



## **EASTERN AFRICA STANDBY FORCE (EASF)**

### **INTEGRATED MISSION PLANNING (IMP) HANDBOOK**

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THIS HANDBOOK IS A DYNAMIC WORKING DOCUMENT

ITS CONTENT IS TO BE REVIEWED ANNUALLY BY THE  
EASF CERTIFIED INSTRUCTORS IN INTEGRATED MIS-  
SION PLANNING AND RELEVANT PARTNERS.

THE EASF INTEGRATED MISSION PLANNING PROCESS  
MUST REMAIN FLEXIBLE AND ACCOMMODATE THE  
NEEDS OF THE AUTHORISING POLITICAL LEADERSHIP  
AND EASF STRUCTURES AND PROCEDURES.

## PREFACE

The EASF Integrated Mission Planning Process (IMPP) is a multinational planning standard developed by EASF staff and rostered personnel in cooperation with international advisers and partners in 2016 - 2019 and approved by the EASF member states at the Council of Ministers Meeting on 7<sup>th</sup> of October 2021.

The IMPP was developed to close the doctrinal gap between the higher (strategic) level *AU's Planning and Decision-making Process* and the lower (tactical) level *EASF Six-stage Tactical Estimate*, and to focus on the mission-level integration of objectives and operational priorities in line with the *EASF Concept for Integrated Operations*. The IMPP respects all provisions for mission level planning set out in *AU's Planning and Decision-making Process*, such as the necessary use of the *AU Planning Matrix* and its terminology, but supplements the higher level document by operationalising concepts and introducing standardised analytical and planning tools as well as shared civilian, military and police terminology to support its implementation.

The EASF IMPP is a multinational, multidimensional, and integrated standard planning process for peace support operations under the African Union. It has been developed by staff and personnel from all ten EASF member states to provide an African common operating standard for integrated mission planning.

In this respect, special appreciation is owed to the first class of 26 certified IMPP instructors from EASF member states who have diligently reviewed, tested, revised, and edited the handbook into its current form, and who have consistently supported the EASF in continued training and certification of mission-level planners of civilian, police and military backgrounds.

The IMPP is supported by a standardised training curriculum at three different levels: (1) The Integrated Mission Planning Course (IMPC), (2) The IMPC Instructors' Certification (IMPC IC), and (3) The Integrated Mission Leadership Course (IMLC).

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# TABLE OF CONTENTS

|  |           |
|--|-----------|
| <b>PREFACE</b>   | <b>3</b>  |
| <b>PURPOSE AND SCOPE</b>                                       | <b>7</b>  |
| PURPOSE  | 7         |
| SCOPE  | 7         |
| STRUCTURAL TERMINOLOGY   | 7         |
| PLANNING TERMINOLOGY   | 8         |
| <b>INTRODUCTION TO THE INTEGRATED MISSION PLANNING PROCESS</b> | <b>11</b> |
| PRINCIPLES OF INTEGRATED PLANNING                              | 11        |
| COMPOSITION OF THE PLANNING TEAM                               | 12        |
| FIVE STEPS OF INTEGRATED MISSION PLANNING                      | 14        |
| <b>STEP 1 PREPARATION</b>                                      | <b>16</b> |
| 1. PURPOSE   | 16        |
| 2. DESCRIPTION   | 16        |
| 2.1 <i>Gathering tools and resources</i>                       | 16        |
| 2.2 <i>Preparing the room or facility</i>                      | 17        |
| 2.3 <i>Establishing common situational understanding</i>       | 17        |
| 3. TOOLS AND PRODUCTS  | 18        |
| 3.1 <i>Planning timeline</i>                                   | 18        |
| 3.2 <i>Mission timeline</i>                                    | 18        |
| 3.4 <i>Data management boards</i>                              | 19        |
| 3.4.1 <i>Staff Board</i>                                       | 19        |
| 3.4.2 <i>Log</i>   | 19        |
| 3.4.3 <i>RFI Tracker</i>                                       | 20        |
| 3.4.4 <i>Posters</i>   | 20        |
| 3.4.5 <i>Outcome development boards</i>                        | 20        |
| 3.4.6 <i>Output development boards</i>                         | 20        |
| 3.5 <i>AU Planning Matrix</i>                                  | 20        |
| 3.6 <i>PMESII-PT / ASCOPE Matrix</i>                           | 20        |
| <b>STEP 2 ANALYSIS</b>   | <b>22</b> |
| 1. PURPOSE   | 22        |
| 2. DESCRIPTION   | 22        |
| 2.1 <i>Factor Analysis</i>                                     | 23        |
| 2.2 <i>Mission Analysis</i>                                    | 23        |
| 2.3 <i>Analysis Update Brief</i>                               | 24        |
| 2.4 <i>Confirmation of Mission</i>                             | 24        |
| 3. TOOLS AND PRODUCTS  | 25        |
| 3.1 <i>Three-column format</i>                                 | 25        |
| 3.2 <i>PMESII-PT/ASCOPE</i>                                    | 27        |
| 3.3 <i>SWOT analysis</i>                                       | 28        |
| 3.4 <i>Overlays</i>  | 28        |
| 3.5 <i>Actor organisations</i>                                 | 30        |
| 3.6 <i>Actor intents</i>                                       | 30        |
| 3.7 <i>Agenda for Analysis Update Brief</i>                    | 30        |
| <b>STEP 3 COURSE OF ACTION DEVELOPMENT</b>                     | <b>32</b> |
| 1. PURPOSE   | 32        |
| 2. DESCRIPTION   | 32        |
| 2.1 <i>Developing the Integrated Threat Projection</i>         | 32        |
| 2.2 <i>Developing the Mission Design</i>                       | 33        |
| 2.3 <i>Ensuring variation in Courses of Action</i>             | 35        |
| 2.4 <i>Approval process before step 4.</i>                     | 36        |

# EASF Integrated Mission Planning Handbook

|   |           |
|---|-----------|
| 3. TOOLS AND PRODUCTS                                   | 36        |
| 3.1 <i>Integrated Threat Projection format</i>          | 36        |
| 3.2 <i>Mission Design format</i>                        | 37        |
| 3.3 <i>Course of Action</i>                             | 38        |
| <b>STEP 4 COURSE OF ACTION ANALYSIS AND SELECTION</b>   | <b>39</b> |
| 1. PURPOSE  | 39        |
| 2. DESCRIPTION  | 39        |
| 2.1 <i>Mission Design Qualification (MDQ)</i>           | 39        |
| 2.2 <i>Comparison</i>                                   | 41        |
| 2.3 <i>Course of Action recommendation</i>              | 42        |
| 2.4 <i>Course of Action Decision Brief</i>              | 42        |
| 3. TOOLS AND PRODUCTS                                   | 43        |
| 3.1 <i>Course of Action</i>                             | 43        |
| 3.2 <i>Integrated Threat Projection</i>                 | 43        |
| 3.3 <i>Weighted Comparison Matrix</i>                   | 44        |
| 3.4 <i>The layout of the MDQ-room</i>                   | 45        |
| <b>STEP 5 PLAN DEVELOPMENT</b>                          | <b>46</b> |
| 1. PURPOSE  | 46        |
| 2. DESCRIPTION  | 46        |
| 3. TOOLS AND PRODUCTS                                   | 47        |
| 3.1 <i>The Integrated Mission Plan format</i>           | 47        |
| <b>ANNEXES</b>  | <b>48</b> |
| ANNEX A: IMPP DETAILED OVERVIEW                         | 49        |
| ANNEX B: DATA MANAGEMENT BOARDS                         | 50        |
| B-1 <i>Staff Board</i>                                  | 50        |
| B-2 <i>Log</i>  | 50        |
| B-3 <i>RFI Board</i>                                    | 51        |
| B-4 <i>Outcome Development Board</i>                    | 52        |
| B-5 <i>Output Development Board</i>                     | 53        |
| ANNEX C: AU PLANNING MATRIX                             | 54        |
| ANNEX D: PMESII-PT ASCOPE MATRIX                        | 55        |
| ANNEX E: THREE COLUMN FORMAT                            | 57        |
| E-1 <i>Factor Analysis</i>                              | 57        |
| E-2 <i>Mission Analysis</i>                             | 57        |
| ANNEX F: SWOT ANALYSIS                                  | 58        |
| ANNEX G: OVERLAYS                                       | 59        |
| G-1 <i>Red overlay</i>                                  | 59        |
| G-2 <i>Green overlay</i>                                | 60        |
| G-3 <i>White overlay</i>                                | 61        |
| G-4 <i>Information overlay</i>                          | 62        |
| ANNEX H: MISSION DESIGN QUALIFICATION LAYOUT            | 63        |
| ANNEX I: ACRONYMS AND ABBREVIATIONS                     | 64        |
| ANNEX J: INTEGRATED MISSION PLAN FORMAT (WITH GUIDANCE) | 66        |
| ANNEX K: INTEGRATED MISSION PLAN FORMAT (EXAMPLE)       | 78        |

## LIST OF FIGURES

|  |    |
|--|----|
| FIGURE 1: GENERIC PLANNING TEAM COMPOSITION                                      | 13 |
| FIGURE 2: PLANNING AND REVIEW CYCLE  | 14 |
| FIGURE 3: THE IMPP AS A LINEAR PROCESS   | 15 |
| FIGURE 4: APPROXIMATE DIVISION OF AVAILABLE TIME IN THE IMPP                     | 18 |
| FIGURE 5: A MISSION TIMELINE ILLUSTRATING AN EXPECTED FLOODING AND LOGISTIC MOVE | 19 |
| FIGURE 6: COLOUR REFERENCES TO TYPES OF ACTORS                                   | 28 |
| FIGURE 7: EXAMPLE OF OUTCOME DEVELOPMENT BOARD                                   | 34 |
| FIGURE 8: INTEGRATED THREAT PROJECTION FORMAT                                    | 37 |
| FIGURE 9: MISSION DESIGN FORMAT  | 37 |
| FIGURE 10: SWOT ANALYSIS FORMAT  | 41 |
| FIGURE 11: INTEGRATED THREAT PROJECTION (GENERIC EXAMPLE)                        | 43 |
| FIGURE 12: INTEGRATED THREAT PROJECTION (SPECIFIC EXAMPLE)                       | 44 |
| FIGURE 13: WEIGHTED COMPARISON MATRIX  | 44 |
| FIGURE 14: MDQ LAYOUT  | 45 |

## **PURPOSE AND SCOPE**

### **Purpose**

The purpose of this handbook is to provide a shared baseline process and tools and for EASF integrated mission planning at the mission headquarters (operational) level. The process is intended for use by any group or entity conducting integrated mission level planning for the EASF, AU or similar organisation. It is intended to provide a common basis and handrail for planning teams and mission leadership in any organisational composition. As such, the templates and procedures presented should be seen as guiding principles for multinational mission level planning that can be substituted or supplemented by specific operating standards where such exist.

### **Scope**

The Integrated Mission Planning Handbook will present the five step EASF Integrated Mission Planning Process (IMPP) and a selection of standardised tools and products to be used in mission planning. The standards presented in the handbook are applicable for use in Integrated Mission Planning by a Crisis Management Task Force (CMTF), the EASF Mission Planning and Management Section (MP&MS), an Integrated Mission Planning Team (IMPT) or Joint Planning Group (JPG) during planning and review of missions and operations. The standards provide a common basis for planning and a minimal selection of tools and products that all EASF and Mission Headquarters (MHQ) staff should be familiar with. More analytical tools and products may be added to the process as fit for the situation or through the establishment of local operating standards. This handbook only includes the common basics and should always be applied with flexibility and adaptability at the hands of the Chief Planning Officer or the mission leadership.

### **Structural terminology**

Since the handbook is aimed at a number of different structural teams, generic titles are used for key functions. The following are the most important:

#### *Authorising political leadership*

By authorizing political leadership, the handbook refers to the political entity providing and authorizing the mission mandate, the mission concept, and the final mission plan. This will in most cases be the African Union Peace and Security Council (AU PSC) represented through the AU Peace Support Operations Division (AU PSOD) but may in early or short-term planning or in case of autonomous action by the EASF be the Policy Organs Meeting (POM) represented by the Crisis Response Group (CRG). Confirmation is needed from the authorizing political leadership at three key points in the Integrated Mission Planning Process. This is: (1) confirmation of mission (following IMPPP step 2), (2) confirmation of concept (following IMPP step 4) and (3) confirmation of plan (following IMPP step 5). All other confirmatory decisions in the process is to be taken by the mission leadership, to reduce the burden on the political level.

#### *Mission leadership*

By mission leadership, the handbook refers to the senior leadership in charge of a given mission, task or planning process. The mission leadership role is ideally carried by the appointed Head of Mission (HoM) for the entire integrated mission planning process to give her the necessary influence over the plan that she will later be

responsible for implementing. But, in many cases the HoM will not have been appointed when early planning begins. In those cases, the mission leadership role is usually (temporarily) carried by the permanent structural leadership of the organisation leading the planning or an individual appointed by them (e.g. a Deputy Head of Mission as acting Head of Mission). This could be the Chairman of the AU Crisis Management Task Force (CMTF) if the CMTF is leading the planning. If planning is led by the EASF Mission Planning and Management Section (MP&MS) the mission leadership role should be lifted by the Director of the EASF and his leadership team until it can be transferred to an appointed HoM or acting HoM. Once the mission leadership role is transferred to a HoM, the permanent leadership structures (Director, Chairman or similar) should act only as monitors, advisers and potentially budget controllers to the HoM who holds the decision-making authority within the mission structures and framework – including the planning process. This means that the mission leadership receives key briefings and recommendations from the planning team, provides guidance and decision-making in the planning process, and then lifts his or her decisions and guidance to the authorizing political leadership (AU PSOD, EASF POM or CRG as applicable) for confirmation. Throughout the handbook, the mission leadership will frequently be referred to simply as the HoM, but the terms may be used interchangeably and should be understood as described above.

#### *Chief Planning Officer*

By Chief Planning Officer (CPO), the handbook refers to the individual in charge of the planning team and the integrated mission planning process. This is not the same as being in charge of the mission itself (this is the role of the mission leadership), but rather to oversee the planning staff, the planning process itself and support the mission leadership in key decision-making by providing thoroughly analysed and detailed recommendations. The Chief Planner may often be a Chief of Staff, Head of Component (typically head of civilian component) or appointed Deputy Head of Mission. But, depending on the situation, he or she, may also simply be a qualified senior planning officer directly appointed by the mission leadership. The core expertise of the Chief Planning Officer should be in managing the Integrated Mission Planning Process and leading the planning team in their daily business. For complex or multidimensional integrated mission planning the Chief Planning Officer should always be a civilian<sup>1</sup>, but for less complex missions and operations a military or police senior officer may be appointed as Chief Planning Officer as appropriate to the situation and mission. This becomes particularly relevant during mission execution since several integrated planning teams can be active at the same time - planning or reviewing separate parts of the mission engagement. Throughout the handbook the Chief Planning Officer may be referred to as Lead Planner, CoS or Chief of Staff, and the terms may be understood as interchangeable.

### **Planning terminology**

*Activity:* An effect or action delivered by a mission element contributing to the achievement of an output. Can be continuous over time and take place in multiple or general locations.

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<sup>1</sup> This is because mission level planning addresses integrated threats in complex emergencies and is most essentially concerned with political and civilian impact. The military and police components will then at the appropriate level analyse and address individual and specified threats.



*Alternate Line of Threat:* A series of related events, that may form a new line of threat, if a critical development is not dealt with appropriately in time. A dysfunctional market situation not dealt with could for instance initiate a food insecurity/famine situation; which would be a new line of threat.

*Assumptions:* Recommendations for the integrated mission plan that are necessary for the plan to succeed, but currently unconfirmed. Noting them will allow the planning team to move forward with planning while they seek confirmation on their assumptions instead of waiting or getting stuck. Assumptions should be confirmed as the planning process moves forward and before the deployment of the mission. *Example:* The planning team identifies the river as the only possible Main Supply Route, but they have no riverine assets to protect transports on it. They make the assumption, that riverine assets will be made available by a member state or an international partner.

*Course of Action (COA):* Consists of a Mission Design, Mission Narrative and Mission Organization chart to visualize and describe a mission concept in a way that allows comparison and testing of several courses of action against each other to inform decision-making by the mission leadership. A selected Course of Action can form the basis of a Draft Mission Plan.

*Critical Development (CD):* Events, that will occur on the line of threat over time if not dealt with – e.g. an epidemic will spread if not dealt with within a number of days/weeks. Critical developments may be interdependent or simultaneous.

*Decisive Outcome (DO):* A persistent condition that, when achieved and maintained, changes our pace, priorities or mode of operation towards the mission objectives. Typically requires output from several different components to be achieved and must be continuously resourced to maintain the condition.

*End-State:* A simply stated situation in which it may be said that the mission has achieved its full mandate.

*Head of Mission Information Requirements (HoM IR):* Information that changes capability and or behavior among vital actors in the mission area that can substantially influence the mission's trajectory towards its objectives and end-state. HoM IR are identified throughout planning and are essentially information or indicators that should be reported to the HoM immediately when changes to them occur.

*Head of Mission Intent:* A single paragraph outlining the spirit in which the HoM envisions the mission will achieve its objectives and end-state. The HoM intent differs from the objectives and end-state by not describing what to achieve, but rather how to achieve it. The HoM intent can be drafted by the planning team but is an essential leadership tool for the HoM to adjust and confirm so that objectives are pursued in its spirit. The intent should include adverbs associated with effect or action verbs.

*Integrated Threat Projection (ITP):* The complete set of lines of threats, alternate lines of threat and critical developments leading to the worst-case scenario. With the worst-case scenario described, the Integrated Threat Projection serves as a testing tool for the Courses of Action and should match (in time and geography) the Mission Designs of each CoA.

*Line of Effort (LoE):* A thematic engagement of the mission that links and sequences multiple outcomes in time and priority, using the logic of purpose, cause, and effect to focus efforts towards establishing mission objectives and end-state. Organising decisive outcomes along lines of effort ensures that mission resources are applied with the right focus, at the right time and with the right priority.

*Line of Threat (LoT):* A series of related events and critical developments, that, if not dealt with, will lead to the worst-case situation in the mission area.

*Mission Design:* Combining mission end-state, objectives, outcomes, lines of effort and a rough mission timeline to visualize the temporal and conceptual synergies and coherence of the integrated mission concept.

*Mission Narrative:* An integrated written description of the mission concept merging lines of effort, decisive outcomes and the draft mission organisation in a coherent narrative paragraph. The mission narrative should be clear, concise and understandable for an average person in describing how the mission will achieve its objectives and end-state.

*Mission Objective:* A goal, that when achieved, establishes a substantial part of the mission end-state. The objective is achieved through the delivery of several mission outcomes.

*Mission Organisation:* An organogram showing the organisation and command relationships in the mission and mission headquarters including potential subdivisions into sectors and underlying headquarters, as well as their offices and units with a focus on integrated relationships and showing clearly the total human resources assigned to a Course of Action.

*Planning Guidance (PG):* Recommendations that are identified or received during planning and analysis that can shape courses of action. PG does not necessarily need to go into the final integrated mission plan, but should be included and tested in courses of action during steps three and four. *Example:* The planning team identifies a river as a potential alternative Main Supply Route (MSR). As Planning Guidance, they make note to use the river as an MSR in at least one of the courses of action to test whether it is a better option than the main roads during the Mission Design Qualification.

*Points for Clarification (PC):* Points that the planning team come across during the planning process that they need the HoM to clarify - usually at the next briefing. This can be unclear formulations in the guidance from the authorizing political leadership, or questions regarding the HoM intent, scope of the mission, etc. The PC's are a reminder list for the planning team to ask HoM, and for HoM to potentially seek answers to on behalf of the planning team. *Example:* The planning team identify that they can save police resources in the mission if they mentor and conduct combined operations with the host nation, but the planning directive is unclear on whether they are allowed to train local forces. They make a note for PC and recommendation to do so to the HoM and ask her to clarify it at the next briefing.

*Requests for Information (RFI):* Questions that the planning team are sending outside their own organization. This could be to other international organisations, to some member states or to host nation structures and entities. RFI's are tracked to ensure that the planning team does not request the same information several times (by individual persons) and to clearly document when answers are received. *Example:* The planning team identifies that the mission must create conditions for the successful delivery of humanitarian assistance, and that this includes the protection of humanitarian convoys - but they do not know how to resource the output as it is unclear how many convoys and what form of protection the humanitarian community will need. They therefore issue an RFI to the Humanitarian Civil-military Coordination Office (UN-CMCoord) in UN OCHA for guidance on the scope of protection needed.

*Supporting Output (SO):* An effect delivered by an identifiable mission element, office or unit that contributes to the achievement of one or more mission outcome(s). Must have measurable success criteria and have an identified mission element as lead/responsible.

*Task:* An action delivered by a mission unit contributing to the achievement of an activity or output. Is usually conducted at a specific time and place.

## **INTRODUCTION TO THE INTEGRATED MISSION PLANNING PROCESS**

The Integrated Mission Planning Process (IMPP) is a standardised method of structured analysis and consideration of complex multidimensional problems that require an integrated approach by civilian, police and military assets to their solution, including coordination, inclusion and coherence between international actors. The overall purpose of the EASF Integrated Mission Planning Process is to provide a **logical, analytical and rigorous method** of building a multidimensional and integrated mission plan to achieve AU or EASF strategic objectives. It provides a **shared foundation** for EASF staff and member states for analysing, prioritizing, sequencing and communicating multidimensional mission objectives and outcomes.

The IMPP aims to operationalise the intent laid out in the *AU Planning and Decision-making Process (2010)*, the *EASF Concept for Integrated Operations (2015)* and the *UN Policy on Integrated Assessment and Planning (2016)* while taking into consideration the nature and operational context of the African Peace and Security Architecture (APSA) in general, and the African Standby Forces (ASF) in particular. The process adheres to the UN principles of integrated assessment and planning, and operationalises them in five planning steps; preparation, analysis, course of action development, course of action analysis and selection, and plan development.

### **Principles of integrated planning**

#### *Inclusivity*

When integrated analysis and planning takes place, it should be undertaken with the full participation of the components of the EASF and in consultation and coordination with the EASF Secretariat, CRG, the AU PSOD, and all relevant international actors.

#### *Form follows function*

The structural configuration of an integrated mission should reflect specific requirements, circumstances and mandates and can therefore take many different forms. Integrated analysis and planning should inform the mission configuration, including but not limited to modalities for working together such as in integrated or joint structures (task groups or joint offices), joint chains of command and/or the use of external capacities.

#### *Comparative advantages*

Tasks and responsibilities should be allocated to the EASF entity best equipped to carry them out and resources requested and provided accordingly.

#### *Flexibility to context*

Each context is different, and integrated analysis, planning and missions should always be adapted to each situation.

#### *Local ownership*

Local ownership is an essential condition for the sustainability of peace. Where and when clear national peace consolidation priorities have been developed on the basis of broad consensus, integrated analysis and planning should aim to specify how the EASF will support the implementation of these priorities and ensure that the mission execution does not contradict them.

#### *Clear role in relation to others*

While integrated planning is an internal process, it should still determine clearly the positioning and role of the EASF vis-à-vis national and other international actors. Key external partners may be invited to send representatives to the planning team to maximise coherence.

#### *Recognition of diversity of mandates and principles*

Integrated analysis and planning must take into account all recognized principles of engagement under the AU and UN across humanitarian, human rights, development, political and security areas.

#### *Upfront analysis of risks and benefits*

Integrated analysis and planning must include an analysis of the risks and benefits that integration arrangements may result in, particularly for humanitarian activities. The planning process should provide a forum to assess the risks and benefits and decide on ways to manage them in a manner satisfactory to all recognized entities involved. Special consideration should be paid to the Inter-Agency Standing Committee (IACC) non-binding guidelines.<sup>2</sup>

#### *Mainstreaming*

An integrated mission planning process must take into account the relevant AU and UN policies, including on human rights, gender and child protection.

### **Composition of the planning team**

When composing a planning team, also sometimes referred to as Core Planning Team, Joint Planning Group (JPG) or Integrated Mission Planning Team (IMPT); the

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<sup>2</sup> IASC Non-binding Guidelines on the Use of Armed Escorts for Humanitarian Convoys, 27 Feb 2013.

most important considerations should always be the same: (1) gathering enough expertise, (2) keeping the team lean, and (3) appointing leadership in the planning process.

*Gathering expertise while staying lean*

The mission leadership should make sure that all the necessary and relevant expertise is represented in the planning team. Usually this means that all components of the EASF as well as the support functions should be represented. This may, however, be adjusted based on the situation at hand and the scope and objectives of the mission. Relevance and necessity are key concepts for putting together a planning team since it should always be avoided to have too many people on a single team. Therefore, the composition of a planning team should reflect the objectives and the end-state that the mission will aim to achieve. It is important to remember that the planning team always will be surrounded by the expertise of the rest of the EASF structures and of the AU and international partners whom they can call in for support whenever needed. The most important expertise in the planning team therefore is knowledge of the integrated planning process itself and its associated products.

A Civilian Planning Officer, for instance, can never be expected to be a full expert in all civilian areas of peace support operations (PSO). She should instead have a wide range of knowledge of the civilian tasks and a general understanding the work of her civilian colleagues in all their individual areas of expertise. Her own unique area of expertise should be in the planning process itself, and the products and input that her colleagues in the planning team require to work together towards the best possible plan.

In some cases, where a mission has a clear focus on one particular objective, like an election observer mission or a humanitarian relief operation following a natural disaster, the team should include a key expert in that field. In wider, more multidimensional, missions, not all areas of expertise can be directly represented in the planning team, and more care must be taken to consult with the relevant experts as the plan is being developed and tested.

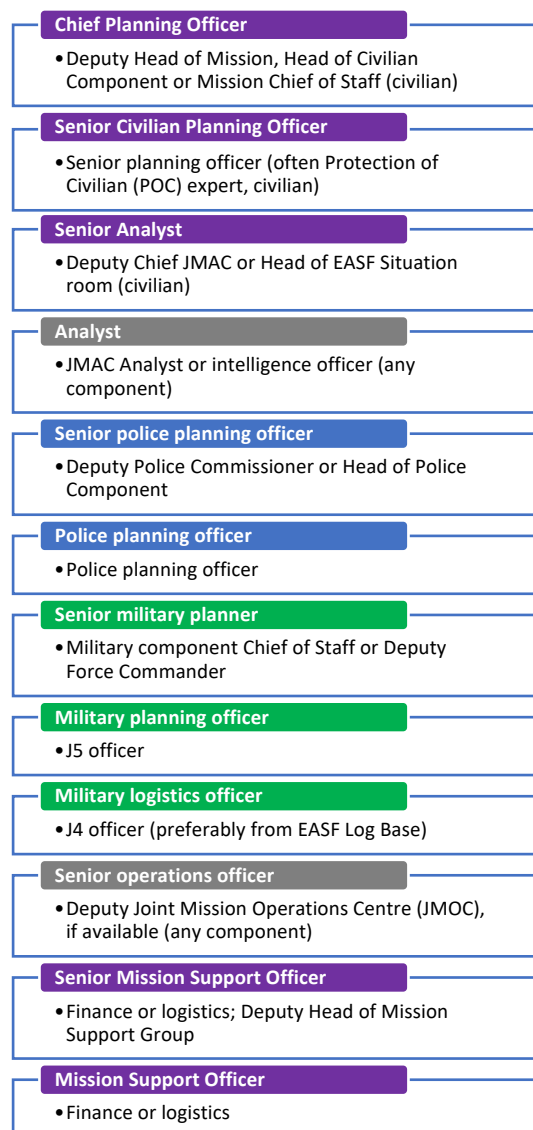


Figure 1: Generic planning team composition

### Appointing leadership

Nothing is more crucial for a planning process than the appointment and execution of responsible leadership. An integrated mission planning process aims to make simple recommendations to the mission leadership after understanding extremely complex situations and environments. No single person, however qualified or intelligent, will ever be able to fully comprehend all complexities of a peace support operating environment. Therefore, the planning team aims to distil complex information into analytical products that give a multidimensional and integrated overview of the most important problems and challenges for the mission. The planning team then briefs the mission leadership and provides recommendations for them to choose from. This requires a very high degree of trust from the mission leadership to the planning team, and strong professional integrity in the planning officers. Most importantly, the mission leadership must at all times take note of the fact that large amounts of work take place outside the meetings and briefings they attend, and that **misunderstandings or sudden changes in leadership directives have a massive and delaying impact on the planning process**. In addition the mission leadership should ask pertinent and critical questions to the planning work, but realise that while the planners have spent hours if not days uncovering the complexities of the problems, the leadership will usually have had only minutes among all their other tasks. The answers provided by the planning team should always be heard with this in mind.

### Five steps of integrated mission planning

The IMPP includes five clear steps of planning, each followed by an assembly of the planning team and a confirmation of the common planning progress (see full overview in Annex 1). These summary confirmative points are either by the chief planning officer (steps 1 and 3) or by the mission leadership (steps 2, 4 and 5). Though it is sequential by design and description, the process should be seen as iterative and flexible, and the Chief Planning Officer should guide the members of the planning team to work flexibly in the process but keep the overall progress on a structured path. It is the Chief Planning Officer's main responsibility to ensure that necessary work and analysis is always conducted before any impacted decisions are made by the mission leadership.

For each of the five steps, the planning team is dependent on support from external partners, most notably the analysis centre (Joint Mission Analysis Centre (JMAC), Joint Analysis Group (JAG), or EASF Situation Room), as well as other functional areas and the mission leadership. As the handbook address each step, they will be described in terms of necessary inputs for the step to be initiated, the process and activities of the step itself, and finally the results

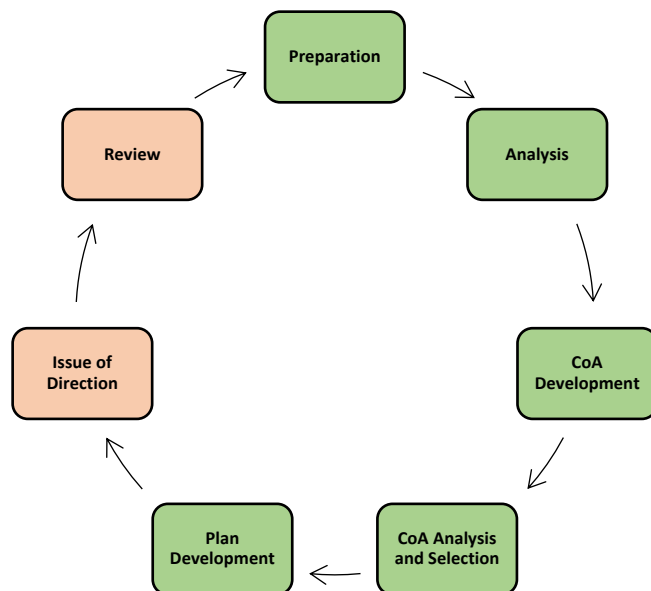


Figure 2: Planning and review cycle

delivered to conclude the step, move to a confirmative decision point and initiate the next step.

The planning and review process is best illustrated as a circular model (see figure 2), where a problem is first reviewed (initial analysis and evaluation of the environment, or strategic assessment), then the planning team (1) prepares for planning, they (2) analyse the situation and the mission in depth, then they (3) develop at least two different ways (courses of action) to deliver the mission, compare and (4) qualify them against each other to recommend the best suited course of action to the mission leadership, and finally (5) develop the details of the plan based on the chosen (and possibly adjusted) course of action. When the completed integrated mission plan has been confirmed by the mission leadership as well as the authorising political leadership, the direction is issued to the mission. Some time after deployment, the implementation of the plan is reviewed against the developing situation, and a new planning process is initiated to adjust the mission. For the purpose of describing and teaching the integrated mission planning process, this circular process of planning and review is usually presented as a linear process. It should, however, always feed an ongoing and recurring cycle where plans are continuously reviewed and adjusted against a developing (and hopefully improving) situation.

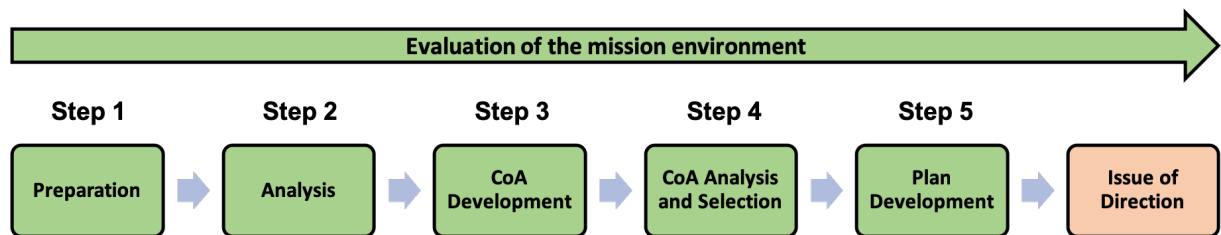
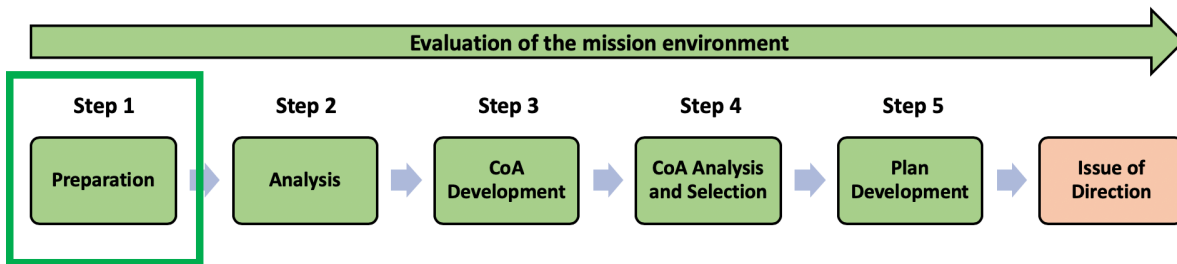


Figure 3: The IMPP as a linear process

### *Evaluation of the Mission Environment*

For the duration of the planning process the assigned Analysis Centre (Joint Mission Analysis Centre (JMAC), Joint Analysis Group (JAG) or EASF Situation Room) should maintain a constant evaluation of the mission environment. The environment and the threats faced by the mission may change or develop while planning is ongoing, and it is important that the planning team can always receive updated information and detailed and qualified intelligence products regarding the mission environment. Ongoing intelligence evaluation of the mission environment is very resource demanding and should be done by a group of analysts outside the planning team itself. The analysis centre should, however, always have direct representation in the planning team by at least two analysts that act as the conduit between the analysis centre and the planning team itself. The planning team analysts should contribute to the development of intelligence products to support the planning, most notably the Integrated Threat Projection (ITP) necessary for step 4, but they should also constantly serve as the link between the Chief Planning Officer and the analysis centre to ensure that the products delivered lives up to the requirements of the planning team.

## STEP 1 PREPARATION



### 1. Purpose

The first steps and directions are almost the most important in good planning work. If every member of the planning team is not marching towards the same goal, or from the same starting point, the planning will face severe challenges later in the process. The first step of the EASF Integrated Mission Planning Process aims to frame the problem, set the initial staff direction and build a common understanding of the situation before the planning officers begin to conduct individual work.

### 2. Description

When notice of a potential planning task first arrives, the Chief Planning Officer (CPO) will usually assemble the team already before the Mission Leadership has received or developed final guidance and planning directives. The Chief Planning Officer will then give a short introduction to the situation he expects the team to be planning against. What is the country, the location and the initial understanding of the problem and the time available? Based on this very brief (often just three minutes) introduction the team will start gathering tools and resources they think will be relevant and they start preparing the planning room(s).

#### 2.1 Gathering tools and resources

Immediately after knowing the geographic scope of a potential mission the analysts in the planning team will reach back to the EASF Situation Room or analysis centre and asks for contextual information on the area. This includes the Situation Room's initial strategic assessment and any existing reports or analysis by other actors. If the EASF Situation Room or analysis centre have already produced a PMESII-PT/ASCOPE matrix this should go straight to the planning team, and if not, the analysts should immediately start its production. If no external analysis capacity is available for the planning team, they should start gathering the necessary products externally and prepare to develop their own baseline of analytical products. External products include any UN Country reports, Technical Assessment Mission (TAM) reports and contemporary academic research and publications on the geographic area and the crisis drivers. Most importantly, the Senior Analyst is responsible for providing a base map use in the planning process so that all overlays and products refer to the same standard and can be placed on top of each other. In mission level planning detailed maps are rarely good for the common basis, and the mission area should be sketched in a scale fitting approximately on an ordinary flipchart, so that it can easily be copied by hand by the other planning officers and be easily seen on the walls.



In addition to documents, maps and publications, the planning team should also at this juncture review its own composition. Is there any special expertise that is missing in the team? If so, relevant specialists should be brought in and added to the team.

### **2.2 Preparing the room or facility**

At the same time as tools and products are gathered and developed under the guidance of the Senior Analyst, other members of the planning team should start setting up the room as instructed by the Chief Planning Officer. Empty data management boards, a draft mission timeline and a copy of the base map should be put on the walls, visible to the entire team.

A clerk should be tasked to fill the room with office supplies including large markers, flipcharts, whiteboards, tape, printer, laptops and projectors. Staff board, log, and Request for Information (RFI) tracker should be placed close to the entry and exit point of the planning facility, so planning officers can stay informed of the changing data.

An initial planning timeline should be developed by the Chief Planning Officer and presented to the entire planning team.

### **2.3 Establishing common situational understanding**

Once tools have been gathered and the room prepared, the Chief Planning Officer should assemble the team and allow every member to present the resources they have brought to the planning room and briefly share the current situational understanding. Based on all of the inputs received, the Chief Planning Officer will summarize the situation and key challenges and present his initial planning timeline and draft mission timeline. From this point and until the planning directive is received from the mission leadership, the planning team should read into the situation by studying all the contextual information available and continue to gather relevant tools and resources. This would also be an ideal time to read through this handbook just one more time.

| <b>Input</b>  | <b>Process</b>  | <b>Results</b>  |
|---|---|---|
| <ul style="list-style-type: none"> <li>• Planning directive</li> <li>• Initial strategic assessment brief by EASF Situation Room</li> <li>• EASF Strategic Analysis</li> <li>• Possibly UN Country Briefs and TAM report</li> <li>• Academic and contemporary research</li> </ul> | <ul style="list-style-type: none"> <li>• Framing and understanding mission context</li> <li>• Setting up planning facility</li> <li>• Preparing planning boards</li> <li>• Gathering tools and mission relevant information</li> <li>• Developing initial mission timeline</li> <li>• Developing initial planning timeline</li> </ul> | <ul style="list-style-type: none"> <li>• Initial mission timeline</li> <li>• Initial planning timeline</li> <li>• Empty boards:                             <ul style="list-style-type: none"> <li>○ Log</li> <li>○ Staff board</li> <li>○ RFI tracker</li> <li>○ Assumptions</li> <li>○ Points for clarification</li> <li>○ Draft HoM intent</li> <li>○ AU intent</li> <li>○ Draft mission obj.</li> <li>○ Draft mission ES</li> <li>○ Variables</li> <li>○ Sketch mission area</li> <li>○ AU planning matrix</li> <li>○ Objective dev.</li> </ul> </li> </ul> |

|  |  |   |
|--|--|---|
|  |  | <ul style="list-style-type: none"> <li>○ Outcome dev.</li> <li>○ PMESII-PT/ASCOPE matrix</li> <li>● Planning room prepared</li> </ul> |
|--|--|---|

**3. Tools and products**

For the preparation step a number of empty products are prepared so that they can easily be used in the subsequent steps. The team will be using many standardised products such as data management boards, log, staff board, base map and timelines. These can all easily be prepared as empty templates and placed in the room before the detailed planning directive arrives. This will save much valuable time later in the process.

**3.1 Planning timeline**

A planning timeline is the most important tool for controlling the planning process and is completely owned by the Chief Planning Officer. The planning timeline guides the work of the planning team to make sure that time is kept, and the process moves on when necessary. It should include estimates of all steps, briefings and decision points of the IMPP and be adjusted as the planning progresses if there are any delays or more time is added. A good planning timeline should be visible to everyone on the team at all times, and it should be easy to read and understand when viewed from a distance. The timeline should include specific external timings such as briefing times given by the Mission Leadership, or deployment time given by the authorizing political leadership. Then from those fixed external timings the Chief Planning Officer should calculate backwards and assign one third of the available time for mission planning and two thirds for planning at the lower (component or sector) levels. This way the integrated mission plan should be ready and issued no later than one third of the time between initiating step one and deploying the first elements of the mission.

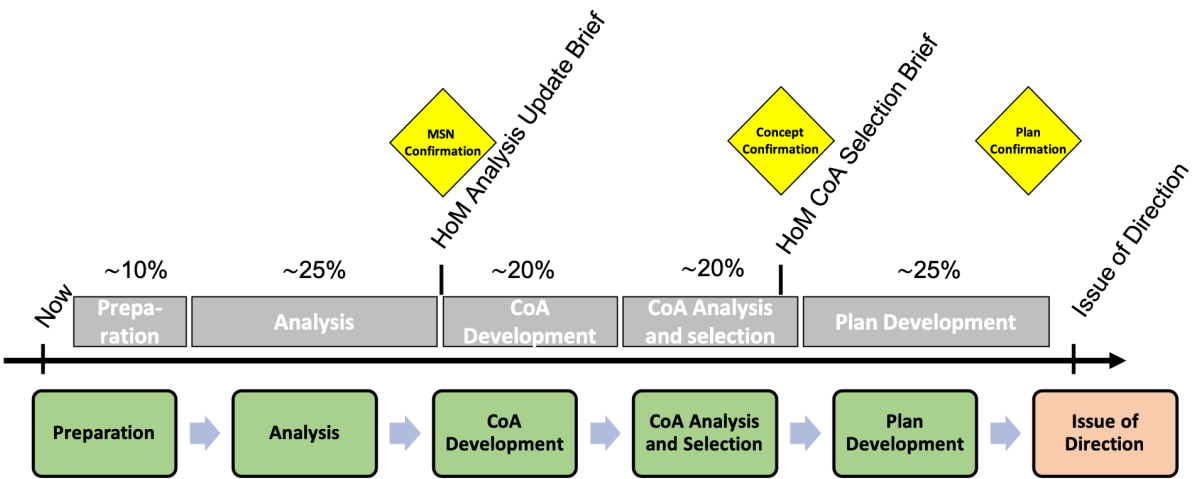


Figure 4: Approximate division of available time in the IMPP

**3.2 Mission timeline**

Not to be confused with the planning timeline, the mission timeline outlines the timing related to the mission itself. It may be based on generic and relative timings such as

X-3 days, X+5 days and so on, or by specific timings if they exist (e.g. if already directed to a specific deployment day or an election date in the mission). The mission timeline should always use at least two different colours; one for external timings that are less likely to change (e.g. rainy season, host nation election dates and so on) and internal timings, that are flexible and can be changed by the planning team if needed. If more options exist for a particular timing (e.g. deployment) it should not be put on the timeline as a fixed date, but instead as 'earliest possible deployment' and 'earliest possible full operational capability' etc. Mission timelines can range from very complex to very simple illustrations like the one below.

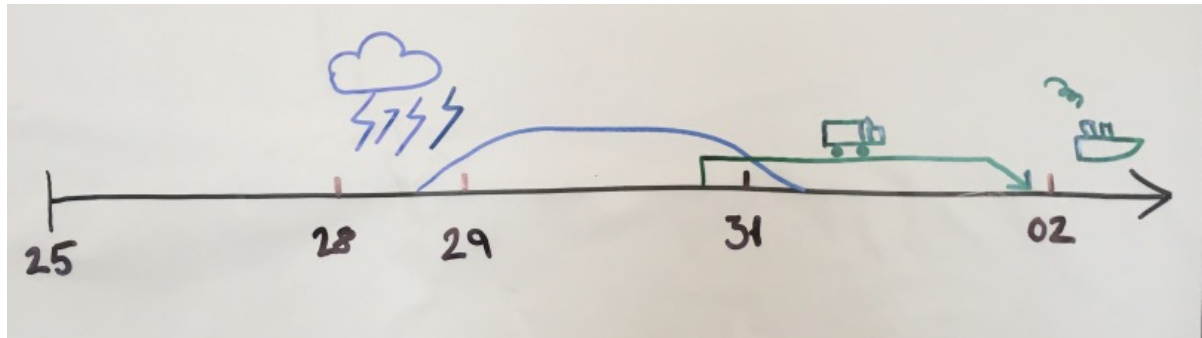


Figure 5: A mission timeline illustrating an expected flooding and logistic move

### 3.4 Data management boards

In the next step (IMPP Step 2 Analysis), a lot of complex information must find its way into easy overviews for the team. This is done by using a number of data management boards on the walls. Most of them simply gather certain analytical results such as decisive outcomes, supporting output, objectives, assumptions, points for clarification and so on (more details under step 2). Those should be made ready in step 1 preparation but are often only flipchart posters and prepared templates with the relevant heading. The more preparation that can be done in this phase, however, the less stress will be on the planning team once the planning directive is received.

Other data management boards guide and control the planning team already from step 1 and should be established as early as possible. These are the three dynamic boards; Staff Board, Log and RFI Tracker.

#### 3.4.1 Staff Board

The Staff Board is a roster keeping track of staff members whereabouts and means of contacting. A strict discipline for entering details concerning own whereabouts must be observed to make sure that planning officers and specialists can always be reached. See annex B-1.

#### 3.4.2 Log

A log documenting incoming and outgoing communication is prepared in order to avoid misunderstandings regarding orders and directives or lost messages. It is important that the primary recipients of the messages are made aware of current information and reminded of deadlines for their replies. See annex B-2.

### **3.4.3 RFI Tracker**

As with the log, the RFI tracker is the tool for keeping track of the planning team's questions to relevant external branches and agencies – sent as RFIs (Request for Information). Equally important to tracking the questions is capturing replies and disseminating them to relevant staff members. The RFI tracker should be socialized in the daily meetings. See annex B-3.

### **3.4.4 Posters**

In addition to the above Staff Tools, posters are prepared with headlines and frames for the next steps of the process. These include:

- Assumptions (empty)
- Points for clarification (empty)
- Draft HoM Intent (empty)
- AU intent
- Draft mission objectives (empty)
- Draft mission end-state (empty)
- Variables (empty)
- Map or Sketch of Mission Area
- AU Planning Matrix poster (empty)

### **3.4.5 Outcome development boards**

For the early Steps in the planning process, the AU Planning Matrix poster is not as visually clear and flexible as a flipchart and/or whiteboard with outcomes and their relation to specific objectives. The planning team should therefore prepare boards stating the individual objectives as headline and leave space underneath for filling in the outcomes which will be identified during Step 2 and 3. See annex B-4

### **3.4.6 Output development boards**

As with the Outcome development board, other boards should be prepared for the process of refining Decisive Outcomes into Supporting Outputs in the later stages of the planning process. See annex B-5

## **3.5 AU Planning Matrix**

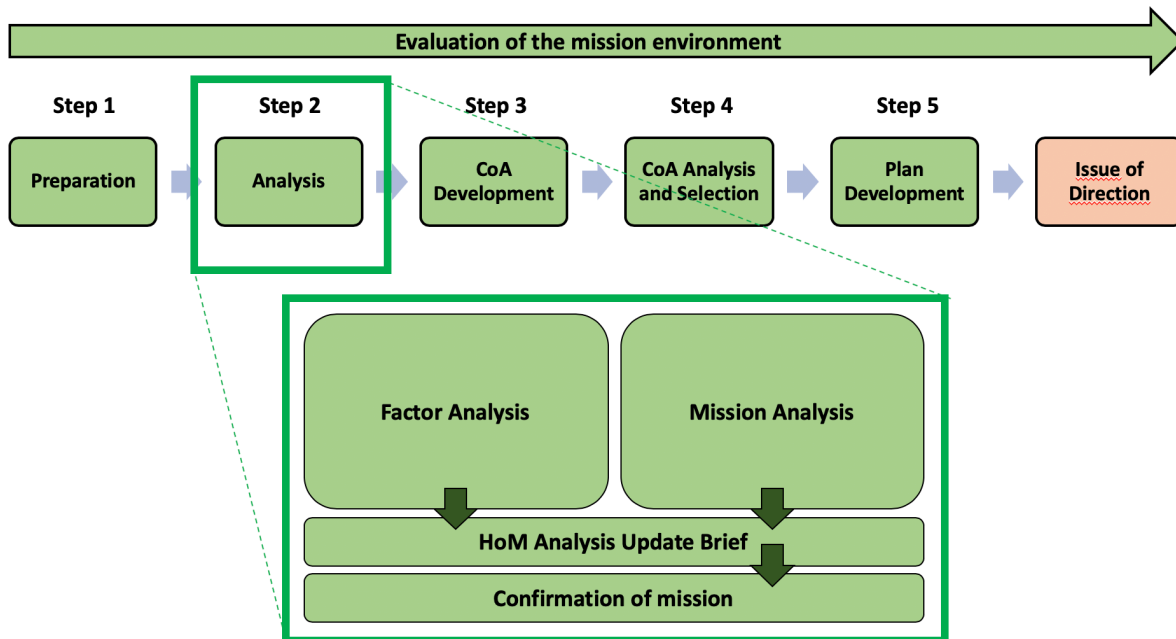
The African Union Planning Matrix is a tool for developing and refining Mission Objectives into Outcomes and Output with associated Success Criteria and Timings – ultimately assisting the identification of activities at the tactical level. The tool is the interface between Strategic Direction and Guidance to Operational Effects and delegation of responsibility for these. The Outcomes are used later in the process (Step 3) for building the Courses of Action (COA) in combination with identified variables (identified in Step 2). The planning matrix comes in a soft copy Excel spreadsheet which is to be maintained by the appointed Scribe (staff member), and two different hard copy posters (Outcomes and Output, respectively). See annex C.

## **3.6 PMESII-PT / ASCOPE Matrix**

PMESII-PT / ASCOPE is a structure for assessing the operational environment, which will be started in Step 2 and maintained throughout the process. More details concerning the tool will be presented in the next chapter, but in short, the elements are the domains of Political, Military, Economic, Social, Information, Infrastructure – Physical environment and Time. These domains are cross-referenced to: Areas, Structures, Communication, Organisations, People and Events. A large sized poster

containing the grid with PMESII-PT on the vertical axis and ASCOPE on the horizontal axis is prepared. The information to fill out the framework will be addressed in Step 2. The intent with the matrix is to have a comprehensive visual aid for understanding the entire environment. See Annex D and detailed description in step 2.

## STEP 2 ANALYSIS



### 1. Purpose

The amount of information surrounding an upcoming mission will often be vast and unstructured. By conducting proper analysis of the factors of the environment and the mission, this large amount of information can be structured and relevant conclusions, variables and recommendations for the mission leadership can be deduced from good overview products. The specified mission objectives are often straight forward and easy to find or to request from the authorising political leadership. But, planners should keep in mind that mission objectives are often political constructs. This means that not all are always stated directly or precisely, and that the political leadership may often ask for much more than they are offering resources for. Therefore, deducing the implied objectives, freedoms, constraints, and acceptable risks is very important and requires skilled analysis.

The Head of Mission Analysis Update Brief provides the HoM with all relevant findings and suggestions that have been deduced during the analysis. Following the briefing the mission leadership should understand the factors of the environment and implications for the mission. This should lead them to address concerns to the authorising political leadership and to provide final confirmation of the mission and objectives, including the mission end-state and formulation of the HoM Intent that will allow the planning team to develop courses of action from a fixed and confirmed mission.

### 2. Description

Step 2 starts with the team acquiring as much information as possible concerning the mission environment. This information can be provided by the analysis centre or found by the staff itself. The information available should be organised in a PMESII-PT/ASCOPE format but many other overviews and analysis products can be developed. This includes SWOT analyses of the main stakeholders, different overlays, and

a visualisation of the actors' organisations (both operational/military and political). Besides background information on the environment and the conflict or crises the planning team should also have an initial warning order, a planning directive or an Initial Draft Mission Plan from the mission leadership. Once this necessary external input has been received, the staff begins the analysis, containing four distinct elements:

- Factor Analysis
- Mission Analysis
- HoM Analysis Update Brief
- Confirmation of Mission

### **2.1 Factor Analysis**

Prior to the Factor Analysis the vast amount of information available has to be organised to structure it in a way that allows the staff to use their combined knowledge to deduce vital recommendations for the mission.

In the factor analysis the information available from the PMESII-PT/ASCOPE matrix; the stakeholder SWOT analysis; the red, green, white and information overlays; and the actors' organisations are evaluated by the staff through an – Observe & Think then Deduce & Recommend (OTDR) – process using the three-column format.

All the information is reviewed (Observe) with draft mission objectives or planning directive in mind (Think) which will provide the staff with the vital mission factors for the Three-column format. From these factors the relevant implications for the mission are identified (Deduce) which will lead to input to the mission planning within the following 7 categories (Recommend):

1. Requests for Information (RFI)
2. Assumptions
3. Points for clarification
4. Planning guidance
5. Decisive outcomes
6. Supporting outputs
7. Head of Mission Information Requirements (HoM IR)

### **2.2 Mission Analysis**

For the mission analysis the draft mission end-state and mission objectives should be available from the mission leadership. During the mission analysis the received directives are scrutinised to answer; "what should we do?" and "how can we do it?". The analysis is done by answering the four overarching mission analysis questions:

1. What is the intent of the authorising political leadership?
2. What is the mission's role?
3. What are the constraints and freedoms?
4. How may the situation change and what are the risks?

The four questions are answered by the staff through an – Observe & Think then Deduce & Recommend – process using the three-column format.

The four questions, including sub-questions, are written into the three-column format and the planning directive and draft objectives are reviewed (Observe) with "all the information regarding the crisis and the environment" in mind (Think). This should then help the staff to find the relevant answers (Deduce) and it in turn lead input for the mission planning within the following 7 categories (Recommend):

1. Requests for Information (RFI)
2. Assumptions
3. Points for clarification
4. Planning guidance
5. Decisive outcomes
6. Supporting outputs
7. Head of Mission Information Requirements (HoM IR)

**2.3 Analysis Update Brief**

For the Analysis Update Brief all points from the seven recommendation categories from the factor and mission analysis should be clearly written on the staff boards. By looking at all the recommendations across both the factor and mission analysis the staff can then analyse what success and failure of the mission will look like and define the draft mission success criteria. On that background, the Chief Planning Officer formulates a draft HoM intent and End-state, along with any possible changes that might be suggested to the draft mission objectives or end-state received in the planning directive.

During the Analysis Update Brief the key findings from the factor analysis and mission analysis are presented to the mission leadership by the Chief Planning Officer, supported by the rest of the planning team when necessary. The Chief Planning Officer also presents draft HoM intent, draft mission objectives, and draft mission end-state, all of which should have been developed or adjusted based on the mission and factor analysis and are submitted for approval by the mission leadership. When the briefing is concluded the mission leadership provides the staff with direction and guidance and submits the draft objectives, end-state and intent for confirmation from the authorising political leadership. It is not uncommon that the mission leadership will ask the staff to make adjustments or additional analysis based on their guidance before they will carry forward the work and recommendations to the higher level.

**2.4 Confirmation of Mission**

When the staff has implemented the HoM direction and guidance given at the end of the Analysis Update Brief the mission leadership communicates with the authorising political leadership and submits their current recommendations and understandings while receiving guidance and confirmation of the mission. Once the mission is approved the mission leadership will provide the planning team with the confirmed HoM intent, mission objectives and mission end-state. Any new guidance from the mission leadership’s meeting with the authorising political leadership is given to the Chief Planning Officer who ensures that the staff implements the new guidance.

| Input   | Process   | Results  |
|---|---|--|
| <ul style="list-style-type: none"> <li>• EASF strategic analysis brief</li> </ul> | <ul style="list-style-type: none"> <li>• Factor Analysis</li> <li>• Mission Analysis</li> </ul> | <ul style="list-style-type: none"> <li>• HoM Analysis Update Brief with draft ITP and draft MDs</li> </ul> |



|  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>• Mission leadership decision on strategic option and additional guidance (internal planning directive)</li> </ul> <p style="text-align: center;">Or</p> <ul style="list-style-type: none"> <li>• Chairpersons planning directive (AU)</li> </ul> | <ul style="list-style-type: none"> <li>• Developing draft mission End-state and mission objectives.</li> <li>• Preparing Analysis Update Brief, including draft IPT and draft MDs</li> </ul> | <ul style="list-style-type: none"> <li>• Draft outcomes</li> </ul> |
|--|--|--|

### 3. Tools and products

In general, all products are to be written on posters and hung on the walls, so all of the planning team members easily can keep updated.

#### 3.1 Three-column format

This format is used to systematically derive relevant, covering and overarching recommendations during the factor and mission analysis. Each recommendation in the three-column format must fall within one of the following 7 categories:

1. Requests for Information (RFI)
2. Assumptions
3. Points for clarification
4. Planning guidance
5. Decisive outcomes
6. Supporting outputs
7. Head of Mission Information Requirements (HoM IR)

The three-column format is the same for both the Factor and the Mission Analysis and recommendations in both must fall in the same 7 categories. The two ways to use the three-column format are described below:

##### 3.1.1 The Three-column format in the Factor Analysis

The factor analysis, as the name implies, starts with the factor column while the second and third column are called deduction and recommendation just like in mission analysis. In the factor column are listed all relevant, individual factors from the vast amount of information available regarding the mission environment and the situation in general. For the factor to be relevant it must influence, positively or negatively, the planning, deployment, operation and/or withdrawal of the mission.

From each relevant factor the staff should deduce one or more logical conclusions with relevance to the mission. These conclusions are found by asking the question “So what?” to identify how any given fact, or factor, will influence the mission plan. Each deduction found will again lead to one or more recommendations. These recommendations are found by asking the question “What should the mission do to handle the impact or influence of this factor?”

| Factor / Observation | Deduction | Recommendation |
|----------------------|-----------|----------------|
|                      |           |                |

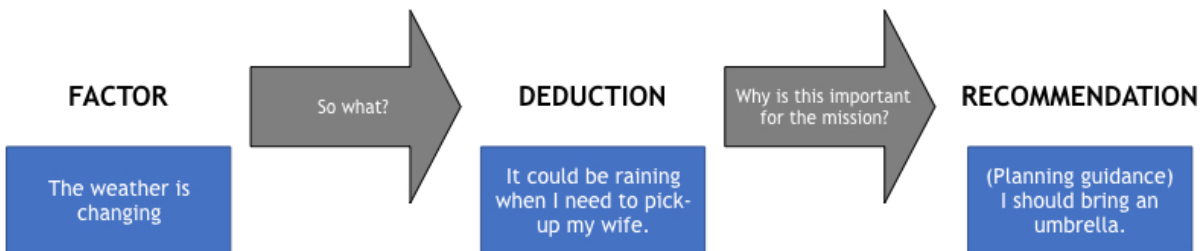
**An example:**

Looking at all the information available, while keeping the mission in mind (Mission example: pick up my friend) the planner has found a vital factor: The weather is changing and becoming more cloudy.

Question: *So what?*  
 It means there is a risk that it could be raining when I am supposed to pick up my friend.

Question: *What should the mission do to handle the impact or influence of this factor?*

To ensure successful fulfilment of the mission, I should bring an umbrella. This is a planning guidance recommendation.



**3.1.2 The Three-column format in the Mission Analysis**

In the mission analysis the first column is called question while the second and third column are called deduction and recommendation, just like in factor analysis. The four fixed questions, with additional sub-questions, are in this case already given (and they are the same for all mission planning) and can therefore directly be added into the first column. In the deduction column the answers to these questions are written. And while some answers can be found directly in the warning order and in the initial draft mission plan, then other answers will have to be deduced by understanding the implicit intent of the plan. In the third column are written one or more recommendations to each answer found in the deduction column. The recommendations are found by answering the question “What implication does this have for the mission?”. As in the factor analysis, each recommendation must fall within one of the 7 categories.

| Question   | Deduction | Recommendation |
|--|-----------|----------------|
| <p><b>What is the intent of the authorizing political leadership?</b></p> <ul style="list-style-type: none"> <li>- What is the strategic intent and mandate?</li> <li>- What is the strategic end state sought?</li> </ul> <p><b>What is the mission's role?</b></p> <ul style="list-style-type: none"> <li>- What are the mission's specified objectives?</li> <li>- What are the mission's implied objectives?</li> <li>- What Outcomes are needed to deliver those objectives?</li> </ul> <p><b>Constraints and Freedoms</b></p> <ul style="list-style-type: none"> <li>- What constraints are we operating under?</li> <li>- What freedoms do we have?</li> </ul> <p><b>How may the situation change, and what are the risks?</b></p> <ul style="list-style-type: none"> <li>- How may the situation change, and what should we prepare for?</li> <li>- What are our risks?</li> </ul> |           |                |

**An example:**

Looking at an objective from the initial draft mission plan (Objective Example: Protect all refugees and internally displaced people (IDP) in the mission area), while keeping all the information regarding the conflict in mind (Information: The IDP camps are overflowing) the following sub-question can be answered:

Question: *What are the mission's implied objectives?*

With the IDP camp overflowing one implied task in order to protect the IDPs will be to prevent a humanitarian disaster in IDP camps.

Question: *What implications does this have for the mission?*

The following draft outcome needs to be added to the mission planning: Humanitarian assistance to IDP camps sufficient, secure and stable. This a recommendation for a decisive outcome because it will require contributions from more than one component (civilians will coordinate that it is sufficient, the military and police that it is secure and stable).

**3.2 PMESII-PT/ASCOPE**

The PMESII-PT/ASCOPE matrix is a way of structuring vast amounts of information in a way where relevant factors to the mission is easily accessible to all staff members. The matrix is set up so it has Political, Military (Security), Economic, Social, Infrastructure, Information, Physical environment and Time along one axis; and Areas, Structures, Capabilities, Organisations, People and Events along the other axis.

Which is on the vertical or the horizontal axis is irrelevant, and purely a matter of preferences (and sometime space available).

In the intersections between two subjects information covering both (e.g. Organisations and Economic) is written. Sometimes a piece of relevant information can be placed in two different intersections. If that happens then the staff decides where it makes most sense to place the information, keeping the mission in mind. Below is shown the structure and an example of which type of information that can be added in the different boxes is available in annex E.

|                      | Areas | Structures | Capabilities | Organisations | People | Events |
|----------------------|-------|------------|--------------|---------------|--------|--------|
| Political            |       |            |              |               |        |        |
| Military             |       |            |              |               |        |        |
| Economic             |       |            |              |               |        |        |
| Social               |       |            |              |               |        |        |
| Infrastructure       |       |            |              |               |        |        |
| Information          |       |            |              |               |        |        |
| Physical environment |       |            |              |               |        |        |
| Time                 |       |            |              |               |        |        |

### 3.3 SWOT analysis

The Strength, Weaknesses, Opportunities and Threats (SWOT) analysis is used for all the main stakeholders in the conflict, irrespective of what side they are on or their political persuasion. The SWOT analysis is a useful technique for understanding a stakeholder’s internal strength and weaknesses as well as the external opportunities open to, and threats facing, the stakeholder. The SWOT matrix should also be accompanied by a list of key facts and a narrative regarding the stakeholder, with relevance to the mission. A SWOT analysis template is available in Annex F.

### 3.4 Overlays

A variety of overlays can be produced to create a clear visual picture of the situation in the mission area. The overlays are all made in the same scale for the same map (prepared in step 1) and drawn on transparent plastic so they easily can be added on top of each other to provide a visual image of the complexity of the situation. Typically, overlays are showing the physical presence (or geographic distribution) of certain types of actors and their previous or potential actions. The overlays are often named by the overlay colour of that actor (red, white, black, green and so on). Annex G shows examples of red, green, white, and information overlays.

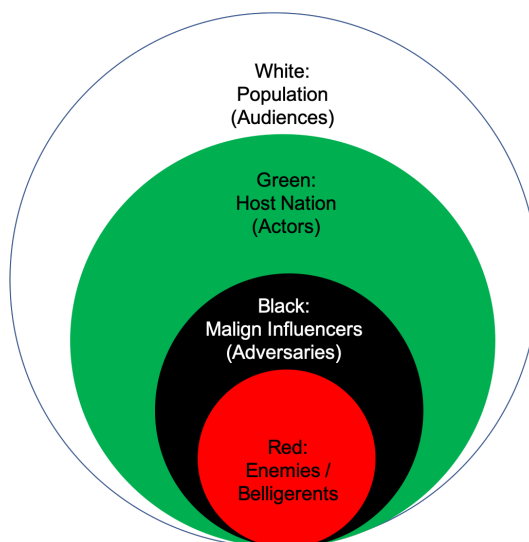


Figure 6: Colour references to types of actors

### 3.4.1 *Red overlay*

The red overlay shows the enemy or belligerent actors in the mission area. If a large part of the threat to the mission comes from spoilers or criminal groups (black actors) then these may be added to the red overlay, or a separate black overlay can be created. In general, for an actor or group to be referred to as “red” they must directly oppose or aim to fight the mission and its mandate. From the red actors, the mission planners should expect direct and conscious attacks against the mission’s ability to implement its mandate, so strong mandates to use force and a sufficient military component is often needed to handle or mitigate the threats from red actors.

Black actors may also oppose or fight the mission but typically do so out of economic interest rather than political or ideological. Black actors can be illegal businesses, organized crime groups or groups of corrupt politicians in the host nation that will work illegally and secretly against the mission to protect their own financial or political interests. Black actors can often be indirectly pressured through political or economic means – or by investigations and support of host nation police and rule of law capacities. Importantly for the mission planners; black actors can be just as violent and dangerous to the mission as red actors if pressured hard enough. But – unlike the red actors, black actors may not directly target the mission unless they are under pressure to do so, because it would usually hurt their economic interests. Black actors are more likely to work indirectly against the mission through political obstruction, corruption, slander and information campaigns, sabotage or outright covert assassinations.

When a red actor engages in dialogue or peace negotiations and cease direct fighting, they may be considered as a black actor for the duration of the dialogue. For example, they are likely to use the negotiation phase to still expand their political sphere of influence, decrease that of their opponents and secure their territory and resources – all of this they may still aim to achieve through illegal or secret means while seated at the peace negotiations table. Red and black overlays should show where the actors are located or known to operate, their spheres of influence and the opportunities and modes of operation that they are likely to apply in the different geographic areas.

### 3.4.2 *Green overlay*

The green overlay shows the host nation actors that are often officially working with the mission, or at least not working against it. Green actors are host nation military and police and the overlay should show where they are located, their strength (numbers, type of unit, etc.) and if there are any expected risks or capabilities in certain geographic areas. It is key to remember that in many complex emergencies, certain individuals or groups within host nation (green) actors may be involved in either illegal activities or the conflict itself – so certain parts of host nation actors may in fact be black actors (spoilers) in a particular environment or set of circumstances. For example, host nation police forces engaged in corruption that facilitates illegal trade that in turn benefits conflict parties. Mission planners should always be very careful in their analysis of green actors to identify what kinds of support the mission can expect from them – and what absolutely not to expect. The risks associated with the mission being dependent on the host nation for logistics or security must always be calculated very carefully.

### *3.4.3 White overlay*

The white overlay shows the population or 'audiences' to the conflict. This generally means the population of the country in question with a main emphasis on internally displaced people (IDPs) and vulnerable populations as well as their expected or likely routes of movement and indications of the general humanitarian situation. For example, areas of epidemic diseases, food insecurity, known routes of displacement and IDP camps. International audiences such as refugees from other countries or large populations of migrants or the international press, humanitarian agencies, and NGOs or visiting delegations could be shown as well. The white overlay is used to visualise those who will be affected by actions in the conflict without being direct parties to it themselves. It should always be consulted when planning larger operations or actions involving or potentially inciting use of force to identify how the civilian population and humanitarian or independent actors are likely to react or what the short, medium, and long term implications of the actions of other actors will be.

### *3.4.4 Information overlay*

The information overlay shows the means of communication that are available and where it can reach the population. This includes the geographic reach of radio stations, print newspapers, mobile phone networks as well as normal routes of movement for word of mouth exchange of news. If relevant it can be supplemented with areas and degrees of illiteracy or language barriers. The information overlay serves to inform the mission planners on how to best reach the population and actors in given areas, and when viewed in connection with the white, green and red overlay it can indicate which areas and information spheres the different actors stand the strongest in. For example, if there is an area of the country or population that only has access to red actor information sources. Then they are very unlikely to support the mission when it is arriving, and a strong information campaign should be planned to counter the red actor information dominance.

## **3.5 Actor organisations**

The actor organisations should be a drawn diagram of the different means of influence/units that each actor has, supplemented with a written statement describing the means of influence/units.

## **3.6 Actor intents**

Supplementing the actor overlays and organograms, the actors' intents are organised as Red, Green and Black intent accordingly. In essence, all actors with a sense of united purpose should be analysed to identify their intent as the overarching objective they strive towards. Unlike the HoM Intent, Actor intents should focus on the long-term objectives of each actor. If more actors can be classified as a particular type (e.g. several armed adversary groups) each should be analysed to identify an intent. This can help the planning team identify different ways of influencing several types of actors in the environment. *Example:* The planning team identifies a criminal network with significant political influence as a spoiler to overall peace. On further analysis, however, they find that the main reason for the group to work against the mission is not continued enrichment from illegal trade, but rather a fear of prosecution if the situation stabilises. They identify the black actor intent as 'feeding instability to benefit financially and remain free from prosecution'.

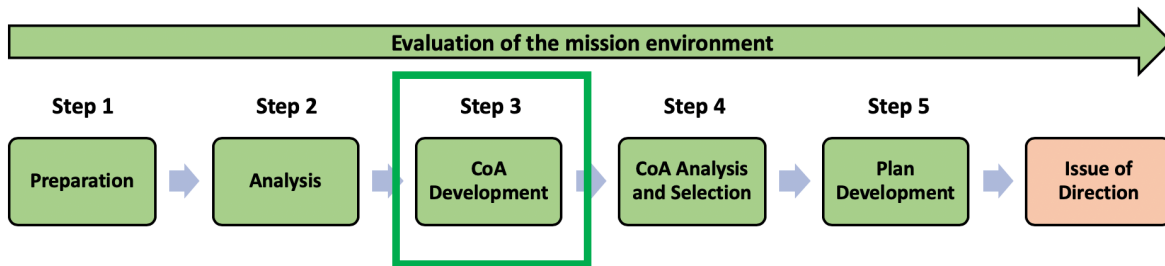
## **3.7 Agenda for Analysis Update Brief**

The standard agenda of the Analysis Update Brief is:

- **Situational update (optional)**
- **Presentation of the key findings from factor and mission analysis**  
*Assumptions, Planning guidance, Points for clarification, Requests for information, HoM information requirements*
- **Draft HoM intent**
- **Draft mission objectives**
- **Draft mission end-state**
- **What will success look like?**  
*This should be written as a coherent narrative – much like a press statement.*
- **What will failure look like?**  
*This should be written as a coherent narrative – much like a press statement.*
- **Draft Decisive Outcomes to achieve success**
- **Criteria for assessing mission success**  
*Unlike the success and failure narrative, the assessment criteria should represent the success narrative with a list of measurable indicators.*
- **Mission leadership issues guidance**

This agenda may be modified by the Chief Planning Officer in agreement with the mission leadership, if circumstances require it.

## STEP 3 COURSE OF ACTION DEVELOPMENT



### 1. Purpose

The purpose of step 3 is to identify and formalise the necessary decisive outcomes and supporting output to deliver the mission objectives while mitigating the factors influencing it, and to use the identified decisive outcomes to develop different courses of action that can be tested against each other to find out how the mission objectives can best be achieved.

### 2. Description

The course of action development process is initiated on the basis of the Analysis Update Brief, the confirmed mission end-state, the confirmed mission objectives, the confirmed variables, the HoM selection criteria and the HoM intent. The process develops a sum of suggested decisive outcomes for the mission with associated component outputs supporting the fulfilment of the mission objectives.

The suggested decisive outcomes are typically grouped logically into three to four lines of efforts, each working towards to the mission objectives and end-state. This combination of decisive outcomes and lines of efforts leading to the mission objectives and the mission end-state is the mission design (MD). Two or three different combinations of outcomes and/or lines of efforts are designed, meaning that two to three MDs are developed. Each MD is supplemented with a mission narrative and a mission organisation chart. In the intelligence process, Evaluation of the Mission Environment, the Integrated Threat Projection (ITP) is finalized so the Courses of Action can be tested and qualified against the Integrated Threat Projection.

#### 2.1 Developing the Integrated Threat Projection

The Integrated Threat Projection is fundamental for the qualification of courses of action and thus for identifying the best course of action for delivering the mission objectives. It should be owned and developed by the analysis centre (JMAC, or JAG / Situation Room) in very close cooperation with the planning team. In cases where JMAC or JAG is not capable or able to develop the integrated threat projection it must be done by the planning team itself and should in those cases be led by the senior analyst there.

##### 2.1.1 Developing worst-case scenario

The worst-case scenario development is based on the PMESI-PT/ASCOPE analysis. In this analysis, the main threats and their drivers are identified, e.g. epidemics, civil war, famine etc. the baseline is the current situation. From the baseline, the situation



is projected to a future worst-case state if no corrective action is taken against each threat. Imagining the worst case is important, as this serves a stress test of the CoAs; these must be robust enough to prevent the worst-case from developing.

### *2.1.2 Establishing Lines of Threat*

The Lines of Threat (LoT) are the main threats to the situation in the mission operations area. A Line of Threat is identified based on the PMESII-PT analysis. A threat is a baseline mission area situation, that, when projected to a worst-case situation, will threaten the overall mission success and the stability and security in the area. Food insecurity can be a Line of Threat that can escalate and get worse through critical developments that in turn impact the mission and escalates other lines if threat like IDP movements and the spread of epidemic diseases; if the food insecurity situation when projected to a realistic worst-case situation holds the potential to limit mission success and destabilise the mission area, then it should be included as a Line of Threat.

### *2.1.3 Determining Critical Developments*

On the Lines of Threat, events, that will worsen the situation, may occur in time and place. On each Line of Threat, it must be assessed, what these events could be – and what interconnectivity and sequencing they may have. These Critical Developments can be identified by asking: “If the Line of Threat is left unhandled, what events will occur within certain timeframes and how will they worsen the situation. E.g. an epidemic will spread at a certain time, if not dealt with and an epidemic will get out of control, if the spreading is not dealt with. In this case an epidemic Line of Threat could hold two Critical Developments; 1) epidemic spreading out of original epidemics site/area (e.g. IDP camps), and 2) epidemic spreading out of multiple sites to get out of control.

### *2.1.4 Finalising the Integrated Threat Projection*

The Lines of Threat and the Critical Developments are grouped and timed in the Integrated Threat Projection format shown below, including the worst-case scenario. The Critical Developments are timed in accordance with the overall phases; (1) deployment, (2) early employment, (3) mid-employment, (4) late employment, and (5) withdrawal.

## **2.2. Developing the Mission Design**

### *2.2.1 Developing decisive outcomes*

Based on the findings of the factor analysis in step two (the three-column format) the draft decisive outcomes for the mission are formulated as persistent conditions (also known as ‘decisive condition’ or ‘status of effect’). The mission objectives serve as a basis for formulating decisive outcomes and supporting output in accordance with the AU Planning Matrix. The draft outcomes are improved using the outcome development boards. For each mission objective, at least 20 draft outcomes should be formulated. Outcomes can potentially be contradictory (indicating different options or variations of CoAs) and can be inspired by the effect terms overview. Outcomes are essentially multidimensional, meaning the condition to be achieved must normally be delivered through output from more than one component. After the brainstorming session, the draft outcomes can be revised to identify the decisive outcomes for mission success. Outcomes not used for further mission design (non-decisive) can be included in the plan as outputs supporting one or more decisive outcomes.

|               |  |   |   |         |
|---------------|--|---|---|---------|
| No.: <b>3</b> |  | Mission Objective Monitor and safeguard the peace agreement and the safe and timely conduct of upcoming elections |   |         |
| S.no.:        | Associated Outcome   | Time (early / mid / late)   | Success   | Comment |
| 3.1           | Legitimate free and fair election has been held.   | Late  | President is recognized by population and AU/UN |         |
| 3.2           | Electoral committee is able to operate independently and impartially.  | Mid / Late  |   |         |
| 3.3           | Support structures for Simpleland Electoral Commission established and effective (advisors, finance, monitoring) | Early / mid   |   |         |
| 3.4           | Structures for international election monitoring established and effective                                       | Mid   | International observers can move freely         |         |
| 3.5           | Parties to the SPPPA are engaged in structured dialogue  | Early   | Regular meetings with AIMS in chair             |         |
| 3.6           | Lines of communication between SPPPA partners are open and effective.  | Early   | Direct and indirect through AIMS                |         |
| 3.7           | Support structures for Simpleland Police established and effective (training, mentoring, finance)                | Early / Mid   |   |         |

Figure 7: Example of Outcome Development Board

### 2.2.2 Developing supporting outputs

An output is an effect delivered to achieve a decisive outcome. So, for each draft outcome, a number of outputs must be determined. All outputs should be formulated with a purpose, timeframe and measurable success criteria - and it should typically be deliverable by a single component or a defined task organisation (multidimensional part of the mission, put together to achieve one or more particular multidimensional outcomes).

### 2.2.3 Grouping of mission outcomes into Lines of Effort.

When decisive outcomes and outputs have been developed, the outcomes are grouped into Lines of Effort. This is done by 'puzzling' outcomes into themes (vertical) and timings (horizontal) in accordance with the mission design format. Timings should be very broad phases (e.g. deployment, early employment, medium term employment, late term employment and withdrawal phase). Themes (future LoE) should not be actor based, like civilian, military, police! Think about integration and logic of purpose as the basis for groupings. The Lines of Effort links and sequences multiple outcomes using the logic of purpose, cause, and effect to focus efforts toward establishing mission objectives and end-state. Organising decisive outcomes along lines of effort ensures that mission resources are applied with the right focus, at the right time and with the right priority.

Lines of Effort are likely to shape the mission task organisation significantly. As an example, you can have different offices in the mission that have similar needs. If the mandate includes monitoring and reporting at the same time as mentoring and

capacity building these two ‘themes’ should probably be kept separate since mentoring and capacity building requires a lot of trust and cooperation with local partners, while monitoring and reporting requires some form of arm’s length and independence from the people being observed and reported on. In addition, local partners might be less likely to engage with the mission in training and mentoring if they know that the same officers will be reporting on any faults or shortcomings they identify. In this example, one LoE could be ‘mentoring and capacity building’ and another could be ‘monitoring and reporting’. Then a multidimensional task group or office could be established for monitoring and reporting; this could contain police, civilian and military observers, a dedicated vehicle pool and a small military unit for force protection to ensure that they can move freely and independently of the rest of the mission. This would allow the rest of the mission to work much more closely with the host nation because they remain officially separate from the reporting unit, and it would allow for synergies between the observers and reporters in each component because their ‘thematic’ jobs are very similar regardless of whether they are wearing uniforms.

When building the mission design, it must be ensured that the Lines of Effort deal with the Lines of Threat and the associated Critical Developments. Responding to an epidemic spread too late will, obviously, not prevent the CD from happening. When grouping into Lines of Effort, the supporting outputs ensure, that components are able to deliver the effects in time and place; the outputs require a certain force/manpower – and these resources can only do one thing at a time. So, decisive outcomes requiring supporting outputs from the entire police component cannot be achieved at the same time in the mission. Therefore, the “puzzle” serves as a means of designing a plan, that prioritises the right resources to deliver the decisive outcomes in the right time and place.

### *2.2.4 Finalising the Mission Design and building a Course of Action*

The Lines of Effort, outcomes, mission objectives and end state are put together in the Mission Design format, placing the decisive outcomes in the overall phases: Deployment, early employment, mid-employment, late employment, withdrawal. The outcomes should be described in detail next to the design in order to provide a brief view of the entire mission design. The mission design should then be supplemented by a mission organisation chart showing the associated organogram and command structures of the mission and a mission narrative explaining in clear writing the overall priorities and coherence of the plan. The mission narrative must not just be a list of LoEs and decisive outcomes but should describe how the plan comes together in a coherent statement. At least two different courses of action should always be finalised. Both the mission organisation chart and the mission narrative should be unique for each mission design. When a mission design is supplemented with a mission narrative and a mission organisation the three together constitutes a single *course of action*.

### **2.3 Ensuring variation in Courses of Action**

The Mission Designs should be always be significantly different in order to set the condition for the later Mission Design Qualification. This means, that they should vary in Lines of Effort and as a minimum in decisive outcomes as defined in time and space. The Lines of Effort could vary in number and naming/groupings. A Line of Effort works as a focusing tool, and consequently, different naming’s/groupings set the condition for different foci. For instance, the same outcomes could be grouped differently

in two different sets of Lines of Effort, which creates two very different Mission Designs.

Mission Designs could also vary in included decisive outcomes; different sets of outcomes could be the MD variation as different outcomes may deal with the same Line of Threat and Critical Developments. Variation between Mission Designs could also be through different timings for reaching mission objectives (prioritization); two Mission Designs could be significantly different if a key decisive outcome is reached in the early employment phase on one and in the late employment phase of the other.

Variation can also be ensured by varying in mission organisation (incl. sectors), sector boundaries, sector leadership (civilian, police or military) dependent on key supporting outputs to be achieved at the sector level,

**2.4 Approval process before step 4.**

Before entering step 4, the Courses of Action and the Integrated Threat Projection is approved by the Chief Planning Officer. If the Courses of Action and Integrated Threat Projection do not fulfil the requirements, the planning team moves back in the process and adjusts them. If they fulfil the requirements, the Chief Planning Officer gives additional guidance on the Mission Design Qualification (MDQ) process and the staff initiates step 4.

| Input   | Process  | Results  |
|---|--|--|
| <ul style="list-style-type: none"> <li>• Analysis Update Brief with draft ITP and draft MDs</li> <li>• Confirmed mission End-state and Objectives</li> <li>• Confirmed MD variables</li> <li>• HoM selection criteria</li> <li>• HoM intent</li> <li>• Confirmed mission</li> </ul> | <ul style="list-style-type: none"> <li>• Developing decisive mission outcomes</li> <li>• Developing supporting outputs</li> <li>• Grouping decisive outcomes to lines of effort</li> <li>• Developing two or three separate courses of action (CoAs)</li> <li>• In the separate ongoing evaluation of the mission environment, the Integrated Threat Projection is finalised.</li> </ul> | <ul style="list-style-type: none"> <li>• Final Integrated Threat Projection</li> <li>• Final Courses of Action (at least two)</li> </ul> |

**3. Tools and products**

In this step, the key terms and tools are the

**3.1 Integrated Threat Projection format**

The Integrated Threat Projection (ITP) format is the combination of Lines of Threat with associated Critical Developments and Alternate Lines of Threat. The format template is shown below.

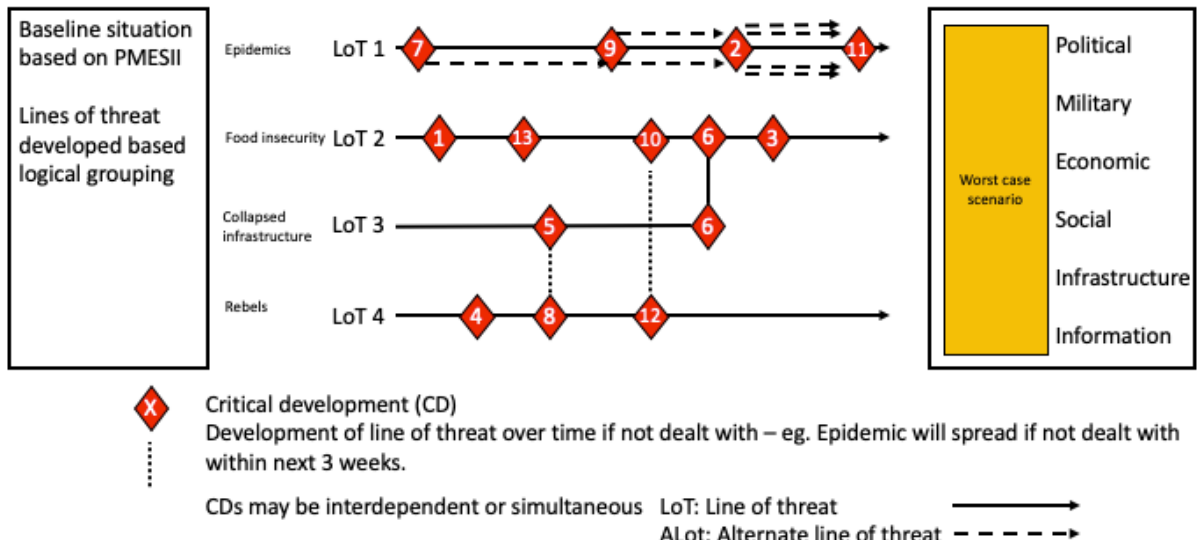


Figure 8: Integrated Threat Projection format

The Integrated Threat Projection is normally delivered by the analysis centre and describes how worst-case scenario can develop. The ITP shall as a minimum cover the timeline of the mission. If not given by the analysis centre, the planning team develops their own ITP guided by the Senior Analyst, based on the intelligence available, own experiences and perception of possible threat developments and following the same design as MD with worst case scenario, Lines of Threats and a timeline.

### 3.2 Mission Design format

The Mission Design format is the combination of the Lines of Effort with mission outcomes leading to the fulfilment of the mission objectives and the mission end-state. The format is depicted as shown here:

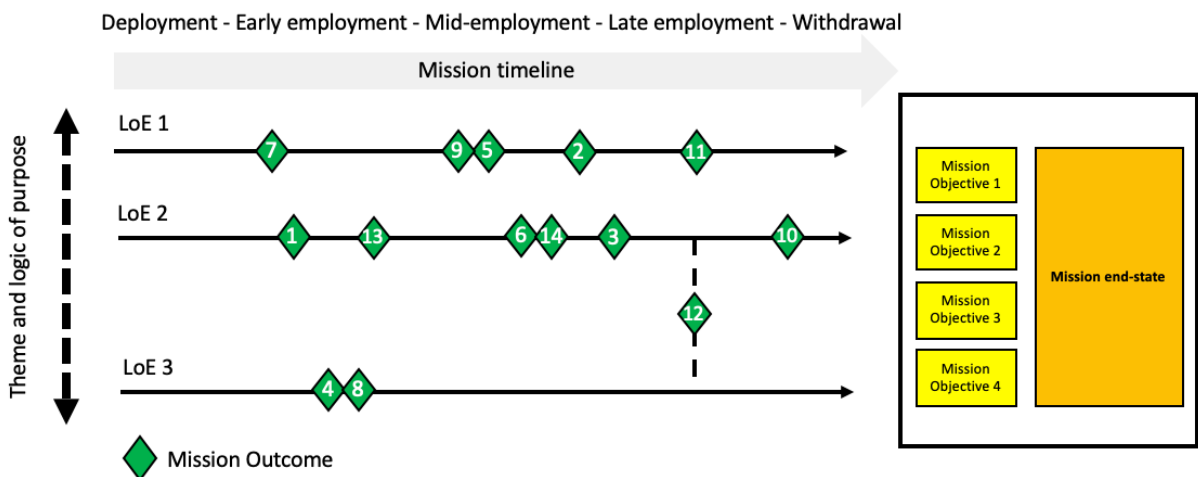


Figure 9: Mission Design format

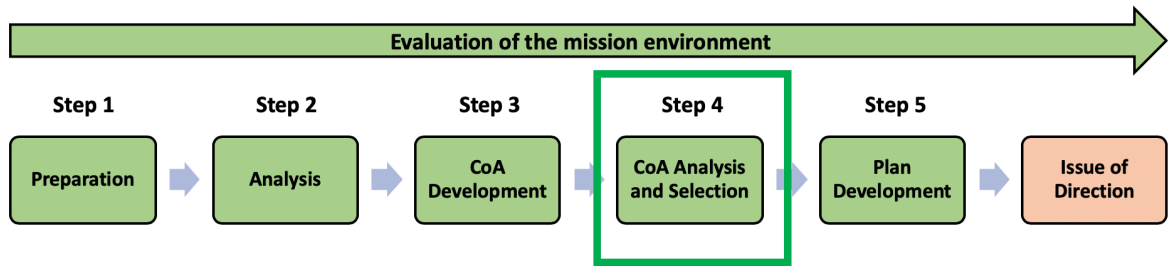
The mission design process should develop two or three significantly different Mission Designs, as this will provide the basis of deciding on the best course of action in step 4, rather than just creating a single course of action (which will not be assessable as it has nothing to be compared against).

All Mission Designs must effectively deal with the Integrated Threat Projection, its Lines of Threat and Critical Developments before the planning team can move on to step 4.

### **3.3 Course of Action**

A course of action consists of a mission design, a mission narrative and a mission organisation (organogram) including sectors and units below the mission headquarters. The mission narratives and mission organisations for each CoA are drafted after the mission designs are completed.

## STEP 4 COURSE OF ACTION ANALYSIS AND SELECTION



### 1. Purpose

The purpose of step four is to qualify the Courses of Action against the integrated threat projection and compare them against each other to inform the subsequent Course of Action Decision Brief that will allow the mission leadership to decide on what (adjusted) CoA should be developed into the final integrated mission plan and to submit that course of action to the authorising political leadership for *confirmation of concept*.

### 2. Description

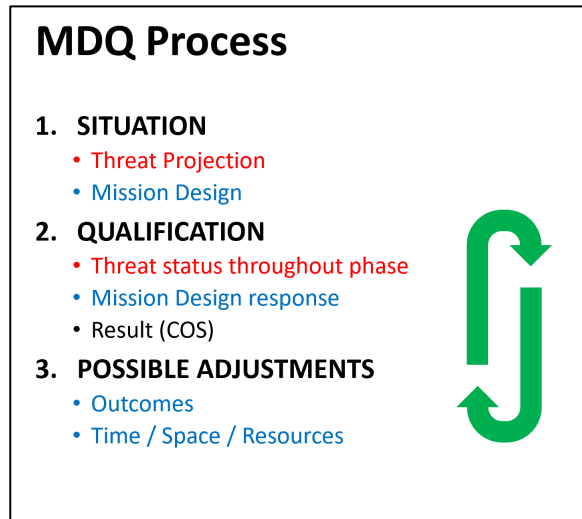
The step consists of an analysis (or test) wherein the two or more developed Courses of Action (CoA) are tested against the Integrated Threat Projection then adjusted, compared and the best possible Course of Action is identified and recommended to the mission leadership in the Course of Action Decision Brief. The CoA Analysis and Selection step is the most complex and difficult part of integrated mission planning and it is highly dependent on proper preparations in step 3 and clear leadership by the Chief Planning Officer throughout the step. The step begins with a Mission Design Qualification (MDQ) where the different courses of action are tested against the integrated threat projection and scored based on their performance against the HoM Selection Criteria developed in step 2 and 3.

#### 2.1 Mission Design Qualification (MDQ)

The Mission Design Qualification is an iterative process done for all the courses of action, one at the time, and its purpose is to test and stress the different CoA up against the integrated threat projection. It is a “What if” test of the mission design; “what if this happens, how will the mission handle it?” and how can we adjust and optimise the plan based on these developments.

Before the MDQ starts, the Chief Planning Officer decides and shares with the planning team what phases or areas of the mission design that are going to be qualified. This should be the same for all mission designs.

The MDQ process follows this format:



### 2.1.1 Procedural steps

The procedural steps are conducted as follows – each step verbally presented with visuals of Mission Designs and Integrated Threat Projection on a table or a wall in front of the participants with an empty staff board for possible adjustments ready for notation.

#### 1. Situation

- a. Threat projection (Analyst)
  - i. The overall threat narrative is described, worst case scenario
  - ii. The threat projection is explained in detail, including:
    1. Lines of Threat
    2. Critical Developments
- b. Course of Action 1 is presented, including mission design, mission narrative and mission organisation (Planning Officer)

#### 2. Qualification

- a. The critical developments in the first phase for qualification are described in more detail (Analyst)
- b. The CoAs response to these critical developments are described in detail (Planning Officer)
- c. The Chief Planning Officer assess whether or not the CoA's decisive outcomes have sufficiently mitigated the threats and critical developments. The Chief Planning Officer can consult with the analysts, planning officers or other members of the planning team or external experts to make their judgement.

#### 3. Possible Adjustments

- a. The threats not mitigated by the CoA are to be handled by adjustments of outcomes, adding additional resources (outputs) or additional decisive outcomes to the mission design. Or, they can be set aside for further analysis after the MDQ if the complexity is high or the result of the qualification is uncertain. Any - potential - adjustments or optimisations are noted on the staff board for possible adjustments. If the CoA



cannot handle the threats adequately it falls, and the process stops here for that Course of Action.

Point 2.a. is then repeated for the next phase of qualification and the process continues for that Course of Action until all the selected phases or areas for qualification have been tested. When CoA 1 has been fully tested against the Integrated Threat Projection and possible adjustments noted, the same process is completed for the CoA 2 from point 1.b. and so on, until all CoA have been tested.

The Chief Planning Officer should make sure that the Integrated Threat Projection considers all the outcomes obtained in a previous phase and their effects. E.g. if the rebels are neutralized in a previous phase of the same CoA by one of the outcomes in the Mission Design, they will not represent a threat in a later phase, unless it is a new group of rebels that has emerged.

It is important to note that only possible adjustments are noted during the MDQ. There may well be counter-directional possible adjustments, or adjustments that end up moving key assets from one place of the plan, and then leaving holes in another. Therefore, the planning team must do extensive analysis of the possible adjustments after the MDQ and make sure to adjust both CoAs to their optimal design without comprising other parts of the plan.

In the event a specific threat cannot be reduced to an acceptable level via an adjustment or mitigation in the course of action, then that CoA is deemed to have failed the Mission Design Qualification process and is set aside as being unsuitable for delivery of the EASF mission. If both or all CoAs fail, the planning team and the analysis centre have failed to coordinate in step 3, and the whole planning process must start over from the beginning of IMPP step 3 again to develop sufficiently strong and varied courses of action.

## 2.2 Comparison

When all CoAs have been tested against the Integrated Threat Projection and the possible adjustments have been analysed and implemented, the planning team is asked to score the remaining optimized and qualified CoA in accordance with the HoM Selection Criteria in a weighted comparison matrix. The standard scale used is from 1 to 5 on each criterion with an independent scoring (i.e. not relative or comparative scoring)

### 2.2.1 SWOT

The CoAs are then individually evaluated using SWOT-analysis. Each course of action will have its strengths, weaknesses, opportunities and threats highlighted, enabling a solid foundation for the final CoA recommendation and selection.

The SWOT analysis is done in order to help the Chief Planning Officer to select the best possible CoA to recommend to the mission leadership. The SWOT analysis shouldn't take long. It is only additional subjects not covered previously that are brought up

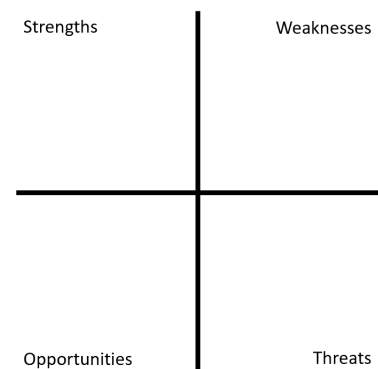


Figure 10: SWOT analysis format

here. E.g. if “Fast Deployment” is already a selection criteria, there is no need to describe in the SWOT analysis that it is a strength for MD1 that it has a fast deployment.

**2.3 Course of Action recommendation**

Based on the previous points, the MDQ, the adjustments, the comparison and the SWOT, the Chief Planning Officer consults with the planning team to select a CoA to recommend to the mission leadership.

**2.4 Course of Action Decision Brief**

The final part of step 4 is the preparation and delivery of the Course of Action Decision Brief. The briefing is to present all tested courses of action and the integrated threat projection to the mission leadership. After the presentation, the Chief Planning Officer provides the mission leadership with the planning teams recommendation for choosing a course of action. The mission leadership may then ask relevant questions and provide guidance for the choice of CoA and any additional adjustments to be made. Following the briefing, the planning team adjusts the selected CoA as requested by the mission leadership and submits it in the form of a Draft Mission Plan (excluding annexes), that the mission leadership then submits to the authorising political leadership for *confirmation of concept*.

The standard agenda for the CoA Decision Brief is:

- **Situation update regarding recent changes and developments.**
- **Presentation of the Integrated Threat Projection.**
- **Brief summary of each course of action and the key differences between them**
- **Key recommendations and adjustments made during the MDQ process**
- **Comparison of each course of action**  
*Including SWOT and weighted comparison matrix, as well as the Chief Planning Officer’s own critical assessment.*
- **Recommendation regarding the course of action to be adopted.**
- **Receiving Head of Mission decision and guidance**

The briefing should rarely take more than 30 minutes, with at least 10 assigned for the mission leadership to ask questions and provide guidance.

| <b>Input</b>   | <b>Process</b>  | <b>Results</b>   |
|--|---|--|
| <ul style="list-style-type: none"> <li>• Confirmed Integrated Threat Projection</li> <li>• Confirmed Mission Designs (CoA)</li> <li>• CoS Mission Design Qualification guidance</li> </ul> | <ul style="list-style-type: none"> <li>• Mission Design Qualification</li> <li>• Mission Design comparison</li> <li>• Mission Design SWOT analysis</li> <li>• Mission Design recommendation</li> <li>• Preparation of Course of Action selection Brief</li> </ul> | <ul style="list-style-type: none"> <li>• Course of Action selection Brief</li> <li>• Draft Mission Plan</li> </ul> |

### 3. Tools and products

#### 3.1 Course of Action

The Courses of Action including the mission narrative, mission organisation and mission design are developed in the IMPP step 3. For an effective Mission Design Qualification there has to be at least two significantly different CoA, but typically no more than four.

#### 3.2 Integrated Threat Projection

The Integrated Threat Projection (ITP) is delivered by the analysis centre and describes how the worst-case scenario can develop. The ITP must as a minimum cover the timeline of the mission but may also include the months prior to first possible deployment to indicate if the mission needs to get into theatre faster and how the current crisis can escalate before the mission arrives. If not given by the analysis centre, the planning team develops their own ITP, based on the intelligence available, own experiences and perception of possible threat development and following the same model and timeline as a mission design with worst case scenario on the right hand side, and lines of threats and critical developments leading there along a timeline.

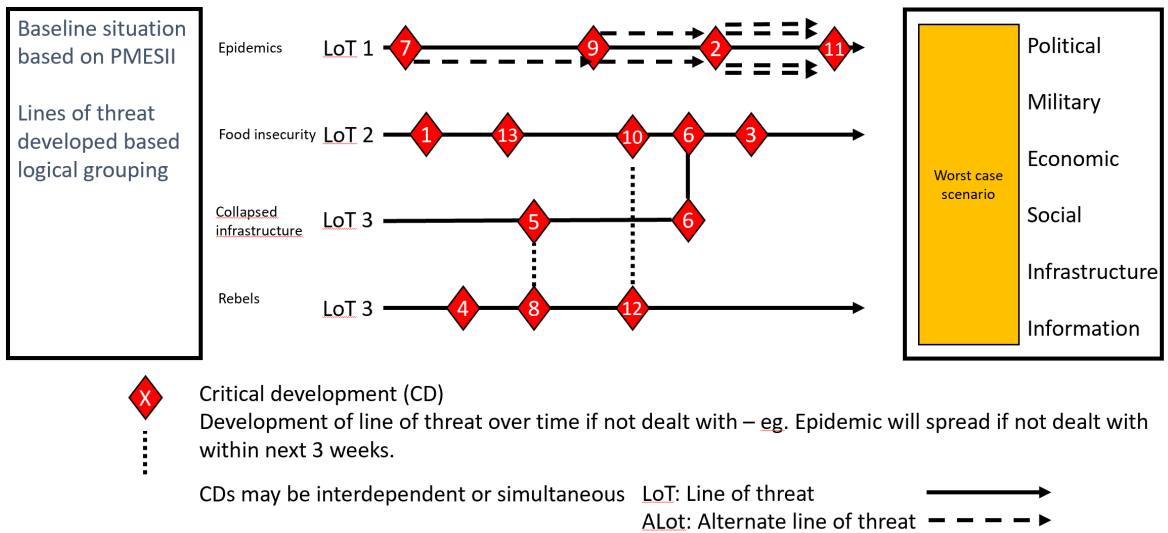


Figure 11: Integrated Threat Projection (generic example)

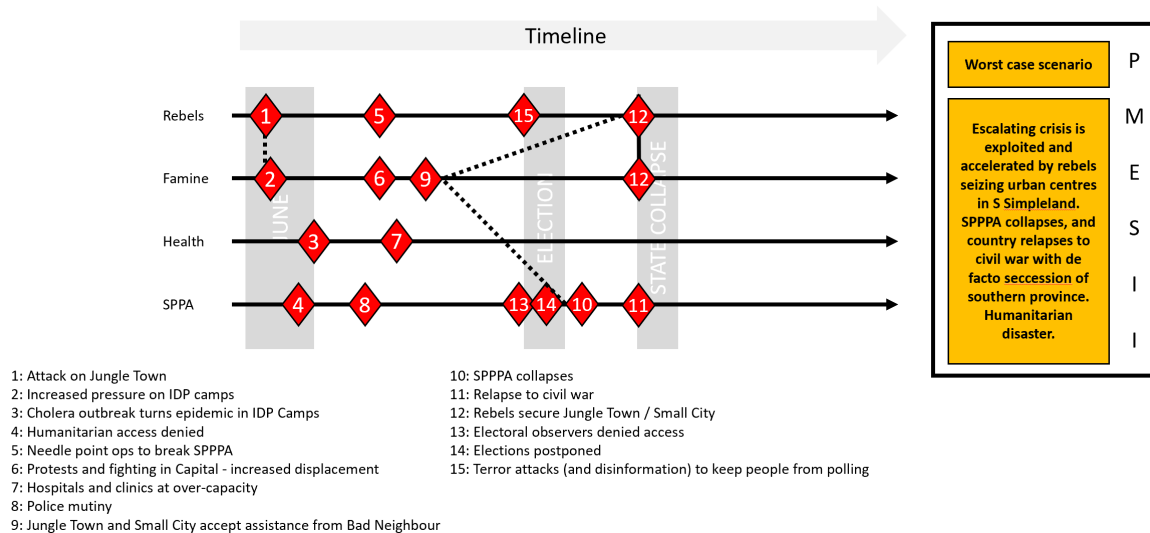


Figure 12: Integrated Threat Projection (specific example)

### 3.3 Weighted Comparison Matrix

The HoM Weighted Selection Criteria's can be drawn from the HoM Intent or specifically given by HoM and are placed in a matrix with the criteria on the Y-axis and different CoA on the X-axis. A column is assigned to specify the weight of each criteria, and for easy assessment the weight should as basis be '1' for all criteria and only be adjusted if there are very clear arguments or intent from the HoM for one to be more or less important than the other.

| HoM criteria       | Weight | MD 1      | MD 2        |
|--------------------|--------|-----------|-------------|
| Fast deployment    | 0,5    | 4 / 2     | 3 / 1,5     |
| Sustainable        | 1      | 4         | 5           |
| Population-centred | 1      | 5         | 5           |
| <b>Total:</b>      |        | <b>11</b> | <b>11,5</b> |

Each is scored from 1-5

Figure 13: Weighted Comparison Matrix

The weighting should never be incremental (1, 2, 3 and so on) as this skews the results significantly. Added or subtracted weight to a criterion should rarely be more than 0,5.

After conducting the MDQ and a SWOT analysis for each CoA, the planning team then scores each CoA in accordance with the selection criteria on a scale from 1-5, with 5 being perfect delivery of the criteria and 1 being very poor delivery of the criteria. The scoring is done for each course of action objectively and independently of each other. The team then calculates the final result based on the weighting and gets **an indication** of the strongest CoA. It is fundamental that that weighted comparison matrix is only used as an indicator of the strongest CoA, and that the Chief Planning Officer and the planning team apply a lot of critical thinking before making their final recommendation. The Integrated Mission Plan is supposed to handle a real-life situation. This can never be precisely measured in mathematics, and neither the HoM, nor the Chief Planning Officer, must ever allow the indication to supersede critical analysis.

### 3.4 The layout of the MDQ-room

The Mission Design Qualification (MDQ) should take place only after proper prior preparation by the entire planning team. At the end of IMPP step 3 the Chief Planning Officer should check that all Courses of Action are complete and sufficiently detailed (consisting of mission design, mission narrative and mission organisation) and the planning team should move around their products to set up the room for the mission design qualification. All key products from the previous steps of the IMPP should be visible and available for referencing during the MDQ. Most importantly, the Integrated Threat Projection (ITP) and the Course of Action (CoA) being tested should be placed centrally with a map clearly visible to reference decisive outcomes and supporting output geographically and an empty staff board ready to list possible adjustments identified in the process.

The Chief Planning Officer should lead the MDQ as referee and umpire, with an analyst presenting the ITP and a planning officer (never the Chief Planning Officer) presenting and arguing on behalf of the CoA(s). The mission leadership and other observers may decide to sit in on the MDQ but should never get involved in the debates. The rest of the planning team should be ready to support the planning officer and Chief Planning Officer with their subject matter expertise on request but otherwise refrain from getting involved in the debate. The Chief Planning Officer should appoint a note-keeper responsible for writing down all assessments and possible adjustments identified during the MDQ.

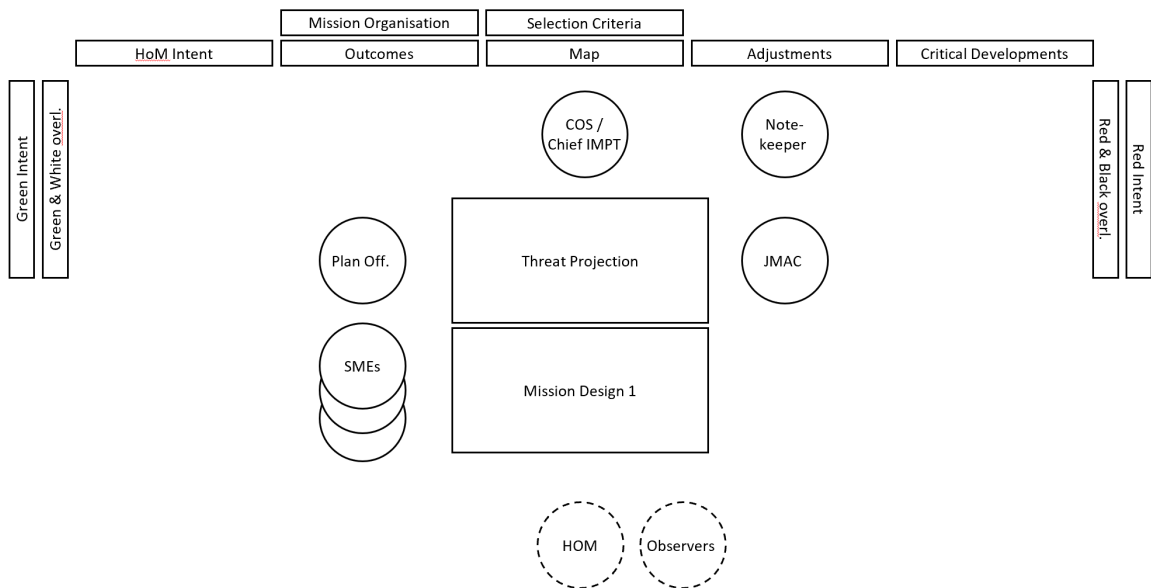
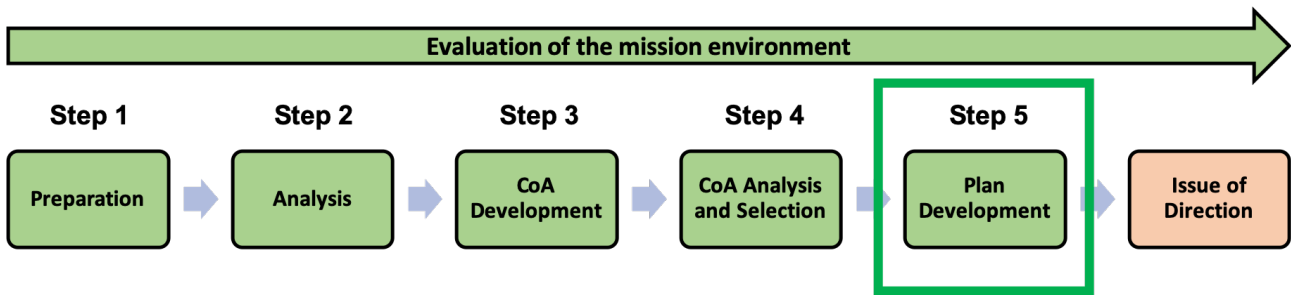


Figure 14: MDQ layout

## STEP 5 PLAN DEVELOPMENT



### 1. Purpose

The purpose of step five is to develop the full Integrated Mission Plan including annexes and get final *confirmation of plan* from the authorising political leadership. This is done based on the by selected Course of Action, Draft Mission Plan and *confirmation of concept* from step four, including the guidance received from the mission leadership.

### 2. Description

Based on the approved Course of Action, developed into a mission concept, or Draft Mission Plan at the end of step four and the guidance received from the mission leadership at the course of action selection briefing, the whole staff finalises the Draft Mission Plan and builds it into the main body of an Integrated Mission Plan so that other specialists from EASF structures and offices (e.g. HR, POD, etc.) can then add annexes and contingency plans to the core concept in accordance with the AU format for Integrated Mission Plans (Ref. AU Aide Memoire, Annex J). At this step it is essential that statements of requirements (SOR) and most legal aspects (such as status of mission agreement (SOMA)) are clarified and approved so that the components and the member states can start preparations as early as possible.

#### Example 1:

*Concept of Operations (partly)*

The mission area will be divided in four sectors. Each sector will be led by a Head of Sector which refers to the HoM. Each sector will as well have a Sector Commander from the military component which will be in command of the security in the sector. The Sector Commander refers in security matters to the Force Commander.

#### Example 2:

The military component will contain the Rebels in the south from D+60 days in order to create a safe and secure environment in the southern part of the mission area and reduce the smuggling of natural resources out of the country to a minimum in order to neutralize parts of the illicit economy in the southern part of the mission area.

The final Integrated Mission Plan can only be based on approved requirements. Contingency plans can be developed for cases of later approval of requirements or if the situation in the mission area develops in a certain direction (e.g. a contingency plan for deployment if the requested air or riverine assets are not approved). The plan is written in the format of annex J, and must specify clearly the mission structures, objectives, decisive outcomes and *who does what when, where and why*.

To save crucial time a Writing Officer/Secretary should be appointed from the start of the Planning Process. The person appointed must have a good understanding of the Integrated Mission Planning Process and the doctrine in order to catch the essential results from the respective steps, which can then be drafted in the IMP format. The Writing Officer, as well as the Chief Planning Officer, should catch up with cells and sections on a daily basis, in order to ensure that essential information is captured for ease of finalizing the IMP.

The text in the IMP main body must be clear, concise, and short – using task and effect verbs. At all times attention must be given to the intent and purpose behind anything written in the plan. When subjects require an elaboration, and additional prose, this should be captured in the Annexes.

Before the plan is issued it needs approval by the mission leadership and confirmation the authorising political authority.

| <b>Input</b>  | <b>Process</b>  | <b>Results</b>   |
|---|---|--|
| <ul style="list-style-type: none"><li>• Selected CoA and Draft Mission Plan</li><li>• Confirmed mission and concept</li><li>• Additional Guidance from mission leadership</li></ul> | <ul style="list-style-type: none"><li>• Draft Mission Plan, including outputs, resources and timing</li><li>• Plan production</li></ul> | <ul style="list-style-type: none"><li>• Integrated Mission Plan and annexes</li><li>• Task Organisation</li><li>• Overlays</li><li>• Contingency plans</li></ul> |

### **3. Tools and products**

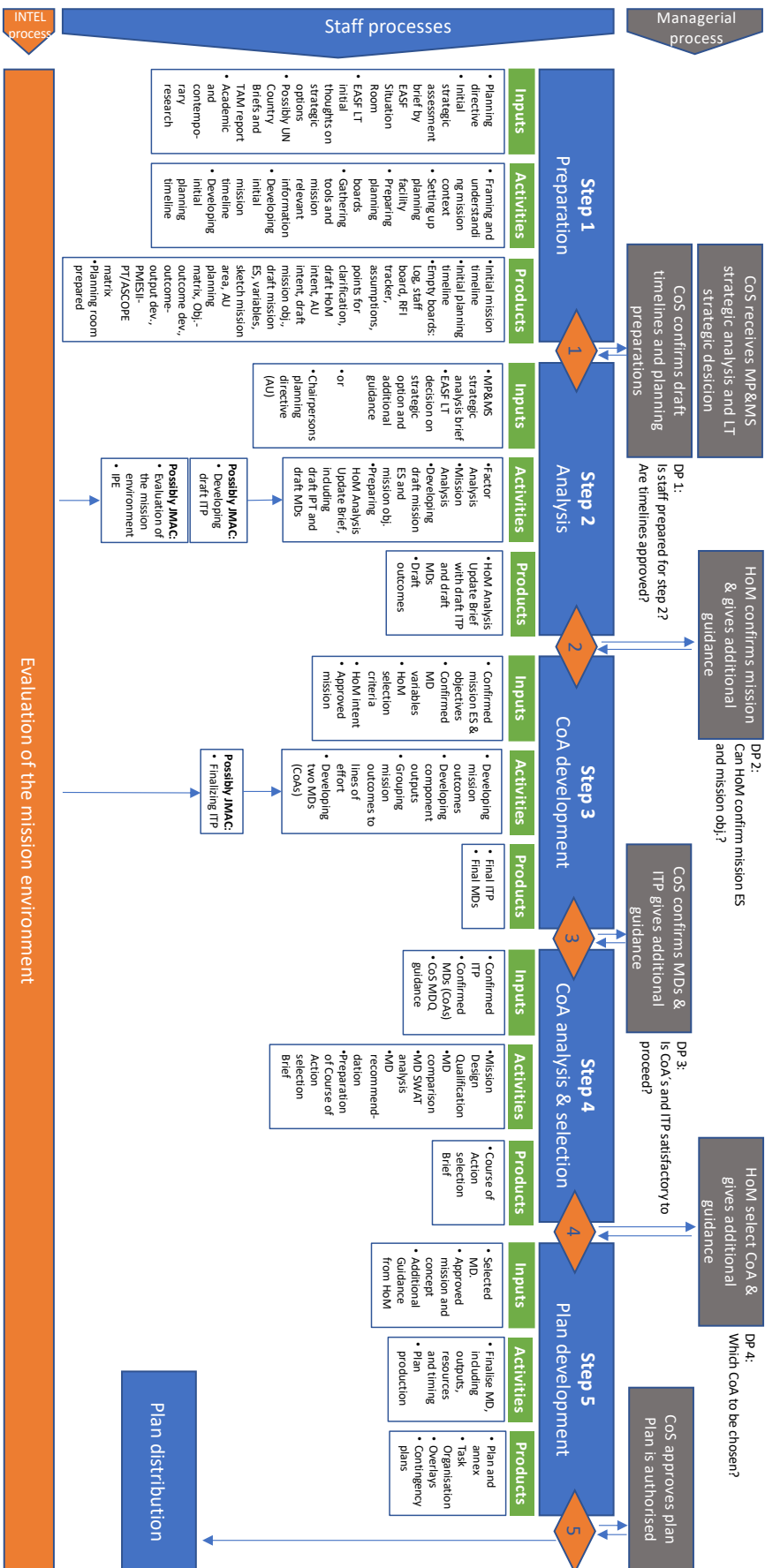
#### ***3.1 The Integrated Mission Plan format***

The adjusted integrated mission plan format is available with guidance in annex J and as an example in annex K.

# **ANNEXES**



# ANNEX A: IMPP detailed overview



## ANNEX B: Data management boards

### B-1 Staff Board

| Staff board |            |          |          |             |
|-------------|------------|----------|----------|-------------|
| Function    | Name       | Location | Out time | Exp. return |
| Msn CoS     | Joe Jensen | EASF Sec | 0815     | 1000        |

### B-2 Log

| LOG    |         |   |         |                        |                     |
|--------|---------|---|---------|------------------------|---------------------|
| Time   | From    | Description   | Rec. by | Action                 | Comments            |
| 080815 | AU PSOD | Phonecall to reach Msn CoS. (He was out). CoS to call back.                               | Peter   | Message taken.         | Called back on 0900 |
| 080900 | OCHA    | OCHA respond to RFI 23, 25 and 67 - request meeting with HoM/CoS for direct coordination. | CoS.    | Meeting called 100900. |                     |

**B-3 RFI Board**

| RFI TRACKER |     |          |      |    |        |     |
|-------------|-----|----------|------|----|--------|-----|
| S. no.      | DTG | Question | From | To | Answer | DTG |
|             |     |          |      |    |        |     |

**B-4 Outcome Development Board**

|        |  |                    |                              |         |         |
|--------|--|--------------------|------------------------------|---------|---------|
| No.:   |  | Mission Objective  |                              |         |         |
| S.no.: |  | Associated Outcome | Time<br>(early / mid / late) | Success | Comment |
|        |  |                    |                              |         |         |

## ***B-5 Output Development Board***

| No.:   |                   | Outcome:  |                  |           |                |         |
|--------|-------------------|-----------|------------------|-----------|----------------|---------|
|        |                   |           |                  |           |                |         |
| S.no.: | Associated Output | Timeframe | Success criteria | Resources | Responsibility | Comment |
|        |                   |           |                  |           |                |         |

## ANNEX C: AU Planning Matrix

| S. No.   | Mission Objective |                              |           |                 |                |         |
|----------|-------------------|------------------------------|-----------|-----------------|----------------|---------|
| <b>1</b> |                   |                              |           |                 |                |         |
|          | Time              |                              | Success   |                 | Comment        |         |
|          | Assumptions       |                              |           |                 |                |         |
|          |                   |                              |           |                 |                |         |
| S. No.   | Outcome           | Output                       | Timeframe | Succes criteria | Responsibility | Comment |
| 1.1      | Outcome 1.1       | Output 1.1.1<br>Output 1.1.2 |           |                 |                |         |

| Serial                     | Output / Outcome                     | Activity        | Lead             | Supporting / Partners | Timeframe | Success Criteria | Risks & Assumptions | Indicative Resources | Comment |
|----------------------------|--------------------------------------|-----------------|------------------|-----------------------|-----------|------------------|---------------------|----------------------|---------|
| (a)                        | (b)                                  | (c)             | (d)              | (e)                   | (f)       | (g)              | (h)                 | (i)                  | (j)     |
| <b>Strategic Objective</b> |                                      |                 |                  |                       |           |                  |                     |                      |         |
| 1                          | <b>Objective 1</b>                   |                 |                  |                       |           |                  |                     |                      |         |
|                            | <b>Assumptions</b><br>1.<br>2.<br>3. |                 |                  |                       |           |                  |                     |                      |         |
| 1.1.                       | <b>Outcome</b>                       |                 |                  |                       |           |                  |                     |                      |         |
| 1.1.1                      | <b>Output</b>                        |                 | Who has the lead | Who is in support     | How long  |                  |                     |                      |         |
| 1.1.1.1                    |                                      | <b>Activity</b> |                  |                       |           |                  |                     |                      |         |

**ANNEX D: PMESII-PT ASCOPE Matrix**

|                  | Areas | Structures | Capabilities | Organisations | People | Events |
|------------------|-------|------------|--------------|---------------|--------|--------|
| Political        |       |            |              |               |        |        |
| Military         |       |            |              |               |        |        |
| Economic         |       |            |              |               |        |        |
| Social           |       |            |              |               |        |        |
| Infrastructure   |       |            |              |               |        |        |
| Information      |       |            |              |               |        |        |
| Physical terrain |       |            |              |               |        |        |
| Time             |       |            |              |               |        |        |

# ASCOPE/PMESII

|                           | P   | M  | E   | S   | I   | I  |
|---------------------------|---|--|---|---|---|--|
|                           | Political   | Military/<br>Police  | Economic  | Social  | Infra<br>structure  | Information  |
| <b>A</b><br>Areas         | Political Areas (District Boundary, Party affiliation areas)              | Military Areas (Coalition/LN bases, historic ambush/IED sites)                 | Economic areas (bazaars, shops, markets)  | Social Areas (parks and other meeting areas)                          | Irrigation networks, water tables, medical coverage                                   | Radio/TV/newspapers( where people gather for word-of-mouth)            |
| <b>S</b><br>Structures    | Political Structures (town halls, government offices)                     | Military/Police buildings (police HQ, Military HHQ locations)                  | Economic Structures (banks, markets, storage facilities)                        | Social Structures (Churches, restaurants, bars, etc.)                 | Infrastructure Structures (roads, bridges, power lines, walls, dams)                  | Info Structures (Cell/Radio/TV towers, print shops)                    |
| <b>C</b><br>Capabilities  | Political Capabilities (Dispute resolution, Insurgent capabilities)       | Military Capabilities (security posture, strengths and weaknesses)             | Economic Capabilities (access to banks, ability to withstand natural disasters) | Social Capabilities (Strength of local & national ties)               | Infrastructure Capabilities (Ability to build/maintain roads, walls, dams)            | Info Capabilities (Literacy rate, availability of media/phone service) |
| <b>O</b><br>Organizations | Political Organizations (Political parties and other power brokers, UN, ) | Military Organizations (What units of military, police, insurgent are present) | Economic Organizations (Banks, large land holders, big businesses)              | Social Organizations (tribes, clans, families, youth groups, NGO/IGO) | Infrastructure Organizations (Government ministries, construction companies)          | Info Organizations (NEWS groups, influential people who pass word)     |
| <b>P</b><br>People        | Political People (Governors, councils, elders)                            | Military People (Leaders from coalition, LN and insurgent forces)              | Economic People (Bankers, landholders, merchants)                               | Social People (Religious leaders, influential families)               | Infrastructure People (Builders, contractors, development councils)                   | Info People (Media owners, mullahs, heads of powerful families)        |
| <b>E</b><br>Events        | Political Events (elections, council meetings)                            | Military Events (kinetic events, loss of leadership, operations)               | Economic Events (drought, harvest, business open/close)                         | Social Events (holidays, weddings, religious days)                    | Infrastructure Events (road/bridge construction, well digging, scheduled maintenance) | Info Events (IO campaigns, project openings, CIVCAS events)            |



## ANNEX E: Three Column Format

### E-1 Factor Analysis

| Observation   | Deduction  | Recommendation   |
|---|--|--|
| <div style="background-color: #4a7ebb; color: white; padding: 10px; border: 1px solid black;">                     What am I looking at?                 </div> | <div style="background-color: #4a7ebb; color: white; padding: 10px; border: 1px solid black;">                     What's going on, that influences me?                 </div> | <div style="background-color: #4a7ebb; color: white; padding: 10px; border: 1px solid black; margin-bottom: 10px;">                     What does that mean for me?<br/><br/>                     SO WHAT?                 </div> <div style="border: 1px solid black; padding: 5px;"> <ul style="list-style-type: none"> <li>Assumptions</li> <li>Planning guidance</li> <li>Points for clarification</li> <li>HoM IR</li> <li>RFIs</li> <li>Outcomes</li> <li>Output</li> </ul> </div> |

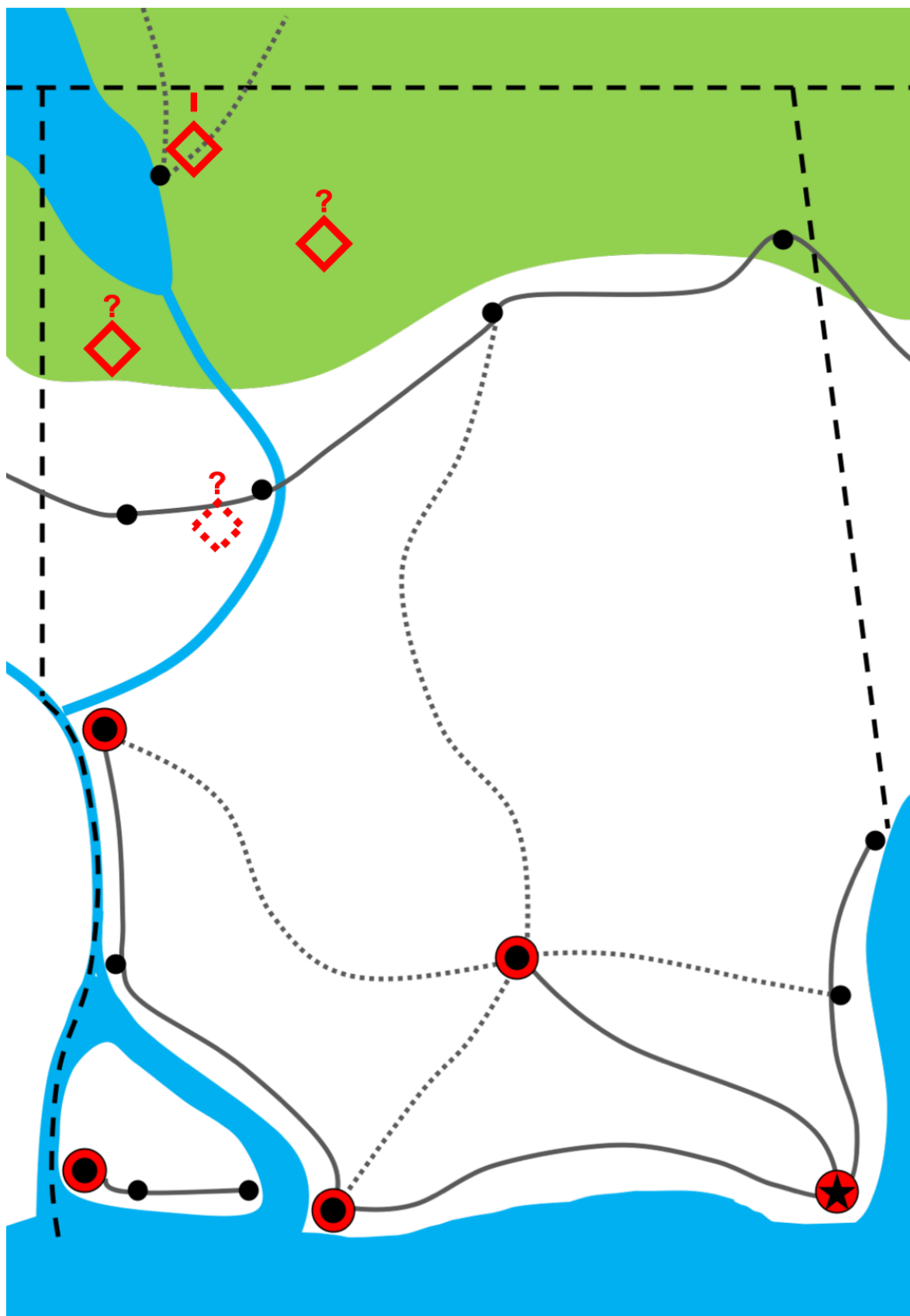
### E-2 Mission Analysis

| Question (observation)   | Deduction | Recommendation   |
|--|-----------|--|
| <b>Q1: What is the AU's intent?</b><br>Strategic intent and mandate?<br>Strategic end-state sought?  |           |  |
| <b>Q2: What is the mission's role?</b><br>Specified objectives?<br>Implied objectives?<br>What are the outcomes needed to deliver these objectives?      |           |  |
| <b>Q3: Constraints and freedoms</b><br>What freedoms do we have?<br>What constraints are we operating under?   |           |  |
| <b>Q4: How may the situation change, and what are our risks?</b><br>How may the situation change, and what should we prepare for?<br>What are our risks? |           | <div style="border: 1px solid black; padding: 5px;"> <ul style="list-style-type: none"> <li>Assumptions</li> <li>Planning guidance</li> <li>Points for clarification</li> <li>HoM IR</li> <li>RFIs</li> <li>Outcomes</li> <li>Output</li> </ul> </div> |

**ANNEX F: SWOT Analysis**

|   |   |   |  |
|---|---|---|--|
| <p style="text-align: center;"><b>Photo</b></p>                         | <p style="text-align: center;"><b>Key facts</b></p>     | <p style="text-align: center;"><b>Strengths</b></p> | <p style="text-align: center;"><b>Weaknesses</b></p> |
| <p><b>Narrative</b></p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> | <p style="text-align: center;"><b>Opportunities</b></p> | <p style="text-align: center;"><b>Threats</b></p>   |  |

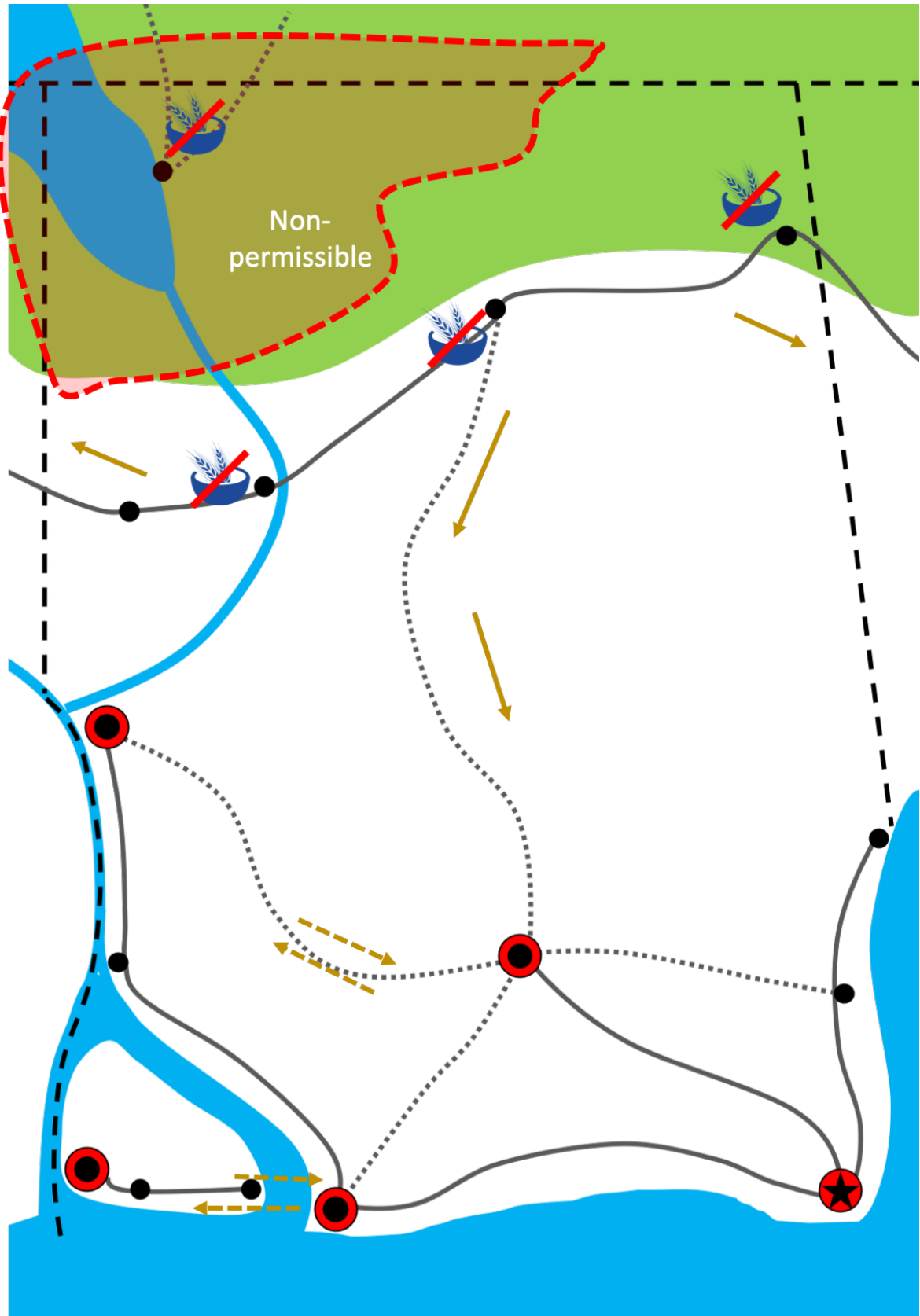
ANNEX G: Overlays  
G-1 Red overlay



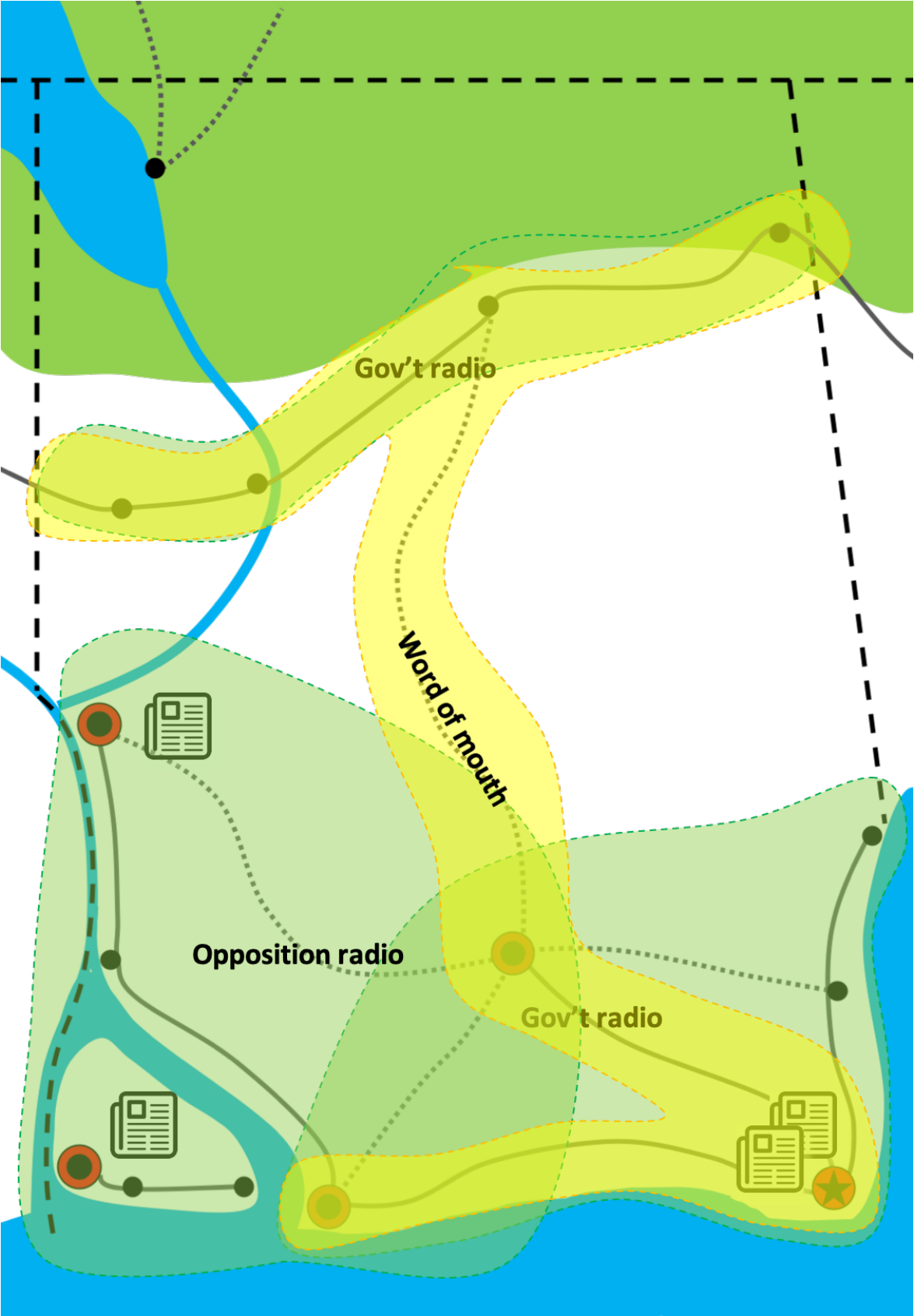
G-2 Green overlay



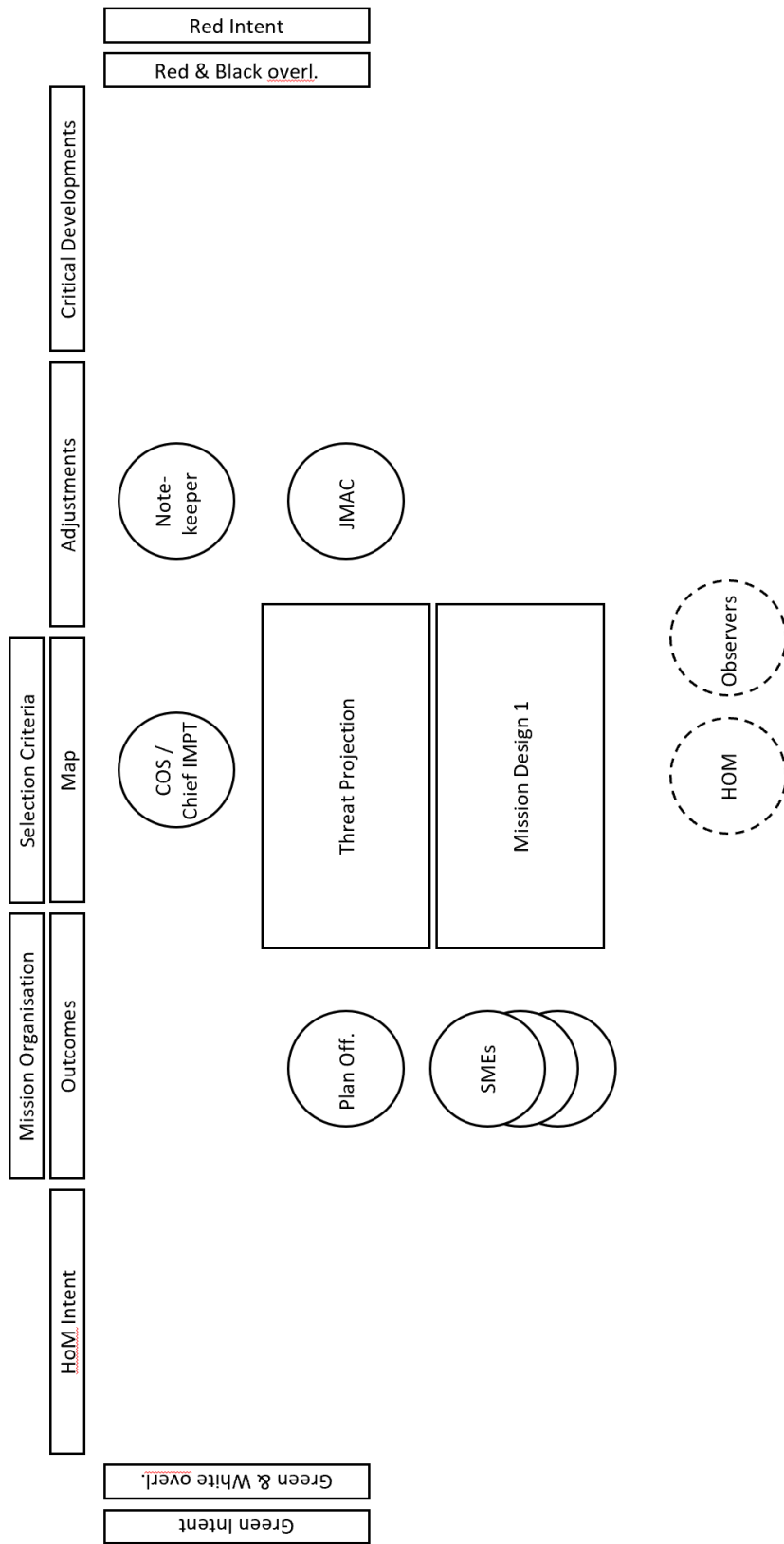
G-3 White overlay



G-4 Information overlay



# ANNEX H: Mission Design Qualification Layout



## ANNEX I: Acronyms and Abbreviations

|               |   |
|---------------|---|
| <b>ALoT</b>   | Alternate Line of Threat  |
| <b>APSA</b>   | African Peace and Security Architecture                         |
| <b>ASCOPE</b> | Areas, Structures, Capabilities, Organisations, People, Events. |
| <b>ASF</b>    | African Standby Forces  |
| <b>AU</b>     | African Union   |
| <b>CD</b>     | Critical Development  |
| <b>CIV</b>    | Civilian  |
| <b>CIVCAS</b> | Civilian Casualties   |
| <b>CMTF</b>   | Crisis Management Task Force                                    |
| <b>CoA</b>    | Course of Action  |
| <b>CoS</b>    | Chief of Staff  |
| <b>CPO</b>    | Chief Planning Officer  |
| <b>CRG</b>    | Crisis Response Group   |
| <b>DTG</b>    | Date Time Group   |
| <b>EASF</b>   | Eastern Africa Standby Force                                    |
| <b>ES</b>     | End-state   |
| <b>FHQ</b>    | Force Headquarters  |
| <b>GoC</b>    | Government of Country   |
| <b>HHQ</b>    | Higher Headquarters   |
| <b>HoM</b>    | Head of Mission   |
| <b>IASC</b>   | Inter-agency Standing Committee                                 |
| <b>IDP</b>    | Internally Displaced Persons                                    |
| <b>IED</b>    | Improvised Explosive Device                                     |
| <b>IGO</b>    | International Governmental Organisation                         |
| <b>IMPP</b>   | Integrated Mission Planning Process                             |
| <b>IMPT</b>   | Integrated Mission Planning Team                                |
| <b>ITP</b>    | Integrated Threat Projection                                    |
| <b>IOT</b>    | In Order To   |
| <b>JAG</b>    | Joint Analysis Group  |
| <b>JCOS</b>   | Joint Chief of Staff  |
| <b>JMAC</b>   | Joint Mission Analysis Center                                   |
| <b>JPG</b>    | Joint Planning Group  |
| <b>LoE</b>    | Lines of Effort   |
| <b>LoT</b>    | Lines of Threat   |



|                  |   |
|------------------|---|
| <b>LT</b>        | Leadership Team   |
| <b>MD</b>        | Mission Design  |
| <b>MDQ</b>       | Mission Design Qualification  |
| <b>MHQ</b>       | Mission Headquarters  |
| <b>MIL</b>       | Military  |
| <b>MP&amp;MS</b> | Mission Planning & Management Section   |
| <b>MPT</b>       | Mission Planning Team   |
| <b>Msn</b>       | Mission   |
| <b>NGO</b>       | Non-Governmental Organisation   |
| <b>OCHA</b>      | Office for the Coordination of Humanitarian Affairs   |
| <b>OPP</b>       | Opposition  |
| <b>PLANOF</b>    | Planning Officer  |
| <b>PMESII-PT</b> | Political, Military, Economic, Social, Infrastructure, Information, Physical Environment, Time. |
| <b>POL</b>       | Police  |
| <b>POM</b>       | Policy Organs Meeting   |
| <b>PSO</b>       | Peace Support Operation   |
| <b>PSOD</b>      | Peace Support Operations Division   |
| <b>RFI</b>       | Request for Information   |
| <b>Sec</b>       | Secretary   |
| <b>SME</b>       | Subject Matter Expert   |
| <b>SOR</b>       | Statement of Requirement  |
| <b>SWOT</b>      | Strengths, Weaknesses, Opportunities, Threats   |
| <b>TAM</b>       | Technical Assessment Mission  |
| <b>UN</b>        | United Nations  |

**ANNEX J: Integrated Mission Plan Format (with guidance)**  
Expanded explanation from AU Aide Memoire Annex J



## **INTEGRATED MISSION PLAN FOR EASF**

*Mission name*

**(EASF *Mission initials*)**

Copy No.....of .....

*Name of issuing organisation*

*Address of issuing*

*organisation*

Orders no:

*Mission initials/OPORD/sequential 3-digit number*

Date: dd.mm.yyyy

See Distribution

**Time Zone Used Throughout the Order:**    *CHARLIE*

References:

*Examples:*

- a. Charter of the United Nations (Regional Arrangements)*
- b. Article 4(j) of the Constitutive Act of the African Union*
- c. Status of Mission Agreement (SOMA) with the Government of... o Letter of Invitation from the Government of...*
- d. Technical Assessment Mission Report (TAM) as of ....*
- e. Report of the Chairperson to the PSC as of...*

## **Task Organisation**

Mission HQ (operational from dd.mm.yyyy)

*Joint Planning Group (JPG)  
Joint Mission Operations Centre (JMOC)  
Joint Mission Analysis Cell (JMAC)  
Joint Logistics Operations Centre (JLOC)  
Mission Support Group  
Civilian Component Command  
Military Force HQ  
Police Component HQ*

### Civilian Component

*List of specific teams and individuals activated for this mission including command relationship (FULLCOM/OPCOM/OPCON)*

*List also reserve(s)*

### Military Component

*List of specific military units activated for this mission including country, command relationship (FULLCOM/OPCOM/OPCON), role and time operational, eg. Recce TP (Et) (OPCOM) (DS to Sector A) (07.07.2019)  
MechInf Bn (Bur) (OPCOM) (reserve) (17.07.2019)*

*List also reserve(s)*

### Police Component

*List of specific police units and individuals activated for this mission including, country command relationship (FULLCOM/OPCOM/OPCON) and time operational, eg. FPU (Bur) (OPCON) (17.07.2019)*

*List also reserve(s)*

Sector A (operational from dd.mm.yyyy)

*Staff:  
HQ unit:*

*List Units & individuals from components in direct support (add timeframe of direct support)*

Sector B (operational from dd.mm.yyyy)

*Staff:  
HQ unit:*

*List Units & individuals from components in direct support (add timeframe of direct support)*

Dialogue and Diplomacy Task Group (operational from dd.mm.yyyy)

*Staff:  
HQ unit:*

*List Units & individuals from components in direct support (add timeframe of direct support)*

Polling Security Task Group (operational from dd.mm.yyyy)

*HQ unit:*

*List Units & individuals from components in direct support (add timeframe of direct support)*

## 1. SITUATION AND AUTHORITY FOR ACTION

### a. Situation

- (1) Strategic/political context in host nation(s), adjacent region and the international community.
- (2) Overall orientation, disposition, actions and probable intentions of threat actors.
- (3) Integrated Threat Projection and critical developments.  
*Description worst case scenario, Lines of Threat (LoT) and critical developments. Reference to annex.*
- (4) Overall orientation, disposition, actions and known intentions of friendly actors/forces.
- (5) The general situation of the civilian population and civilian institutions within the host nation(s).
- (6) Actions authorized or taken to date by the AU or its agencies.
- (7) Planning assumptions

*List planning assumptions were facts are unavailable.*

### b. Authority

*List documents authorising the mission (as well as for any other concurrent or previous international actions). This should include both AU and any other relevant legal authorities, including international treaties and resolutions (e.g. UN Security Council). Should be cited in reference list.*

## 2. STRATEGIC APPROACH

### a. Integrated approach

- (1) AU Intent  
*Insert from the IMPP*
- (2) Head of Mission intent  
*Insert from the IMPP*
- (3) Criteria for assessing mission success  
*Insert from the IMPP*

### b. Overarching view

*Describe how the mission may be part of a larger process or course of action; its relationship to this process and possible restraints should be explained. Overarching Considerations are conditions that affect the achievement of the Mission and/or its Operational Objectives. They may involve constraints on freedom of action, or cross-cutting characteristics that must be reflected in all processes or all outcomes.*

## 3. KEY MISSION OBJECTIVES

### a. Mission

*Insert mission statement from the IMPP*

**b. Objectives**

*Insert mission objectives from the IMPP*

**c. End State**

*Insert mission End State from the IMPP*

**d. Mission design**

(1) Overall mission concept and timings

*Describe the mission design linking the Mission End state, the mission objectives and the Lines of Effort. Describe the overall mission timings. Refer to annex – Mission Design*

(2) Geographical mission concept

*Describe how the LoEs are executed either sector-wise or mission-wise; should each sector be responsible for the execution of LoEs and achieving outcomes within own sector or should LoEs be executed at mission-level in the entire mission area of operations? Or a combination?*

(3) Line of Effort 1 – *LoE name*

LoE is designed to deal with Line of Threat 1 – *insert LoT name* in order to ensure achievement of mission objectives.

LoE 1 comprise these outcomes

- *Insert outcome no and description* in order to handle critical development *insert CT no and description*
- *Insert outcome no and description* in order to handle/prevent critical development *insert CT no and description*
- *Etc.*

(4) Line of Effort 2 – *LoE name*

*As above*

(5) Line of Effort 3 – *LoE name*

*As above*

(6) *Line of Effort x - LoE name*

*As above*

**4. MISSION STRUCTURE**

**a. HQ**

(1) Mission HQ composition

(2) Mission HQ location

*List the HQ elements, refer to task organisation*

(3) Mission key officials

*Name key officials*

**b. Sector A**

- (1) Sector HQ composition
- (2) Sector HQ location
- (3) Sector key officials
- (4) Sector tasks

Sector A will within the specific sector AOR lead the LoEs delivering the specified outcomes.

(5) **Civilian support to the sector**

The civilian component supports the sector directly by *individuals and/or teams* in accordance with task organisation by delivering the following outputs enabling the sector to reach the specified outcomes:

- *List civilian outputs tied to specific outcomes.*

(6) **Military support to the sector**

The military component supports the sector by delivering the following outputs enabling the sector to reach the specified outcomes:

- *List military outputs tied to specific outcomes.*

(7) **Police support to the sector**

The police component supports the sector by delivering the following outputs enabling the sector to reach the specified outcomes:

- *List police outputs tied to specific outcomes.*

**c. Sector B**

*As above*

**d. .... Task Group**

- (1) Task Group HQ composition
- (2) Task Group HQ location
- (3) Task Group Key officials

*Name key officials*

(4) Task Group tasks

Task Group will within the mission AOR lead LoE *insert LoE no and name* delivering the specified outcomes.

(5) Civilian support to the task group

The civilian component supports the task group directly by *individuals and/or teams* in accordance with task organisation by delivering the following outputs enabling the task group to reach the specified outcomes:

- *List civilian outputs tied to specific outcomes.*

(6) Military support to the task group

The military component supports the task group by delivering the following outputs enabling the task group to reach the specified outcomes:

- *List military outputs tied to specific outcomes.*
- (7) Police support to the task group
  - The police component supports the task group by delivering the following outputs enabling the task group to reach the specified outcomes:
  - *List police outputs tied to specific outcomes.*
- e. ... Task Group
  - As above*
- f. **Civilian Component**
  - (1) Civilian component composition
  - (2) Civilian component location(s)
  - (3) Civilian component tasks
  - The civilian component will
    - *Ensure the training and deployment to the AOR in order to...*
    - *Support sectors/task groups in accordance with task organisation and outputs specified for sectors/task groups in order to ...*
    - *Sustain all component individuals and/or teams logistically and administratively in order to ...*
    - *Maintain command of all component individuals and/or teams in order to ...*
    - **Maintain a mission civilian reserve in accordance with task organisation in order to reinforce/take over/deal with unforeseen events etc.**
  - The civilian component will prepare
    - *To ensure the redeployment of component individuals and/or teams in order to ...*
- g. **Military Component**
  - (1) Military component composition
  - (2) Military component location(s)
  - (3) Military component key officials
  - (4) Military component tasks
  - The military component will*
    - *Ensure the training and deployment of military units to the AOR in order to ...*
    - *Support sectors/task groups in accordance with task organisation and outputs specified for sectors/task groups in order to ...*
    - *Sustain all component individuals and/or teams logistically and administratively in order to ...*



- *Maintain command of all component individuals and/or teams in order to ...*
- **Maintain a mission military reserve in accordance with task organisation in order to reinforce/take over/deal with unforeseen events etc.**

*The military component will prepare*

- *To ensure the redeployment of component individuals and/or teams in order to ...*

#### **h. Police Component**

- (1) Police component composition
- (2) Police component location(s)
- (3) Police component key officials
- (4) Police component tasks

*The police component will*

- *Ensure the training and deployment of police units and/or individuals to the AOR in order to ...*
- *Support sectors/task groups in accordance with task organisation and outputs specified for sectors/task groups in order to ...*
- *Sustain all component units and/or individuals logistically and administratively in order to ...*
- *Maintain command of all component units and/or individuals in order to ...*
- **Maintain a mission police reserve in accordance with task organisation in order to reinforce/take over/deal with unforeseen events etc.**

*The police component will prepare*

- *To ensure the redeployment of component units and/or individuals in order to ...*

### **5. MANAGEMENT/COMMAND**

#### **a. HQ**

- (1) Mission HQ location
- (2) Civilian component HQ location
- (3) Military component HQ location
- (4) Police component HQ location
- (5) Sector A HQ location
- (6) Sector B HQ location

- (7) Task Group... location
- (8) Task Group ... location

**b. Relationships**

- (1) **Mission command relationships**  
*The mission HQ commands the components, the sectors and/or the task groups. Coordination between components is done by mission HQ.*
- (2) **Command relationships between components and sectors and/or task groups**  
*No component commands another. Components support sectors and/or task groups – either in direct or in general support. The sector and/or task group is responsible for leading the LoEs and achieving the outcomes. The components are to deliver the specified direct support and specified outputs.*
- (3) **Command relationships within components**  
*Components maintain command of units/teams/individual in accordance with the specific member state Transfer of Authority (ToA) documents. Command can never be delegated to subordinate component units at a higher command level.*

**6. COORDINATING MECHANISMS**

**a. Political**

*Describe how coordination is conducted with the political level – both within the AU and towards the host nation. This includes naming of key officials, timings, meetings schedules, lines of communications*

**b. External Agencies – OCHA, Red Cross Red Crescent Movement, etc**

*Describe how coordination is conducted with external agencies. This includes naming of relevant agencies and key officials, timings, meetings schedules, lines of communications and description of mission organisational levels who will coordinate.*

**c. Military**

*Describe how coordination is conducted with host nation military and paramilitary actors as well as internally. This includes (if possible) naming of relevant actors and key officials, timings, meetings schedules, lines of communications and mission organisational levels who will coordinate.*

**d. Police**

*Describe how coordination is conducted with host nation police as well as internally. This includes (if possible) naming of relevant actors and key officials, timings, meetings schedules, lines of communications and mission organisational levels who will coordinate.*

**e. Other**

Authentication:

*Name and title of authorising official*

## **IMP ANNEXES:**

### **A. INTELLIGENCE**

A.1 PMESII-PT

A.2 INTEGRATED THREAT PROJECTION SKETCH

A.3 WHITE, GREEN, BLACK, BROWN OVERLAYS

### **B. OPERATIONS OVERLAY**

*The operations overlay to cover area of operations, HQs locations, reserves locations, sector boundaries, supply routes, APOA/SPOA etc.*

### **C. MISSION OBJECTIVES TO OUTCOMES MATRIX**

### **D. OUTCOMES TO OUTPUT MATRIX**

### **E. MISSION DESIGN SCHEMATIC**

### **F. RULES OF ENGAGEMENT AND USE OF FORCE**

Rules of Engagement will be issued, together with any additional direction necessary to implement or amplify upon ROE. Instructions for the Use of Force will be issued.

### **G. PUBLIC INFORMATION PLAN**

The Public Information Annex should provide:

- Background information regarding the present level of media and public interest in the initiating event;
- Information on national and international media activities and media capabilities within the host nation(s);
- Structure of mission PA agencies, including release authorities, designated spokespersons, etc.
- Direction/advice for national and mission PA staffs regarding desired messaging on mission-related topics;

### **H. ADMINISTRATION PLAN**

This Annex is a description of the administrative and logistic requirements to support the mission. This includes the deployment of mission elements to the area of operations; the sustainment and reinforcement (if necessary) of the mission once deployed; and the eventual redeployment of mission elements from the area of operations. Concepts of logistic support should be explained.

Specific functional areas of support will normally be addressed in detailed Appendices.

### **I. FINANCE/PROCUREMENT PLAN**

This Appendix should detail procedures and policies for financial management and procurement, in accordance with AU doctrines. It should describe:

- Sources for funding of various mission lines of activity, including AU, contributing nation and external sources;
- Authorities for expenditure, both by type of expenditure and imposed limits on spending authority at different levels;
- Rules for contracting and delegation of contract signing authority;
- Policies for hiring local civilian personnel;
- Policies and procedures for currency movement and exchange;

### **J. LOGISTICS PLAN**

This Appendix should include information, policies and procedures for:

- Supply (e.g. food, water, fuel, ammunition, technical stores, spare parts, etc.)
- Maintenance (vehicles, weapons, technical equipment, roads and buildings);
- Accommodations and shelter (warehousing, barracks, offices, etc.);
- Movement (including designation of APODs, SPODs, rail and road routes, and other facilities);

Responsibilities for service support must be clearly defined. Responsibility will normally be assigned to the mission; to the contributing nation(s); or to the host nation(s).

#### **K. PERSONNEL/HUMAN RESOURCES PLAN**

This Appendix should include information, policies and procedures for:

- Medical, dental and veterinary services (pre-deployment criteria, evacuation/treatment facilities, public/preventative health, etc.);
- Personnel management (removal/replacement, discipline, safety, etc.)
- Personnel welfare (pay, morale, recreation, etc.)

Responsibilities for personnel support must be clearly defined. Responsibility will normally be assigned to the mission; to the contributing nation(s); or to the host nation(s).

#### **L. COMMUNICATIONS PLAN**

This Appendix should include information, policies and procedures for:

- Channels of communication (chain of command) between mission elements and with other AU and non-AU agencies;
- Liaison with external agencies, including host nation government;
- Primary and alternate means of communications between mission elements, including electronic communications;
- Mission 24-hour Headquarters event cycle, and routine reporting schedules;
- Authority for use and allocation of the electromagnetic spectrum;

#### **M. TRAINING PLAN**

This Appendix should include information, policies and procedures for:

- Pre-deployment training standards for civilian, police and military personnel (including specialized qualifications, e.g. for drivers);
- Identification of training requirements within the mission;
- Conduct of incremental training within the mission;
- Capturing lessons learned and evaluation.

#### **N. CIVILIAN SECURITY PLAN**

This Appendix should include information, policies and procedures for:

- Screening of civilian mission staff (including locally hired personnel);
- Security of Headquarters, logistic and other facilities;
- Use of civilian security services, armed guards, etc. (including locally hired personnel);

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| PEACE OPERATION DEPT | 3 |
| FINANCE & ADMIN      | 4 |
| PLANELM              | 5 |

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**ANNEX K: Integrated Mission Plan Format (example)**

Expanded version filled as an example is available on request as an external annex.