Comprehensive planning in Uruzgan
Comprehensive & iterative plan
Value and necessity

- Complex mission environment
- Growing civilian role
- Increasing attention to sustainable social and economic development
- Increasing Afghan involvement
  - UNAMA
  - Afghan security forces
- Internationalization

Unity of effort
Uruzgan Campaign Plan (UCP)

• Internal TFU planning document

• Translation of conceptual 3D approach into specific, flexible and iterative approach on tactical and operational level

• Long term guidance and short term priorities

• Living document that needs to be updated every 6 months

• Reflection of policy and directives
  • GIRoA
  • ISAF HQ Kabul
  • ISAF HQ RC(S) Kandahar
  • Ministries of Defense and Foreign Affairs
Development of Uruzgan Campaign Plan

1. Formation comprehensive planning group

2. TFU mission and role

3. Conceptual approach

4. Realistic objectives
   - Long term
   - Mid term
   - Short term (Effects)

5. Comprehensive Strategy
Conceptual framework

Disablers
- Influence of INS
- Narcotics (OC)
- Local Conflicts
- Unsupportive leaders

Enablers
- Supportive leaders
- IO/GO/NGO activities
- National programmes
- Security Forces Presence

1. Governance
2. Rule of Law
3. Security Apparatus
4. Education
5. Healthcare
6. Agriculture & Rural Development
7. Infrastructure & natural resources
8. Economic Development
9. Social Protection

2010 desired situation
TFU 6 effects
Long term
Reality looks like……

Disablers

Enablers

TFU 6 Effects to achieve and to contribute

R&D themes
Iterative approach

- Long term objectives
  - Progress on R&D themes;
  - Decreased influence of disablers;
  - Increased influence of enablers;

- Mid term objectives
  - Desired situation scenarios;

- Short term objectives
  - TFU 6 Effects to achieve;
  - TFU 6 Effects to contribute;
Lessons identified

- Participation of all levels
- COM and CIVREP
- Comprehensive means comprehensive
- From end-state driven to iterative
- Link planning and assessment
- Involvement intelligence community
- Use of a conceptual approach
Generic comprehensive & iterative process

- Orientation
  - Mission and role
  - Conceptual approach
  - Objectives: short, mid, and long term
  - Comprehensive strategy
  - Writing comprehensive plan
Generic conceptual framework

SIC PRINCIPLES

ESCALATING FACTORS
...
...

DE-ESCALATING FACTORS
...
...

ISSUES (RISKS/CRISIS FACTORS)
...
...

Relieve factors
...
...
Conclusions

Future missions require:
• Comprehensive & iterative planning
Questions?
Example: Mid term objective

**R&D theme: Infrastructure**

In 2010, area based infrastructure and productive infrastructure will be enhanced. The connection of the Afghan Development Zones will be improved through sustainable infrastructure (roads and bridges like the Tarin Kowt-Chora road) and the majority of the population within the ADZ will have access to communication systems like radio and a mobile phone network. Furthermore, the airstrip in Tarin Kowt will be opened for civilian flights. A provincial plan on energy is being developed for which the Government of Uruzgan will be accountable.
Example: Short term objectives

TFU 6 Effects to achieve
• Effects that TFU can largely realize with own effort;

“Platoon bases established in accordance with Uruzgan Security Plan”

TFU 6 Effects to contribute
• Effects that TFU can only realize by supporting other parties;

“Branch office of the Kabul Bank opened in Tarin Kowt”

“Road TK-Chora constructed”

Continue
ASIC PRINCIPLES

DISABLERS
...
...

ENABLERS
...
...

DEVELOPMENT THEMES

Engines
...
...