



Measuring Progress in Conflict Environments (MPICE): Project summary and new challenges

NPS Globalization & Maritime Security workshop
29 July 2008

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What is MPICE?

- MPICE is a general and comprehensive metric framework for measuring and evaluating progress during stabilization and reconstruction operations
- MPICE provides procedures to “tailor” the general metric framework to the specific environment and mission
- MPICE provides documented methods of data collection for each metric and provides guidelines for each data gathering method
- MPICE is developing a software tool to provide useful visualization, presentation and archiving of collected data – useful to joint analysts and operational assessment personnel
- MPICE is working on additional developmental case studies and supporting materials (user’s manual, training support, modeling links)

Project funded by OSD R&D, executed by USACE R&D, and overseen by DOD, DOS and USAID

The MPICE Framework

The MPICE framework is a catalog of significant measures relevant in a conflict or post-conflict environment. To maximize its usefulness to many existing planning structures, MPICE is divided into five sectors:

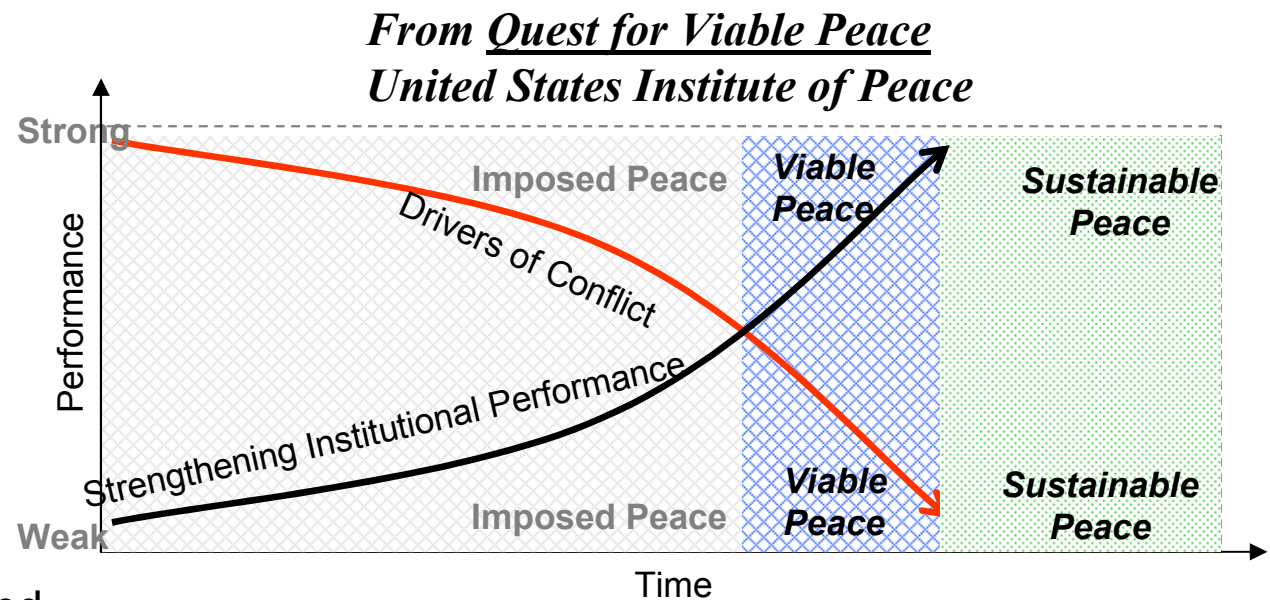
- Political Moderation & Stable Democracy
- Safe and Secure Environment
- Rule of Law
- Sustainable Economy
- Social Well Being

Each of these sectors is then divided into two categories:

- Conflict Drivers
- Institutional Performance

Each measure can be collected and analyzed through four methodologies:

- Content Analysis
- Quantitative Data
- Survey and Polling Data
- Expert Opinion



Developed independently at US Agency for International Development and Fund for Peace; Adopted by S/CRS and JFCOM

Framework structure

Rule of Law Goals:

I. Diminish the Drivers of Conflict

- Impunity Diminished
- Injustice Diminished
- Criminalization of State Institutions Diminished

II. Strengthen Institutional Performance

- Public Order and Safety Strengthened
- Administration of Justice Strengthened
- Judicial Independence and Government Accountability Strengthened
- Respect for Human Rights Strengthened
- Equality Before the Law Strengthened
- Societal Support for Rule of Law Strengthened

Sustainable Economy Goals:

I. Diminish the Drivers of Conflict

- Political Impact of Illicit Wealth Diminished
- Economic Incentives for Conflict Diminished
- Economic Inequality between Groups in Conflict Diminished
- Effects of Economic Decline Diminished
- External Drivers of Conflict Diminished

II. Strengthen Institutional Performance

- Infrastructure Strengthened
- Fiscal Integrity Strengthened
- Regulatory and Corporate Governance Framework Strengthened
- Financial Institutions Strengthened
- Employment Strengthened
- Private Sector Strengthened
- Management of Natural Resources Strengthened
- Economic Performance and Self Reliance Strengthened

Social Well-Being Goals:

I. Diminish the Drivers of Conflict

- Societal Cleavages Diminished
- Social Disintegration Diminished
- Population Displacement Diminished
- Demographic Pressures Diminished
- External Destabilization Diminished

II. Strengthen Institutional Performance

- Access to Basic Necessities Strengthened
- Provision of Basic Social Services Strengthened
- Consent for the Peace Process Strengthened
- Reconciliation Processes Strengthened
- National Identity and Social Capital Strengthened

Political Moderation & Stable Democracy Goals:

I. Diminish the Drivers of Conflict

- Competition for Exclusive Power Diminished★
- Political Grievances Diminished
- External Destabilization Diminished

II. Strengthen Institutional Performance

- Peace Settlement Strengthened
- Delivery of Essential Government Services Strengthened
- Governmental Legitimacy, Responsiveness, & Accountability Stronger
- Political Parties Strengthened
- Minority Participation Strengthened
- Citizen Participation and Civil Society Strengthened
- Free and Responsible Media Strengthened

Safe & Secure Environment Goals:

I. Diminish Drivers of Conflict

- Political Violence Diminished
- Threat from Ex-combatants Diminished
- Popular Support for Violent Factions Diminished
- Use of National Security Forces for Political Repression Diminished
- Criminalization of National Security Forces Diminished
- External Destabilization Diminished

II. Strengthen Institutional Performance

- Compliance with Security Agreements Strengthened
- Performance of National Security Forces Strengthened
- Subordination & Accountability to Legitimate Authority Strengthened
- Public Confidence in National Security Forces Strengthened
- Consent for Role of International Security Forces Strengthened

Framework Structure (data planning)

Goals:

I. Diminish the Drivers of Conflict

•Competition for Exclusive Power Diminished

- Political Grievances Diminished
- External Destabilization Diminished

II. Strengthen Institutional Performance

- Peace Settlement Strengthened
- Delivery of Essential Government Services Strengthened
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A. Competition for Exclusive Power

•*Perception of the political process in exclusive (i.e., “zero-sum”) terms*

- ◆ Perception among identity group members that loss of power (e.g. to other identity groups) will preclude the prospect of regaining power in the future. (S/PD)
- ◆ Perception among identity group members that loss of power (e.g. to other identity groups) will preclude the prospect of progressing economically in the future. (S/PD)
- ◆ Public rhetoric from political elites/leaders asserting that their rivals have negotiated the peace settlement in bad faith (i.e. that the settlement is a trick or that their rivals will manipulate the peace settlement to assert control over security forces). (CA)
- ◆ Number of assaults and assassinations perpetrated by members of one of the former warring factions against leaders of other identity groups. (SA) (EO)
- ◆ Number of assaults and assassinations perpetrated by members of one of the former warring factions against other members of their own identity group. (EO)
- ◆ Revisions to the Constitution or legal framework to permit continuation in power of the incumbent. (EO)
- ◆ Revision of the electoral code to favor the incumbent. (EO)

•*Political elites/ leaders polarization on the basis of identity*

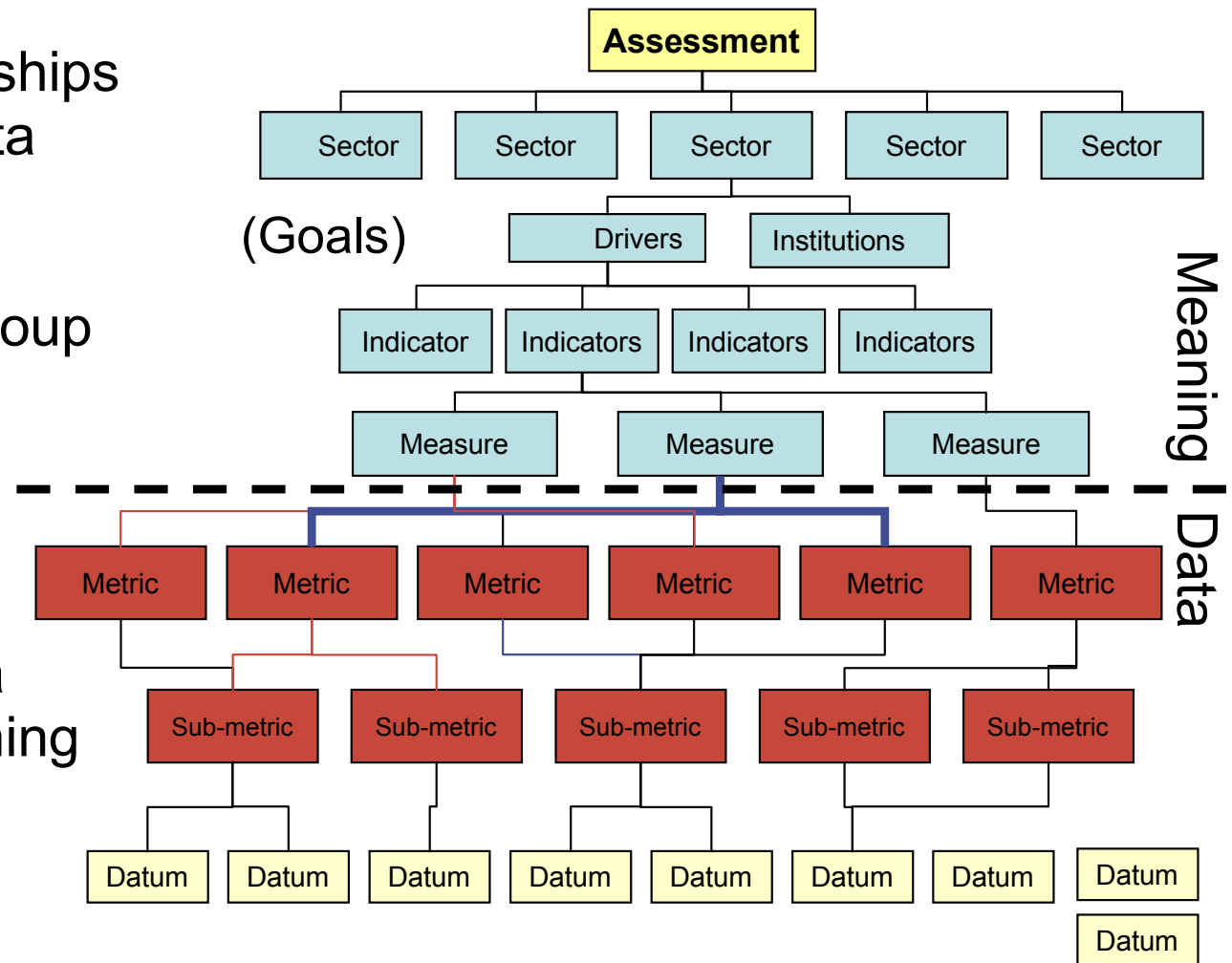
- ◆ Self-ascribed importance of identity group membership as a determinant of political leadership. (S/PD)
- ◆ Prominence of inflammatory and exclusionary rhetoric in the discourse of political elites/leaders. (CA)

MPICE analysis approach

MPICE requires a software structure that codifies the analysis framework and its component measures and metrics, and allows investigation the nature of linkages and... meaning

- Structure used to:
 - track trends & relationships
 - mine for significant data
 - aid in development of multiple assessments
 - support individual & group analytical processes

- Data objectives
 - Use all kinds of data
 - Confidence in the data
 - Correlation, with meaning
 - Clean interpretation
 - Information sharing & classification



Case Study activity (Afghanistan)

Primary objective: Exercise and demonstrate assessment process

- Measures “down-select,” tailoring and implementation

Use and Application of existing/realistic sources

- Quantitative data from HQ ISAF; NATO ACT; CJTF; United Nations
- Survey Data: Asia Foundation; Altai; ACSOR; CSIS; UNDP; MRRD
- Subject Matter Expert sources from GoA; UN, etc.

Alignment with Ongoing Projects

- USG measures, assessment and planning programs
- Multinational Assessment and Evaluation projects (OECD/DAC)
- Concept Development and Experimentation
 - USJFCOM – Afghanistan cell at HQ ISAF
 - NATO Allied Command Transformation (ACT)
- CSTC-A Analysis cell for CJ5 – using MPICE measures
- HQ ISAF Assessment staff
- Government of Afghanistan Benchmarks for the I-ANDS

Other case studies

- Sudan, Haiti, West Africa, others TBD

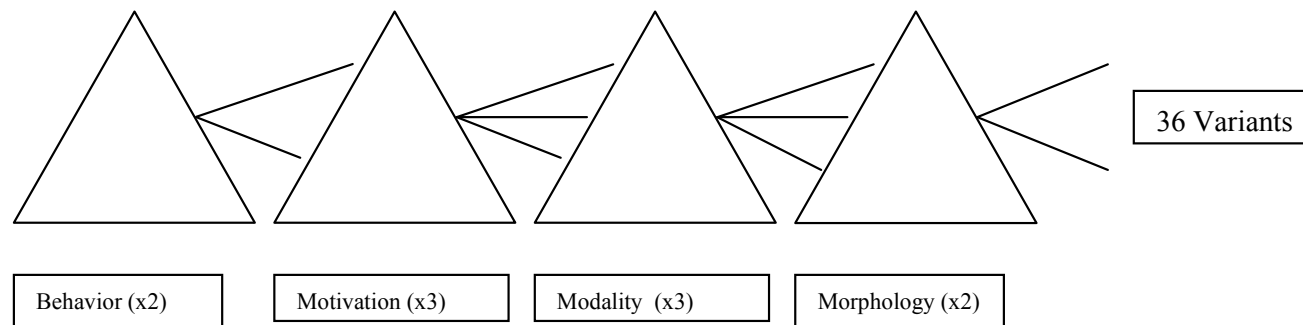
Challenge A: From assessment to planning

- Assessment of complex stabilization environments is inseparable from planning, in all respects
- Planning is not just joint and interagency, but also multi-national and local, with a substantial unclassified/open component
- Also need a useful interplay of modeling conditions, drivers & options

- SHAPE: Stake Holder, Asset-based Planning Environment
- SHAPE is an R&D effort to develop a suite of integrated tools and processes for the assessment and planning of stability operations and development in post-conflict and fragile regions that:
 - Standardizes an interagency approach
 - Emphasizes local stakeholder assets
 - Addresses CONOPS and TTP
- SHAPE program includes planning methodology, assessment framework, software tool, training modules, best practices definition and reach-back resources
- Similar funding/sponsorship as MPICE (OSD, DOS, USAID & Joint Commands)

Challenge B: Activity (licit/illicit) structure

- Complex stabilization environments include illicit “power” structures (IPS) that are as strong in impact as are traditional analysis structures
 - Private militias and gangs
 - Parasitic criminal enterprises
 - Family kleptocracies
- Recalling DIME/PMESII analysis, recent USAID research has structured IPS analysis around:
 - Behavior (intransigent, limited)
 - Motivation (greed, creed, need)
 - Modality (coercion, inducement, normative)
 - Morphology (hierarchical, networked)



- Separable analysis of illicit sources should be more incisive than “blended” analysis of both licit and illicit organizations, activities, conditions, etc.; will also help us consider social systems “inertia”

Challenge C: Geographical/Information structure

- Some stabilization problems (e.g. Haiti, southern Thailand) lend themselves to clean geographical analysis, but most do not
 - Sudan case study: country as a whole versus internal regions
 - Balkans countries versus regions
 - Maritime environments distributed among several countries/places

At what point does local complexity (different boundaries, different groups, different outside parties) generate results too confusing to be useful?

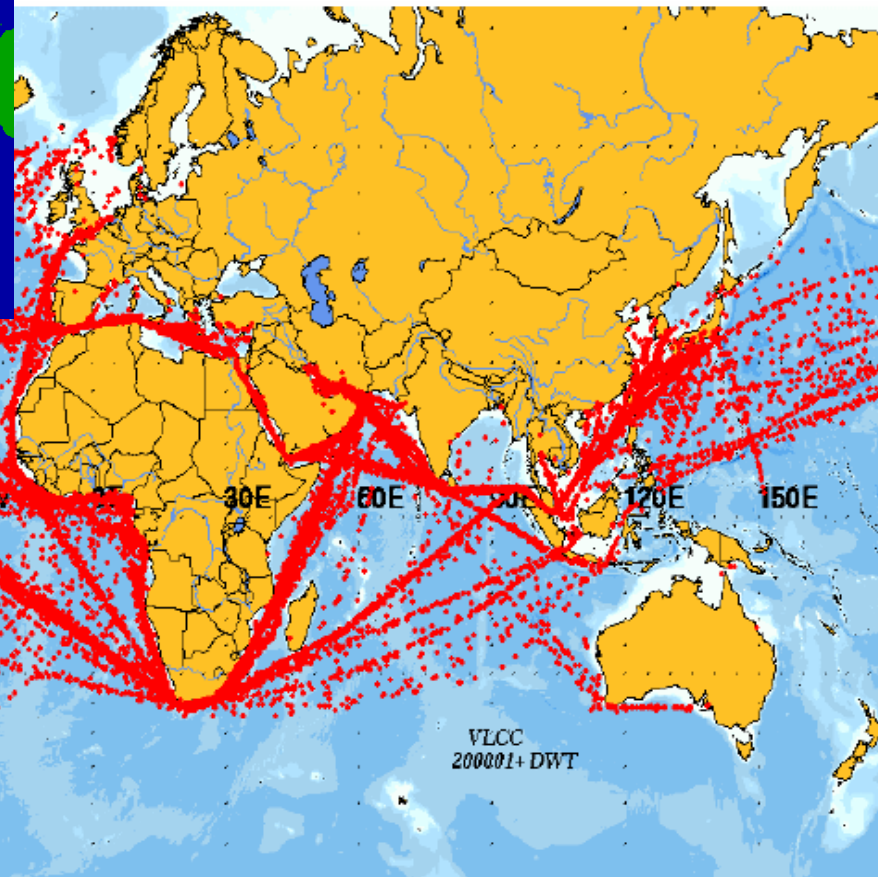
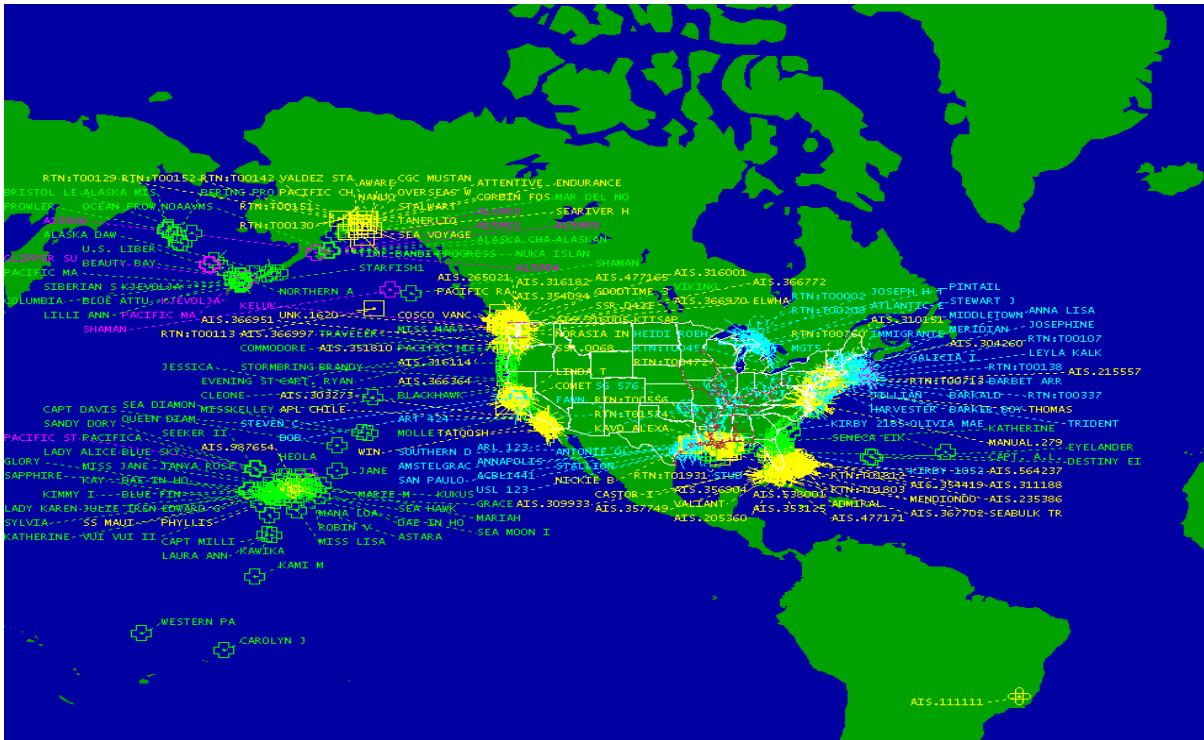
- Need “automated tools that discern patterns, changes, threats”
- “Shared metadata standards is hard,” a conclusion of both Navy and Army domain engineers

Maritime Domain Awareness: Essential Tasks

1. Persistently monitor vessels and craft in the global maritime environment
 2. Persistently monitor cargo in the global maritime environment
 3. Persistently monitor people and organizations in the global maritime environment **(Threat awareness includes norms)**
 4. Persistently monitor all identified areas of interest in the global maritime environment
 5. Access and maintain data on vessels, facilities and infrastructure in the global maritime environment all of the time
 6. Collect, analyze, and disseminate information on the global maritime environment to decision makers to facilitate effective understanding
 7. Access, develop and maintain data on Coast Guard MDA related mission performance in the global maritime environment
- What
- Where
When
- What We
Will Do
With It
- Measure
of
Success

Common Operational Picture needs Meaning

- Volume of littoral contacts and activity that needs understanding
- Understanding sea versus land trade activity
- Theater security cooperation (NCIX/FBI/USCG also)



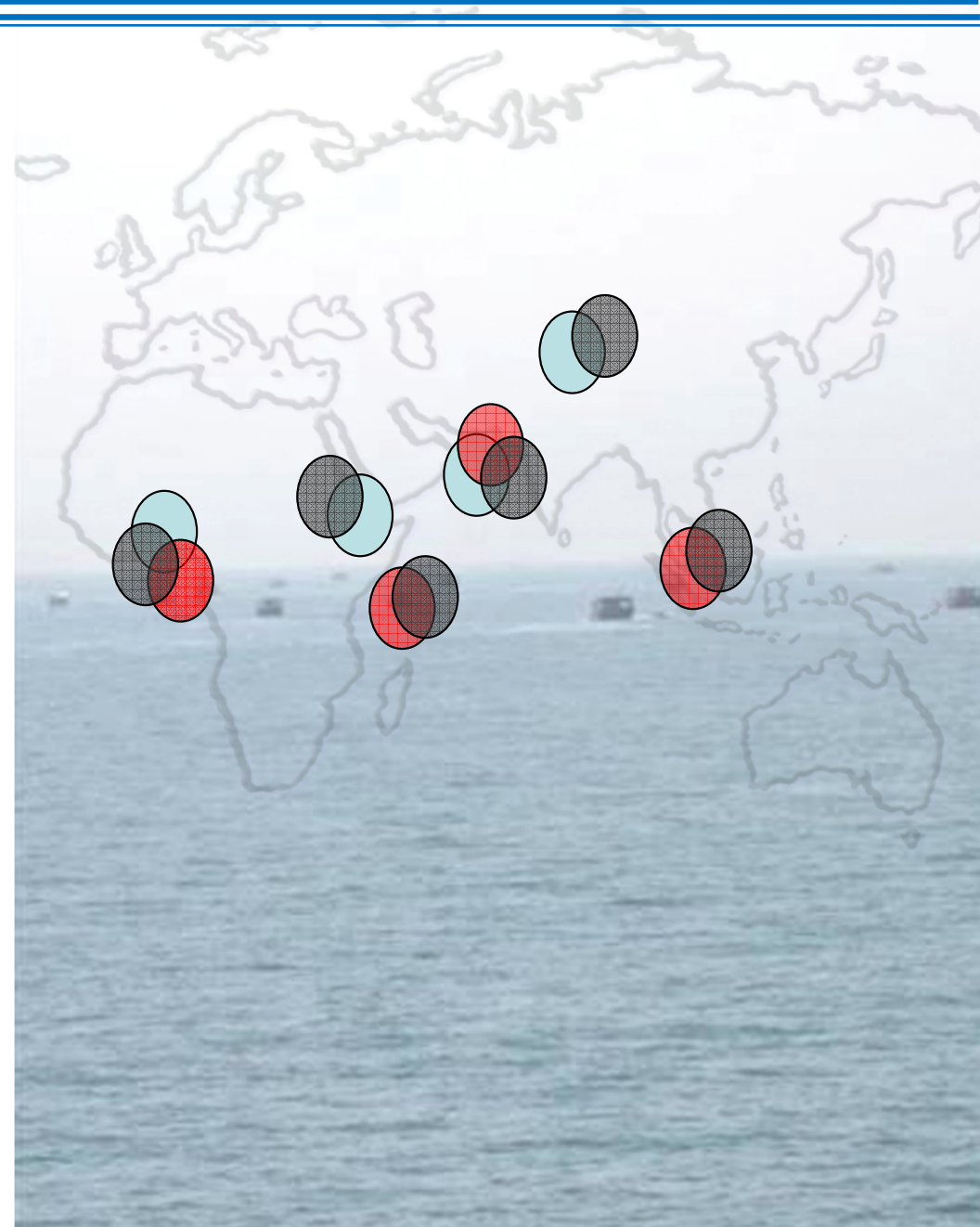
- Tactical vice Strategic knowledge (criminal enterprise versus DNDO targets)

Conclusion

We are making good progress in assessing complex stabilization & reconstruction environments, in defined geographic areas (Iraq, Afghanistan) ○

However, substantial challenges remain:

- From assessment to planning (SHAPE)
- Structuring maritime domains ○
- Assessing illicit environments ○



MIO Operations in the Arabian Gulf

Back-up

Afghanistan Case Study: Measures Tailoring Process

- Tailoring Process:
 1. Downselect
 2. Modification & Adaptation
- ‘Down Select’ review based on Relevance and Measurability
 - Reviewers are mix of SME and Evaluation experience
 - Workable Number ~200-250 (~50 for each methodology)
- Relevance – Is the measure relevant to the environment? Is the measure US-centric? Is the measure non-systemic?
- Measurability – Can the measure be ‘measured’? Can the data be gathered? Is the measure too vague, or too specific?
- Methodology: Top-down and bottom-up approaches (indicator down, measure up)

Afghanistan Case Study: Measures Review Process

- Down Select Process:
 - Correlation of Measures that have been selected by all
 - Correlation of Measures that have been selected by at least 2 groups
 - Post-deployment Review w/AIOG, Professor Rubin & Minister Jalali
- ‘Modification’ for:
 - Periodicity (monthly, weekly, daily);
 - Specific Parameters (completion mid-July)
 - - e.g., ‘number of attacks’; ‘violent obstructionist groups’. Parameters are defined by ethnicity; region; power broker; faction; levels of government
- Review:
 - Internal Review – HQ ISAF & Afghanistan Interagency Operations Group
 - External Review – Minister Jalali, Professor Barney Rubin
 - Final Review to determine final set for case study (6 July)
 - Compare and contrast with HQ ISAF; CSTC-A; AIOG; Government of Afghanistan ‘benchmarks’ as defined by London Compact
 - Parallel Review – PKSOI, Combined Security Transition Command-Afghanistan (CSTC-A), AIOG (Kabul), UNAMA; PRTs

Software Illustration

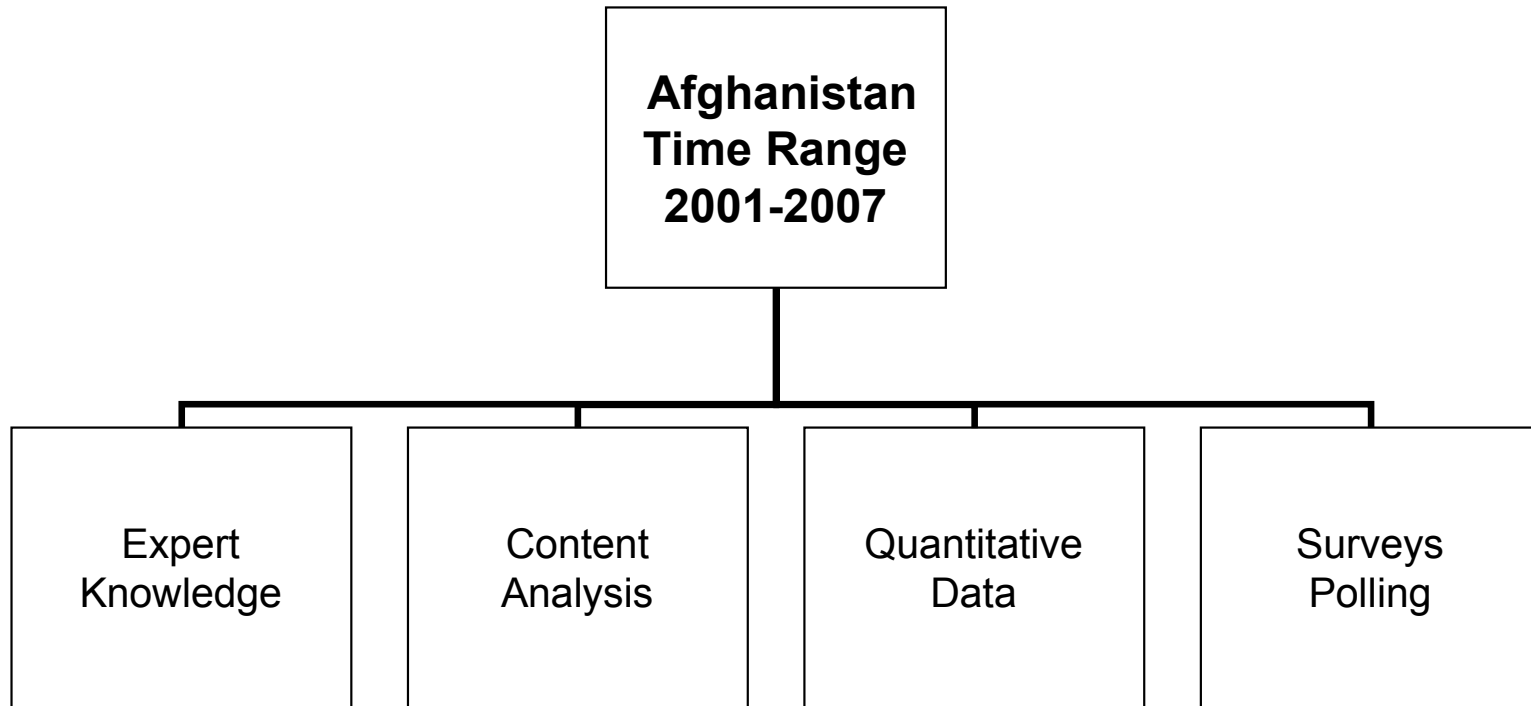
The image displays three overlapping screenshots of the MPICL software interface, illustrating its capabilities in data analysis and visualization.

Top-Left Screenshot: Shows a map of a region with a grid overlay. The interface includes a menu bar with options like "Forward", "Analysis", "Methodology", "Data", and "Help". A toolbar with various icons is visible below the menu bar. The status bar at the bottom shows the date and time.

Top-Right Screenshot: Shows a detailed view of a tree diagram with nodes and branches. The tree structure is hierarchical, with nodes labeled with numbers and text. The interface includes a menu bar, a toolbar, and a status bar.

Bottom Screenshot: Shows a map of a region with a grid overlay, similar to the top-left screenshot. The interface includes a menu bar, a toolbar, and a status bar.

Afghanistan Case Study: Data Plan



Expert Opinion:

- a) Formal Process in Washington (Jul 07)
- b) Kabul (Aug 07)

Content Analysis:

- a) Ongoing out of theater (Jun-Oct 07)

Quantitative Data

- a) Ongoing out of theater (Jul-Sep 07)
- b) In theater collection (Aug 07)
- c) Collation (Sep-Oct 07)

Survey

- a) Ongoing out of theater (Jul-Sep 07)
- b) In theater MPICE product (Aug-Sep 07)

Data collection and analysis methodologies

Content analysis (CA): Surveys publications to gauge issue positions, dynamics

Advantages: Data is readily available and comprehensive

Disadvantages: Both interpretation and selection can be labor intensive

Expert Knowledge (EK): Assemble subject matter experts to conduct tailored/focused assessment

Advantages: Sound qualitative judgments if processes are well structured

Disadvantages: Independent, unbiased samples not certain; risk of groupthink

Quantitative Data (QD): Analysis of quantitative data

Advantages: Objectivity across sources and time

Disadvantages: Limited availability in stabilization environments

Survey/Polling Data (S/PD): Conduct of public opinion surveys

Advantages: Useful, flexible, cost-effective

Disadvantages: Difficult to achieve clarity, accuracy and confidence together

MPICE Tool: Requirements

- “Why?” button to drill-down into data/sources/etc
- “Playlists”
 - Users’ easily able to group measures, including by drag and drop
 - Templates and ability to view historical
- Ability to view by different hierarchies (e.g. – drivers and institutions rather than sectors)
- Ability to input and view sources as well as judgment on quality of source (this is already done in QD)
- Ability to overlay events calendar (e.g. – a summer offensive, Ramadan, international events)
- Export of GIS divisions on a map to enable others to use same divisions with different GIS software
- Aggregation Options