



MILITARY INTELLIGENCE STRATEGY TO AVERT ENEMY SURPRISE

Authored by

Keshav Mazumdar

Antiterrorist Officer

Co Author DR PATRICK LINNENBANK

Certified Intelligence Officer

FOR ARMY COMMANDERS. #intelligence

SITUATIONAL AWARENESS AND INTELLIGENCE

WE CAN HAVE PERFECT INTELLIGENCE BUT WRONG SITUATIONAL AWARENESS.

I will outline the steps so that no mistake is made.

Very first let me write down three equations.

1.Prevalent Army Thinking:

Intent + Capability= Enemy Action.

I discount this with the next two equations:

2.(Intent + Capability) x Propensity= Enemy Action

3.Confirm/Denial of (Intelligence Requirements for Anticipated COA+ Intelligence Requirements for Unexpected Surprise) = Situational Awareness.

There are 5 modes of Surprise Target Selection.

1.High Priority Target

2.High value Target

3.Mass Effect Target

4.Recognizability specific Target

5.Running Target

Apart from Direct line Target as is the case of successful anticipation of Enemy COA with no surprise.

Propensity is the precursor of Surprise.The urge to execute offensive action.I have given below an acronym i created.MTTT.This MTTT provides the fodder which kindles propensity appetite.The MTTT variables hold an inherent attraction for the terrorist to think ,adapt,and execute leading to Surprise.

The 4 variables responsible for Surprise is MTTT.

Unexpected:-

MOVEMENT

TACTICS

TARGET

TIME

Unexpected change in enemy movement patterns thus making it possible to change all the other three variables, contrary to commanders intelligence reports. Change in expected tactic. Enemy with assault rifles was expected but suicide bomber carried out mission. Anticipated attack on a particular target, but enemy resorted to "risk transfer", transferring attack to a more easily accessible target. Expected time of offensive action but Enemy attacked much later or very early.

A High Priority Target is one who has built up a reputation to be a thorn in the terrorist mind and must be neutralized at any cost even if very hardened target security. In addition Target spearheads operations. The terrorist is willing to die to do the act. And that is indeed a Surprise given solid hardening of Target area and high impenetrability. The attack in Kashmir unit killing the CO inside the camp officers mess is an example of HPT. In case of HPT propensity is very high. And this propensity is more enabled by complacency on part of Target due to very hardened security. HPT will entail concentrated group attack with automatic weapons. Sudden to overcome initial resistance and sufficient firepower to penetrate.

Next is High Value Target .A target responsible for most of the operations in AOR and as such to terrorist thinking Target is very knowledgeable about Terrorist support systems, tactics, intelligence, safe houses and all these factor on a frequent basis neutralization of Enemy. Here propensity is high. HVT will entail not on fortified installation but on mobile HVT, group and automatic weapons with ambush as launching pad.

Next is Mass Effect Target. Pulwama Attack. Uri attack. Here objective is max casualties PLUS a ripple demoralizing effect down the ranks. Propensity High. This will entail huge IED delivery planted or mobile delivery, even if it means suicide.

Next Running Target. Sporadic isolated attacks on troops, vehicles. Propensity Moderate to Medium High. Entails scattered attack from multiple directions. Automatic weapons.

Next Recognizability Target. For example a place of worship whose destruction will have far reaching effect on a particular community. Selective killing of a senior leader. Targeting people congregated near a monument of high social significance. Propensity Medium. Preferred mode of attack Suicide Bomber.

MTTT offers an opportunity to determine in advance to predict changes in Terrorist plans. From anticipated Terrorist moves. A successful change and subsequent attack is the common denominator of Surprise. MTTT should be based on historical data not less than 6 months to include all possible Enemy changes in execution of offensive operations against anticipated operations that did not happen.

MTTT reduces room of error in military planning and COA anticipation. By incorporating surprise in planning.

War is how to deal with Surprise. The unexpected factors in unsuccessful operations and subsequent defeat. Your intelligence inputs from Intelligence staff officer may be 100% accurate ,specific and timely but your Situational Awareness may be wrong ,incomplete or totally ignored.

Intelligence preparation of the battlefield gives the commander situation assessment. Other intelligence products like intelligence estimate, Counterintelligence estimate etc do give important details of Enemy but all these do not support derivation for Surprise. Commander gets all intelligence feeds, executed war gaming, decided on all possible courses of action, and prepares for the most likely course of action of the Enemy. So far so good.

What precedes all this planning? Intelligence Requirements. IRs are formulated after receipt of information of observed enemy activity. But despite all intelligence collection and approximate assumption

of most likely course of action, the enemy may still spring a surprise. Situational Awareness takes this into account.

I am in no way reducing the significance of standard Commanders MDMP and war gaming in light of current intelligence feeds to deal with an expected COA. It can very well be Enemy has no plans to Surprise. But then Commanders Situational Awareness is incomplete. He should take in account possible Surprise moves. To this end I suggest a parallel MDMP after using CARVER to nominate other possible Targets apart from the one being considered, possible target types and associated propensity rating, all historical data and all other information in each Target folder, brainstorm hypothetical indicators specific to each Target environment, human and physical terrain, formulate SURPRISE INT REQUIREMENTS, look for associated indicators, confirm or deny them and through the process of Target Nomination- Target Development- Target Reduction Plan arrive at the highest possible alternate targets inviting terrorist surprise attack.

Algorithm/ Protocol

ASSUMING NORMAL INTELLIGENCE COLLECTION IS GOING ON FOR ANTICIPATED ENEMY COA, FOLLOWING STEPS NEED TO BE SIMULTANEOUSLY EXECUTED.

Target Nomination:

1. Use CARVER method to screen and nominate most possible targets.
2. Determine Risk profile. That is HPT is risk acceptance by Enemy. Your anticipated Target going by intelligence feeds may, say for hardening factors will initiate " Risk Transfer" on part of Terrorist to a more amenable target going by CARVER. HVT, Running Target Mass Effect Target and Recognizability Target Selection depends on persistent HUMINT and R&S ops and Tactical Human Exploitation ops together with Liaison and source network and for this is required a year long embedded and placement operation to develop AOR civil areas with covert observation and surveillance posts, covert C2, an embedded HUMINT and CI network with police affiliation and source network. Going outside the base and developing the civil AOR with all this is extremely important to avert surprise for the said 4 types of targets.

2. Target Development:

Here we take for granted all nominated targets will be attacked. From CARVER we determine which of the variables factor in the target. Corresponding to each CARVER variable we formulate indicators of enemy activity, even if no indicators present, guided by these indicators formulate intelligence requirements, send out int assets to conduct ISR ops, locate, confirm or deny the indicators. If no result continue this cycle everyday for 3 weeks. If no development it will be safe to assume Target not in scanner. It is very important to task organize int assets with R&S and exploit human and physical terrain going outside Target point in concentric circles moving outwards, securing each circle, the outermost circle 25 km away from Target point. After 3 weeks go to next step TARGET REDUCTION PLAN and eliminate this target from all targets list.

In the event indicators are located use persistent ISR ops, collect all possible intelligence, start the MDMP process and COA development, plan the ops and using a mixture of kinetic, non kinetic and prosecution neutralize the Enemy before it acts.

ISR ops will include covert observation and surveillance, elicitation, tactical questioning, tactical exploitation, CI, embedded int assets in routine patrols - checkpoints- roadblocks, interrogation and R&S. Keep in mind every Target Folder must be continually updated. The three target lists in Target folder must be taken into account during ISR ops. In target folder there is historical data on all tactics of enemy, unexpected change in tactics corresponding to past targets. When brainstorming hypothetical enemy indicators these should be taken into account and screened to match current Target characteristics so that most possible tactics are ascertained.

3. TARGET REDUCTION PLAN.

Those targets whose ISR don't return results eliminate them from list. Those that are likely, plan and repeat the cycle.

4. DEVELOP THE SITUATION:

After few iterations of the above steps we boil down to anticipated Target plus extra most likely surprise Targets. Now commence a coordinated combined standard intelligence preparation of the total AOR and again once more study both the sets of intelligence requirements. Prepare the intelligence products Intelligence Summary, Intelligence Estimate and SITREP

ASSUMING NORMAL INTELLIGENCE COLLECTION IS GOING ON FOR ANTICIPATED ENEMY COA , FOLLOWING STEPS NEED TO BE SIMULTANEOUSLY EXECUTED.

My entire writeup given from beginning above will facilitate determination and evaluation of MTTT variables. But it's exceedingly important to conduct persistent ISR ops and develop the AOR in one year with placed and embedded covert Intelligence network for ADVANCE WARN.

STEP1: Study all past enemy attack tactics techniques. For past 6 months. Find out which tactic was used sparingly. Find out which tactic were used often. Find out the success rates of both types. Remember Enemy will switch suddenly to diff new attack tactics depending on CARVER assessment of multiple targets. Determine target characteristics that prompted that particular type of attack. Determine what situation was favourable for that type of attack. Based on these information draw up target profiles for every attacked target. The target profile should clearly bring out the amenability of the target to a chosen terrorist attack profile and WHY. Update all these information in target folders. See about target folders later in this writeup.

Point is we are attempting to avert a surprise. We must be able to fathom that despite all our Intelligence and preparations the four factors of MTTT are adaptable to enemy thinking and course of action. MTTT gives the enemy room to maneuver in order to spring a surprise. MTTT should be taken into consideration and integrated in military decision making process. MTTT calls for an entirely different set of intelligence requirements with respect to Surprise. In effect there will be two sets of Intelligence requirements. One the usual to deter or defend an expected course of action. The other set to prepare for a Surprise.

STEP2: How many time did enemy attack diff target than the one predicted by Intelligence. Conduct CARVER for both targets.

In your area of operations or responsibility list out all possible targets for enemy attack. Apart from the one you are expecting to be attacked going by intelligence feeds. This is to keep allowance for enemy tendency to shift to targets with high CARVER rating. Conduct CARVER for all targets. Criticality, Accessibility, Recuperability, Vulnerability, Effect of attack, Recognizability (the image of target in public eyes).

STEP3: Compare CARVER index of anticipated terrorist target with CARVER index of other possible targets. Layout defence plan for all targets.

A point to note here which will help to plan Surprise Intelligence Requirements adequately. Out of all the CARVER variables the terrorist target selection standard will be different from conventional enemy selection. The terrorist is of a loose group, not organized combat asset and will not look to destroy command control nodes, infrastructure or any critical part of target. But the conventional enemy will have this as priority. So he is more interested in the Criticality variable of CARVER. He will also be interested in the Vulnerability variable. The terrorist on the other hand will look for easy access, the Accessibility variable. Recuperability will be more attractive to the conventional foe. Effect.. that is amount of damage

and its effect in media and Recognizability (importance of target) both of these are very attractive to the terrorist.

Hence when doing CARVER for all targets keep these in mind.

STEP4:

Now formulate new Intelligence requirements. Dont look for enemy activity to prompt IRs as this is case of Surprise. Brainstorm all possible indicators for attack profiles matching each target. Take into consideration the most sparingly used tactics and most used tactics in last 6 months. Target characteristics attract specific types of approach and tactics. Create target folders for each target. In each folder enter data on possible type of attack, CARVER index of the target, Enemy groups and individuals active in the area where target located, white list containing names of local individuals willing to give information, grey list of suspected sympathizers and collaborators of enemy and black list of enemy agents leaders and operators. The target folder should contain all attack profiles in the region past 6 months. Will clearly outline tactics used and each tactic how often used and success rate.

STEP5: Taking every target folder into account and brainstormed indicators formulate Surprise Intelligence Requirements SIR. One point must be noted here. We are preparing for Surprise. So we expect no immediate enemy activity. We brainstorm indicators going by all data in target folder. Whether these indicators exist or not is not the point. These indicators initiate Commanders Intent and formulation of intelligence requirements. This is the "drive" to explore. Now we have an intent, objectives. This puts into motion intelligence collection and reconnaissance and surveillance. The white list, grey list and black list determine type of intelligence activity. Whether or not the indicators are confirmed, now in effect the area around the target has a dynamic intelligence environment which will definitely detect any surprise activity.

FINAL PHASE:

STEP 6: DEVELOP THE SITUATION:

After few iterations of the above steps we boil down to anticipated Target plus extra most likely surprise Targets. Now commence a coordinated combined standard intelligence preparation of the total AOR and again once more study both the sets of intelligence requirements. Prepare the intelligence products Intelligence Summary, Intelligence Estimate and SITREP. Combine these and prepare the Intelligence Derivative Report. THAT IS THE COMMANDERS FINAL SITUATIONAL AWARENESS OF BOTH CURRENT ANTICIPATED ENEMY COA AND SURPRISE COAs. The commander now formulates his INTENT. He and staff initiate MDMP, WARGAMING AND COA DEVELOPMENT KEEPING ALL TARGETS, CURRENT AND SURPRISE IN SIGHTS. Thereafter Ops dept takes over.

NOTE 1: It is possible to avert surprise. the enemy will always have target selection standards, even if it's a loose cellular org like terrorists. the factor influencing surprise is the enemy's risk protocol. whether he accepts the risk, or wants to take less risk. secondly target characteristics act as an attraction. that's why i write about CARVER tool. but the common denominator for us is persistent int ops. Surprise can be totally eliminated. It is definitely possible

NOTE 2:

Sample application protocol for zone like Kashmir:

(Written in first person - assuming as Intelligence officer executing the strategy)

Given a designated area of a trouble zone i can prepare the area for int exploitation with the objectives of:

1. Preventing surprise attacks
2. Securing convoys and troop movement
3. Identifying support nodes in local
4. Preparing HPT and HVT target folders (high priority and high value targets)
5. Preparing White list, Grey list and Black list.

7.Nominating these targets with specific int and R&S ops in league with each target

8.Developing these targets for Ops

9.I will layout all our installations in area,other assets in possible target spectrum to accurately predict terrorist target selection to evade surprise.The spectrum will indicate targets in order of enemy propensity to attack.

10.I will bring out all physical terrain profiles which can be used by enemy for ambush and IED

11.I will create and maintain mobile FP cells which will pervade the area creating a deterrent atmosphere for enemy

12.All of these will be preceded by a 6 month program of creating an intelligence base spread out in villages and entire sector with covert C2 nodes,embedded HUMINT operators, covert OP and static and dynamic surveillance,recruitment and setup of a parallel int support formed of civilians and tactical comm between these assets and HQs.

In effect I will prepare the entire area with an intelligence blanket to detect deny deter enemy offensive action.

Total time till commencement of int ops 1 year.

