political planning, Phases II and III may involve mainly military actions and relatively high intensity conflict, and Phase IV can be a transition to politically-controlled activities, for example. Different indicators might be appropriately used during these different phases to reflect military, civilian, and other activities.

In the case of the activities of a strategic military staff, each member would generally use their training and experience in different activities and operations to support planning activities. Such individuals would normally be capable of extrapolating from those experiences to create an appropriate level of understanding and knowledge needed to meet the needs and problems associated with the new planning environment. Introspective thought may have permitted a review and analysis of prior events and activities that were initially difficult to understand and the creation of more appropriate perceptions as well as new levels of understanding and knowledge.

The creation and use of models and simulations such as for example the use of SimNet technology by the University of Central Florida to create a representation of the battle of 73 Easting in Operation Desert Storm can provide new insights for military planners and others. Computer-based models can provide an environment for reviewing actual operations and assessing the impact of changes in the planned deployment and use of military and civilian assets on the overall outcome of those operations.

INDICATORS AND THEIR USE

Indicators are developed in many organisations and used for many different purposes. Each of those organisations exists in different environments and cultures and work in different contexts to solve specific types of problem. It is therefore important to develop indicators that represent properties of interest to the organizations themselves. Indicators not for performance of the organisation but indicators of the effect an action the organisations is doing. In this paper two sets of indicators will be outlined. One of these indicators was developed by The Commission of the European Union to represent levels of conflict, the other presented by The Columbia International Affairs Online to provide an indicator-based checklist for post-conflict recovery. Information will also be provided on indicators that are based on the properties of dynamical systems.

Indicators can relate to real or abstract properties or entities. The use of abstract indicators may cause difficulty when attempts are made to use them during rapidly changing crises or in conflict-related actions where there is little time to understand the nature of the constructions used in the formation of abstract indicators. Military actions in phase II&III may cause disruption in societal processes that do not respond within the timeframe needed if Military control was of interest. Social processes that take long time to restore during Phase IV operations.

It should be pointed out that some controversy exists with regard to the development and use of indicators. As an example, Dr. Birger Heldt at the Peace and Conflict Research Centre at Uppsala University claims that according to his research all definitions (with the exclusion of indicators based on the properties of systems dynamics) are generally poor approximations of reality and are not well suited for statistical research analysis. This could create problems for those asked to give advice on the development of indicators to support anti-terrorist