



Universiteit
Leiden
The Netherlands

De effects-based approach to operations in Afghanistan : meten van het onmeetbare

Klumper, W.M.

Citation

Klumper, W. M. (2014, April 17). *De effects-based approach to operations in Afghanistan : meten van het onmeetbare*. Retrieved from <https://hdl.handle.net/1887/25254>

Version: Corrected Publisher's Version

License: [Licence agreement concerning inclusion of doctoral thesis in the Institutional Repository of the University of Leiden](#)

Downloaded from: <https://hdl.handle.net/1887/25254>

Note: To cite this publication please use the final published version (if applicable).

Cover Page



Universiteit Leiden



The handle <http://hdl.handle.net/1887/25254> holds various files of this Leiden University dissertation

Author: Klumper, Willem Maarten

Title: De effects-based approach to operations in Afghanistan : meten van het onmeetbare

Issue Date: 2014-04-16

Literatuurlijst

- Alberts, D.A., (ea), "Network Centric Warfare: Developing and Leveraging Information Superiority", Washington DC: DoD CCRP Publication Series, 1999.
- Alberts, D.S., Garstka, J.J., Hayes, R.E., Signori, D.A., "Understanding Information Age Warfare", Command and Control Research Program (CCRP), DoD, Washington DC, 2001.
- Alberts, D.S., Hayes, R.E., "Power To The Edge; Command and Control in the Information Age", Command and Control Research Program (CCRP), 3rd printing, 2005.
- Bastoe, P.O., "Implementing Results-Based Management", in: Rist, R.C., Stame, N., (eds), "From studies to streams: Managing evaluative systems", Transaction Publishers, New Brunswick, 2006.
- Beckett, I.F.W., "Modern Insurgencies and Counter-Insurgencies; Guerrillas and their Opponents since 1750", Routledge, London, 2001.
- Beeres, R., van Fenema, P.C., "Assessing civil-military performance: Towards a research agenda.", in S.J.H. Rietjens and M.T.I. Bollen (eds), "Managing Civil-Military Cooperation: A 24/7 Joint effort for Stability", Ashgate, London, 2008.
- Bollen, M.T.I., "Working Apart Together; Civiel Militaire samenwerking tijdens humanitaireoperaties.", Ph.D thesis University of Twente, Enschede, 2002.
- Bruijn, H. de, "Managing Performance in the Public Sector", Routledge, London, 2nd edition, 2007.
- Brusset, E., "Significance of Impact Assessment: A New Methodology", Sarah Jane Meharg (ed), "Measuring What Matters in Peace Operations and Crisis Management", Pearson Peacekeeping Centre, School of Policy Studies, Queen's University, McGill-Queen's University Press, London, 2009.
- Bryman, A., "Social Research Methods", Oxford University Press, 3rd edition, 2008, 4th edition, 2012.
- Butler, M., "Effects-Based Targetting; The Future of Targetting for the Royal Australian Air Force", Air Power Development Center, Canberra, Australia, 2008.
- Buzan, B., "People, States and Fear; an agenda for international security studies in the post cold-war era", ECPR press, 2nd edition, march 2007.
- Buzan, B., Waever, O., Wilde de, J., "Security: A New Framework for Analysis", Boulder, London, 1998.
- Cargill Hall, R., (Ed.), "Strategic Bombardment; case studies", Air Force History and Museums Program 1998, Washington DC, 1998.
- Cutler, T., Waine, B., "Managing the Welfare State. Text and Sourcebook.", Oxford, 1997.
- Bouckaert, G., Haligan, J., "Managing performance. International Comparisons", Routledge, London, 2008.
- Buzan, B., "People, States and Fear; an agenda for international security studies in the post cold-war era", ECPR press, 2nd edition, march 2007.
- Buzan, B., Waever, O., de Wilde, J., "Security: A New Framework for Analysis", Boulder, London, 1998.
- Clausewitz, C. von, "On War", Edited and translated by Michael Howard and Peter Paret, Princeton University Press, Princeton, New Jersey, 1976.
- Clodfelter, M., "The Limits of Airpower; The American Bombing of North Vietnam", The Free Press, New York, 1989.
- Coram, R., "Boyd; The Fighter Pilot Who Changed the Art of War", Back Bay Books, 2002.
- Cramer, D., "Fundamental Statistics for Social Research", Routledge, London, 1998.
- Creveld van, M., "The Transformation of War", The Free Press, New York, 1991.
- Denscombe, M., "The Good Research Guide", Open University Press, Buckingham, 1998.

- Denzin, N., "The Research Act", Englewood Cliffs, Prentice Hall, 1984.
- Dochartaigh, N.O., "The Internet Research Handbook: A Practical Guide for Students and Researchers in the Social Sciences", Sage, London, 2002.
- Douglas, E., "Qualitative Analysis; Practice and innovation", Routledge, London, 2002.
- Douhet, G., "The Command of the Air", translated by Dino Ferrari, Air Force History and Museums Program, Washington DC, 1998.
- Drew, D.M., Snow, D.M., "Making Twenty-First-Century Strategy; An Introduction to Modern National Security Processes and Problems", Air University Press, Maxwell Air Force Base, Alabama, USA, 2006.
- Durch, W. (edt), "Twenty-First-Century Peace Operations", United States Institute of Peace, The Henry L. Stimson Center, Washington DC, contribution of J. Alexander Their "Afghanistan".
- Edwards Deming, W., "Out of the Crisis", Cambridge University Press, Cambridge, 18th ed., 1992.
- Flanagan, S.J., Schear, J.A., "Strategic Challenges; America's Global Security Agenda", The Institute for National Strategic Studies, National Defense University Press, Washington DC, 2008.
- Forrester, J.W., "Counterintuitive behaviour of social systems", Technology Review, New York, 73, 1971.
- Fruin, Mr J.A., "De Nederlandse Wetboeken", Kluwer, 2002.
- Fukuyama, F. "The end of history and the last man", New York, NY, Free Press, 1992.
- George, A.L., Bennett, A., "Case Studies and Theory Development in the Social Sciences", Belfer Center for Science and International Affairs, MIT Press, Cambridge Massachusetts, 2005.
- Ghauri, P., Gronhau, K., "Research Methods in business studies: A practical guide", Pearson Education, Harlow, England, 2002.
- Glenn, R.W., Gayton, S.J., "Intelligence Operations and Metrics in Iraq and Afghanistan; Fourth in a Series of Joint Urban Operations and Counterinsurgency Studies", RAND National Defense Research Institute, Santa Monica, CA USA, November 2008.
- Goldenberg, I., Soeters, J.M.M.L. (forthcoming), "Multilevel Analysis: The Examination of Hierarchical Data in Military Research", in: Soeters, J.M.M.L., Shields, P., and Rietjens, S.J.H. (eds.), "Routledge Handbook on Research Methods in Military Studies", Abingdon: Routledge.
- Gray, C.H., "Postmodern War; The New Politics of Conflict", London: Routledge, 1997.
- Gray, C.S., "Modern Strategy", Oxford University Press, New York, 1999.
- Guba, E.G., Lincoln, Y.S., "Competing Paradigms in Qualitative Research", in N.K. Denzin and Y.S. Lincoln (eds.), "Handbook of Qualitative Research", Sage, Thousand Oaks, California USA, 1994.
- Gummesson, E., "Qualitative methods in management research", Sage Publications, Newbury Park, 1991.
- Hague, R., Harrop, M., "Comparative Government and Politics", Palgrave Mac Millan, Hampshire New York, 2004, 6th Edition.
- Hakim, C., "Research design: Successful Designs for Social and Economic Research", Routledge, London, 2000.
- Handel, M.I., "Clausewitz and Modern Strategy", Frank Cass & Co, Abingdon UK, 2004.
- Hammond, G.T., "The Mind Of War; John Boyd and American Security", Smithsonian Institution Press, Washington, 2001.
- Ho, J., "The essentials of effects based operations", in "Military Transformation and Strategy; Revolutions in military affairs and small states", Bernard Line of Operations (Edt.), Routledge, London and New York, 2009.

- Jakobsen, P.V.A.B.H., "CIMIC – Civil-Military Co-operation. Lessons Learned and Models for the Future", DUP Report. 2000, Danish Institute of International Affairs: Copenhagen.
- Jarvis, R., "System Effects; Complexity in Political and Social Life", Princeton University Press, Princeton, New Jersey, 1997.
- Jobbagy, Z., "War, Waves and The West; Putting Effects-Based Operations into context", TNO Defense, TNO report DV-1 2004 B077, TNO The Hague 2005.
- Johnson, G., "Mapping and re-mapping organizational culture", in: Ambrosini, Johnson and Scholes (eds), "Exploring Techniques of Analysis and Evaluation in Strategic Management", Prentice Hall, 1998.
- Jomini A.H., "The Art of War", Greenhill Books, London, 1992
- Jones, S.G., "In The Graveyard of Empires; America's War in Afghanistan", W.W. Norton & Company, New York, 2009.
- Kaplan, R.S., Norton, D.P., "The Strategy-Focussed Organization: How Balanced Scorecard Companies Thrive in the New Business Environment", Harvard Business School: New York, NY, 2001.
- Kelly, S., Allison, M.A., "The Complexity Advantage; how the Science of Complexity Can Help Your Business Achieve Peak Performance", Business Week Books, McGraw Hill, New York, 1998.
- Kemple, W.G., Hutchins, S.G., Adam, R., Boger, D., Crowson, J.J., "Effects-Based Planning: An Empirical Examination of the Process", Naval Postgraduate School, Monterey CA, USA, kemple@nps.navy.mil
- Kervin, J.B., "Methods for Business Research", 2nd edition, Harper Collins, New York, 1999.
- Klep, Ch., "Uruzgan; Nederlandse Militairen op een missie, 2005 – 2010", Uitgeverij Boom, Amsterdam, 2011.
- Koppejan, J., Klijn, E.H., "Managing Uncertainties in Networks: A network approach to problem solving and decision making", Routledge, London, 2004.
- Krasner, S.D., "Sovereignty; Organized Hypocrisy", Princeton University Press, Princeton New Jersey, 1999.
- Lambeth, B.S., "NATO's Air War for Kosovo; A Strategic and Operational Assessment", Project Air Force, RAND, Santa Monica US.
- Leidner, R., "Fast Food, Fast Talk: Service Work and the Routinization of Everyday Life", University of California Press, Berkeley and Los Angeles, USA, 1993.
- Leijtens, J.A.J., "Tussen plan en praktijk; een onderzoek naar de werking van resultaatgerichte sturing binnen de Koninklijke Marechaussee", Dissertatie, Universiteit van Leiden, 3 juni 2008.
- Louise Brown, T., "War and Aftermath in Vietnam", Routledge New York, 1991.
- Mann, E.C. III, Endersby, G., Searle, T.R., "Thinking Effects; Effects-Based Methodology for Joint Operations", Airpower research Institute, Cadre Paper no 15, Maxwell Airforce Base, Montgomery AL, 3rd printing, 2003.
- Marshall, C., Rossman, G.B., "Designing Qualitative Research", 3rd Edition, Thousand Oaks, CA, 1999.
- Mason, J., "Qualitative Researching", Sage, London, 1996.
- Merchant, K., van der Stede, W., "Management control systems", Pearson Harlow, second edition, 2007.
- Mets, D.R., "The Air Campaign; John Warden and the Classical Airpower Theorists", Air Force University Press, Maxwell Air Force Base, Alabama, USA, 1999 (revised edition).
- Miles, M.B., Huberman, A.M., "Qualitative Data Analysis; A Sourcebook of New Methods", Sage Publications, London, Eighth Printing, 1988.
- Mintzberg, H., "The Nature of Managerial Work", Harpercollins College Div, 1973.

- Morris, T., Wood, S., "Testing the survey method: continuity and change in British industrial relations", in *Work Employment and Society*, 5:2, 1991.
- Murray, W. and Scales, R.H. Jr, "The Iraq War; A Military History", Harvard University Press, Cambridge MA US.
- Nelson, R., Winter, S.G., "An evolutionary theory of economic change", Cambridge, Mass.: Belknap Press of Harvard University Press, 1982.
- Nutt, P., "Why decisions fail: avoiding the blunders and traps that lead to debacles", Jossey-Bass, San Francisco, 2002.
- Nye, J.S. Jr., "The Place of Soft Power in State-Based Conflict Management", in: "Leashing the Dogs of War; Conflict Management in a Divided World", edited by Chester A. Crocker, Fen Osler Hampson and Pamela Aall, United States Institute of Peace Press, Washington DC, 2007.
- Orr, R.J., Nissen, M.E., "Hypothesis testing of Edge Organizations: Simulating Performance under Industrial Era and 21st Century Conditions", 11th ICCRTS: Command and Control in the Networked Era, Naval Post Graduate School, Monterey CA, 2005.
- Osborne, D., Gaebler, T., "Reinventing government. How the entrepreneurial spirit is transforming the public sector", New York: Plume, 1992.
- Osinga, F.P.B., "Science, Strategy and War; the Strategic Theory of John Boyd", Routledge, London, 2007.
- Osinga, F.P.B., de Wijk, R., "Binnenlandse Veiligheid en Crisis Beheersing; Coördinatie of Commandovoering?", Clingendael Center for Strategic Studies (CCSS), maart 2004.
- Osinga, F.P.B., "Science, Strategy and War; The Strategic Theory of John Boyd", Eburon Academic Publishers, Delft, The Netherlands, 2005.
- Overy, R.J., "The Air War 1939 – 1945", Scarborough House Publishers, UK, 1980.
- Pape, R.A., "Bombing to Win; Air Power and Coercion in War", Cornell University Press, 1996.
- Pennings, J.M., Woiceshyn, J., "A typology of organizational control and its metaphors", in: Bacharach, S.B., Ditomaso, N., (eds), "Research in the sociology of organizations", JAI Press: Greenwich, Connecticut, 1987.
- Peters, B.G., "The public service, the changing state and governance", in: Petres, B.G., Savoie, D.J., (eds). "Governing in a Changing Environment", McGill-Queens University Press: Ottawa, 1993.
- Pfeffer, J. Sutton, R.I., "The Knowing-Doing Gap; How Smart Companies Turn Knowledge into Action", Harvard Business School Press, Boston, Massachusetts, 2000.
- Pfeffer, J., Sutton, R.I., "Hard Facts, Dangerous Half-Truths & Total Nonsense; Profiting from Evidence Based Management", Harvard Business School Press, Boston Massachusetts, 2006.
- Pigeau, R., McCann, C., (eds), "The human in Command; exploring the modern military experience", Kluwer Academic / Plenum Publishers, New York, 2000.
- Pollitt, C., Bouckaert, G., "Public Management Reform – A Comparative Analysis", Oxford University Press: Oxford, 2000.
- Power, M., "The audit explosion", Demos, London, 1994.
- Quinn, J.B., "Strategies for Change: Logical Incrementalism", The Irwin series in management and behavioural sciences, Homewood Ill., R.D. Irwin, 1980.
- Ramsbotham O., Woodhouse T. and Miall H., "Contemporary Conflict Resolution; The prevention, management and transformation of deadly conflicts", 2nd Edition, Polity Press, Cambridge UK, 2005.
- Rietjens, S.J.H., "Civil-Military Cooperation in response to a Complex Emergency: Just Another Drill?", PhD Thesis University of Twente, Enschede, 2006.

- Rietjens, S.J.H. (forthcoming), "Data-analysis: seeing the patterns in the fog of Civil-Military interaction", in: Soeters, J.M.M.L., Shields, P., and Rietjens, S.J.H. (eds.), "Routledge Handbook on Research Methods in Military Studies", Abingdon: Routledge.
- Ringeling, A., "Het imago van de Overheid", Elsevier, Den Haag, 2004.
- Ripley, T. and Chappel, M., "Security forces in Northern Ireland (1969-92)", Osprey, 1993.
- Robson, C., "Real World Research", Blackwell, Oxford, 2002.
- Saunders, M., Lewis, P., Thornhill, A., "Methoden en technieken van onderzoek", Pearson, Prentice Hill, 3^e editie, 2004.
- Sawyer, R., D., "Sun Tzu; The Art of War", Westview Press, Oxford, 1994.
- Schelling, T.C., "Arms and Influence", Yale University Press, New Haven, 1966.
- Senglaub, M., "The Analytic and Philosophical Imperatives of Effects-Based Operations", Albuquerque, NM: Networked Systems Survivability & Assurance, Sandia National Laboratories. Online. Nov. 8, 2005. Available at: http://www.mors.org/meetings/ebo/ebo_reads/Senglab.pdf.
- Serwer, D., Thomson, P., "A Frame work for Success; International Intervention in Societies Emerging from Conflict", in "Leashing the Dogs of War; Conflict Management in a Divided World", Edited by Chester A. Crocker, Fen Olser Hampson and Pamala Aall, United States Institute of Peace Press, Washington DC, 2007.
- Shy, J., Collier, T.W., "Revolutionary War", in "Makers of Modern Strategy; from Machiavelli to the Nuclear Age" by Peter Paret (edt), Princeton University Press, 1986.
- Simpkin, R.E., "Race to the Swift: Thoughts on Twenty-First Century Warfare", London: Brassey's Defence Publishers, 1985.
- Sinno, A.H., "Organizations at war in Afghanistan and beyond", Cornell University Press, London, 2008.
- Smith, E.A., "Complexity, networking, and effects-based approaches to operations", DOD Command and Control research Program, Washington DC, july 2006.
- Smith, E.A., "Effects Based Operations; applying network centric warfare in peace, crisis, and war", Command and control Research Program (CCRP), Information Age Transformation Series, 3rd printing, 2005.
- Soeters, J.M.M.L., Rietjens, S.B.J., Klumper, W.M., "Measuring Performance in today's missions; The effects-based approach to operations", in "Managing Military Organizations; Theorie and practice" by Soeters J.M.M.L., Fenema van, P.C., Beeres, R., (eds), Cass Military Studies, Routledge, 2010.
- Soeters, J.M.M.L., Ruffa, Ch. (forthcoming), "Cross-national research in the military; comparing operational styles", in: Soeters, J.M.M.L., Shields, P. and Rietjens, S.J.H. (eds.), "Routledge Handbook on Research Methods in Military Studies", Abingdon: Routledge.
- Stake, R.E., "The art of case study research", Sage Publications, London, 1995.
- Stewart, R., "The Prince of the Marshes", Harcourt Trade Publishers, New York, 2006.
- Swanborn, P.G., "Methoden van sociaalwetenschappelijk onderzoek", Uitgeverij Boom, Meppel, 1987.
- Szafranski, R., "Parallel War and Hyperwar; Is Every Want a Weakness?", in "Battlefield of the Future; 21st Century Warfare Issues, Schneider, B.R., Grinter E.G. (editors), Air War College, Maxwell Air Force Base, Alabama, 1995.
- Tilford, E.H., Jr, "Setup; What the Air Force did in Vietnam and Why", Air Force University Press, Maxwell Air Force Base, Alabama US, 1991.
- Tufte, E.R., "The Visual Display of Quantitative Information", Graphics Press, Connecticut, 2001.

- Warden, J.A., (Col Ret), "The enemy as a System", Air Power Journal, Spring 1995.
- Warden, J.A. "The Air Campaign; Planning for Combat", Excel Press, New York, 2000.
- Weick, K.E., "Making Sense of the Organization", Blackwell Publishing, Malden MA, USA, 2001.
- Winslow, D., "Strange bedfellows: NGO's and the Military in Humanitarian Crises", in M.T.I. Bollen, R.V. Jansen, H.F.M. Kirkels and J.L.M. Soeters (eds), NL Arms: Civil-Military Cooperation: A marriage of Reason, Royal Netherlands Military Academy, Breda, 2006.
- Yin, R.K., "Case Study Research; Design and Methods", 3rd Edition, Sage Publications, London, 2003.

Artikelen uit tijdschriften

- Bekkers, F.F., Spiegeleiere de, S.H.A.M., "Strategische lenigheid; Anticiperen op een fundamenteel onzekere toekomst", Militaire Spectator, jaargang 179, nummer 7/8, 2010, p. 360-371.
- Brunsson, N., "Ideas and actions: justification and hypocrisy as alternatives to control", Accounting, Organizations and Society, vol. 18, nr. 6, 1993, p. 489-506.
- Bryson, J.M., "What to do when stakeholders matter. Stakeholder identification and analysis techniques", Public Management Review, vol. 6, nr.1, 2004, p. 21-53.
- Coopey, J., "The learning organization, power, politics and ideology", Management Learning, Vol 26, no 2, 1995, p. 193-213.
- Deptula, D.A., "Firing for Effects, The Important measure is not the targets destroyed but rather the effect on the enemy's capabilities and actions", Air Force Magazine, April 2001, Vol 84, No 4, p. 46-53.
- Deptula, D.A., "Effects-Based Operations: Change in the Nature of Warfare", Aerospace Education Foundation, Defense and Airpower Studies, November 2005.
- Desouza, K.C., "Information and Knowledge Management in Public Sectors Networks: The Case of the US Intelligence Community", International Journal of Public Administration, 32 (14), 2009, p.1219-1267.
- Eriksson, P., "Civil-Military Co-ordination in Peace support operations – an impossible necessity?", The Journal of Humanitarian Assistance, 2000.
- Ferrier, K., "Ontwikkelingshulp door militairen kan", in "het Goede Leven", 9 september 2005.
- Flanagan, S., Cipoletti, T.J., Tuninetti, A., "Afghanistan: A Stress Test For Transatlantic Security Cooperation.", in: EU-US Security Strategies; comparative scenarios and recommendations, a project implemented by Istituto Affari Internazionali (IAI), Swedish Institute of International Affairs (UI), Fondation pour la Recherche Stratégique (FRS) and the Center for Strategic and International Studies (CSIS), p 189-190, obtained by internet march 2012, http://csis.org/files/publication/110614_Conley_EUUSSecurity_WEB.pdf;
- Flavin, W., "US doctrine for Peace Operations", in International Peacekeeping, 15-1, Routledge, 2008, p. 35-50.
- Ford, L.R., Scandura, T., "Garbage-in, Garbage-out"; Item Generation As A Threat To Construct Validity", Proceedings of The Southern Management Association, Management Faculty Articles and Papers, Paper 5, Charleston SC, 2005.
- Ghoshal, S., Moran, P., "Bad for Practice: A Critique of the Transaction Cost theory", Academy of Management Review, vol. 21, nr.1, 1996, p. 13-47.
- Homan, K., "De militair en wederopbouw: zo civiel als mogelijk en zo militair als nodig.", Internationale Spectator, jaargang 61, nr. 2, feb. 2007, p. 63-67.
- Hood, C., "A public management for all seasons?", Public Administration, vol. 69, nr. 1, 1991, p. 3-19.

- Hoque, Z., "Measuring and reporting public sector outputs / outcomes: Exploratory evidence from Australia", International Journal of Public Sector Management, vol. 21, nr. 5, 2008, p. 468-493.
- Hukill, J.B., "Maligned and misunderstood; it's not the EBO concept that's wrong, but how it's been applied", Armed Forces Journal, 2009. march 2009, p. 29-32, obtained from internet on june 19th 2009: <http://www.armedforcesjournal.com/2009/03/3873827>.
- Hunerwadel, J.P., "The Effects-Based Approach to Operations: Questions and Answers," Air and Space Power Journal 20, no. 1 (Spring 2006), p. 53-62.
- Mattis, J.N., "USJFCOM Commander's Guidance for Effects Based Operations", Parameters, 2008(Autumn), p. 18-25.
- McAdam, R., Hazlett, S.A., Casey, C., "Performance measurement in the UK public sector: addressing multiple stakeholder complexity", International Journal of Public Sector Management, vol. 18, nr.3, 2005, p.256-273.
- Mintzberg, H., "Patterns in Strategy Formation", Management Science vol 24 no 9, may 1978, p. 934-948.
- Mintzberg, H., McHugh, A., "Strategic Formation in an Adhocracy", Administrative Science Quarterly 30, no 2, june 1985, p. 160-197.
- Mintzberg, H., Waters, J.A., "Of Strategies, Deliberate and Emergent", Strategic Management Journal, Vol. 6, 1985, p. 257-272.
- Mintzberg, H., "Crafting Strategy", Harvard Business Review, July-August 1987, p. 66-74.
- Mol, N., Beeres, R., "Performance management in a setting of deficient output controls", International Journal of Productivity and Management, vol. 54, issue 7, 2005, p.533-550.
- Newbegin, C., LTC., "NATO Effects Based Approach to Operations (EBAO) Concept", NATO magazine "The Three Swords", 11/2007, NATO-site, obtained 23 march 2008.
- Nissen, M.E., Gateau, J.B., Leweling, T.A., Looney, J.P., "Hypothesis Testing of Edge Organizations: Modeling the C2 Organization Design Space", 12th ICCRTS Congress Proceedings, Adapting C2 to the 21st Century, Newport RI, 2007.
- Noordgraaf, M. and Abma, T., "Management by Measurement? Public Management practices amidst ambiguity", Public Administration, vol. 81, no. 4, 2003, p. 853-871.
- Ordonez, L., ea, "Goals gone wild: the systematic side effects of over prescribing goal setting", Academy of Management Perspectives, vol. 23, nr. 3, February 2009, p. 82-87.
- Ortiz, E., Kuyama, S., Munch, W., Tang, G., "Overview of the series of reports on managing for results in the United Nations system", UN Joint Inspection Unit (IU/REP/2004/5), Report, 2004.
- Paparone, C.R., Anderson, R.A., McDaniel, R.R., Jr, "Where Military Professionalism Meets Complexity Science", Armed Forces & Society, Vol. 34, No. 3, April 2008, p. 433-449.
- Pascale, R.T., "Perspectives on Strategy: The Real Story Behind Honda's Success", California Management Review, vol. 26, nr. 3, april 1984, p. 47-72.
- Prescott, J.M. "The Development of NATO EBAO doctrine: Clausewitz's Theories and the Rule of Law in an Evolving Approach to Operations", Penn State International Law Review, volume 27, number 1, 2008, p. 125-168..
- Rietjens, S.J.H., Soeters, J.M.M.L., Klumper, W.M., "Measuring the Immeasurable? The Effects-Based Approach in Comprehensive Peace Operations", International Journal of Public Administration, 34:5, Routledge, June 2011, p 329 – 338.
- Ruby, T.Z., "Effects-based Operations: More Important Than Ever", Parameters, Autumn, vol 38, nr. 3, 2008, p.26-35.

- Smeenk BJE, Gouweleeuw RWG, Van der Have HC, "Effect gebaseerde aanpak in Uruzgan. Van het schaakbord naar een bord spaghetti", Militaire Spectator, jaargang 176, nr. 12, 2007, p. 550-559.
- Smith, P., "On the unintended consequences of publishing performance data in the public sector", International Journal of Public Administration, vol. 18, nr. 2-3, 1995, p.277-310.
- Soeters, J.M.M.L., Rietjens, S.J.H., Klumper, W.M., "EBAO is dood! Leve EBAO!", Marineblad, december 2009, p. 16-20.
- Spiegeleiere de, S.H.A.M., Bekkers, F.F., "Who says generals can't dance: Strategic agility and defence capability options", in "Deelverkenning III, Aanbodzijde – Houvast voor de krijgsmacht van de toekomst", Ministerie van Defensie, Nederland, 2010, p. 427-463.
- Spiegeleiere de, S.H.A.M., Sweijs, T., Kooroshy, J., Novosejt, A.B., "STRONG in the 21st Century; Strategic Orientation and Navigation under Deep Uncertainty", Report, The Hague Center for Strategic Studies, 2010.
- Szafranski, R. and Wijninga. P.W.W, "Beyond Utility Targeting; Toward Axiological Air Operations", in Aerospace Power Journal, Winter 2000, Vol. XIV, no 4, Maxwell Air Force Base Alabama, 2000, p. 45-59.
- Try, D., Radnor, Z., "Developing and understanding of results-based management through public value theory", International Journal of Public Sector Management, vol. 20, nr. 7, 2007, p. 655-673.
- Vlaar, P.W.L., Fenema van, P.C., "Cocreating Understanding and Value in Distributed Work: How members of onsite and offshore Vendor Teams Give, Make, Demand and Break Sense", MIS Quarterly, vol 32, no 2, 2008, p. 277-255.
- Weber, K., Glynn, M.A., "Making Sense with Institutions: Context Thought and Action in Karl Weick's Theory", Organization Studies, Vol 27, No 11, Sage Publications, London, 2006, p. 1639-1660.

Doctrine documenten

NAVO

- AAP 6, NATO Glossary of terms and definitions (English and French), 2004.
- Bi-Strategic Command Pre-Doctrinal Handbook (*Effects Based Approach to Operations*), Supreme Allied Commander Europe, NATO, December 2007.
- "Commanders Handbook for an Effects-Based Approach to Operations", Joint Warfighting Center, Joint Concept Development and Experimentation Directorate, Standing Joint Force Headquarters, 27 January 2006.
- "Comprehensive Operations Planning Directive", uitgave van SHAPE, COPD Interim V1.0, Mons, Belgium, 17 december 2010.
- "EBAO briefing", Joint Forces Command Brunssum, 13 february 2008.
- MCM-0052-2006, "MC Position on an Effects Based Approach to Operations", dated 06 june 2006.
- MCM-0148-2009, MC Principles and Guidance on the Effects Based Approach to operations (EBAO), dated 15 oct 09.
- NATO, "Engagement Space Assessment Handbook", HQ SACT, version 1, august 2007.
- NATO document: AC/119-N(2007)0010 (SPC(R)).
- NATO Handbook 2001.
- NATO's Operational Planning System, MC133/3, Military Decision on Corrigendum no 3, North Atlantic Military Committee, aug 2005.
- NATO Guidelines for Operational Planning (GOP) Final Revision June 2005.

NATO Assessment handbook, 2007.

SACEUR letter, "ACO Way Ahead – Effects-Based Approach to Operations (EBAO)", dated 24 may 06.

SACEUR Letter SH/J5Plans/7740-010/07-202024 – Effects-Based Approach to Operations – Update on Developments and further Guidance on the ACO Way Ahead, dated 20 Mar 07.

SOP 1080, HQ ISAF, Kabul Afghanistan, Afghan Assessment Group, January 2009.

SOP 5004, ISAF, HQ RC-South, Kandahar, december 2008.

UK

Great Britain, Ministry of Defence, "*The UK Military Effects-Based Approach*". Swindon, Wiltshire, UK, Joint Doctrine & Concepts Centre, Ministry of Defence, 2005. (Joint doctrine note, 1/05). Available online at: [www.da.mod.uk/JSCSC/Courses/ESDC/Pre Reading Articles/JDN 1-05 UK Mil Effects Based Approach.pdf](http://www.da.mod.uk/JSCSC/Courses/ESDC/Pre%20Reading%20Articles/JDN%201-05%20UK%20Mil%20Effects%20Based%20Approach.pdf).

Incorporating and extending the UK military effect-based approach, JDN 7/06, UKDCDC London, September 2006.

The Comprehensive Approach, Joint Discussion Note 4/05, UKJDCCD London, January 2006.

UK Joint Doctrine Note 7/06, september 2006.

USA

Assessment for Effects Based Operations, Memorandum for U.S. Joint Forces Command, 14 augustus 2008.

AFDD 2, "*Operations and Organization*", US Airforce Doctrine Document, 2006.

Field Manual FM 3-0, US Army, Department of the Army, Washington DC, 2008.

Field Manual FM 3-24, "*Counterinsurgency*", Department of the Army, Washington DC, 2006.

Joint Chiefs of Staff, Peace Operations (draft), Joint Pub 3-07.3, Washington, DC, June 2006.

Joint Publication 5.0, Joint Operation Planning, December 2006.

http://www.dtic.mil/doctrine/new_pubs/jointpub_planning.htm (benaderd 21 juli 2009).

McChrystal, S.A., "*Commander's Initial Assessment*", Kabul, 2009.

"Progress toward Security and Stability in Afghanistan; Report to Congress in accordance with the 2008 National Defense Authorization Act (Section 1230, Public Law 110-181)", Washington DC, January 2009.

USJFCOM J9, *EBO Concept Paper Draft*, 09 january 2003.

US Joint Chiefs of Staff, Joint Doctrine Division, "*Department of Defense Dictionary of Military and Associated Terms*", Washington DC, joint publication 1-02.

Nederland

Koninklijke Landmacht, "*Leidraad Commandovoering*", uitgave van de doctrinecommissie van de Koninklijke Landmacht, Den Haag, juli 2000.

Ministerie van Defensie, "*To EBO or not to EBO?*", Defensie Staf, Directie Operationeel Beleid, Behoeftestelling en Plannen, Ressort Operationeel Beleid, Afdeling Toekomstverkenning, KLTZ H.R. Lodder, Den Haag, 2007.

Ministerie van Defensie Introductiebundel, Hoofddirectie Algemene Beleidszaken, 22 februari 2007.

Nederlandse Defensie Doctrine, NDD, uitgave van het Ministerie van defensie, Defensiestaf, DS/DOBBP/OB/TV, september 2005.

Internet

Afghanistan Country Stability Picture (ACSP).

<http://gis.nc3a.nato.int/ACSP/> (benaderd op 29 mei 2010).

Afghanistan National Development Strategy; An Interim Strategy for Security, Governance, Economic Growth & Poverty Reduction, Islamic Republic of Afghanistan, Volume 1, 2008, pp 133.
Beschikbaar op internet: http://www.nps.edu/programs/ccs/Docs/Pubs/unands_Jan.pdf.

Afghan NGO Coordination Bureau (ANCB).

<http://www.ancb.org> (benaderd op 29 mei 2010).

Agency Co-ordinating Body for Afghan Relief (ACBAR).

<http://www.acbar.org/> (benaderd op 29 mei 2010).

Combined Security Transition Command Afghanistan (CSTC-A). <http://www.vredesmissies.nl/cstc-a.htm>, (benaderd op 29 mei 2010).

Directie Algemene Beleidszaken van het Ministerie van Defensie

http://www.defensie.nl/bestuursstaf/directies/directie_algemene_beleidszaken, (benaderd op 12 februari 2010).

Doctrine Koninklijke Landmacht

http://www.defensie.nl/landmacht/organisatie_landmacht/militaire_doctrine.

Gastlezing minister van Defensie van Middelkoop:

http://www.defensie.nl/actueel/toespraken/2009/01/46129084/Toespraak_gastcollege_Human_security_in_Afghanistan, (benaderd op 4 januari 2010)

ISAF – facts.

<http://www.nato.int/isaf/docu epub/pdf/placemat.pdf>, (benaderd op 29 mei 2010).

ISAF en *Provincial Reconstruction Teams*.

<http://www.vredesmissies.nl/cstc-a.htm> (benaderd op 29 mei 2010).

ISAF Stratcom Strategy

<http://ics.leeds.ac.uk/papers/pmt/exhibits/3105/isaf-stratcom-strategy-2008.pdf>

Kajaki-dam.

<http://www.nato.int/isaf/docu/pressreleases/2008/09-september/pr080902-455.html>. (benaderd op 16 februari 2009).

McKiernan.

New York Times, 12 mei 2009, http://topics.nytimes.com/top/reference/timestopics/people/m/david_d_mckiernan/index.html?inline=nyt-per, (benaderd op 29 mei 2010).

McChrystal: http://topics.nytimes.com/top/reference/timestopics/people/m/stanley_a_mcchrystal/index.html?inline=nyt-per, (benaderd op 23 juni 2010).

NATO in Afghanistan, master narrative as at 6 October 2008, Media Operations Center (MOC), Press and Media Service, NATO HQ Brussels:

<http://wikileaks.org/leak/nato-master-narrative-2008.pdf>, (benaderd op 22 juli 2009).

NATO / SHAPE Continental Staff System:

<http://www.nato.int/shape/about/structure.htm>

NATO site: 20121008_media_backgrounder_isaf_mission_evolution_en.pdf, (benaderd 22 op oktober 2011).

Operationeel Analisten:

http://www.defensie.nl/landmacht/personeel/reservisten/reservist_specifieke_deskundigheid/operationele_analisten, (benaderd op 13 mei 2011).

The Liaison Office (TLO):

http://www.tlo-afghanistan.org/sites/defaults/files/The_Dutch_Engagement_in_Uruzghan, (benaderd op 16 mei 2011)

Toetsingskader 2009, benaderd via internet d.d. 10 januari 2010. (http://www.defensie.nl/actueel/kamerstukken/kamerbrieven/2009/03/46133164/Kamerbrief_inzake_aanbieding_Toetsingskader_2009). Voor Toetsingskader 2009 zie internet, zelfde link, benaderd op 10 januari 2010.

UNAMA:

<http://unama.unmissions.org/Portals/UNAMA/Documents/AfghanistanCompact-English.pdf>
UNAMA taken.

<http://unama.unmissions.org/Default.aspx?tabid=1742>, (benaderd op 29 mei 2010).

USAID en *Provincial Reconstruction Teams*.

<http://afghanistan.usaid.gov/en/Page.PRT.aspx>, (benaderd op 29 mei 2010).

Vragen Nederlandse bijdrage aan ISAF:

<http://www.nieuwsbank.nl/inp/2009/10/28/R395.htm>

Presentaties

Wing Commander Paul James, “NATO’s Effects-based Approach to Operations”, Operational Concept Development, HQ Supreme Allied Commander Transformation, presentation, Norfolk VI, USA, 2007.

Presentation Stavanger by Ayscha Hamdani *“Afghanistan: an overview”*, slide 8, dd. 6 January 2009.

Presentatie Afghan Assessment Group (AAG) bij HQ-ISAF, gegeven door Col. Bobby Claflin, Director *Afghan Assessment Group* op 15 january 2009.

Presentaties door LTC David Pursley (US ARMY, HQ-ISAF, CJ5, Plans) en BG Wayne Goodman (Aus, HQ-ISAF) dd 30 augustus 2010 ter gelegenheid van de NATO conferentie “Allied Information Sharing Strategy; Support to ISAF Population Metrics and Data”, 30 augustus – 3 september 2010, Joint Forces Command Brunssum.

Presentatie gegeven door J.P. Hunderwadel In Airforce University, Maxwell Airforce Base, november 2007.

Diversen

Bonn Agreement – 2001 en resolutie 1386 van de Veiligheidsraad van de Verenigde Naties.

Borren, S., directeur Novib “Militairen zijn geen hulpverleners”, interview in Civiel / Militair, nr. 3, 2003.

Gourlay, C., *“Partners Apart: Managing Civil-Military Co-operation in Humanitarian Interventions”*. Disarmament forum. , 2000.

Kamerbrief d.d. 28 oktober 2009. Antwoorden op de feitelijke vragen over de tussentijdse evaluatie van de Nederlandse bijdrage aan ISAF in Afghanistan over het jaar 2008.

Kouwenberg, S., *“Hulp van militairen is vaak funest voor ontwikkelingswerkers”*, NRC 18 aug. 2004.

Landler, M., Cooper, H., *“Obama Will Speed Up Pullout From War in Afghanistan”*, New York Times, 22 June 2011.

Mattis, J.N., *“Memorandum for U.S. Joint Forces Command; Assessment of Effects Based Operations”*, Department of Defense, Norfolk VA, 14 August 2008.

Ministerie van Defensie, "*To EBAO or not to EBO; een toekomstverkenning naar de nationale toepasbaarheid van het Effects-Based operations concept*", Directie Operationeel Beleid, Bestuur en Plannen, afdeling toekomstverkenningen, opgesteld door KLTZ H.R. Lodder, 2007.

NATO in Afghanistan; Master Narrative as at 6 October 2008, Media Operations Centre (MOC), Press and Media Service, NATO HQ Brussels, <http://wikileaks.org/leak/nato-master-narrative-2008.pdf> (Benaderd 22-07-2009).

Recente ervaringen met crisisbeheersingsoperaties, Openingstoespraak van Minister van Defensie E. van Middelkoop op de AIV-Conferentie "*Naar een ander buitenland*", Eerste Kamer, 1 juni 2007.

Regeringsnoties, "Wederopbouw na gewapend conflict", september 2005.

The United States Strategic Bombing Survey, Moral Division, "Effects of Strategic Bombing on German Morale, vol 64b, pt 1, 1-2; USSBS (European War), Summary Report, September 1945, reprinted by Air University Press, Maxwell Air Force Base, Alabama, October 1987.

Lijst met respondenten

	Werkzaam op niveau	Functie	Waar gesproken	Nationaliteit
PMS1	Militair Strategisch	Mindef – DOPS	Den Haag	NL
PMS2	Militair Strategisch	Mindef – DOPS	Den Haag	NL
PMS3	Militair Strategisch	Mindef – DOPS	Den Haag	NL
PMS4	Politiek	BuZa	Den Haag	NL
PMS5	Politiek	BuZa	Den Haag	NL
PMS6	Militair Strategisch	SHAPE – J3	Mons	UK
PMS7	Militair Strategisch	SHAPE – J3	Mons	USA
PMS8	Politiek	BuZa – OS	Den Haag	NL
PMS9	Politiek	NATO – HQ	Brussel	NL
PMS10	Militair Strategisch	SHAPE – J5	Mons	UK
PMS11	Militair Strategisch	SHAPE – J5	Mons	USA
PMS12	Militair Strategisch	SHAPE – J5	Mons	UK
PMS13	Militair Strategisch	SHAPE – J5	Mons	Can
PMS14	Militair Strategisch	SHAPE – J5	Mons	Can
PMS15	Politiek	NATO – HQ	Brussel	NL
PMS16	Politiek	Mindef – DAB	Den Haag	NL
PMS17	Politiek	Mindef – DAB	Den Haag	NL
PMS18	Militair Strategisch	NATO	Heidelberg	NL
PMS19	Militair Strategisch	Mindef	Den Haag	NL
PMS20	Politiek	BuZa	Den Haag	NL
RC1	Operationeel	RC-South-J5	Kandahar	NL
RC2	Operationeel	RC-South-J5	Kandahar	NL
RC3	Operationeel	RC-South-J35	Kandahar	Aus
RC4	Politiek	RC-South-Poland	Kandahar	NL
RC5	Operationeel	RC-South-JEAC	Kandahar	UK
RC6	Operationeel	RC-South-J2	Kandahar	NL
RC7	Operationeel	RC-South-DCOS	Kandahar	NL
RC8	Operationeel	RC-South-STRATCOM	Kandahar	NL
RC9	Operationeel	RC-South-SO3	Kandahar	NL
RC10	Operationeel	RC-South-DCOS SPT/COS	Kandahar	UK
RC11	Operationeel	RC-South-J3	Kandahar	UK
RC12	Operationeel	RC-South-J5	Kandahar	NL
RC13	Operationeel	RC-South-DCOS OPS	Kandahar	NL
RC14	Operationeel	RC-South-J3	Kandahar	NL
RC15	Operationeel	RC-South-Cdt RC(S)	Kandahar	NL
RC16	Operationeel	RC-South-JEAC	Kandahar	NL
RC17	Operationeel	RC-South-J35	Kandahar	UK
RC18	Operationeel	RC-South-CivMil Cell	Kandahar	NL
RC19	Operationeel	RC-South-War Diary	Kandahar	NL

Lijst met respondenten

	Werkzaam op niveau	Functie	Waar gesproken	Nationaliteit
RC20	Operationeel	RC-South-Polling	Kandahar	Afgh
HQ1	Operationeel	HQ-ISAF-SAB	Kabul	NL
HQ2	Operationeel	HQ-ISAF-J5	Kabul	NL
HQ3	Operationeel	HQ-ISAF-J9	Kabul	Bel
HQ4	Operationeel	HQ-ISAF-SAB	Kabul	Dld
HQ5	Operationeel	HQ-ISAF-J9	Kabul	NL
HQ6	Operationeel	HQ-ISAF-AAG	Kabul	USA
HQ7	Operationeel	HQ-ISAF-ACSP	Kabul	It
HQ8	Operationeel	HQ-ISAF-SAB	Kabul	Den
HQ9	Vervallen			
HQ10	Operationeel	HQ-ISAF-J2	Kabul	NL
HQ11	Operationeel	HQ-ISAF-J2	Kabul	USA
HQ12	Operationeel	HQ-ISAF-JMED Ops	Kabul	NL
HQ13	Operationeel	HQ-ISAF-STRATCOM	Kabul	USA
HQ14	Operationeel	HQ-ISAF-JMED Plans	Kabul	Dld
HQ15	Operationeel	HQ-ISAF-Effect meting	Kabul	Den
HQ16	Operationeel	HQ-ISAF-Effect meting	Kabul	NL
HQ17	Operationeel	HQ-ISAF-Effect meting	Kabul	UK
HQ18	Operationeel	HQ-ISAF-LNO	Kabul	NL
HQ19	Operationeel	HQ-ISAF-Info Ops	Kabul	NL
HQ20	Operationeel	HQ-ISAF-SAB	Kabul	NL
HQ21	Operationeel	HQ-ISAF-J35	Kabul	Zwe
HQ22	Operationeel	HQ-ISAF-J35	Kabul	Zwe
HQ23	Operationeel	HQ-ISAF-DCOS Stability	Kabul	NL
HQ24	Operationeel	HQ-ISAF-Counter Narcotics	Kabul	Noor
HQ25	Operationeel	HQ-ISAF-J3	Kabul	Dld
HQ26	Operationeel	HQ-ISAF-J3	Kabul	NL
HQ27	Operationeel	HQ-ISAF-LEGAD	Kabul	USA
HQ28	Operationeel	HQ-ISAF-J9	Kabul	Afgh
HQ29	Operationeel	HQ-ISAF-LNO	Kabul	USA
HQ30	Operationeel	HQ-ISAF-LNO	Kabul	USA
HQ31	Operationeel	HQ-ISAF-JOIIIS analyst	Kabul	Dld
HQ32	Politiek	HQ-ISAF-POLAD	Kabul	UK
HQ33	Politiek	HQ-ISAF-Lead Governance	Kabul	Dld
HQ34	Operationeel	HQ-ISAF-SAG	Kabul	USA
HQ35	Operationeel	HQ-ISAF-MA to DCOSSTAB	IJsselstein	NL