Annex One:
Data Collection Protocol

A1.1 OVERVIEW OF THE CASE STUDY

The Royal Netherlands Military Academy and the University of Twente are involved in a joint research on civil-military co-operation. Having done some joint projects on this subject it was agreed in April 2002 to set up a joint PhD-research project, entitled “Civil-military cooperation in response to a complex emergency: Just another drill?”

The rationale to initiate this research is that in most peace support operations, the approach to civil-military cooperation was essentially improvisational, pragmatic and ad-hoc (Currey, 2003; Gordon, 2001; Gourlay, 2000). Meeting on the ground personnel worked out solutions overcoming differences for the common good. As such cooperation evolved over time in response to specific needs on the ground. The efforts were person-dependent and many differences occurred within and between rotations and contingents. Lessons learned regarding civil-military cooperation were happening on an individual or rotational level, but not at an institutional level and many persons involved in civil-military cooperation claim they reinvented the wheel, as little communication and knowledge transfer took place.

Although there is no single solution to improve civil-military cooperation at the local level, the logic of structured cooperation should lead to efficiency gains and greater respect for the comparative advantages of civilian and military actors. A promising way forward is to adopt models for cooperation between the military and the civilian actors (Currey, 2003; Gourlay, 2000). These models can synthesise what has been accomplished in previous operations and can foster a theatre specific modus vivendi between military formations and the variety of civilian actors. For actors and their leaders models can contribute to the development of checklists, an increased understanding of (potential) conflicts in the process of cooperation, and elements for procedures to increase the performance of the cooperation. Models can provide guidance about how partners may foster and manage relationships that will achieve favourable outcomes (Tuten and Urban, 2001). They also offer researchers a framework for future empirical studies to confirm or disconfirm the legitimacy of the model.
Based on the characteristics of civil-military cooperation in response to a complex emergency at a local level a process approach is used in this research. The central question of this research is:

“What process model is appropriate to support the execution of civil-military cooperation at a local level in peace support operations in response to a complex emergency?”

To guide the researcher to answer the central research question, three sub research questions are formulated:

1. What are the phases in the process of civil-military cooperation?
2. What factors influence the process of civil-military cooperation and can enhance the understanding of the phases in this process?
3. What constitutes the outcome of civil-military cooperation?

The selected research strategy to answer these questions consists of literature study and case study research, while ethnography is applied only in the Baghlan case. The first stage of this research is composed of a literature review to the process of civil-military cooperation. This review included both literature on civil-military cooperation and cooperative arrangements. The literature review on civil-military cooperation includes literature from a military perspective (e.g., military doctrines), from a civilian perspective (e.g., reports of ICRC), and from a neutral perspective (e.g., independent researchers). The results are presented in a working paper, entitled “Civil Military Co-operation in complex emergencies: a literature survey of the important factors for future co-operation” (Rietjens, 2002).

A preliminary literature study revealed “by no means does civil-military cooperation constitute an exception with regard to other interorganisational alliances” (Bollen and Beeres, 2002). As a result of structural fundamental differences between the military and their civilian counterparts however, alliances are bound to be fragile. Taken on their own, interdependencies generate too few safeguards to shield collaborators from hidden agendas, self-interest, or their partners’ opportunistic behaviour (Bollen and Beeres, 2002). Interorganisational alliances, mostly referred to as cooperative arrangements, have been studied in great detail (e.g., Hoffmann and Schlosser, 2001; Das and Teng, 2003; Gulati, 1998). It is therefore most likely that theories on cooperative arrangements can contribute to answering the research questions. A Working paper entitled “Co-operative arrangements for civil-military co-operation” (Rietjens, 2003) addressed the literature study on cooperative arrangements and included theories on strategic alliances, networks and public private partnerships.

The second stage of the research approach consists of the development of the process model. In this stage the phases and factors derived from the