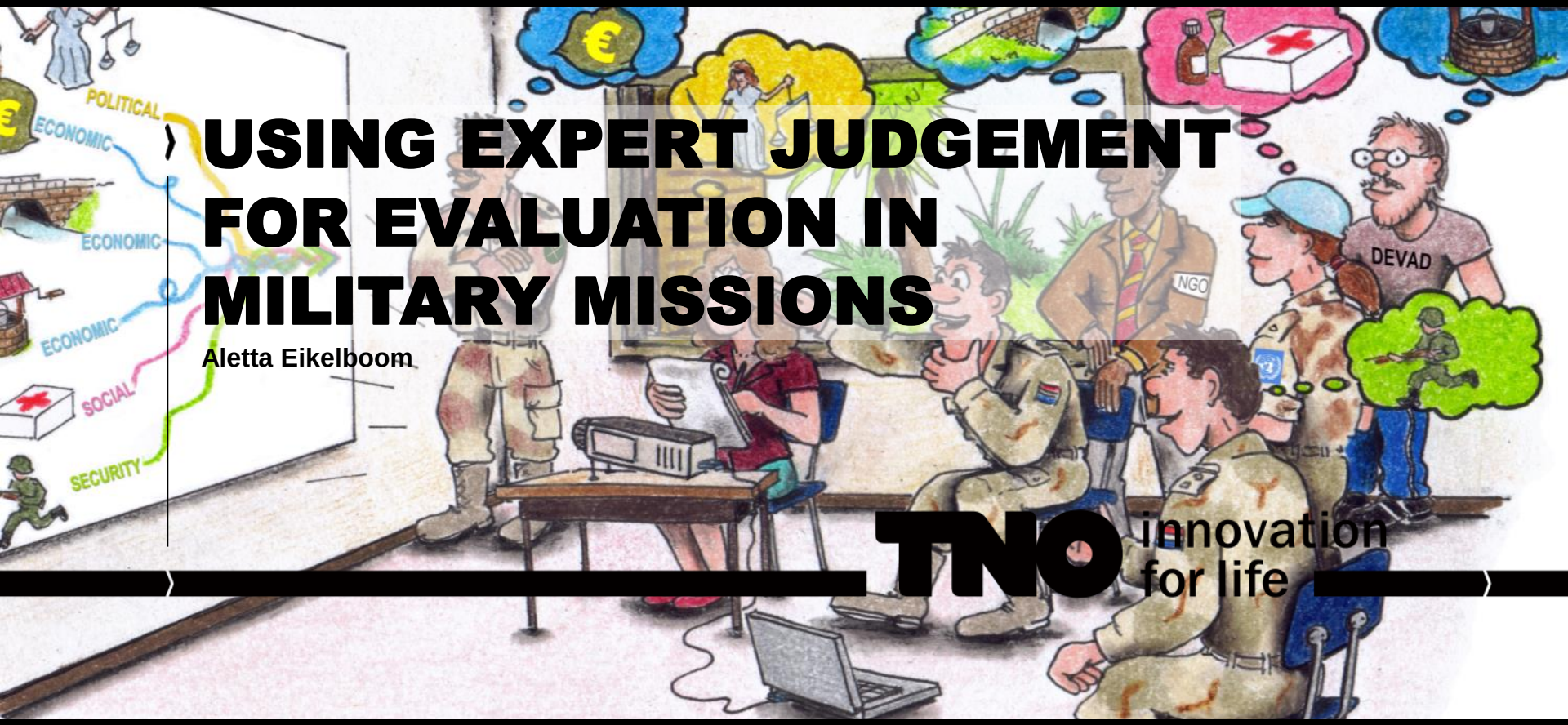
USING EXPERT JUDGEMENT FOR EVALUATION IN MILITARY MISSIONS

Aletta Eikelboom



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WHO AM I?

Aletta Eikelboom

- TNO Consultant (since 2004)
- Reserve Officer (Maj)
  Operational Analyst (since 2006)

- Deployed: Task Force Uruzgan
  1 Dec 2007 – Apr 2008
  2 Feb 2009 – Jul 2009

- aletta.eikelboom@tno.nl

AFGHANISTAN
Uzbekistan
Tadzjikistan
Turkmenistan
Jawzjan
Balkh
Kunduz
Takhar
Badakhshan
Faryab
Samangan
Baghlan
Sari Pul
Panjshir
Nuristan
Badghis
Parwan
Kapisa
Kunar
Laghman
Bamyan
Kabul
Wardak
Nangarhar
Hirat
Ghor
Logar
Day Kundi
Paktya
Khost
Ghazni
Uruzgan
Paktika
Farah
Zabul
Kandahar
Hilmand
Nimroz
Kandahar
Iran
Pakistan

AFGHAN PEOPLE

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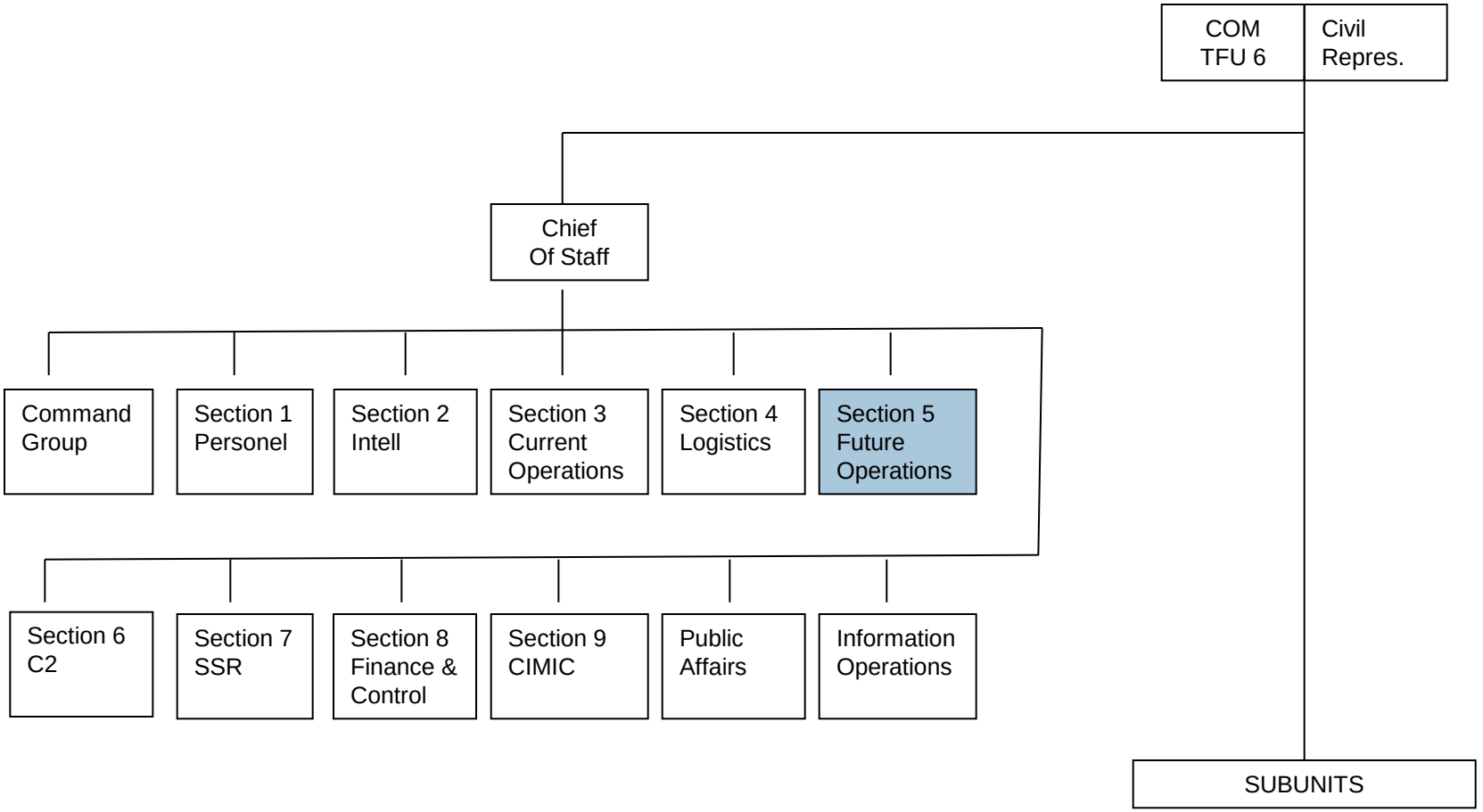
TFU STAFF


COM TFU 6
Civil Repres.
Chief Of Staff
Command Group
Section 1 Personel
Section 2 Intell
Section 3 Current Operations
Section 4 Logistics
Section 5 Future Operations
Section 6 C2
Section 7 SSR
Section 8 Finance & Control
Section 9 CIMIC
Public Affairs
Information Operations
SUBUNITS

ROLE OF OPERATIONAL ANALYSTS

- Operational Analysts

  Support and advise the commander of a unit and his staff in planning and executing a mission, by applying scientific methods and tools.

In sum, analysis on:

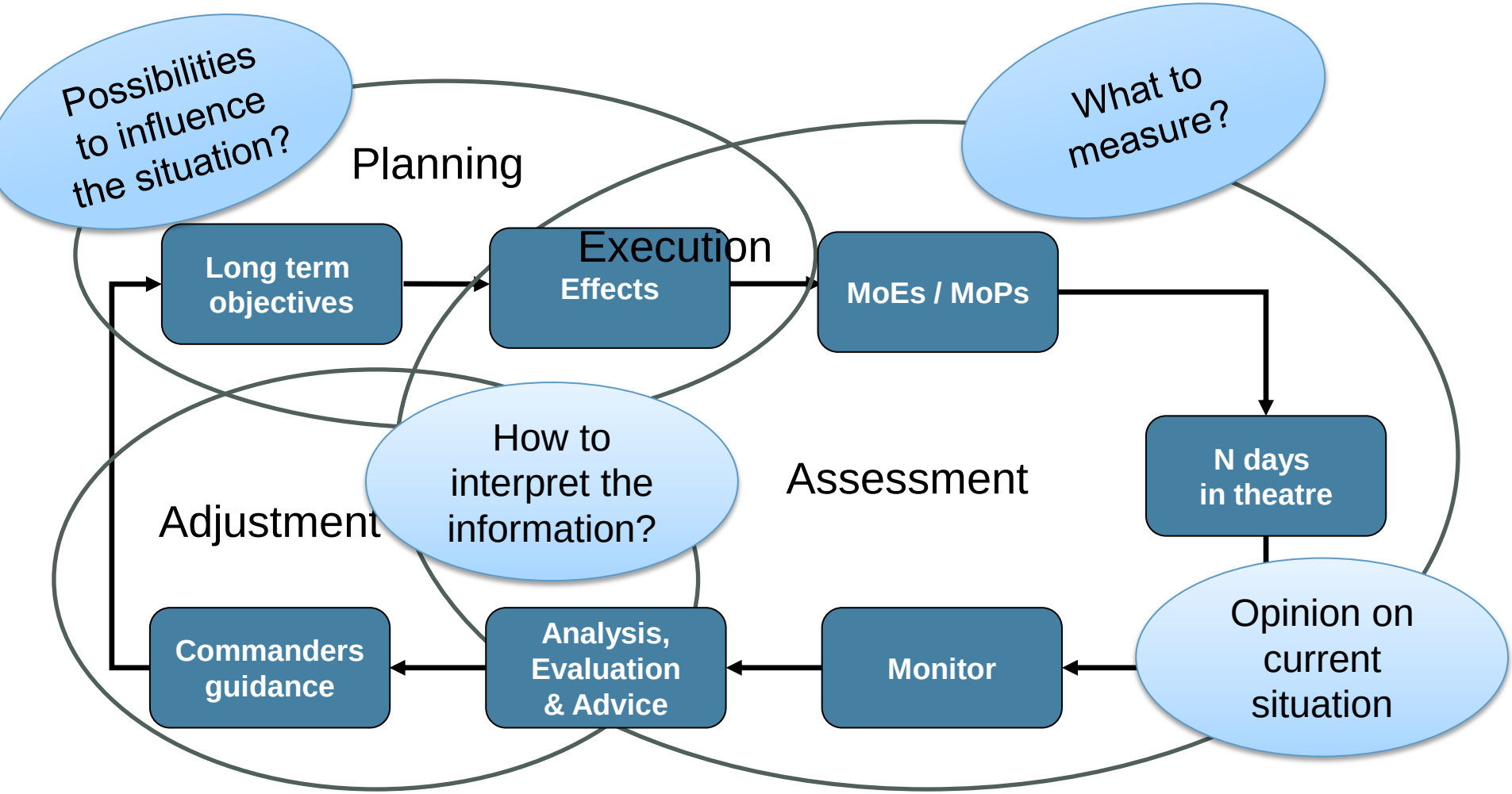
Are we executing the tasks right?

➔ *Measurement of Performance*

Are we executing the right tasks?

➔ *Measurement of Effectiveness*

MEASURING MISSION PROGRESS



MEASURES OF EFFECTIVENESS
HOW TO MEASURE CHANGE?

1. Develop a set of indicators that can describe the effect

2. Measure periodically

   Analysis of information on indicators:

   - What happened? Which trends can we deduce?

   Analysis of own effort

   - What activities did we execute? What was the outcome? According to plan?

3. Interpretation of results and advice
   - What changes can be distinguished? Was this change expected? What did we expect to happen?

EXPERT JUDGMENT

1. Develop a set of indicators that can describe the effect
   - Consult experts:
     - “What are important element of the effect?”
       - E.g. local healthcare system consists of doctors, midwifes, ect
     - “What should we be able to observe once the effect is achieved?”
       - E.g. amount of window glass sold as indicator for perception of security
2. Measure periodically
   - Consult experts:
     - “What is your current opinion on the effectiveness of the chief of police?”
3. Interpretation of results and advice
   - Consult experts:
     - “How can the trend be explained?”
     - “What can be done to influence it?”

EXAMPLE

- Factor: Recruitment and selection
- Objective: "The Afghan government is capable of filling its AUP tashkill through ethnic and tribally balanced recruitment whereby the women receive sufficient opportunities. The quantity and quality of recruits meets the fundamental criteria like no drug abuse, motivation and sufficient amount of women."
- Main topics:
  1. Insight in the background of the recruits concerning potential threats to the force and threats to the mission
  2. Filling AUP tashkill through ethnically and tribally balanced recruitment whereby the women receive sufficient opportunities
  3. The quantity and quality of recruits meets the fundamental criteria like no drug abuse motivation and sufficient amount of women

INDICATORS

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Main topic 1:	Insight in the background of the recruits concerning potential threats to the force and threats to the mission
Indicator 1:	Origin of recruits
Indicator 2:	Tribal, social or ethnic tensions

Main topic 2:	Filling AUP tashkill through ethnic and tribally balanced recruitment whereby the women receive sufficient opportunities
Indicator 1:	Ethnic division
Indicator 2:	Tribal division
Indicator 3:	Gender division

Main topic 3:	The quantity and quality of recruits meets the fundamental criteria like no drug abuse, motivation and sufficient amount of women
Indicator 1:	Drug abuse of recruits
Indicator 2:	Motivation of recruits
Indicator 3:	Amount of female recruits

METRICS

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Main topic 1:	Insight in the background of the recruits concerning potential threats to the force and threats to the mission	
Indicator 1:	Origin of recruits	# of recruits belonging to social network X Past activities of recruits

Main topic 2:	Filling AUP tashkill through ethnic and tribally balanced recruitment, women receive sufficient opportunities	
Indicator 1:	Ethnic division	% of ethnicity A, B & C in region % of ethnicity A, B & C in recruits

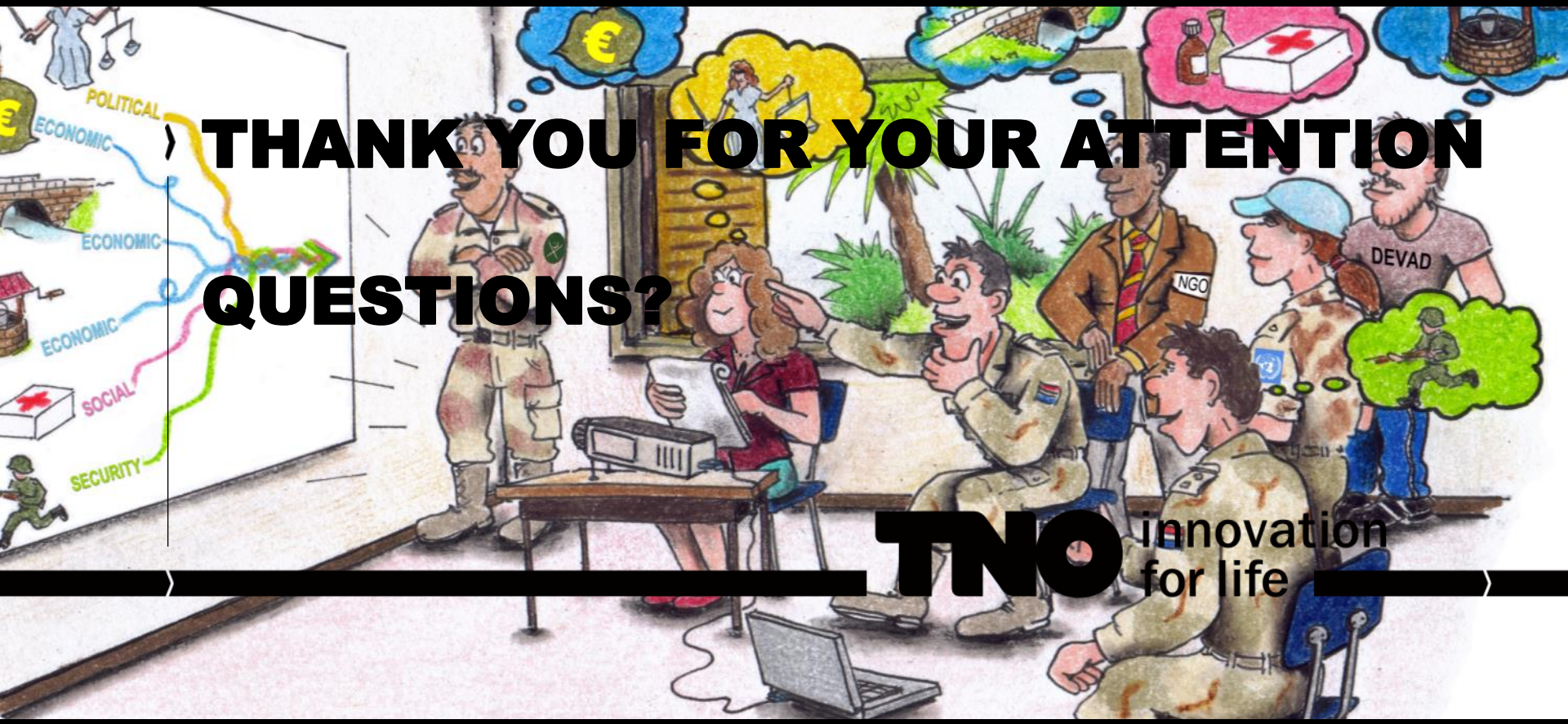
Main topic 3:	Quantity and quality of recruits meets the fundamental criteria like no drug abuse, motivation and sufficient amount of women	
Indicator 1:	Drug abuse of recruits	% of recruits ethnicity A, B & C with drug abuse % of recruits of men/women with drug abuse
Indicator 2:	Motivation of recruits	behavioral observations by teacher # dropouts

LESSONS

- I highly depended on experts to collect information, which was sometimes biased;
- Combine several techniques (e.g. facts, expert opinions, …) to gain the best insight
- Use of workshop techniques te elicit and interpret information
- It takes time to measure change, so it is important to document the line of reasoning to be able to interpret past measurements

THANK YOU FOR YOUR ATTENTION

QUESTIONS?



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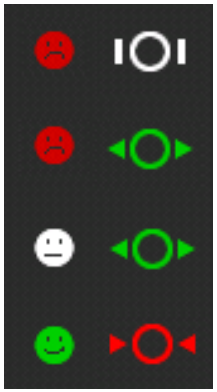
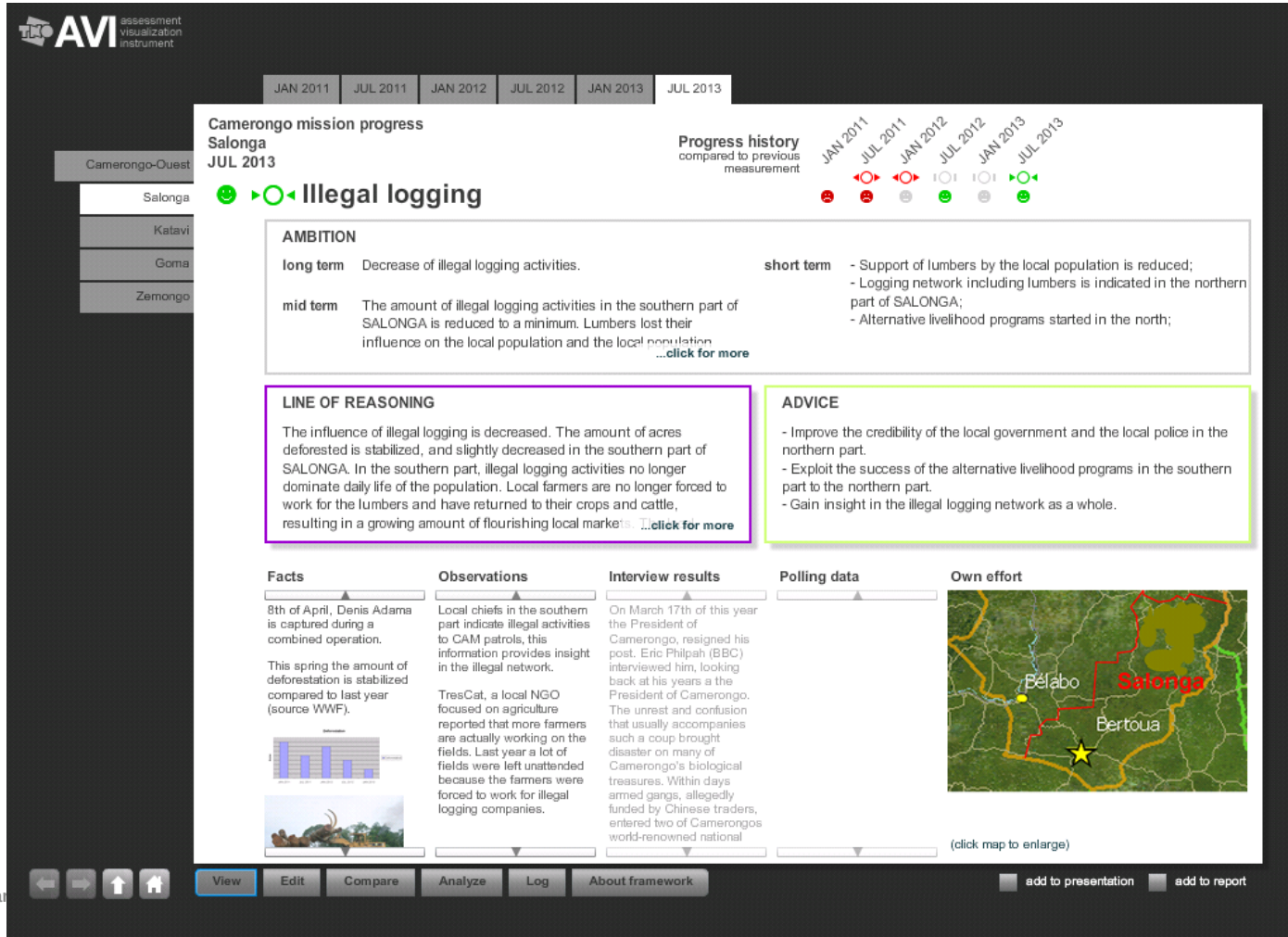
VISUALISATION





EXAMPLE

- **EFFECTS TO ACHIEVE**
  - Delivery of Humanitarian Assistance (HA) unhindered
  - Illegal cross-border activities prevented
  - Quality of performance of local armed forces improved

- **EFFECTS TO AVOID**
  - Collateral damage
  - Land bases for pirates established

EFFECT: DELIVERY OF HA UNHINDERED

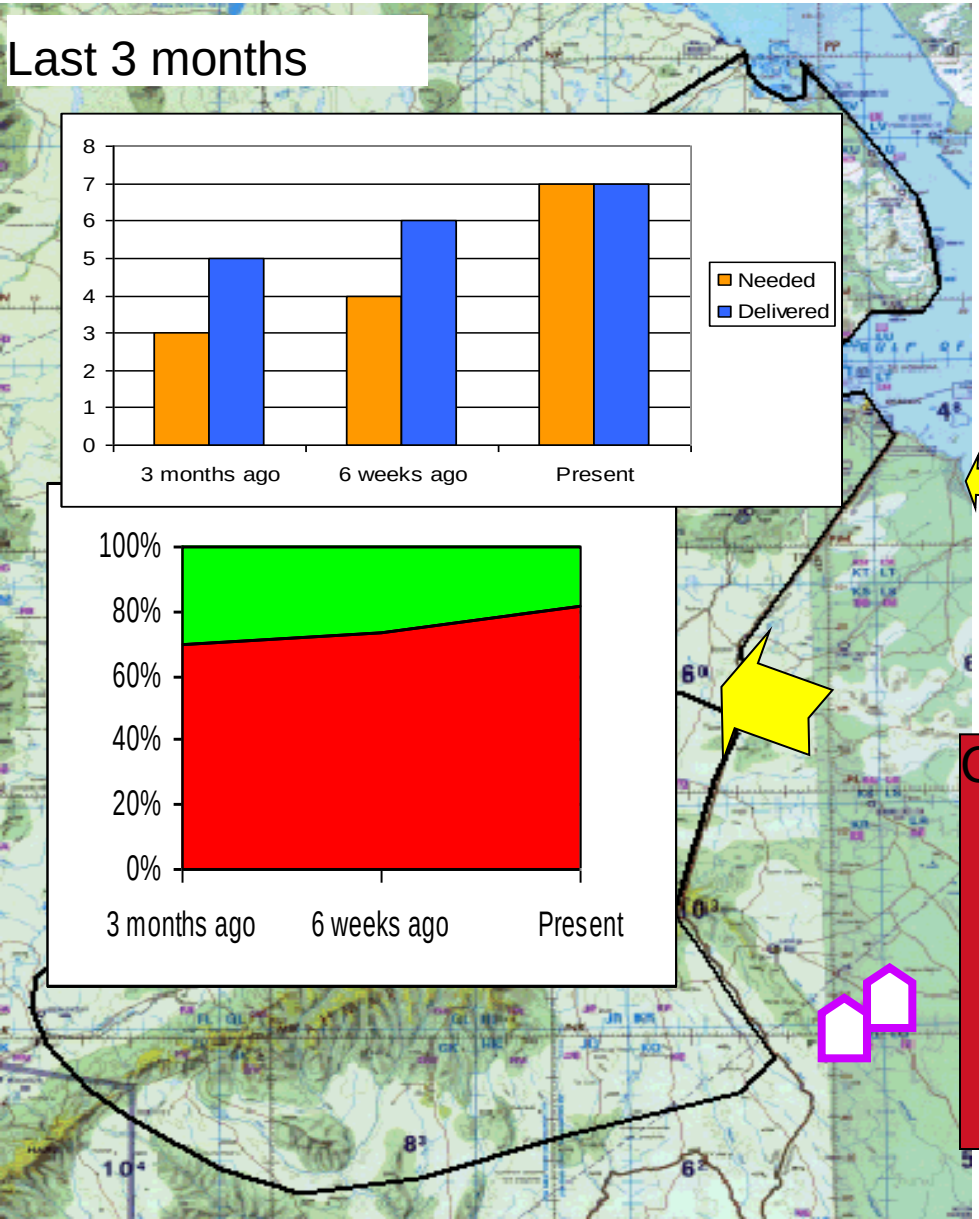
- **Indicators**
  - HA situation
  - HA infrastructure
  - Convoy coordination of HA
  - Security influencing HA
  - Perception and support

- **HA situation**
  - Provision of HA aid
  - # of refugees
  - Influx of refugees
  - # refugee camps
  - % filled, capacity camps

- **HA infrastructure**
  - # convoys
  - # road closings
  - # chokepoints
  - Gov. road repair capability
  - extent of theft of HA goods from logistical hubs

HA SITUATION

METRICS & CONCLUSION



Provision of HA aid
- Delivered
- Needed

Less stock

# of IDPs and DPREs
- Our AOR: increasing
- PET: prob. decreasing

Increasing

Influx of refugees
- From Low ->Moderate

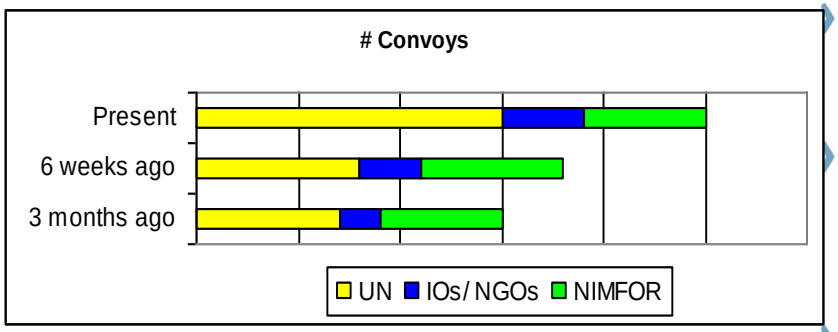
Increasing

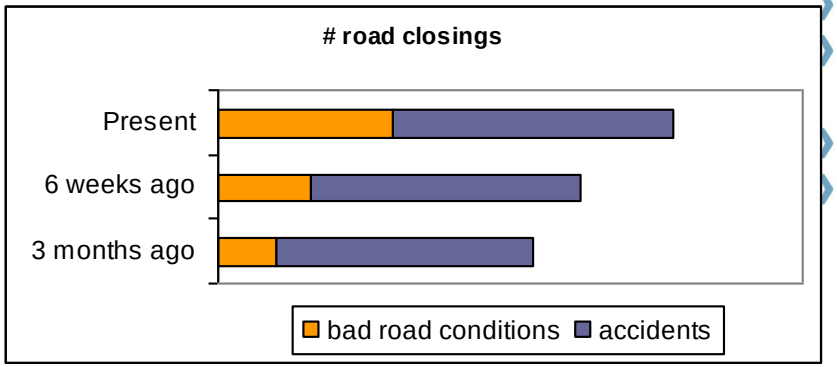
% filled, capacity camps
- Our AOR: 70% ->82%
- PET: UNK

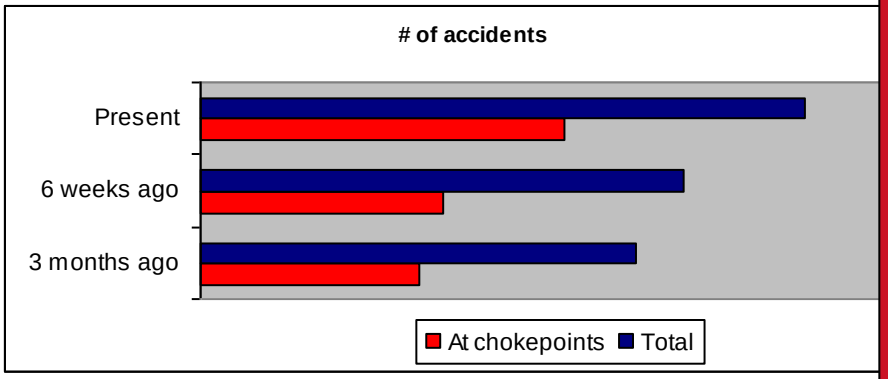
Increasing

Conclusion:
- The amount HA still sufficient
- Refugee camps increasingly filled: less spare capacity
- Amount of aid needed is growing quicker than amount of aid delivered

HA INFRASTRUCTURE METRICS & CONCLUSION







 # convoys
UN, IOs/NGOs, NIMFOR

Increasing

 # road closings
- Bad road conditions
- Accidents

Increasing

 # accidents at chokepoints
Increasing

Increasing

GoT road repair capability
Low

No change

Conclusion:

- Number of road closings has increased, partly due to accidents near some chokepoints
- Travel time has increased
- GoT capacity to repair roads must be increased
- Improving chokepoints can decrease the number of accidents

COORDINATION OF HA

METRICS & CONCLUSIONS

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- **Level of cooperation between GoT & HA org.**
- - low

No change

- **Capability of GoT to coordinate traffic/ convoys**
- - low

No change

- **Capability of GoT to coordinate delivery of HA**
- - low

No change

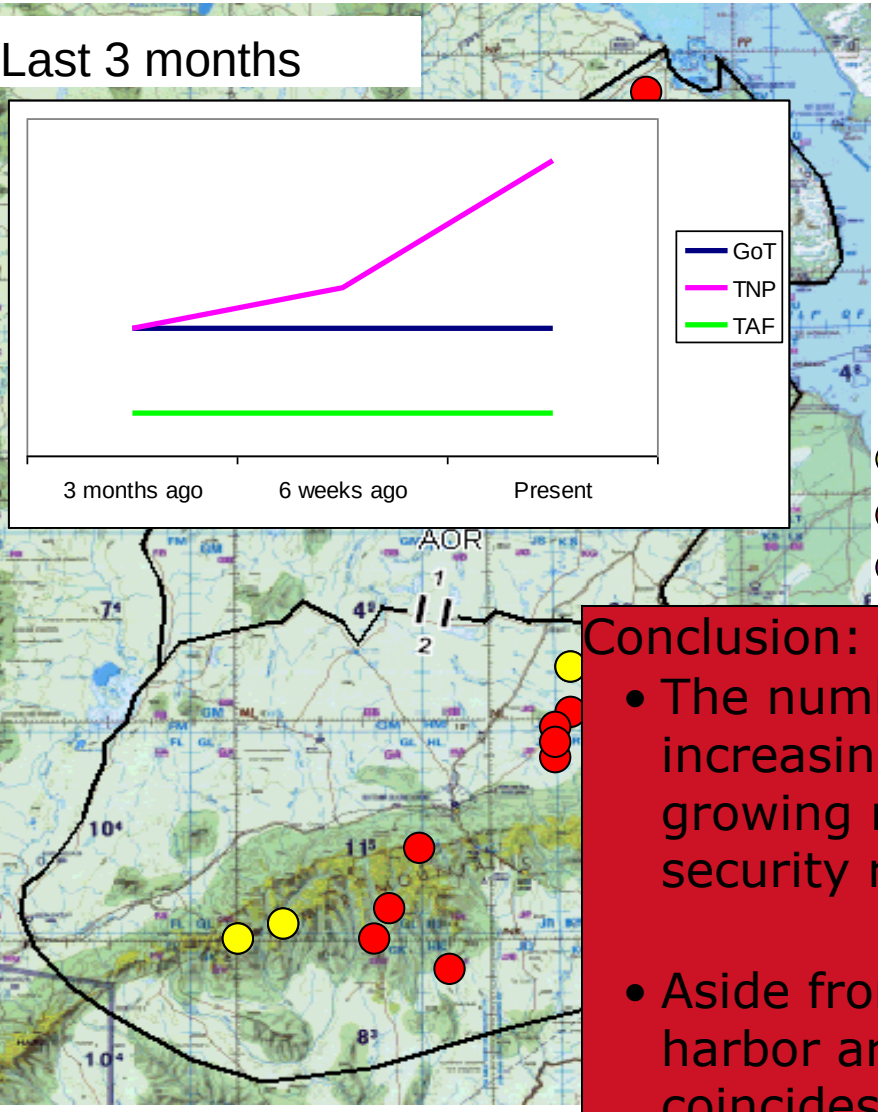
- Convoys in TYT must be coordinated so that routes are not clogged by large numbers of trucks. In order to coordinate HA convoys, various mechanisms are in place, at local, provincial and national levels.
- Due to developments (tensions) within the GoT, cooperation between national and provincial levels is deteriorating.
- GoT officials at present lack capability and training to coordinate the delivery of HA.

Conclusion:

- HA convoy coordination is insufficient.
- This is becoming a severe problem due to the increasing amount of HA that needs to be delivered in increasing numbers of convoys.

SECURITY

METRICS & CONCLUSIONS



- **% convoys cancelled due to security reasons**
  - 5% -> 5% ->10 %

Increasing

- **# corruption incidents involving TYT officials**

Increasing

- **# security incidents**
  - Robbery/ theft
  - Attack/ IED
  - Corruption

Increasing

Conclusion:

- The number of attacks at HA convoys has been increasing due to JTM incursions. This caused a growing number of convoys to be cancelled due to security reasons.
- Aside from robbery, theft of HA goods in the Osman harbor area has also been increasing, and this coincides with an increase in reports of corruption among police in Osman.

PERCEPTION & SUPPORT

- **Popular support for the GoT, NIMFOR, and IOs/ NGOs** has been decreasing in NE TYT. This can be attributed to the worsening security situation, widespread corruption among officials of GoT, and mounting difficulties in delivery of HA by IOs and NGOs.

Decreasing

- Furthermore, the **perception of security** by IOs and NGOs which had until recently been stable, is now deteriorating. This is due not only to real security issues, but also a gradual erosion of trust in the GoT, caused by its corruption and inability to coordinate HA. TNR tells OCG when lucrative convoys are

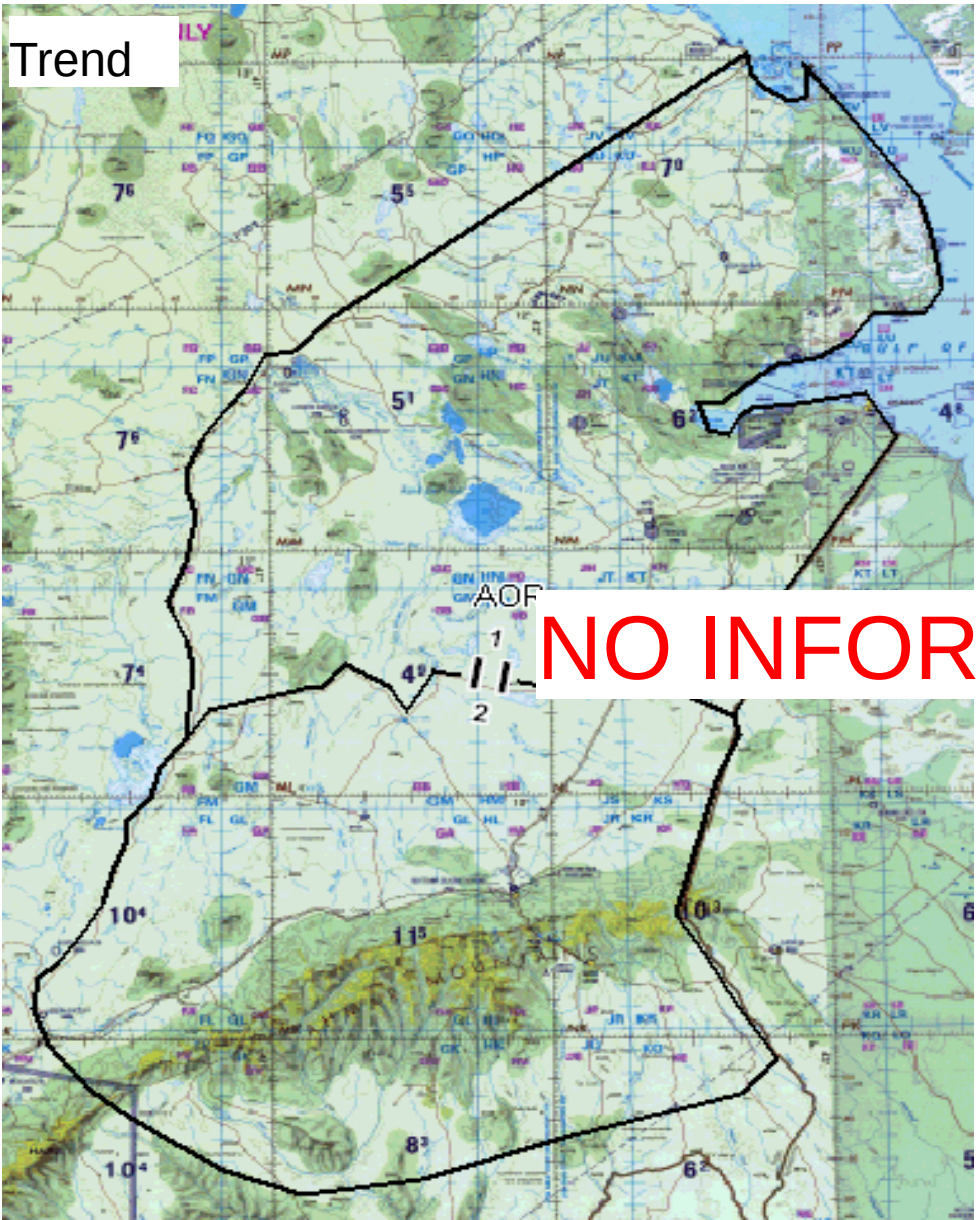
Decreasing

Conclusion:

- Popular support is decreasing.
- The decreasing perception of security by HA organisations is affecting the flow of HA.

OWN EFFORT

METRICS & CONCLUSIONS



- Protection of LLOC
- IO activities
- Supporting coordination
- Supporting TSF
- Security issues in OSMAN
- Specific OPS such as: frago 002

NO INFORMATION

OA 3 MONTHLY ASSESSMENT

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- This assessment period we saw no improvement in the unhindered delivery of HA. However, there is an increasing pressure on the HA delivery chain. If not remedied, this will result in a decrease in the delivery of HA. Although at present sufficient HA is available, if current trends persist, the situation will become problematic.

- Road conditions are adequate at this moment. The maximum carrying capacity has not been reached, so in theory more convoys and more trucks are possible. However, delays and accidents are rising. A large proportion of the delays are caused by accidents at certain chokepoints. Furthermore, an increasing number of convoys are cancelled, and security incidents are also rising. If these trends continue, road congestion, delays and cancellations will influence the delivery of HA.

OA 3 MONTHLY ASSESSMENT

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- Convoy coordination mechanisms are not working properly, at national as well as provincial level. Coordination in Osman suffers from lack of human capital, infrastructure and corruption. Together with the increasing traffic and thus increasing need for coordination this will create problems in the (near) future.

- The deterioration of the security situation is caused mainly by JTM raids on HA convoys. The cooperation between TNP (especially in Osman) and JTM and other OCG is an important contributing factor to the success of the raids. IOs and NGOs, aware of these dynamics, are losing trust and hesitant to send convoys. Taken together, the security situation and the perception of the situation is affecting the flow of HA.

STAFF MEETING PRIORITY RECOMMENDATIONS

Opportunities

- **Infrastructural improvements**
  - Improve infrastructure at chokepoints. Invest in infrastructural projects (QIPs) IOT improve travel time. Request USAID to finance improvements
  - Expansion of MSR network by using other MSRs (from ASSAB) by JLSG. And improve presence in Assab, incl. harbor

- **Improve convoy coordination**
  - Support and liaise with Regional Coordination Centre, that coordinates all convoys IOT improve interagency coordination

Challenges

- **Shifting focus** to operations outside our AOR reduces our presence. This can offer JTM/ Yunni/ TO an opportunity to increase their influence, which we have to mitigate
- Cooperation between **corrupt TNP** and OCG (esp. JTM) threatens delivery of HA