

## Working Group 2 Report: Military Presence

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*John Medhurst joined the Defence Operational Analysis Establishment (DOAE) in 1985, after completing a BA in Philosophy. He worked for a variety of organisations within the UK MOD, including the Fleet Operational Analysis Staff (FOAS), the Headquarters of the ACE Rapid Reaction Corps (HQ ARRC) in Bielefeld, Germany, and the Chemical and Biological Defence Establishment (CBDE) at Porton Down in Wiltshire. John has an M.Sc. in Operational Research. In 2001 he set up his own consultancy, Larrainzar Consulting Solutions Ltd, specialising in applying systems approaches to defence problems.*

*Mr. Bertsche is a project leader and has completed a study for the German army engineers considering explosive demolition in a Peace-Keeping Mission in the military OR-Section of Dornier (a company of European Aeronautics Defense and Space Company, EADS). He has written object oriented Programs concerning minefield effectiveness, and an analysis tool for the sustainability of German forces as well as a dynamic infantry combat model (AMIRIS). His most recent work has been the development of an analysis tool for the development of Anti Submarine Warfare Screens (ASW) for the Fleet Command of the German Navy. He was previously a nuclear engineer at Babcock & Wilcox in Virginia, U.S.A. He has a Masters of Engineering degree in nuclear engineering from New York University.*

## INTRODUCTION

Working Group 2 consisted of Robert Bailey, Andy Corcoran, John Medhurst, Karl Bertsche, Anders Lindstrom, Walter Clarke, and Larry Wentz. Of the topics suggested for discussion, the group elected to discuss the concept of 'Military Presence,' with some support for discussing elections, and education. In an initial discussion of the dynamics of civil-military interaction it was recognised that a foreign military presence will alter the dynamics of a situation. Furthermore, the role of the military in facilitating the closing of the gap between the end of conflict, i.e. situation of reduced hostilities, and the establishment of a civil administration, to implement and manage reconstruction was considered as a topic for discussion. Of particular interest, it was recognised that this gap is typically some 12 to 18 months in length and there is a real need to determine how a military force could facilitate such a transition.

### DEVELOPING AN ANALYTIC FRAMEWORK, QUESTIONS, AND A RESEARCH AGENDA

The first Working Group session concentrated on the development of analytic framework, questions and a research agenda. Of particular interest were the key factors, scenario characteristics, and specified and implied tasks associated with the deployment of a military force.

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- **Key Factors:** The key factors associated with military presence include the legal authorization or mandate of the force and the reason for its organization and deployment. The nature of a military force is determined by the nationality of its component units as well as the size, composition, and attitude or morale of the force.

- **Scenario Characteristics:** Scenario characteristics include the phase of the intervention, the level of conflict, the degree of opposition to the military force, ethnic and religious factors contributing to conflict, the availability of host nation forces, and the capabilities of the infrastructure in the area of military force operations.
- **Specified and Implied Tasks:** Specified and implied tasks include undertaking actions to insure a safe and secure environment within the area of responsibility of the military force; the provision of emergency health services; support to facilitate the communication between parties; support and protection for displaced people and refugees; the protection of high priority people and sites; undertaking of information operations, and the provision of support to the infrastructure and essential services, demining operations, and the police and judiciary.

The Working Group defined the following key research question:

*How does military presence affect or influence the desired end states in the immediate aftermath of intervention operations?*

Definition of the research question was followed by the construction of a three-phase research agenda outlined below:

1. **Research Agenda Phase 1.**

- Construct typology of key players.
- Determine relationships between key players.
- Characterise relevant enablers and constraints affecting military presence.

2. **Research Agenda Phase 2.**

- Build a generic model with suitable feedback and calibrate this against historical data.
- Use model to explore system behaviour vis-a-vis Research Question.

3. **Research Agenda Phase 3.**

- Generate insights to support practical applications.

### **DEVELOPMENT OF ANALYTIC APPROACHES, TECHNIQUES AND DATA SOURCES FOR THE STUDY OF MILITARY PRESENCE**

The second Working Group session involved activities aimed at developing analytic approaches, techniques and data sources for the study of the nature and impact of military presence. The group examined four key notions (including the size of force, the time line of intervention, population needs and objectives, and the relationship and impact of the 'players') from the point of view of the military (intervention) force, as reviewed below.

## THE SIZE OF THE FORCE

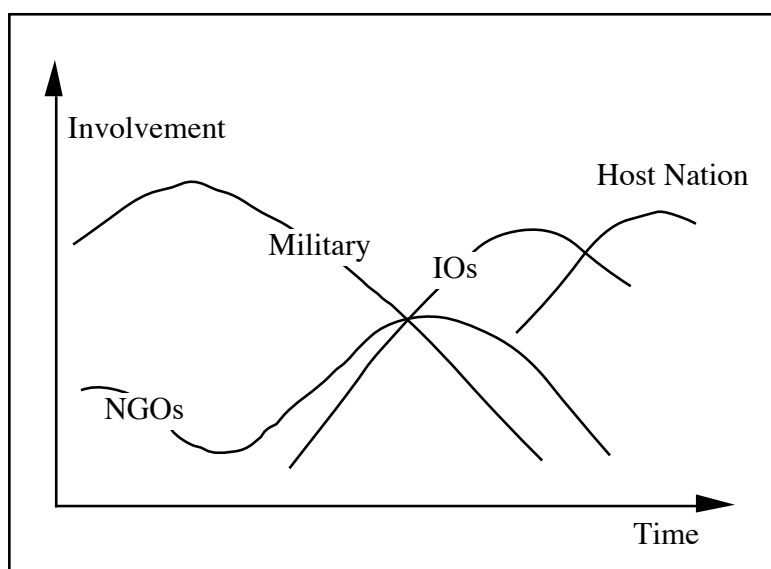
The military force must be able to undertake Specified and Implied Tasks and later enable conditions for operations by NGOs and IOs. The group discussions may be summarized as follows.

- A large force may prevent the full establishment of the IO/NGO operations.
- A proper sized force (we will call it the medium option) will maintain good relations and have smooth transition of responsibilities.
- A small force cannot fulfil the specified/implied tasks. People will die because the IO/NGOs are not ready

## TIME LINE OF INTERVENTION

It was considered important that the force intervention be productive early on and that it works with reference to some form of higher level plan for establishing civil administration and managing reconstruction. The group discussions may be summarized as follows.

- A delayed departure may slow the development of indigenous institutions,
- “About right” means that the transition has gone smoothly.
- An early departure may mean incomplete security and inability of civil society to be defended.



*Figure 1:* Notional Illustration of the timelines of entity involvement.

Figure 1 shows notional suggestions on the phasing of activities. Military force involvement should increase rapidly to a high level and then decline. An initial withdrawal of

non-governmental organizations (NGOs) in the face of high levels of violence would be followed by their return and the entry of international organizations (IOs) in response to the security provided by the military force. Host Nation activities should replace the foreign military forces and the NGOs and IOs in order to facilitate longer-term growth of the national capabilities.

## NEEDS AND OBJECTIVES

Identifying needs and objectives are crucial to the success of post-conflict operations and activities. The Mind Map™ methodology was used to illustrate entities and relationships identified during Group discussions. (Buzan, 2000). Figure 2 shows needs that include security, food, water, medical care, education, governance, employment, and shelter. Figure 3 presents a table of tasks to be undertaken in order to satisfy the identified needs

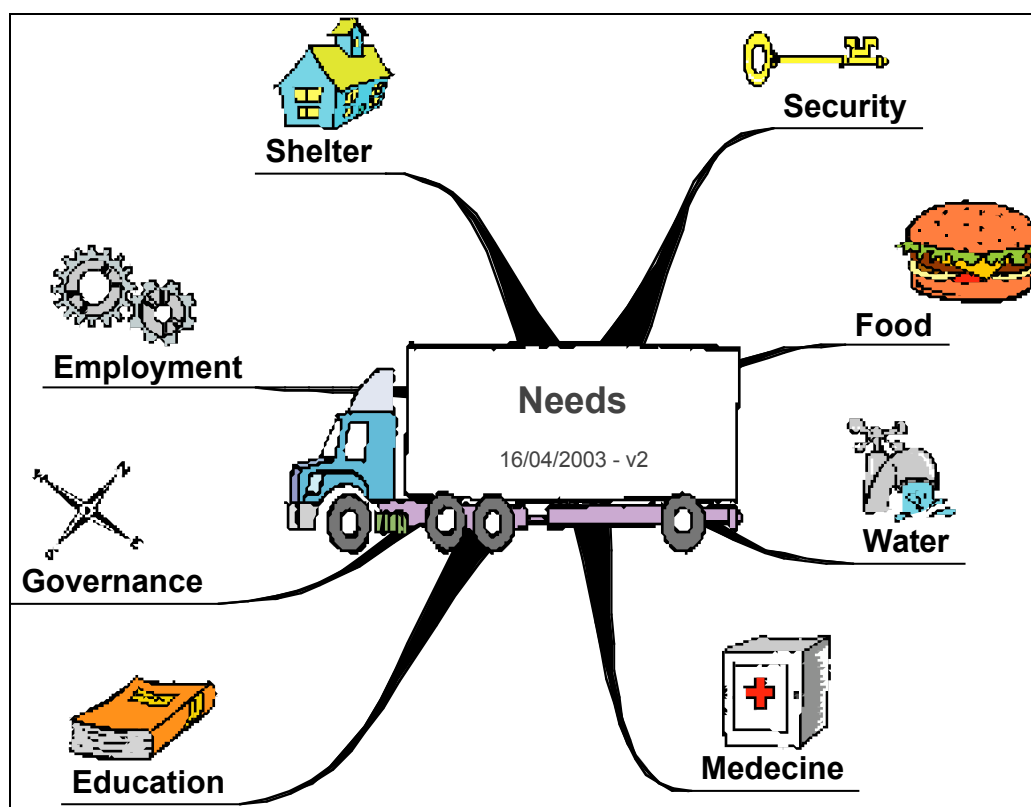


Figure 2: Needs involve shelter, security, food, water, medical care, education governance, and employment.

## THE PLAYERS

The players or actors involved in any activity associated with the deployment of a military force include at least the following entities: government organizations, non-governmental organizations, international organizations (such as the United Nations and NATO), components of the host nation, so-called spoilers (including natural disaster, combatants,

criminals, and terrorists), the military, international financial institutions, the media, business, and religious entities (Figure 4). From the point of view of the (intervention) force, some players will assist the force’s actions that are aimed at satisfying the needs of the population, some will be neutral, and others will oppose those actions.

Tasks	Objectives/Needs							
	Employment	Security	Shelter	Medicine	Water	Food	Governance	Education
Security	X	X	X	X	X	X	X	X
Emergency Health Response				X	X	X		
Communication between Participants			X	X	X	X	X	X
De-mining	X	X	X	X	X	X		
IDP Refugees		X	X	X	X	X		
Protection of People/Sites		X					X	
Information Operations	X	X	X	X	X	X		X
Infrastructure/Essential Services			X	X	X	X		
Police/Judiciary		X					X	
Civil Society	X	X	X	X	X	X	X	X

Figure 3: Tasks to be undertaken in order to satisfy objectives and needs.

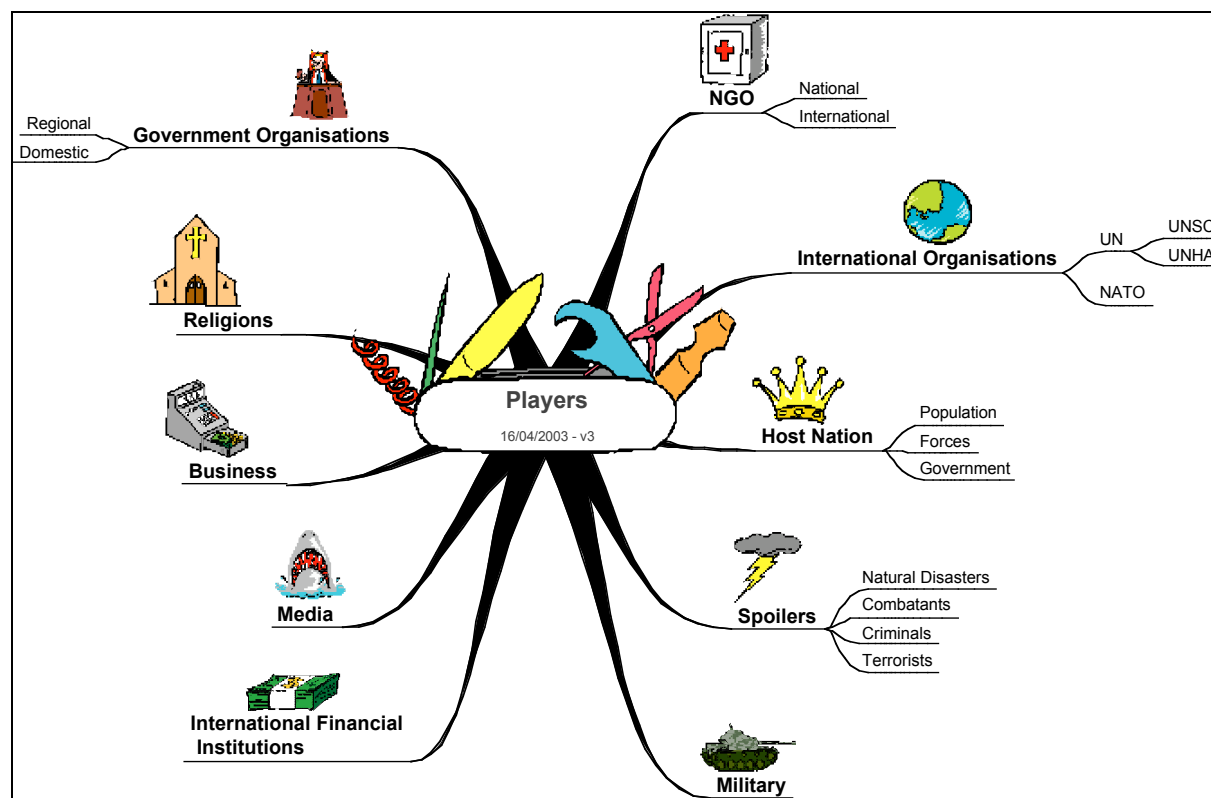


Figure 4: The players involved in post-conflict stabilization-related activities.

Group discussions identified those players that would normally be active either to promote or oppose actions aimed at satisfying the needs of the population. The results are shown in Figure 5. In this diagram, the cells are then populated according to a five-point set of categories related to the nature and magnitude of involvement.:

- YY – strongly promoting, Y – moderately promoting.
- NA – neutral.
- NN – strongly hindering, N – moderately hindering.

	KEY PLAYERS							
		INTERVENTION FORCE	CRIMINALS	TERRORIST	ENEMY MILITIA	NGO	REGIONAL GOVERNMENTS	REMNANTS OF DOMESTIC GOVMT
<b>OBJECTIVES TO BE SATISFIED</b>	SECURITY	YY	N	NN	NN	NA	Y OR N	NA
	SHELTER	NA	NA	NA	NA	YY	YY	NA
	FOOD AND WATER	Y	N	N	NA	YY	YY	NA
	HEALTH AND MEDICAL	Y	N	N	NA	YY	Y	Y
	GOVERNANCE	Y (INITIALLY)	NN	NA	N	Y	NA	YY
	EMPLOYMENT	NA	NA	NA	NA	Y	NA	YY
	EDUCATION	NA	NA	NA	NA	Y	NA	YY

Figure 5: Key players needed to achieve identified objectives.

## THE WAY AHEAD

One important Working Group objective was the use of the qualitative analysis of actors, tasks, and relationships outlined above as the basis for formulating a System Dynamics model. In such a model, entities called reservoirs and flows would be related to needs and objectives being satisfied. The players in their capacities as promoters or inhibitors of the situation, would be represented as model-based entities called modifiers or converters, the action of which would affect the interactions that would be represented in terms of rates of flow within the model environment.

Given success in the Systems Dynamics formulation, the Group would need to seek empirical data, e.g. from historical situations, some of which would be used to populate and some of which would be used to calibrate and validate the model. The Group would also expect to use peer reviews and related activities to support model validation.

## REFERENCE

Buzan, T. and B., 2000. *The Mind Map Book*, (Millennium Edition), London: BBC Worldwide Books Mind Map™ is a registered trademark of the Buzan Organisation 1990.