

Mapping Authority

actor/capacity	force projection			logistics			traits			
	security	mobility	enforces compliance	light	heavy	organic capabilities	C4I	fast	big budget	public services
host government										
police	X	X	X					X		X
military	X	X	X	X	X		X		X	
state										
diplomacy	X	X							X	
defense	X	X	X	X	X	X	X		X	
development	X	X		X					X	X
non-state										
diplomacy								X		
defense	X	X						X		
development				X				X		X
business								X	X	X

- the requirement for tight coordination comes from the inherent limits of different actor types
- for example, no one actor has fast response, heavy lift and good public services
- diversity gives capability, but also causes problems

multi-sector OODA observe orient decide act

international community

United Nations	UN Observer Mission	Advisors to UNSC	UN Security Council	UN
European Union			NATO HQ EU Panels	NATO

government

observers	task force groups	bilateral donor govts executive legislature special committees	military police observer humanitarian
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third sector

Human Rights Watch International Red Cross	observers	expert panels assessment teams	
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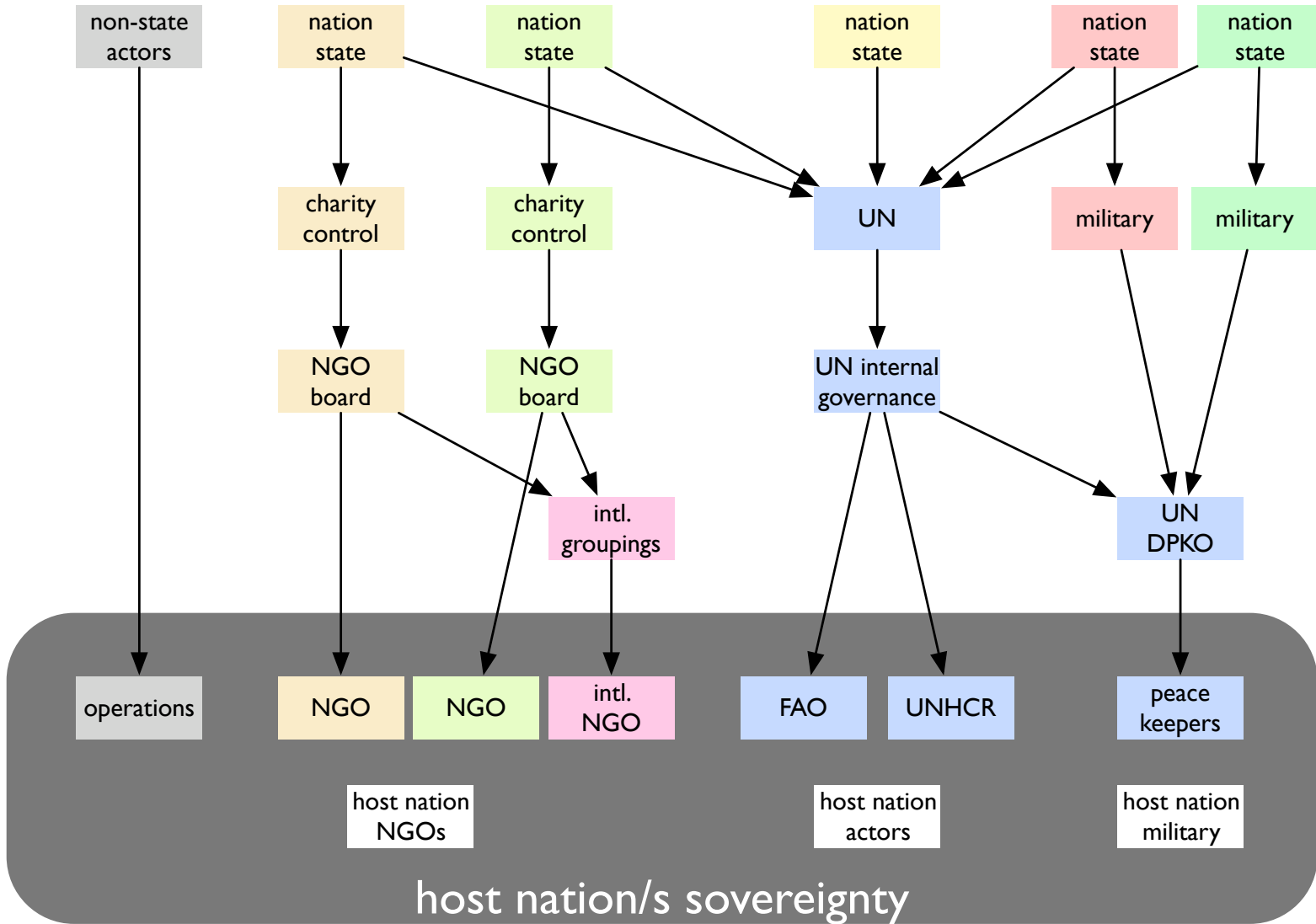
fourth estate (press)

local media international media

public opinion

fourth estate	fourth estate	individual opinion	charitable donations political pressure
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- some groups do not substantially act in all parts of the OODA loop (e.g. press)
- different groups *observe* and *orient* in different ways
- the expectation is that they will then *decide* and *act* in unison
- but realistically coordination must extend through all phases of the loop
- information sharing early is key



- even a very, very simple model shows how many jurisdictions and zones of authority exist in an operation
- each group is constituted through different nation state laws and has internal regulations
- the result is massive administrative complexity in working together because of the jurisdictional overheads

NGO layered rule set

jurisdictional maps be in country carry arms enforce compliance torture

host nation law	✓	X	X	X
UN operational rules	✓	X	X	X
ngo internal rules	✓	X	X	X
national law	✓	X	X	X
international law	✓	X	X	X

✓ yes X no ⬆️ cmd

military layered rule set

	jurisdictional maps	be in country	carry arms	enforce compliance	torture
host nation law		✓	⬆	⬆	✗
UN operational rules		✓	✓	⬆	✗
military code		✓	✓	⬆	✗
national law		✓	✓	✓	✓
international law		✓	✓	✓	✗

✓ yes ✗ no ⬆ cmd

- what a given actor can do legally on the ground is generated by all of the layers of law and governance above them
- different classes of actors have different legal powers: identifying who can do what is non-trivial
- sometimes levels of law disagree creating legal exposure for actors - *just following orders*

Conclusions

- clear maps of organizational capacity and working agreements are key
- integrating *observations* and *orientation* helps *decision* and *action*
- explicit maps of the tiered rule sets each organization is working inside of, and their legal capacities, could help streamline cooperation