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HVR CONSULTING SERVICES LIMITED



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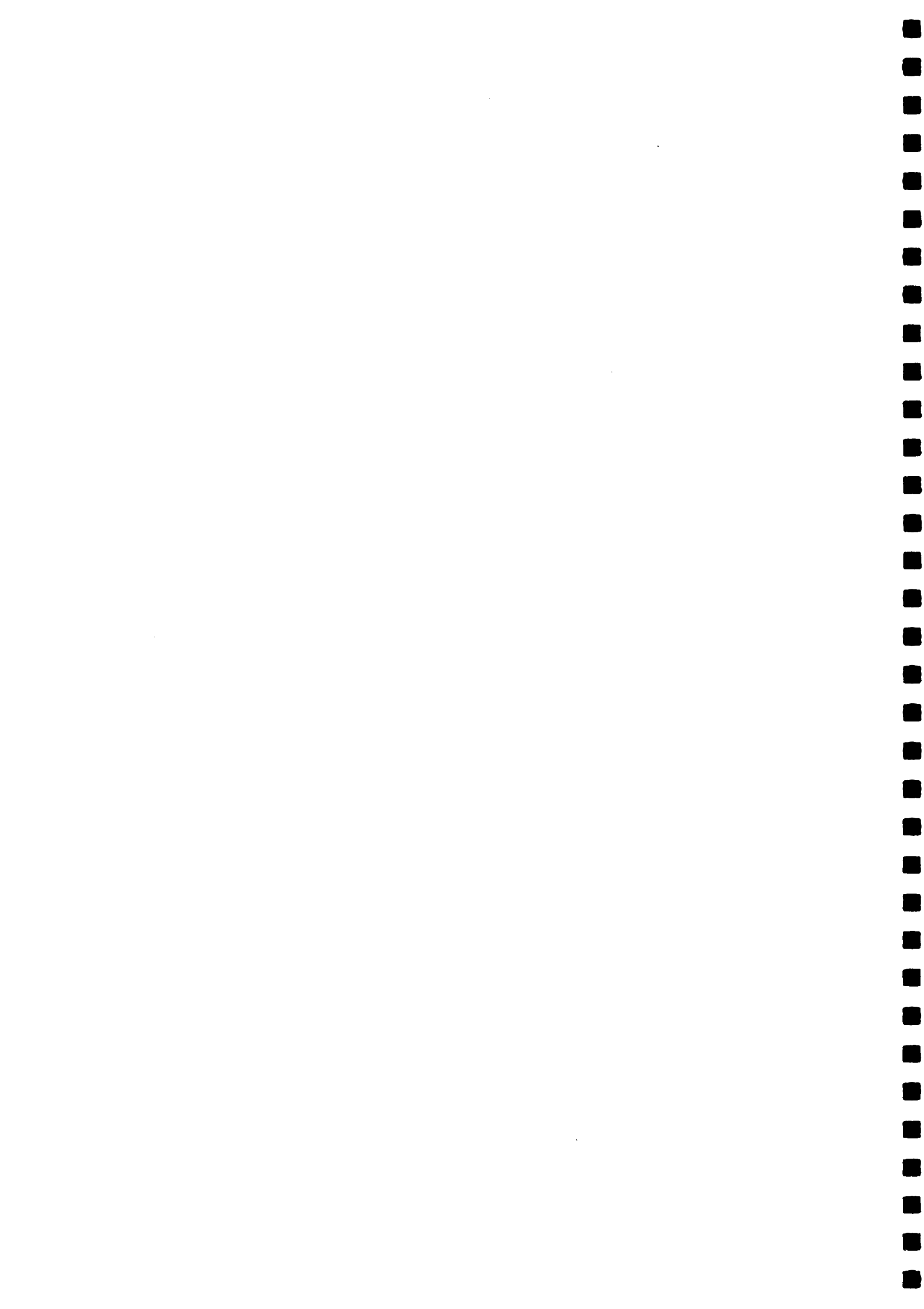
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REG NO.1775338  
ENGLAND



**FEASIBILITY STUDY INTO THE  
APPLICATION OF  
SOFT OA TECHNIQUES IN  
PEACEKEEPING  
SCENARIOS**



CERTIFICATE NO.943422





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**Feasibility Study into the  
Application of Soft OA  
Techniques in Peacekeeping  
Scenarios**

**John Holt**  
HVR Consulting Services Ltd  
**Hugh D Richardson OBE**  
DACOS J8(OA) PJHQ UK

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**Overview of Presentation**

- ◆ Aim
- ◆ Selection of Specific Soft Methods
- ◆ Decision Tree/ Influence Diagram for Force Packaging
- ◆ Strategic Choice for Evacuation Management
- ◆ Metagaming for Conflict Evaluation
- ◆ Conclusions and Way Ahead

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**Aim of Study**

- ◆ To assess the feasibility of using promising soft OA techniques to support the work of the UK PJHQ

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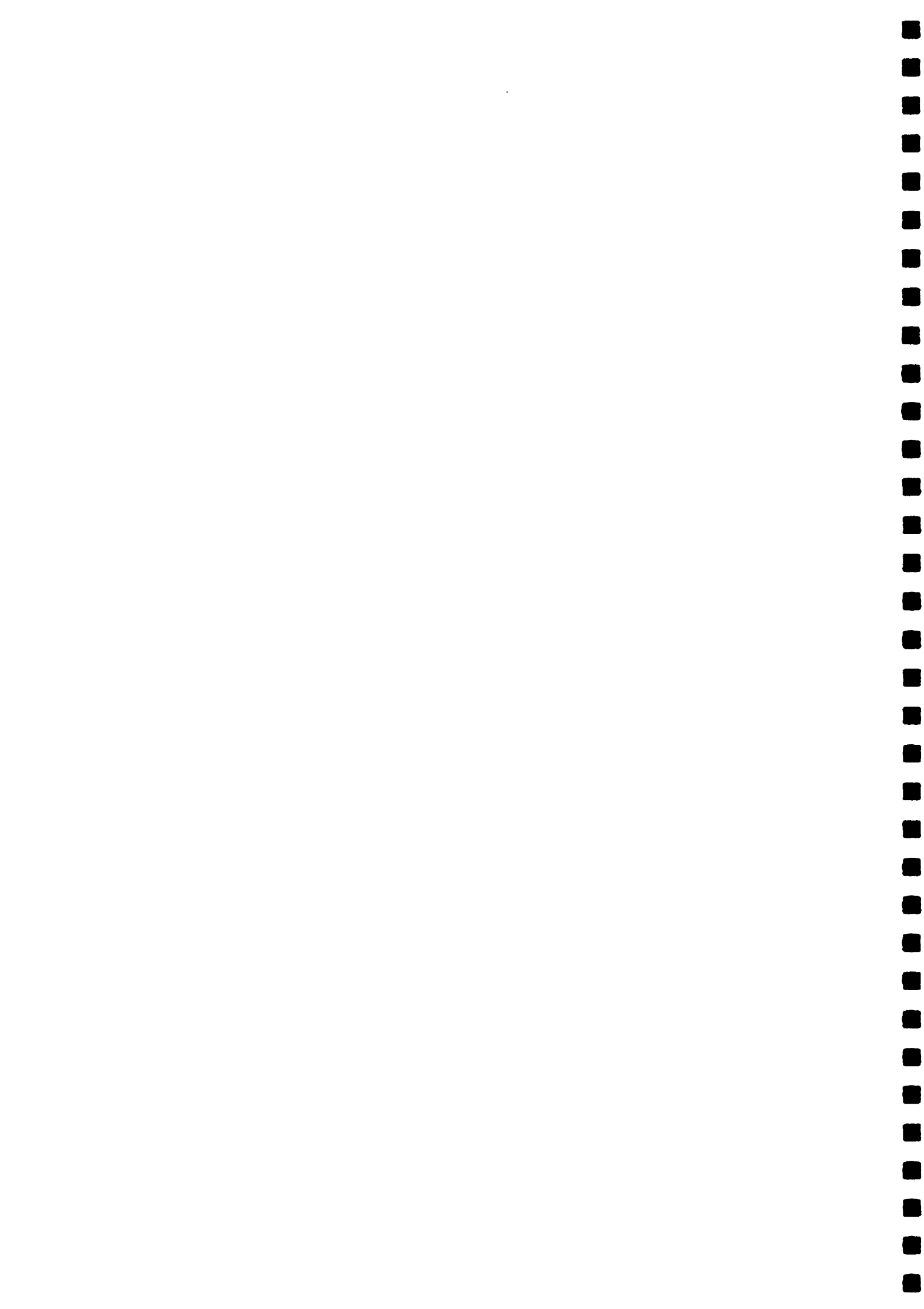
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**Selection of Specific Soft Methods**

- ◆ What is the structure of the problem?
  - Cognitive Maps, Influence Diagrams, Checkland, Repertory Grids,
- ◆ What are the options and which look most promising?
  - Decision Trees, Strategic Choice, Mission Oriented Analysis, Multi Criteria Analysis, Delphi
- ◆ What are other parties options?
  - Metagames, Hypergames, Semi Quantitative Approach to Threat Assessment (Coyle)

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**Decision Trees**

- ◆ Sets of inter related events and options
  - Tree structure used to assess expected outcome
- ◆ Strategic Choice
  - Generation and evaluation of options and uncertainties
    - problem scoping, option design, option selection, uncertainty management
- ◆ Metagaming
  - Conflict assessment technique
    - provides structured evaluation of each party's probable options and preferences

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**Decision Trees for Force Packaging (First Stage)**

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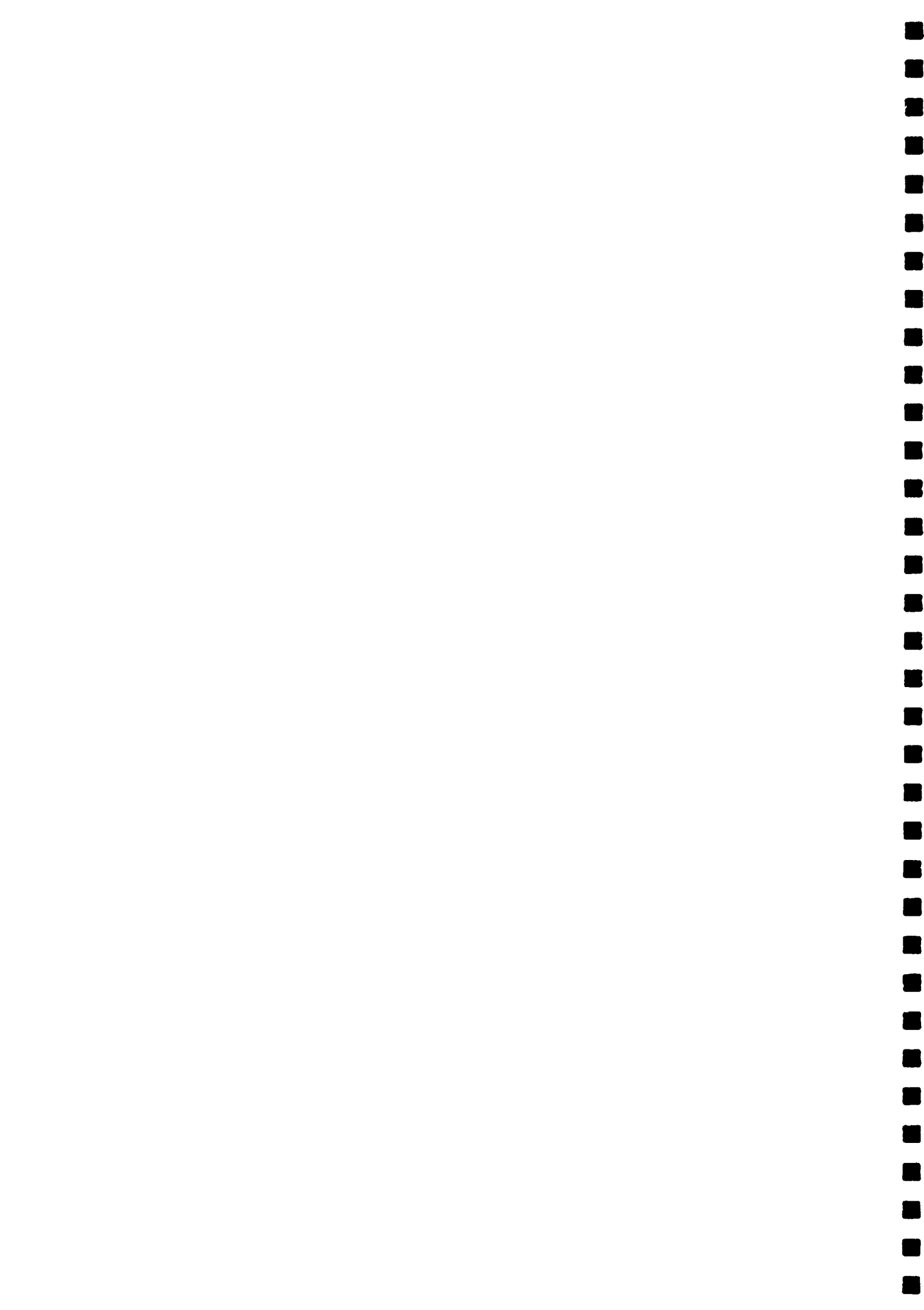
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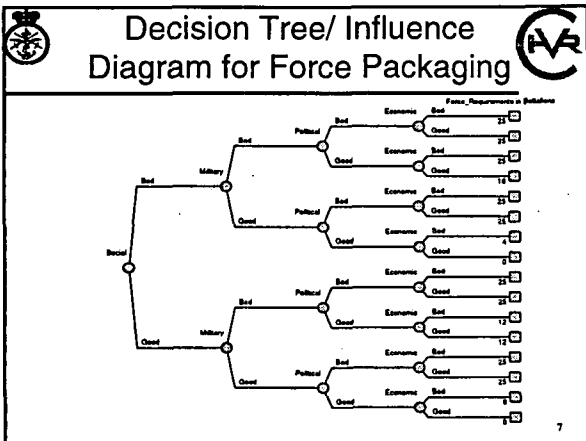
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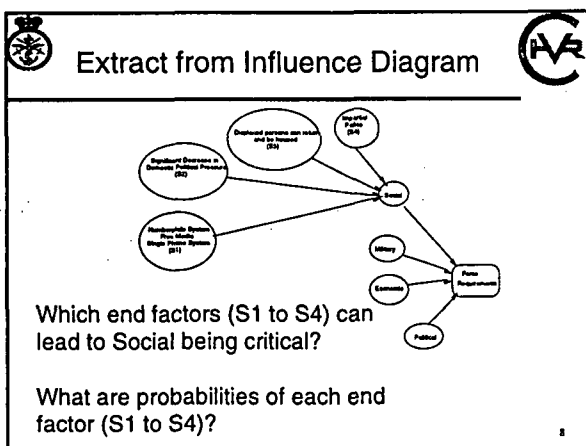
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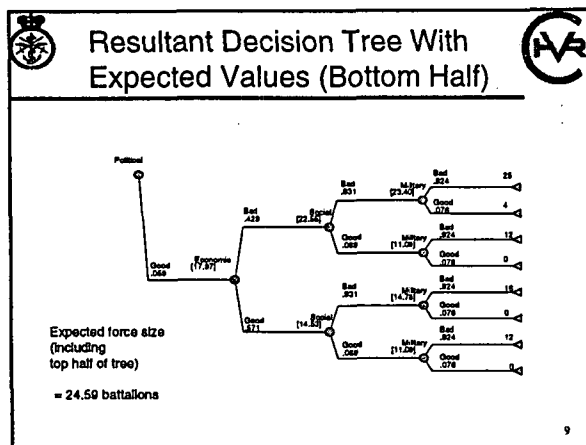
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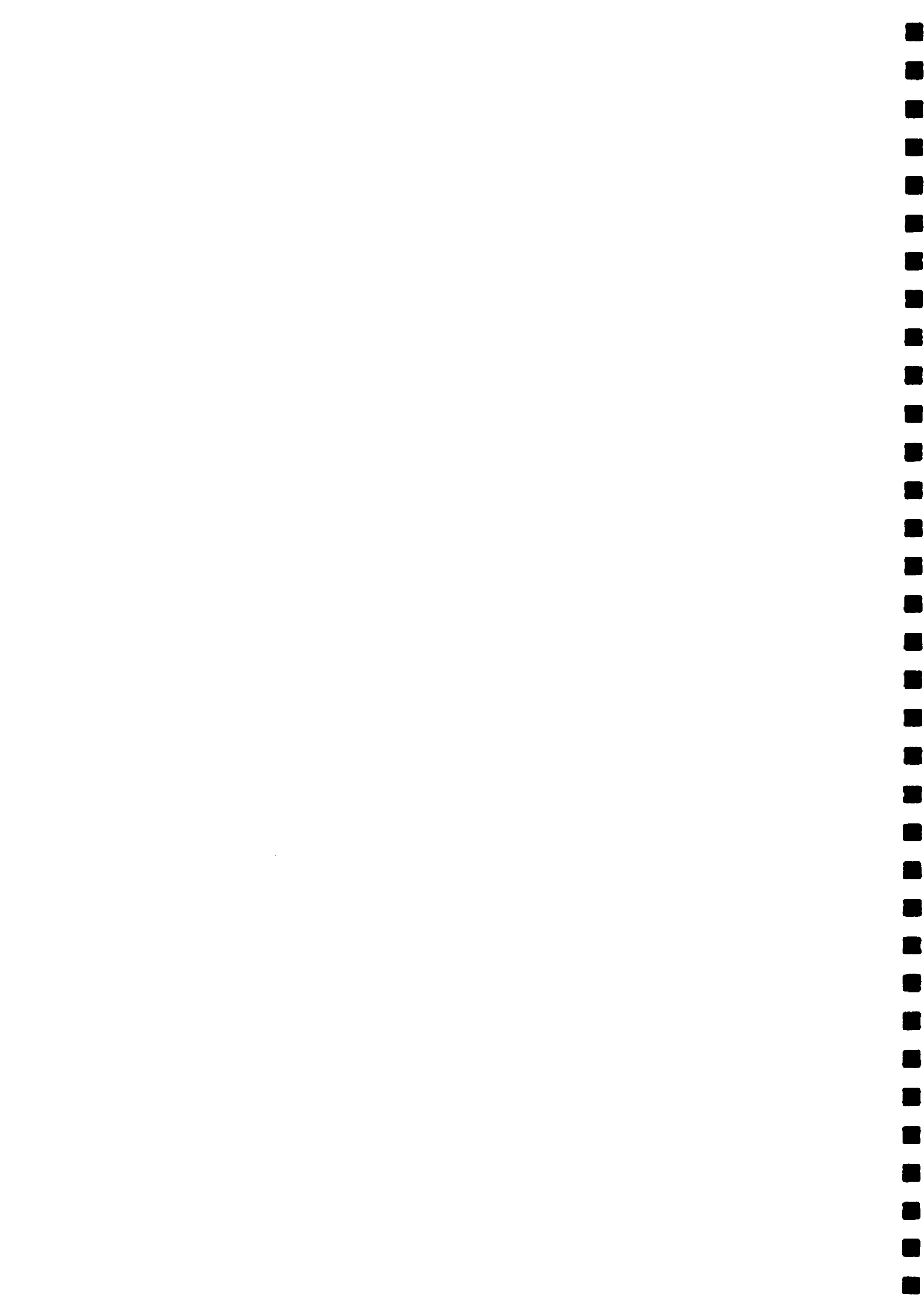
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### Strategic Choice for Evacuation Management

**Decisions**

- COA: Protect, Evacuate, Token gesture
- Transport: Land, Sea, Air, Each combination
- FMB: In country, Out of country, Afloat
- Control: National, Multinational

(Mutually exclusive options)

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**Impact of each decision is assessed on each criteria (e.g. impact of COA on Finance is 'Significant') -> criteria weighting**

**All = Overall criteria weighting**

**For each decision area, options are assessed on each criteria**

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Criteria	FINANCE	RISK	TIME SCALE	STRATEGIC
COA	High	Low	High	High
Transport	Low	High	Low	Low
FMB	Medium	Medium	Medium	Medium
Control	Low	Low	Low	Low

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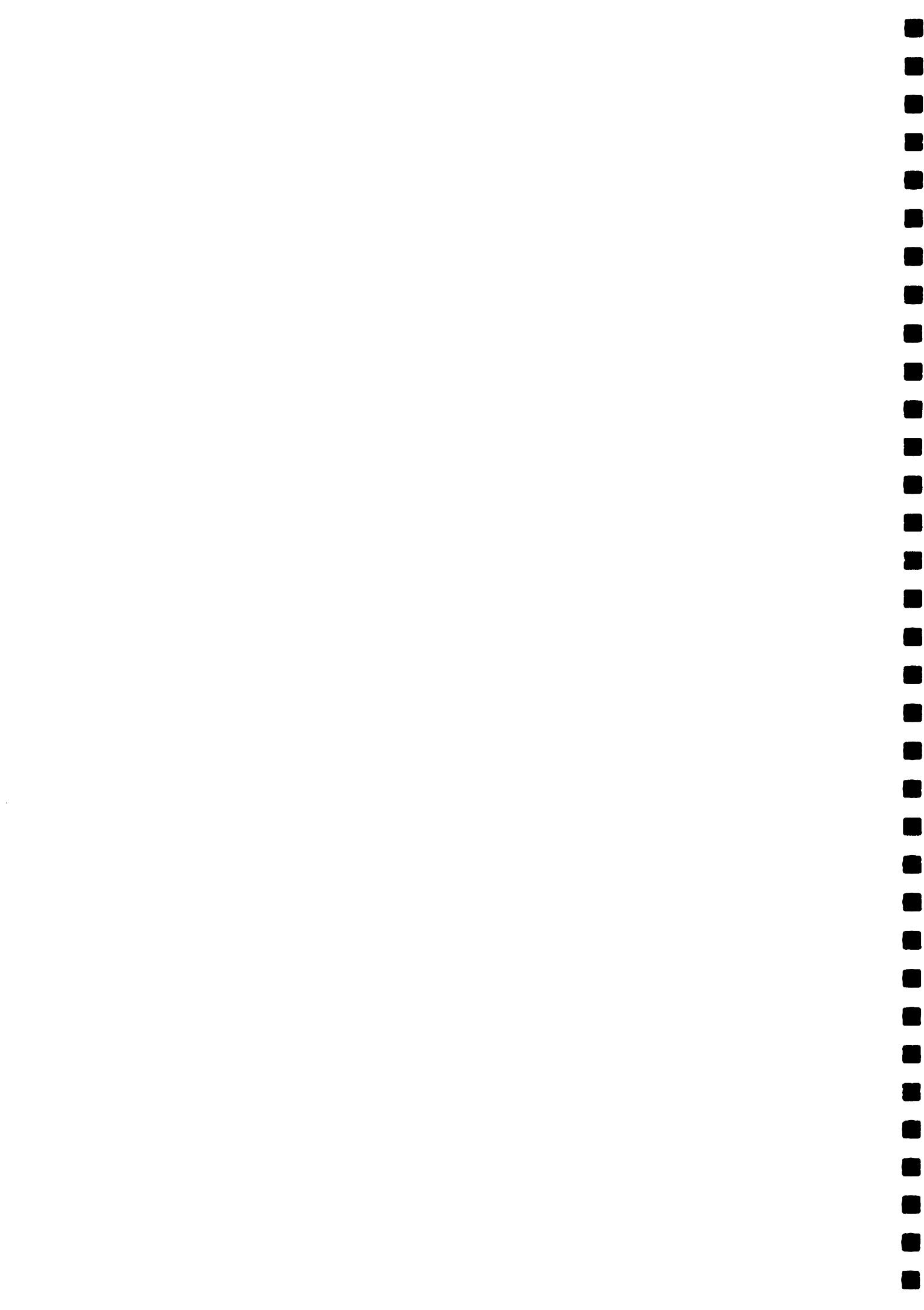
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## Metagaming for Conflict Evaluation

<b>Towns for resettlement by each actor (actual towns used)</b>	Muslims	M Town A	<p style="margin: 0;">Actors - Muslims, Croats, Serbs</p> <p style="margin: 0;">Ticks = Do resettle</p> <p style="margin: 0;">Crosses = Do not resettle</p> <p style="margin: 0;">Spaces = May or may not resettle</p>
	M Town B		
	M Town C		
	M Town D		
	M Town E		
	M Town F		
	M Town G		
	M Town H		
	M Town I		
	M Town J		
	M Town K		
	M Town L		
	M Town M		
	M Town N		
	M Town O		
	M Town P		
	M Town Q		
	M Town R		
	M Town S		
	M Town T		
	M Town U		
	M Town V		
	Croats	C Town A	
C Town B			
C Town C			
C Town D			
C Town E			
C Town F			
C Town G			
C Town H			
C Town I			
C Town J			
C Town K			
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C Town Q			
C Town R			
C Town S			
C Town T			
C Town U			
C Town V			
C Town W			
C Town X			
C Town Y			
C Town Z			
Serbs	S Town A		
S Town B			
S Town C			
S Town D			
S Town E			
S Town F			
S Town G			
S Town H			
S Town I			
S Town J			
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S Town R			
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S Town Z			
SPDR BRG: Interview	Interview		

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<b>Muslims</b> M Town A M Town B M Town C M Town D M Town E M Town F M Town G M Town H M Town I M Town J M Town K M Town L M Town M M Town N M Town O M Town P M Town Q M Town R M Town S M Town T M Town U M Town V M Town W M Town X M Town Y M Town Z <b>Croats</b> C Town A C Town B C Town C C Town D C Town E C Town F C Town G C Town H C Town I C Town J C Town K C Town L C Town M C Town N C Town O C Town P C Town Q C Town R C Town S C Town T C Town U C Town V C Town W C Town X C Town Y C Town Z <b>Serbs</b> S Town A S Town B S Town C S Town D S Town E S Town F S Town G S Town H S Town I S Town J S Town K S Town L S Town M S Town N S Town O S Town P S Town Q S Town R S Town S S Town T S Town U S Town V S Town W S Town X S Town Y S Town Z <b>SPDR BRG: Interview</b> Interview	<table border="1" style="width: 100%; border-collapse: collapse; font-size: 0.8em;"> <tr><td style="padding: 2px;">M Town A</td><td style="text-align: center;">X</td></tr> <tr><td style="padding: 2px;">M Town B</td><td 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**Strategic Map**

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## Conclusions

- ◆ Soft techniques have been shown to be useful for peacekeeping operations
- ◆ The methods can be used in a 2 to 12 hour timescale
- ◆ Methods should not require a high level of military input
- ◆ An analysis expert is key to the successful application of soft OA techniques.

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