



ICAF

The Interagency Conflict Assessment Framework

The USG's Interagency Tool for Conflict Assessment

Report Documentation Page

Form Approved
OMB No. 0704-0188

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1. REPORT DATE FEB 2010	2. REPORT TYPE	3. DATES COVERED 00-00-2010 to 00-00-2010	
4. TITLE AND SUBTITLE The Interagency Conflict Assessment Framework: The USG's Interagency Tool for Conflict Assessment		5a. CONTRACT NUMBER	
		5b. GRANT NUMBER	
		5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)		5d. PROJECT NUMBER	
		5e. TASK NUMBER	
		5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Military Operations Research Society (MORS),1703 N Beauregard St Suite 450,Alexandria,VA,22311		8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)		10. SPONSOR/MONITOR'S ACRONYM(S)	
		11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited			
13. SUPPLEMENTARY NOTES Interagency Meeting This is an online meeting held 9-10 February 2010.			
14. ABSTRACT			
15. SUBJECT TERMS			
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified	Same as Report (SAR)
			18. NUMBER OF PAGES 28
			19a. NAME OF RESPONSIBLE PERSON

What is the ICAF?

**The interagency conflict assessment
tool of the USG**

**Systematic and collaborative
assessment**

**An integral part of whole of
government interagency planning**

**Deeper understanding of the conflict
dynamics**

What are the ICAF Outcomes?

Crucial and shared understandings of the conflict



A prioritized lists of **conflict drivers** and **mitigating factors**



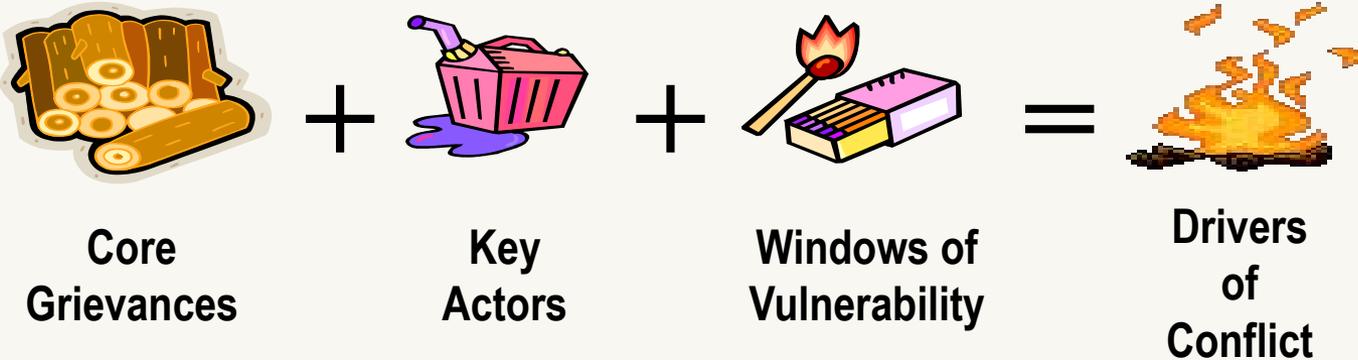
An better understanding of what other
offices/departments/agencies are undertaking



A **report** which details the ICAF's findings and conclusions

The Conflict and Resilience Equation

- The Conflict Equation:



- The Resilience Equation





Related USG Assessment Tools

- Conflict Assessment Framework (CAF)
 - Created by USAID's CMM
 - Facilitated in more than 55 countries
 - Used to assess conflict for development assistance
- Tactical Conflict Assessment Planning Framework (TCAPF)
 - Created by USAID's OMA for DOD
 - Provides a programmatic and tactical level assessment and planning approach
- **These tools have been revised to be compatible with the ICAF**

Who Can Facilitate an ICAF?

- DOS/S/CRS
- USAID/DCHA/CMM
- Trained USG officials, in coordination with S/CRS and USAID/CMM





What is the ICAF Process?

- A workshop where practitioners and policymakers bring their diverse viewpoints together to reach a common understanding of a conflict
- Formats for this facilitation include:
 - DC Based Table Top
 - Country Team Table Top
 - Full In-Country ICAF
- Focuses include:
 - Regional conflicts
 - Specific country dynamics
 - A particular issue within a country

A stylized world map with a grid overlay, showing continents in light yellow and oceans in teal. The map is centered on the Atlantic Ocean.

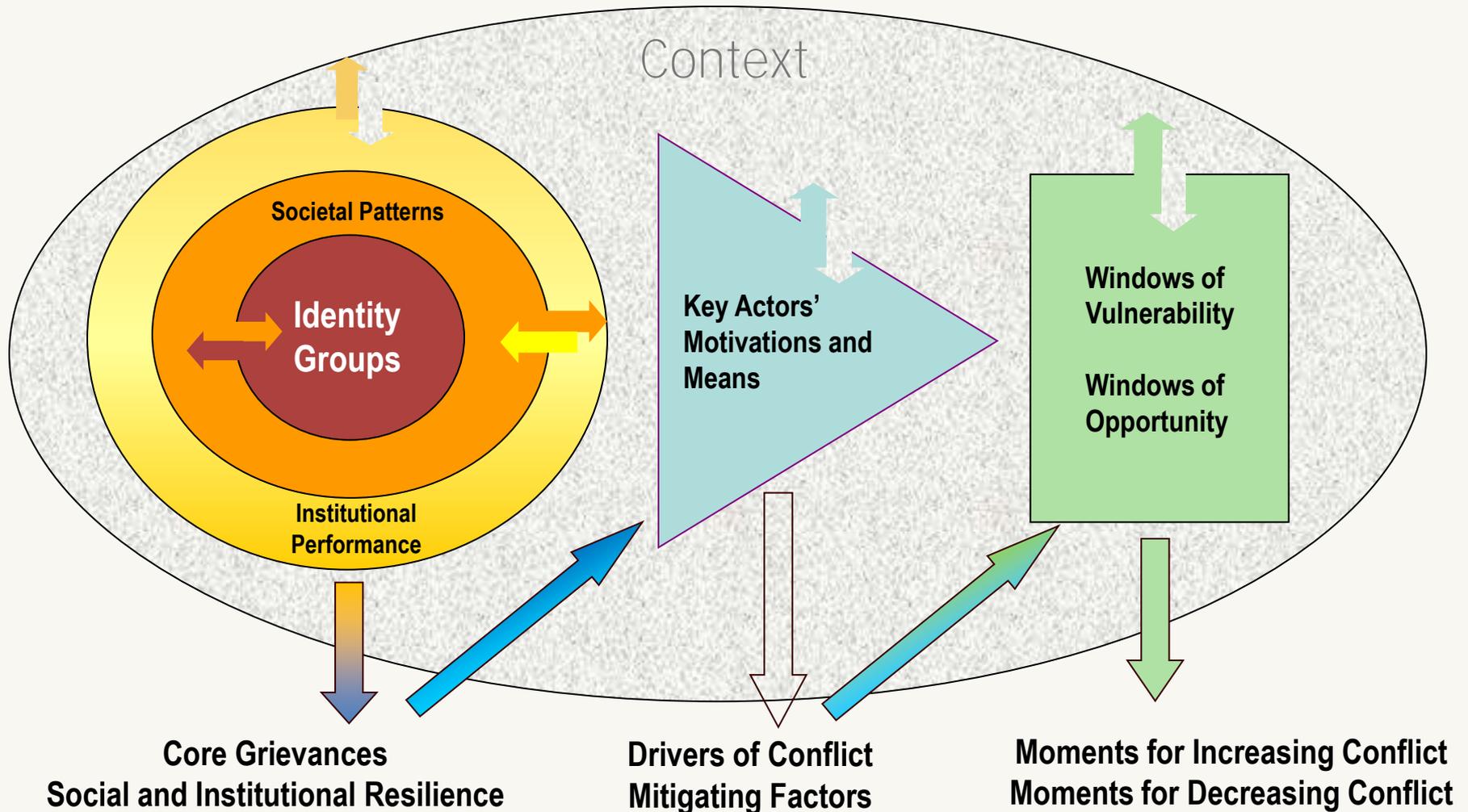
When is an ICAF Conducted?

- At the request of:
 - US Ambassador
 - USAID Mission Director
 - DOS Regional Bureau or Special Envoy
 - Geographic Combatant Command
- When responding to any conflict-related crisis or situation, time and resources permitting

Past ICAF Applications

Country	DC-Based Workshop	Field-Based Workshop	Field-Based Intensive
Bangladesh		Influenced MSP (conducted 2/09; reiterated 10/09)	
Cambodia			Informed Embassy Strategy, influenced 1207 Proposal (3/09)
Congo (DROC)	Influenced CAS (6/08)		
Ecuador	Identified gaps in knowledge (Conducted at NDU, 12/09)		Focused on Northern Border Region, informed 1207 Proposal (1/10)
Liberia	Included Sr. Pol. Officer & Dep. USAID Mission Director, UN, State/USAID/DOD/ AFRICOM Desk Officers (1/10)		Focus on integrating 61 AFRICOM mentors & understanding latent conflicts (3/10)
Pakistan	Informed Lew/Holbrook/ Petraeus policy retreat (7/09)		
Panama		Influenced 1207 Proposal (4/09)	
Sri Lanka	Proto-type DC-based workshop for 17 interagency reps (12/07)		Informed Embassy Strategy, influenced 1207 Proposal (1/08)
Tajikistan	ICAF Pilot/ Influenced DOD/ State/ USAID strategy (5/08)		
Timor Leste	Intended to influence 1207 proposal (3/08)	Tentatively scheduled to inform 1207 proposal (4/10)	
Uganda	Focus on refining DC workshop (2/10)		Focus on increasing interagency participation (3/10)
Yemen	Influenced USAID strategy development (9/09)		Planned for early 2010; will inform Embassy planning

The Framework



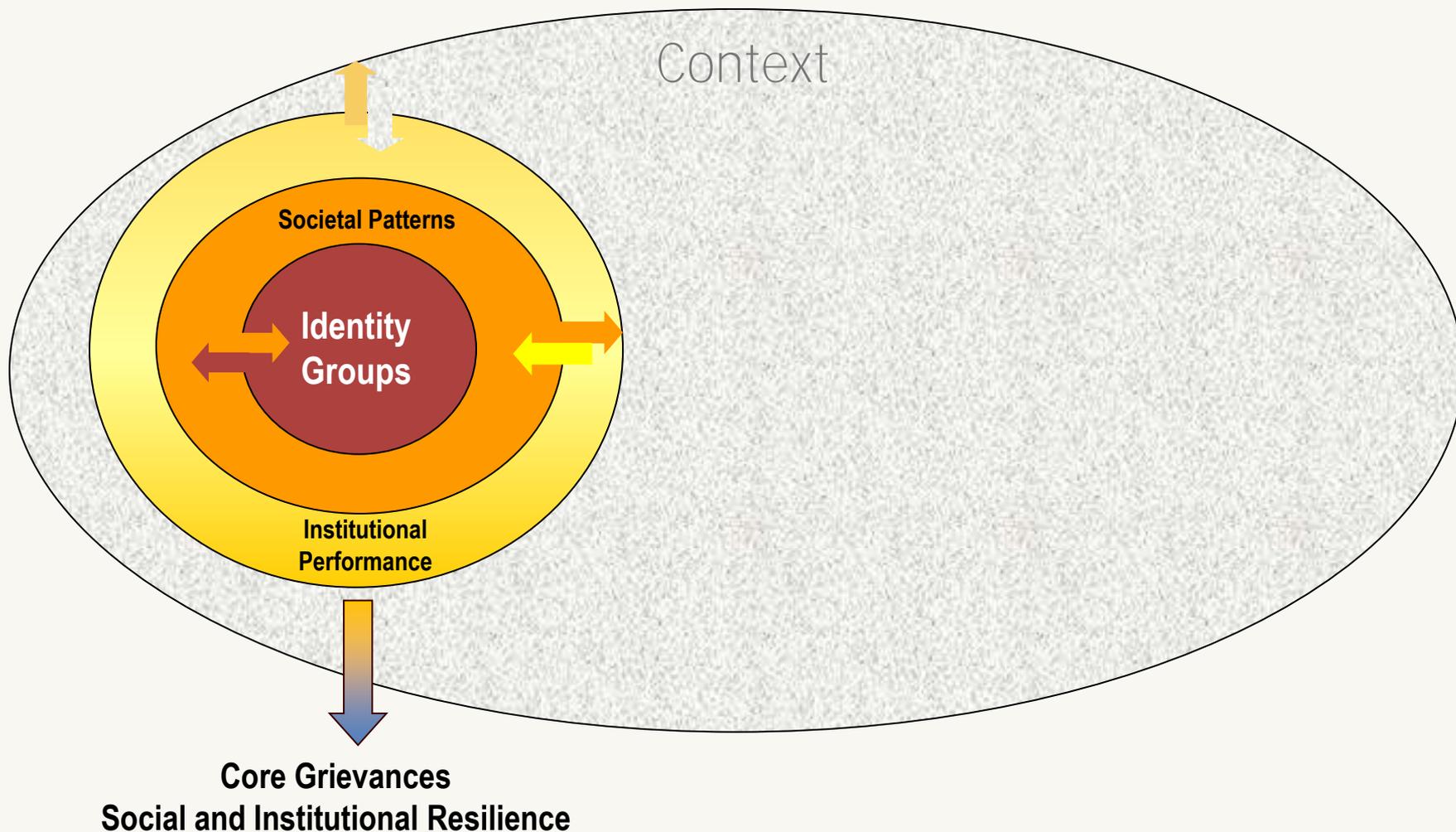


Context

Context

1. Conditions that we treat as givens because they are difficult or impossible for humans to alter within our planning horizon.
 - Poverty/low quality of life
 - Bad neighborhood
 - Recent history of conflict
 - Low level of economic growth/recession
 - Heterogeneity (2 or 3 equally sized groups)
 - Youth bulge
2. **Context does not cause conflict.**

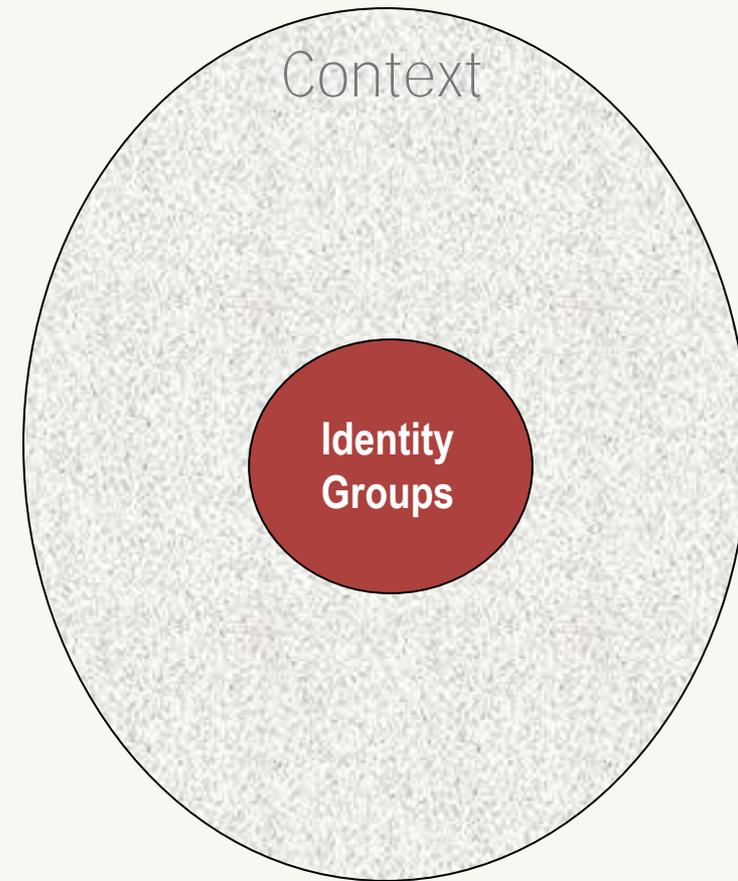
Core Grievances and Social and Institutional Resilience



Component: Identity Groups

Identity at the core

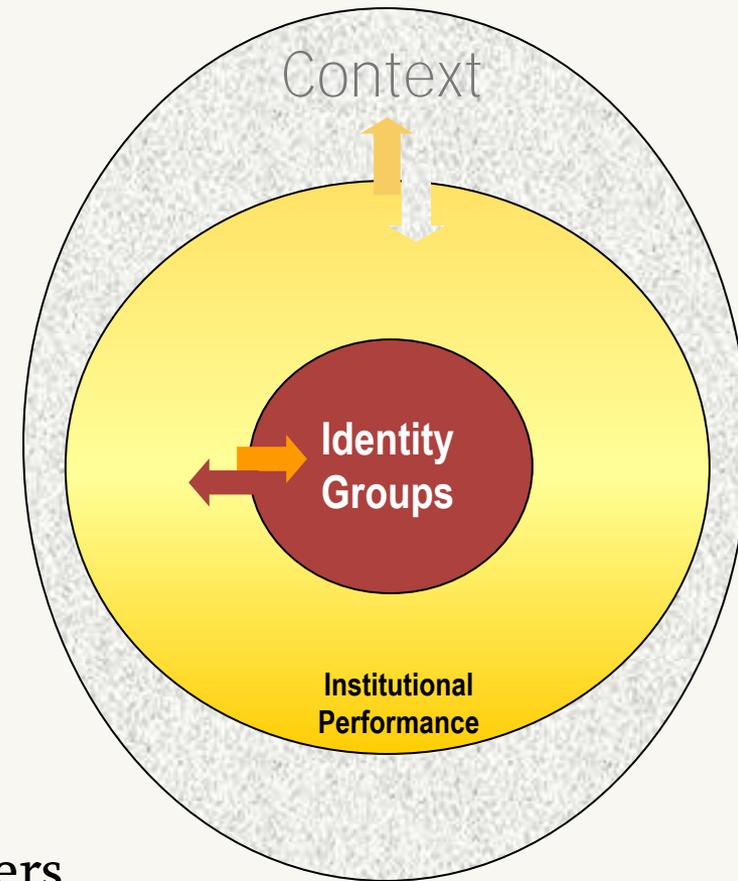
1. People that identify with one another
2. Often as ascribed by others:
 - Religion
 - Ethnicity
 - Language
3. Conflict rises when group feels in jeopardy:
 - Identity
 - Security
 - Recognition



Component: *Institutional Performance*

Institutional performance

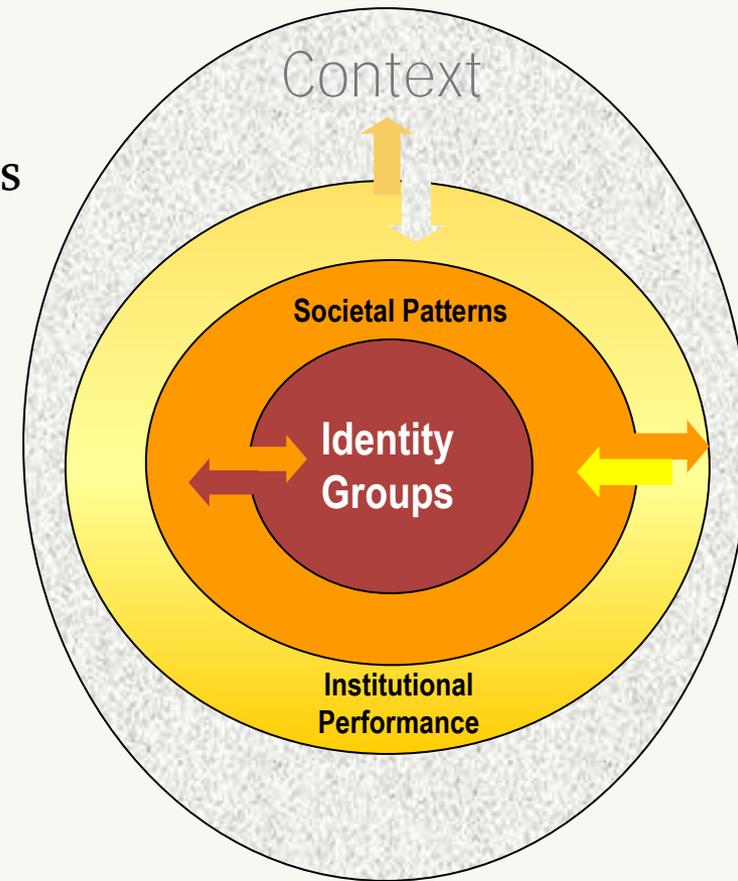
1. Institutions are both formal and informal
2. Institutions mediate impact of contextual factors
3. Institutional performance has two aspects:
 - Outcomes
 - Perceptions
4. Performance outcomes may be measured objectively, but what matters is subjective perceptions of **effectiveness** and **legitimacy** by identity groups



Component: Societal Patterns

Societal Patterns

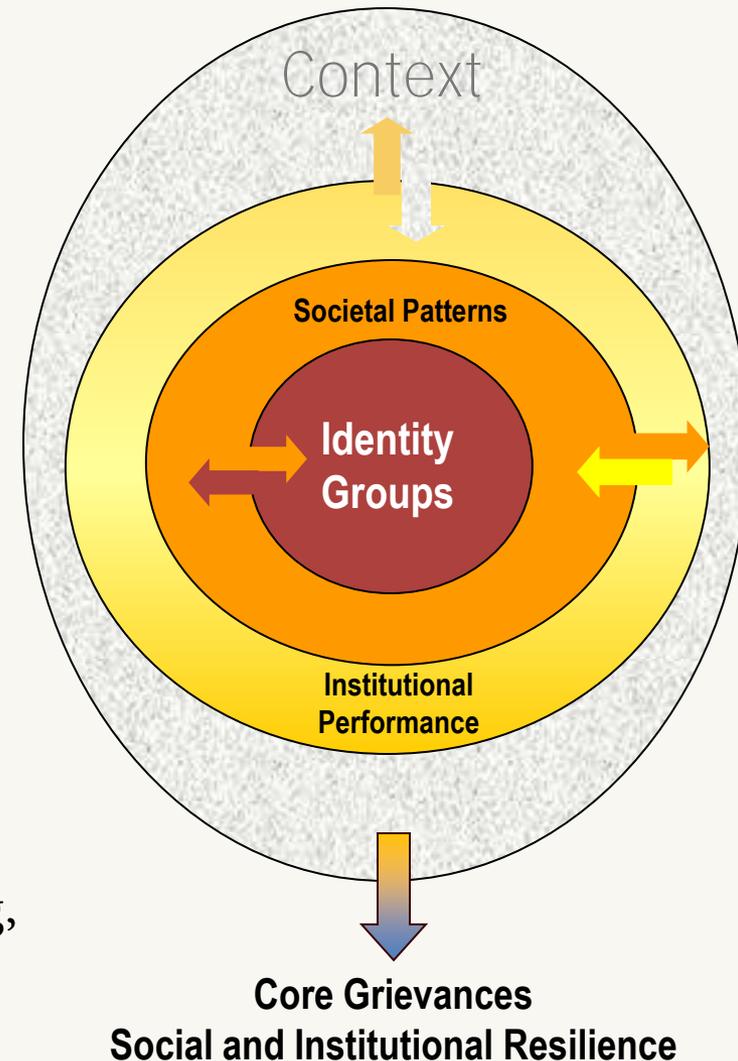
1. Interactions between Identity Groups and Institutions produce persistent societal patterns:
 - Exclusion
 - Elitism
 - Rent-seeking/corruption
 - Capacity deficits
 - Disillusionment
2. And also:
 - Accommodation
 - Tolerance



Outputs: Core Grievances and Social and Institutional Resilience

Outputs:

- **Core Grievances:** Identity groups' deep sense of frustration and injustice emerging out of persistent social patterns such as elitism, exclusion, chronic capacity deficits (systemic stagnation), strategic resources (oil, diamonds, timber), ungoverned space, transitional moment: unmet expectations, corruption/rent-seeking
- **Social and Institutional Resilience:** Identity Groups' willingness to engage in social patterns such as community organizing, intergroup trust development, facilitated dialogue, peace-building, traditional/alternative dispute resolution



Component: Key Actors

Key Actors

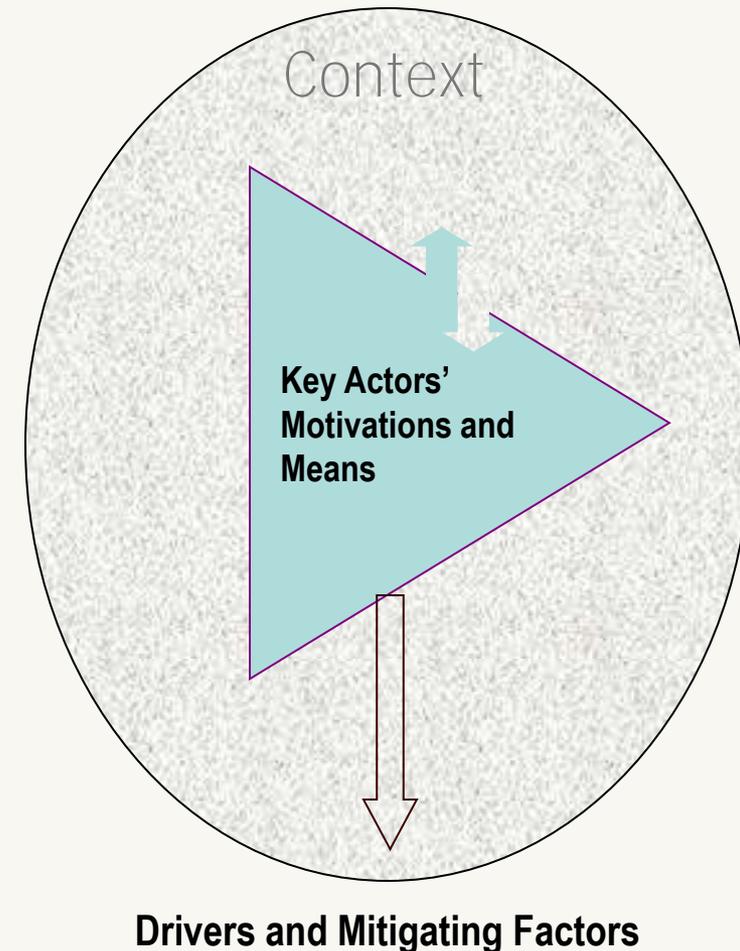
- Key Actors mobilize groups around Core Grievances and Resiliencies
- Key Actors
 - Are both organizations and individuals
 - Are related to identified grievances
- Motivations
 - What motivates them to engage with grievances or resiliencies
- Means
 - Basis of authority
 - Organizational capacities
 - Financing
 - Operational space



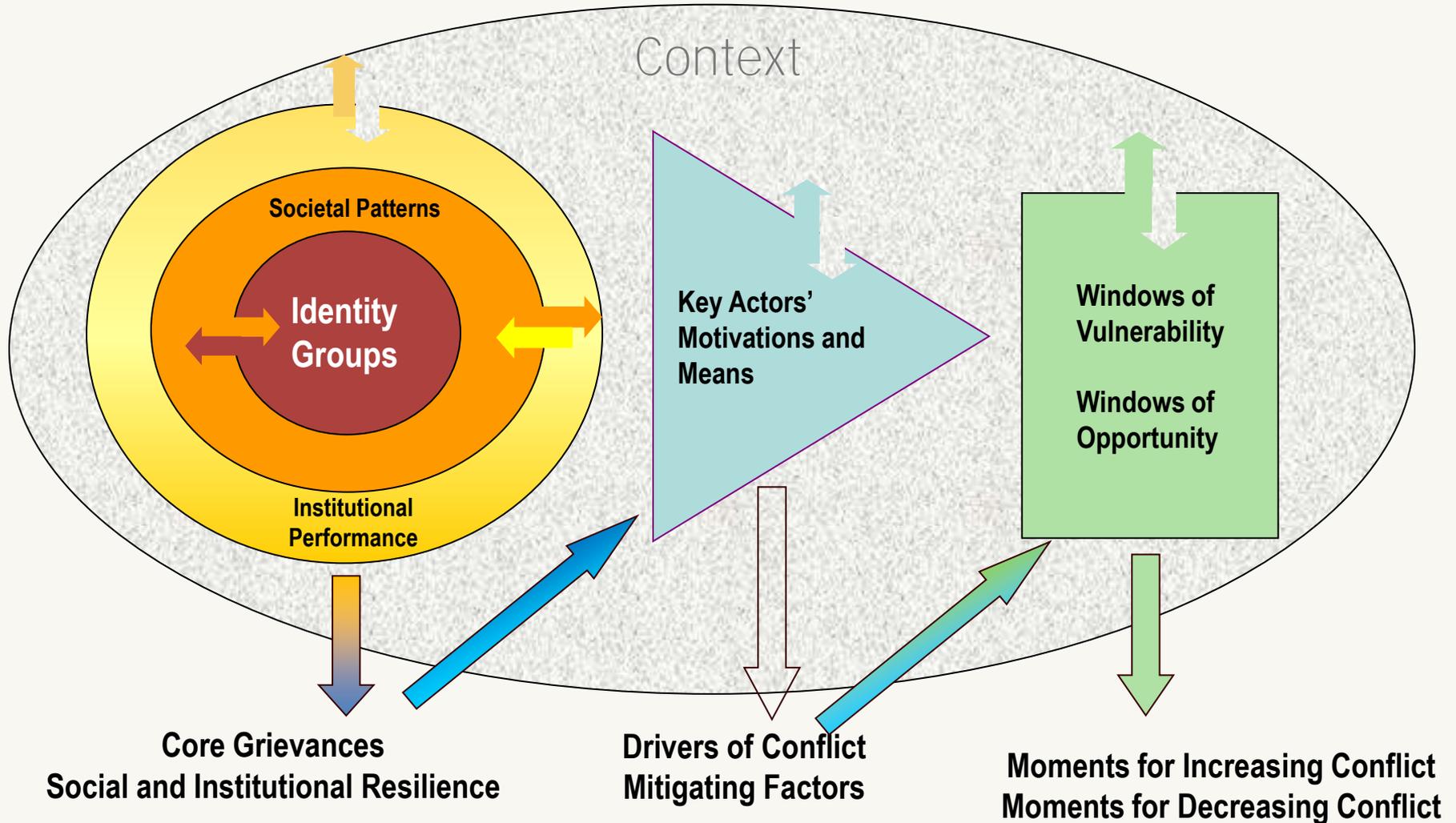
Output: Drivers and Mitigating Factors

Outputs

- Prioritized Drivers and Mitigating Factors of the Conflict
 - These are the understandings that will allow one to set planning goals and objectives that are informed by USG interests



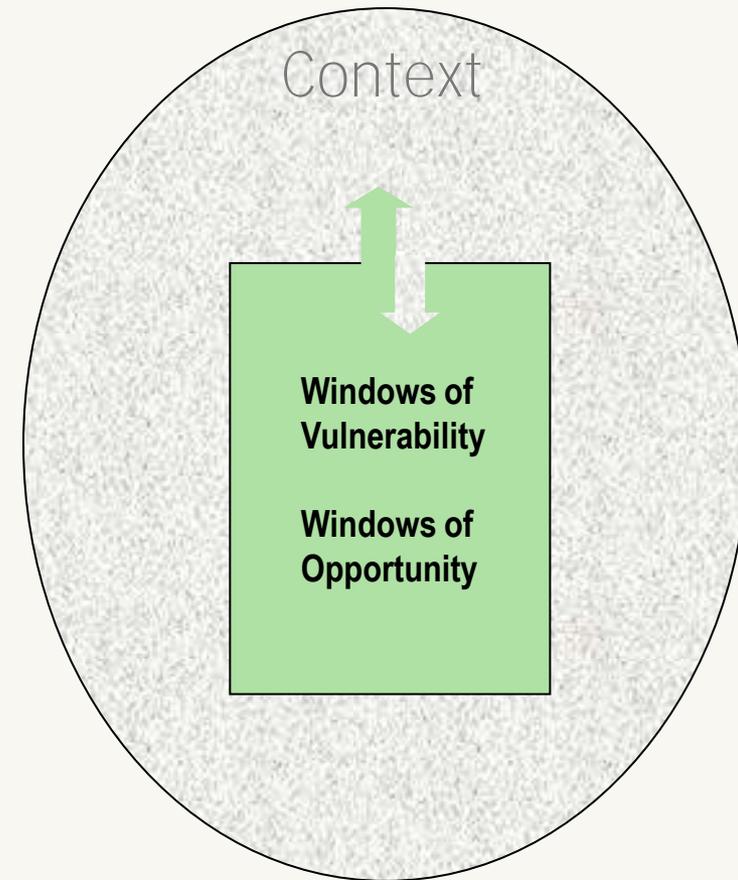
Windows of Uncertainty



Windows of Uncertainty

Windows of Vulnerability and Windows of Opportunities

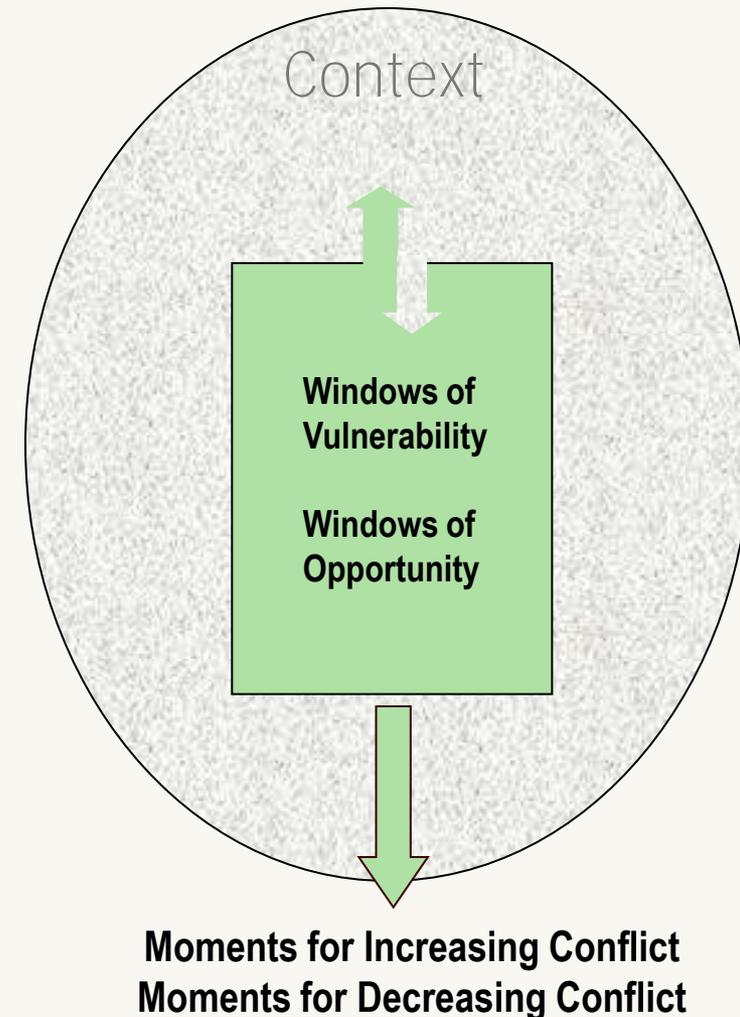
- Moments in time that may crystallize grievances or resiliencies
 - Elections
 - Passage of legislation
 - Assassinations/targeted political violence
 - Ruling in a court case
 - Economic shock
 - Holidays



Outputs

Outputs

- Allows the team to recognize the moments for increasing and decreasing conflict
- Also provides a way to hypothesis status quo trajectory and the future based upon the environment, key dynamics and anticipated events
- Describes potential points of entry



ICAF Outputs

Task One: Diagnosis

Step 1

Core Grievances

Social and Institutional Resilience

Step 2

Drivers of Conflict

Mitigating Factors

Step 3

Moments for Increasing Conflict

Moments for Decreasing Conflict

Task Two: Pre-Planning

Step 1

- Response Gaps
- Entry Points



Pre-Planning

- Identify current efforts to **address drivers** and **strengthen mitigating factors**:
 - By USG agencies
 - By other international actors
- Identify remaining critical gaps
- Conduct risk analysis in addressing gaps
 - Cost/benefits
 - Opportunities and entry points
- Identify key actors/windows that may serve as entry points

Task Two: Pre-Planning

- Response Gaps
- Entry Points



Key Dynamics Obtained by Mapping the System

1. Cambodia – Key Dynamics:
 - Social
 - Institutional
 - Political
2. Pakistan – Unintentional self-reinforcing behaviors

“Elite” Patron-Client System

Global Economy

**External support
(donors, investors)**

Key Economic Dynamic

Economic growth

Selective predatory impact on communities

Cambodia

Elite “buy in”

Rent-seeking opportunities

Culturally-rooted system based on a Patron-Client Relationship

Activities of CPP and HS

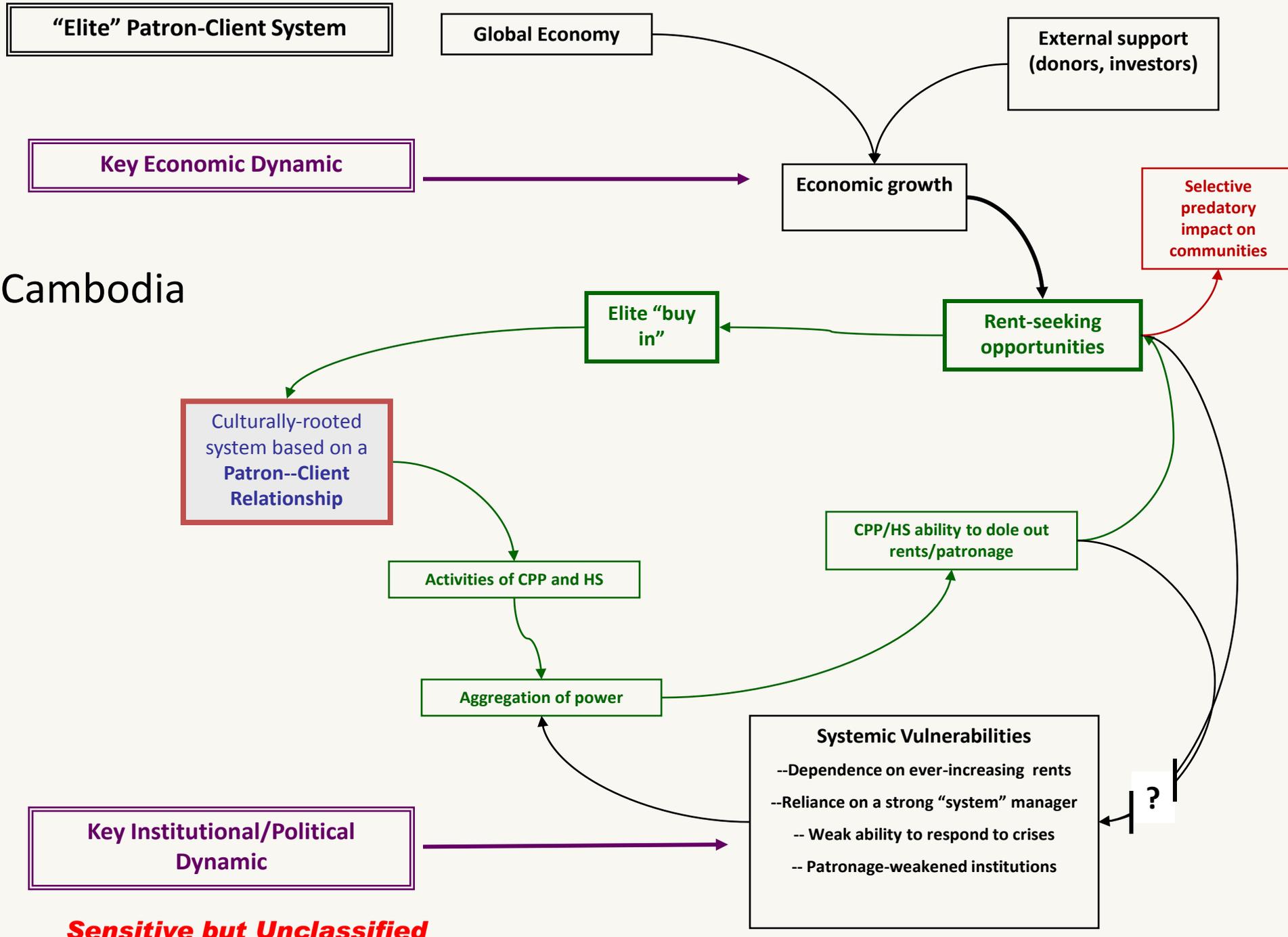
CPP/HS ability to dole out rents/patronage

Aggregation of power

Key Institutional/Political Dynamic

Systemic Vulnerabilities
--Dependence on ever-increasing rents
--Reliance on a strong “system” manager
-- Weak ability to respond to crises
-- Patronage-weakened institutions

Sensitive but Unclassified



The logo for ICAF (International Council of Agricultural Finance) is displayed in large, bold, black, italicized capital letters. The background of the logo is a stylized world map in shades of blue and green, overlaid with a white grid of latitude and longitude lines.

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Questions?
