



USAID
FROM THE AMERICAN PEOPLE

Tactical Conflict Assessment and Planning Framework (TCAPF)

**USAID Infrastructure Workshop
December 15, 2009**

Office of Military Affairs (OMA)

USAID's competency

DoD's competency



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 → Economic Development → 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



USAID
FROM THE AMERICAN PEOPLE

Stability Programming Assumptions

“...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 Gol (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



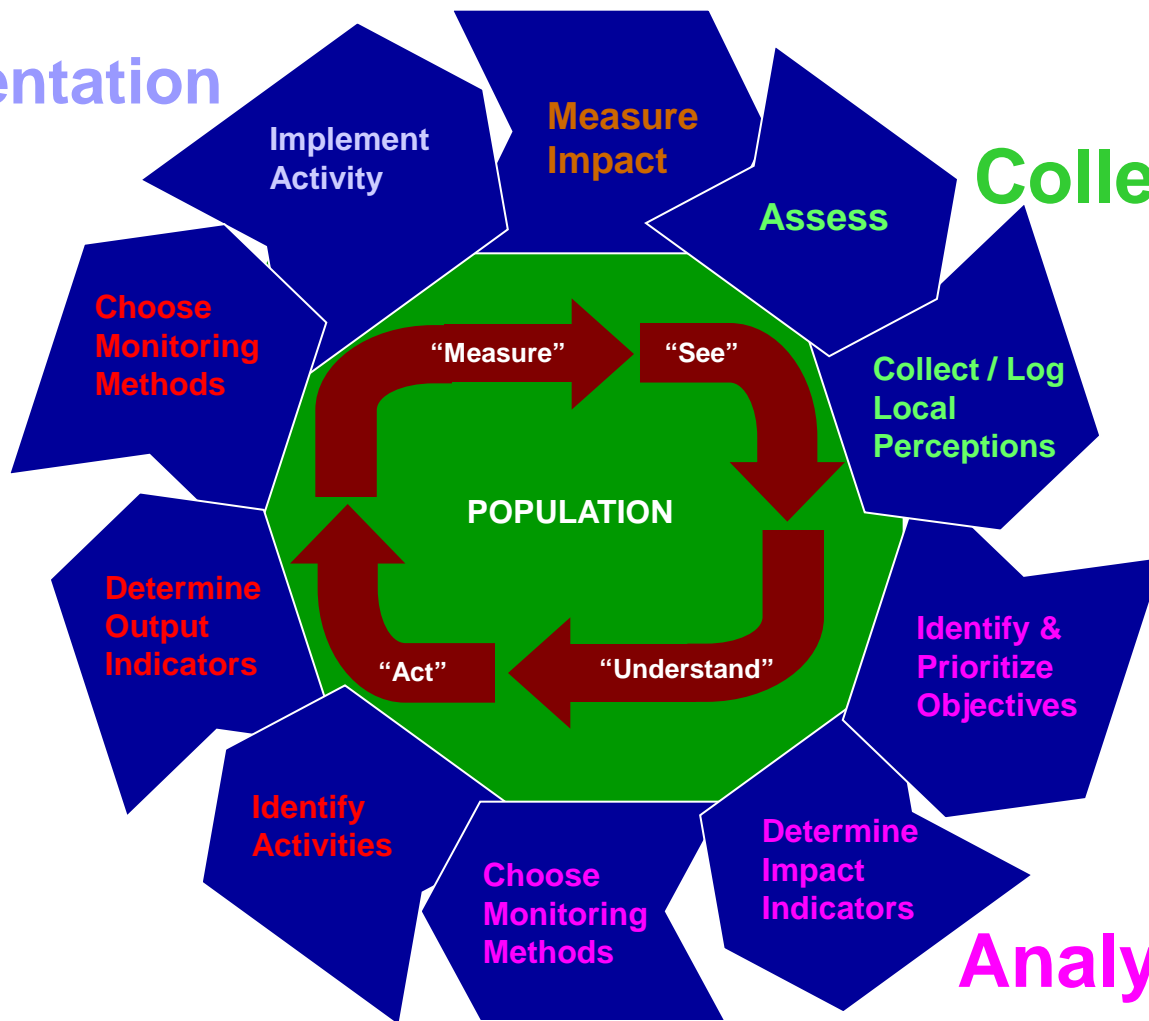
Evaluation

Implementation

Collection

Design

Analysis



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”?



USAID FPO, Gamrsir

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



Afghan Elder

TCAPF Focus is always LOCAL



TCAPF Questionnaire

TCAPF QUESTIONNAIRE: '4 QUESTIONS'

<i>Critical Information</i> - Complete ALL Parts			
Date		Interviewer/Unit	
Subject Name/Gender		District	
Occupation		Village	
Tribe		Location (Grid)	
Age (Check 1)	"Fighting age"	Population	
	Old (gray hair)		

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

Increased (Go to 1a) Decreased (Go to 1a) 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?”



USAID
FROM THE AMERICAN PEOPLE

TCAPF Database

File Edit View Insert Format Tools Data Window Help Adobe PDF Type a question for help

K8 Pashtun Noorzai

TCAPF BASIC ASSESSMENT WORKSHEET													TCAPF '4 Questions':		
Unit: HQ/1-508													Question 1		
Ser	Province	District	Village	Actual Date	Population	TCAPF Date	Collecting Unit	Grid	Ethnicity/Tribe	Occupation	Gender	Age	Change in Village Pop?	Why?	Major
1	Darmandi	Nawa	Margha	20090307	4,700	Mar-09	2P/NC/H-508	NP 1005 2586	Pashtun Noorzai	Trader	Male	Fighting Age	No Change	No Change	Healthcar
2	Darmandi	Nawa	Margha	20090307	4,700	Mar-09	2P/NC/H-508	NP 1010 2534	Pashtun Barakzai	Trader	Male	Fighting Age	No Change	No Change	Infrastruct
3	Darmandi	Nawa	Margha	20090307	4,700	Mar-09	2P/NC/H-508	NP 0950 2518	Pashtun Noorzai	Unemployed	Male	Fighting Age	No Change	No Change	Education
4	Darmandi	Nawa	Margha	20090307	4,700	Mar-09	2P/NC/H-508	NP 1035 2499	Pashtun Noorzai	Merchant	Male	Fighting Age	No Change	No Change	Infrastruct
5	Darmandi	Nawa	Malekshay	20090308	4,700	Mar-09	1P/NC/H-508	NO 4582 8276	Pashtun Barakzai	Farmer	Male	Fighting Age	No Change	No Change	Tribal
6	Darmandi	Nawa	Malekshay	20090308	2,400	Mar-09	1P/NC/H-508	NO 4534 8209	Pashtun Barakzai	Herder	Male	Old	No Change	No Change	Infrastruct
7	Darmandi	Nawa	Malekshay	20090308	2,400	Mar-09	1P/NC/H-508	NO 4551 8237	Pashtun Noorzai	Herder	Male	Fighting Age	No Change	No Change	Tribal
8	Darmandi	Nawa	Malekshay	20090308	2,400	Mar-09	1P/NC/H-508	NO 4592 8244	Pashtun Noorzai	Herder	Male	Fighting Age	No Change	No Change	Infrastruct
9	Darmandi	Nawa	Jawarkaray	20090309	6,300	Mar-09	3P/NC/H-508	MP 9341 3808	Pashtun Barakzai	Doctor	Male	Fighting Age	Increase	Physical Security	Physical S
10	Darmandi	Nawa	Jawarkaray	20090309	6,300	Mar-09	3P/NC/H-508	MP 9339 3796	Pashtun Barakzai	Merchant	Male	Fighting Age	Increase	Physical Security	Physical S
11	Darmandi	Nawa	Jawarkaray	20090309	6,300	Mar-09	3P/NC/H-508	MP 9348 3788	Pashtun Barakzai	Farmer	Male	Fighting Age	Increase	Physical Security	Physical S
12	Darmandi	Nawa	Baramsha	20090310	8,500	Mar-09	2P/NC/H-508	LO 6193 0831	Pashtun Barakzai	Farmer	Male	Fighting Age	No Change	No Change	Land / Wa
13	Darmandi	Nawa	Baramsha	20090310	8,500	Mar-09	2P/NC/H-508	LO 6185 0824	Pashtun Barakzai	Farmer	Male	Fighting Age	No Change	No Change	Governme
14	Darmandi	Nawa	Baramsha	20090310	8,500	Mar-09	2P/NC/H-508	LO 6176 0813	Pashtun Barakzai	Trader	Male	Old	No Change	No Change	Tribal
15	Darmandi	Nawa	Baramsha	20090310	8,500	Mar-09	2P/NC/H-508	LO 6189 0836	Pashtun Noorzai	Trader	Male	Old	No Change	No Change	Tribal
16	Darmandi	Nawa	Baramsha	20090310	8,500	Mar-09	2P/NC/H-508	LO 6210 0831	Pashtun Noorzai	Trader	Male	Fighting Age	No Change	No Change	Governme
17	Darmandi	Nawa	Baramsha	20090310	8,500	Mar-09	2P/NC/H-508	LO 6211 0843	Pashtun Noorzai	Trader	Male	Fighting Age	No Change	No Change	Tribal
18	Darmandi	Nawa	Malekshay	20090311	2,400	Mar-09	1P/NC/H-508	NO 4588 8254	Pashtun Barakzai	Farmer	Male	Fighting Age	No Change	No Change	Land / Wa
19	Darmandi	Nawa	Malekshay	20090311	2,400	Mar-09	1P/NC/H-508	NO 4586 8217	Pashtun Barakzai	Farmer	Male	Fighting Age	No Change	No Change	Land / Wa
20	Darmandi	Nawa	Malekshay	20090311	2,400	Mar-09	1P/NC/H-508	NO 4574 8233	Pashtun Barakzai	Farmer	Male	Fighting Age	No Change	No Change	Land / Wa
21	Darmandi	Nawa	Malekshay	20090311	2,400	Mar-09	1P/NC/H-508	NO 4562 8242	Pashtun Noorzai	Herder	Male	Fighting Age	No Change	No Change	Land / Wa
22	Darmandi	Nawa	Jawarkaray	20090312	6,300	Mar-09	3P/NC/H-508	MP 9327 3816	Pashtun Barakzai	Trader	Male	Old	No Change	No Change	Health car
23	Darmandi	Nawa	Jawarkaray	20090312	6,300	Mar-09	3P/NC/H-508	MP 9344 3795	Pashtun Barakzai	Merchant	Male	Fighting Age	Increase	Physical Security	Physical S
24	Darmandi	Nawa	Jawarkaray	20090312	6,300	Mar-09	3P/NC/H-508	MP 9342 3812	Pashtun Barakzai	Merchant	Male	Fighting Age	Increase	Physical Security	Physical S
25	Darmandi	Nawa	Jawarkaray	20090312	6,300	Mar-09	3P/NC/H-508	MP 9352 3820	Pashtun Barakzai	Mullah	Male	Fighting Age	Increase	Physical Security	Physical S
26	Darmandi	Nawa	Jawarkaray	20090312	6,300	Mar-09	3P/NC/H-508	MP 9360 3818	Pashtun Barakzai	Trader	Male	Fighting Age	Increase	Physical Security	Physical S
27	Darmandi	Nawa	Jawarkaray	20090312	6,300	Mar-09	3P/NC/H-508	MP 9355 3810	Pashtun Barakzai	Trader	Male	Fighting Age	No Change	No Change	Education
28	Darmandi	Nawa	Margha	20090312	4,700	Mar-09	2P/NC/H-508	NP 1007 2523	Pashtun Barakzai	Trader	Male	Old	No Change	No Change	Physical S
29	Darmandi	Nawa	Malekshay	20090314	2,400	Mar-09	1P/NC/H-508	NO 4579 8220	Pashtun Barakzai	Farmer	Male	Fighting Age	No Change	No Change	Land / Wa
30	Darmandi	Nawa	Malekshay	20090314	2,400	Mar-09	1P/NC/H-508	NO 4565 8212	Pashtun Barakzai	Farmer	Male	Old	No Change	No Change	Land / Wa
31	Darmandi	Nawa	Malekshay	20090314	2,400	Mar-09	1P/NC/H-508	NO 4559 8224	Pashtun Barakzai	Farmer	Male	Old	No Change	No Change	Land / Wa
32	Darmandi	Nawa	Malekshay	20090314	2,400	Mar-09	1P/NC/H-508	NO 4538 8230	Pashtun Noorzai	Herder	Male	Fighting Age	No Change	No Change	Land / Wa
33	Darmandi	Nawa	Malekshay	20090314	2,400	Mar-09	1P/NC/H-508	NO 4545 8198	Pashtun Noorzai	Herder	Male	Fighting Age	No Change	No Change	Land / Wa
34	Darmandi	Nawa	Malekshay	20090314	2,400	Mar-09	1P/NC/H-508	NO 4562 8231	Pashtun Noorzai	Herder	Male	Fighting Age	No Change	No Change	Land / Wa
35	Darmandi	Nawa	Baramsha	20090315	8,500	Mar-09	2P/NC/H-508	LO 6188 0822	Pashtun Barakzai	Trader	Male	Fighting Age	No Change	No Change	Tribal
36	Darmandi	Nawa	Baramsha	20090315	8,500	Mar-09	2P/NC/H-508	LO 6192 0825	Pashtun Barakzai	Farmer	Male	Old	No Change	No Change	Land / Wa
37	Darmandi	Nawa	Baramsha	20090315	8,500	Mar-09	2P/NC/H-508	LO 6212 0833	Pashtun Noorzai	Trader	Male	Fighting Age	No Change	No Change	Tribal
38	Darmandi	Nawa	Baramsha	20090315	8,500	Mar-09	2P/NC/H-508	LO 6205 0811	Pashtun Noorzai	Herder	Male	Fighting Age	No Change	No Change	Education
39	Darmandi	Nawa	Baramsha	20090315	8,500	Mar-09	2P/NC/H-508	LO 6203 0804	Pashtun Noorzai	Farmer	Male	Old	No Change	No Change	Tribal
40	Darmandi	Nawa	Baramsha	20090315	8,500	Mar-09	2P/NC/H-508	LO 6192 0848	Pashtun Noorzai	Farmer	Male	Fighting Age	No Change	No Change	Healthcar

TCAPF Worksheet | RESPONSES | Pop Chart | Prob Chart | Patron Chart | Priority Chart | Pop Pivot | Prob Pivot | Patron Pivot | Priority Pivot

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

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**?



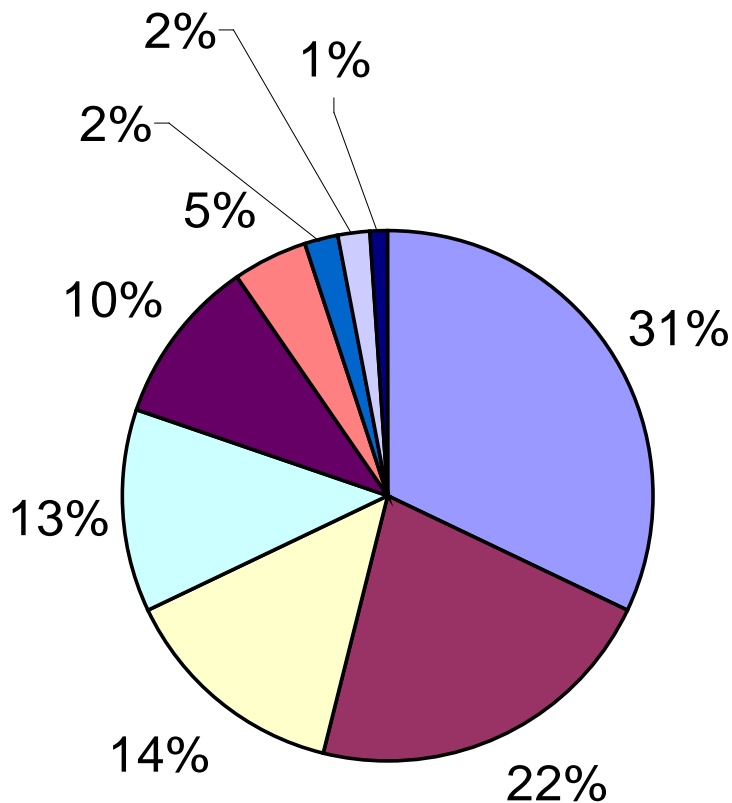
USAID
FROM THE AMERICAN PEOPLE

TCAPF IN LASHKAR GAH



Sources of Instability

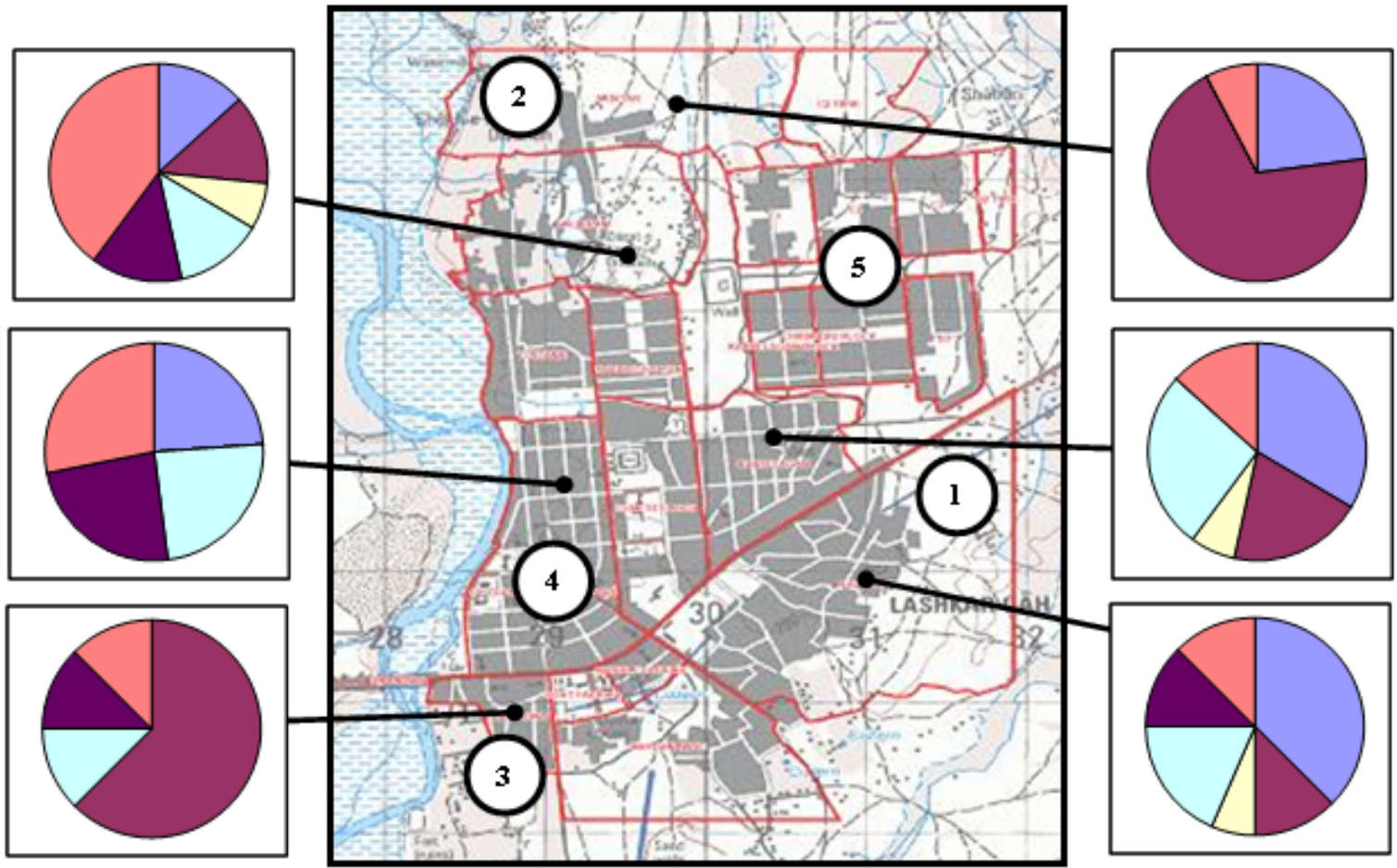
LKG - Biggest problems



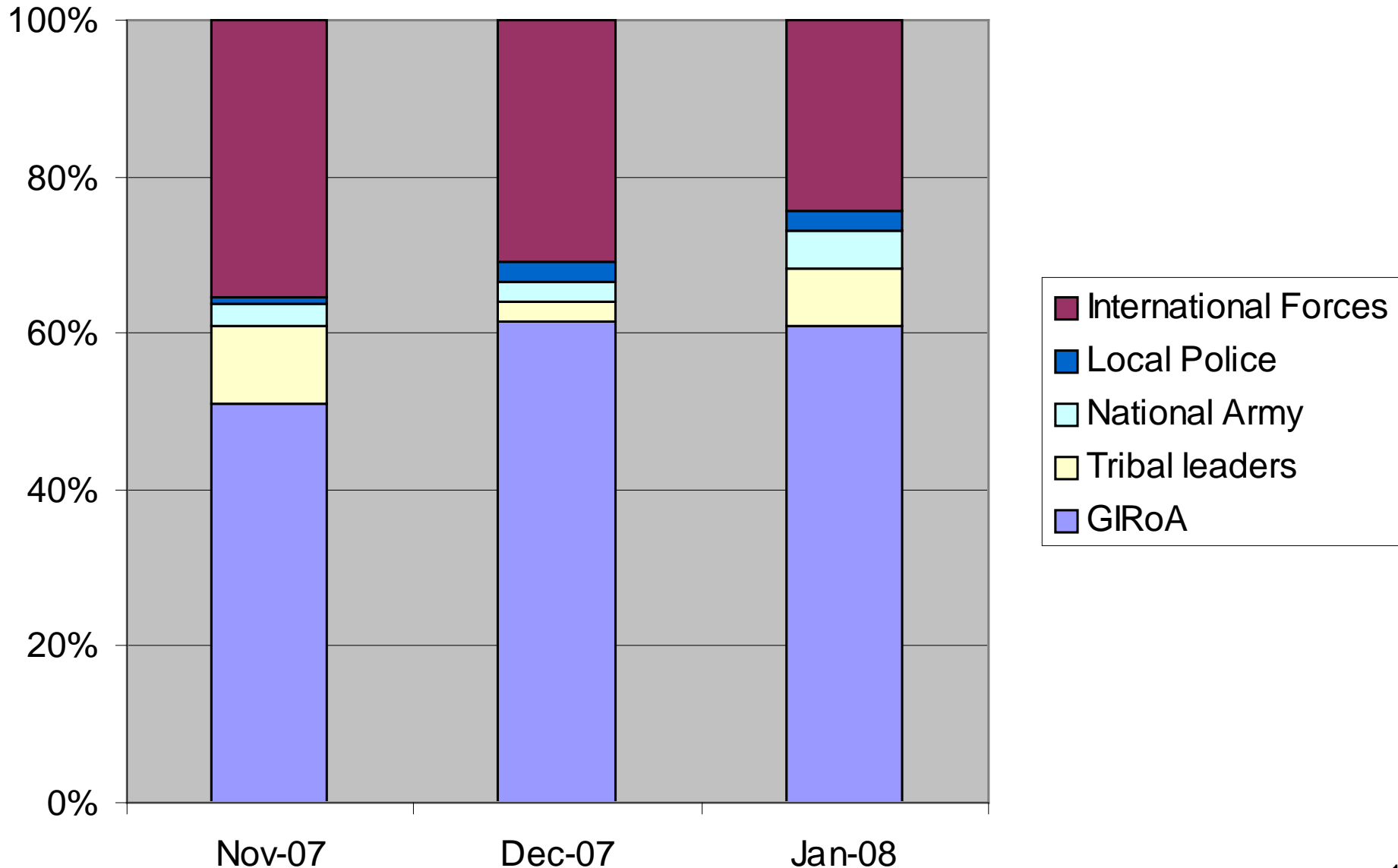
- Lack of food/ water
- Ltd roads/ sewerage/ sanitation/ power
- Other
- Lack of Paid Work Opportunities
- Security
- Access to Education
- Lack of Shelter
- Access to Health

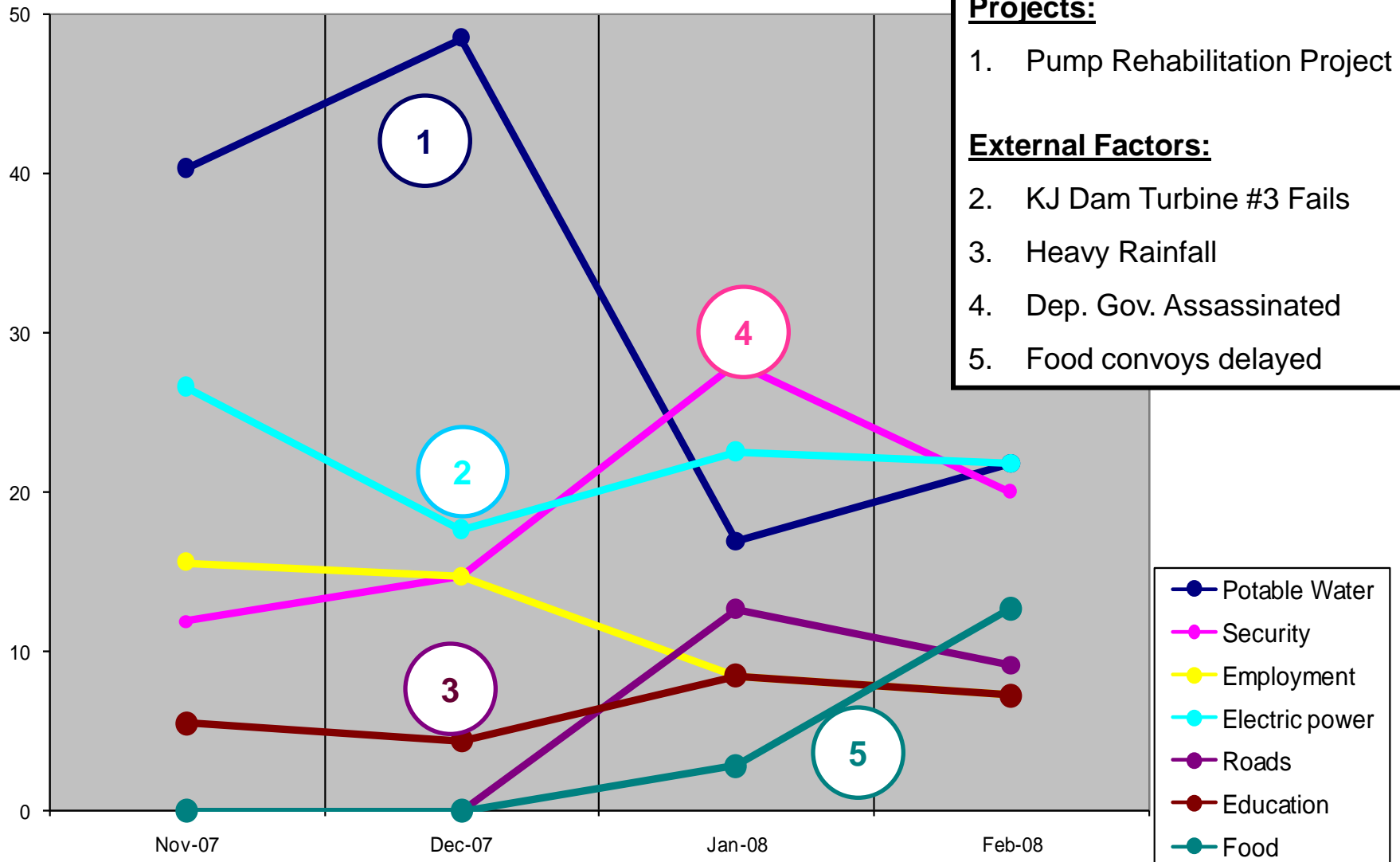


Sources of Instability



“Who Do You Believe Can Solve Your Problems?”





- 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



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



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