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The social ties that bind: the role of social relations and trust in EU intelligence cooperation

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Appendix

Appendix A: Research Protocol

This appendix entails the protocol for researching the object of the case study; social relations and trust in international intelligence cooperation. It offers a logic that forms the basis for the data collection in interviews and desk research, for the data analysis in coding and conceptualizing, and for the line of reasoning throughout this thesis. It keeps the research targeted on the aim at hand; to achieve a more comprehensive understanding of international intelligence cooperation.

Research question(s)

Research question:

How do social relations and trust influence EU intelligence cooperation?

Sub-questions:

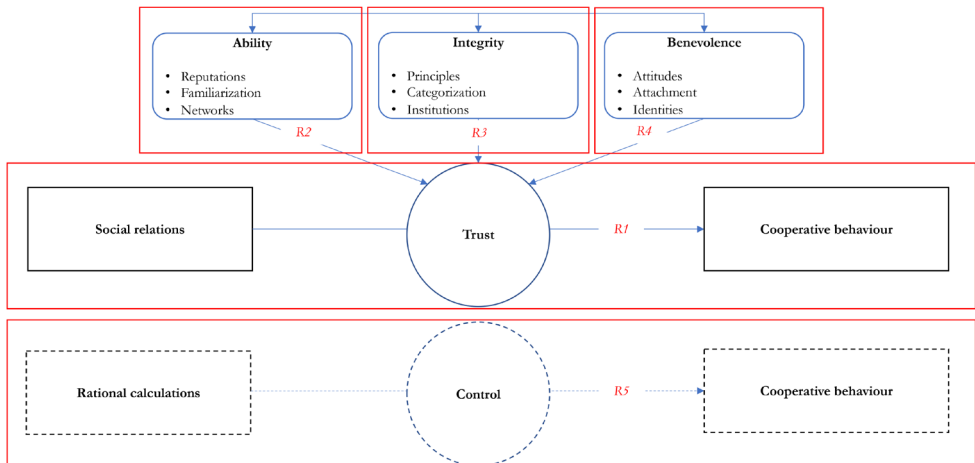
- How does the mechanism of social relations relate to that of rational calculations in achieving cooperative behavior?
- What is the role of trust in this mechanism?
- What are the conditions for trust and on what levels do they exert influence?
- How do these conditions materialize in the specific context of EU intelligence?
- What does this say about the workings of social relations and trust in international intelligence cooperation in general?

Conceptualization

Based on substantive theory, this research constructed a conceptual framework to answer the research question. Its mechanism, conditions and factors offer a window for examining the beliefs and perceptions of practitioners in the case of EU intelligence. The framework comprises of 4 relations concerning social relations and trust. In addition, it entails a fifth relation that is based on the traditional and presumably rivalling explanation of rational calculations and control. They form the building blocks for data collection and data analysis. Each proposed relation will be critically examined in the research:

- Relation 1 (R1): Social relations lead to cooperative behavior through trust between partners
- Relation 2 (R2): Perceptions of ability lead to trust between partners
- Relation 3 (R3): Perceptions of integrity lead to trust between partners
- Relation 4 (R4): Perceptions of benevolence lead to trust between partners
- Rival Relation 5 (R5): Rational calculations lead to cooperative behavior through control over partners

Schematic outline



Operationalization

Each relation leads to a range of questions concerning the case at hand. The first set concerns an empirical explanation of the subject of study (EU intelligence system) in the light of the conceptual framework. The second set concerns the eloquence of this framework as the object of study in terms of mechanisms, conditions and factors identified.

On the subject of study (EU Intelligence System)

- R1: To what extent is trust believed to be a dominant condition for cooperative behavior in the EU intelligence system?
- R2: To what extent do actors in the EU intelligence system have a favorable perception of each other's ability to perform. Why? What factors (entities, processes and structures) is this perception built on?
- R3: To what extent do actors in the EU intelligence system perceive that partners in that system play the game by clear and acceptable rules. Why? What factors (entities, processes and structures) drive this perception?
- R4: To what extent do actors in the EU intelligence system perceive partners as being in solidarity with each other's needs or even encapsulating interests? Why? What factors (entities, processes and structures) lie at the heart of this perception?
- R5: To what extent do actors in the EU intelligence system foster beliefs and perceptions concerning rational calculations and control relating to their preferences in cooperative behavior?
- R1-5: Can a dominant condition be distinguished that constrains or enables social relations in EU intelligence cooperation? If any, which one(s)?
- R1-5: Which of the factors identified holds a significant relation in the context of intelligence? What other factors can be distinguished?

On the object of study (mechanisms, conditions and factors)

- R1: What is the role of trust in cooperative behavior in international intelligence cooperation?
- R2: What is the (potential) effect of perceived ability on trust in international intelligence cooperation?
- R3: What is the (potential) effect of perceived integrity on trust in international intelligence cooperation?
- R4: What is the (potential) effect of perceived benevolence on trust in international intelligence cooperation?
- R5: How does the rival mechanism of rational calculations relate to that of social relations and what does this mean for explanations of international intelligence cooperation?

Both sets cannot be answered conclusively by any of the respondents individually. Their views need to be aggregated and critically examined. Nevertheless, the conceptual relations and operationalized questions do form the basis for the interviews. The interview questions are grouped according to the proposed relations mentioned above. To facilitate an open conversation, only general reference is made to the conditions and factors constituting trust. The latter were used as inserts during the conversation. The interview questions are depicted in Annex B.

Appendix B: Interview Questions

Introduction

The interview will be used for my PhD research at Leiden University and the Netherlands Defence Academy. The result will be a publicly available thesis, the interview will be anonymous. Your name will not be published nor will your answers be related to your specific (home)organization.

This research is aimed at a better understanding of multilateral intelligence cooperation by examining the role of social relations in this activity. The questions I ask today, are meant to aggregate your ideas and perceptions on the European intelligence community and the way it works.

The interview will take approximately one hour and consists of 5 related issues: social relations, conditions for cooperation, organizational image, organizational culture, and organizational identity. It will be an open conversation, as I am especially interested in your views and perceptions on this topic.

Questions

General questions

[Q1] When discussing EU intelligence, many people refer to the European intelligence community. What does this community in your view consist of?

[Q2] How would you qualify multilateral cooperation in the European Intelligence community, in terms of difficulty and size, and why?

[Q3] In your experience, what factor or factors are the most decisive when deciding to cooperate or not in a multilateral setting?

Questions relating to Relation 1 (R1)

[Q4] Multilateral cooperation in the European intelligence community occurs in permanent, or at least long-lasting settings that allow for extensive social relations between services and institutions. What in your experience is the role of social relations in that cooperation? Can you give any examples?

[Q5] In your opinion, how important is trust in the multilateral setting of the European intelligence community?

[Q6] What factors contribute to the building and maintenance of trust in the multilateral setting of the European intelligence community?

Questions relating to Relation 2 (R2)

[Q7] How do you get familiar with other organizations in the European intelligence community and how do you sustain that relationship. What is the role of the EU institutions and meetings in this process?

[Q8] To what extent do you perceive the EU intelligence community to be a network of strong connections that supports the intelligence needs of the EU? What main obstacles and enablers do you distinguish?

Questions relating to Relation 3 (R3)

[Q9] To what extent do you perceive the European intelligence community to operate within acceptable or shared professional standards? What role do EU institutions and meetings have in determining and upholding this common understanding?

[Q10] How important are these in your decision whether or not to cooperate in a multilateral setting and which do you consider the most important?

Questions relating to Relation 4 (R4)

[Q11] What defines the European intelligence community in terms of its sense of purpose and values (who they are and what they stand for). What does this mean for cooperation with (EU) institutions that do not possess this in-group identity?

[Q12] To what extent do you perceive that there is a process of homogenization in the European intelligence community? Do you feel partners in the European intelligence community value each other's interests as being their own, driving out competition?

Questions relating to Relation 5 (R5)

[Q13] Do you perceive multilateral cooperation in the EU intelligence system as burden-sharing or does it deliver mutual gain? Why is this the case?

[Q14] Do you feel sufficient safeguards are in place in the EU intelligence system to assure that partners contribute? What main obstacles and enablers do you distinguish?

Closing question

[Q15] With regard to the European intelligence community, its relation with the EU, and its ability for cross agency cooperation, are there things we didn't speak of yet and that, in your experience, have an important influence on the breadth and depth of multilateral cooperation?

Appendix C: Example of Data Matrix using Flexible Coding

The empirical data from the interviews was divided into broad chunks based on the conditions of trust distinguished in the conceptual framework and divided in levels of relations (the international or macro-level, the interorganizational or meso-level and the interpersonal or micro-level). These chunks were then systematically coded into various categories and themes. For this, every interview report was reviewed sentence by sentence, looking for factors of influence at work (entities, processes and structures). The categories and themes were refined and interpreted by benchmarking them with the body of knowledge in the conceptual framework and - if needed - additional studies. The result of this iterative benchmark between empirical results and theory led to a semantic explanation on how social relations and trust influence EU intelligence cooperation, based on the narratives used by the practitioners themselves. The data matrix below is an example of this process. It depicts the codes, themes and dimensions that followed from a structured analysis of the answers to the research questions on perceptions of ability (Annex A and B). It also shows the semantic explanation that came from it and the interviews used. This data matrix resulted in chapter 6, section 2.

Perceptions of ability lead to trust between partners Relation 2 (R2)					
Question 7: <i>How do you get familiar with other organizations in the European intelligence community and how do you sustain that relationship. What is the role of the EU institutions and meetings in this process?</i>					
Question 8: <i>To what extent do you perceive the EU intelligence community to be a network of strong connections that supports the intelligence needs of the EU? What main obstacles and enablers do you distinguish?</i>					
Macro Level	1st Order Codes	2nd Order Themes	Aggregated Dimensions	Semantic explanation	Interview
	Workforce composition	Size of the network	Network Complexity	• The size of the European intelligence network is considerable. It holds many services ad officers. • The diversity of the European intelligence network is overwhelming. It hampers network connectivity and makes communications difficult. • On a multilateral level, relations are complicated. Participating countries bring a multitude of legal and functional caveats - as well as many (bureaucratic) interests - to the table.	6, 8, 10, 11, 22, 36, 44
	Number of services				1, 3, 4, 9, 18, 22, 35, 38, 44
	Repeated interaction				
	Compatibility	Diversity of the network			6, 12, 19, 20, 27
	Differing backgrounds				
	Keeping track				
	Clubs	Operational focus	Clusters of Cooperation	• European intelligence is a small world, despite its size and diversity. • The European intelligence network contains operational clusters of cooperation that vary in size, composition and connections.	8, 16, 17, 18, 31, 36, 44
	Exclusivity				1, 4, 8, 12, 17, 25, 29, 35, 36, 44
	Intensity				

	Distance between actors	Density of the network		• These differ substantially in their internal dynamics, as well as in their connections with other clusters. • Operational clusters bring in additional sensitivities and complicate trust relations in the broader European intelligence network. • Perceptions differ on what the exclusive dynamics of clustered cooperation mean exactly for an inclusive (multilateral) organization like the EU.	1, 6, 16, 18, 26, 33, 35, 36, 38
	Selective connections				7, 15, 18, 38, 44
	Sensitivities				3, 5, 8, 9, 17, 19, 26, 31, 36, 38, 42
Dependency	Role and position	EU Centrality	• Intelligence for the EU is mainly being done outside the EU. • Safeguarding European security through intelligence support is first and foremost an activity by national intelligence services; the aim of intelligence cooperation in the European Union is ambiguous and accordingly so is the role of SIAC. • National intelligence services expect little from EU intelligence cooperation.	1, 3, 5, 6, 7, 19, 31, 37	
Capabilities				4, 12, 13, 24, 30, 34, 44	
Legitimacy					
Maturity					
Political project					
Mandate					
Sovereignty	Added value			2, 11, 16, 22, 24, 25, 28, 34, 35, 36, 40, 43	
NATO					
Returns					

Appendix D: Density of Interview References

In this research, respondents are cited when they specifically address the topic in the section at hand. Displayed quotations are used on themes where respondents were particularly curt, pronounced or emotional. In addition, they serve the purpose to illustrate or underline the argument made in the section. The table below shows a systematic overview of all these references. This is not a full representation of all the data provided by respondents, as it does not include indirect references and contextual data. It does provide an insight in the parts considered most important by respondents themselves, as these references are the result of a semi-structured interview and an open conversation. Respondents were left in the lead as much as possible. In addition, it is a case in point for the spread of attention between these topics. It provides an additional internal check on the credibility of this study.

The divergence in references appears a normal effect of the open method of data collection. Apart from some outliers, few references per respondent deviate more than 50 percent from the average number of references. Most travel within a 25 percent range. Excluding the outliers does little to change the average. The density of referencing does not show a personal bias on the part of the researcher. For example, some respondents will be more predisposed to firm statements than others, making it tempting to have used more of their input. Moreover, it could have been the case that interviews done in Dutch were the dominant one in the thesis. Yet, no such patterns were noted. It appears that later interviews produced slightly more direct references than early ones. This might be caused by the researcher getting more into doing the interviews and the increasing availability of reference material and potential follow-up questions.

Overall, the references show an even spread of responsiveness on the topics addressed in the various chapters and sections of this study. Within each of the issues addressed there is a wide coverage by respondents. The conversational style grants room for a respondent to touch some topics and ignore others. Therefore, the references are an indicator for the relative importance respondents attach to certain topics; an insight in what is on their minds. Of course, their backgrounds and current roles and positions play an important role in the issues they stress. Nevertheless, at the same time they are the subject-matter experts on those same topics. This makes it all the more interesting to note the increasing response on ability, integrity and benevolence respectively.

	6.2	6.3	6.4	7.2	7.3	7.4	8.2	8.3	8.4	
Interview 1	5	2	1	8	5	0	5	0	0	25
Interview 2	2	1	1	2	2	2	12	5	1	28
Interview 3	4	0	0	6	7	1	7	8	2	35
Interview 4	3	0	1	4	1	0	4	1	1	15
Interview 5	3	3	0	0	0	0	6	1	0	13
Interview 6	4	2	1	0	1	3	2	3	2	18
Interview 7	2	1	2	5	3	0	14	4	4	34
Interview 8	5	0	0	4	1	2	2	1	2	17
Interview 9	2	1	4	5	2	5	2	2	7	29
Interview 10	1	0	1	3	2	4	8	6	9	34
Interview 11	2	0	0	3	3	4	6	2	11	31
Interview 12	6	2	1	7	2	3	2	6	3	31
Interview 13	1	0	0	2	0	0	8	1	7	19
Interview 14	0	2	2	5	5	4	2	6	5	31
Interview 15	1	4	3	4	1	5	7	8	12	46
Interview 16	3	5	5	3	5	11	1	5	4	42
Interview 17	4	6	5	4	3	2	10	5	3	42
Interview 18	6	2	4	8	4	12	4	3	15	57
Interview 19	3	2	3	6	7	1	7	6	7	41
Interview 20	1	0	6	5	2	5	6	2	8	35
Interview 21	0	0	2	2	4	4	0	1	3	16
Interview 22	3	4	3	3	1	4	5	6	8	37
Interview 23	0	5	1	8	4	6	4	1	5	34
Interview 24	3	3	5	0	5	1	5	8	7	37
Interview 25	2	4	3	3	8	3	8	5	8	44
Interview 26	2	1	3	5	2	2	5	10	10	40
Interview 27	1	9	2	3	2	0	7	4	5	33
Interview 28	2	1	0	4	3	5	2	6	10	32
Interview 29	1	3	1	4	8	2	3	12	3	37
Interview 30	1	2	5	7	7	8	10	8	11	58
Interview 31	4	4	1	10	5	0	5	3	3	35
Interview 32	1	2	1	8	3	4	5	3	8	34
Interview 33	3	2	1	2	0	1	6	1	6	22
Interview 34	3	1	1	3	5	4	5	6	5	33
Interview 35	4	0	0	5	0	2	1	2	13	27

Interview 36	4	5	6	7	11	6	13	17	12	81
Interview 37	0	3	3	4	1	3	4	10	12	40
Interview 38	4	1	2	7	8	4	1	3	9	38
Interview 39	0	2	1	2	2	0	6	5	11	29
Interview 40	1	4	1	3	10	7	3	9	7	45
Interview 41	0	1	1	3	4	2	1	3	7	22
Interview 42	1	3	0	5	9	2	8	9	3	40
Interview 43	3	3	3	2	8	2	6	6	6	39
Interview 44	6	4	4	4	10	4	5	5	4	46
Total per Section	107	100	90	179	176	140	233	219	279	
Total per Chapter	297			504			730			
Total	1531									

Appendix E: Aggregated Perceptions of Ability in EU Intelligence Cooperation

International	On the macro level, perceptions of ability contribute <i>negatively</i> (-) to social relations and trust in the EU intelligence system. The European intelligence network is a sparse policy network where functional divides pose an obstacle to familiarization and reputation building: • The complexity of the network is considerable in terms of size and diversity; • It consists of multiple, dispersed clusters for operational cooperation; • The EU is only one of these clusters and not the most important one.
Interorganizational	On the meso level, perceptions of ability contribute <i>negatively</i> (-) to social relations and trust in the EU intelligence system. EU intelligence organizations suffer from low familiarity and poor reputations that are partly caused by operational ignorance: • SIAC is not a central actor in a network dominated by intelligence services; • Inadequate connections and procedures lead to weak connectivity with these services; • The EU intelligence organizations' reputation is generally low, although somewhat better among those with experience inside.
Interpersonal	On the micro level, perceptions of ability contribute <i>positively</i> (+) to social relations and trust in the EU intelligence system. Individuals play an invaluable role as boundary-spanners between intelligence services and EU intelligence organizations: • SNEs know the network and are able to navigate the complexity within it; • They are the every-day connect and use their dual position to broker information; • They use their personal reputations to make up for organizational deficits.
	In sum, perceptions of ability contribute negatively (-) to social relations and trust in EU intelligence cooperation.

Appendix F: Aggregated Perceptions of Integrity in EU Intelligence Cooperation

International	On the macro level, perceptions of integrity contribute <i>negatively</i> (-) to social relations and trust in the EU intelligence system. There is no universal frame for cultural recognition within the entire system. An overarching occupational culture of intelligence exists that bolsters trust, but one that seems at odds with the organizational culture of the EU. In addition, respondents still perceive many national differences between them that hamper cooperation: • It appears that the idea of a common European culture is of limited eloquence. Differences in national culture hamper cooperation; • The intelligence profession holds a recognizable and acceptable culture in its own right that helps cooperation among its practitioners; • The organizational culture of the EU and the occupational culture of intelligence seem at odds in terms of principles. It causes distrust.
Inter-organizational	On the meso level, perceptions of integrity have a <i>moderate</i> (+/-) effect on social relations and trust in the EU intelligence system. There is no common code of conduct within SIAC that all know or abide to. Although there is some professional recognition among intelligence analysts, this is mitigated by a fragmented organization divided by subcultures: • Feelings of shared professionalism grant a collectivity to EU intelligence practitioners that the EU organization cannot. SIAC has a higher cultural compatibility with intelligence than the wider EU; • SNEs in SIAC are seen to abide to a baseline of professional intelligence principles, but there is a cultural rift with EU civil servants working there; • Within SIAC a variety of intelligence subfamilies come together, causing tension.
Interpersonal	On the micro level, perceptions of integrity contribute <i>positively</i> (+) to social relations and trust in the EU intelligence system. The setting of EU intelligence organizations provides an excellent opportunity for a subjective test of behavioral integrity, allowing individuals entrance into the in-group based on personal qualities: • The setting of EU intelligence provides a closed locus for opening up in which SNEs can show their experience and expertise; • Individual integrity can be proven beyond the first step of stereotyping. Trust can be developed from small tokens to larger gestures; • Opportunities for (informal) behavioral testing can provide reasonable expectations on the spot.
	In sum, perceptions of integrity have a moderate (+/-) effect on social relations and trust in EU intelligence cooperation.

Appendix G: Aggregated Perceptions of Benevolence in EU Intelligence Cooperation

International	On the macro level, perceptions of benevolence have a <i>moderate</i> (+/-) effect on social relations and trust in the EU intelligence system. A selfish solidarity exists in the EU intelligence system. Member State interests still dominate. Yet, growing prominence of the EU as a security actor, as well as outside threat, stir lenience towards partners. In addition, there is a growing sense of a collective identity that helps cooperation: • Transnational solidarity in itself seems to mean little to practitioners in EU intelligence. National interests still dictate much of the ideas about (lack of) benevolence; • Nevertheless, more and more EU solidarity is becoming a matter of enlightened self-interest for members; a necessity in the face of growing institutions and outside threat; • The EU intelligence community is growing towards each other and has been doing so for the last decades already. Feelings of encapsulated interest give way to a sense of mutual belonging and benevolent burden-sharing.
Inter-organizational	On the meso level, perceptions of benevolence contribute <i>positively</i> (+) to social relations and trust in the EU intelligence system On a working level, especially on the inside of the organization, intelligence practitioners are teaming up to get a job done that in their eyes only they can do: • Feelings of interdependency create increasing commitment to EU intelligence. Practitioners consider the EU structures hardly the place for competition and rivalry; • Cohesion between civilian INTCEN and military EUMS INT is still limited, but respondents combine a - relatively abstract - notion of a common EU identity, with a shared narrative of what it means to do intelligence in this setting; • A team spirit exists that bolsters benevolence, especially within the production teams.
Interpersonal	On the micro level, perceptions of benevolence contribute <i>positively</i> (+) to social relations and trust in the EU intelligence system. In the EU intelligence system, affective relations are very much personal relations. Emotional bonding between intelligence officers in the EU helps them in their task accomplishment. It opens the floor to sociability, likeability and fairness in interaction. • Affective relations on the individual level are seen to ease cooperation practices considerably. When it comes to social events and socializing, the multilateral format is seen as an advantage; • Personal attraction determines the success of relations, and with it part of EU intelligence cooperation. Likeability serves as an instrument for the selection of partners and the intensity of interaction; • A degree of secrecy barely hampers the cooperative mindset between SNEs. Paradoxically, practitioners consider openness and the expectation of fairness key components of successful cooperation in the EU.
	In sum, perceptions of integrity have a positive (+) effect on social relations and trust in EU intelligence cooperation.

Appendix H: Multilevel Trust Perceptions in the EU Intelligence System

	Ability (Normative)	Integrity (Normative)	Benevolence (Affective)	Aggregate
Level	International On the macro level, perceptions of ability contribute <i>negatively</i> (-) to social relations and trust in the EU intelligence system. The European intelligence network is a sparse policy network where functional divides pose an obstacle to familiarization and reputation building.	On the macro level, perceptions of integrity contribute <i>negatively</i> (-) to social relations and trust in the EU intelligence system. An overarching occupational culture of intelligence exists that bolsters trust, but one that is at odds with the organizational culture of the EU. In addition, respondents still perceive many national differences between them that hamper cooperation.	On the macro level, perceptions of benevolence have a <i>moderate</i> (+/-) effect on social relations and trust in the EU intelligence system. A selfish solidarity exists in the EU intelligence system. Member State interests still dominate. Yet, growing prominence of the EU as a security actor, as well as outside threat, stir lenience towards partners. In addition, there is a growing sense of a collective identity that helps cooperation.	Negative (-) influence of trust on cooperation at the international level.
	Inter-organizational On the meso level, perceptions of ability contribute <i>negatively</i> (-) to social relations and trust in the EU intelligence system. EU intelligence organizations suffer from low familiarity and poor reputations that are partly caused by operational ignorance.	On the meso level, perceptions of integrity have a <i>moderate</i> (+/-) effect on social relations and trust in the EU intelligence system. There is no common code of conduct within SIAC that all know or abide to, although there is some professional recognition among intelligence analysts.	On the meso level, perceptions of benevolence contribute <i>positively</i> (+) to social relations and trust in the EU intelligence system. On a working level, especially on the inside of the organization, intelligence practitioners are teaming up to get a job done that in their eyes only they can do.	Moderate (+/-) influence of trust on cooperation at the interorganizational level.

Interpersonal	On the micro level, perceptions of ability contribute <i>positively</i> (+) to social relations and trust in the EU intelligence system. Individuals play an invaluable role as boundary-spanners between intelligence services and EU intelligence organizations.	On the micro level, perceptions of integrity contribute <i>positively</i> (+) to social relations and trust in the EU intelligence system. The setting of EU intelligence organizations provides an excellent opportunity for a subjective test of behavioral integrity, allowing individuals entrance into the in-group based on personal qualities.	On the micro level, perceptions of benevolence contribute <i>positively</i> (+) to social relations and trust in the EU intelligence system. In the EU intelligence organizations, emotional bonding between intelligence officers in the EU helps them in their task accomplishment. It opens the floor to sociability, likeability and fairness in interaction.	Positive (+) influence of trust on cooperation at the interpersonal level.
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Aggregate	In sum, perceptions of ability contribute <i>negatively</i> (-) to social relations and trust in EU intelligence cooperation. • Reputations matter enormously in intelligence cooperation and the reputation of the EU in this respect is poor, in part due to a lack of familiarity. • Lacking, or even distorted, knowledge about partners and the EU in general hampers intelligence cooperation.	In sum, perceptions of integrity have a <i>moderate</i> (+/-) effect on social relations and trust in EU intelligence cooperation. • Professional norms and standards are important and intelligence personnel in the EU is regarded as holding largely the same occupational culture. • Limitations in professional recognition of partners from different subcultures still narrow down cooperation.	In sum, perceptions of benevolence have a <i>positive</i> (+) effect on social relations and trust in EU intelligence cooperation. • Goodwill is upholding cooperative behavior in the setting of the EU, based on a common cause and common identity. In the absence of a formal obligation, the moral obligation to contribute to some extent replaces considerations of relative gain and enable unequal burden sharing. • The increasing willingness to embrace the interests of other partners in the EU community as their own greatly helps cooperation there.	
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