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FROM THE AMERICAN PEOPLE

Tactical Conflict Assessment Framework (TCAF)

Offices of Military Affairs (OMA) and
Conflict Management & Mitigation (CMM)



Why insurgency?

“Unresolved contradictions based on real problems”

Exs. Corrupt government, lack of security

How do we counter insurgents?

By diminishing “the local grievances that feed them.”

Exs. Good governance, improved security

How can we identify these grievances?



The lack of a standardized assessment process that allows civil and military personnel to determine and target the grievances/root causes of instability and conflict in Area of Operations (AO).

The solution: *The Tactical Conflict Assessment Framework*

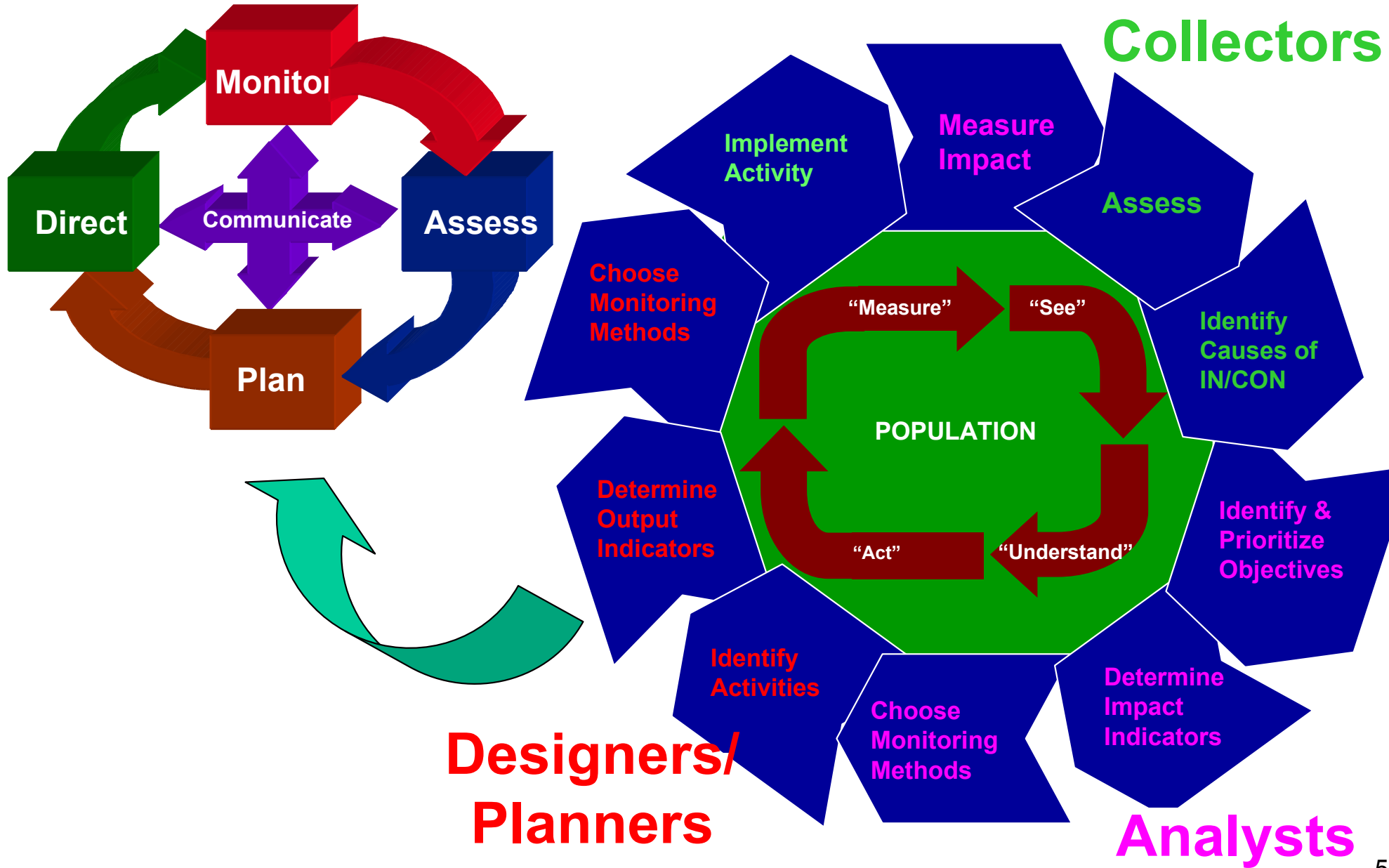


A standardized framework for:

1. identifying the causes of Instability/Conflict (IN/CON) in an AO or JOA
2. Providing programming guidance to diminish them
3. Measuring your programming impact

Purpose: The TCAF helps...

- ⇒ **see** the IN/CON environment through culturally sensitive and consistent data collection.
- ⇒ **understand** how to change the environment by identifying and targeting the causes of IN/CON.
- ⇒ **act** by implementing programs that diminish the causes of IN/CON.
- ⇒ **measure** the effectiveness of the programming.





MDMP

1. Mission Receipt
2. Mission Analysis:
 - Determine initial Cdr's Intent to include end state, initial objectives and effects
 - Initiate Staff estimates
 - Initial ISR Plan
 - Initial CCIR
3. COA Development: Sequence tasks
4. COA Analysis: Develop MOP and MOE
5. COA Comparison
6. COA Approval: Refined Cdr's Intent and CCIR
7. Orders Production:

Execution

TCAF

Assess
Identify causes of IN/CON
Identify and prioritize objectives (Effects)

Determine impact indicators (MOE)
Choose monitoring methods
Identify Activities (Task)
Determine output indicators (MOP)
Choose monitoring methods

Implement Activity
Measure Impact



**State & Society:
Capacity to Respond**



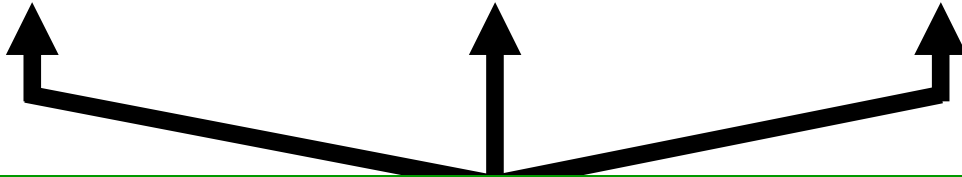
**Causes:
Incentives
for Violence**

**Means:
Access to
Conflict
Resources**

**Opportunity:
Window of
Vulnerability**



**Instability/
Conflict**



**Regional & International Factors:
Globalization & Bad Neighbors**



To increase stability in your area of operations, you must understand what is causing instability! Two crucial aspects are:

- the operating environment (security, politics, economics, infrastructure, etc.)
- the cultural environment (tribe, clan religion, language, etc.)

Until you understand your operating environment, your programming will not be effective! In some cultures, honor, justice, and revenge matter more than schools, roads, and jobs!

FM 3-24 Effective civil-military programming starts with “situational awareness” based upon facts and an understanding of local perceptions.



Gather information from government officials and local population. **WHY?**

1. Understand the local situation
2. Create a baseline
3. Monitor impact over time

HOW?

With the TCAF Questionnaire:

1. a standardized questionnaire designed for use at the tactical level to facilitate discussions with locals to identify the causes of IN/CON in an AO
2. each answer creates a data point the staff can use to statistically measure local perceptions of the causes of IN/CON

3. 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”?



TCAF Questionnaire			
Province		Date	
District		GPS Reference	
Village		Population	
Interpreter Name		Interviewee	
Interviewer Name		Title	
<p>Have there been changes in the village population in the last year? Why? اياددغه كلي دخلكو به سطحه كلي به تو كال كلي كوم تغيرات واخلي دي؟ او شنگه، ولي؟</p>			
<p>What are the most important problems facing the village? ددغه كلي دكومو عمده مشكله تو سره عامخ كوي؟</p>			
<p>Who do you believe can solve your problems? به كلي كي به كومه طبقه مشرانو ياندي زيات اعتبار كوي؟</p>			
<p>What should be done first to help the village? ددغه كلي لپاره بايد څه شي اول وكړل شي يانې كومو كارونه دولتت حق وركوي؟</p>			



“Village” can be replaced by “district” “province,” any other level depending upon the HQs’ focus.

REMEMBER, ALWAYS ASK “WHY?”



Microsoft Excel - TCAF Worksheet1.xls

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F7 Local Police

	A	B	C	D	E	F	G
1		Province	Date	Why	Major Problems	Institutions of Trust	
2							
3	1	Kandahar	15-Jan-07	Taliban Raids	Lack of paid work opportunities	Courts	
4	2	Oruzgan	15-Jan-07		Access to health care	Municipal/Local Government	
5	3	Nimruz	15-Jan-07	No Jobs	Limited Essential Services	Courts	
6	4	Daykondi	16-Jan-07	Security	Limited Essential Services	Religious leaders	
7	5	Zabol	17-Jan-07	No road	Lack of shelter	Local Police	
8	6	Daykondi	17-Jan-07		Access To Education	Provincial Government	
9	7	Helmand	18-Jan-07	Schools	Access To Education	Local Government	
10	8	Nimruz	18-Jan-07	Schools	Access To Education	Courts	
11	9	Helmand	18-Jan-07	Lack Of Paid Work	Lack Of Paid Work	Local Police	
12	10	Zabol	19-Jan-07		Lack Of Shelter	National Army	
13	11	Nimruz	19-Jan-07		Limited Essential Services	International Forces	
14	12	Helmand	20-Jan-07	Access To Health Care	Limited Essential Services	Tribal leaders	
15	13	Zabol	21-Jan-07		Limited Essential Services	Religious leaders	
16	14	Helmand	21-Jan-07		Lack Of Shelter	National Army	
17	15	Daykondi	21-Jan-07	Security	Access To Education	National Government	
18	16	Kandahar	21-Jan-07		Access To Health Care	Religious leaders	



1. Evaluate the information gathered by the Collectors
2. Provide refined questions to the Collectors
3. Use this data to identify the main sources of IN/CON in an AO
4. Correlate the TCAF data with other information sources, e.g. intelligence, NGOs, etc. to identify inconsistencies
5. Identify impact indicators
6. Measure impact



An **IMPACT INDICATOR** measures the effectiveness of your activity against a predetermined objective. They are crucial for determining the success or failure of IN/CON programming.

Program Objective: Decrease police corruption

- **Improved public perception of the INP**
- **Increased information to the INP**

Note: changes can be very subtle and might take time— an entire rotation or longer – to observe.



An **INPUT INDICATOR** tracks the resources used in an activity.

Examples: money to purchase equipment, police trainers, medical supplies

An **OUTPUT INDICATOR** measures the results of individual civil-military activities against the overall objective.

Examples: # of projects completed, # of judges trained, # of miles of road completed, # dollars spent

Output indicators only confirm the implementation of activities. They **DO NOT** measure the impact of activities in diminishing the underlying causes of IN/CON.



NIGER: *The porous border of Northern Niger was being used for **smuggling** people and goods. To prevent **extremists** from taking advantage of this situation to infiltrate into the region. EUCOM executed a 'Train & Equip' program which **successfully helped** the Niger Government **tighten control** over its northern border. However, an assessment found this program created more support for anti-western extremists.*

WHY?



*For centuries, tribal groups in the remote northern regions of the Sahel have earned their living through ‘cross-border’ trade or smuggling. By **tightening control of the border**, many nomadic populations and traders in the area lost their livelihoods, **inadvertently creating a larger group of people who were more receptive to the appeals of anti-western extremists.***

Some activities are “successful”, but can decrease overall stability



- Design programming which:
 - 1. Increases support for government***
 - 2. Decreases support for the insurgents***
 - 3. Increases governmental capability and capacity***
- Provide guidance to analysts on what information they should “look for” and vice-verse
- Coordinate with as many other actors as possible
- Ensure the host nation government and local population “own” the programming



Every Activity must:

- ✓ ***Increase support for the government***
- ✓ ***Decrease support for the insurgents***
- ✓ ***Increase government capacity***

1. Fit into the local political and cultural **context**?
2. Include the **local government** and **population** in the design process?
3. Allow the local government and population **implement** it?
4. **Erode** existing governmental or civil society capacity?
5. Focus on activities that provide **flexibility**?
6. Support **OGAs, IGOs** and **NGOs** programs?
7. Strengthen government **accountability** and **transparency**?
8. Take you closer to the **long-term** objectives?
9. Allow for a quick response to **unforeseen** crises (violence, natural disasters, etc.)



1. “Good deeds” are not the same as effectively targeted CMO programming. Take away the extremists’ “talking points.”
2. Individual **projects** *MUST* add up to a coherent **program** that decreases IN/CON in your AO.
3. Do’s
 - respond to priority issues of **local** population
 - focus on cross-cutting issues as they are usually bottlenecks
Example: ***Corruption can affect political, economic, and security lines of operation***
 - support key actors early to set the stage for later collaboration
4. Don’ts
 - “Westernize” the activity
 - focus on quantity over quality of activities

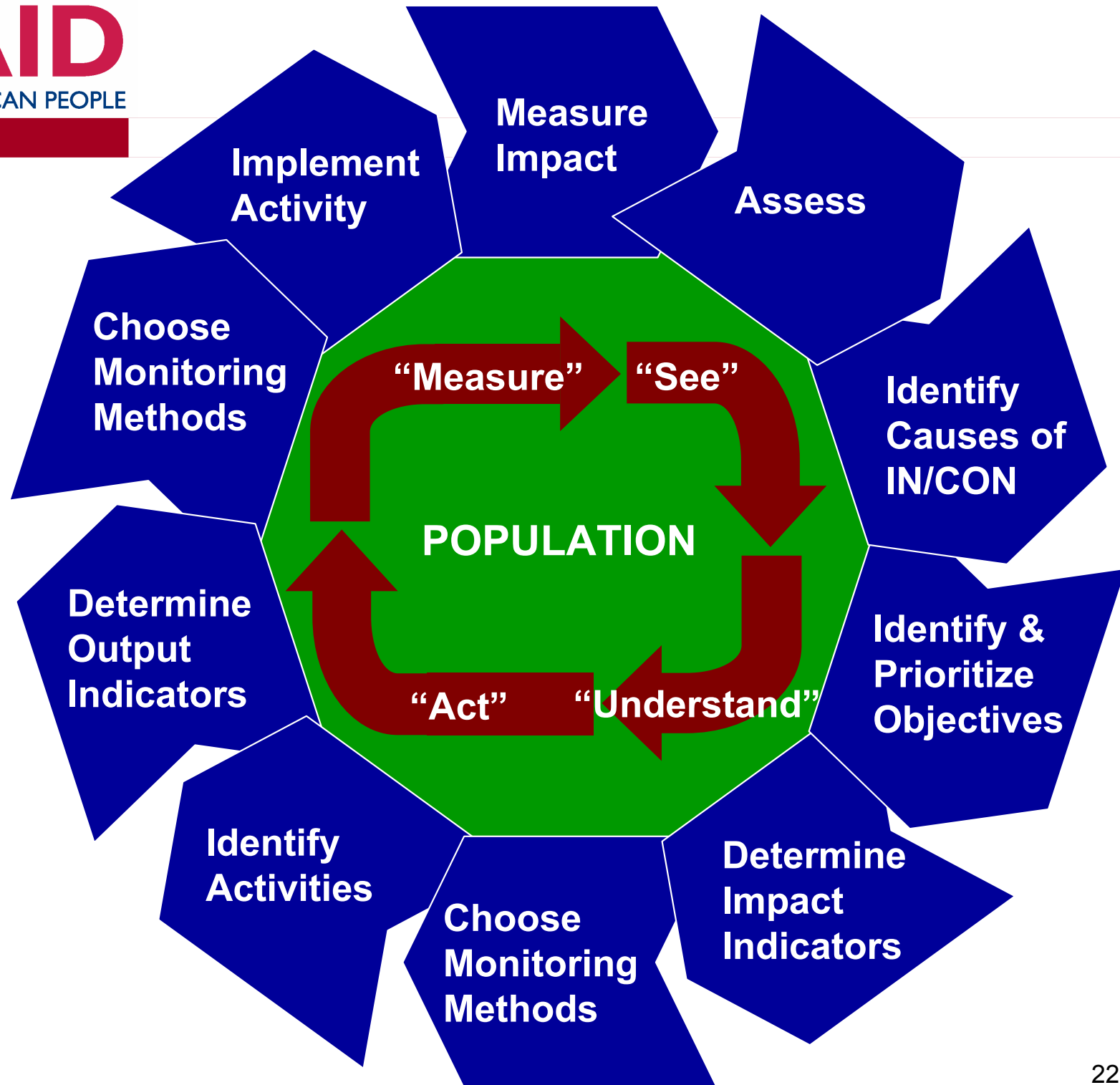


Cause of IN/CON	Program Objective	Impact Indicators	Monitoring Methods	Activities	Output Indicators	Monitoring Methods
<p>Perception the Afghan National Police (ANP) is corrupt.</p>	<p>Decrease perception that the ANP is corrupt.</p> <p>Decrease ANP corruption if it exists.</p>	<p>Improved public perception</p> <p>Population Provides more Actionable intel to ANP</p> <p>Increased ANP Interaction with the population</p>	<p>Public Surveys</p> <p>Survey of Jingle truck drivers</p> <p>Decrease in illegal checkpoints</p> <p>Increased intel from the population fosters ANP ops</p> <p>ANP increases intel to CF/ANA</p> <p>Increased, sustained police presence in formerly limited presence areas</p> <p>Interviews with ANP</p>	<p>Combined CF/ANP ops</p> <p>Interview ANP at all levels</p> <p>MP/ANP joint Site Assessments</p> <p>Evaluate ANP compensation</p>	<p># of TCAF responses</p> <p># of joint patrols</p> <p>% of ANP who receive their full salary on time</p> <p># of ANP interviews</p> <p># of corrupt ANP officers removed</p> <p># of MP/ANP Joint assessments conducted</p>	<ul style="list-style-type: none"> • TCAFs • Public Surveys • Patrol Reports • Financial records • Interviews • Assessments



1. Helps surmount “stove pipes” by providing a common, prioritized view of the sources of IN/CON in your AO
2. Fosters more effective programming because the **population** identifies:
 1. the activities **they** think will lessen IN/CON; and
 2. what **they** think is a successful activity.
3. Impact (Effect) —not only output (Performance) --is measured for each activity
4. Improves the effectiveness of CMO by:
 1. providing data for trend analysis; and
 2. fostering the forwarding of IN/CON data to successor units
5. Empowers tactical leaders who are the focal point for successful COIN ops
6. Lessens the amount of information and staff time required to conduct effective civ-mil ops
7. Its simplicity makes it a useful decision-making tool for the commander
8. Provides IO themes which resonates with the local population

Key: Programming is based on knowledge—not assumptions and the population is the “center of gravity”





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Implementing TCAF



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TCAF Steps

Level

Assess

Everyone as directed

Identify causes of IN/CON

Everyone as directed

Identify and prioritize objectives (Effects)

Bn and above

Determine impact indicators (MOE)

Bn and above

Choose monitoring methods

Bn and above

Identify Activities (Task)

Bn and above

Determine output indicators (MOP)

Bn and above

Choose monitoring methods

Bn and above

Implement Activity

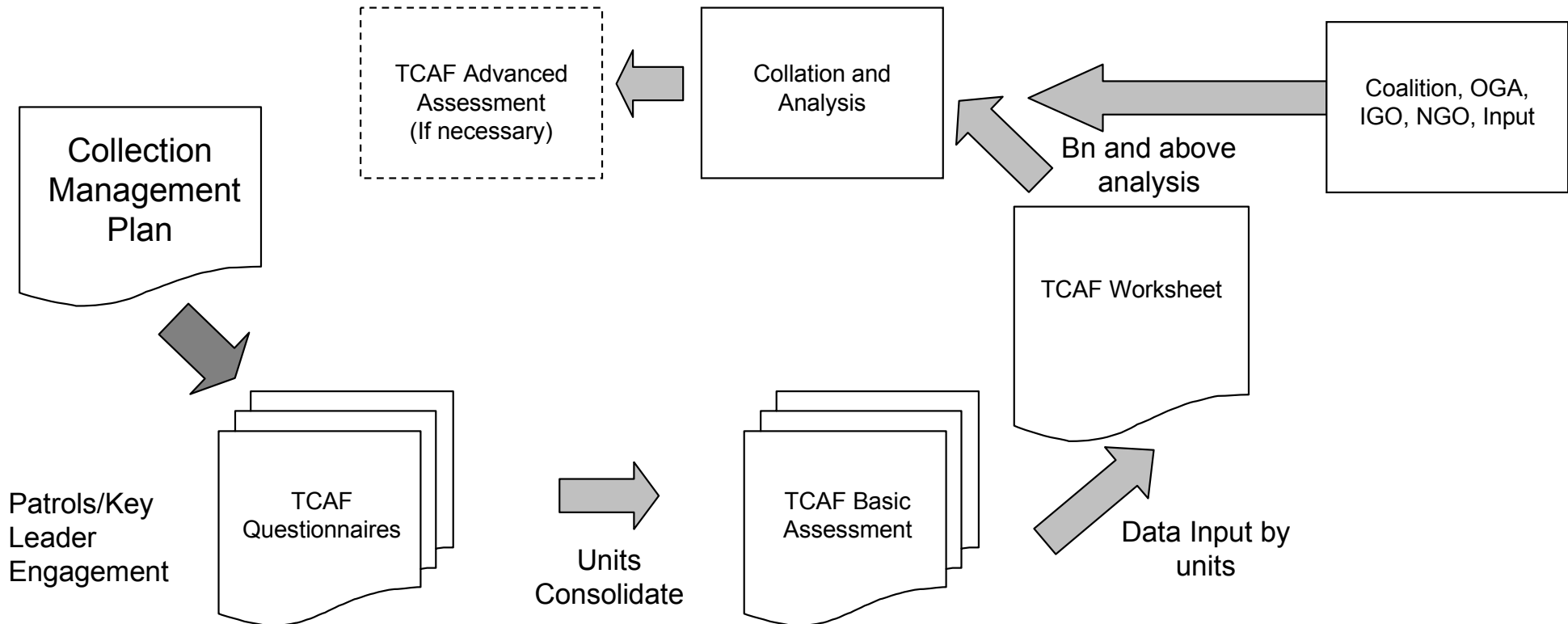
Everyone as directed

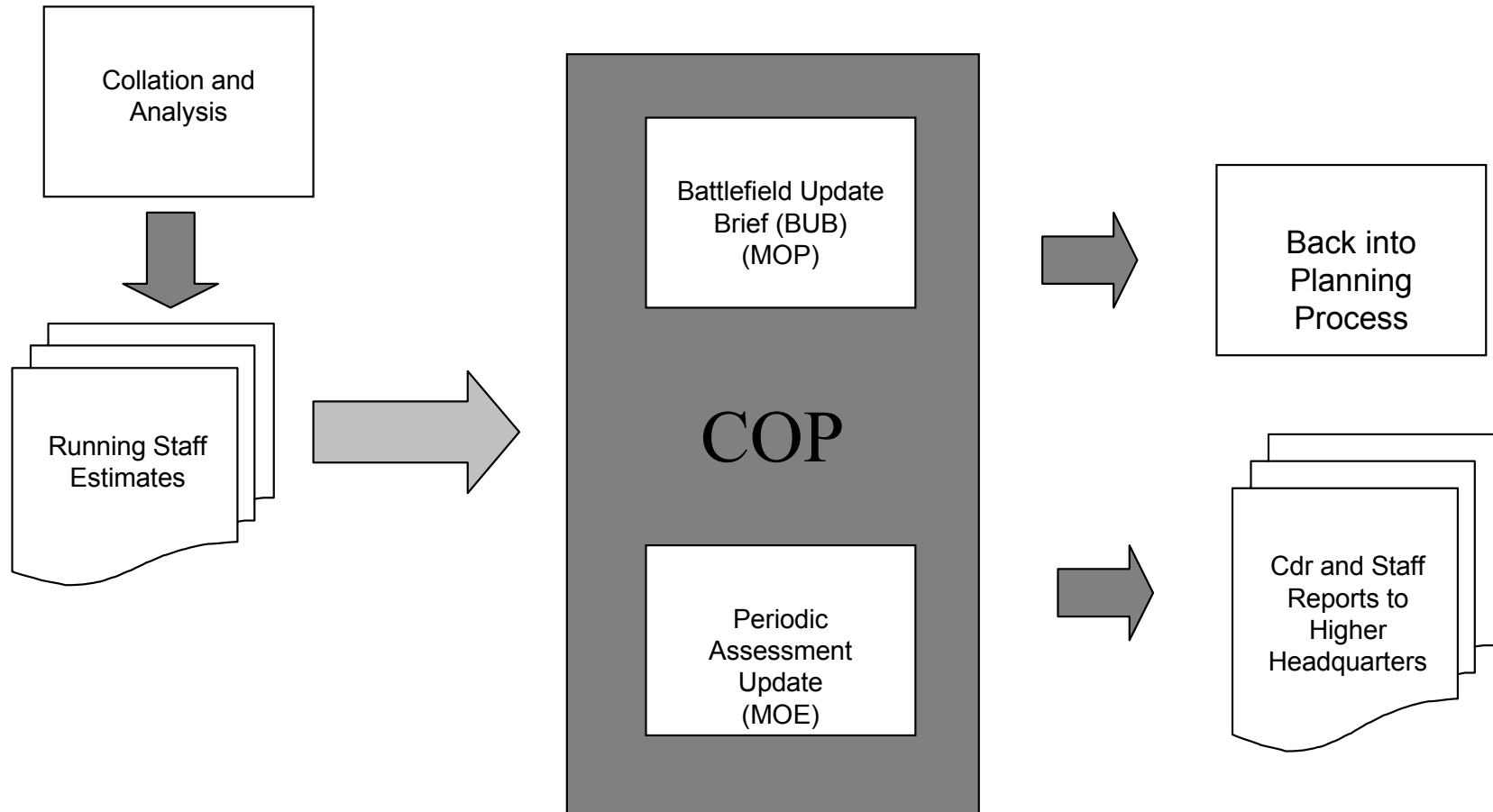
Measure Impact

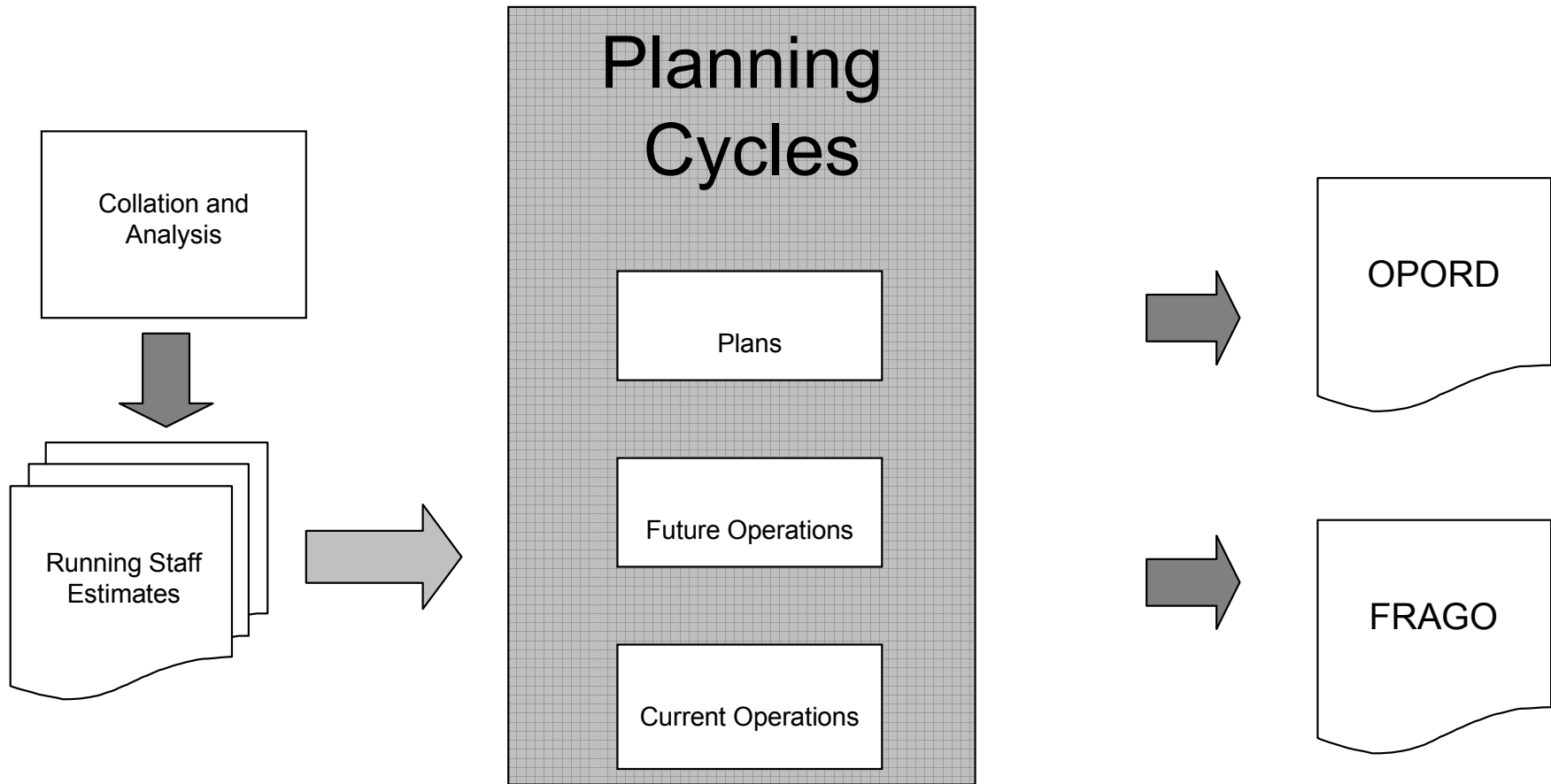
Bn and above



“Commanders and staffs also develop a standard or baseline against which they compare measures and trends.” FMI 5-0.1, The Operations Process







Coordination and synchronization of efforts between host nation, OGA, IGO, and NGO is key!

