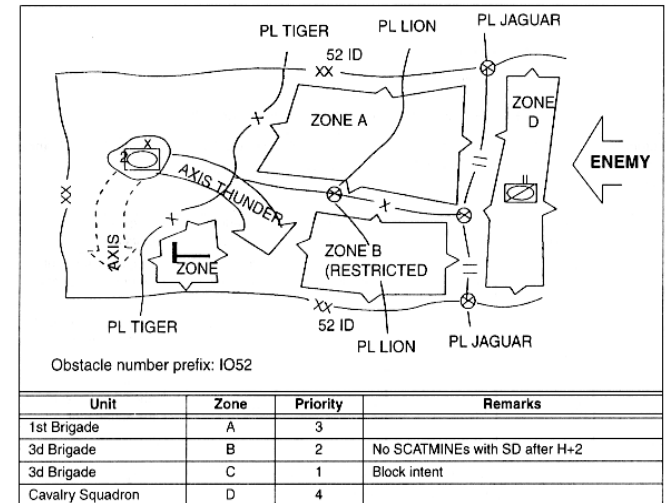
Develop a suitable Actor Course of Action to include:

- Intent, End State and Main Effort
- Scheme of Manoeuvre
- Tactical Functions
- Identifying Indicators & Warnings
- Items of High Importance List
- COA Schematic
- COA Boards



Scheme of Manoeuvre (SOM)

- Where, when, how the Actor achieves its purpose:
 - Routes
 - Objectives
 - Boundaries
 - Timings
- Conclusions from AOE, AE should be highlighted
- Use SOM in explaining phases:
 - Shaping
 - Decisive
 - Sustaining



Tell a story about how Actor will conduct activity from start to finish



SOM – Shaping Phase

- Tasks to create/preserve conditions for success of the decisive act.
- Actor shapes space to complement their plan
- Some shaping tasks:
 - Use of crowds
 - Moving personnel, equipment
 - Influence of a population
 - Deception plan
 - Reconnaissance
 - IED construction
 - Fixing elements of UN forces



SOM – Decisive Phase

- **Action** that leads to successful completion of the mission
- Task that makes the plan unique
- May include these verbs for a threat actor:
 - Destroy
 - Neutralise
 - Secure
 - Seize
 - Clear
 - Disrupt



SOM – Sustaining Phase

- Activity to reinforce success
- Once Actor has executed their plan, these are sustaining activities / tasks to consolidate gains
- Examples:
 - Distribute
 - Propaganda
 - Use social media
 - Cache weapons
 - Resupply ammo
 - Shadow governance
 - Intimidation



Exercise: Draft SOM

Task:

Each syndicate will draft a SOM for one threat actor within their Sector

Approx. Time: 45 minutes.

RECAP:

SOM consists of the following phases:

- Shaping
- Decisive
- Sustaining



Scope

Develop a suitable Actor COA to include:

- Intent, End State and Main Effort
- Scheme of Manoeuvre
- **Tactical Functions**
- Identifying Indicators & Warnings
- Items of High Importance List
- COA Schematic
- COA Boards

Applicable to Threat Actors





Checklist – Tactical Functions

- Description of functions that Threat Actor does prior, during, and after operations
- To assist in describing COAs

- **Command & Control**
- **Information & Intelligence**
- **Firepower**
- **Manoeuvre**
- **Protection**
- **Sustainment**



Command & Control (C2)

- **C2** – Will the Actor / Threat Actor be able to effectively exert command and control over their subordinates during the COA? What sort of C2 will they use i.e. Mission Command? What C2 vehicles/nodes are vital for them?
- Individuals
- Vehicles
- Locations
- Type of Command
- Method of Command

Now think about I&Ws, Items of High Importance, and NAIs/TAIs

Or

What does seeing it indicate?

What would be the impact of removing it?

Where it will be?



Information & Intelligence

- **Info & Int** – How is Actor going to gather information and intelligence? What sort of information and intelligence are they trying to gather on us to assist their mission? How can we deny this to them?

Now think about I&Ws, Items of High Importance, and NAIs/TAIs

What does seeing it indicate?

What would be the impact of removing it?

Where it will be?



Firepower

- **Firepower** – Firepower destroys, neutralises and suppresses; how will the Actor / Threat Actor use their firepower during the CoA?
- Will it be used in Shaping, Decisive, Sustaining?
- What are the UN most vulnerable to?
- How will they use it and in what groupings?

Now think about I&Ws, Items of High Importance, and NAIs/TAIs

What does seeing it indicate?

What would be the impact of removing it?

Where it will be?



Manoeuvre

- How does the Actor / Threat Actor move?
- What assets do they have available to them?
- How can we deny them?

Now think about I&Ws, Items of High Importance, and NAIs/TAIs

What does seeing it indicate?

What would be the impact of removing it?

Where it will be?



Protection

- **Protection** – How will Actor look to protect their force? Includes physical protection, screening force or flank guard; communications i.e. encrypted radios etc.
- Their deception plan should be considered

Now think about I&Ws, Items of High Importance, and NAIs/TAIs

What does seeing it indicate?

What would be the impact of removing it?

Where it will be?



Sustainment

- **Sustainment** – How will the Actor be able to sustain CoA? Some of this may have been included in the Sustaining Phase, however, this is more logistical than theoretical and should add detail
- How far can go & long can they fight without replenishment?
- Generation of recruits?
- Propaganda?
- Medical plan?

Think about I&Ws, Items of High Importance, and NAIs/TAIs

What does seeing it indicate?

What would be the impact of removing it?

Where it will be?



Exercise: Tactical Functions

Task:

Each syndicate will draft a list of tactical functions for one threat actor within their Sector. State how these functions will be employed in each phase of Operations.

Highlight any critical information relating to Tactical Functions for your Threat Actor.

Approx. Time: 30 minutes.

RECAP: The Tactical Functions are:

- Command & Control
- Information & Intelligence
- Firepower
- Manoeuvre
- Protection
- Sustainment



Scope

Develop a suitable Actor COA to include:

- Intent, End State and Main Effort
- Scheme of Manoeuvre
- Tactical Functions
- Identifying Indicators & Warnings
- Items of High Importance List
- COA Schematic
- COA Boards



Indicators & Warnings (I&W)

- Things once observed allow us to assess COA
- Some I&W can be shared by multiple COAs
- No point in having I&W, if all COAs share same
- Be specific, detailed and explained
- Ties into Shaping Phase of SOM and into NAIs
- More detail can be assessed in SOM leads to more I&Ws



Exercise – Indicators and Warnings

Task:

Each syndicate is to draft a list of Indicators and Warnings for one Threat Actor within their Sector.

Approx. Time: 10 minutes

Recap:

- Those things that once observed will allow us to assess that this COA has been chosen by the Actor / Threat Actor.
- They should be specific, detailed and explained. They should tie into both the Shaping Phase of the SOM and into the suggested NAIs



Scope

Develop a suitable Actor COA to include:

- Intent, End State and Main Effort
- Scheme of Manoeuvre
- Tactical Functions
- Identifying Indicators & Warnings
- Items of High Importance List
- COA Schematic
- COA Boards



Items of High Importance (IHI) List

- Assets, the loss of which would significantly damage the Actor's capability **to achieve mission**
- Examples:
 - Scouting screens
 - Facilitation routes
 - C2
 - Nodes
 - Communications
 - Key leader
- Also think about our UN/Own Force IHIs



Exercise: IHIs

Task:

Each syndicate will draft a list of IHI for one Threat Actor within their Sector.

Approx. Time: 10 minutes

RECAP:

IHIs are those assets, the loss of which would significantly damage the actor's capability to achieve his intentions.



Scope

Develop a suitable Actor COA to include:

- Intent, End State and Main Effort
- Scheme of Manoeuvre
- Tactical Functions
- Identifying Indicators & Warnings
- Items of High Importance List
- COA Schematic
- COA Boards



COA Schematic

- Integration and fusing of outputs from the current situation in line with the Actor's intent
- Graphical representation depicting Actor's intent and Scheme of Manoeuvre
- Graphic depicts effects (where applicable) / activity related to the ground in space and time
- Comprises two outputs:
 - Stage One: Situation Overlay
 - The activity applied to the ground
 - Stage Two: Event Overlay
 - A Decision Support Overlay
 - Situating NAIs/TAIs

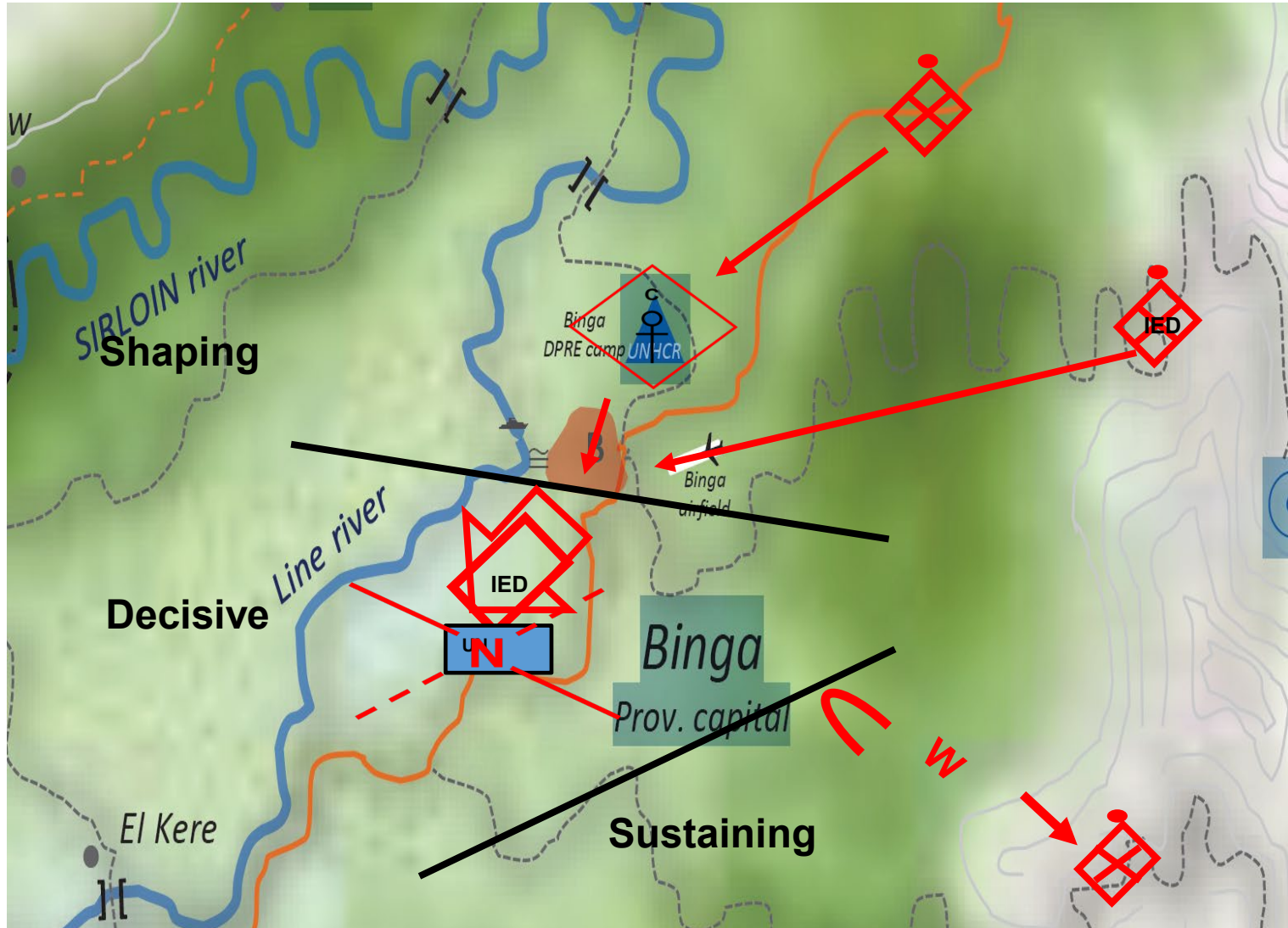


COA Schematic: Stage One – Situation Overlay

- Actor's doctrine, TTPs related / moulded to terrain (mobility corridors, known operating areas)
- Graphically represented
- Based on their methods of operating
- COA schematic produced for every COA
- Should include an assessment of their routes, objectives, boundaries, timings where applicable
- **Recap:** this outlines your assessment of the Actor's Scheme of Manoeuvre



Example: Situation Overlay





Exercise: Create a Situation Overlay

Task:

Each Syndicate create a Situation Overlay for their respective Sector.

Approx. Time: 45 mins

Include:

- One Threat Actor's doctrine, TTPs related / moulded to the terrain (using mobility corridors, known operating areas etc.)
- Threat Actor's routes, objectives, boundaries etc

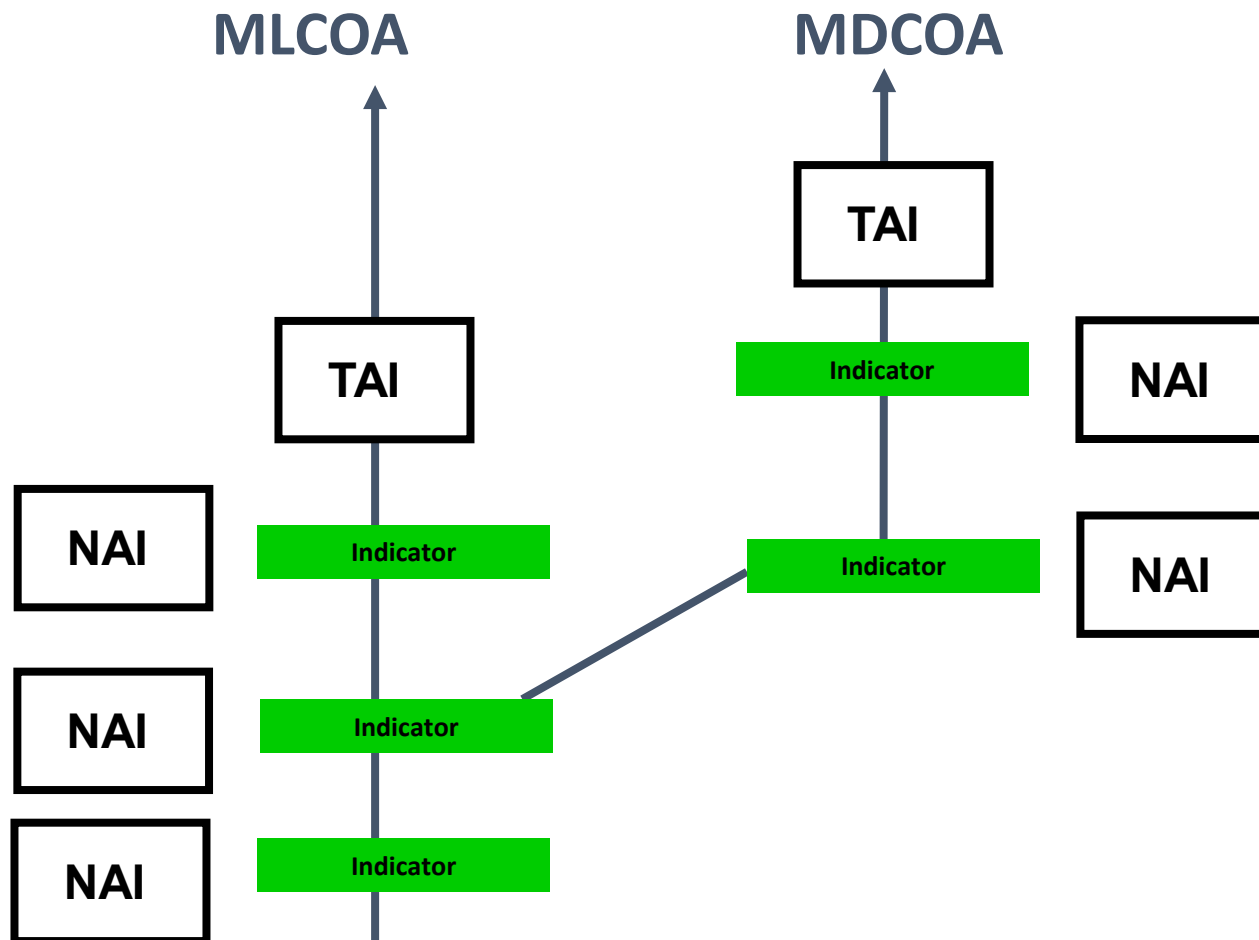


COA Schematic: Stage Two - Event Overlay

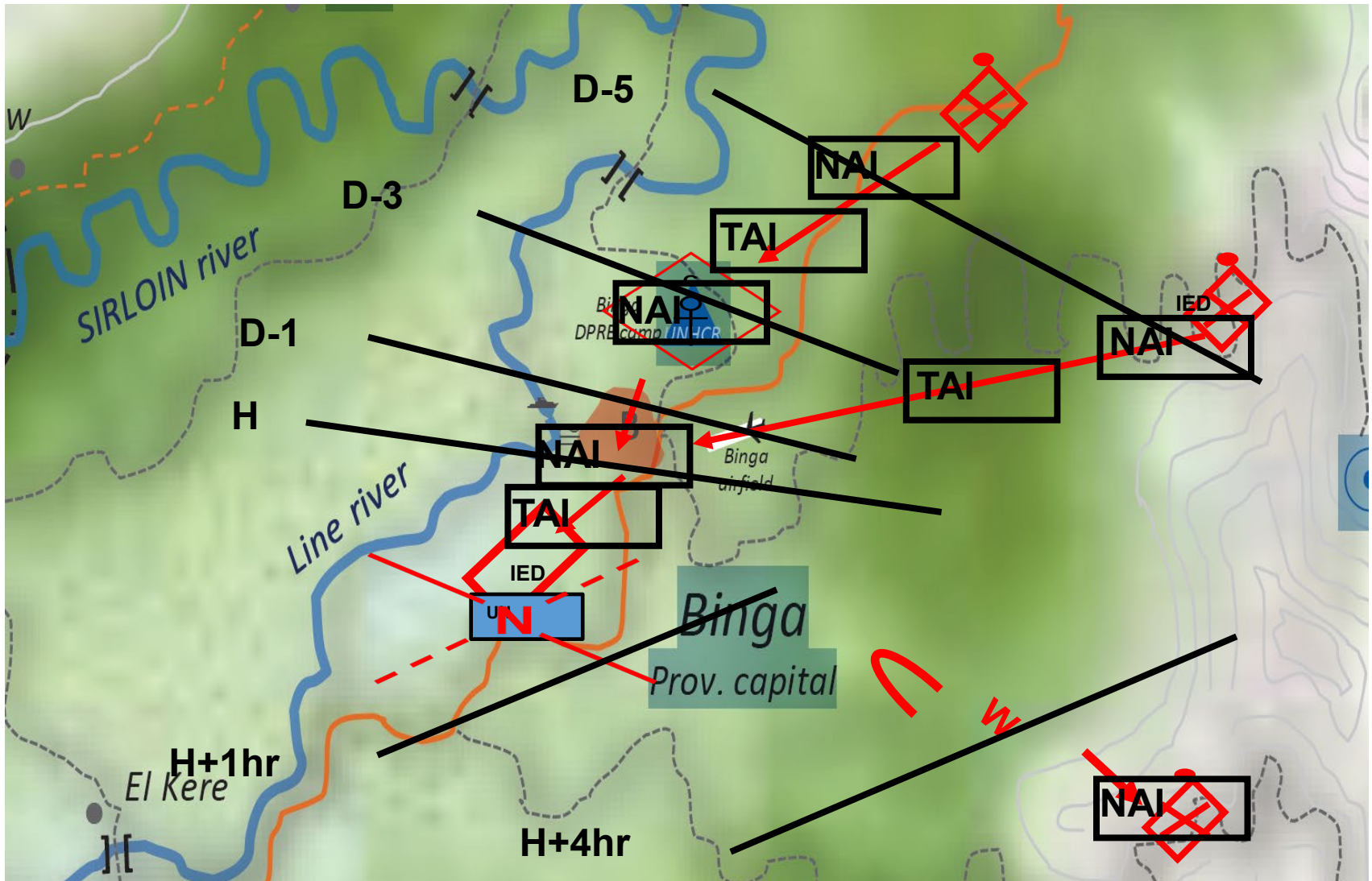
- **Recap:** Where should UN forces monitor / look to affect actor- (Event Overlay)
- The EO is a graphic representation of the acquisition areas of interest based on the identified actor / threat actor COAs
- Depicted by NAIs; monitored areas for indicators....refugees, firing locations etc.
 - Identifies where critical events likely to occur
 - Confirms or denies an actor's chosen COA
- Often depicted by Target Areas of Interest (TAIs); where to look to have an EFFECT on the actor



How NAIs confirm/deny COAs



Example: Event Overlay





Event Overlay - Summary

Event Overlay visualizes / identifies NAIs and potential TAIs. Decision Support Overlay

- NAI: expected actor activity along point or area in the operating environment
- NAI confirms or denies ACOA
- TAI: Area or point in the operating environment to influence an actor interdiction to abandon or alter ACOA
- NAIs and TAIs must be on the IAP & allocated an acquisition capability



Exercise: Event Overlay

Task:

Each Syndicate creates a Event Overlay for their respective Threat Actor within their Sector.

Approx. Time: 10 mins

Include: Graphical representation of where likely events are to occur – Identification of NAIs, TAIs



Scope

Develop a suitable Actor COA to include:

- Intent, End State and Main Effort
- Scheme of Manoeuvre
- Tactical Functions
- Identifying Indicators & Warnings
- Items of High Importance List
- Intent Schematic
- COA Boards

MLCOA

Using effects terminology, what is the Actor's / Threat Actor's mission

MLCOA COA Schematic

COA SCHEMATIC

AOE + Situation Integration

Timeline (if applicable): **Actor Evaluation**

Actor / Threat Actor
Msn:
End state:

Actor Evaluation

SOM:
Shaping:
Decisive:
Sustaining:
Main Effort:

Situation Integration

Functions
Protection:
Info & Int:
Firepower:
Manoeuvre:
Logistics:
Command & Control:

Actor Evaluation + Situation Integration

SWOT / CoG Analysis

Strengths:
Weaknesses:
Opportunities:
Threats:
Centre of Gravity:

Actor Evaluation

IHI List

Actor Evaluation

PIRs

3CF outputs and Event Overlay

I&W

Situation Integration



Scheme of Manoeuvre:

Shaping:

- Hate speeches. UN as the target.
- Small teams will forward mount to urban areas to prepare.
- Surveillance of UN base and UNIGAR force movements.

Decisive:

- Once recce screen is in place, the attack teams will move forward to conduct attack.
- Use of VHF radios to control the attacks. Assessed firing point will be from southern edge of urban area.
- Attack will last NMT 5-10 minutes as per previous attacks. Wpns will be dropped or taken to local caches.

Sustaining:

- Teams will withdraw before decisively engaged using terrain to cover movement.
- Increased messaging and propaganda will follow shortly after attack claiming responsibility undermine UN credibility.

Intent/Purpose.

DISRUPT UN activity without becoming decisively engaged. UNDERMINE UN presence within the Sector.

MSN. Conduct small arms **ATTACK** on UN bases IOT **REINFORCE** their IO campaign.

Endstate. UN being forced to increase security at its bases makes UN a static force, unable to deploy to more than a handful of urban areas. IK increases its control to more areas of Sector west.

I & W:

- Increase in anti-UN propaganda.
- Increased surveillance of UN TOBs;
- Testing of UN security procedures involving unarmed personnel by day and night;
- Significant change to pattern of life in and around UNMIGAR bases;

IHI:

- Weapons caches;
- Sniper rifles

Weaknesses

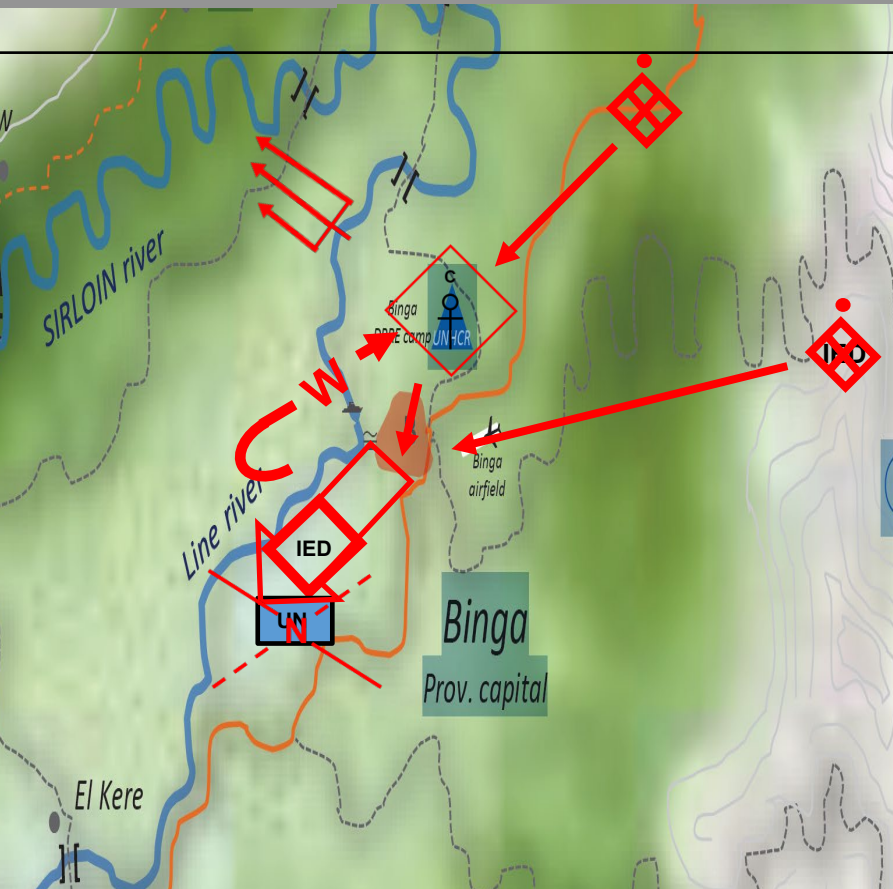
- VHF radios can be intercepted.

Strengths

- Ability to blend in with population.
- Cover provided to East iot support withdrawal

Tactical Functions:

1. C2 – decentralised command structure. Use of VHF.
2. Info & Int – Population support base
3. Firepower – Sniper rifles (U/K variant) and AK47 variants.
4. Manoeuvre – Urban – use of motorbikes, light role.
5. Protection – OPSEC and COMSEC
6. Sustainment – Use of population and hides to secure lethal aid.



Intent/Purpose.

NEUTRALISE UN forces in the Sector to undermine UN presence in GARIYA.

MSN. Conduct a complex ATTACK on UN base IOT SECURE FOM and undermine UN forces.

Endstate. UN being forced to withdraw from sector. UNMIGAR ability to provide security undermined. IK secures total control of sector.

Scheme of Manoeuvre:

Shaping:

- Coercion of vulnerable IDPs.
- Facilitation of SIED and influx of IED expertise into the AO.
- Staging into urban area prior to conduct of attack.

Decisive:

- Use of SIEDs to breach UN FOB perimeter. Followed by ground attack in force.
- Use of VHF radios to control the attacks and as back-up should SIED not be victim operated.

Sustaining:

- Securing of FOB before withdrawal in order to maintain critical capability.
- Increased messaging and propaganda will follow shortly after attack claiming responsibility undermine UNIGAR credibility.
- Replenishment of IED components.

I & W:

- Increased coercion activity within IDP camps.
- Increase in facilitation of IED components;
- Staging of IED facilitators/SMEs into the AO.

IHI:

- IED SMEs

Weaknesses

- VHF radios can be intercepted.

Strengths

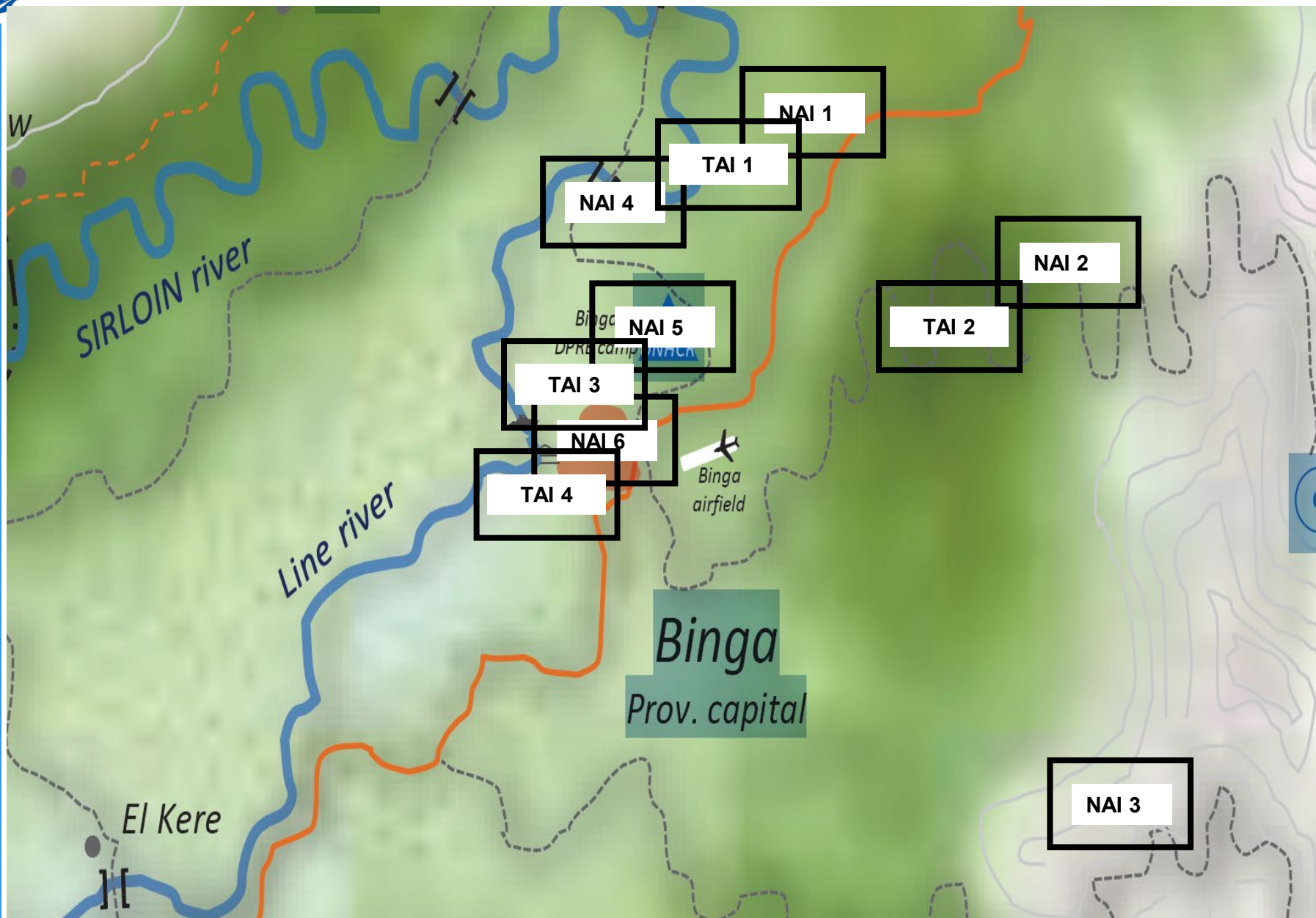
- Ability to blend in with population.
- Cover provided to East iot support withdrawal.

Tactical Functions:

1. C2 – decentralised command structure. Use of VHF.
2. Info & Int – Population support base
3. Firepower – IED vests, AK47 variants.
4. Manoeuvre – On foot. Use of population and urban areas.
5. Protection – OPSEC and COMSEC
6. Sustainment – Reserves in depth.



Event Overlay – Decision Support





Take Away

- There is an important analysis link between AOE, Actor Evaluation and development of COAs
- The physical, human and information terrains and Actor Evaluation are building blocks to COA development
- FACES criteria is an important tool to assess COAs
- Scoring of COAs and feasibility within the current intelligence picture, actor's TTPs and capabilities are key to developing situation and event overlays
- NAI and TAI and how they facilitate the confirmation of a COA
- The COA Board, situation and event overlays are important MIO tools



Questions?