LEARNING TO NEGOTIATE
SHARED SPACE

REDEFINING U.S. CIVILIAN-
MILITARY OPERATIONS IN
UNSECURE ENVIRONMENTS

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Unsecure environments
post Iraq - Afghanistan

- Different set of emerging global threats - international crime syndicates, trafficking, domestic unrest due to global shocks and terrorism

- Increased numbers of complex human emergencies – simultaneous combinations of human caused violence and natural disasters
Focus on transitions

- Major shifts within a country and region caused by conditions, events, time

- Require civilian-military focus on:
  - Conflict transformation, prevention, mitigation
  - Human security – protecting individuals and communities
  - Legitimacy of judicial/political systems
  - Host nation ownership and capacity
  - Coordinated efforts
  - Regional engagement
Civilian-military operational challenges

- Managing expectations
- Managing threats
- Negotiating shared space
Managing expectations

- Understanding different organizational missions and cultures
- Understanding limitations of capacity and capability (personnel and budgets)
Managing threats

- Different tolerances for risk taking
- Collective versus individual perceptions of threats
- Professional hazard (military) versus circumstantial threat (civilian)
Negotiating shared space

- Military strengths
  - Rapport with armed groups – formal, informal
  - Providing secure travel and work environments for humanitarian actors
  - Developing and implementing security strategies for elections, public events and forums
Negotiating shared space

- **Civilian strengths**
  - Initiating and implementing sustainable development, humanitarian, human rights projects
  - Facilitating community led peace building
  - Civilian-led interagency teams
Civ-mil Challenges for the future

- Negotiating operational roles within a virtual environment
  - Information management and governance
  - Compressed timelines for making decisions to intervene with potential repercussions

- Redefining roles in fiscally constrained environment
  - High impact and/or low visibility, low cost operations