

# Between the Military Institution and New Public Management: Analysing Military Outsourcing in Canada, Denmark, and Israel

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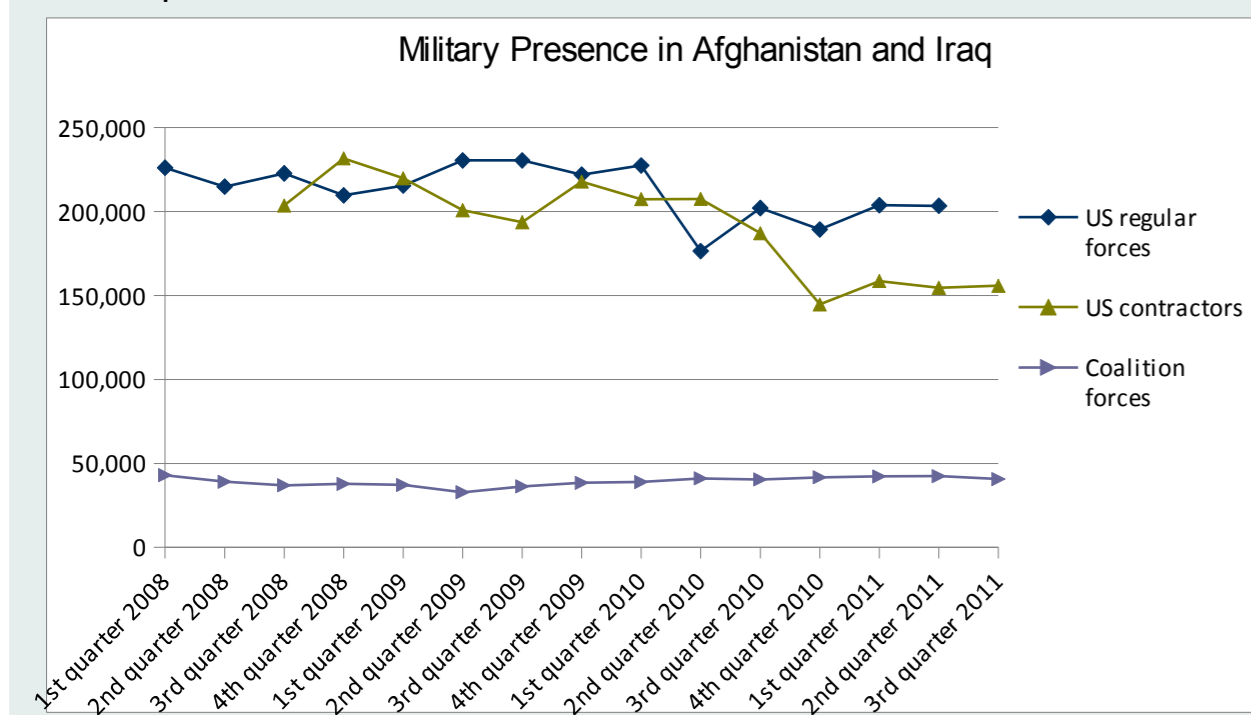
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## Introduction

Research into the privatisation of military functions has focused primarily on the resulting Private Military Contractors (PMCs), their actions, the legal void in which they operate, and on the main military outsourcers: the USA and UK. As a consequence, questions concerning the conditions conducive to military outsourcing and the extent and depth of contracting outside the USA remain largely unanswered. My research therefore explores the underlying rationale and the institutional conditions that can explain which countries outsource military functions, and what type of functions they are willing to outsource. The empirical focus is on the extent of commercialisation in the Canadian, Danish and Israeli armed forces.

## Illustration

US hired military contractors vastly outnumbered the combined coalition forces, and at times even the US regular forces in Afghanistan and Iraq.



## Aim

My research first derives at a typology of countries likely to outsource military functions. This typology is based on two conditions. I then test this typology by looking at the state of military outsourcing in three under-researched cases: Canada, Denmark and Israel.

## Argumentation

The USA and UK have two important features that enable the commercialisation of military functions:

- 1) both states have internalised the 'market paradigm' – the ideas related to neo-liberalism, including market primacy and efficiency, and the subsequent preference of market-based solutions over government;
  - 2) both states have predominantly volunteer, post-modern military organisations oriented towards extra-territorial missions.
- The main argument of my research is that the USA and UK share these features with some, but not all 'Western industrialised states', or 'mature democracies'. Hence, I hypothesise that only states that have both a preference for small government, and a predominantly professional, expeditionary military force will outsource intrinsically military functions.

## Comparative Case Study

### Canada



*New Public Management reforms:*  
Marketisation, market based solutions.  
*Canadian Armed Forces (CAF):*  
Professional, expeditionary.

I expect Canada to treat military outsourcing progressively. This is based on the market oriented New Public Management (NPM) reforms since the Mulroney government in 1984, and the strong humanitarian, expeditionary focus of the CAF. It is known that the CAF paid Xe Services, formerly Blackwater int., for training precision shooting. Likewise, the Canadian Forces Contractor Augmentation Program deserves close scrutiny. I will conduct fieldwork on the CAF Jan – April, 2014.

### Denmark



*New Public Management Reforms:*  
Modernisation, government based solutions.  
*Danish Armed Forces (DAF):*  
Professional, expeditionary.

Outsourcing in the DAF is scares. Contracts are closed for rear support functions only. Early 2012 the DAF outsourced the cleaning, canteen services, and maintenance of the defence estates in Sjælland and Bornholm. Danish outsourcing procedures show much precaution. First, the function must go through an 'optimisation-phase', after which the

benefits of outsourcing are newly assessed. Second, the DAF is always encouraged to place an internal bid. The DAF values public tenders for the efficiency gains reached by means of the process itself, not for the potential outsourcing. I conducted fieldwork in Dec 2012 – Jan 2013.

### Israel



*New Public Management reforms:*  
Marketisation, market based solutions.  
*Israel Defence Force (IDF):*  
Conscripted, defence of national integrity.

The IDF treats outsourcing more progressively than the DAF, but has not outsourced intrinsically military functions. The construction and operation of new bases in the Negev desert is outsourced via B.O.T. contracts, and currently the largest outsourcing. Israel's geo-strategic situation does not allow outsourcing at the front bases. All working at the front bases – incl. cooks and clerks – need to be part of the military command structure. Brig. Gen. (ret.) Maharan Frozenfar told me "had we been in peace with all our neighbours [...] many more things would be outsourced". I conducted fieldwork on the IDF April – June 2013.

## Military Outsourcing

*Intrinsically* military functions are narrowly defined and include:

- training of military skills to nationals, local-nationals and third country nationals;
- intelligence gathering, analysis and strategic planning; and
- provision of protection and security that might require the use of physical force.

This understanding excludes rear support function on the basis that they are not "services *intrinsically* linked to warfare".

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The BTS, a joint endeavour of:

