Tactical Conflict Assessment and Planning Framework (TCAPF)

USAID Infrastructure Workshop
December 15, 2009

Office of Military Affairs (OMA)
The Problem

USAID’s competency

DoD’s competency

**TCAPF**

**INSTABILITY**

**Typical Metrics**
- 80% of Afghan children attend school
- 3,000 km of all-weather roads
- 85% access to basic health care

**Typical Metrics**
- Increased number of Afghan security forces
- Increased number security forces trained

**Outcomes** (Between 2007-2008)
- 39% increase in civilians killed in ISAF military operations
- 33% increase in IEDs
- 119% increase in attacks on ASF
- 36% decrease in support for the Afghan Government (since 2006)
- Decreased NGO presence in South and East
1. Economic development and modernization foster stability
   (Aid $\rightarrow$ Economic Development $\rightarrow$ Stability)

2. Poverty fosters instability

3. “Money as a Weapons System” to win “hearts and minds”

4. Extending reach of the central government fosters stability
“…we have found no evidence that aid projects are winning ‘hearts and minds,’ reducing conflict and violence, or having other significant counterinsurgency benefits…our research shows instead of winning hearts and minds…in many cases aid is contributing to conflict and instability.”

- Andrew Wilder

“A ‘Weapons System’ Based on Wishful Thinking”
Boston Globe, 16 September 2009
Iraq: The PRT in Anbar Province built a centralized slaughter house for local herders. The land was donated by a local Sheikh. The goal was to have a central location for slaughter to ensure sanitary conditions; a centralized market distribution point; and protection from weather during. An assessment found this program, though structurally successful, failed dismally almost immediately.

**WHY?**
Stability Programming Example

- Herders weren’t consulted – NOT demand-driven
- Sheikh was politically connected and viewed as an outsider
- The Sheikh charged a fee to get to the facility
- Herders ceased using the facility until they were paid by GoI (funded by US) to continue using the facility
- No business or financial plan
- No maintenance plan
- Sustainability in doubt
- Conflict increased as a direct result of infighting

Some activities may be “successful,” but can decrease overall stability
1. A framework to identify, prioritize, and mitigate the causes of instability
2. Standardized data to compare problems and measure impact
3. Analyzes 4 types of information…
   - Operational Environment (PMESII)
   - Cultural Environment
   - Drivers of Stability/Instability
   - Local perceptions (NOT our assumptions)
4. …to develop activities that…
   - Increase support for the government
   - Decrease support for malign actors
   - Increase institutional and societal capability and capacity
5. …by focusing on the activities’ impact, not simply output
TCAPF is a tool that helps to:

**See** the environment through culturally sensitive and consistent data collection

**Understand** how to change the environment by identifying and targeting the causes of instability

**Act** by implementing programs that diminish the causes of instability

**Measure** the effectiveness of the programming
The Tactical Conflict Questionnaire

1. Standardized questionnaire used at the local level to facilitate discussions with residents and identify causes of instability

2. Only four questions:
   - “Have there been changes in the village population in the last year”?
   - “What are the most important problems facing the village?”
   - “Whom do you believe can solve your problems?”
   - “What should be done first to help the village?”

Always ask “WHY”?

TCAPF Focus is always **LOCAL**

- We see things from this person’s perspective
- BUT through TCAPF implementation -
- We can see them from this person’s perspective

USAID FPO, Gamrsir

Afghan Elder
**TCAPF QUESTIONNAIRE: *4 QUESTIONS***

```markdown
<table>
<thead>
<tr>
<th>Critical Information - Complete ALL Parts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
</tr>
<tr>
<td>Subject Name/Gender</td>
</tr>
<tr>
<td>Occupation</td>
</tr>
<tr>
<td>Tribe</td>
</tr>
<tr>
<td>Age (Check 1)</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Population</td>
</tr>
</tbody>
</table>

**Question 1:** Have there been changes in the village population in the last year? (Check 1)

- Increased
- Decreased
- No Change
- Don't Know
- No Comment

**Question 1a:** Reason for change in population?

**Question 2:** What is the most important problem facing the village?

**Question 3:** Who do you believe can solve your problems?

**Question 4:** What should be done first to help the village? (1 Answer Only)

---

"Village" can be replaced by "district," "province," or any other relevant level.

Remember to always ask "Why?"

* Interviewee name does not go into database for security reasons.

**ALWAYS ASK "WHY?"**
| Set | Province | District | Village | Actual Date | Population | TCAPF Date | Collecting Unit | Collecting Unit Code | Father's Title | Occupation | Gender | Age | Change in Village Popp? | Change in Village Popp? | TCAPF '4 Questions: | Question 1 | Question 2 | Question 3 | Question 4 | Question 5 | Question 6 | Question 7 | Question 8 | Question 9 | Question 10 | Question 11 | Question 12 | Question 13 | Question 14 | Question 15 | Question 16 | Question 17 | Question 18 | Question 19 | Question 20 | Question 21 | Question 22 | Question 23 | Question 24 | Question 25 | Question 26 | Question 27 | Question 28 | Question 29 | Question 30 | Question 31 | Question 32 | Question 33 | Question 34 | Question 35 | Question 36 | Question 37 | Question 38 | Question 39 | Question 40 | Question 41 | Question 42 | Question 43 | Question 44 | Question 45 | Question 46 | Question 47 |
TCAPF Programming Checklist

The BIG THREE

Does each activity:

✓ Increase support for the government?
✓ Decrease support for malign actors?
✓ Increase institutional and societal capability and capacity?

Iraq

Colombia
TCAPF Programming Checklist

The GREAT EIGHT

If yes to all of the BIG THREE, does it also:

1. Ensure sustainability by the local government or institutions?
2. Facilitate local ownership?
3. Consider the trade-offs between short-term vs. long-term impacts?
4. Fit the local political and cultural context?
5. Strengthen governmental accountability and transparency?
6. Leverage/support OGA, IGO, NGO, and HN programs?
7. Draw upon readily accessible local resources?
8. Provide flexibility?

Key: Are you fostering STABILITY?
TCAPF IN LASHKAR GAH
Sources of Instability

LKG - Biggest problems

- Lack of food/ water: 31%
- Ltd roads/ sewerage/ sanitation/ power: 22%
- Security: 14%
- Access to Education: 13%
- Access to Health: 10%
- Other: 5%
- Lack of Paid Work Opportunities: 2%
- Lack of Shelter: 2%
- Other: 1%
Sources of Instability

- Roads
- Potable Water
- Education
- Elec Power
- Employment
- Security
“Who Do You Believe Can Solve Your Problems?”

- International Forces
- Local Police
- National Army
- Tribal leaders
- GIROA
Correlations

Projects:
1. Pump Rehabilitation Project

External Factors:
2. KJ Dam Turbine #3 Fails
3. Heavy Rainfall
4. Dep. Gov. Assassinated
5. Food convoys delayed

- Potable Water
- Security
- Employment
- Electric power
- Roads
- Education
- Food
TCAPF Benefits

- Provides common view of the sources of instability
- Provides an activity prioritization mechanism
- Fosters more effective programming
- Provides data for Monitoring/Evaluation of activities
- Steady flow of data facilitates trend analysis
- Empowers field program officers
- Provides Strategic Communication themes

Programming is based on knowledge—not assumptions—and the population is the “center of gravity”
1. Create centralized, **UNCLASSIFIED** TCAPF database
2. Expand training to USAID Missions globally
3. Continued expansion across military units and other civilian agencies

**Proposed Next Steps**

- Market - Liberia
- Road - Indonesia
- Irrigation - Afghanistan
1. Training (2-3 days) (ex: USAID/Kenya)
2. Time and resources to gather data before programming
3. Flexibility in insecure environments
4. Shift in focus from national to local level
5. Differentiate environments – stabilization vs. long-term development
   • Design
   • Implement
   • Measure
   • evaluate

Water Canal - Yemen
PRT Panjshir, Afghanistan, including USAID Field Programming Officer overlooking future construction site for proposed infrastructure project
Points of Contact

TCAPF Methodology
Dr. Jim Derleth
(202) 712-5105
jderleth@usaid.gov
Dr. Tobie Whitman
(202) 712-1802
twhitman@usaid.gov
Eric Kotouc
(202) 712-5434
ekotouc@usaid.gov
Mick Crnkovich
(202) 712-5422
mcrnkovich@usaid.gov

TCAPF Training
Tom Gannon
(202) 712-0332
tgannon@usaid.gov
Tamra Thompson
(202) 712-4045
tthompson@usaid.gov

Info
202-712-4018
TCAPF@usaid.gov