

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