

# District Stability Framework



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# Overview of Stability Operations and Introduction to DSF

## LESSON 1



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# Learning Objectives

1. Describe stability operations
  - A. As part of full spectrum operations
  - B. In support of the comprehensive and integrated approach
2. Know the difference between types of international assistance
3. Understand the role and function of Stability Working Groups
4. Describe the elements of the District Stability Framework

*What does stability look like?*



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# Working Definition of Stability

A reduction in the means and motivations for violent conflict, increased capacity to resist sudden change or deterioration, and socioeconomic predictability



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# Stabilization: Definitions

Ending or preventing the recurrence of violent conflict and creating the conditions for normal economic activity and nonviolent politics.

*- USIP “Guiding Principles for Stabilization and Reconstruction”*

The process by which underlying tensions that might lead to resurgence in violence and a breakdown in law and order are managed and reduced, while efforts are made to support preconditions for successful long-term development.

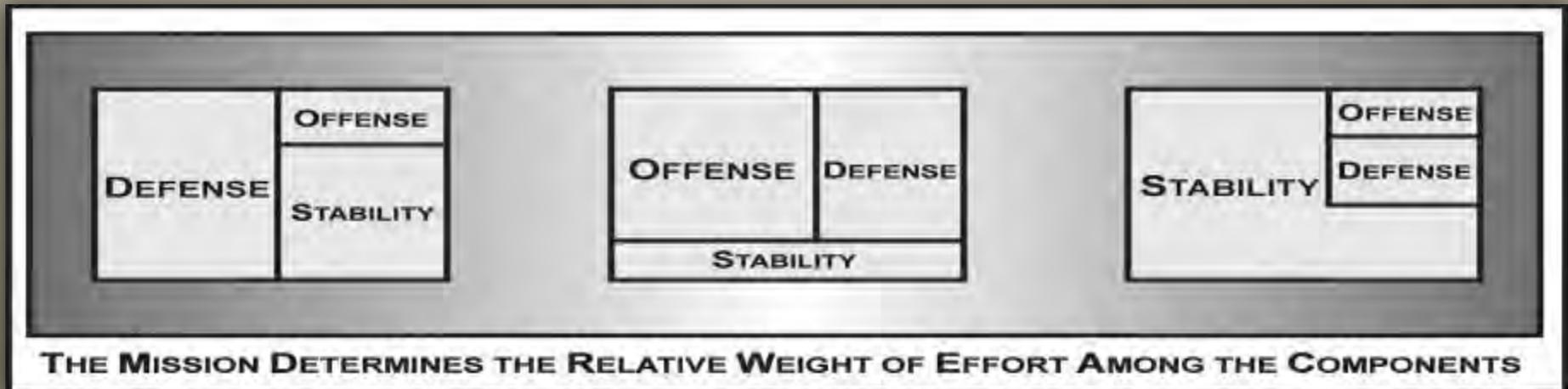
- FM 3-07 Stability Operations



# Full Spectrum Operations

## FM 3-0 Operations

- Stability is a key and integral part of Full Spectrum Operations
- Stability operations leverage the coercive and constructive capabilities of the force



# Unity of Effort

“Unity of effort is the foundation of success for operations that require integrating the capabilities of all the instruments of national power, as well as those of other nations, nongovernmental organizations, intergovernmental organizations, and the private sector.”

FM 3-07

# Comprehensive Approach

A comprehensive approach is an approach that integrates the cooperative efforts of:

- Coalition Forces (military and civilian)
- Government of the Islamic Republic of Afghanistan (GIRoA)
- Inter-governmental organizations
- Non-governmental organizations
- Multinational partners
- Private sector entities



# Coordination

- It is important to have a common language for interagency coordination
- Actors in the political, security, economic, and social realms are not independent
- Failure in one realm jeopardizes success in all others

The purpose of stability programming is to first identify the sources of instability in area, and then coordinate across the Lines of Operations (LOOs) as necessary

Just because there are established LOOs DOES NOT mean you must program against all of them to achieve a stability effect

# COIN in a Stability Ops Environment



- Counterinsurgency Operations support Stability Operations through coordinated lethal and non-lethal applications designed to mitigate violent oppositions
- Shape, Clear, Hold, Build provides a sequencing framework for the Planning, Preparation, Execution, and Assessment of Stability Operations that is supported by the DSF process
- All actors are involved all of the different phases

# Types of Assistance



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# Humanitarian, Stability and Development Assistance



In an unstable environment, achieving stability must be the priority before transitioning to development activities

# Needs Based Assistance

- **Humanitarian Assistance**
  - Short-term, focused on basic survival needs (e.g. food, water, shelter)
- **Development Assistance**
  - Long-term, focused on quality of life (e.g. infrastructure, governance, economic growth)

Needs are things required to improve the level of human development (e.g. health care, education, infrastructure, security)

# Stability Assistance

- Stability Assistance is a comprehensive approach to addressing sources of instability (SOI)
  - Focuses on SOIs rather than needs

# Sources of Instability

Sources of instability are local issues that meet the three Instability criteria:

1. Decrease support for GIRoA
2. Increase support for Anti-Government Elements (AGEs)
3. Disrupt the normal functioning of society

# Military Operations, Development and Stability Assistance

1. Development assistance is *NOT* stability assistance.
2. Development assistance is *NOT* a military task. The military should focus on creating the condition (stability) that enables development.
3. Needs are *NOT* necessarily causes of instability.

***Stability Operations and Stability Assistance are distinctly different from Development Assistance***

# Goal of Stability Assistance

- The goal of stability assistance is to identify and diminish the sources of instability while improving the capability and capacity of societal and governmental institutions to mitigate them.

Questions?



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What is a platform for discussing  
how to address SOIs?



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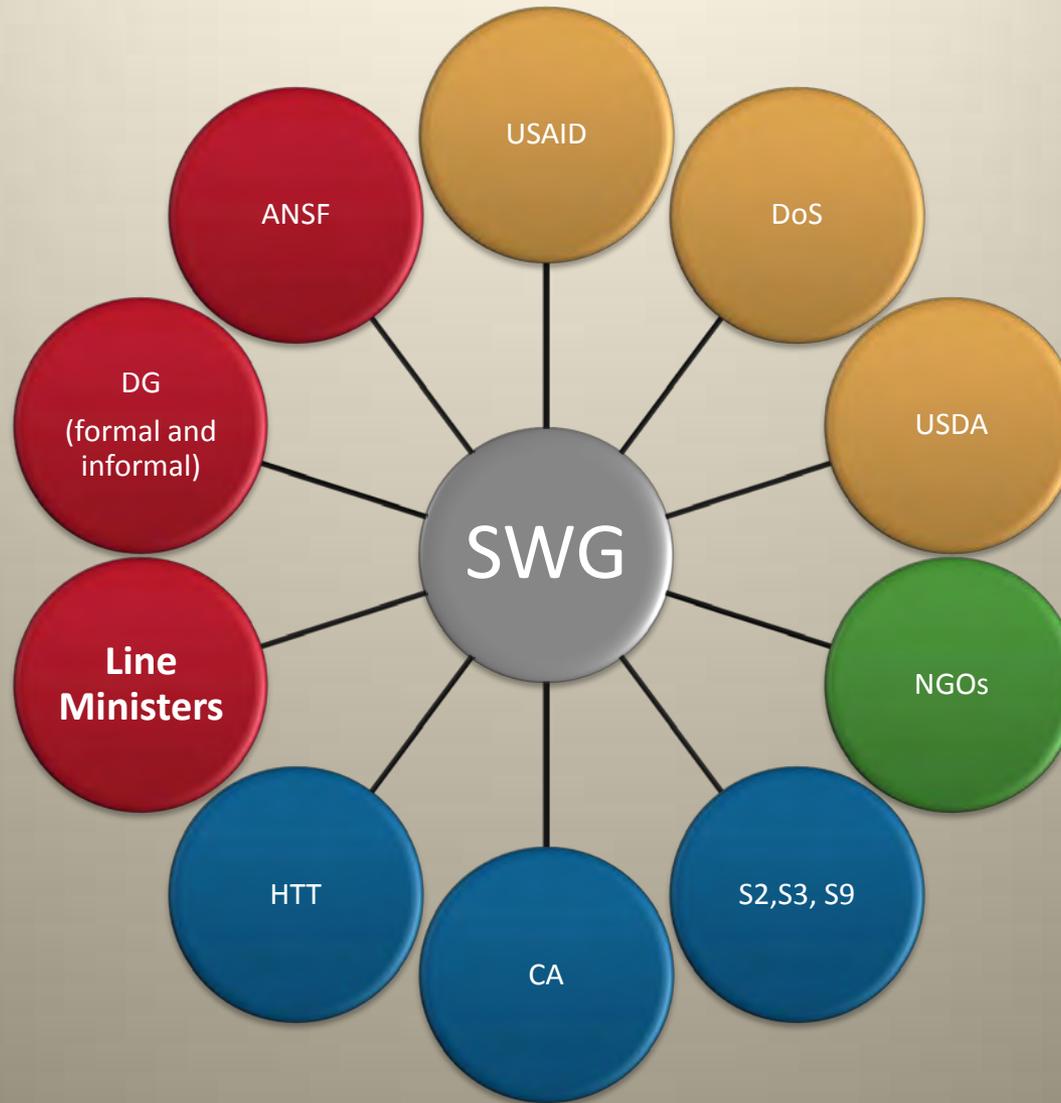
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# Stability Working Groups

The SWG is a stability focused planning and coordination body ideally comprised of: USG Civilians, Coalition Forces, GIRoA, International Organizations, and NGOs. The SWG meets regularly to identify and address sources of instability within a local operating environment.



# Stability Working Group Composition



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# Activities of Stability Working Groups

- Share intelligence and information
- Analyze Area of Operations
- Identify and prioritize sources of instability
- Design and coordinate stability activities
- Measure effectiveness of activities

# SWG Practical Exercise 1

## General Instructions:

1. Break into assigned Stability Working Groups (SWGs)
2. Discuss the following:
  - Potential benefits of SWGs?
  - Potential challenges of SWGs?
  - Obstacles to stabilization?
3. Identify 1 member to conduct the debrief during the review

**Duration of the Exercise:** 15 min for discussion, 10 min review

# Benefits of SWGs

- Wide range of expertise
- Knowledge sharing
- Local participation in decision making
- Expanded situational awareness
- Coordination of activities
- Shared understanding of impact

# Challenges of SWGs

- Competing priorities
- Different chains of command
- Conflicting organizational cultures
- Language and cultural barriers
- Actors tend to focus on their core competencies instead of stabilization

# Obstacles to Stabilization



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# Obstacles to Stabilization

- Root causes of instability are not targeted
- No standardized conflict assessment process
- Local population is not the focal point
- Actors focus on core competencies not stability
- Over reliance on LOOs to plan stability assistance
- Lack of decision making authority at the local level
- Outputs don't measure impact
- No standardized method for monitoring impact



### Typical Metrics

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

### Typical Metrics

- Decreased TICs (Troops in Contact)
- Increased number of ANSF
- Fewer IEDs against CF

### Overall Stability (2007-2009)

- 39% increase in civilians killed in ISAF military operations
- 33% increase in IEDs (Against ANSF)
- 19% increase in SIGACTS
- 36% decrease in support for the Afghan Government (since 2006)
- Decreased NGO presence in South and East

# Common Myths About Stability Assistance

- Economic development and modernization foster stability
- Poverty fosters instability
- More jobs means less support for insurgents
- Money and projects win “hearts and minds”
- Extending the reach of the central government fosters stability

Questions?



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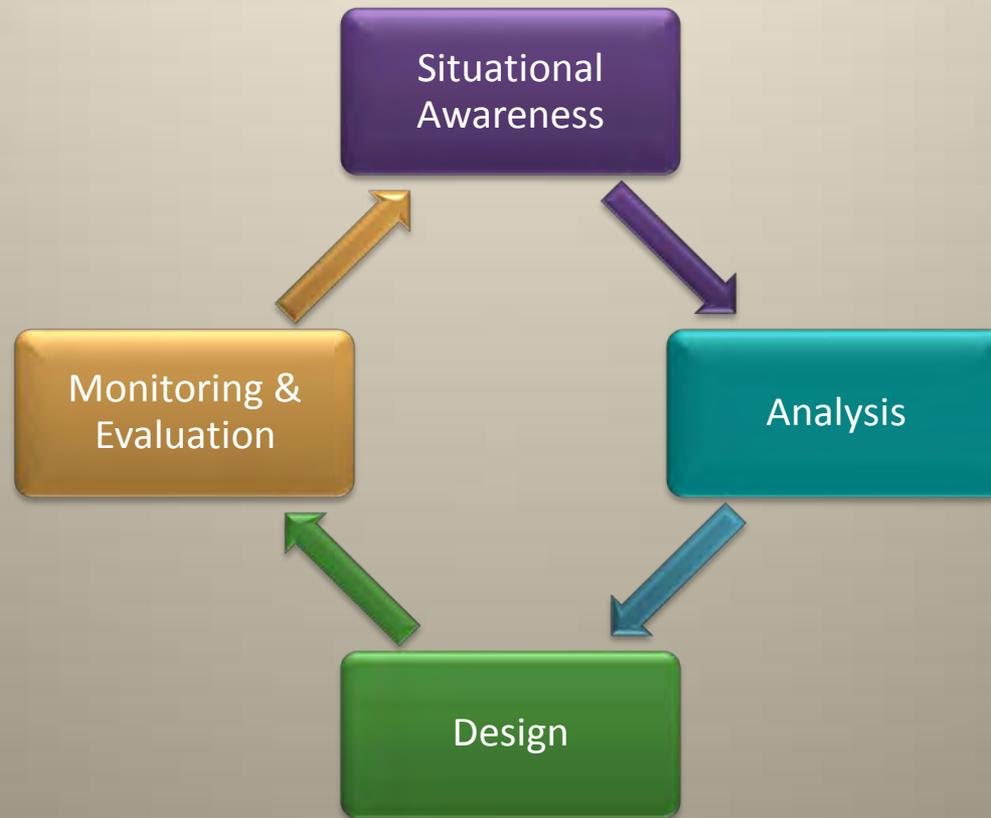
*“We have found no evidence that aid projects are winning ‘hearts and minds,’ reducing conflict and violence, or having other significant counterinsurgency benefits...our research shows instead of winning hearts and minds...in many cases aid is contributing to conflict and instability.”*

*Andrew Wilder, “A “Weapons System” based on Wishful Thinking,” Boston Globe 16 Sept. 2009*

# What is DSF?

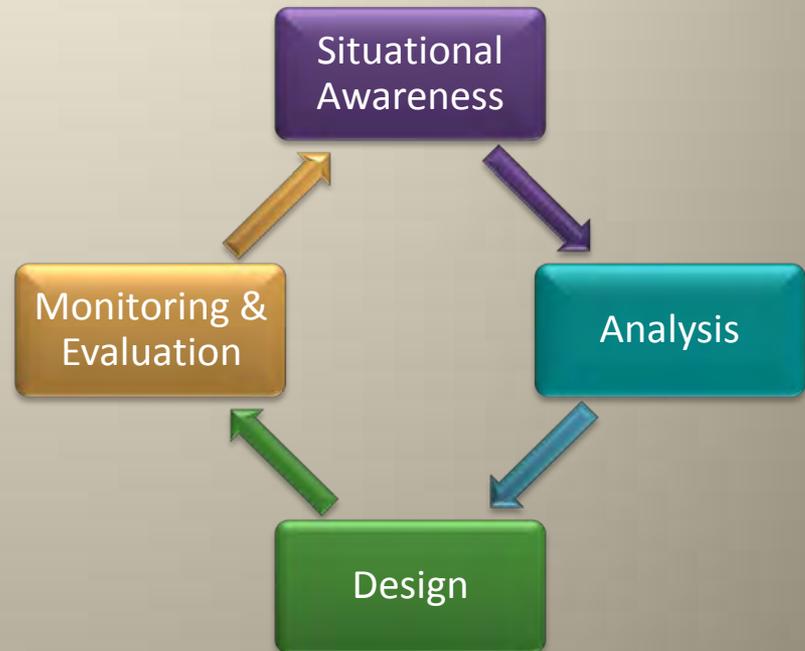
- A common program management framework and terminology that allows users to:
  - Understand the operating environment
  - Understand how local perceptions influence overall stability
  - Identify and address the root causes of instability
  - Design activities that address instability
  - Monitor and evaluate outputs, impacts and overall stability

# Introduction to the District Stability Framework (DSF)



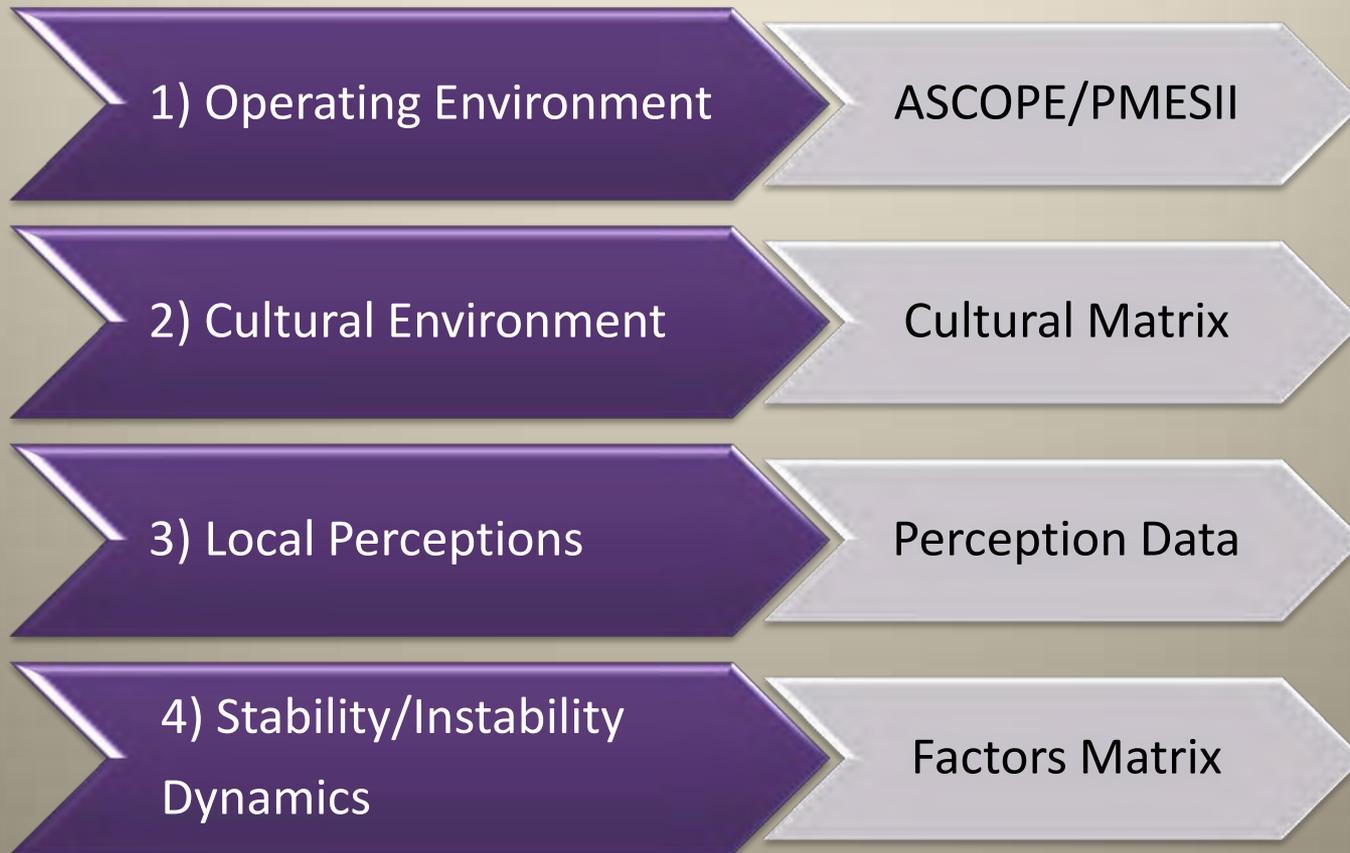
# Situational Awareness

DSF requires population-centric and stability oriented situational awareness. The framework contains tools to assist with gaining situational awareness.



# Situational Awareness

## Four Filters



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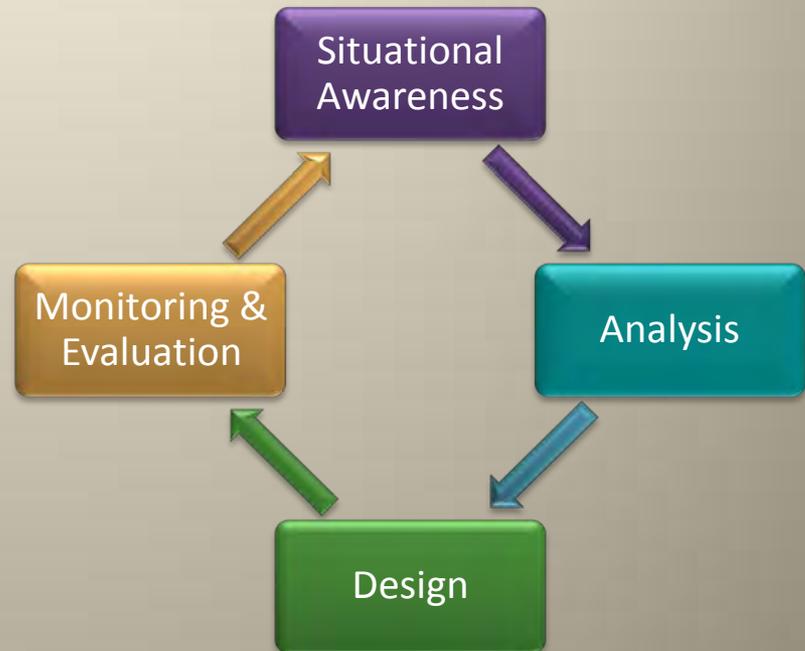
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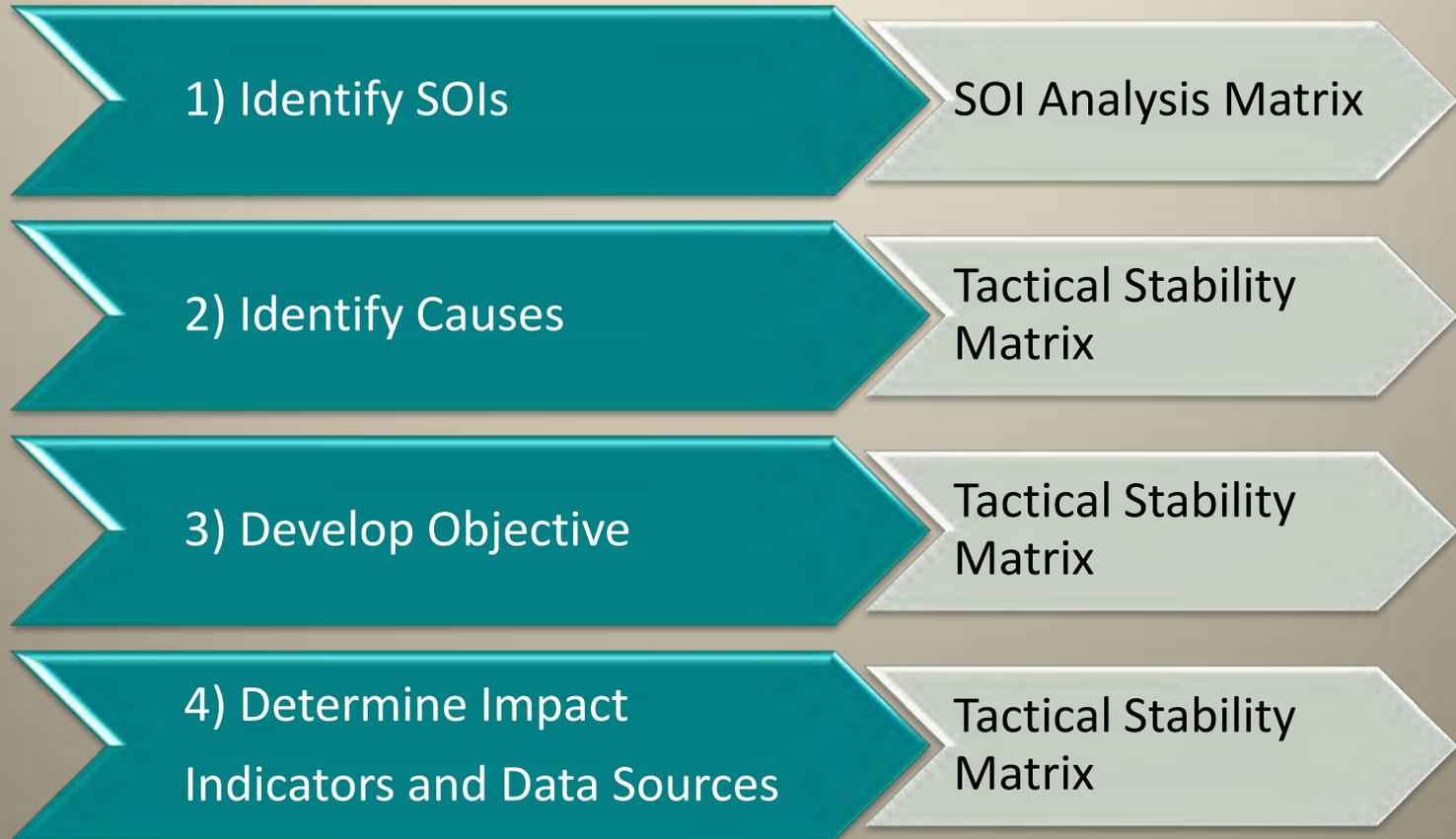
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# Analysis

During analysis, the working group determines the sources of instability (SOI) within an operating environment and develops an objective statement to address them. The working group identifies perceptive and systemic causes of the SOIs.



# Analysis

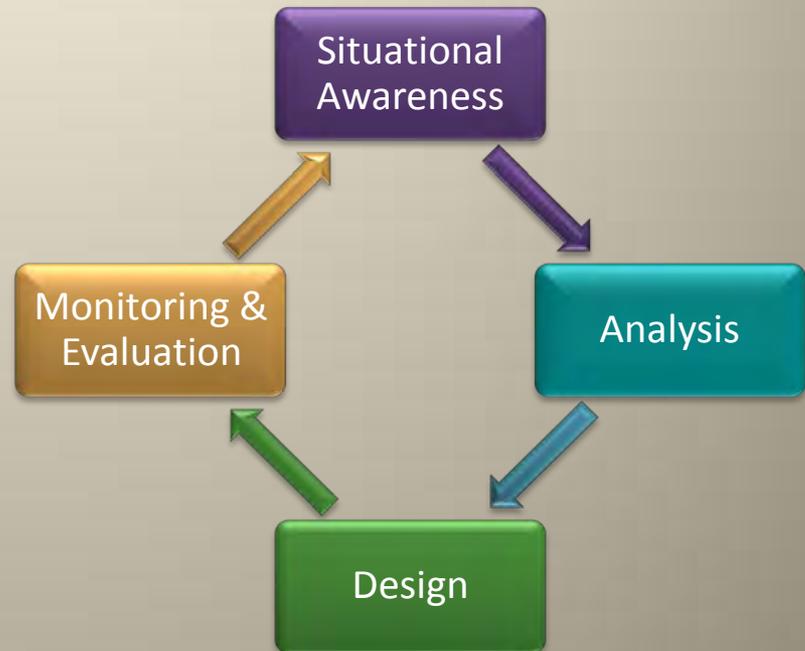


# Design

All activities identified through the DSF process are designed to target sources of instability. Activities are filtered against the three stability criteria, and output indicators and data sources are identified. The three stability design criteria are:

“Does the activity...”

- 1) Increase support for GIRoA?
- 2) Decrease support for Anti-Government Elements (AGEs)?
- 3) Increase institutional and societal capacity and capability?



# Design

1) Design Activities

Tactical Stability Matrix &  
Activity Design Worksheet

2) Identify Output Indicators  
and Data Sources

Tactical Stability Matrix

3) Synchronize Activities

Synchronization Matrix



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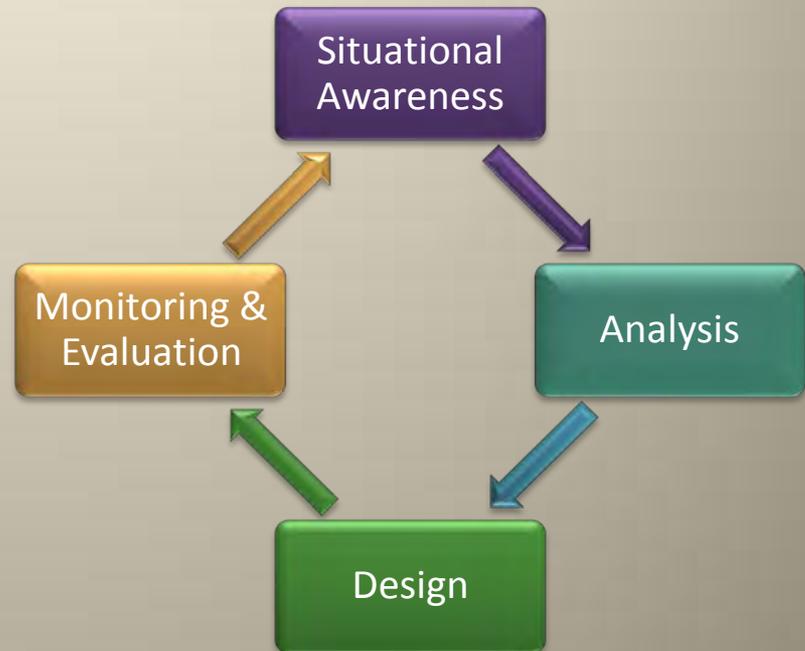
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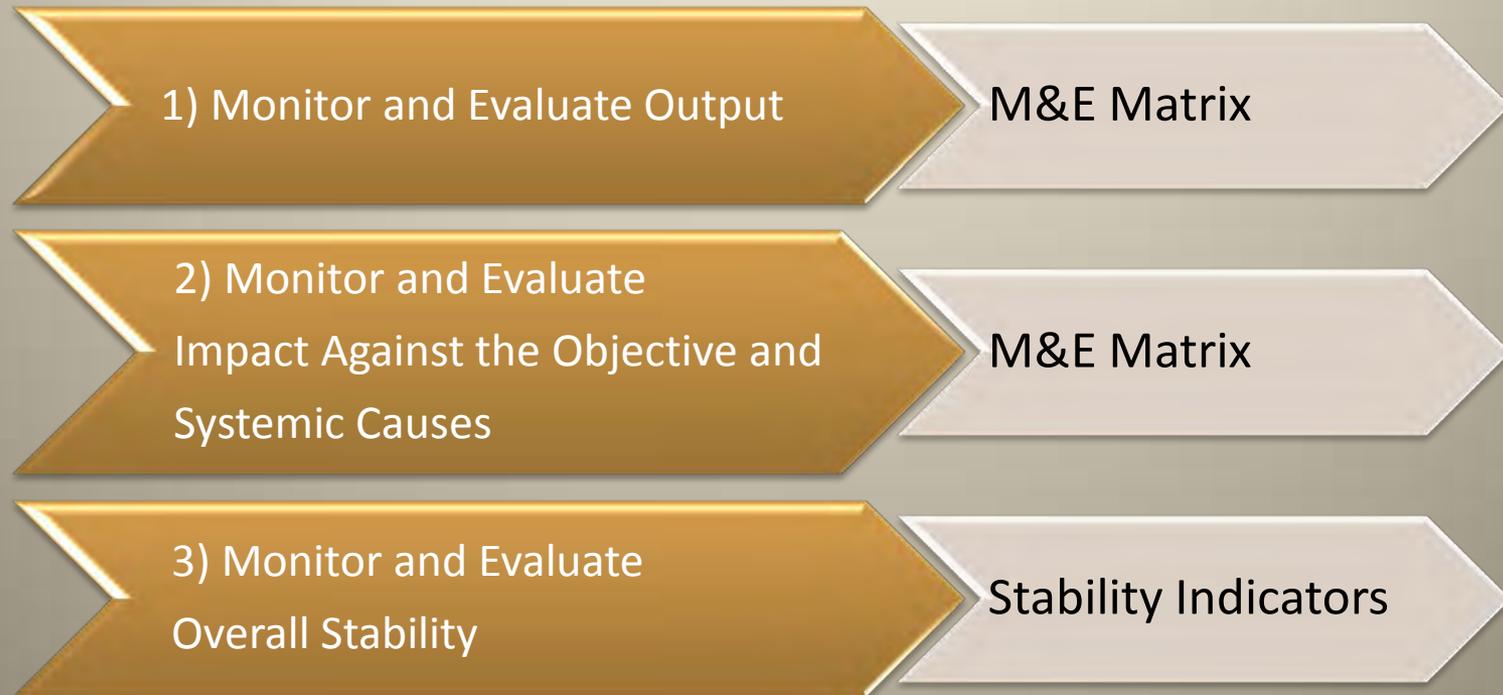
# Monitoring & Evaluation

The DSF looks at 3 levels of monitoring & evaluation for a local area:

- 1) The output of individual activities
- 2) The impact against the objective and root causes of instability
- 3) The change in overall stability



# Monitoring & Evaluation



# Check on Learning

1. Describe Stability Operations?
2. What is the difference between Stability Assistance and Development Assistance?
3. What is the role and function of a Stability Working Group?
4. What are the elements of the District Stability Framework ?

Questions?



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Next:

# Understanding the Operating Environment



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# LESSON 2

## Understanding the Operating Environment



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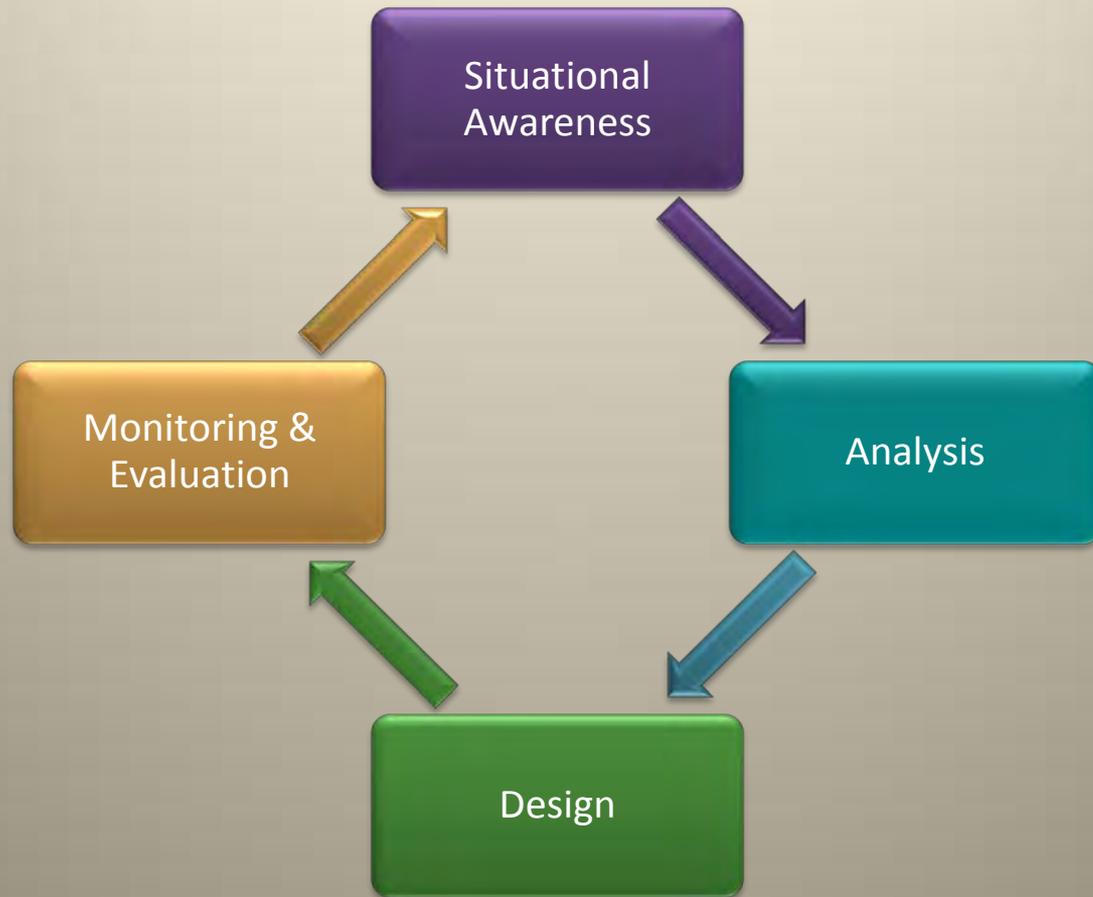
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# Learning Objectives

1. Describe the purpose of the four filters
2. Complete DSF situational awareness tools in a SWG
3. Use perception data to identify possible factors of stability and instability
4. Explain the importance, sources, and collection of perception data in a COIN environment
5. Describe the dynamics of stability and instability

# What is Situational Awareness?



# Situational Awareness

- Commanders and planners require insight into:

## Operating Environment

- Politics/Governance
- Military/Security
- Economics
- Social
- Infrastructure
- Information

## Culture

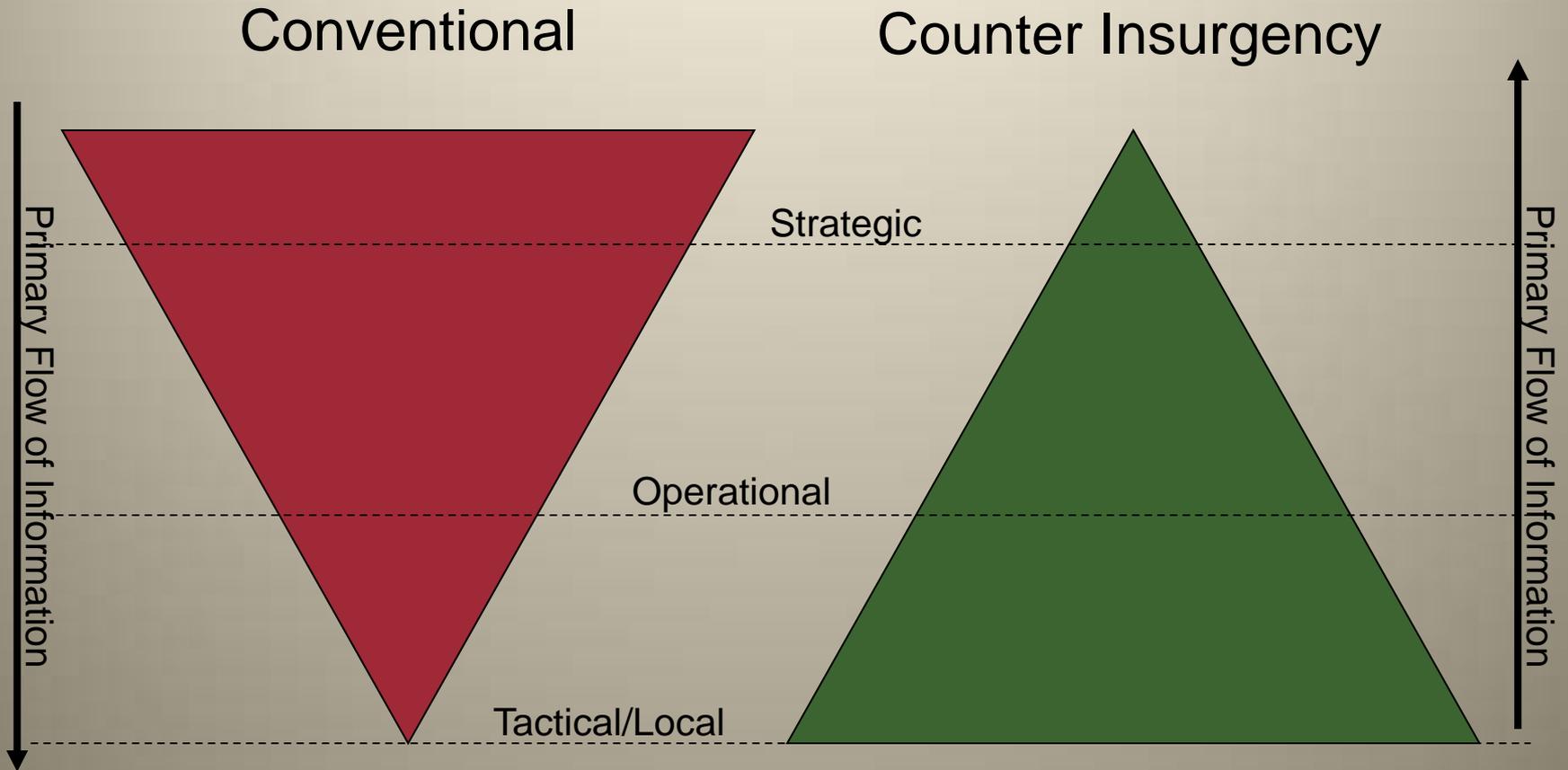
- Values
- Beliefs
- Interests
- Traditions
- Structure
- Resolution Mechanisms

## Local Perceptions

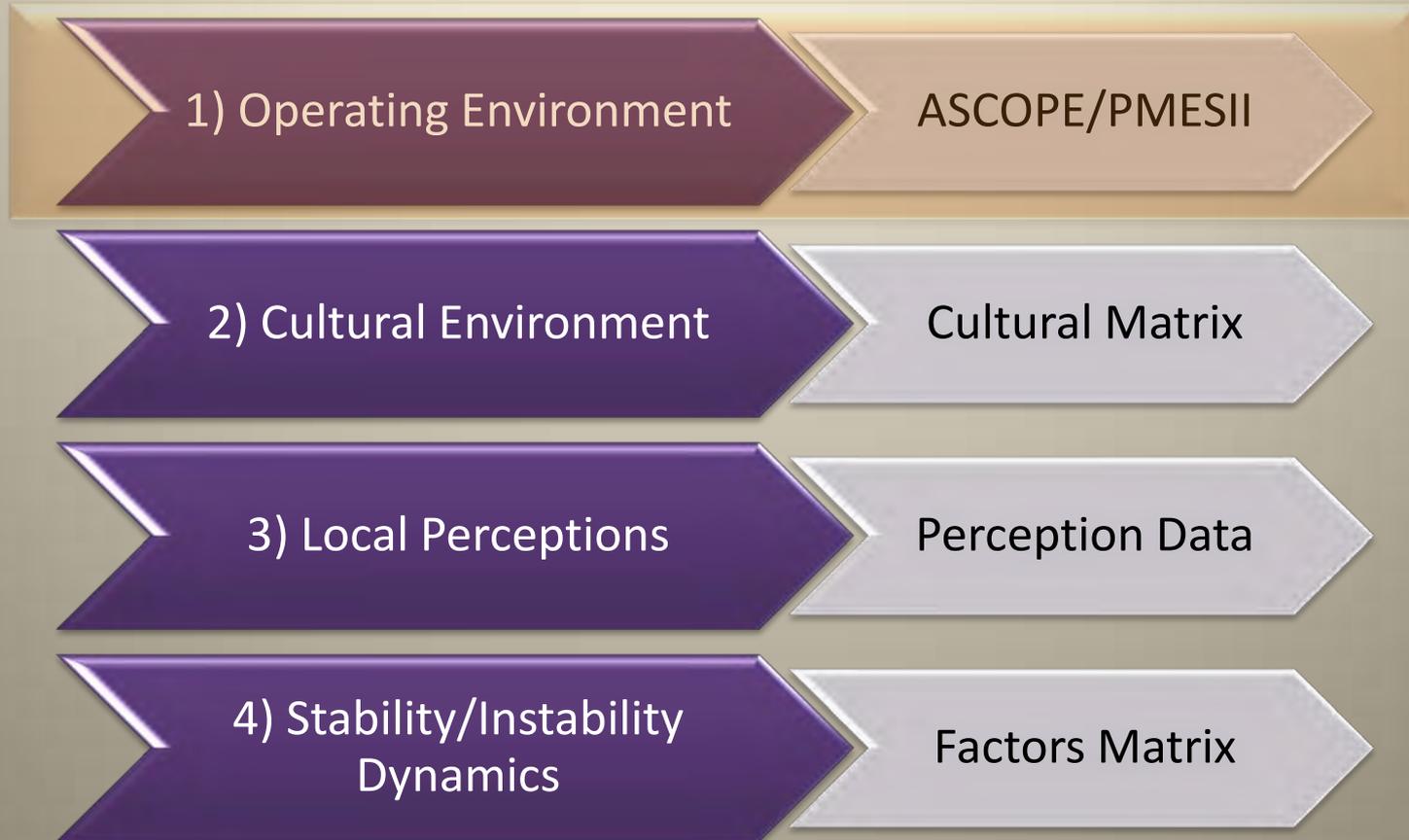
- Grievances
- Resiliencies



# Flow of Information



# The Four Filters



# Filter 1: Operating Environment

## Tactical ASCOPE/PMESII

- Tactical level ASCOPE/PMESII is developed and managed at Company level
- Fused with other information sources at the Battalion level and above
- Fed into working groups at all levels
- Shared across district boundaries with all actors



# DSF ASCOPE/PMESII

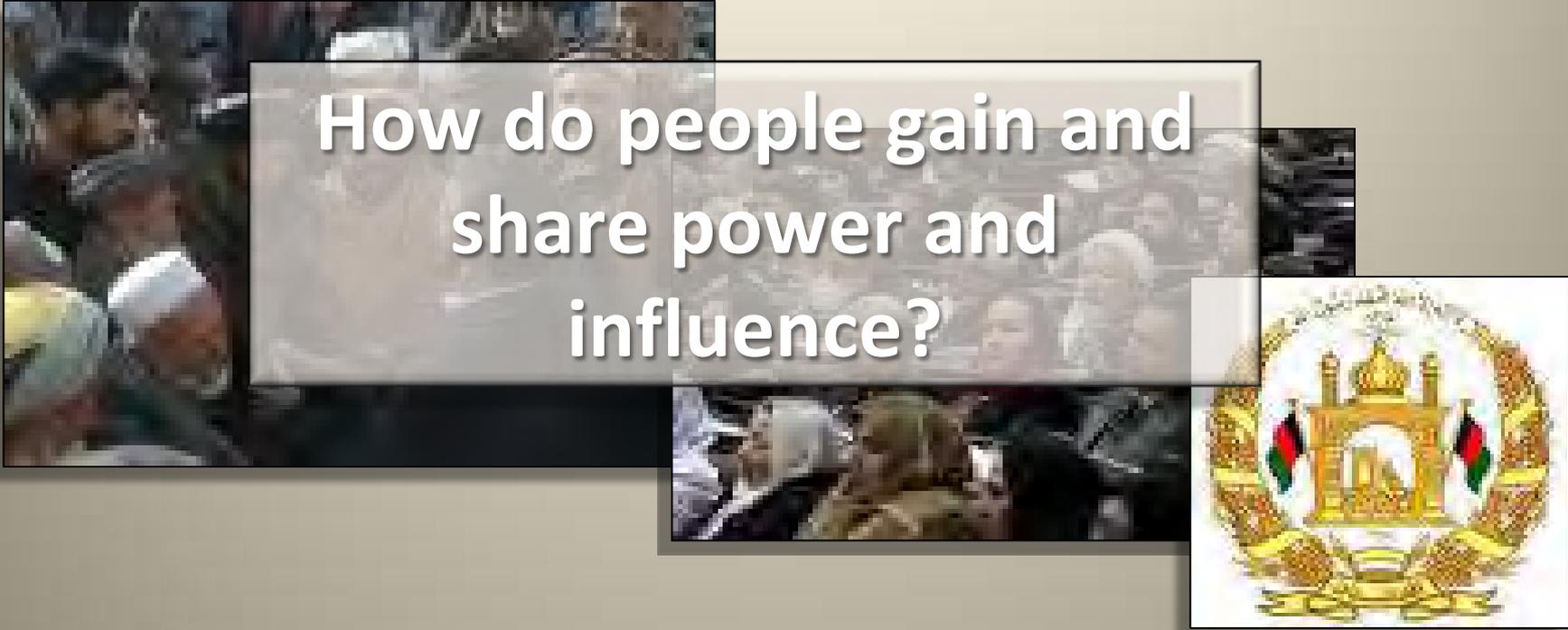
**ASCOPE** – Six categories of civil consideration are analyzed from the perspective of the population, the insurgents and the counterinsurgents

- Areas
- Structures
- Capabilities
- Organizations
- People
- Events

**PMESII** – Interrelated operational variables to analyze the operational environment

- Political
- Military
- Economic
- Social
- Information
- Infrastructure

# Political / Governance



How do people gain and share power and influence?

Key elements of the formal, informal, and shadow systems of government which significantly influence the local population

# Political / Governance

Areas	Political boundaries, areas which support the government, areas which support the insurgents
Structures	Government infrastructure(police, justice, service delivery) centers, polling locations
Capabilities	Government, NGO, shadow government capabilities and capacities, ANSF and insurgent support in the local population
Organizations	Political parties, government ministries, NGOs, IGOs
People	Government and shadow government officials, warlords, parliamentary representatives
Events	Elections, Shura meetings, VIP visits

# Military / Security

How do communities protect themselves?



Key elements that could influence the security situation



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# Military / Security

Areas	ANSF/ISAF bases, insurgent strongholds, historic ambush sites
Structures	Police stations, checkpoints, insurgent safe houses
Capabilities	ANSF and insurgent capability and capacity
Organizations	ANP, ANA, insurgent groups, paramilitary groups, tribal militias, criminal organizations
People	ANSF, ISAF, and insurgent leaders
Events	Major operations, major civilian casualty, government recruiting drives

# Economic

How do people generate  
and distribute wealth?



Key elements that influence economic activity in  
the area



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# Economic

Areas	Agricultural areas, bazaars, smuggling routes, resource deposits
Structures	Factories, shops, banks, storage facilities
Capabilities	Access to credit, extent of black market, sustainability of agriculture
Organizations	Unions, cooperatives, economically-focused NGOs, groups engaged in illicit trade
People	Major landowners, merchants, money lenders
Events	Planting and harvest seasons, droughts, factory openings

# Social



How do people behave together and why?



Key elements that describe or could influence traditional social dynamics in an area



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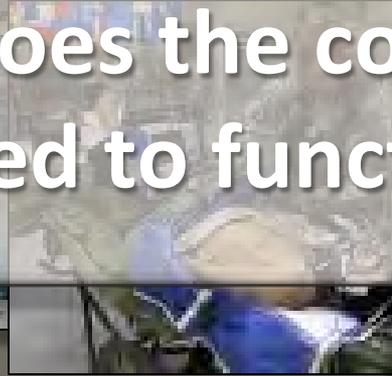
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# Social

Areas	Community meeting areas
Structures	Mosques, wedding halls, government facilities (schools, clinics)
Capabilities	Strength of tribal structures, conflict resolution mechanisms and processes, gvt ability to provide basic services (health, education)
Organizations	Tribes, clans, notable families, shuras, community councils
People	Mullahs, maliks, elders, shura members, influential individuals
Events	Friday prayers, holidays, funerals, shuras, cultural festivals, sports events

# Infrastructure



What does the community  
need to function?

Effects on the physical infrastructure: sewage, water, electricity, educational facilities, health facilities and transportation



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# Infrastructure

Areas

Irrigation networks

Structures

Roads, bridges, electrical lines, dams

Capabilities

Capability and capacity of the infrastructure

Organizations

Government ministries, construction and telecommunication companies

People

Contractors, Ministry representatives

Events

Ribbon-cuttings, road openings, ground-breakings

# Information



How do people communicate?



Key elements that facilitate the transfer of information to and among the local population

# Information

Areas	Radio TV, and cell phone coverage areas
Structures	Cell towers, radio towers, print shops
Capabilities	Literacy rate, access to various media types
Organizations	News organizations, influential mosques, radio and TV companies
People	Mullahs, elders, media owners/operators
Events	Friday prayers , IO campaigns, government messages

# Sources of Information

- Patrol Reports
- SigActs
- Polls/Surveys
- Local Organizations
- Key Leader Engagements
- ANSF
- Stability Operations Information Cell (SOIC)
- Human Terrain Teams (HTT)
- Civ-Mil Affairs Units
- Local Media
- Intelligence Surveillance and Reconnaissance Assets
- Sensitive Site Exploitation (SSE)
- International Organizations



# ASCOPE-PMESII

Description	Factors	Relevance
Political/Governance: Political actors, agendas, government capability and capacity	ASCOPE Key elements of the formal, informal, and shadow systems of government which significantly influence the local population	Why is a factor relevant to the local population? How does it affect stability?
Military/Security: Capabilities in the AO (equipment, mission, resource constraints)	ASCOPE Key elements that could influence the security situation	Why is a factor relevant to the local population? How does it affect stability?
Economic: Trade, development, finance, institutional capabilities, geography, regulation	ASCOPE Key elements that influence economic activity in the area	Why is a factor relevant to the local population? How does it affect stability?
Social: Demographics, migration trends, urbanization, living standards, literacy/education level, etc.	ASCOPE Key elements that describe or could influence traditional social dynamics in an area	Why is a factor relevant to the local population? How does it affect stability?
Infrastructure: Basic facilities, services and installations	ASCOPE Effects on the physical infrastructure: sewage, water, electricity, educational facilities, health facilities, and transportation	Why is a factor relevant to the local population? How does it affect stability?
Information: Means of communication, media, telecommunications, word of mouth	ASCOPE Key elements that facilitate the transfer of information to and among the local population	Why is a factor relevant to the local population? How does it affect stability?



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# SWG Practical Exercise 2

## General Instructions:

1. Break into your Stability Working Group and complete the ASCOPE/PMESII matrix using the Sarkani case study
2. Identify 1 member to conduct the debrief during the review
3. Do not make assumptions
4. Keep in mind, you are working with a single source document and you will not have all the information you may want

**Duration of the Exercise:** 1 hour and 30 minutes to complete exercise, 45 minutes for review





# ASCOPE-PMESII – Sarkani

Description	Factors	Relevance
<b>Political/ Governance: Political actors, agendas, government capability and capacity</b>	There is unease about the tendency for Kabul and Provincial leadership to replace DGs with little or no warning	Difficult to recruit capable individuals to fill govt positions, little incentive for DGs to perform well because are frequently removed from office after short periods of time, and need to support the institution not the governor because of frequent turnover
	District Administrator and Line Ministries are corrupt	Corrupt government undermines confidence of the population in GIROA and makes them more susceptible to AGE influence
	A The DG and line ministers do not live in the district center (DC) and have limited ability to interact with the local population because of security concerns, poor roads and difficult terrain within Sarkani	Lack of security limits the ability of DG officials to make contact with constituents and extend the reach of GIROA
	O District Office and Line Ministries have low capacity to provide basic services and perception surveys report widespread dissatisfaction with the provision of services	Weak and ineffective government undermines confidence of the population in GIROA and makes them more susceptible to AGE influence
	E Customary leadership has become fragmented and has less influence than it did previously	Customary leadership previously provided an important link between GIROA and the local population that is now fragmented
	Taliban has co-opted several village shuras to gain influence with local population	Taliban is exploiting weakened traditional structures to gain support of local population
	The district court is corrupt, judgments are perceived as being available for purchase, and are rarely enforced	The Taliban has co-opted dispute resolution and is enforcing judgments through intimidation
<b>Military/Security: Capabilities in the AO (equipment, mission, resource constraints)</b>	Sarkani is currently highly kinetic and freedom of movement is hampered by the frequency of IEDs	Limited freedom of movement disrupts the normal functioning of society
	ANSF lack the resources, training, leadership and unity of purpose to be an effective force in the district	Physical security cannot be effectively provided by the ANSF to enable the functioning of society
	A The ANP are largely seen as corrupt and ineffective, having limited visibility in communities and is understaffed and ill-equipped	Without capable and effective police, military, and border police the overall security situation will be compromised by AGEs
	O The ANA is seen as the most competent of all ANSF, and the local commander is well respected	Opportunity to capitalize on the good-will of the ANA commander and competence of the ANA
	P The ABP is becoming increasingly professional and better staffed, but still lacks adequate presence on the border	Effective border police are needed to stem the flow of fighters from Pakistan and stop illicit cross border activities
	Indirect fire surrounding FOB Joyce causes civilian casualties	AGEs are launching swift IO campaigns to blame civilian casualties on CF
	E The AGEs have begun a campaign to eliminate Afghans aligned with GIROA and the CF	Activities that publicly link Afghans to GIROA or the CF are put in danger of being targeted by AGEs

A: Area S: Structures C: Capabilities O: Organizations P: People E: Events



# ASCOPE-PMESII – Sarkani

Description	Factors	Relevance
<b>Economic: Trade, development, finance, institutional capabilities, geography, regulation</b>	There is very little economic activity within Sarkani beyond short-term CF funded construction projects	A population without a reliable source of income provides the AGEs with a pool of potential 'economic insurgents'
	Most people are living off of subsistence farming and remittances from abroad, but a large portion of the land is barren and uncultivable	In times of crop failure, fighting for AGEs is an alternative source of income
	There are few specialized skills in Sarkani, so training is needed in areas such as carpentry, marketing, embroidery, tailoring, fishing, etc.	There are no alternative livelihoods in times of crop failure
	<b>A</b> Much of the economic activity that does occur is illicit and stems from cross border smuggling of various items including timber and precious stones	When a population engages in the illicit economy, they are further separated from the government, increasing the possibility of being united with AGEs
	<b>S</b> Sarkani has enormous economic potential as a future official border crossing for the flow of goods and services and the DG has an effort underway to legalize timber trade between Sarkani and neighboring areas	Establishing an official border crossing could significantly reduce the amount of cross border smuggling and foster the licit economy
	<b>C</b> The DDA is seen as inefficient and possibly corrupt; most projects that have been funded have not been completed	The population has no confidence in local development bodies hampering the possibility of community "buy-in" on future activities
<b>Social: Demographics, migration trends, urbanization, living standards, literacy/education level, etc.</b>	<b>O</b> The population is scattered throughout the district with the majority living along the river and the remainder living in the capillary valleys leading to Pakistan	An uneducated and unemployed population living on the porous border are geographically isolated and vulnerable to AGE influence
	<b>P</b> Elders are traditionally the key entry point to people in the villages, however, their position is fragile and they are losing influence	Activities involving GIROA also need the support of community elders
	<b>E</b> Tribes remain the most powerful facet of Pashtun society, Pastunwali is viewed as more legitimate than GIROA laws and is strictly observed throughout Sarkani	Pastunwali could potentially undermine GIROA laws if they are ever in contradiction
	<b>A</b> Education and literacy levels are low and there is a lack of quality, religious based education available in Sarkani so students are often sent to extremist institutions in Pakistan	Radicalization of youth in Pakistan
	<b>S</b> Local maliks are very influential in the district	Maliks can serve as a potential link between GIROA and the population

A: Area S: Structures C: Capabilities O: Organizations P: People E: Events



# ASCOPE-PMESII – Sarkani

Description	Factors	Relevance
<b>Infrastructure: Basic facilities, services and installations</b>	A Access to water, electricity, health, and education is limited to a very small percentage of the population	The inability of GIROA to build infrastructure and provide basic services, potentially decreases support for GIROA
	S Poor water infrastructure	Leads to fighting between tribes over land
	O Healthcare, while at its highest level ever, is still inadequate	Possibility for IO opportunities to show that there have been at least some improvements related to healthcare
	E Access to the capillary valley communities remains difficult due to the poor condition and lack of roads	Isolated communities are more vulnerable to extremist influence because they are disconnected from GIROA
<b>Information: Means of communication, media, telecommunications, word of mouth</b>	Informal word of mouth is the dominant form of communication in Sarkani	AGEs are particularly adept at exploiting informal communications, allowing them to become the sole source of information in some areas
	A S Apart from informal communications, radio is the primary source of information for the majority of Sarkani residents, with at least 11 stations being broadcast in the district	The lack of relevant, accurate, and timely information significantly hampers the ability of GIROA to project its influence amongst the populace; radio coverage in Sarkani is an opportunity to reach the population with targeted programming
	P E Due to the low level of literacy, newspapers and other print media are not widely circulated; television is rare because of lack of electricity	The fact that AGEs have an almost complete monopoly on information in some areas, which consists of a largely uneducated and illiterate population presents one of the most serious challenges to winning over the population
	Residents report that shuras are not a trustworthy source of information	Indicates fractured customary leadership structure

A: Area S: Structures C: Capabilities O: Organizations P: People E: Events

# Check on Learning

- At what level is the Tactical ASCOPE/PMESII developed?
- Who is the information shared with?
- What are some of the sources of information used to complete the DSF Factor and Relevance ASCOPE/PMESI

Questions?



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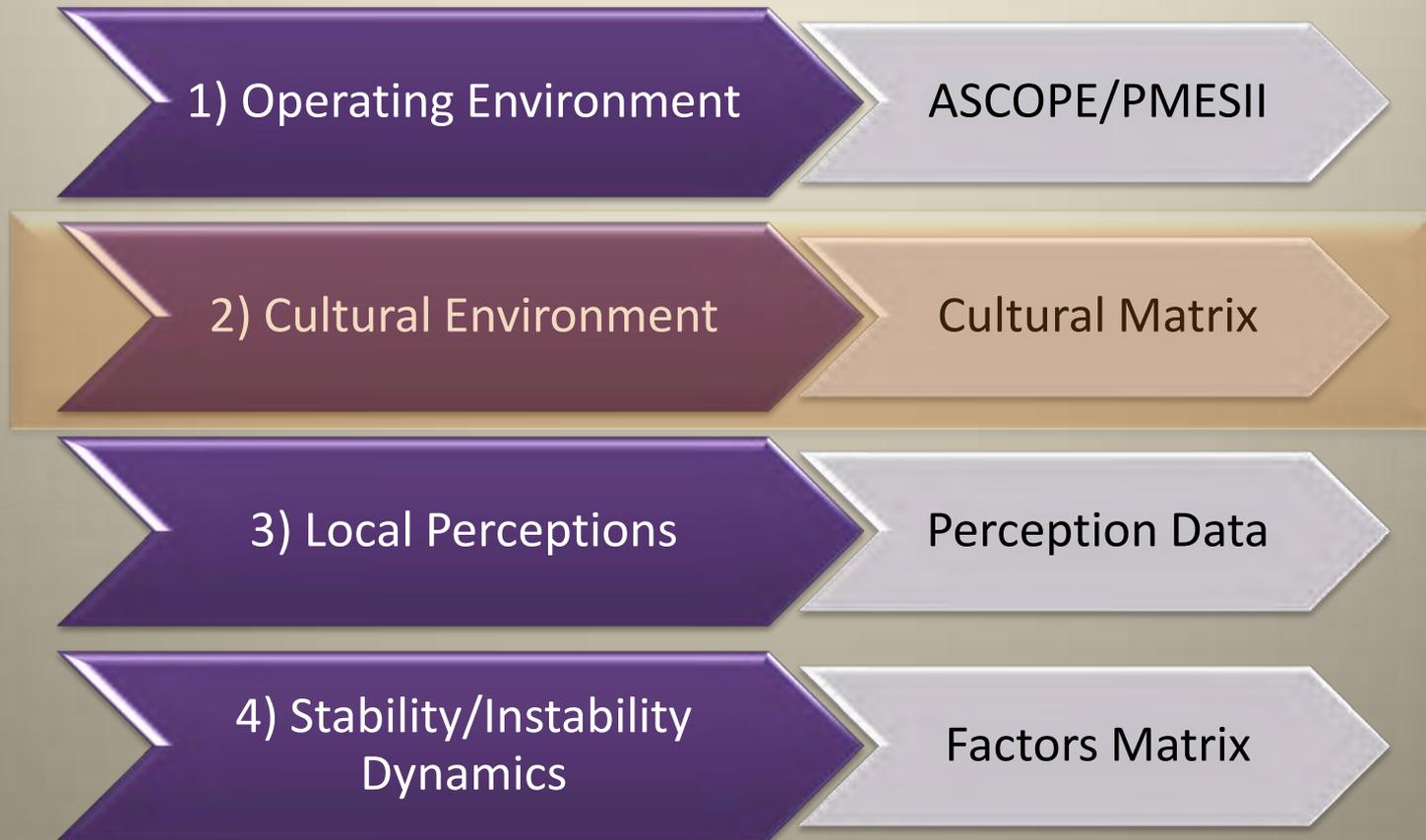


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# The Four Filters



# Filter 2: Cultural Environment

***SWGs MUST understand the cultural environment before addressing stability of a AO...***

- Identify key groups and traditional authorities
  - *Organization*
  - *Relationships and tensions among groups*
  - *Limits to power and influence*
- Tribal rituals and conflict resolution mechanisms
- Insurgent relationship and/or use of key groups and traditional authorities



# Cultural Environment Sarkani

- Tribes - most powerful facet of Pashtun society; locals rely on tribal structures to solve problems
- Pashtunwali seen as more legitimate than GIRoA laws
- Sub-clan, clan, and/or tribal tensions facilitate instability
- Locals do not trust ANSF from different tribes/ethnic groups
- New actors have gained power and influence at the expense of traditional leaders
- Individuals in power have an obligation to protect their qawm

# Where do we find cultural and tribal characteristics?

•From the ASCOPE/PMESII

•From Cultural Advisors

•From Local Leaders

•From Local Government Officials

•From polls/surveys

•From local ANSF (ANP)

•From organizations that work within the population

AO: As at: Remarks:		P	M	E	S	I	I
		Political سیاسی	Mil/ Sec نظامی / امنیت	Economic اقتصاد	Social/Culture اجتماعی	Infrastructure زیربنا	Information معلومات
A	Areas ساحات	District / Provincial city, affiliation areas, INS shadow gov, toll area	Coalition / ANSF bases, historic ambush / IED sites, insurgent bases	Bazaars, farming, livestock dealers, auto repair, smuggling, location of illicit exchanges, mining	Traditional picnic areas, bazaars, outdoor shura sites or informal meeting areas	Irrigation networks, water tables, areas with medical services	Radio / TV / Paper coverage areas, word of mouth gathering points, graffiti, posters
S	Structures ساختمان	District / Provincial centres, shura halls, polling sites, court house, mobile courts	District / Provincial Police HQs, INS lower level house / businesses	Bazaar, wheat storage, banks, mining structure, industrial plants	Mosques, wedding halls, popular restaurants	Roads, bridges, electrical lines, gubion walls, dams and sluice gates	Cell / mobile phone, radio and TV towers, point shops
C	Capabilities توانایی ها	Dispute resolution, local leadership, INS ability to have impact, judiciary, TB ombudsman committee	ANSF providing 24/7 sy/GRF presence? INS strength / weapons, recruiting capabilities	Access to banks, drought resilience, development, black market effectiveness, irrigation potential	Strength of tribal / village traditional structures, multibns, strength of traditional justice (shura)	Ability to build / maintain roads, walls, check dams, irrigation system, sewerage (SWEATR-INS)	Literacy rate, availability of electronic media, phone service
O	Organizations سازمان ها	Political parties, INS group affiliates, GIRoA & NGOs, court system, JSSP trainers	Coalition & ANSF present, INS groups and networks	Banks, large landholders, cooperatives, economic NGOs, Majeed industries	Tribes, clans, families, sports shuras, youth shuras, women's representation or groups	Govt ministries, construction companies, R&D NGOs, PRITIDST	News organizations, influential mosques, INS IO groups, media activities
P	People مردم	Governors, councils, shura members, elders, multibns, parliamentarians, judges, prosecutors, TB ombudsman	Coalition, ANSF, INS military leaders, LLIs, illicit militias	Bankers, landholders, merchants, money lenders, illegal facilitators, smuggling chain, power brokers, negotiators	Multibns, multibns, elders, shura members, influential families, entertainment figures	Builders, road contractors, local development councils, unemployed groups, trade training capability	Media owners, multibns, multibns, elders, heads of families, informal leaders (bazaar, women's groups, teachers etc.)
E	Events زیربنا ها	Electoral, shuras, juries, Provincial council meetings, speeches, JSSP training sessions, significant tribes, TB courts	Khalis events, tribal IAPs (Coalition and ANSF), loss of leadership operations, ANSF leave periods	Harvest, harvest, business opening, loss of business, good / bad crop, poppy and other harvest periods	Daily / Friday prayers, holidays, weddings, deaths / funerals, births, bazaar days, special events, religious events	Road / bridge construction, well digging, centres / school construction	Daily & Friday prayers, publishing dates, IO campaign, project openings, CIVCAS incidents, SIGEVENTS



# Cultural Matrix

1) Major Cultural Groups	2) Their Interests	3) Cultural Codes, Traditions, and Values	4) Traditional Conflict Resolution Mechanisms
<p>Identify the major cultural and/or tribal groups in your AO</p>	<p>Identify the interests, and driving factors of the major groups in your AO</p>	<p>Identify cultural codes, traditions, and values of the major cultural groups</p>	<p>Identify how and what establishments perform conflict resolution within your AO</p>
5) Traditional Authorities	6) Disruptions to These Mechanisms/Authorities	7) How Spoilers/Stabilizing Forces Leverage These Factors	
<p>Identify the relevant traditional authorities that interact with the population within your AO</p>	<p>Describe the limits of influence and power the existing traditional authorities have within your AO</p>	<p>Describe how AGEs can leverage and/or exploit the existing cultural and tribal dynamics within your AO</p>	



# SWG Practical Exercise 3

## General Instructions:

1. Break into your Stability Working Group and complete the Cultural Matrix for the Sarkani case study and refer back to the ASCOPE/PMESII
2. Identify 1 member to conduct the debrief during the review

**Duration of the Exercise:** 20 min group work, 15 min review



# Cultural Matrix – Sarkani

1) Major Cultural Groups	2) Their Interests	3) Cultural Codes, Traditions, and Values	4) Traditional Conflict Resolution Mechanisms
<p>* Predominantly Pashtun with a small Gujjar minority</p> <p>* The two major Pashtun tribes are Mamund Kakazai (located in eastern Sarkani) and the Safi tribe (located in southern Sarkani)</p>	<p>* The Mamund Kakazai are closely aligned with tribes in Pakistan</p> <p>* The Safi tribe maintains good relations with the DG and is closely aligned with GIROA</p> <p>* Both tribes are interested in economic prosperity and security of patria lineal lines</p>	<p>* Local population observes a conservative form of Islam and families seek religiously based education for their children</p> <p>* Tribes are the most powerful facet of Pashtun society</p> <p>* Pastunwali is viewed as more legitimate than GIROA laws and is strictly observed throughout Sarkani</p>	<p>* District shuras have traditionally served as a conflict resolution mechanism, however, the Taliban has recently co-opted several district shuras</p>
5) Traditional Authorities	6) Limits to their power	7) Ways de/stabilizing elements take advantage of these factors?	
<p>* Traditionally elders have served as a key entry point to people in the village and have facilitated villagers access to GIROA</p> <p>* There are over 43 Mullahs in Sarkani; every mosque is assigned a Mullah</p> <p>* Mullahs are often influential only through a Maliks, and in some cases influential by themselves; Haji Mohammad is an influential Malik in Sarkani</p>	<p>* Traditional power structures have become fragmented by decades of war and has less influence than it did previously</p> <p>* Difficult terrain limits the reach of traditional authorities</p> <p>* The Taliban has co-opted several village shuras in order to gain influence with the population</p>	<p>* Power brokers, regardless of their tribal affiliation, are targets for AGEs</p> <p>* DG can build upon Maliks support for GIROA to reach local population</p> <p>* Taliban have co-opted traditional dispute resolution mechanisms</p>	

# Check on Learning

- What is the importance of examining the cultural characteristics of an area further?
- What are some of the sources of information used to complete the Cultural Matrix?

# Questions?



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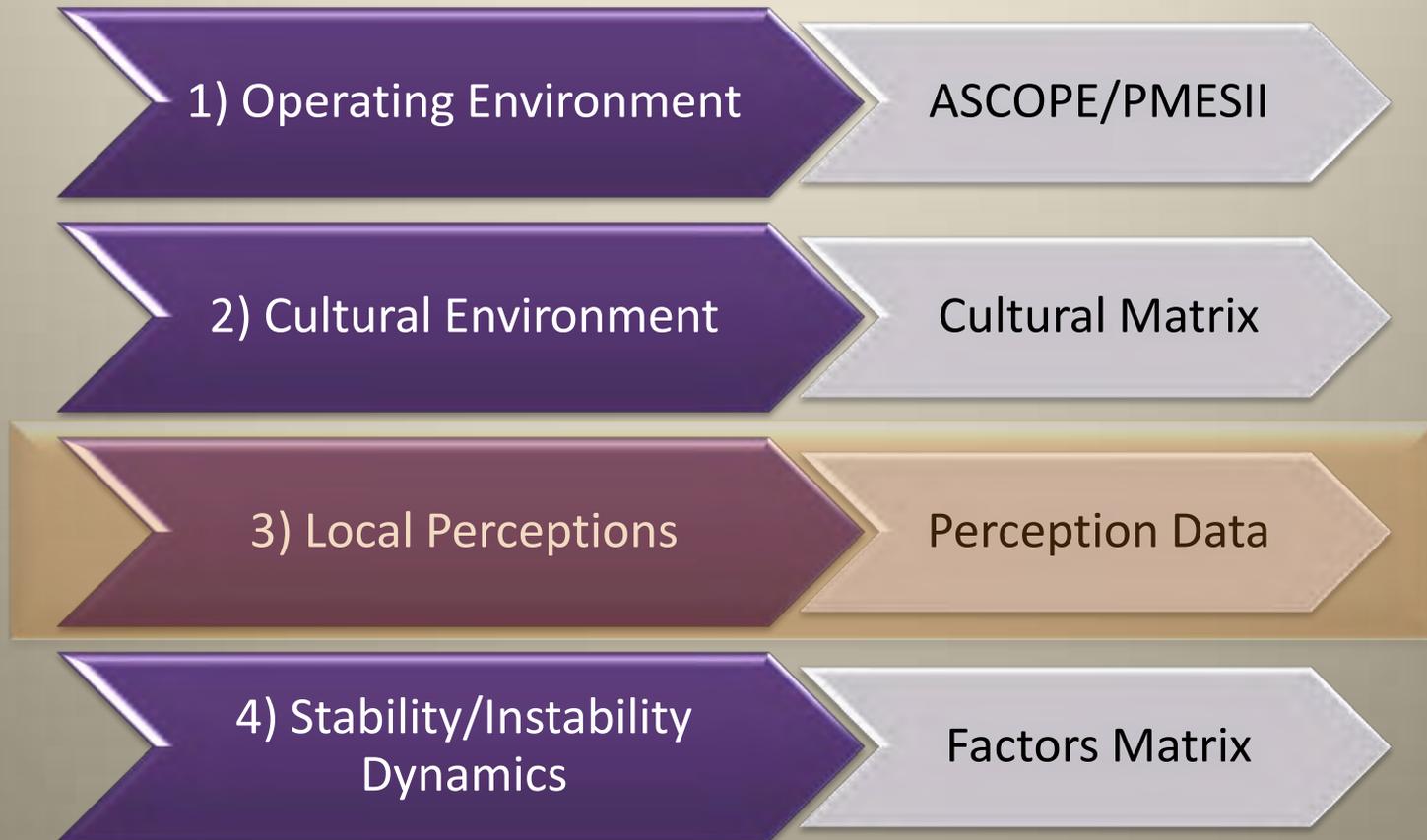


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# The Four Filters



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# Filter 3: Perception Dynamics

- Popular support is the key to success
- Identify issues that matter to the population
- Population's perceptions—*not our assumptions*—must be the focus of our operations
- Stability activities must address the root causes of instability indigenous to each AO



# Different Perspectives



We see things from this guy's perspective...

***BUT***



We need to see things from this guy's perspective.



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# Purpose of Perception Data

- Confirm or deny what you think you know
- Understand what is important to the population
- Helps identify grievances, resiliencies & key actors
- Identify potential sources of instability
- Assist with prioritization
- Document gaps in information

# Grievances

- “Grievances are factors that can foster instability. They are based on a groups perception that other groups or institutions are threatening its interests.”

FM 3-07, D-37

# Resiliencies

- “Resiliencies are the processes, relationships and institutions that can reduce the effects of grievances.”

FM 3-07, D-41

Examples:

- Trusted village elder
- Effective district shura
- Legitimate CDC
- Mirab (water mgmt)

# Sources and Methods

- APAS from RC-E (Div)
- Tactical Conflict Survey
- Human Terrain Team (HTT)
- Key Leader Engagements (KLEs)
- Stability Operations Information Cell (SOIC)
- Interviews/focus groups
- ANSF Reports
- Local Organizations
- Shura/Jirga

# Tactical Conflict Survey

- Standardized collection tool used to identify core grievances within a target population



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# Tactical Conflict Survey

Use the Tactical Conflict Survey to identify local perceptions about the causes of instability. Answers create data points that the staff uses to measure local perceptions. Four simple questions:

- *“Has the number of people in the village changed in the last year?”*
- *“What is the most important problem facing the village/town/neighborhood?”*
- *“Who do you believe can solve your problems?”*
- *“What should be done first to help the village/town/neighborhood?”*

*Always follow with “Why?”*

# Breakdown of Survey Respondents

No.	Profession	# of respondents	No.	Profession	# of respondents	Remarks
1	Carpenter	3	12	Service	14	
2	Drivers	23	13	Shopkeeper	33	
3	Farmer	181	14	Soldier	9	
4	Government	20	15	Student	32	
5	Herder	12	16	Tailor	3	
6	Homemaker	1	17	Teacher	37	
7	Labor	60	18	Trader	16	
8	Merchant	10	19	Tribal Elder	43	
9	Metal worker	1	20	Unemployed	28	
10	Mullah	18	21	Other	3	
11	Policeman	5				

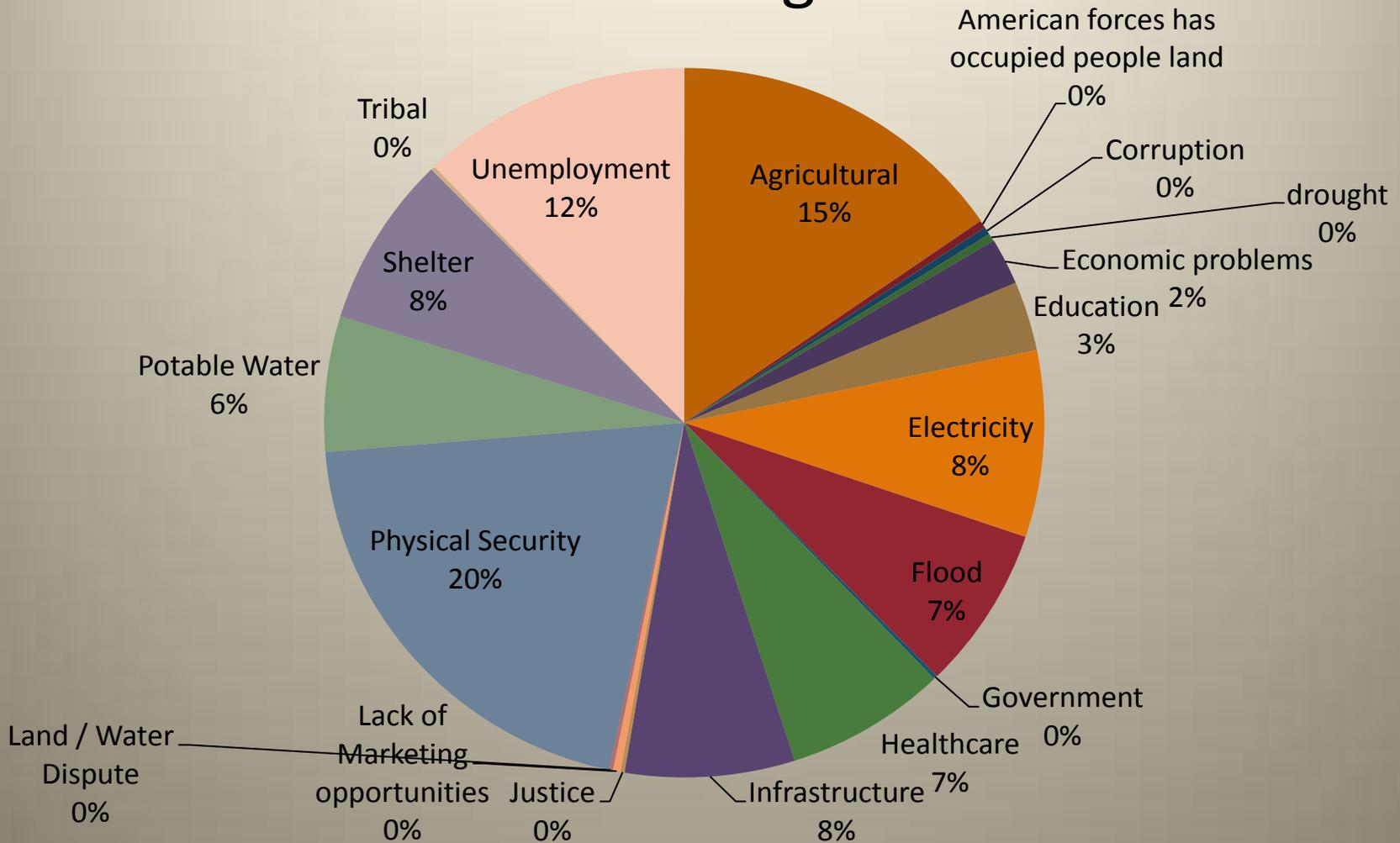


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# What are the most important problems facing the village?

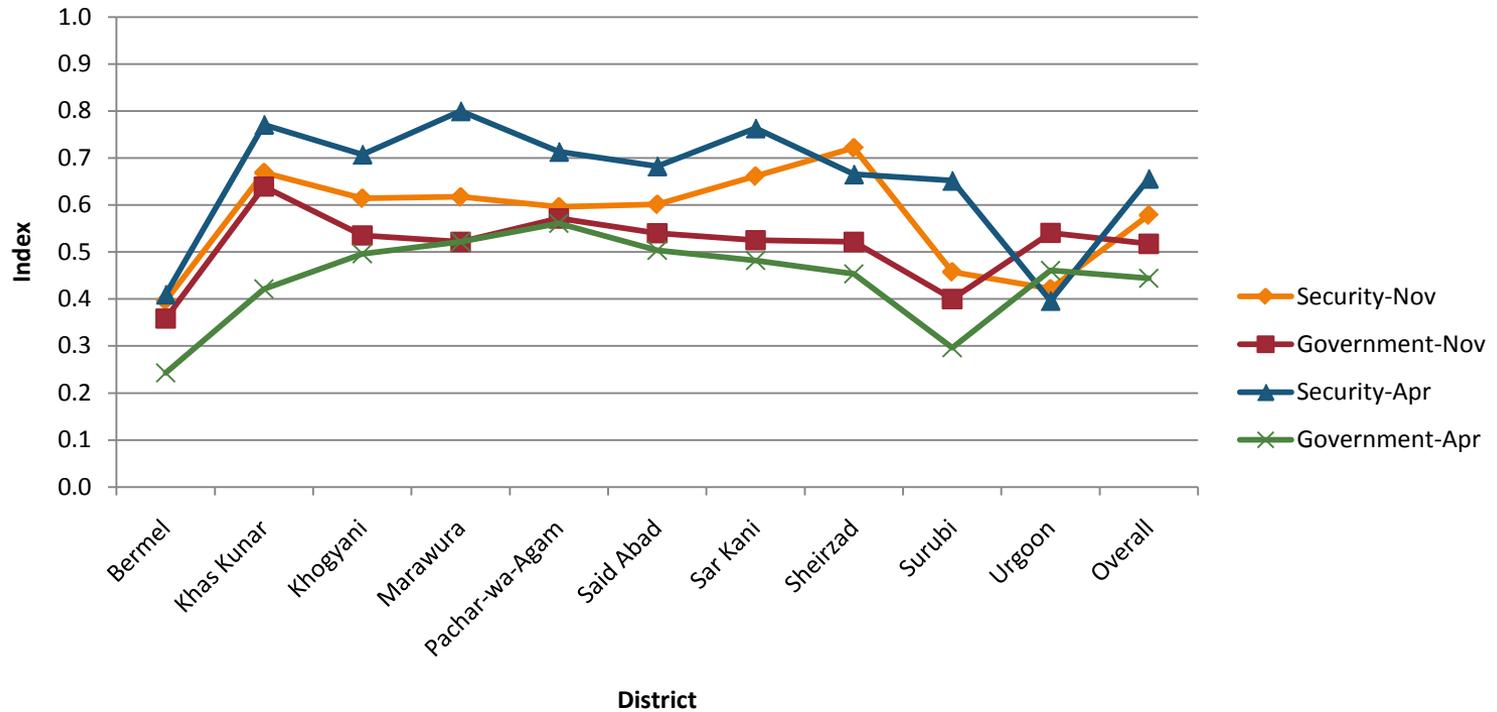


# Afghanistan Perception and Attitudes Survey (APAS)(DIV RC-E)

- Collected by Afghan Contractors
- Wide ranging assessment of various qualities of life
- Provides an index of governance and security perceptions

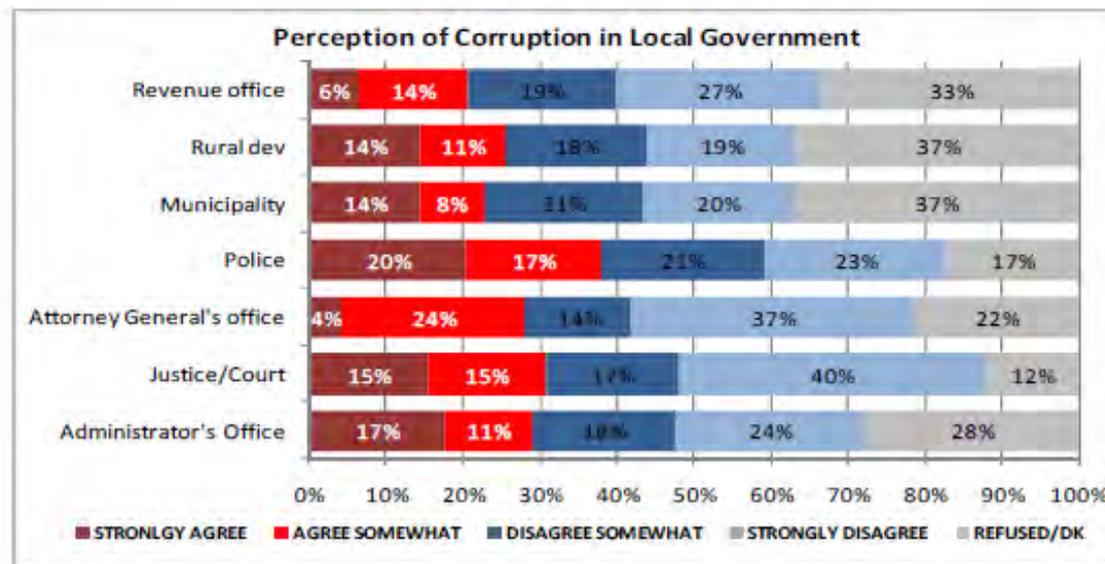
# APAS

## Security & Government Index: November to April



# Afghan Research Organization

Graph#13: Perception of Corruption in the Government



# Things to Remember About Perception Data

- Sampling issues (diversity, size, demographic, consistency)
- Collection challenges
- Dynamic environment, analyze in context
- Over reliance on perception data can be misleading
- Afghans tend to report needs

*“Understanding Afghan popular perceptions at the province, district, and local level are critical and usually ignored in official reporting....success in the area must be based on Afghan terms and values and the focal point for all activity must be the impact on Afghan perceptions and attitudes.”*

–Center for Strategic International Studies

*The Afghanistan-Pakistan War: Measuring Success (or Failure) (2008)*



# Check on Learning

- What is the importance of understanding local perceptions?
- What are some of the sources of perception data?

Questions?



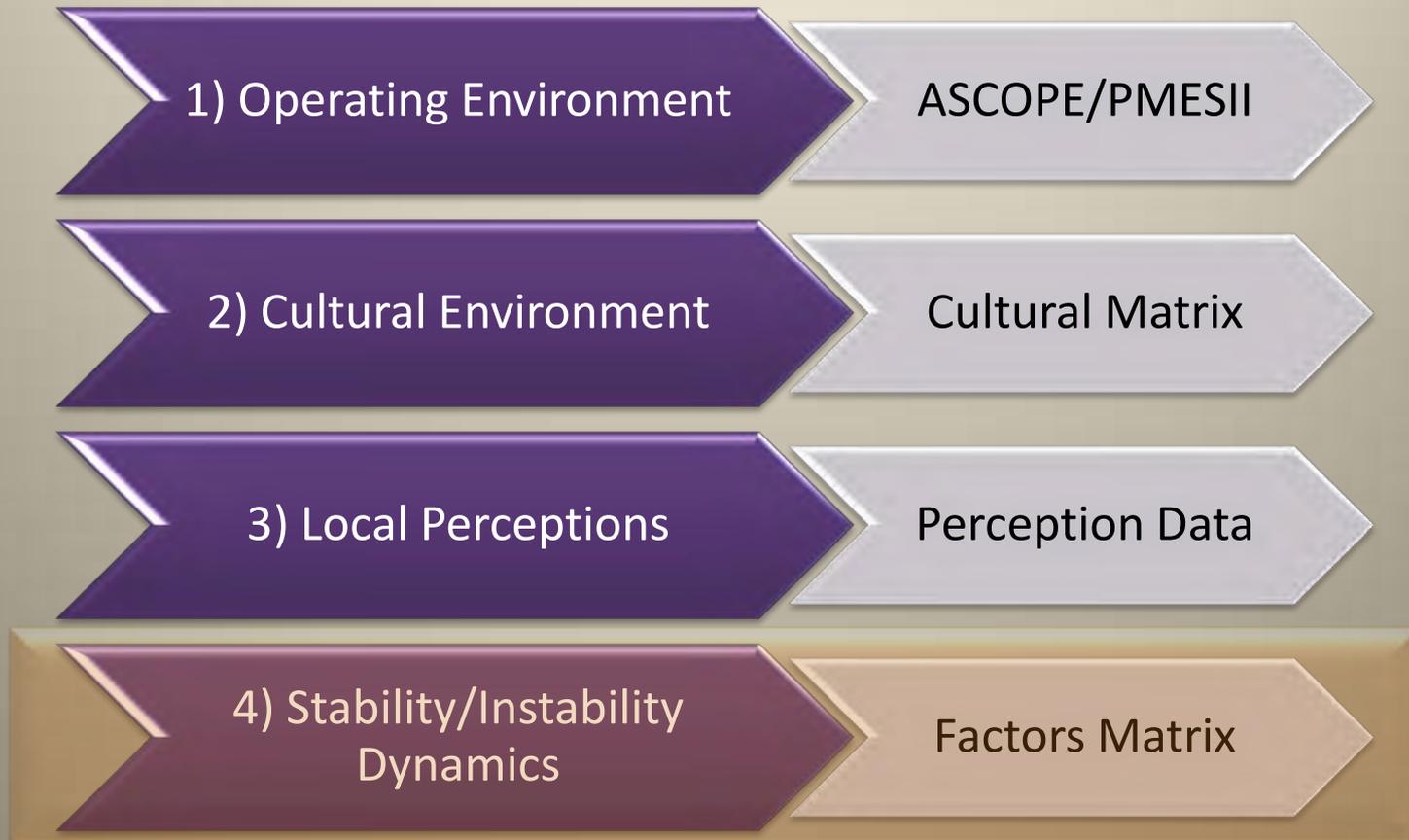
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# The Four Filters



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# Filter 4: Stability/Instability Dynamics

- Applies a general theory of stability related dynamics to specifically identify factors that foster stability and instability



# Factors that Foster Instability

**Grievances:** are factor's that can foster instability. They are based on a groups' perception that other groups or institutions are threatening its interests.



# Factors that Foster Instability

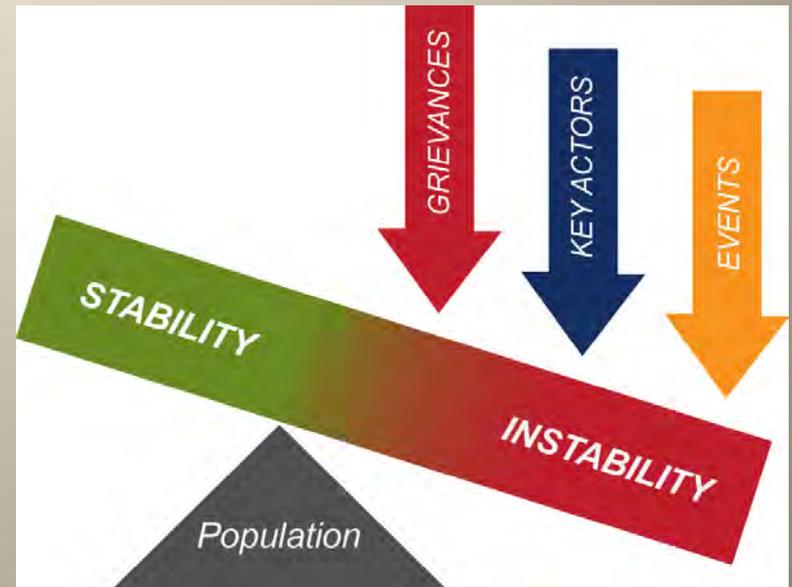
**Key Actors' Means and Motivations:** are ways key actors transform grievances into widespread instability.

- **Key Actors:** the people, organizations or groups that because of their leadership abilities or power affect societal patterns.
- **Means:** the power, organizational capacity, money and weapons to exert influence.
- **Motivations:** causes that lead key actors to exert influence on political, economic, social and security systems within a host nation.



# Factors that Foster Instability

**Events** are periods and/or situations that can trigger widespread instability (windows of vulnerability).



# Factors that Foster Stability

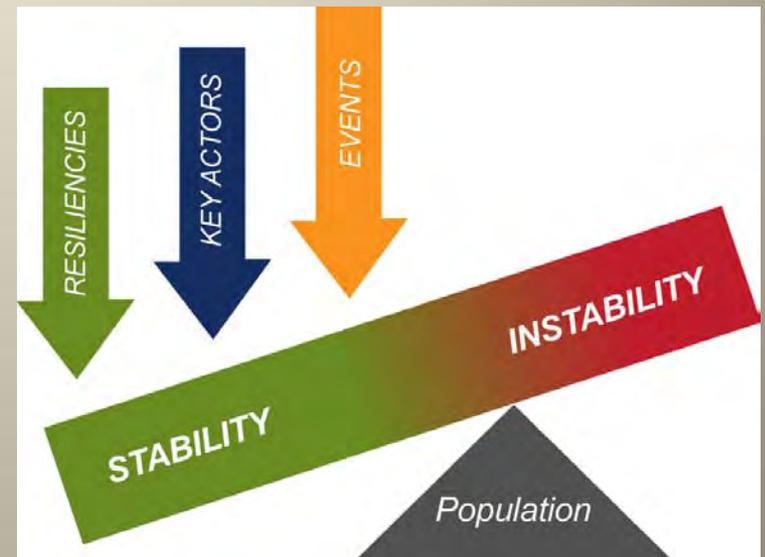
**Resiliencies:** are the processes, relationships, and institutions that can reduce the effects of grievances.



# Factors that Foster Stability

**Key Actors' Means and Motivations:** are ways key actors leverage resiliencies to counter instability.

- Key Actors: the people, organizations or groups that because of their leadership abilities or power affect societal patterns.
- Means: the power, organizational capacity, ability to rally people around non-violent procedures to address grievances.
- Motivations: causes that lead key actors to exert influence on political, economic, social and security systems within a host nation.



# Factors that Foster Stability

**Events:** are situations or events that can strengthen resiliencies (windows of opportunity).





# Factors of Instability

Grievances	Events (Windows of Vulnerability)	Actors' Means and Motivations
<p>What are the core grievances identified from local perception data?</p>	<p>Potential situations that could contribute to an increase in instability?</p>	<p>Who are the actors and what are their means and motivations that enable them to contribute to an increase of instability?</p>

# Factors of Stability

Resiliencies	Events (Windows of Opportunity)	Actors' Means and Motivations
<p>What are the processes, relationships, and institutions that can reduce the effect of grievances?</p>	<p>Potential situations that might offer opportunities for mitigating violent conflict and promoting stability?</p>	<p>Who are the actors and what are their means and motivations that enable them to contribute to an increase of stability?</p>



# Where do we look?



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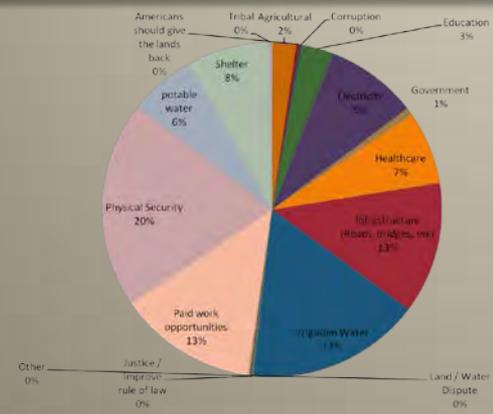
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ASCOPE-PMESII		
Description	Factors	Relevance
Political Governance: Political actors, agendas, government capability and capacity	Key elements of the formal, informal and shadow systems of government which significantly influence the local population	Why is a factor relevant to the local population? How does it affect stability?
Military/Security: Capabilities in the AO (equipment, mission, resource consistency)	Key elements that could influence the security situation	Why is a factor relevant to the local population? How does it affect stability?
Economic: Trade, development, finance, institutional capabilities, geography, regulation	Key elements that influence economic activity in the area	Why is a factor relevant to the local population? How does it affect stability?
Social: Demographics, migration trends, urbanization, living standards, literacy/education level, etc.	Key elements that describe or could influence traditional social dynamics in an area	Why is a factor relevant to the local population? How does it affect stability?
Infrastructure: Basic facilities, services and installations	Effects on the physical infrastructure: sewage, water, electricity, educational facilities, health facilities, and transportation	Why is a factor relevant to the local population? How does it affect stability?
Information: Means of communication, media, telecommunications, word of mouth	Key elements that facilitate the transfer of information to and among the local population	Why is a factor relevant to the local population? How does it affect stability?

What civil considerations and operational variables foster stability or instability?

Cultural Matrix			
1) Major Cultural Groups	2) Their Interests	3) Cultural Codes, Traditions, and Values	4) Traditional Conflict Resolution Mechanisms
Identify the major cultural and/or tribal groups in your AO	Identify the interests, and driving factors of the major groups in your AO	Identify cultural codes, traditions, and values of the major cultural groups	Identify how and what establishments perform conflict resolution within your AO
5) Traditional Authorities		6) Disruptions to These Mechanisms/Authorities	7) How Spoilers/Stabilizing Forces Leverage These Factors
Identify the relevant traditional authorities that interact with the population within your AO		Describe the limits of influence and power the existing traditional authorities have within your AO	Describe how AGEs can leverage and/or exploit the existing cultural and tribal dynamics within your AO

What cultural characteristics foster stability or instability?



What does the population identify as grievances and resiliencies?

### SWG Base data sources

- Intel Reports/Summaries
- Tactical ASCOPE/PMESII
- SOIC/HTT Reports
- Local Govt and/or orgs

What events, and key actors exist in the environment who contribute to stability/instability?

# SWG Practical Exercise 4

## General Instructions:

1. Break into your Stability Working Group and complete the Factors of Stability/Instability Matrix using the Sarkani case study and perception data
2. Identify 1 member to conduct the debrief during the review

**Duration of the Exercise:** 45 hr group work, 30 min review



# Potential Factors of Instability – Sarkani

Grievances	Events (Windows of Vulnerability)	Actors' Means and Motivations
<ul style="list-style-type: none"> <li>* Lack of electricity</li> <li>* Land disputes</li> <li>* Lack of reach and capacity of District Govt</li> <li>* Breakdown of customary leadership</li> <li>* Lack of legitimate dispute resolution mechanism</li> <li>* Lack of physical security</li> <li>* Poor access to healthcare</li> <li>* Cross border smuggling</li> </ul>	<ul style="list-style-type: none"> <li>* Recent replacement of District Governor in Sarkani could shift the balance of power in the District Center</li> <li>* Opening of Nawa Pass will increase the flow of people and illicit goods across the border</li> <li>* Legalization of timber trade could potentially lead to short-term economic insecurity</li> <li>* Ongoing PAK Mil operations and refugee influx</li> </ul>	<ul style="list-style-type: none"> <li>* The weak ANSF has facilitated the movement of AGEs who aim to undermine GIROA and ANSF while winning over the population through ideology, money, and force</li> <li>* ANP is corrupt and ineffective</li> <li>* District Administrator, Zabiullah, has been involved in skimming from the district's limited budget and looks for opportunities to undermine the ABP to facilitate his cross border timber smuggling activities</li> </ul>

# Potential Factors of Stability – Sarkani

Resiliencies	Events (Windows of Opportunity)	Actors' Means and Motivations
<ul style="list-style-type: none"> <li>* The district government does provide some services, however its sphere of influence remains extremely limited</li> <li>* The ANA are viewed as the most competent of the ANSF</li> <li>* The ABP are becoming more professional and better staffed</li> <li>* Village and tribal structures, although fragmented, do still exist and provide a framework and support system for individuals within them</li> </ul>	<ul style="list-style-type: none"> <li>* Recent replacement of District Governor in Sarkani could shift the balance of power in the DC</li> <li>* Opening of the Nawa Pass could reduce smuggling, strengthen the licit economy, and serve as a source of income for the district</li> <li>* Legalization of timber trade could provide income for the district</li> </ul>	<ul style="list-style-type: none"> <li>* Village elders are often looking out for the well-being of the village, although their influence has been compromised by the AGEs, they continue to be an important partner</li> <li>* The local ANA commander Azizullah is well respected</li> <li>* Sarkani police chief Hadi enjoys good relations with the DG and has addressed rampant police corruption</li> <li>* Leader of the Gujjars, Haji Alam Gul, is pro-government</li> <li>* District Governor Amanullah enjoys good relations with the Provincial Governor</li> <li>* Haji Mohammad, an influential Malik in Sarkani, publically supports the DG and has the potential to link the people to GIROA</li> </ul>

# Check on Learning

- What are examples of factors that foster stability?
- What are examples of factors that foster instability?
- What is a grievance?
- What is a resiliency?

# Questions?



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Next:

# Analyzing Data to Identify Sources of Instability

# LESSON 3

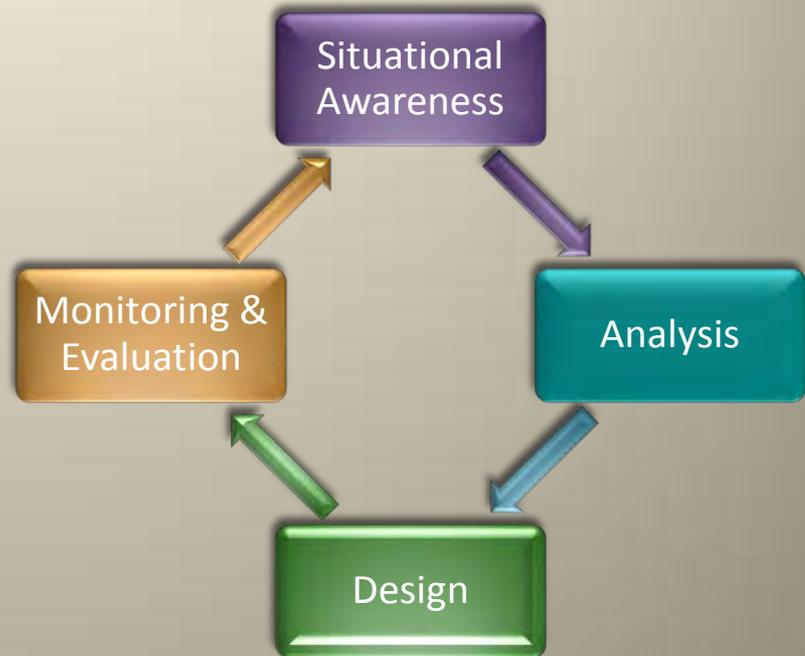
## Analyzing Data to Identify Sources of Instability

# Learning Objectives

1. Analyze data to identify and prioritize potential sources of instability
2. Screen potential sources of instability against the 3 Stability Criteria
3. Distinguish between perceived and systemic causes
4. Develop an objective statement to address the source of instability
5. Explain the difference between an impact indicator and output indicator
6. Explain the purpose and use of the Tactical Stability Matrix and complete the first six columns

# Analysis

During analysis, the stability working group determines the sources of instability (SOI) within an operating environment and develops an objective statement to address them. The stability working group identifies perceptive and systemic causes of the SOIs.



# Analysis



# Potential Sources of Instability

- Lack of electricity
- Land disputes
- Lack of reach and capacity of District Government
- Breakdown of customary leadership
- Lack of legitimate dispute resolution mechanism
- Lack of physical security
- Poor access to healthcare
- Cross border smuggling

# Sources of Instability

Sources of instability are local issues that meet the three instability criteria:

1. Decrease support for GIRoA
2. Increase support for Anti-Government Elements (AGEs)
3. Disrupt the normal functioning of society



# SOI Analysis

Potential Source of Instability	Criteria for Sources of Instability (SOI)			SOI	Priority Grievance
	Does this potential instability factor decrease support for GIRoA? Explain.	Does this potential instability factor increase support for Anti-Government Elements (AGEs)? Explain.	Does this potential instability factor undermine the normal functioning of society? Explain.		
Lack of electricity	Yes. The local population expects GIRoA to provide electricity.	No. AGEs have not exploited the lack of electricity.	No. Local population has never depended on electricity.	No	
Land disputes	Yes. GIRoA's inability to address land disputes undermines its credibility.	Yes. AGEs resolve land disputes in place of credible mechanism.	Yes. Land disputes result in ongoing tribal conflict and violence.	Yes	
Lack of reach and capacity of District Government	Yes. GIRoA that is neither present nor capable of providing services does not garner support.	Yes. AGEs exploit lack of govt capability and reach by presence in rural areas and IO campaigns.	Yes. A legitimate governing presence is important in the functioning of society.	Yes	
Breakdown of customary leadership	Yes. Lack of effective collaboration between formal and customary leadership undermines GIRoA.	Yes. AGEs co-opt shuras to gain influence and undermine GIRoA authority.	Yes. Traditional leadership historically maintained social order.	Yes	

# Priority Grievance

- **Priority Grievance**: an issue a significant number of *locals*—not outside experts—identify as a priority for their community. Examples: health care, education, infrastructure, security
- Taken from perception data
- Used to help prioritize SOIs



# SOI Analysis

Potential Source of Instability	Criteria for Sources of Instability (SOI)			SOI	Priority Grievance
	Does this potential instability factor decrease support for GIROA? Explain.	Does this potential instability factor increase support for Anti-Government Elements (AGEs)? Explain.	Does this potential instability factor undermine the normal functioning of society? Explain.		
Lack of electricity	Yes. The local population expects GIROA to provide electricity.	No. AGEs have not exploited the lack of electricity.	No. Local population has never depended on electricity.	No	—
Land disputes	Yes. GIROA's inability to address land disputes undermines its credibility.	Yes. AGEs resolve land disputes in place of credible mechanism.	Yes. Land disputes result in ongoing tribal conflict and violence.	Yes	No
Lack of reach and capacity of District Government	Yes. GIROA that is neither present nor capable of providing services does not garner support.	Yes. AGEs exploit lack of govt capability and reach by presence in rural areas and IO campaigns.	Yes. A legitimate governing presence is important in the functioning of society.	Yes	Yes
Breakdown of customary leadership	Yes. Lack of effective collaboration between formal and customary leadership undermines GIROA.	Yes. AGEs co-opt shuras to gain influence and undermine GIROA authority.	Yes. Traditional leadership historically maintained social order.	Yes	Yes

# SWG Practical Exercise 5

## General Instructions:

1. Screen all of your factors of instability against the 3 stability criteria to determine the sources of instability
2. Identify 1 member to conduct the debrief during the review

**Duration of the Exercise:** 30 minutes for discussion, 30 minutes review



# SOI Analysis

Potential Source of Instability	Criteria for Sources of Instability (SOI)			SOI	Priority Grievance
	Does this potential instability factor decrease support for GIRoA? Explain.	Does this potential instability factor increase support for Anti-Government Elements (AGEs)? Explain.	Does this potential instability factor undermine the normal functioning of society? Explain.		
Lack of electricity	Yes. The local population expects GIRoA to provide electricity.	No. AGEs have not exploited the lack of electricity.	No. Local population has never depended on electricity.	No	—
Land disputes	Yes. GIRoA's inability to address land disputes undermines its credibility.	Yes. AGEs resolve land disputes in place of credible mechanism.	Yes. Land disputes result in ongoing tribal conflict and violence.	Yes	No
Lack of reach and capacity of District Government	Yes. GIRoA that is neither present nor capable of providing services does not garner support.	Yes. AGEs exploit lack of govt capability and reach by presence in rural areas and IO campaigns.	Yes. A legitimate governing presence is important in the functioning of society.	Yes	Yes
Breakdown of customary leadership	Yes. Lack of effective collaboration between formal and customary leadership undermines GIRoA.	Yes. AGEs co-opt shuras to gain influence and undermine GIRoA authority.	Yes. Traditional leadership historically maintained social order.	Yes	Yes
Lack of legitimate dispute resolution mechanism	Yes. Ineffective dispute resolution mechanisms and lack of enforcement undermines GIRoA credibility.	Yes. AGEs resolve disputes in place of legitimate mechanism.	Yes. Unresolved conflict and violence are disruptive to society.	Yes	No
Lack of physical security	Yes. Inability of GIRoA to guarantee security undermines its credibility.	Yes. Popular blame for insecurity directed at GIRoA/CF.	Yes. Lack of physical security disrupts the normal functioning of society.	Yes	Yes
Poor access to healthcare	No. Access to healthcare is better than ever before.	No. AGEs are not providing or exploiting access to healthcare.	No. Access to health care has never been sufficient.	No	—
Cross border smuggling	Yes. Corrupt District Administrator known to be involved in illicit timber	Yes. Possible source of income for AGE operations.	No. Many of the economic activities occurring in Sarkani are illicit and involve the smuggling	No	—

# Check on Learning

- What are the three stability criteria?
- How do you determine SOIs?
- Are grievances always SOIs?

Questions?



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# Tactical Stability Matrix

The Tactical Stability Matrix (TSM) guides the development of activities in stability assistance programming by addressing systemic causes of instability (SOI).

A TSM is developed for each SOI identified.

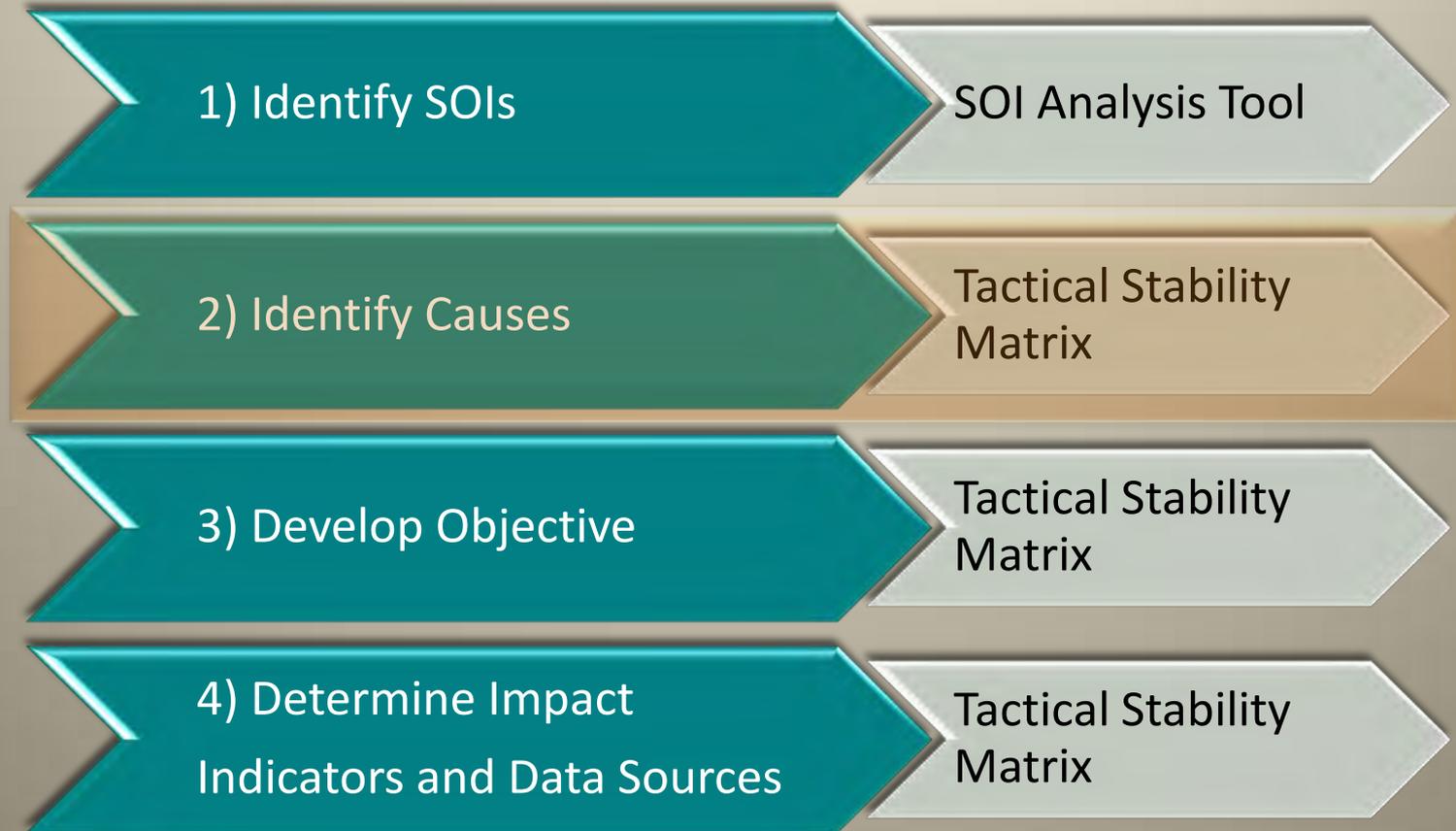


# Tactical Stability Matrix

Analysis						Design		
Source of Instability	Causes – Perceived	Causes – Systemic	Objective	Impact Indicators	Impact Data Sources	Activities	Output Indicators	Output Data Sources
Taken from SOI Analysis	Perception data contributing to SOI (i.e. priority grievances commonly cited by the local population)	The root causes of the SOI that relate to the perceived causes	A statement of the conditions that will diminish the identified SOI	Also called “Measures of Effect,” impact indicators measure the effectiveness of your activities against the predetermined objective and systemic cause	Methods to obtain the information identified in your impact indicators	The things you will do to mitigate the systemic causes of instability and achieve the identified objective	Also called “Measures of Performance,” output indicators determine whether an activity has been implemented	Methods to obtain the information identified in your output indicators



# Analysis



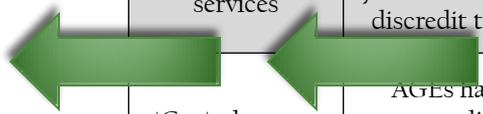
# Causes

- Cause – Perceived: The perceived cause of an SOI (i.e. priority grievances commonly cited by the local population)
- Cause – Systemic: The root causes of the SOI that relate to the perceived causes. To identify systemic causes, ask yourself:
  - What circumstances led to community perceptions?
  - What circumstances allow the SOI to continue?
  - What conditions prevent the SOI from being addressed?



# Tactical Stability Matrix

Analysis						Design		
Source of Instability	Causes – Perceived	Causes – Systemic	Objective	Impact Indicators	Impact Data Sources	Activities	Output Indicators	Output Data Sources
Lack of reach and capacity of District Government	The Taliban provides us some services	Lack of GIROA capacity exploited by AGEs to further discredit them						
	'Gov't does not know about our problems'	AGEs have monopolized information exchange with constituents						
	'There is no district government'	Gov't has few means to communicate with constituents						
	'District Gov't is out of touch with our traditions'	Insurgent presence has caused a disconnect between GIROA and customary leadership						



Questions?



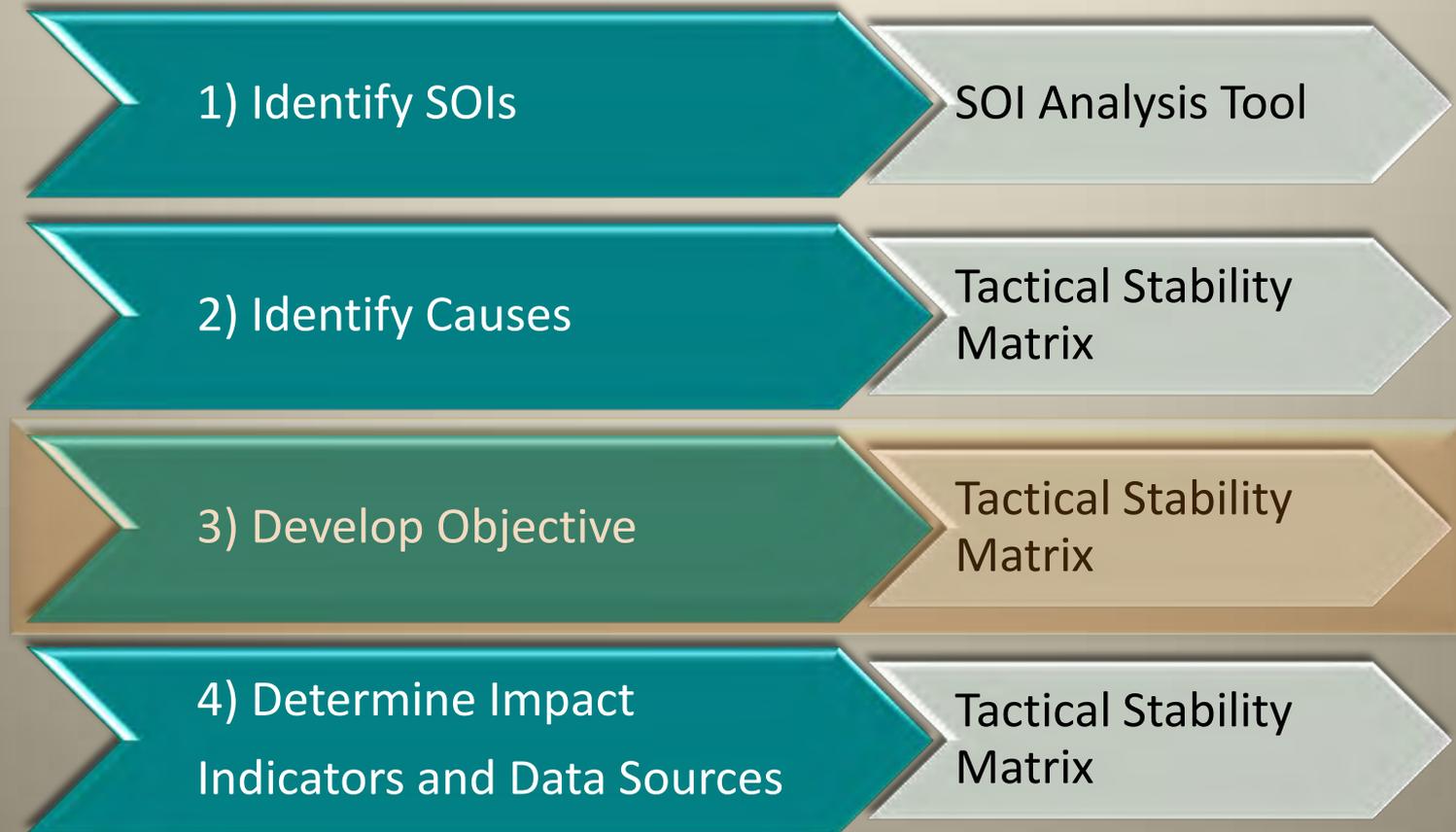
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# Analysis



# Objective

- A statement of the conditions that will diminish the identified SOI. Often it is simply the opposite of the source of instability and its associated conditions.
- Keep in mind the 3 stability criteria when developing the objective.

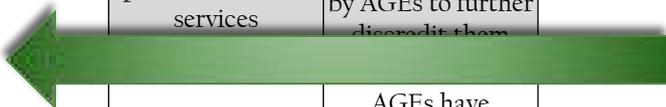
Example SOI: Land Disputes

Example Objective: Peaceful resolution of land disputes by government recognized entities

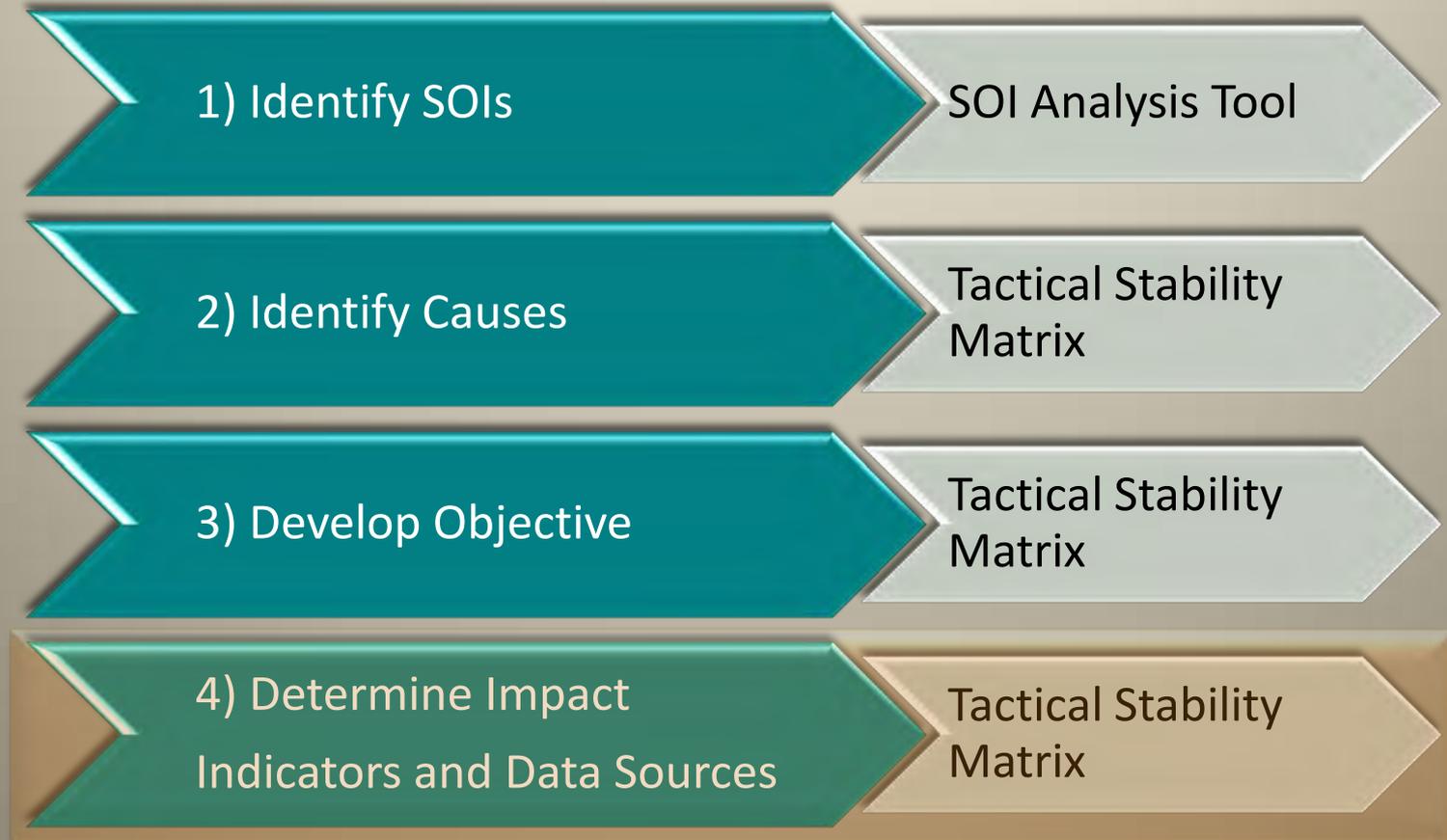


# Tactical Stability Matrix

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	'Gov't does not know about our problems'	AGEs have monopolized information exchange with constituents						
	'There is no district government'	Gov't has few means to communicate with constituents						
	'District Gov't is out of touch with our traditions'	Insurgent presence has caused a disconnect between GIROA and customary leadership						



# Analysis



# Impact vs. Output

- **Impact Indicators** – measure the effectiveness against the predetermined objective and systemic cause (Measures of Effect).
- **Output Indicators** – determine whether an activity has been implemented (Measures of Performance).

# Impact vs. Output

## Impact

How will I know if the objective has been achieved?

## Output

How can I confirm that the proposed activity is progressing or completed?

Increased presence of police in a village

# of police trained

Increased public use of the road

# of road miles improved

Increased production of licit crops

# of crop substitution shuras held

Increased number of girls being educated

# of schools built for girls



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# Impact OR Output Indicators?

**SOI: Lack of licit livelihood alternatives to poppy production**

**Objective: Build GIRoA's capacity to create licit economic opportunities**

- Decrease in poppy production
- Decrease in the number of farmers growing poppy
- Wheat processing facility built
- # of farmers utilizing high-quality grain processing techniques and equipment
- Increase in local market activity
- # of farm-to-market roads built
- # of irrigated ditches
- More police checkpoints established
- Increase in farm incomes from licit activities
- Number of IO messages
- Farmers trained



# Tactical Stability Matrix

Analysis						Design		
Source of Instability	Causes – Perceived	Causes – Systemic	Objective	Impact Indicators	Impact Data Sources	Activities	Output Indicators	Output Data Sources
Lack of reach and capacity of District Government	The Taliban provides us some services	Lack of GIROA capacity exploited by AGEs to further discredit them	Raise the profile and extend the reach of District Government	More residents reporting that GIROA can solve their problems				
	'Gov't does not know about our problems'	AGEs monopolized information exchange with constituents		More residents reporting that GIROA cares about their problems				
	'There is no district government'	Gov't has few means to communicate with constituents		Improved general awareness of GIROA, DG and stability issues				
	'District Gov't is out of touch with our traditions'	Insurgent presence has caused a disconnect between GIROA and customary leadership		Elders and DG consulting on District governance issues				
				Improved general awareness of GIROA, DG and stability issues				



# Data Sources for Impact Indicators

## Guidelines

- Accurate
- Simple
- Practical
- Cost (Resources)

## Sources

- Perception data
- Public opinion polls
- Reports: NGO, IGOs
- Host country officials (KLEs, shura meetings)
- Focus groups
- Key informant interviews
- Media reports
- Direct observations
- Patrol Reports (ANSF, CF)
- Anecdotes, personal accounts





# Tactical Stability Matrix

Analysis						Design		
Source of Instability	Causes – Perceived	Causes – Systemic	Objective	Impact Indicators	Impact Data Sources	Activities	Output Indicators	Output Data Sources
Lack of reach and capacity of District Government	The Taliban provides us some services	Lack of GIROA capacity exploited by AGEs to further discredit them	Raise the profile and extend the reach of District Government	More residents reporting that GIROA can solve their problems	Perception data, feedback line, focus groups, independent media			
	'Gov't does not know about our problems'	AGEs have monopolized information exchange with constituents		More residents reporting that GIROA cares about their problems	Perception data, feedback line, focus groups, independent media			
	'There is no district government'	Gov't has few means to communicate with constituents		Improved general awareness of GIROA, DG and stability issues	Meeting reports, KLE, interviews with cust leadership			
	'District Gov't is out of touch with our traditions'	Insurgent presence has caused a disconnect between GIROA and customary leadership		Elders and DG consulting on District governance issues	Perception data, feedback line, focus groups, independent media			
				Improved general awareness of GIROA, DG and stability issues	Perception data, feedback line, focus groups, independent media			



# SWG Practical Exercise 6

## General Instructions:

1. Instructor assigns each SWG a source of instability for use on the Tactical Stability Matrix
2. Complete the first six columns on the Tactical Stability Matrix
3. Identify 1 member to conduct the debrief during the review

**Duration of the Exercise:** 40 minutes for discussion, 20 minutes for review



# Tactical Stability Matrix – Sarkani

Analysis						Design		
Source of Instability	Causes – Perceived	Causes – Systemic	Objective	Impact Indicators	Impact Data Sources	Activities	Output Indicators	Output Data Sources
Lack of physical security	ANSF are corrupt and incompetent	Lack of adequate oversight by ANSF leadership	Credible ANSF-provided security established in the district	Increased public confidence in ANSF	Perception data and shura reports			
	"There are no police in the village"	Inadequate number of ANP		Increased number of ANP	ANP staffing records			
	ANSF does not protect the population	Lack of physical access to population and lack of ANP capacity and resources		More frequent ANP patrols	ANP records			
	"Taliban are stronger"	AGE has more effective IO campaign and regular access to population		Decreased support for AGE	Perception data and shuras			



# Tactical Stability Matrix – Sarkani

Analysis					Design			
Source of Instability	Causes – Perceived	Causes – Systemic	Objective	Impact Indicators	Impact Data Sources	Activities	Output Indicators	Output Data Sources
Land disputes	The shura is dysfunctional & ineffective	Customary leadership no longer present and remaining members lack credibility	GIRoA sanctioned land dispute resolution system operating in the district	District residents seeking shura assistance with disputes	DST reports, KLEs			
				Shura viewed as legitimate by the population	Perception data, DST/PRT reports, KLEs			
	Foreigners are on our land	IDPs and Kuchis settling on disputed land		Increased # of IDPs settled by legitimate processes	Gov't records			
	Judgments are available for purchase	No transparency for dispute resolutions		Increased public awareness of dispute resolution process	Perception data, focus groups			
		Most verdicts not enforced		Increase in percentage of verdicts enforced according to the ruling	LEP reports, open source			
	No one knows who owns the land	Lack of land titling system to resolve ownership issues		Percentage increase in recognized land titles	Land records			
	There is no justice in this valley	Travel to the court is difficult for residents living in the capillary valleys		More disputes outside of DC resolved by GIRoA sanctioned mechanism	Court reports, patrol reports			
	The Taliban is faster and more effective	Taliban presence and process outcompetes GIRoA		Decrease in the average time of land dispute resolution	Court reports			

# Check on Learning

- Provide an example of a perceived and a systemic cause.
- What does the objective statement address?
- What is the difference between an impact indicator and output indicator?
- Explain the purpose of the Tactical Stability Matrix.

Questions?



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Next:

# Designing Stability Activities



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# LESSON 4

## Designing Stability Activities



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# Learning Objectives

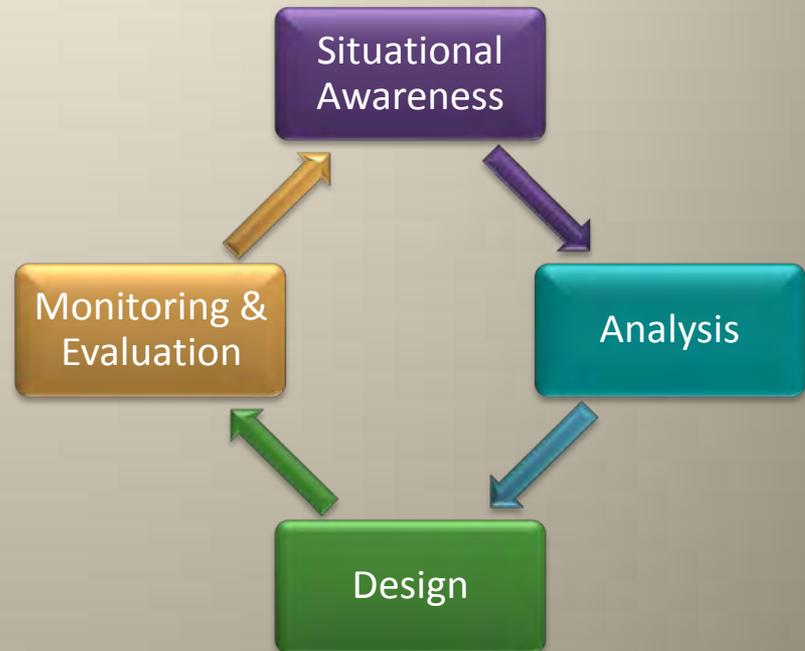
1. Develop activities that diminish the systemic causes of instability
2. Describe the three stability design criteria
3. Describe and apply the seven activity design principles
4. Describe the function of an output indicator
5. Describe the potential sources used to measure output
6. Complete columns seven through nine of the Tactical Stability Matrix

# Design

All activities identified through the DSF process are designed to target sources of instability. Activities are filtered against the three stability criteria, and output indicators and data sources are identified. The three stability criteria are:

“Does the activity...”

- 1) Increase support for GIRoA?
- 2) Decrease support for Anti-Government Elements (AGEs)?
- 3) Increase institutional and societal capacity and capability?



# Design

1) Design Activities

Tactical Stability Matrix &  
Activity Design Worksheet

2) Identify Output Indicators  
and Data Sources

Tactical Stability Matrix

3) Synchronize Activities

Synchronization Matrix



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# Activities

The things you do to mitigate the systemic causes of instability and achieve the identified objective. When identifying possible activities, ask yourself whether the activity:

- Meets the three stability criteria
- Observes the seven design principles
- Can be achieved with available resources

# Activity Design Process



# Brainstorm Activities

**“What activities address \_\_\_\_\_?”**  
(systemic cause)

- Think outside of the box
- Brainstorm activities in all sectors
- Think of activities that reinforce resiliencies



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# Screen Activities Against 3 Stability Criteria

**When screening activities consider if they...**

1. Increase support for GIRoA?
2. Decrease support for Anti-Government Elements (AGEs)?
3. Increase institutional and societal capacity and capability?

# Refine Using 7 Design Principles

- 1) Sustainability
- 2) Local ownership
- 3) Short vs. long-term results
- 4) Leverages support from other organizations
- 5) Culturally and politically appropriate
- 6) Accountability and transparency
- 7) Flexibility

# Sustainability



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# Local Ownership

Qalay-ye-Gaz Canal



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# Short-term vs. Long-term Results

Washir District



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# Leverage Support From Other Organizations



USAID & PRT cooperate to establish a fruit processing facility.



Providing equipment so the municipality can improve its own roads.

# Culturally and Politically Appropriate



Girls School



Boys School



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# Accountability & Transparency



# Flexibility

## Garmsir Agricultural School



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# Screen Against Available Resources

Within your working group, do you have the resources to complete the activity?

- Money
- Personnel
- Expertise
- Time

# Activity Design Worksheet

Brainstorm Possible Activities	Stability Design Criteria			Design Principles				Resources			Is Activity Realistic?		
	Does the activity increase support for GIRoA? Explain.	Does the activity decrease support for Anti-Government Elements AGEs? Explain.	Does the activity increase institutional and societal capacity and capability? Explain.	Sustainability	Local Ownership	Short-term vs. Long-term results	Leverage Support from Orgs	Culturally & Politically Appropriate	Accountability & Transparency	Flexibility		Money	Personnel
List all potential activities that address the objective and systemic causes of a given SOI.	Explain how the activity will increase support for GIRoA.	Explain how the activity will decrease support for Anti-Government Elements.	Explain how the activity will increase institutional and societal capacity and capability.	Does the activity meet as many of the 7 design principles as possible? Check all that apply.				Do you, or your partners in the SWG, have the resources to complete the activity? Check all that apply.			Based on the stability criteria, design principles and resource availability, is the activity realistic?		



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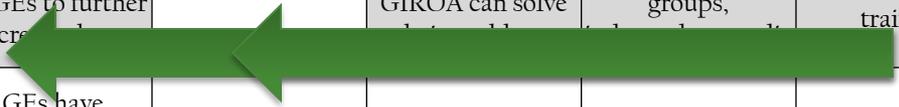


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# Tactical Stability Matrix

Analysis						Design			
Source of Instability	Causes – Perceived	Causes – Systemic	Objective	Impact Indicators	Impact Data Sources	Activities	Output Indicators	Output Data Sources	
Lack of reach and capacity of District Government	The Taliban provides us some services	Lack of GIROA capacity exploited by AGEs to further discriminate	Raise the profile and extend the reach of District Government	More residents reporting that GIROA can solve their problems	Perception data, feedback line, focus groups, independent media	District Office/Line Directors technical training			
	'Gov't does not know about our problems'	AGEs have monopolized information exchange with constituents		More residents reporting that GIROA cares about their problems	Perception data, feedback line, focus groups, independent media	Community call-in line			
	'There is no district government'	Gov't has few means to communicate with constituents		Improved general awareness of GIROA, DG and stability issues	Meeting reports, KLE, interviews with cust leadership	District Governor Open House			
							Civics Drama broadcasts		
	'District Gov't is out of touch with our traditions'	Insurgent presence has caused a disconnect between GIROA and customary leadership		Elders and DG consulting on District governance issues	Perception data, feedback line, focus groups, independent media	Stability Jirga			
				Improved general awareness of GIROA, DG and stability issues	Perception data, feedback line, focus groups, independent media	District Governor Open House			
							DG tour		



# Design

1) Design Activities

Tactical Stability Matrix &  
Activity Design Worksheet

2) Identify Output Indicators  
and Data Sources

Tactical Stability Matrix

3) Synchronize Activities

Synchronization Matrix

# Output Indicators

- An output indicator is a quantitative measure of activities

It Does **NOT** Measure Impact!

# Data Sources

- Output Data Sources – Methods to obtain the information identified in your output indicators.

## Guidelines

- Accurate
- Simple
- Practical
- Cost (Resources)

## Sources

- Reports: NGO, IGOs
- Host country officials
- Focus groups
- Key informant interviews
- Media reports
- Direct observations
- Patrol Reports
- Anecdotes, personal accounts





# Tactical Stability Matrix

Analysis						Design			
Source of Instability	Causes – Perceived	Causes – Systemic	Objective	Impact Indicators	Impact Data Sources	Activities	Output Indicators	Output Data Sources	
Lack of reach and capacity of District Government	The Taliban provides us some services	Lack of GIROA capacity exploited by AGEs to further discredit them	Raise the profile and extend the reach of District Government	More residents reporting that GIROA can solve their problems	Perception data, feedback line, focus groups, independent media	District Office/Line Directors technical training	# of staff trained	DST and training reports, M&E	
	'Gov't does not know about our problems'	AGEs have monopolized information exchange with constituents		More residents reporting that GIROA cares about their problems	Perception data, feedback line, focus groups, independent media	Community call-in line	#of calls to hotline	Activity reports	
	'There is no district government'	Gov't has few means to communicate with constituents		Improved general awareness of GIROA, DG and stability issues	Meeting reports, KLE, interviews with cust leadership	District Governor Open House	# of residents attending open house District Open House held	M&E reporting, participant interviews	
							Civics Drama broadcasts	#of radio broadcasts made	Media monitoring, activity reports
	'District Gov't is out of touch with our traditions'	Insurgent presence has caused a disconnect between GIROA and customary leadership		Elders and DG consulting on District governance issues	Perception data, feedback line, focus groups, independent media	Stability Jirga	# of residents attending outreach activities	Event reports, participant interviews	
				Improved general awareness of GIROA, DG and stability issues	Perception data, feedback line, focus groups, independent media	District Governor Open House	# of residents attending District Gov't functions. District Open House held	M&E reporting, event reports	
							DG tour	#of villages visited	Meeting reports, M&E, attendance sheets from villages visited



# SWG Practical Exercise 7

## General Instructions:

1. Complete columns 7-9 on the Tactical Stability Matrix for assigned SOI
2. Identify 1 member to conduct the debrief during the review

**Duration of the Exercise:** 45 min for the exercise, 30 min for review



# Tactical Stability Matrix – Sarkani

Analysis						Design		
Source of Instability	Causes – Perceived	Causes – Systemic	Objective	Impact Indicators	Impact Data Sources	Activities	Output Indicators	Output Data Sources
Land disputes	The shura is dysfunctional & ineffective	Customary leadership no longer present and remaining members lack credibility	GIROA sanctioned land dispute resolution system operating in the district	District residents seeking shura assistance with disputes	DST reports, KLEs	Training for shura on land dispute resolution	# of shura members trained	Training report
				Shura viewed as legitimate by the population	Perception data, DST/PRT reports, KLEs	IO campaign promoting successful shura mediated disputes	# of messages broadcasted	Media monitoring reports
	Foreigners are on our land	IDPs and Kuchis settling on disputed land		Increased # of IDPs settled by legitimate processes	Gov't records	Provide logistic support to provincial refugee official to work with local GIROA to assess existing capabilities	Assessment completed	Assessment report
	Judgments are available for purchase	No transparency for dispute resolutions		Increased public awareness of dispute resolution process	Perception data, focus groups	Establish public record of resolved disputes	Public record system established	Record system, activity reports
		Most verdicts not enforced		Increase in percentage of verdicts enforced according to the ruling	LEP reports, open source	Link ANP to courts for enforcement of orders	ANP present at court	Court records
	No one knows who owns the land	Lack of land titling system to resolve ownership issues		Percentage increase in recognized land titles	Land records	Establish /reinvigorate land title system	Land records system established	Gov't land records
	There is no justice in this valley	Travel to the court is difficult for residents living in the capillary valleys		More disputes outside of DC resolved by GIROA sanctioned mechanism	Court reports, patrol reports	Establish mobile land dispute resolution system	Dispute resolution system established	Activity reports
	The Taliban is faster and more effective	Taliban presence and process outcompetes GIROA		Decrease in the average time of land dispute resolution	Court reports	Establish oversight committee to hold judge accountable for timeliness of decisions	Committee established	Committee reports



# Tactical Stability Matrix – Sarkani

Analysis						Design		
Source of Instability	Causes – Perceived	Causes – Systemic	Objective	Impact Indicators	Impact Data Sources	Activities	Output Indicators	Output Data Sources
Lack of physical security	ANSF are corrupt and incompetent	Lack of adequate oversight by ANSF leadership	Credible ANSF-provided security established in the district	Increased public confidence in ANSF	Perception data and shura reports	Professional development and management training for ANSF leaders	Training established	Activity progress reports, LEP reporting
	"There are no police in the village"	Inadequate number of ANP		Increased number of ANP	ANP staffing records	ANP recruiting drive	Recruiting drive held	Activity progress reports
	ANSF does not protect the population	Lack of physical access to population and lack of ANP capacity and resources		More frequent ANP patrols	ANP records	Logistic support to ANP to extend reach into district	Logistic support provided	Activity records
	"Taliban are stronger"	AGE has more effective IO campaign and regular access to population		Decreased support for AGE	Perception data and shuras	GIRoA security IO messaging	IO campaign held	Media monitoring, activity reports

# Design

1) Design Activities

Tactical Stability Matrix &  
Activity Design Worksheet

2) Identify Output Indicators  
and Data Sources

Tactical Stability Matrix

3) Synchronize Activities

Synchronization Matrix



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# Prioritize and Synchronize Activities

- Plan a logical sequence for activities
- Coordinate along multiple lines of operation
- Address multiple causes of instability if possible
- Maximize impact and minimize effort/cost



# Synchronization Matrix

SOI #1: Lack of GIRoA capacity, visibility, and legitimacy

Timeframe	January				February				March				April				May				June							
	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4				
Operations	Shaping Ops								Clearing Ops								Holding Ops				Building Ops							
Key Events	Election Preparation				Elections				Peace Jirga																			

Cause #1 Gov't is unable to communicate with constituents	USAID	Civics Broadcast										Spring Fair								IO Campaign							
	DoS	DG Mentoring																Line Ministry Mentoring									
	Military				Radio Station in a Box																						

Cause #2 Insurgent presence has caused a disconnect b/w GIRoA and cust leadership	USAID			DG Tour										DG Open House									
	NGO													IO Campaign									
	Military	Stability Jirga																					



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# Check on Learning

1. What are the three screening criteria for selecting an activity?
2. What are the seven activity design principles?
3. How would you prioritize activities?
4. What is the function of an output indicator?

# Questions?



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Next:

# Monitoring and Evaluating Stability Activities



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# LESSON 5

## Monitoring and Evaluating Stability Activities



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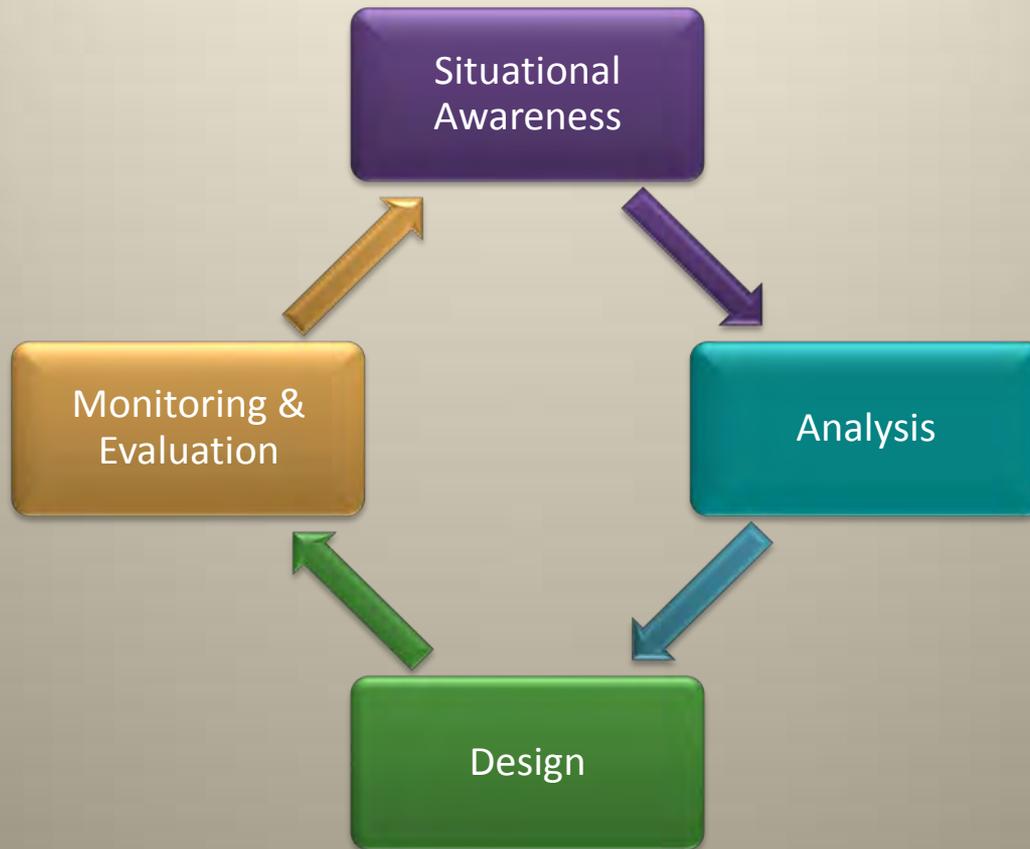
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# Learning Objectives

1. Describe the three levels of monitoring and evaluation
2. Use the M&E Matrix to track and assess the output and impact of activities
3. Describe the use of stability indicators in monitoring overall stability
4. Use the three levels of M&E to assess effectiveness

# Monitoring & Evaluation



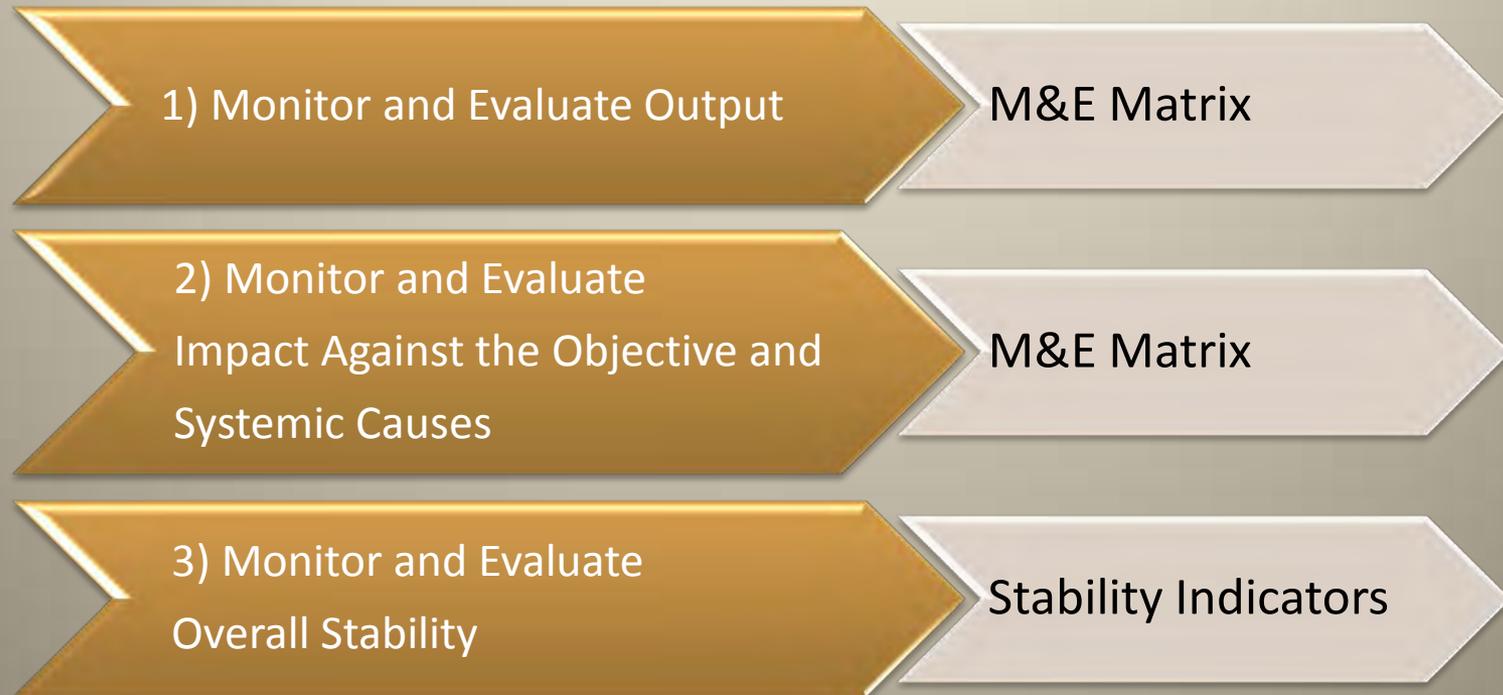
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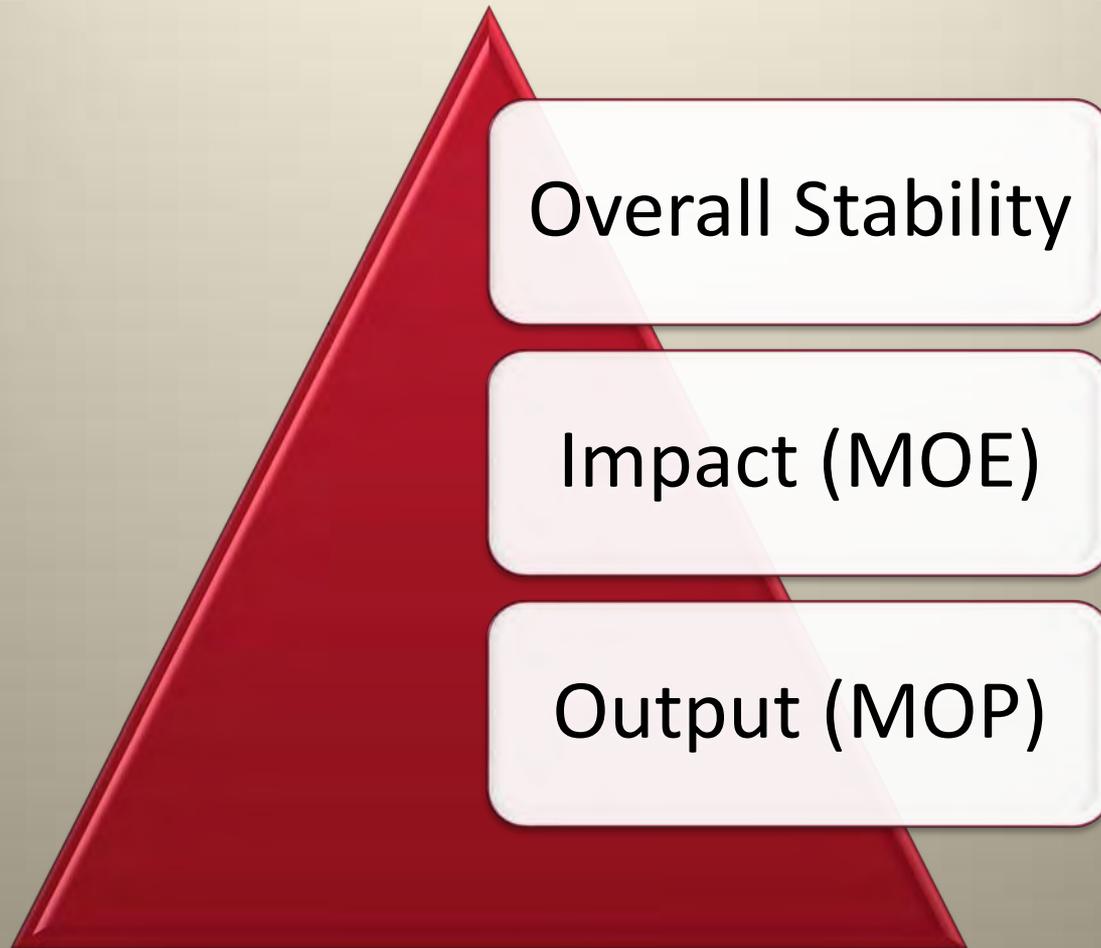
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# Monitoring & Evaluation



# Levels of M&E



# Level 1: Output

- Have your activities been completed?
- Are your activities being implemented successfully?
- Are there external factors affecting the implementation of your activities?
- Are your indicators measuring the appropriate outputs? If not, should you identify new indicators?
- Are your data sources providing the correct indicator data? If not, do you need new data sources?

# Level 2: Impact

- Are you seeing the intended impact/change in your environment?
- Does this change represent progress towards the objective and a diminishment of a root cause?
- How are external factors influencing and/or causing the changes you are observing?
- Are the activities contributing to the expected impact and the overall objective? If not, consider alternative activities.
- Are your indicators measuring the impact appropriately? If not, consider adopting new indicators.
- Are your data sources providing the correct indicator data? If not, consider adopting new data sources and/or new means to collect them.

# M&E Matrix

- Program management and reporting tool
- Measures activity output and impact
- Tracks progress against a baseline
  - Baseline is a measurable start point from which you can observe change



# M&E Matrix

SOI	Activity	Measure of Performance		Measure of Effect			Obj	
		Output Indicator Data	Output Data Sources	Impact Indicator	Baseline	Change		Impact Data Sources
Taken from the TSM	Taken from the TSM	Data for Output Indicators identified on the TSM	Taken from the TSM	Taken from the TSM	Baseline Data for Impact Indicator identified on the TSM	Change in Baseline Data	Taken from the TSM	Taken from the TSM





# M&E Matrix

SOI	Activity	Measure of Performance		Measure of Effect				Obj
		Output Data	Output Data Sources	Impact Indicator	Baseline	Change	Impact Data Sources	
Lack of reach and capacity of District Govt	DG Open House	50 residents attended Open House	Activity M&E reports and participant interviews	Improved general awareness of GIROA, DG and stability issues	15 people come to District Center for help with problems in a given month	30 of people come to District Center for help with problems in a given month	Meeting reports, KLEs, interviews with customary leadership	Raise the profile and extend the reach of District Govt
	Community call-in line	Call-in line established	Activity reports, call-in line database	More residents reporting that GIROA cares about their problems	10% of respondents report that GIROA cares about their problems	40% of respondents report that GIROA cares about their problems	Perception data, feedback line, focus groups, independent media	
	Stability Jirga	20 people attended	Event reports, participant interviews	Elders and DG consulting more frequently on district governance issues	Elders and DG consulting on district governance issues 1 time per month	Data will be available in 90 days	Perception data, feedback line, focus groups, independent media	
	District Office/Line Directors technical training	120 staff trained	DST and training reports	More residents reporting that GIROA can solve their problems	10% of respondents report that GIROA can solve their problems	Data will be available in 30 days	Perception data, feedback line, focus groups, independent media	

# Review Working Definition of Stability

A reduction in the means and motivations for violent conflict, increased capacity to resist sudden change or deterioration, and socioeconomic predictability

# Level 3: Overall Stability

- Measures change in stability over time against a baseline for your AO
- Allows assessment of effectiveness of overall stability program
- Does not gauge individual activity performance

# Stability Indicators

- Should be quantitative and qualitative
- Provide data about a specific area
- When combined with other indicators, should provide stability trends
- Standardized indicators can be used to measure stability the same way in different areas

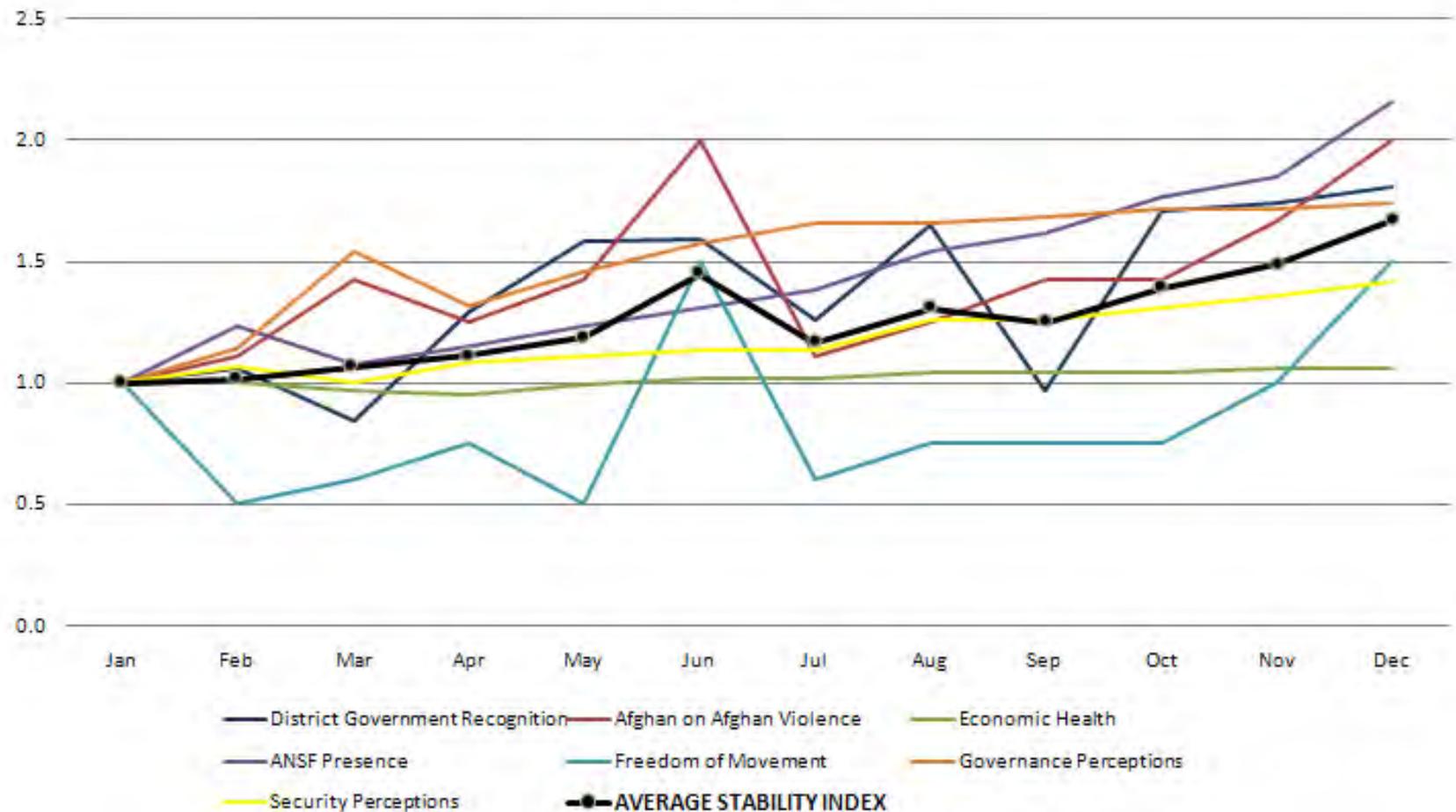
# Selecting Stability Indicators

- Can you accurately monitor the indicators?
- Is the data collection method simple?
- Is the data collection method practical?
- What does it cost?
- Who is best placed to collect this data?

# Overall Stability Indicators (Pilot)

- 1) District Government Recognition
- 2) Afghan on Afghan Violence
- 3) Bazaar Activity
- 4) ANSF Presence
- 5) Afghan Freedom of Movement
- 6) Governance Perceptions
- 7) Security Perceptions

# Overall Stability Index



# #1 District Government Recognition



- **Track the number of people coming to the District Center/District Governor's office to seek assistance**
  - Indicates awareness of existence of district government
  - Indicates faith in District Government to solve problems (versus AGEs)
  - Indicates relative freedom of movement to/from the District Center



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# #2 Afghan on Afghan Violence



- **Track the # of violent injuries treated at hospitals/clinics**
  - Indicates the level of violence within a district
- **Track the incidence of violence reported to GIRoA**
  - Indicates confidence in GIRoA's capability to respond to violence

# #3 Bazaar Activity



- Total # of shops operating, measured each month
  - Indicates ability of local business owners to obtain and sell goods within security climate
- Average # of shops closed per month
  - Indicates peaks of insecurity, freedom of movement and availability of goods
- Major shop activity (value of supplies purchased inside and outside of district)
  - Indicates consumer confidence and market stability
- Price indicator of staple goods (e.g. Coca-Cola)
  - Indicates supply and demand of staple goods

# #4 ANSF Presence



- **Track the # of ANA/ANP patrols each month**
  - Indicates ANA/ANP freedom of movement
- **Track the average # of operational checkpoints along major routes**
  - Indicates presence of GIRoA security elements visible to the population in contrast to insurgents



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# # 5 Freedom of Movement (FOM)



- **Track the # of sales by wholesalers**
  - Indicates commercial FOM for out-of-area shipments for shop owners
- **Track the average weekly totals of night road movement**
  - Indicates the population's actual and perceived ability to move freely
- **Track GIRoA FOM (# of travel issues reported by visitors to the DC & # of DG visits outside of the DC)**
  - Indicates access to the DC and ability of the DG to travel outside of the DC

# #6 Governance Perceptions



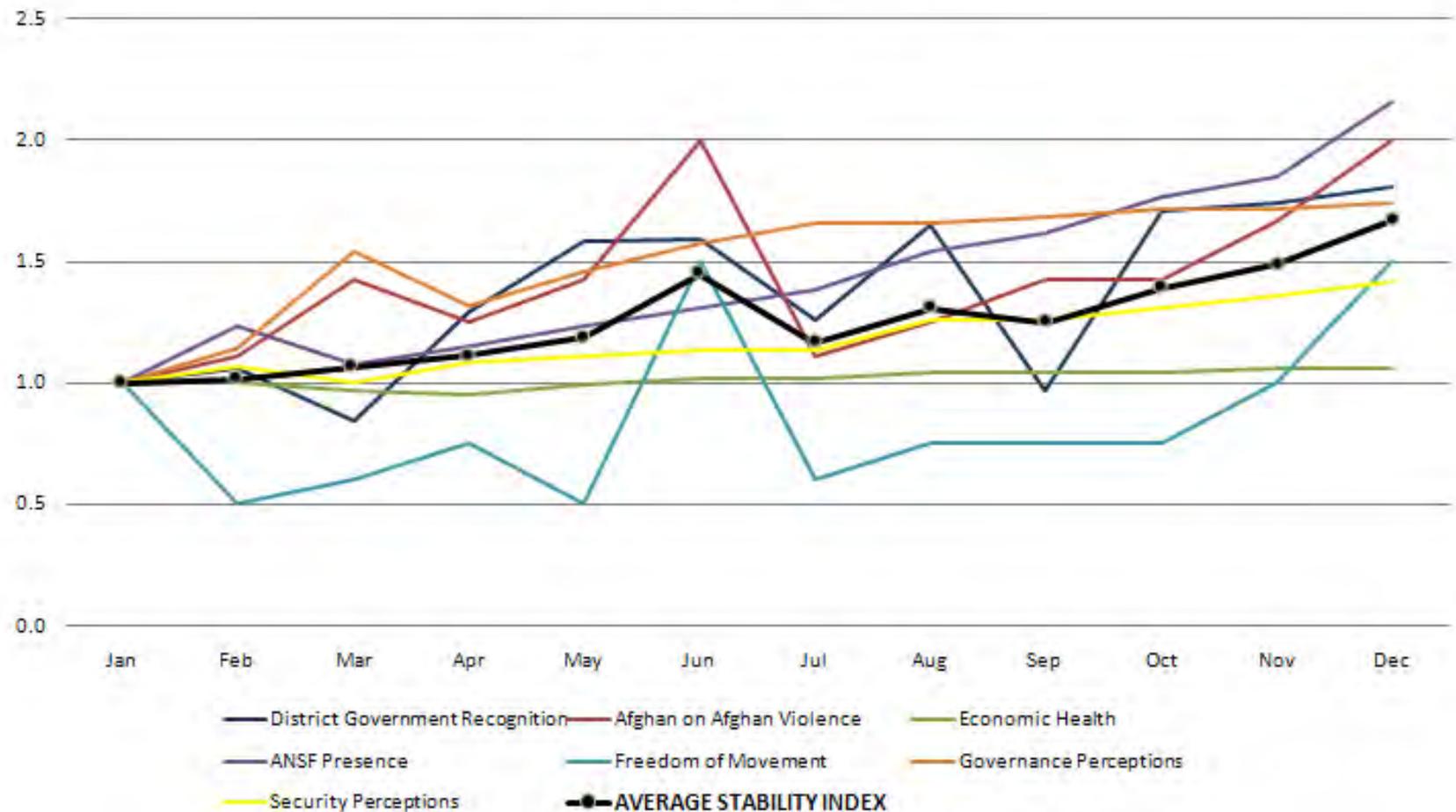
- **Track governance related perceptions through a grouping of questions in the APAS survey managed by Division**
  - Generally speaking, do you believe GIRoA is going in the right direction or the wrong direction?
  - Is the government court in your district functions or would you travel outside your district to go to a formal court?

# #7 Security Perceptions



- **Track security related perceptions through a grouping of questions in the APAS survey managed by Division**
  - How safe do you feel when doing your job and daily activities?
  - Would you say that security in your mantaqa (area) is better, the same, or worse than it was 6 months ago?

# Overall Stability Index



# Are we done yet?

- Is overall stability improving?
- If not, are external factors affecting overall stability?
- What are the implications for future activity programming?

# Check on Learning

1. What are the three levels of M&E?
2. What information does the M&E Matrix provide?
3. Why is it important to track overall stability in your AO?

# Questions?



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# Lessons Learned from the Sarkani Stability Working Group



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# Practical Exercise

## LESSON 6



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# Learning Objective

Demonstrate the ability to carry out the District Stability Framework (DSF) within a Stability Working Group (SWG)



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# SWG Practical Exercise

## Part 1

### General Instructions:

1. Review the Saydabad case study
2. Identify factors and their relevance on the ASCOPE/PMESII Matrix
3. Identify cultural and tribal factors using the Cultural Matrix
4. Review the Saydabad perception data
5. Complete the Factors of Stability/Instability Matrix
6. Filter your factors of instability through the SOI Analysis tool to identify SOIs
7. Be prepared to present situational awareness matrices and SOI Analysis

**Duration of the Exercise:** 2 hours for the exercise, 1 hour for review



# SWG Practical Exercise

## Part 2

### General Instructions:

1. Chose one SOI for completion of the Tactical Stability Matrix (TSM)
2. Use the activity design checklist to filter brainstormed activities
3. Be prepared to present the TSM

**Duration of the Exercise:** 1 hour and 30 minutes for the exercise, 1 hour for review

# Conclusion

- Capturing and implementing best practices and lessons learned is fundamental
- Effective stability assistance requires adaptation to successes and failures
- Good deeds cannot substitute for effectively targeted programs and activities



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