

Civil-military relations for complex multilateral expeditionary operations (CMEO)

NATO STO ACT

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Research Team:

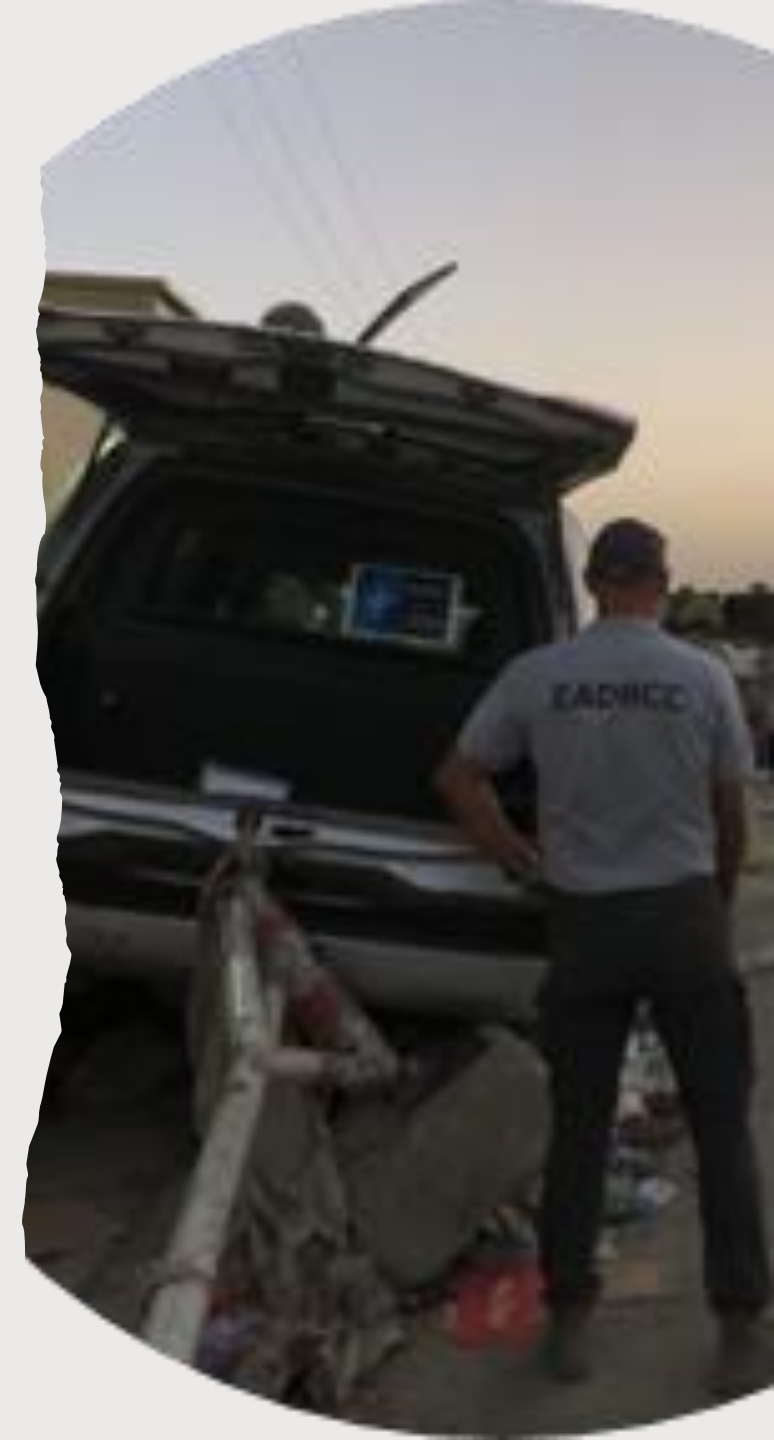
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Agenda

- Framing the Civ-Mil Problem
- Methods: SNA
- Case study: Longitudinal observations
- Implications for civ-mil relations
- Discussion



Project Overview

The Problem: Civil-military relations for NATO crisis management

Approach: The Afghanistan evacuation as a critical case study of the contemporary security environment

Method: Social Network Analysis

Observations: Phases of the drawdown, NATO missions, and crisis management

Analysis: Civil-military relations for complex emergencies

Implications: Principles and protocols, multilateral decision-making, multi/national operations for complex emergencies

Lessons: Politics, strategy, operations, theory





The Afghan NEO

- **The drawdown**
 - *Multiple missions: bilateral & multilateral*
 - *Political – optimism vs. Military – intelligence*
- **The mission**
 - *Military vs. civilian tools*
- **NATO missions and crisis management since the end of the Cold War**
 - *Military solutions to political and civil problems*



North Gate

Military side
Held by U.S. forces

Civilian side
U.S. forces reclaiming

Runway

Passenger terminal

Main entrance

Abbey Gate

Explosion near
Abbey Gate

East Gate

Kabul



5 miles

Airport

Walls

Crowds

Kabul





Challenges

- Communication between civilian and military staff at all levels, throughout both planning stages as well as actual execution.
- With dozens of different agencies involved, it is paramount that everyone understand their respective roles and duties for each mission step.
- Avoid misunderstandings or control issues due to competing priorities
- To facilitate this process, joint training sessions need to be held at regular intervals so that relevant personnel can learn about their various roles prior to commencing operations.
- Mutually agreed upon rules governing procedures onsite during missions themselves that establishing common operational guidelines that apply equally across all services present

Non-exhaustive List of Principal-Agent Relations of the International Security

Assistance Force in Afghanistan

Principal	Agent
United Nations (UN)	NATO (US)
United States	NATO
NATO/North Atlantic Council (NAC)	NATO Military Authorities (NMAs)
NATO Military Authorities	ISAF
United States (US)	Coalition (CMil)
NATO Nation (NN _n)	NAC
Government of the Islamic Republic of Afghanistan (GIROA)	Afghan National Army (ANA)
NN Political Authority (NNPA _n)	NNMil _n
NN Military (NNMil _n)	ANA Regional/Local (ANAR/L)
Taliban (TB)	Taliban Forces (TBF)
United States	Private Security Companies (PSCs)



Social Network Analysis

High in degree centrality, low in betweenness centrality

High in both betweenness and degree centralities

Low in both centralities

High in betweenness centrality but low in degree centrality

Network Attributes:

Strength

Directness

Frequency

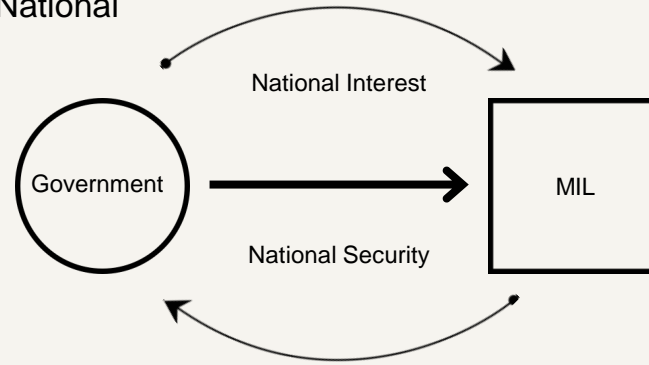
Intensity

Positivity

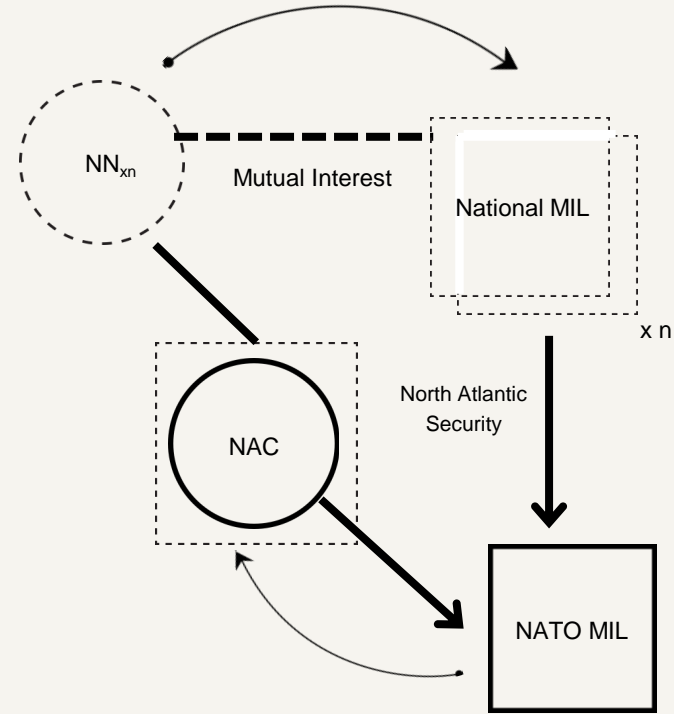
Importance



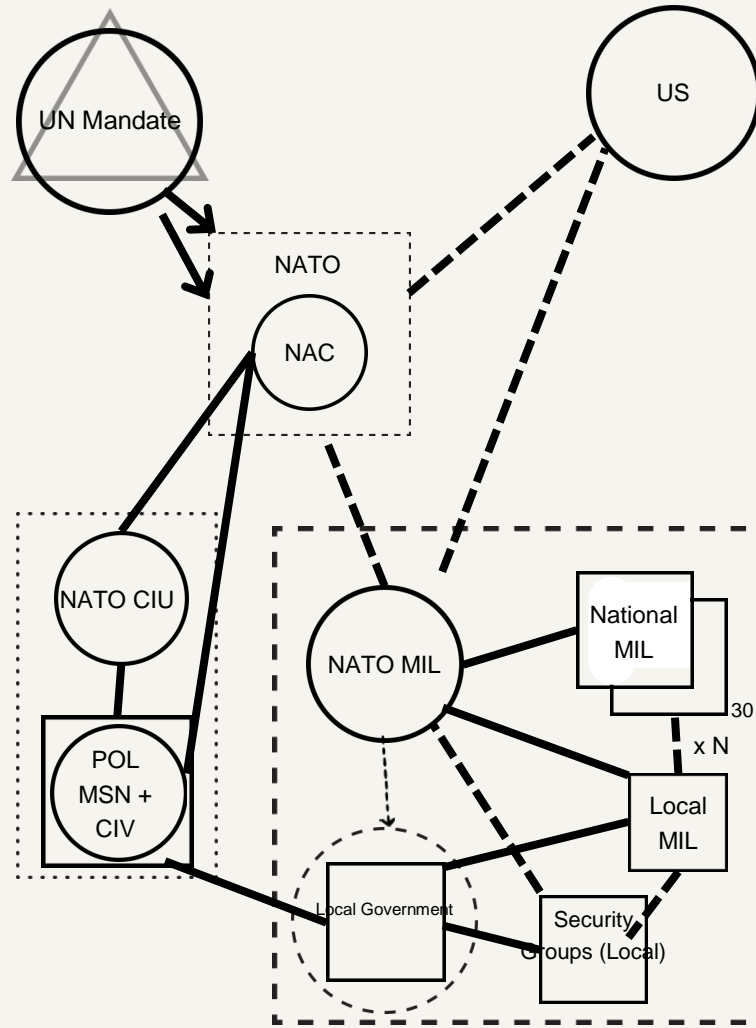
National



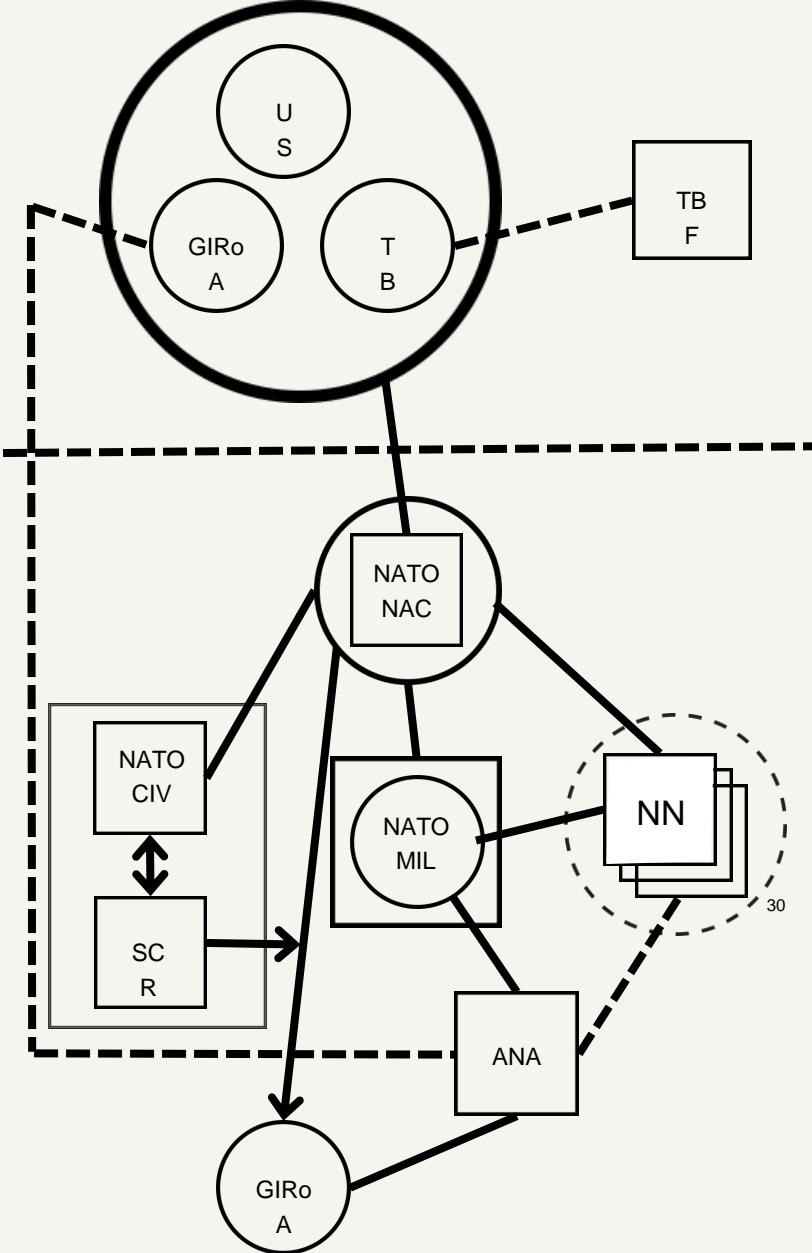
NATO Context (Cold War)



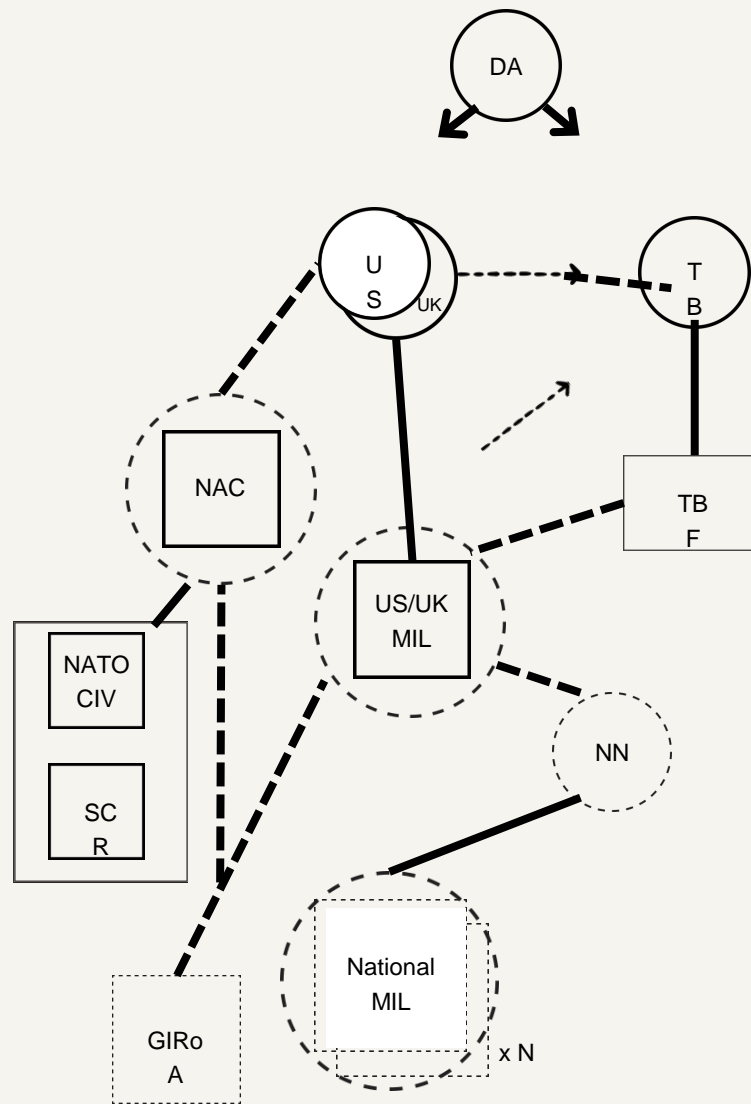
*Steady
State
ISAF
Mission*



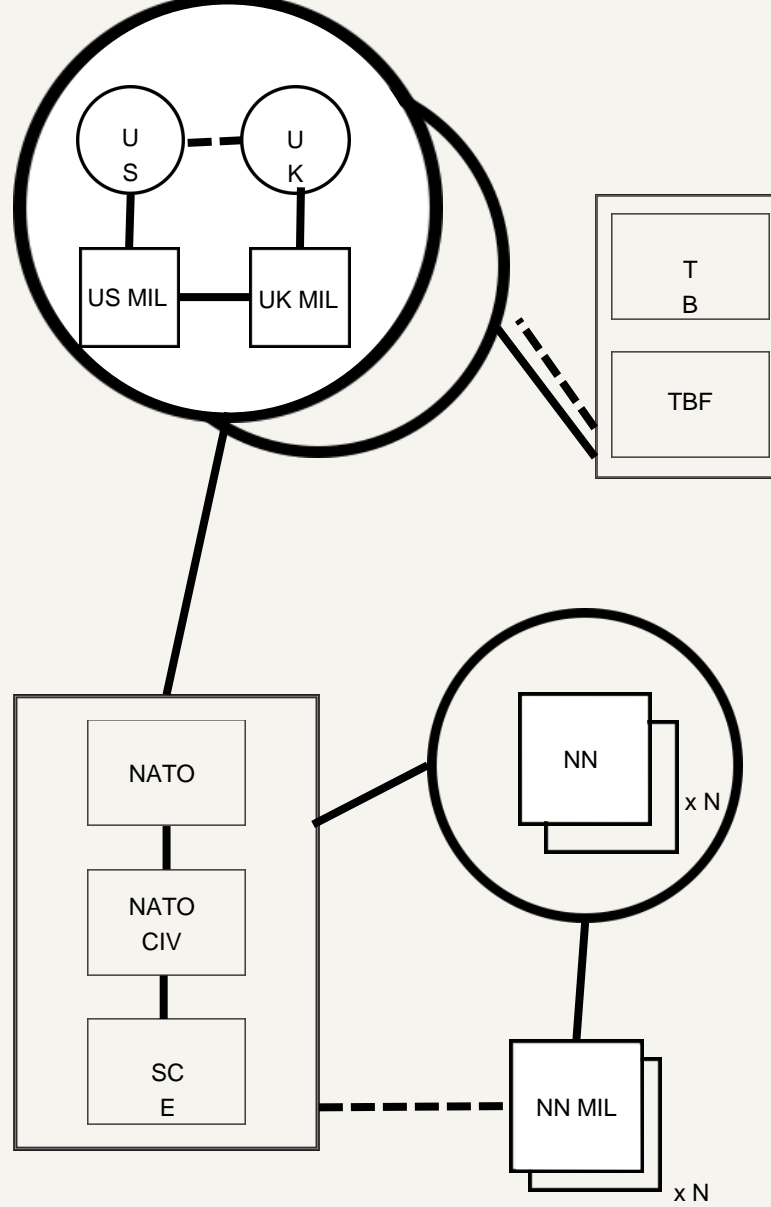
Doha Agreement



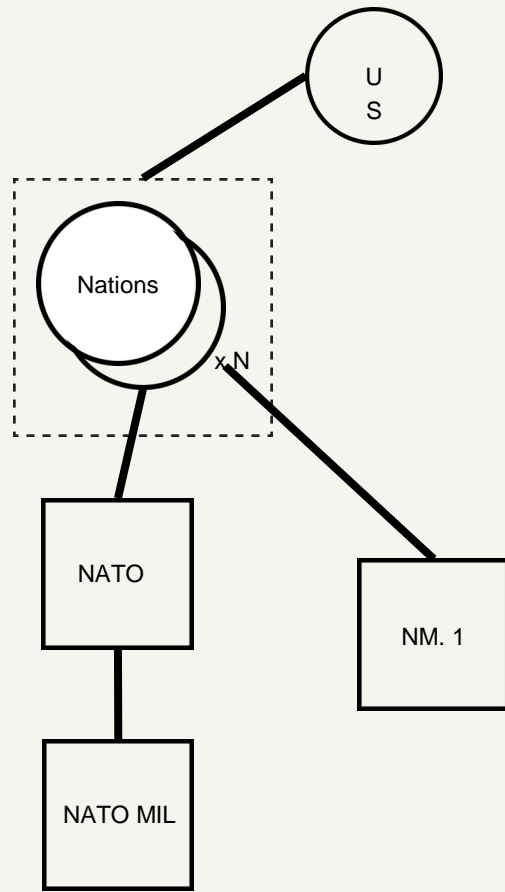
Drawdown



Evacuation



Resettlement



Implications: Civil-Military Relations for Crisis Management

- Huntington: Objective & Subjective Control
 - Politics decides, Military operates?
- Janowitz: Civil vs. Military Spheres
 - Home and Away
 - Values: Dialogue, Compromise
 - Bureaucracies
- Feaver: Principal-Agent Theory
 - Little Direction, Scarce Resources



Rehabilitating Civil-Military Relations for the 21st Century



Do we have right tools for the job, and do we know how to use them?

Cold War Era tools for 21st Century crisis management

Political-Military Relations for complex mission sets in the New Security Environment

- *Exponential growth in tasks*
- *Crisis Management: wars, missions and mission sets of choice.*
- *Sovereignty: Kosovo 1999, Iraq & Afghanistan 2001, Libya 2011*
- *Growing complexity of mission sets: NATO's flanks -- C/T, fragile states, demographic change & migration, climate security.*
- *Defence spending & policy as an insurance premium: Scarce resources, aging and inadequate equipment, force structure*
- *Political, military & public expectations: Stability for prosperity (economic order), international and regional security (political order), human rights/RTP (unrealistic expectations)*

Lessons for sustainable political-civil-military decision-making and consensus building

Discussion



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NATO Principles & Doctrine: Outcomes

Sources/ Attributes	Communications	Roles & duties	Competing priorities	Train	Established rules to govern	
NATO's Strategic Concept						
NATO's policy on Stabilization and Reconstruction						
NATO's policy on the Comprehensive Approach						
NATO's Comprehensive Strategic Pol/Mil Plan for Afghanistan						
NATO's and the International community's engagement (PRTs)						
NATO's education and training (and exercises)						



Analysis

Hypothesis (or just variables)/Evidence	Strong	Moderate	Weak	Hypothesis confirmed, or not?
H1				
H2				
H3				
...				
...				
Hn				

