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## ANNEX A STATEMENT OF WORK

**TITLE OF WORK:** TOWARDS A THEORY OF ANSA STRATEGIC DECISIONMAKING: REVIEW OF THE RELEVANT SCIENTIFIC LITERATURE

**SHORT TITLE:** ANSA STRATEGY LITERATURE REVIEW

### 1 SCOPE

#### 1.1 Purpose

Defence R&D Canada – Toronto (DRDC Toronto) requests services for the support of research aimed at advancing understanding of the strategic roles of Armed Non-state Actors (ANSAs) in the context of persistent social conflict within fragile or failing states. Specifically, the purpose of this Contract is to support *Phase 1: Conceptual Development* of the Work Plan for the Technology Investment Fund (TIF) Project entitled “A Conceptual Framework for Understanding Armed Non-state Actors (ANSAs): Strategic Roles and Operational Dynamics” (Project Code 10ad08), by delivering an integrative review of the relevant scientific literature as outlined below.

#### 1.2 Background

In simple terms, the goal of this TIF Project is to shed some light upon what ANSAs do and why they do it, situating this behaviour and intent in the broader historical and cultural circumstances of chronic social conflict. To this end, we will develop and validate a conceptual framework to guide the generation and organization of knowledge with respect to the key strategic roles of ANSAs – broadly speaking, as instigators and perpetrators of political violence, or, alternatively (or often simultaneously), as active participants in conflict resolution processes. This framework will serve as the theoretical basis for subsequent development of an integrated (operational- and strategic-level) knowledge management tool to assist the Canadian Forces (CF), *inter alia*, in the production of combat and strategic intelligence in support of future Peace Support Operations (PSOS) and Counterinsurgency Operations (COINOPS) in fragile or failing states.

### 2 REQUIREMENTS

#### 2.1 Integrative Literature Review

The required **Integrative Literature Review (ILR)<sup>2</sup>** will systematically identify and critically assess scientific literature of relevance to elaborating a theory of ANSA strategic decisionmaking. It will evaluate

<sup>2</sup> For a summary of the ILR process, see Russell, C.L. (2005), An overview of the integrative research review, *Progress in Transplantation* 15(1): 8-13. The classic work in this field is Cooper, H.M. (1998), *Synthesizing research: A guide for literature reviews* (3<sup>rd</sup> ed.) Thousand Oaks, Calif.: Sage Publications. For an exemplar of an ILR, see Gurney, J. & Tierney, K. (1982), Relative deprivation and social movements: A critical look at twenty years of theory and research, *The Sociological Quarterly* 23(1): 33-47.

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the state of the art of the extant scientific literature, identify gaps in that literature, and suggest future research to fill those gaps. In general terms, an ILR seeks to answer the following questions: (1) What is known? (2) What is the quality of what is known? (3) What should be known? and, (4) What is the next step for research? (Russell 2005). In terms of this Contract, the ILR will focus on naturalistic, analytical and group decision-making approaches considered in the context of team, small group or organizational settings.

The following questions will serve to guide this investigation: How are these approaches defined, both implicitly and explicitly, in the relevant scientific literature? What are the theoretical bases and/or models underlying these approaches? How do they relate to each other, both theoretically and empirically? What conceptual, theoretical and empirical problems have been identified with these approaches?

The required ILR will entail a multidisciplinary approach, with literature from psychology, social psychology and sociology being augmented by texts from group dynamics, organization theory and other relevant disciplines.

## 2.2 TASK 1: Meetings/Training Sessions

### 2.2.1 Start-up Meeting

The Contractor shall prepare for and attend a Start-up Meeting with the Scientific Authority (SA), to be held within one (1) week of the Contract's start date. This Start-up Meeting could be held in person at DRDC Toronto or by video-teleconferencing capacity (VTC). The objective of this Meeting will be to finalize the Work Plan, in cooperation with the the Scientific Authority, encompassing the scope and methods of the investigation – e.g., data collection, evaluation and analysis strategies – as well as the Contract's timelines and milestones. The SA shall maintain the minutes and action log documents for this meeting.

### 2.2.2 Training Session

The Contractor or designated Team Member shall attend a one-day training session, at a date to be agreed with the SA and to be held at DRDC Toronto, at which he/she will be trained in the use of the "Handles" content analysis software program (developed at DRDC Toronto) to be used in compiling the comprehensive bibliography, as documented in Section 2.4.2 below.

### 2.2.3 Progress Review Meeting

The Contractor shall prepare for and attend a Progress Review Meeting with the SA, to be held in the third month of the contract. This Review Meeting could be held in person at DRDC Toronto or by video-teleconferencing capacity (VTC). The objective of the Meeting will be to cover at least the following items:

- The Interim Progress Report (preliminary results of the ILR, problems encountered, etc.), focusing on adherence to the quality assurance standards of the Contract;

- The Contractor's Work Plan for the final period of the Contract (overview of the expected progress for the upcoming period).

The Scientific Authority shall maintain the minutes and action log documents for this meeting.

#### 2.2.4 Final Review Meeting

The Contractor shall prepare for and attend a Final Review Meeting with the SA two (2) months prior to the conclusion of the Contract. The objective of the Meeting will be to cover at least the following item:

- The draft Final Report (final results of the ILR), focusing on adherence to the quality assurance standards of the Contract.

The Scientific Authority shall maintain the minutes and action log documents for this meeting.

#### 2.2.5 Conceptual Development Workshop

The Contractor shall prepare for and attend a Conceptual Development Workshop to be held following the Final Review Meeting, in the seventh month of the Contract. This Workshop will be held at DRDC Toronto. At this Workshop, the Contractor will present the findings of the review to invited participants for feedback and discussion.

### 2.3 TASK 2: Integrative Review of the Scientific Literature

The Contractor shall conduct an integrative review of the seminal or watershed texts – e.g., articles, conference papers, books (or book chapters), monographs, etc. – pertaining to naturalistic, analytical and group decision-making approaches, as well as survey a sample of the most recently published (past 3-5 years) texts further elaborating (theoretically and/or empirically) these approaches. The Contractor will also compile a comprehensive bibliography listing citations of the relevant academic literature in the past five (5) years, using a non-proprietary content analysis software program (“Handles”) provided by the SA.

### 2.4 TASK 3: Reporting

2.4.1 The Contractor will produce an Interim Progress Report covering the research activities completed to date, and the Work Plan for the final period of the Contract.

2.4.2 The Contractor will produce a Final Report including a complete and detailed discussion of the methods and results of the integrative review of the relevant scientific literature. As Cooper (1998) notes, there is no one accepted reporting format or template for an ILR. Therefore, he recommends that the format generally used in primary research – including introduction, methods, results and discussion sections – be adopted for an ILR. This will be the expected general format for the Final Report. In particular, the Report will include a *Key Findings* chapter, specifically addressing the core approaches listed in Section 2.1 above. The Report will also include a *Recommendations* chapter identifying areas where the scientific knowledge base is lacking, and setting out a proposed program of new and innovative

scientific research to address these gaps in the knowledge base as it relates to ANSA strategic decision-making.

### **3 DELIVERABLES**

#### **3.1 List of Deliverables**

The Contractor is responsible for the following deliverables:

1. A revised Work Plan setting out the scope and methods – including data collection, evaluation and analysis strategies – of the ILR as well as the timelines and milestones, as agreed with the SA at the Start-up Meeting; to be submitted to the SA two (2) weeks following the Start-up Meeting.
2. An Interim Progress Report covering the research activities completed to date, and the Work Plan for the final period of the contract, as documented in Section 2.2.3; to be submitted for SA review two (2) weeks prior to the Progress Review Meeting.
3. A draft Final Report, as documented in Section 2.4.2; to be submitted for SA review two (2) weeks prior to the Final Review Meeting.
4. A Final Report, revised as agreed with the SA at the Final Review Meeting; to be submitted to SA at the conclusion of the contract.
5. A Conceptual Development Workshop Presentation, describing the findings of the review; to be presented at the Workshop in the seventh month of the contract. To be submitted to SA at the conclusion of the contract.

### **4 CONDUCT OF WORK**

#### **4.1 Location of Work**

The Contractor will be working off-site and will not require computer access at DRDC Toronto. However, the location of the Start-up Meeting, Training Session, Progress Review and Final Review meetings will be at DRDC Toronto. Other meetings as needed, to be determined with the Scientific Authority, will be held at DRDC Toronto.

#### **4.2 Equipment and Software**

The web-based "Handles" content analysis software program will be installed at DRDC Toronto. Appropriate arrangements will be made to allow the Contractor to access this program remotely for the duration of the Contract. Contractor access to this web-based program will be revoked upon conclusion of the contract.

Solicitation No. - N° de l'invitation  
W7711-098163/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur  
tor031

Client Ref. No. - N° de réf. du client  
W7711-098163

File No. - N° du dossier  
TOR-9-30359

CCC No./N° CCC - FMS No/ N° VME

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#### 4.3 Security

This work is UNCLASSIFIED. The Contractor will not require access to DRDC Toronto Networks.

### 5 **APPLICABLE DOCUMENTS**

The language for all deliverables and all reports is English, and all reports will be in Word format and will conform to DRDC publication standards for Contractor Reports. An Abstract and Executive Summary will be submitted with the Final Report. All deliverables shall be provided on electronic media. Exceptions to these instructions require the approval of the SA. The Contractor shall also identify the PWGSC SOW number under which the work was conducted. The SA will provide the Contractor with publication standards.