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District Stability Framework (DSF)

**Social Science Underpinnings Of Complex Operations
MORS Mini-Symposium**

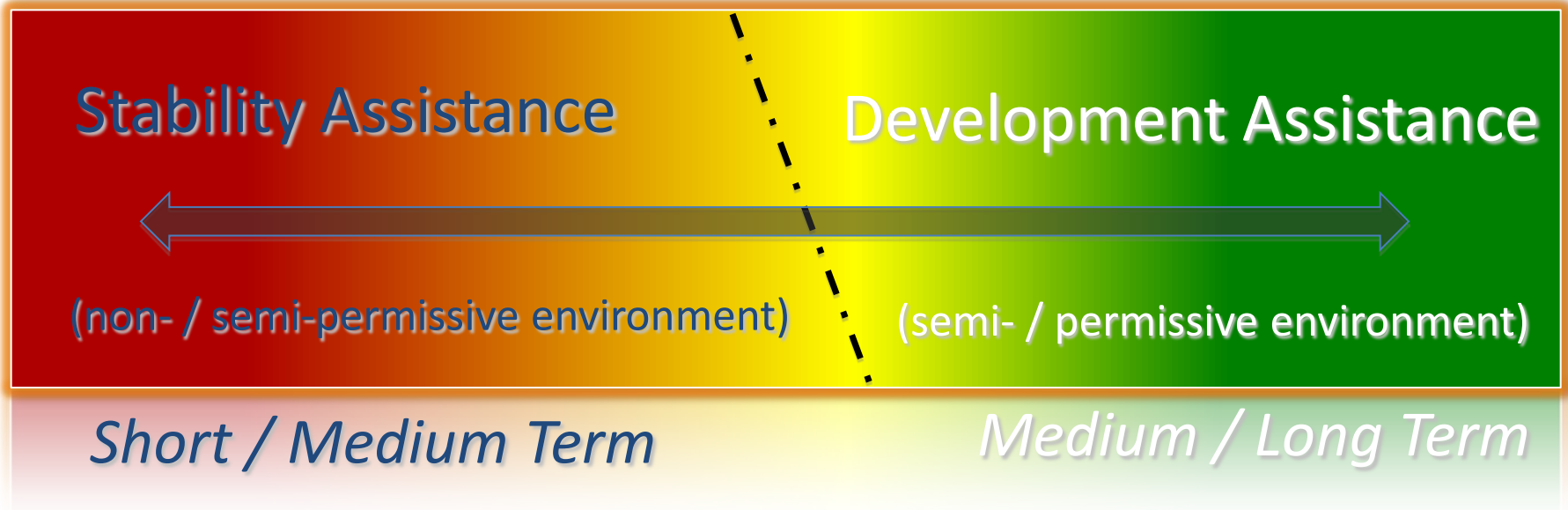
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Stability vs. Development Assistance



The analytical framework, type of assistance, timeframe, and metrics must be tailored to the operational environment



What is Needed?

1. A framework that provides a common civil-military operating picture
2. A simple, field-level tool for conducting interagency stability operations that:
 - Identifies ***local*** sources of instability
 - Designs programs and activities to address them
3. A bottom-up process that complements and informs higher level planning
4. A tool that includes metrics to measure stability, not simply output of projects



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District Stability Framework (DSF)

1. Focuses on Stabilization not Development
2. Provides a common civil-military operating picture
3. Is a field-level analysis, planning, and programming tool
4. Provides information for integration into higher level civilian-military planning
5. Creates a baseline to measure whether stability is increasing/decreasing

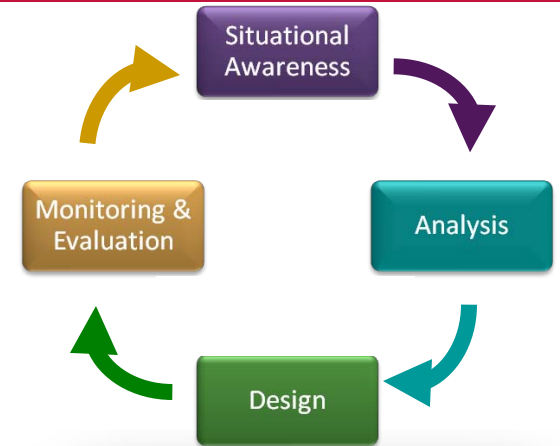


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District Stability Framework

District Stability Framework (DSF) is a common interagency and effects based program management framework that encourages unity of effort. DSF is a four step iterative process. (Supports Unity of Effort by encouraging the use of Stability Working Groups)

- **Situational Awareness.** Gain population-centric and stability oriented situational awareness.
- **Analysis.** Determine the sources of instability (SOIs) and their contributing systemic and perceived causes within an operating environment. Determine required impact (effects).
- **Design.** Design activities to remove or reduce the systemic causes for the SOI.
- **Monitoring and Evaluation.** Measure change in the stability environment with respect to specific SOI as well as overall stability trends. Three levels, output, impact, and overall.



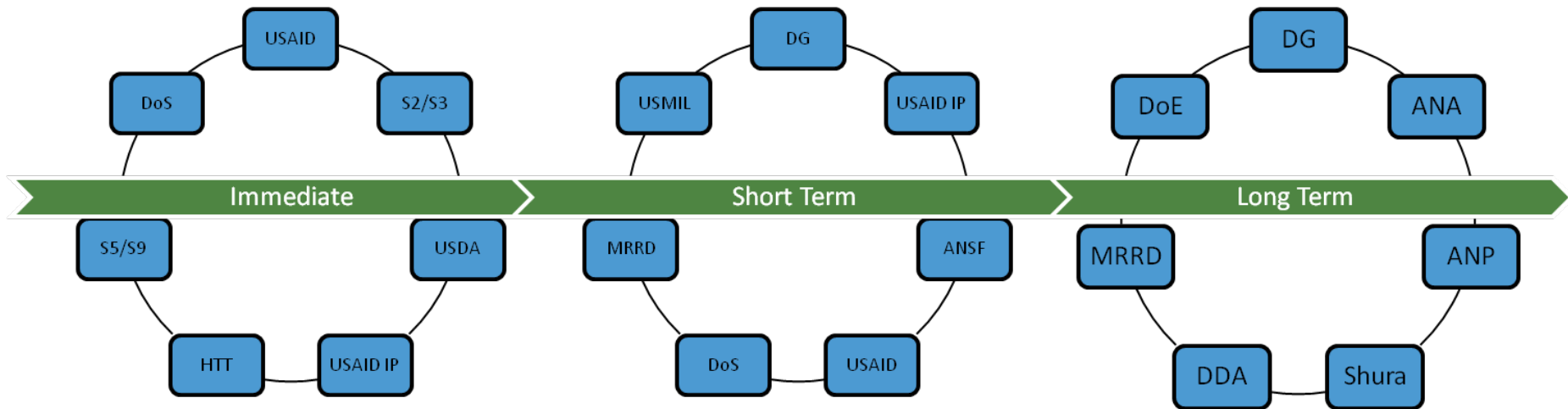


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Stability Working Groups

A interagency platform for stability programming

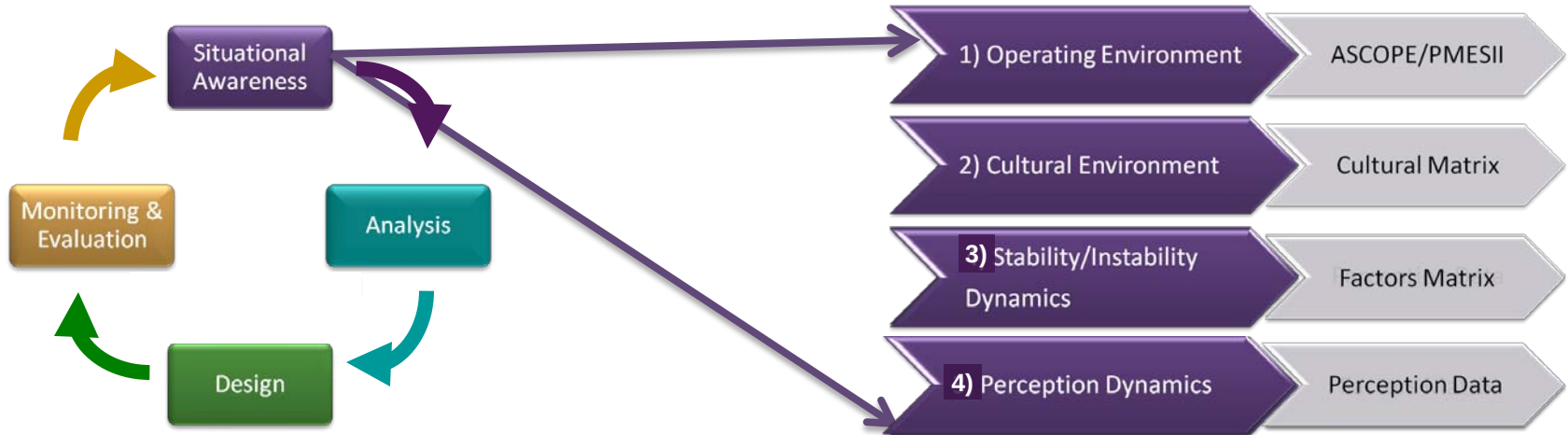
The DSF supports unity of effort by promoting the establishment of interagency platforms for stability programming referred to as Stability Working Groups (SWGs). The SWG is a stability focused planning and coordination body ideally comprised of: USG Civilians, Coalition Forces, Host Nation, International Organizations, and NGOs. The SWG meets regularly to identify and address sources of instability within a local operating environment.





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Situational Awareness



1. Identify Stability and Instability factors and their relevance to the population using the Operational Variables of PMESII and the civil considerations of ASCOPE for a local Operating Environment.

2. Understand the Cultural Environment by determining cultural specific dynamics that exist in the local environment; traditional conflict resolution mechanisms, traditional authorities, limits to the traditional mechanisms and how Anti-Government Elements exploit them.

3. Apply Stability and Instability Dynamics using gained situational awareness to further refine possible factors of Instability, possible factors of Stability (Resiliencies), and determine what Key Actors with the means and motivations to foster stability and instability are present in a local area.

4. Understand Perception Dynamics by determining priority issues (grievances) that are effecting the local population. Identify gaps in knowledge about a local operating environment and confirm or deny our assumptions using multiple (available) sources and types of perception data.



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The 4th Lens – Local Perceptions

Tactical Conflict Survey (TCS):

- *Has the number of people in the village changed in the last year?*
- *What are the most important problems facing the village?*
- *Who do you believe can solve your problems?*
- *What should be done first to help the village?*



Always ask “WHY”?

← We see things from this guy's perspective

BUT through DSF we can see →
things from this guy's





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Situational Awareness

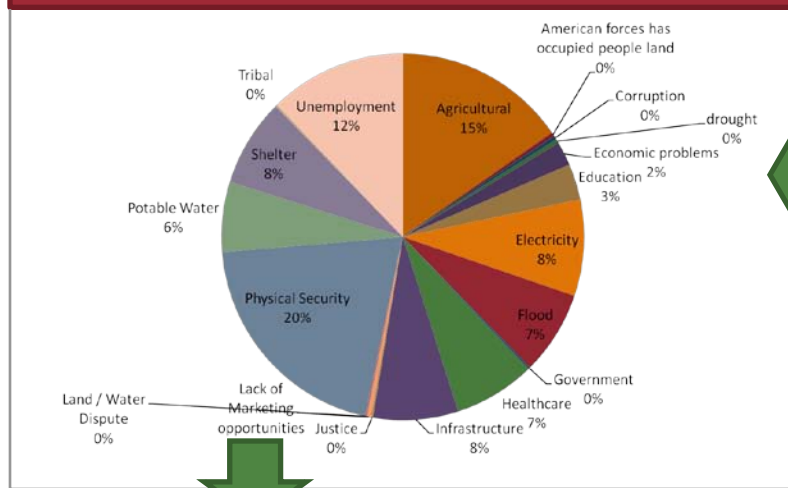
ASCOPE-PMESII

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 constraints)	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?

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	

Perception Dynamics



Factors of Instability

Grievances and/or Factors of Instability	Events (Windows of Vulnerability)	Actors' Means and Motivations
What are the grievances and/or factors that foster instability?	Potential situations that could contribute to an increase in instability?	Who are the actors and what are their means and motivations that enable them to contribute to an increase of instability?

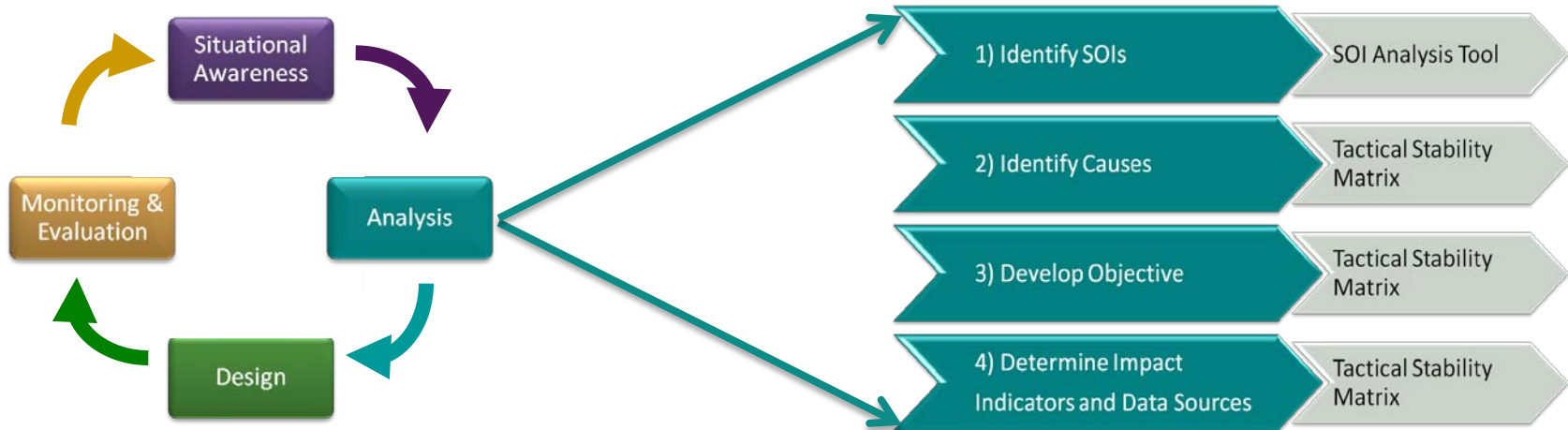
Factors of Stability

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



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Analysis



1. Identify the actual SOIs for a local operating environment. SWGs screen possible factors of instability identified in DSF step one to determine the actual SOIs that are fostering instability in the area. SOIs are defined as local issues that meet the three stability criteria; Decrease support for Host Nation; Increase support for Anti-Government Elements (AGEs); and Disrupt the normal functioning of society.

2. Identify the perceived and systemic (root) causes that are contributing to the continuation or exploitation of a SOI.

3. Develop an effect oriented Objective that is designed to orient SWGs to the desired end state of diminishing the SOI.

4. Determine Impact Indicators and their data sources. The SWG identifies the impact (effect) required to see change in the environment as a result of diminishing each systemic cause.



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Analysis

SOI Analysis

Potential Source of Instability	Criteria for Sources of Instability (SOI)			SOI	Priority Grievance
	Does this potential instability factor decrease support for GIRA? Explain.	Does this potential instability factor increase support for Anti-Government Elements (AGEs)? Explain.	Does this potential instability factor disrupt the normal functioning of society? Explain.		
List all potential Sources of Instability (SOIs)	If yes, explain how the potential SOI decreases support for GIRA	If yes, explain how the potential SOI increases support for Anti-Government Elements (AGEs)	If yes, explain how the potential SOI disrupts the normal functioning of society	Based on the stability criteria, is this a source of instability?	If it is a source of instability, is it also a priority grievance?

Definitions

Priority Grievances refer to issues that a significant percentage of locals, not outside experts, identify as priorities for their community. Examples: health care, education, infrastructure, security, etc.

Sources of Instability are issues locals identify which undermine government support, increase support for insurgents, and/or disrupts the normal functions of society. Examples: Taliban manipulate/settling blood feud, corrupt police shake down locals, etc

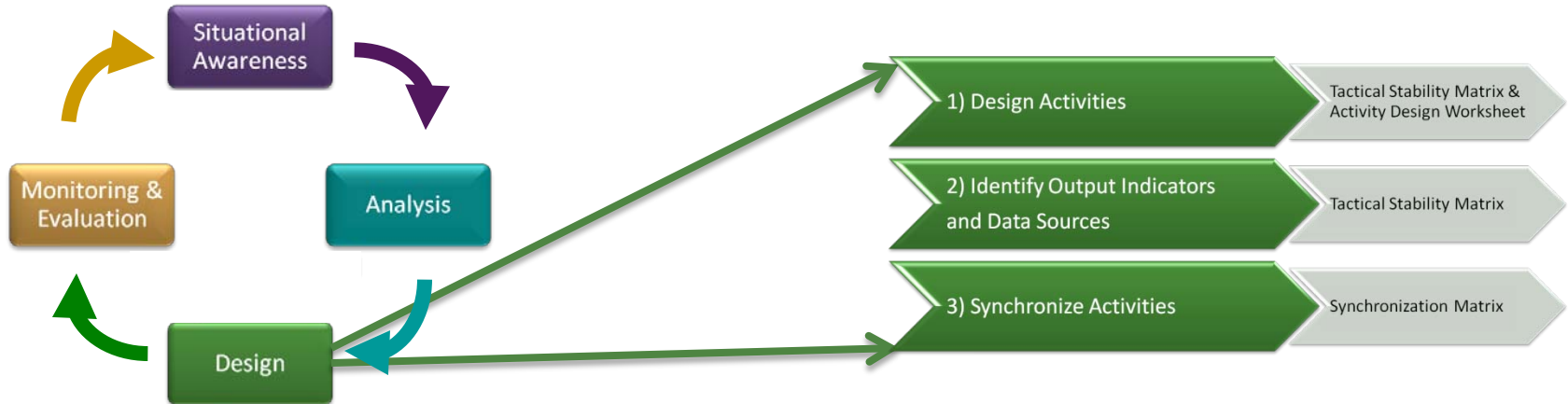
Tactical Stability Matrix

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			



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Design



1. Design Activities by filtering possible activities against the three stability criteria that ask: Does the activity... “Increase support for Host Nation? Decrease support for Anti-Government Elements? Increase institutional and societal capacity and capability?” SWGs then screen remaining activities against the seven design principles. The final step of activity design screens the activities against available resources.

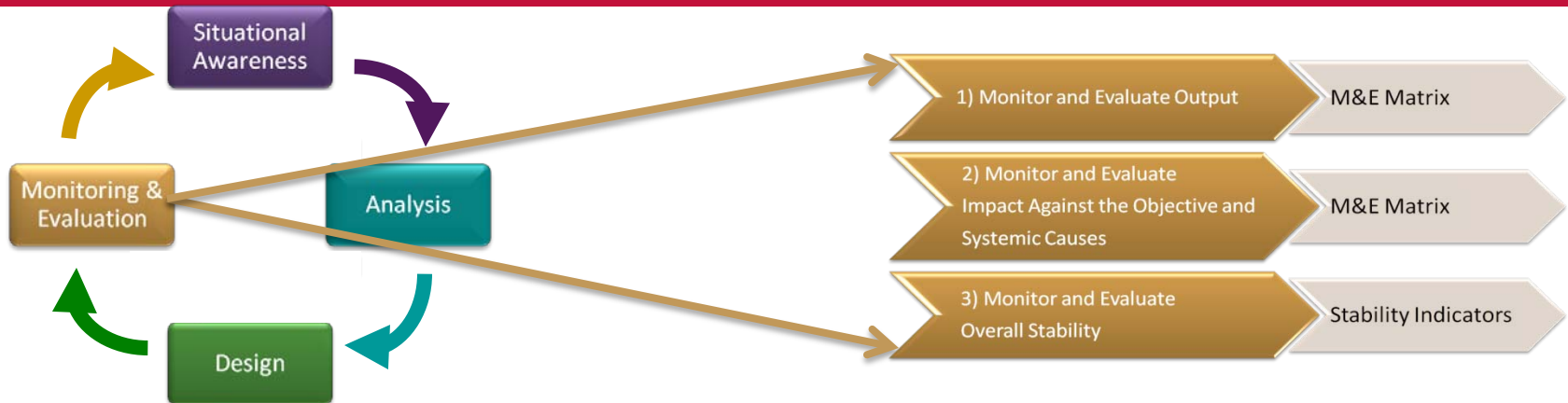
2. Identify Output Indicators and Data Sources. Once the appropriate activities are identified, SWGs identify Output indicators (measures of performance) that allow them to determine whether an activity is be completed as expected and when it is completed.

3. Synchronize Activities. Lastly in the design phase, SWGs synchronize and prioritize identified activities by establishing logical sequence for activities, coordination of activities along the lines of operation, and prioritize activities that address multiple causes of instability in order to maximize impact and minimize effort/cost.



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Monitoring & Evaluation



1. Level 1, activity output, asks SWGs to do some critical evaluation to determine, have your activities been completed? Are your activities being implemented successfully? Are there external factors affecting the implementation of your activities?

2. Level 2, impact, asks SWGs to do some critical evaluation to determine; 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?

3. Level 3, Overall Stability looks at monitoring and evaluating overall stability effects in a local operating environment in order to determine if programming against identified SOIs as whole is having a stabilizing effect. Measuring the change in overall stability is a key component of the DSF process. By identifying and measuring a common basket of stability-focused indicators, it is possible to track the change in stability for a given district. When aggregated, they can provide a measurement of overall changes in stability over time for a given district.



Three Levels of Evaluation:

1. Were the activities completed? (MOP/Output)
2. Were the intended effects achieved? (MOE/Impact)
3. Is Overall Stability increasing? For example:
 - I. Government Legitimacy
 - II. Local on Local Violence
 - III. Economic Health
 - IV. Local Security Forces Presence
 - V. Freedom of Movement
 - VI. Governance Perceptions
 - VII. Security perceptions

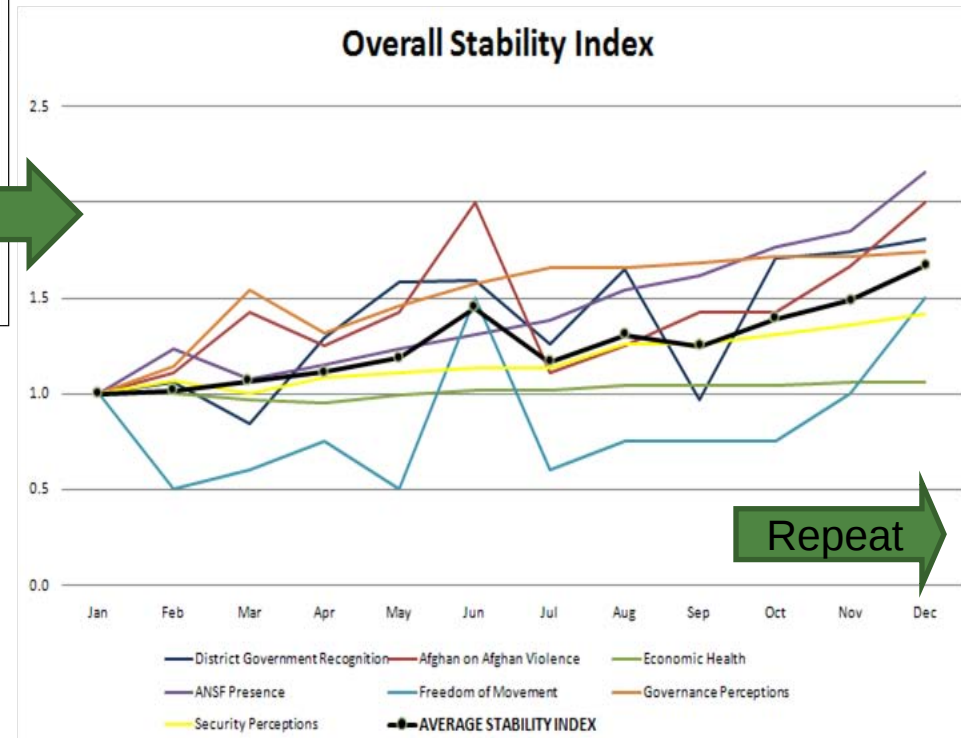
KEY: DSF establishes a baseline to measure effects over time



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Monitoring & Evaluation

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





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User Feedback

“To demonstrate the benefits of working with the Afghan government, the battalion facilitated development projects that addressed grievances identified through coordinated surveys of the populace by Marines and civilian officials. These efforts paid off.”



MG Michael Flynn, ISAF J2,

Fixing Intel: A Blueprint for Making Intelligence Relevant in Afghanistan
January 2010

“DSF will allow CFSOCC-A to identify the causes of instability and more effectively guide the conduct of COIN and stability operations... we would like to implement DSF training of our fielded units as soon as possible.”



BG Edward M. Reeder, Commander

Combined Forces Special Operations Component Command
February 2010

"My men and I used DSF on a daily basis to help us understand our environment and hone in on the root causes of instability in our AO. Use of DSF undoubtedly contributed to our success."



LtCol William McCollough

Battalion Commander, 1st Battalion, 5th Marine Rgt
February 2010



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User Feedback

“The beauty of DSF is its simplicity...and its scalability for the Company...and higher. I think it's the simplest way for a commander to focus on COIN. DSF is the lens the commanders use to see their AO.”



MAJ Patrick Altenburg, S-3, 3-509th Infantry
TF Yukon (4/25 BCT (Airborne))
February 2010

“These questions are very useful to help us to discuss problems that people are having with their lives.”



Mr. Rahmuddin
Farah Rural Rehabilitation & Development, GIRoA
Feb 2010

“In the most unstable part of Farah, DSF provided our team the framework to take public perceptions through systematic analysis. This led to better ‘effects’ based activities which truly targeted the root causes of instability.”



Trevor Hublin
USAID Field Programming Officer FARAH
February 2010



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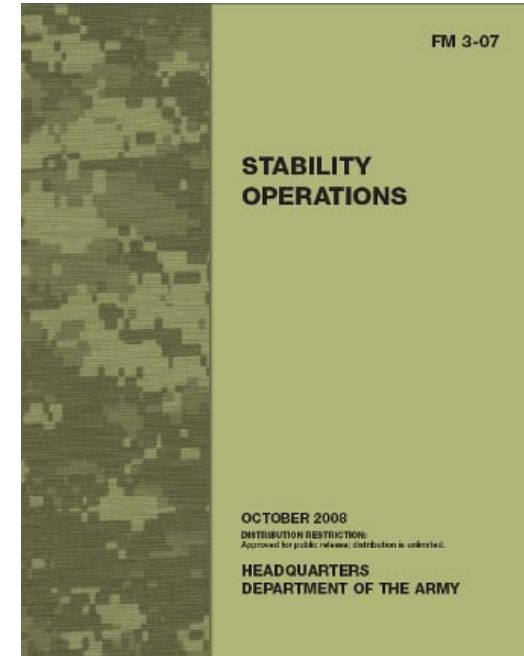
Progress to Date

Doctrine:

- Army: FM 3-07, Stability Operations
- JFCOM: JP 3-07, Stability Operations
- USMC: MCWP 3-33.1 MAGTF CMO

Financial support:

- \$4.6M contract to train USMC units
- ~ \$500k from US Army to train Army Units
- ~ \$40k to train US Navy units
- \$500,000 JFCOM contract for online training
- \$6M from USAID/OCR for simulation training
- \$2.3M from USAID/Kabul





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Conclusion

Results

- Improved Civ-Mil coordination
 - Standardized methodology, process and tools
 - Creation of Stability Working Groups
 - Interagency/Joint targeting focused on Stabilization – NOT development or kinetics
- Increased situational awareness
 - Enhanced understanding of problems & targeted activities
 - Based on LOCAL conditions and operating environments
 - Better stabilization planning
 - Better stabilization execution
- More effective/thorough Monitoring and Evaluation (IMPACT)

Next Steps

- Working on a centralized database – DARPA and 95th CA Bde (Abn)
 - **UNCLASSIFIED**



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