

## CHAPTER 6

INTELLIGENCE PREPARATION OF THE BATTLEFIELD FOR  
OPERATIONS OTHER THAN WAR

*The problem is to grasp, in innumerable special cases, the actual situation which is covered by the mist of uncertainty, to appraise the facts correctly and to guess the unknown elements, to reach a decision quickly and then to carry it out forcefully and relentlessly.*

—Helmuth von Moltke, 1800-1891

Operations other than war can occur unilaterally or with other military operations. It is possible that US Forces could be involved in operations other than war while the host nation is at war. Operations other than war can evolve to war; be prepared for the transition. Operations other than war include, but are not limited to, the operations described in this chapter.

The four steps of the IPB process remain constant regardless of the mission, unit, staff section, or echelon. The art of applying IPB to operations other than war is in the proper application of the steps to specific situations. The primary difference between IPB for conventional war and operations other than war is focus—the degree of detail required—and the demand for demographic analysis required to support the decision making process.

When conducting operations other than war within the United States, bear in mind that there are legal restrictions on intelligence operations that gather information on US citizens. See Department of Defense Directive (DODD) 5240.1 and ARs 380-13 and 381-10 for more information. Coordinate with legal sources, such as local law enforcement agencies, for information on US citizens required to support operations other than war in the United States.

### Humanitarian Assistance and Disaster Relief

Humanitarian assistance operations provide emergency relief to victims of natural disasters when initiated in response to domestic, foreign government, or international agency requests for immediate help and rehabilitation. Disaster relief operations include activities such as—

- Refugee assistance.
- Food distribution programs.
- Medical treatment and care.
- Restoration of law and order.
- Damage and capabilities assessment.
- Damage control (including environmental cleanup and programs such as fire fighting).

#### Define the Battlefield Environment:

The AO will normally be assigned by higher headquarters. The AI should include—

- Potential sources of assistance from outside the disaster area.
- Areas or activities that might generate refugees moving into the AO.
- Further threats to the AO, such as severe weather patterns or paramilitary forces and gangs.

- Identify all military, paramilitary, governmental, and nongovernmental (Red Cross, Hope, and so forth) organizations that may interact with the friendly force.
- Establish criteria to judge extent of the disaster and track the progress of recovery operations.

**Describe the Battlefield's Effects:**

- Determine the present and potential extent of the disaster. Identify the likelihood of additional floods, earthquakes, mud slides, displaced persons, and so forth.
- Identify the population sectors which require assistance and determine the type needed.
- Coordinate with local law enforcement agencies for information on gang "boundaries." Identify the amount of influence each group has over the local population.
- Focus on demographics. Consider, for example, the effects of—
  - Population distribution patterns.
  - Ethnic divisions.
  - Religious beliefs.
  - Language divisions.
  - Tribe, clan, and sub-clan loyalties.
  - Health hazards.
  - Political sympathies.
- Consider the effects of the logistic infrastructure such as—
  - Location, activity, and capability of care distribution points (food, health care, and so forth).
  - Sources of food and water.
  - Housing availability.
  - Hospital capabilities.
  - Utility services (water, electricity, and so forth).
  - Law enforcement agencies and capabilities.
  - Emergency services (fire department, and so forth).
- Determine if the environment is permissive or hostile to the introduction of US Forces. While governmental agencies may welcome US Forces, other elements of the population may not.
- Use non-Department of Defense assets and HN resources to fill voids in the data base and map coverage of the AO. For example, census data can provide demographic data; law enforcement and emergency service organizations can provide information on local infrastructure.
- Identify the limits of your commander's authority. Can he financially obligate the government? Does he have the authority to enforce laws? To assist law enforcement agencies?

**Evaluate the Threat:**

- Consider weather and the environment as potential threats. Weather will impact on your ability to conduct relief operations. For example, if the target of a relief effort is a village isolated by mud slides or another natural disaster, inclement weather may limit or curtail air operations to the site.
- The environment may pose threats to the health of both mission and HN personnel in the forms of waterborne diseases, spoiled or contaminated foodstuffs, and other environmental hazards.
- Identify and evaluate the threat posed by any groups that may oppose friendly force operations. Consider groups that may clandestinely oppose the operation even though they publicly pledge support.
- Consider initially neutral groups and personnel that may become hostile as the operation progresses. What action is necessary to keep them neutral?
- During support to law enforcement agencies, elements of the population may pose significant threats. Use the traditional OB factors, with modifications to fit the specific situation, to evaluate the threat posed by gangs or similar "organized" groups. Adhere to legal restriction on intelligence operations against US citizens; coordinate with law enforcement agencies for assistance.
- When confronted with riots or similar threats, identify "opinion makers" and other influential members of the local population. Identify potential trouble spots and contentious issues. Adhere to legal restrictions on intelligence operations against US citizens.

**Determine Threat Courses of Action:**

- Start with threat objectives and develop COAs from there. Consider all COAs. For example, if the threat objective is to get US Forces out of the HN, one COA could be to allow the US Force to complete its mission quickly. Do not focus on strictly confrontational COAs.
- Consider the effect the threat's perception of US Forces has on potential COAs. If US Forces appear overwhelmingly powerful, non-confrontational COAs may be preferred. If US Forces project only minimal power, the threat may pursue higher risk COAs.
- Consider the interaction of each group if faced with multiple threats. Will they cooperate against US Forces? Will they engage each other?
- Evaluate the threat imposed by a degradation of the capabilities of law enforcement agencies.
- Identify likely targets of looting and vandalism.
- Use MDCI for force protection. It provides you with vulnerability assessments and will assess all threats whether actual or potential. As they are identified, pursue them accordingly.

**Support to Counter-Drug Operations**

Military efforts support and complement rather than replace the counter-drug efforts of other US agencies, the states, and cooperating foreign governments. Army support can occur in any or all phases of a combined and synchronized effort to attack the flow of illegal drugs at

the source, in transit, and during distribution. Army participation in counter-drug operations will normally be in support of law enforcement agencies.

Support to host nations includes assistance to their forces to destroy drug production facilities, collaboration with host nation armed forces to prevent export of illegal drugs, and nation assistance to help develop economic alternatives to drug-related activities.

Support for domestic counter-drug operations includes military planning and training assistance for domestic law enforcement agencies, participation by the National Guard, equipment loans and transfers, use of military facilities, and other assistance as requested and authorized. Military support to counter-drug operations may expand as national policy and legal prohibitions evolve.

**Define the Battlefield Environment:**

Area of Interest: Consider both air and ground AIs. Questions include—

- What drugs is the operation directed against?
- What precursor elements are required for production and where do they originate?
- How and where do drugs and related materials enter the host nation and the AO?

Significant characteristics of the battlefield include local economic conditions, effectiveness of host nation military and law enforcement agencies, and the nature of the host nation government.

**Describe the Battlefield's Effects:**

- Consider that map, chart, and graphics coverage of your AO and AI may be lacking.
- Identify agricultural areas for drug crops. Determine the periods that comprise their growing seasons.
- Consider the hydrography necessary to support the drug crop.
- Consider terrain and weather in relation to production, growth, and movement cycles of drug crops.
- Identify routes and techniques available to traffickers for infiltration by air, ground, and sea.
- Identify exfiltration routes, including transshipment points, and techniques for air, land, and water movement.
- Identify likely storage areas (such as caches and warehouses) for drug shipments awaiting transit.
- Identify the economic conditions and procedures that affect trafficking (such as customs inspection stations, amount of vehicle traffic across the border).

**Evaluate the Threat:**

- Consider the structure of the drug organization:
  - Look at family relationships.
  - Identify key personnel, such as leaders, logisticians, security specialists, and chemists.
- Consider security elements and methods of production, concealment, and transportation.

- Identify narco-terrorist groups, their tactics and procedures.
- Consider support that the local government cannot or will not give to the local populace.
- Consider the threat use of “force” tactics such as blackmail, kidnapping, and threats of violence to gain support and control the populace and the government.
- Bear in mind that the threat’s wealth gives him access to many high-technology systems. What ability does he have to detect the friendly force and their operations? Can he detect radars? What communications abilities does he have? Are his communications encrypted? What weapons and target acquisition systems does he use? What are his night vision capabilities? Use the traditional OB factors as a guide for analysis.

#### **Determine Threat Courses of Action:**

- Template or describe the activities of drug producers in the AOs and AIs.
- Template or describe production activities. Consider logistics, security, and training.
- Template or describe the specific actions of the traffickers through the AO and AI. Consider storage areas, drying areas, surface routes, and air routes. Include an evaluation of zones of entry, such as airstrips and ports, and types of vehicles or animals used by the traffickers.
- Template trafficker and producer actions upon confrontation, including legal evasion.
- Template or describe the support activities associated with trafficking in the AO and AI. Consider finances, front organizations, civic actions, money laundering, and so forth.
- Template the security procedures and other techniques to avoid detection for all of the templates described above.
- During wargaming the G2 or S2 should role-play producers, traffickers, support, and security personnel.
- The G2 or S2 ensures that trafficker and producer actions when confronted are wargamed in detail.

### **Peacekeeping Operations**

Peacekeeping operations support diplomatic efforts to maintain peace in areas of potential conflict. They stabilize conflict between two or more belligerent nations and as such require the consent of all parties involved in the dispute. The US may participate in peacekeeping operations when requested by the United Nations, with a regional affiliation of nations, with other unaffiliated countries, or unilaterally.

US personnel may function as observers, as part of an international peacekeeping force, or in a supervisory and assistance role. Peacekeeping operations follow diplomatic negotiations that establish the mandate for the peacekeeping force. The mandate describes the scope of the peacekeeping mission in detail.

As outlined in Joint Publication 3-07.3, “intelligence” is not conducted during peacekeeping operations. Instead, there will be an information section which performs many of the duties and functions normally associated with intelligence sections.

**Define the Battlefield Environment:**

Area of Interest. Identify and locate all outside influences on the operation. Consider political groups, media, and third-nation support to the belligerents of the conflict.

Types of activity to consider:

- Identify the legal mandate, geographic boundaries, and other limitations upon both the peacekeeping forces and the belligerent forces.
- Identify the pertinent demographic and economic issues. These might include living conditions, religious beliefs, cultural distinctions, allocation of wealth, political grievances, social status, or political affiliations.
- Identify the best case and worst case timelines of the operation.

**Describe the Battlefield's Effects:**

- Demographics.
  - What are the root causes of the conflict? Analyze this from the perspective of all belligerents.
  - What would cause (or caused) each side to agree to peace?
  - Are there any new issues that have increased tensions since peace was initiated?
  - How committed is each belligerent to keeping the peace? How much trust and faith do the belligerents have in each other to keep the peace?
  - How capable is each belligerent of keeping the peace? Can the leadership which negotiated the peace enforce discipline throughout the belligerent parties?
  - How do these factors affect the COAs of each belligerent? How do they affect the COAs available to the peacekeeping force?
- Legal. What legitimate COAs are available to the belligerents and the peacekeeping force? How likely is each belligerent to obey the laws and provisions of treaty agreements?
- Terrain.
  - Does terrain lend itself to military operations? Conduct terrain analysis. Identify good infiltration lanes, engagement areas, defensive positions, attack routes, and staging areas.
  - Does the terrain lend itself to peacekeeping operations? Can the peacekeepers see and be seen? If so, the belligerents may be less likely to violate the peace. If necessary, where can the peacekeeping force establish blocking positions to blunt possible violations of the peace?
  - Identify the terrain that allows all belligerents equal access to the peacekeepers.
  - Analyze the terrain to identify likely current dispositions of belligerent forces.
- Weather.
  - Analyze the affect of weather on visibility among all parties, including the Peacekeepers.
  - Consider the influence of weather on mobility and operations (see FM 34-81-1).

- Weather may affect the turnout at activities such as demonstrations.
- Other. Identify and analyze government, military, and agency support available to the peacekeeping force.

#### **Evaluate the Threat:**

- Identify all factions involved in the peacekeeping operation. Which are likely to violate the peace and why?
- What is the political organization and military OR of each of the belligerent groups? Who are the key personnel that control the rank and tile of each faction?
- Identify the political and religious beliefs that directly affect or influence the conduct of the belligerents.
- Identify belligerent tactics for offense and defense. Use this as the basis for doctrinal templates.
- Identify local support to all belligerent parties.

#### **Determine Threat Courses of Action:**

- Template or describe the actions of the belligerents that would violate the peace. Crossing borders, entering demilitarized zones, and initiating hostilities are examples of violations.
- Template or describe the actions associated with violations of the peace such as occupation of assembly areas, training, logistics activity, and C<sup>3</sup>I facilities.
- Template or describe the response of belligerents to violations of the peace.
- Template or describe the reactions of all belligerents to US actions within the AO and AI.
- Identify the possible actions of the belligerents to the peacekeeping mission. Consider acts of terrorism.
- How will the local populace react to friendly COAs?
- How will the HN government and military react to friendly COAs?
- During wargaming, the Chief of Staff, XO, G2/S2 should designate separate individuals to role-play each of the belligerents.
- Wargame each COA.
- Wargame terrorist actions and other activities where belligerents could reasonably avoid claiming responsibility.

### **Combatting Terrorism**

Combatting terrorism has two major subcomponents: antiterrorism and counterterrorism. During peacetime, the Army combats terrorism primarily through antiterrorism—passive defense measures taken to minimize vulnerability to terrorism. Antiterrorism is a form of force protection and, thus, the responsibility of Army commanders at all levels. Antiterrorism complements counterterrorism, which is the full range of offensive measures taken to prevent, deter, and respond to terrorism.

**Define the Battlefield Environment:**

Area of Interest: Consider—

- Known terrorist activity.
- Terrorist activities in nations that sponsor terrorist groups.
- International and national support to the terrorists. Include sources of moral, physical, and financial support.
- If US presence, or potential presence, by itself could be a catalyst for terrorist activity.
- The identity of recent worldwide anti-US terrorist activity, or intent to conduct such activity.

Types of activity to consider:

- Identify the demographic issues that make protected areas or personnel attractive to terrorists.
- Identify any time constraints that might limit the availability of a target.
- Coordinate with supporting Military Police and MI activities when preparing initial threat analyses and their updates.

**Describe the Battlefield's Effects:**

- Demographics.
  - What demographic issues make a target attractive to terrorists?
  - How do these demographic issues shape terrorist COAs? For example, the political grievances of a terrorist organization might make some targets more attractive than others. Religious convictions might cause terrorists to disregard assassinations in favor of kidnapping.
- Targets and routes.
  - Identify the susceptibility of targets to terrorists.
  - Identify infiltration routes and AAs.

**Evaluate the Threat:**

- Determine the type of terrorist groups you might face. Are they state supported, non-state supported, or state directed?
- Identify which terrorist groups are present, thought to be present, or have access to your AO.
- Conduct OB analysis for each group, to include—
  - Organization and cellular composition.
  - Internal discipline.
  - Long- and short-range goals
  - Dedication (willingness to kill or die for the cause).
  - Religious, political, and ethnic affiliations of the groups.
  - The identity of leaders, trainers, opportunists, and idealists.

- Group skills and specialties of each organization such as sniping, demolition, air or water operations, electronic surveillance, tunneling.
- Describe the preferred tactics of each organization. These might include assassination, arson, bombing, hijacking, hostage-taking, kidnapping, maiming, raids, seizure, sabotage, hoaxes, or use of chemical or biological weapons. Consider the international writings on terrorist and insurgent operations such as Mao or Che Guevarra.
- Describe or template demonstrated terrorist activity over a period of time in the local area.

#### **Determine Threat Courses of Action:**

- Identify likely terrorist targets within the protected entity by matching friendly vulnerabilities against terrorist capabilities and objectives.
- Template terrorist actions on likely objectives within the protected entity. Remember that the choice of tactics is often related to a desire for attention.
- Template terrorist activities near the objective such as assembly areas, movement to the objective site, surveillance, and escape routes.
- Template or describe the supporting functions for terrorism such as training, logistics, finance, and C<sup>3</sup>I. During antiterrorism operations these activities will be observed to warn of coming attacks.

### **Shows of Force**

A show of force is a mission carried out to demonstrate US resolve in which the US Forces deploy to defuse a situation that may be detrimental to US interests or national objectives. Shows of force lend credibility to the nation's commitments, increase regional influence, and demonstrate resolve. They can take the form of combined training exercises, rehearsals, forward deployment of military forces, or introduction and buildup of military forces in a region. Shows of force may transition into combat operations; be prepared for the transition.

#### **Define the Battlefield Environment:**

Area of Operation: Define the boundaries for the maneuver of US Forces relative to both the host nation and the target nation. For the AI—

- Expand the AI to include all military and paramilitary forces, or other organizations that might interact with friendly forces.
- Identify nations that influence or are influenced by events in the AO.

Types of activity to consider:

- Study in detail the psychology of all key decision makers. This is probably the dominant consideration for show of force operations.
- Identify the legal parameters that bind the activities of the host nation, target nation, and US Forces in the region. This includes treaties, international law, SOFAs, and ROE restrictions.
- Identify the moral issues that affect the activities of the nation involved.

- Identify the scope of pertinent political issues within the region. For example: Do the actions of local politicians affect mission success, or should friendly concern be confined to decision makers at the national level?
- Which economic issues influence the crisis?

**Describe the Battlefield's Effects:**

- Psychological. What is the psychological environment in which key decision makers find themselves? Is the key leadership secure, or is there a legitimate threat to their power base? How would compliance with US desires affect their positions?
- Legal. Identify the—
  - Terrain that is legitimate for use by US Forces.
  - Legal restrictions that affect friendly terrain use and COAs.
- Moral. What friendly actions would be encouraged, tolerated, discouraged, and not tolerated by—
  - US public opinion? (Consider actions that are legally correct but morally suspect.)
  - The international community?
- Political.
  - How does the regional political situation (host nation, target nation, and neighboring states) affect friendly COAs?
  - How does the world political situation affect friendly COAs?
  - How does the political situation affect target COAs?
- Economic.
  - How does the economic situation in the region affect friendly COAs? Would a particular friendly action unduly interfere with a vital economic function such as farming?
  - How does the economic situation affect target COAs?
- Terrain.
  - Which terrain best lends itself to the show of force operations being considered? For example, does the terrain allow for observation of and by the target audience?
  - Consider that the show of force could escalate to war. Conduct a standard terrain analysis to determine terrain which best supports offensive and defensive operations.
- Weather. Remember to evaluate the impact of weather upon any PSYOP.

**Evaluate the Threat:**

- Decision makers. Develop a psychological profile of the key target decision makers. Include—
  - Personal objectives, goals, concerns, values, and perspectives of each individual. Are there any support bases, material possessions, official positions, ranks, titles, privileges, or relationships that the individuals value over the good of their country?

- Current position, attitude, opinions, and views of each individual towards the contentious issues.
- Decision making procedures for each individual. Determine the influence of emotion and logic as the individual deliberates. When does each individual actively seek information? When do they allow information to come to them?
- The ability of each individual to access information. Do the decision makers get complete, honest, and unbiased information? Are the decision makers surrounded by cowards or sycophants who would withhold or change information for personal reasons?
- Other psychological aspects that affect decision making, to include—
  - Ability to objectively reason.
  - Ability to compare long-term versus short-term gain.
  - Ability to calculate risks, and courage to take risks.
- Doctrinal templates. What do key decision makers usually do when confronted with similar situations?
- Target nation. What friendly COAs would increase or decrease popular support for target decision makers?
  - Is the target nation prepared for escalation to war?
  - Conduct traditional OB analysis and develop doctrinal templates in case the crisis escalates to war.
  - Carefully identify the willingness to fight of the target nation military. Do they believe they can successfully fight US Forces should the crisis escalate? Are they willing to escalate to hostilities even though they know they will lose? What friendly actions would help the US gain moral ascendancy over the target nation military?

#### **Determine Threat Courses of Action:**

- Template or describe the possible decision making processes of key target leadership. What are the crux elements of each individual's position? What are likely and unlikely leveraging forces that would lead to desired and undesired decisions?
- Template or describe threat actions to be influenced. Describe the key elements that would lead to the implementation of desired actions or the cessation of undesired actions.
- Template or describe threat support functions associated with both desired and undesired actions such as movement, command and control, rehearsals, and propaganda.
- Template or describe threat reactions to friendly actions. For example, will they fight? Will they comply? Will they resort to legal or political recourse?
- Consider illegal threat actions for which the target nation does not need to claim responsibility. For example, terrorism or agitation of the host nation.
- The G2 or S2 should role-play the target audience as well as the target nation intelligence services that can collect against friendly actions.

- Wargame target nation reactions to friendly actions. The psychological reactions of key decision makers should be war-gamed in detail.
- What friendly COAs would influence target decision makers to comply?
- Events that would lead to the escalation of hostilities should be wargamed in detail. The staff judge advocate (SJA) should be involved in this wargaming to determine the moral, legal, and political status of both sides during escalation.

## Attacks and Raids

The Army conducts attacks and raids to create situations that permit seizing and maintaining political and military initiative. Normally, the US executes attacks and raids to achieve specific objectives other than gaining or holding terrain.

Attacks by conventional forces damage or destroy HVTs or demonstrate US capability and resolve to do so. Raids are usually small-scale operations involving swift penetration of hostile territory to secure information, temporarily seize an objective, or destroy a target. Raids end with a rapid, pre-planned withdrawal.

### Define the Battlefield Environment:

Most of the factors and considerations used in conventional operations apply in attacks and raids. When establishing the AI consider—

- Target areas.
- Friendly approach and withdrawal routes, including zones of entry.
- Threat reaction forces.

### Describe the Battlefield's Effects:

- Attacks and raids are often dependent on speed of operation for success. Planning speedy operations requires detailed and precise information on the target area.
- Outside of the target area, focus on aspects of the battlefield that will affect the friendly forces' movement to and from the objective. Also consider the effects of the battlefield on threat forces that may attempt to block or delay the friendly force.

### Evaluate the Threat:

- Identify HVTs within the target area.
- Consider available reinforcing forces as well as forces within the target area.
- Model the decision making process used to commit reinforcing forces. Who makes the decision? What are the decision maker's sources of information? How are orders communicated to the reinforcing forces? What are the timelines involved?

### Determine Threat Courses of Action:

- Develop threat COA models that depict in detail the threat's dispositions and actions in the objective area.
- Consider the COAs of available reinforcing forces. Will they move to engage friendly forces within the engagement area, or block their withdrawal? Might the target force choose to engage some other friendly target instead of reacting directly to the attack or raid?

## Noncombatant Evacuation Operations

NEOs relocate threatened civilian noncombatants from locations in a foreign country or host nation. These operations involve US citizens, or friendly host nation or third-country nationals, whose lives are in danger. NEOs may occur in a permissive environment or require the use of force.

### Define the Battlefield Environment:

Area of Interest:

- Within the nation where noncombatants will be evacuated, identify the locations of all groups that might influence operations.
- Determine which countries might shelter evacuees.
- Determine which countries might assist or hinder the operation.

Types of activity to consider:

- Identify whether evacuation is expected to be permissive or forced.
- Identify the operational time sensitivity.
- Fully identify the scope of the demographic situation that has prompted the evacuation. Consider the political, social, economic, legal, and religious situations. Look at the government, military, and population in general.

### Describe the Battlefield's Effects:

The SJA should identify all legal issues that impact on the evacuation.

- Identify how local political issues will shape friendly COAs. Learn if—
  - Hostile groups oppose the evacuation of noncombatants.
  - The source of irritation can be minimized.
  - There are areas where anti-evacuation sentiment is strongest.
  - There are identified areas where sympathy for the evacuation is strongest.
- Identify the logistics infrastructure that might support the evacuation. Choose—
  - Consolidation points that are secure from attack and well equipped with power, water, rest rooms, and heat. Consider football or soccer stadiums, gymnasiums, auditoriums, large halls, and recreation centers.
  - Evacuation routes that are fast and secure.
  - Means of transportation for evacuees. Consider the local transport system.
  - Available sources of food and potable water for evacuees.
  - Communications systems that can support evacuation operations. Analyze the ability of isolated evacuees to contact evacuation authorities.
- Map the location of key facilities to include foreign embassies, military installations, hospitals, police stations, and government buildings.
- Conduct a standard OCOKA terrain analysis to—
  - Identify probable locations for ambushes of evacuation vehicles. Within urban areas, look at major thoroughfares and public transportation systems.

- Identify infiltration routes and assembly areas for threat attacks on evacuee consolidation points.
- Identify places suited for anti-US demonstrations and their relative position to evacuation sites and US installations.
- Analyze the effect of weather upon—
  - Adverse groups. Dedicated insurgents prefer poor weather conditions while casual demonstrators do not.
  - Evacuation operations. Will sudden rain, cold, or extreme heat require changing evacuation facilities?

**Evaluate the Threat:**

- Identify all groups that might intentionally interfere with the evacuation. Consider HN law enforcement agencies, military forces, political groups, religious factions, and the general population. Focus on hostile groups such as insurgents, terrorists, and radical extremists.
- Using a population status overlay, conduct an OB analysis for each potentially hostile group:
  - Disposition. Where do hostile groups live and gather in relation to evacuation objectives? Focus on neighborhoods near embassies, US citizen population centers, and US businesses.
  - Composition and strength. How are these groups organized? What kind of weapons do they possess?
  - Tactics. What resistance methods and techniques can these groups employ against the evacuation? Consider attacks, raids, ambushes, sniping, bombings, hijacking, hostage taking, kidnapping, and demonstrations.
- Identify all groups that might unintentionally interfere with the evacuation. Consider groups such as students, labor unions, demonstrators, rioters, HN forces, and criminal elements.
- Conduct OB analysis on the adverse groups. Identify their goals and objectives as well as their position towards the evacuation operation. Focus on the methods of resistance and techniques employed to achieve these objectives. How would they interfere with the evacuation?
  - Use a population status overlay to identify the areas most likely to harbor people who would interfere with evacuation operations.
  - Use a coordinates register to record activities around key routes and consolidation points.
  - Use an intelligence workbook and OB tiles to record information about potentially hostile and adverse groups.
  - Use activities and association matrices to identify which key individuals are actively interfering with evacuation.
  - Use the LOC and key facilities and targets overlays to determine where interference might occur.

**Determine Threat Courses of Action:**

- Consider threat influence on the logistics infrastructure. Look for control of workers such as bus drivers, dock workers, police, food service personnel, and labor groups.
- Use the key facilities and targets overlays to identify the most likely points of interference with the evacuation.
- Template intentional interference with the evacuation by hostile groups at each likely interference site. Consider terrorist actions, ambushes, delays at checkpoints, demonstrations, raids on consolidation points, and sniping. Determine alternate routes or COA at these points.
- Identify unintentional interference with the evacuation by “wild card” groups and template their activity. Consider riots, criminal activity, arson.
- Template or describe the support functions for groups that would interfere with the evacuation. Consider planning, weapons, ammunition, food, water, shelter, training, or command and control.
- Template threat influence on local transportation systems. For example, control of workers such as bus drivers, dock workers, police, or labor groups.
- During wargaming, the G2 or S2 should role-play both intentionally and unintentionally hostile or adverse groups.

## Peace Enforcement

Peace enforcement operations are military operations in support of diplomatic efforts to restore peace between hostile factions which may not be consenting to intervention and may be engaged in combat activities. Peace enforcement implies the use of force or its threat to coerce hostile factions to cease and desist from violent actions.

**Define the Battlefield Environment:**

Area of Interest:

- Identify third-nation support for any of the belligerent parties.
- Identify other outside influences, such as world organizations and news media.

Significant characteristics of the battlefield include almost every demographic factor (religion, politics, ethnic differences).

**Describe the Battlefield's Effects:**

- Legal. Identify the legal limits of friendly use of force in the AO. What COAs does this allow, and under what conditions?
- General demographics.
  - A comprehensive and continuing demographic study is required to support peace enforcement operations. The symptoms, causes, and aggravations of the conflict should be defined in terms of the population and economics.
  - Identify and study obstacles to resolutions in detail.
  - Identify how demographics allow for, encourage, and discourage belligerent COAs. For example, an historical feud between two religious sects might designate certain monuments or other icons as key terrain.

- Also identify which friendly COAs will be tolerated, encouraged, or discouraged given the demographic situation. Consider the balance of forces in the area.
- Terrain.
  - Conduct a standard OCOKA analysis to determine where the terrain lends itself to offensive and defensive operations for all belligerents.
  - Identify the terrain which is best suited for police action to support friendly patrols.

### Evaluate the Threat

- Fully identify all belligerent groups. If the relationship between two groups is in question, consider them distinct even if their political objectives are the same.
- What is the relationship of each group to every other group—allied, neutral, or hostile?
- What is the political organization of each group? What are the political objectives of each group? How strong are each of their convictions?
- How much discipline can the leadership of each group expect from their followers? How likely are rank and file members to violate a truce negotiated by their leaders?
- Fully identify the military capability of each group. Start with traditional OB factors to develop doctrinal templates.
- What friendly COAs would induce the belligerents to obey the law? Some options to consider are—
  - Show of force.
  - Defensive measures for key facilities, police patrols, cordon and search operations.
  - Designated territorial boundaries.
  - Established demilitarized zones.

### Determine Threat Courses of Action:

- Template or describe the belligerent actions such as raids, ambushes, occupation of contested areas that prevent peace or other desired end states.
- Template or describe the supporting functions associated with the belligerent actions of the warring groups such as massing at assembly areas, logistics, finance, and C<sup>3</sup>I.
- Template or describe the responses of belligerent groups to US actions within the AO and AI. Consider terrorist actions.
- During wargaming, the G2 and S2 should role-play each of the belligerent parties.

## Support for Insurgencies and Counterinsurgencies

At the direction of the National Command Authority, US military forces may assist either insurgent movements or HN governments opposing an insurgency. In both instances, US military forces predominantly support political, economic, and informational objectives.

The US supports selected insurgencies opposing oppressive regimes that work against US interests. The feasibility of effective support and the compatibility of US and insurgent interests are major considerations. Because support for insurgencies is often covert, special operations forces are frequently involved. General purpose forces may also be called upon

when the situation requires their particular specialties or when the scope of operations is so vast that conventional forces are required.

### **Define the Battlefield Environment:**

Area of Interest:

- Consider strategic location: neighboring countries, boundaries, and frontiers.
  - The use of coastal waterways.
  - Third-country support for the insurgency.
- Types of relevant activity:
  - Analyze HN population, government, military, demographics, and threat.
  - Evaluate political structure, economics, foreign policy and relations, policies on military use.

### **Describe the Battlefield's Effects:**

- Terrain dictates points of entry, infiltration and exfiltration routes, command and control structures for operations, and agricultural centers.
- Weather affects availability of food supply to insurgents. Floods limit cache sites. Drastic changes in climate may limit usefulness of existing terrain intelligence.
- Migration and settlement patterns will help indicate which areas are becoming pro-government or pro-insurgent.
- Politics may influence the people's attitude towards both threat and friendly operations.
- Economics may affect the insurgent's ability to conduct operations. A lack of money may cause the theft of equipment.
- Economics may also influence the populace's political leaning. This could contribute to an increase or decrease in insurgent capability to conduct offensive operations.

### **Evaluate the Threat:**

- Include "personalities" in the OB analysis. Identify leaders, trainers, recruiters, staff members, and logistics personnel. Develop doctrinal templates based on observed operating procedures.
- In describing personalities, look at the fictional specialty of each individual. The number of trainers for a specific weapon might indicate the type of tactics or readiness due to time and the number of personnel trained.
- Consider the types of weapons the insurgent has at his disposal. Sophisticated weaponry is an indicator of external support as well as his capability to attack more sophisticated or well-protected targets.
- Consider unit organization. It takes insurgent organizations longer than conventional units to train for major attacks. This is because larger insurgent units require more planning and training time; large training areas; and fast, effective, and secure communications. All of these are capabilities that are difficult for the insurgents to acquire.
- Analyze movement patterns. They may coincide with logistics or operational activities.

- Consider where the insurgent lives and works. He may be located near key terrain such as major LOCs, agricultural areas, or government installations.

**Determine Threat Courses of Action:**

- Threat COAs on the objective might include—
  - Attacks and raids on military installations or other HN government facilities.
  - Attacks on public utilities installations or other forms of economic sabotage.
  - Kidnappings and assassination of public officials.
  - PSYOP directed against the population (for example, intimidation and propaganda).
  - Ambushes of HN or US convoys.
  - Evasion from friendly troops.
- To determine the most likely insurgent COAs, template the best locations for potential insurgent attacks, sabotage, raids, and roadblocks. Use the key facilities and targets overlay as a basis for this evaluation.
- Template insurgent activity near the objective to include—
  - Movement around objectives, such as infiltration and exfiltration routes.
  - Assembly points, rally points, and staging areas.
  - Surveillance positions.
- Template insurgent activity away from their objective areas to include--
  - Locations of known and suspected base camps.
  - Locations of known and suspected training areas.
  - Centers of pro-insurgent population. Include an evaluation of individual villages and large political divisions such as states and provinces. Identify areas of guerrilla influence and residences of insurgent leadership or key sympathizers.
- Template insurgent support functions to include—
  - Logistic routes and transshipment hubs.
  - Cache sites, water sources, agricultural areas, and fuel storage and production areas. Include commercial sites and those of the government.
  - Locations of communications equipment. Include commercial establishments and government installations where they may be purchased or stolen.
- During wargaming, the G2/S2 or the G5/S5 (Civil Affairs Officer) should role-play the population in addition to the insurgents.

**Support to Domestic Civil Authorities**

When appropriate governmental authority directs the armed forces to assist in domestic emergencies within the continental United States, the Army has primary responsibility. Army units support disaster relief, humanitarian assistance, and similar operations. Federal law also authorizes the use of military force to suppress domestic violence or insurrection.

Techniques for applying IPB in operations that provide support to domestic authorities are determined primarily by the type of operation undertaken. For example, during support to law enforcement agencies engaged in counter-drug operations, use the considerations put forth for **Support to Counter-Drug Operations**. If supporting disaster relief, use the considerations described in this chapter under **Humanitarian Assistance and Disaster Relief**.