



**Civil – Military Co-operation Centre of
Excellence**

CIMIC Field Handbook

Foreword

The main purpose of this handbook is to provide a tactical reference for personnel involved in CIMIC operations, across the full spectrum, up to and including brigade level. The secondary purpose is to create awareness for those organisations and individuals who have a vested interest in CIMIC operations.

The CIMIC field handbook is based on NATO CIMIC principles but does not replace doctrine, pre-deployment training or mission Standard Operating Procedures. It has been designed to provide best practice and experience information, covering a wide range of useful subjects that may be required to guide CIMIC activity during mission deployment abroad. Additional national mission-specific information and training must be provided separately by the participating nations.

The Civil-Military Cooperation Centre of Excellence (CCOE) is grateful for the assistance that was received in the development of this Field Handbook. The information contained in these pages was drawn from field experience, doctrine and publications developed by members of the armed forces of Belgium, Denmark, Germany, The Netherlands, Norway, Poland and the US Maritime Civil Affairs and Security Training Command. Special thanks to Multinational CIMIC Group (MNCG) for its reviews and comments on the basis of its outstanding field expertise, a result of the MNCG's operational concept. The Field Handbook is a product of the CCOE, and neither accreditation nor approval has been sought within the NATO structures.

Our website, www.cimic-coe.org, contains the latest unclassified version of this handbook and many other useful CIMIC references as downloads. Readers are encouraged to forward suggestions for improvement of this field manual to cimicfieldhandbook@cimic-coe.org.

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I. GENERAL INFORMATION

1. The Approach to CIMIC

The civil environment involves a myriad of ethnic, religious, ideological and capability drivers, which require sustainable solutions in societies ravaged by conflicts, disasters or humanitarian catastrophes. Solutions to these serious events are impossible to achieve by military means alone.

In the comprehensive approach¹, NATO CIMIC is the link to the civil environment and the military facilitator. This enables the military to reach the desired end state by co-ordinating, synchronising and de-conflicting military activities with civil actors, thus linking military operations with the civil sector. In the past, the influence of the vast variety of civil contributions to stabilizing a dysfunctional society was neglected by the military. This neglect denied the smooth transition from kinetic heavy to full spectrum stability operations and complicated reaching a status of development where Alliance Forces could leave a re-stabilised area behind.

NATO CIMIC interacts with all parties within a conflict situation. The governing principle behind all of those interactions is to reach the defined and commonly desired end state, for the good of the local population, the civil actors and the Alliance Forces.

In order to maximize success for all parties, it is crucial that all sides fully understand how each partner operates. Military personnel at the tactical level will carry out CIMIC tasks and directly contribute to the military effort as "boots on the ground". The planning of military action demands CIMIC input, as does all other military work within and outside of the mission area. The multiple dimensions of the military art are all influenced by CIMIC, as their focus is on the civil environment.

¹ AJP-9 (A), Chapter 1, 0103 Comprehensive Approach, 2009

Not everything in the military is CIMIC, but without CIMIC the comprehensive approach will fail. CIMIC's contribution and influence has to be visibly present at all levels. CIMIC is not a stand-alone-tool to win the war, but enables all contributors within a comprehensive approach to win the peace!

1.1. Definition – The NATO definition focuses on the military mission

CIMIC is

"The coordination and cooperation, in support of the mission, between the NATO Commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organisations and agencies."

UN Definition

The UN refers to Civil-Military Coordination (CMCoord) as "the essential dialogue and interaction between civilian and military actors in humanitarian emergencies that is necessary to protect and promote humanitarian principles, avoid competition, minimize inconsistency, and when appropriate pursue common goals. Basic strategies range from coexistence to cooperation. Coordination is a shared responsibility facilitated by liaison and common training".

EU Definition

"Civil-Military Cooperation (CIMIC) is the coordination and cooperation, in support of the mission, between military components of EU-led Crisis Management Operations and civil actors (external to the EU), including national population and local authorities, as well as international, national and non-governmental organisations and agencies."

US Model

Those military operations conducted by civil affairs forces that (1) enhance the relationship between military forces and civil authorities in localities where military forces are present; (2) require coordination with other interagency organisations, intergovernmental organisations, non-

governmental organisations, indigenous populations and institutions, and the private sector; and (3) involve application of functional specialty skills that normally are the responsibility of civil government to enhance the conduct of civil-military operations. Also called Civil Affairs Operations (CAO).

1.2. Application

Four further factors condition the application of CIMIC:

- CIMIC staffs are fully integrated into the commander's HQ, have full vision of and are authorised to coordinate CIMIC activities and CIMIC field work in the area of responsibility (AOR).
- CIMIC activities form an integral part of the Commander's plan, contribute to his mission, are related to implementing the overall strategy and contribute to achieving a stable and sustainable end-state.
- In the wide range of coexistence in the civil-military engagement space, NATO forces can, as a last resort, within their means and capabilities, accommodate and support the activities of civil actors.
- CIMIC activities are carried out with a view to timely transition of responsibilities to the appropriate civil organisations or local authorities.

1.3. The Purpose of CIMIC

The immediate purpose of CIMIC is to interact on behalf of the NATO commander with civil actors on CIMIC issues at the appropriate level within the area of operations in order to accomplish the mission. The overall purpose of CIMIC is to create and sustain conditions that will contribute to the achievement of objectives within the overall mission and to the implementation of a successful military exit strategy.

In meeting this purpose, CIMIC staff will:

- Liaise with civil actors at the appropriate level and de-conflict when necessary in overlap situations.
- Identify and share common goals with civil actors.
- Engage in planning with appropriate civil actors before and during an operation, evaluate their findings afterwards and develop lessons learned and best practises.
- Work in an integrated manner with other staff branches on all aspects of operations.
- Carry out continuous assessments of the civil environment, including local needs and capability gaps in order to identify the extent of any vacuum and how that vacuum might be filled.
- Work towards a timely and smooth handover of civil responsibilities being carried out by the military to the proper authorities as early as possible.
- Advise the Commander on all of the above.

1.4. The Core Functions of CIMIC

Civil-Military Liaison

Civil-Military Liaison entails establishing and maintaining liaison with civil actors at the appropriate levels, in order to facilitate coordination, cooperation, information sharing, integrated planning and conduct of operations.

This includes:

- Timely identification of relevant actors.
- Development of a liaison structure (standardised and frequently updated)
- Organisation of the information flow.

Support to Civil Actors

Support to civil actors can involve a wide range of military resources: information, personnel, materiel, equipment, communications facilities, specialist expertise or training. It will generally only take place where and when it is required to create conditions necessary for the fulfilment of the military mission and/or because the appropriate civil authorities and agencies are unable to carry out the task.

A staggered approach to support to civil actors could be as follows:

- Enabling support by means of capacity building.
- Support by means of capacity sharing.
- Support of the civil environment with military assets (as a last resort).

Support to the Force

CIMIC plays a pro-active role by contributing to planning and by participating in operations. Activities could include:

- Providing an assessment of the Civil Situation Picture.
- Promoting force acceptance.
- Facilitating access to civilian resources, when needed.

Do not forget your cultural awareness training!

2. CIMIC Assets – Capabilities and Competences

The following chapter will introduce the various CIMIC elements found in mission areas and explain their tasks and what can be expected of them.

2.1. Operational Focus

Depending on the nation and the mission, CIMIC can vary as can the specific tasks of the CIMIC Support Unit (CSU); the staff elements (J-9); other dedicated CIMIC elements set up by national or multinational commands; or even other military personnel within combat and combat support troops contributing to CIMIC without any specific CIMIC Training and Education. However, most military organisations follow the same rules and principles and, with some background knowledge, proper assumptions can be made. The standard structures extracted from the NATO CIMIC Capabilities/Statements and directly linked to the NATO Force Goals are as follows:

- CIMIC Staff Elements
- CIMIC Group
- CIMIC Support Units
- Functional Specialists

2.2. CIMIC Staff Elements

Depending on the level and the composition (national/multinational) of the staff element, the CIMIC Division/Branch can be called either S/G/J/CJ-9. The strengths of such CIMIC Divisions will differ considerably but will, in general, consist of a Division Head (J-9, ACOS J-9 etc.), an Operational Branch, a Planning Branch and a Liaison Branch. The main task of the CIMIC Branch is to support the Commander with accurate and timely advice and assessments as well as

plan CIMIC operations in order to support and achieve the mission goals. In complex operations, it is extremely important that the J-9 and his division are involved in the Operational Planning Process and are in constant dialogue with the other branches in order to avoid redundancies. Depending on the composition of the forces and the mission, the J-9 may have CIMIC Elements deployed in the field for support.

Get to know where you fit in to the organisation

2.3. CIMIC Group

The CIMIC Group consists of CIMIC Group Headquarters and the Headquarters Company. The CIMIC Group HQ consists of a command group with various advisers and a staff representing all the disciplines which are present in a joint command, beginning with Personnel up to the Administrative Branch, via the Legal Adviser and other actors. In addition, CIMIC Deployable Modules, CIMIC companies and a pool of functional specialists can also be deployed. The deployment of a full CIMIC Group will not be sustainable over extended periods of time and not achieve an optimum balance between elements capable of deploying rapidly and maintaining the capability to act in the full spectrum of operations.

2.3.1. CIMIC Deployable Module (DM), alias Implementation Detachment

Normally made up of staff personnel, equipment and vehicles, the Deployable Module (DM) can respond in the three main areas of CIMIC activities: Operations, Planning and Liaison. Being a mission and situation-tailored manning system, the figures of personnel involved can consequently vary, according to the theatre of operation. Besides transportation and C2 capabilities for its own personnel in theatre, necessary for performing operational duties, the DM will not be logistically autonomous or it will have a minimum logistical capacity.

Owing to the required lightness and rapid deployment capability, it has to be real-life supported.

The CIMIC DM can be used in substitution of the CIMIC group headquarters. It is smaller in size, but, in principle, has the same purpose concerning the CIMIC core functions, listed at the beginning of the chapter. CIMIC units and a pool of functional specialists can augment it. The DM will be used only if a small element is required in theatre, for example at an early stage of the operation or to sustain an operational level headquarters. It can also be deployed at LCC HQs level. It is to be considered a “plug and play” asset.

**Make sure you know what you are allowed to do
according to your command structure!**

2.4. CIMIC Support Unit

The term CIMIC Support Unit is by no means standardized and was chosen to simplify further explanations. It is most likely that one will find other terms for CIMIC units. A CIMIC Support Unit (CSU) is the CIMIC element that is deployed in the field and is responsible for carrying out all CIMIC-related tasks. The CSU can be a force enabler for a multinational Land Component Command or any national contingent. However, its CIMIC operators must not only be dedicated and skilled for work in complex and volatile environments, but also be able to handle non-CIMIC problems, such as combat situations, accidents or just a flat tyre. The appropriate equipment is of paramount importance, especially when teams are deployed to high-risk areas or patrol together with other units. Depending on the composition of the force, the CSU may be TACON or OPCON to the J-9. Either way, a direct link and close cooperation between the J-9 and the CSU will speed up the decision-making process and improve effectiveness. The CSU itself must be self-sustaining for a certain period of time; must be able to set up and run its own command post and support itself, at least to a certain degree, with POL, food and water and force protection. Prior to the deployment of single teams in

support of other units, the Commander of the CSU, or even the J-9, must arrange real-life support with the receiving unit.

This can be a challenging task, especially in a multinational environment. The composition of the CSU itself can vary greatly and not all of the teams mentioned below will be part of an actual CSU or may have different names. However, at least a number of these elements will be found in a CSU:

**Female CIMIC personnel will enhance your
overall mission effectiveness.
e.g. in accessing the population!**

2.4.1. Command Post Team

Depending on the size, composition and the set-up of the CSU, the unit may have its own command post (CP) from where the daily patrols start, movement control is carried out and all briefings are given. Depending on the mission (static or mobile), the type of shelter (tents, containers etc.) used for the CP can be important. In the case of a mobile CP, extra transportation and personnel have to be taken into account. In general, a CSU, unlike many other units, does not deal with mostly restricted information. However, visitors from civil organisations and interpreters have to be accommodated in a way that denies them access to restricted data. The Command Post needs proper manning to conduct all tasks:

- Movement control (if not provided by another unit or when radios are not interoperable).
- Preparation of reports, sit reps and briefings.
- Updating of the civil/tactical situation on maps and charts.
- Preparation of an infrastructure overlay.
- Preparation of a critical infrastructure overlay.
- Preparation of/contribution to a hazardous facilities overlay.
- Preparation of/contribution to a protected target overlay.
- Briefing/de-briefing of patrols/teams.

- Research of open sources.
- Documentation of projects and other tasks.
- Establishment and maintenance of a database for organising information/projects.
- Organisation of a battle rhythm for operators and interpreters.

Owing to the fact that CIMIC missions very seldom take place after sunset, it may not be necessary to cater for a nightshift for manning the CP.

2.4.2. CIMIC Recce Team

The main tasks of the Recce Team are to patrol the Area of Operations (AOO), either alone or in cooperation with other units; to deploy to certain locations on the request of other units/locals/senior command in order to verify and collect (additional) information about the civil situation or possible CIMIC-related tasks/projects; and to contribute to all assessments (e.g. Village and District Assessments).

In terms of the Comprehensive Approach, the collected information will also be useful for the international community and is the basis for depicting the Civil Situational Picture. CIMIC reconnaissance includes as a basic principle the following areas of interest:

- Living conditions.
- Humanitarian situation.
- Critical infrastructure and sensitive areas.
- Political and legal situation.
- Cultural situation.
- Economic situation.

The reconnaissance basically follows the following steps:

- Preparation
 - + Assessment of the required information with regard to area, time, forces and the security situation.

- + Evaluation of already available information, also third-party.
- Execution
 - + Conducting the conversation as planned.
 - + Responding to unexpected discussion topics only at your level of competence without creating expectations.
- Debriefing
 - + Writing a reconnaissance report, to include assessments and recommendations.
 - + Forwarding the report to the responsible CIMIC-staff elements.

Due to the fact that these teams may be required to patrol jointly with a Battle Group (BG) in high-risk areas, the team members should not only be skilled CIMIC operators but should also be able to perform basic military skills. Equipment, weapons, vehicles, radios and other devices should also be up to the task. It is of vital importance that the Recce Team links up with the supported unit a minimum of one day prior to the patrol task in order to align battle drills.

Every Soldier is a Rifleman!

2.4.3. CIMIC Liaison Team (CLT)

As a matter of principle, the Liaison Team should be able to perform the same tasks and show the same competence in non-CIMIC skills as a Recce Team. However, the main task of a Liaison Team is to establish and maintain contact with representatives of the local population, such as mayors or the chiefs of police. The CLT should strive to establish relationships with the IO/NGO/GO community. It is of the utmost importance for a CSU/J-9 to make sure that the outside contacts are continuously visited by the same CIMIC operators, in order to establish rapport and gain the necessary personal trust. (CIMIC TTP 1)

2.4.4. Project Management Team (PMT)

The PMT will staff and manage potential projects. Upon approval the PMT will execute, monitor and document the entire project process.

(See Chapter II.5, CIMIC TTP 5)

2.4.5. CIMIC Centre Team

The main task of the team is to run the CIMIC Centre (CC). However, one of the team's most time-consuming jobs will be the validation of civilian requests for support and the prioritisation of assistance efforts, while eliminating duplication of efforts. The information that is collected is an important piece of the overall civil situational picture. (See Annex 7, CIMIC TTP 4)

2.5. Functional Specialists (FS)

Functional Specialists are to be employed wherever their expertise is needed in support of the mission. They are employed to carry out specific tasks that have been identified through the assessment process. Their number and area of expertise will vary according to both need and availability. Functional Specialists can be either military or civilian and will only be employed for the duration of the specified task.

Fields of expertise can be in the following areas:

- Civil Administration (including: Government Action, Legal, Education, Medical Affairs, Safety and the Environment).
- Civil Infrastructure (including: Communications, Transport, Emergency Services and Public Works).
- Humanitarian Affairs (including: Refugees, Medical and Humanitarian Affairs).
- Economy & Employment (including: Economic Development, Food and Agriculture, Industry and Trade).
- Cultural Affairs & Education (including: Archives, Monuments, Arts, Religions and Language).

Functional Specialists should complete the basic training. Without an adequate understanding of what CIMIC stands for, functional specialists will not possess the profile necessary for CIMIC field work.

2.6. Military Forces in Direct Support of CIMIC

Non-CIMIC military forces (Combat and Combat Support Forces) can be employed in direct support of CIMIC field work (e.g. protection, reconstructing infrastructure, medical support and capacity building). Their employment requires guidance by CIMIC personnel.

2.7. CIMIC Operator Capabilities and Competences

The CIMIC Operator must be proactive to facilitate full integration in the working environment. This includes understanding the policies and procedures of the supported commander.

Cooperation with other Branches

You must be able to cooperate throughout the whole spectrum of other military components, such as Information Operations, Public Affairs, Intelligence, Planning, Operations, Knowledge Management, Communications, Logistics, Military Police, Engineers and Medical components (See Chapter II.2).

CIMIC is an integrated capability!

CIMIC Planning and Assessments

You should be able to plan, execute and continually assess CIMIC activities and to sketch and assess the civil situation according to CIMIC Planning (See Chapter II.3).

Project Management Features

You must be able to manage projects and programmes. That might include financial management according to your national or other additional multinational mission procedures, constraints and requirements (See Chapter II.5).

Reporting Skills

You have to be able to prepare comprehensive reports in accordance with your supported Commander. You might also be required to report via your national channel(s). Be aware that you are going to collect huge amounts of data. It is your responsibility to be concise in your reporting skills in order to get the essential message through (See Chapter II.4).

Language Skills

You must be very proficient in English (SWRL 3333) in order to be able to operate in an international environment. Local language skills are desirable but could be difficult to achieve.

Cooperation with the Media

You have to be able to deal with the media, be it local or international. Guidelines will be provided by the Public Affairs Office of national or international Commands.

Make sure you know your message!

Cooperation with Civil Actors

You have to be familiar with the national and international organisations deployed and working in the same mission area (See Chapter II.7).

Mindset

As a CIMIC operator, you will deal with civilians from many different cultures working together in one mission area. To cooperate with them, you need not only common sense but also the ability to adapt quickly to their way of thinking and working. Without this ability, you will never be able to operate effectively.

**Frustration is a two-way street!
Be prepared...**

Remember: *You are often the first line in establishing relationships with the local community. You represent your country as an ambassador. Your individual actions will have consequences (good and bad). **Be yourself.***

2.8. Force Protection and Security

Remember: Don't forget your national training – it is your first line of defence!

- **Wherever and whenever you are conducting CIMIC, watch your back!**
- **Do your five-meter and twenty-meter checks!**
- **Have situational awareness - always expect the unexpected!**
- **Do not think it will not happen to you!**
- **Prepare for the worst scenarios (MED/CASEVAC, IED, etc.)!**
- **Maintain your military bearing!**
- **Study your AOR, its culture, daily routine!**
- **Engage with the local community - “TUNE IN”!**

II. CIMIC IN PRACTICE

1. CIMIC Tasks

The three CIMIC Core Functions encompass a wide range of tasks. The tasks related to the CIMIC Core Functions are applicable throughout the full spectrum of operations, and their priority will be determined by the commander.

CIMIC tasks can be carried out in isolation, such as a single support to the civil environment activity, or simultaneously with other operational tasks.

1.1. General Tasks

CIMIC may typically be assigned the following general tasks:

- Provision of CIMIC support elements to subordinate commands
- Establishment of CIMIC centres
- Execution of the commander's CIMIC plan through the conduct of CIMIC activities

1.2. Pre-operational Stage Tasks

CIMIC may typically be assigned the following specific tasks during the pre-operational stage:

- Provision of assistance in the assessment and planning of contingency plans and exercises
- Provision of advice on the civil conditions and the effect of military operations on the civilian population and organisations, and the effect of the civilian population and organisations on military operations
- Preparation of educational material for the force on the anticipated civil conditions and briefing of staff augmentees
- Carrying out reconnaissance

Transition stage factors should be considered as early as possible!

1.3. Operational Stage Tasks

During the operational stage, CIMIC may typically be assigned the following specific tasks:

- Continuation of the pre-operational stage tasks
- Facilitation of the exchange of information
- Support of the staff in the facilitation of initial contracts and agreements through the appropriate staffs
- Provision of assessments on civilian needs
- Conduct of CIMIC activities
- Set-up and running of CIMIC centres if required

1.4. Transition Stage Tasks

CIMIC may typically be assigned the following specific tasks during the transition stage:

- Continuation of the operational stage tasks
- Coordination of plans for the transfer of responsibilities and functions to civil authorities and agencies
- Coordination of military activities for termination
- Support of the staff in the termination of civil-military agreements
- Analysis and assessment of remaining unfulfilled civilian needs
- Handover of tasks to civilian authorities and organisations

1.5. Additional Tasks (On Order)

Disaster Relief. While emergency services (police, fire, ambulance, rescue) are primarily the responsibility of national governments, military support may be required during disaster relief.

CIMIC coordinates the military planning of disaster relief with the civil authorities, and facilitates the conduct of operations.

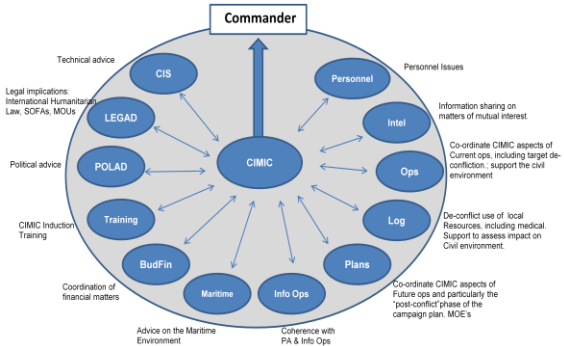
Humanitarian Assistance. This aspect will generally encompass short-term programmes aimed at ending or alleviating human suffering, and is likely to be carried out under the direction of the UN and/or lead agencies. Specific CIMIC tasks may involve coordinating the unity of effort in the provision of medical assistance, distribution of supplies, reconstruction of infrastructure and interaction with civil actors.

2. Cooperation within the Staff

It is your responsibility to advise the Commander on all civilian aspects!

The main task of the CIMIC Branch is to support the Commander with accurate and timely advice and assessments, and to plan CIMIC activities in order to support and achieve the mission goals. It is extremely important that the J-9 and his branch are involved in the Operational Planning Process and are in constant dialogue with the other branches in order to avoid redundancies. In order to mitigate the impact and maximise the effect, close liaison between all branches involved in the civil environment will be necessary. It is important that CIMIC staff remain the focal point for civil-military matters. The Commander has to have a clear Civil Situational Picture on which to base his decision-making.

Example of CIMIC relations to other staff functions:



CIMIC should actively coordinate with all staff elements!

This table suggests possible two-way links that should be considered between branches and the CIMIC focus:

BRANCH	CIMIC LINKAGES
LEGAD	<ul style="list-style-type: none"> • Advice on the legal responsibilities for civilians. • Advice on International Humanitarian Law, Refugee Law and Human Rights Law. • Legal interpretation of Status of Forces Agreements and Memoranda of Understanding. • Assisting in contracts related to CIMIC projects.
POLAD	<ul style="list-style-type: none"> • Also deals with the civil environment. CIMIC staff must have a clear understanding of the relationship with POLAD and of where the boundaries of responsibility overlap; it must be clear who has the lead on issues where the overlap occurs.
Personnel	<ul style="list-style-type: none"> • Emergency burials of civilians (where necessary). • Liaison over real estate for Prisoner of War camps, and burial sites. • Terms and conditions of service for locally employed civilians. • Identification and provision of specialist manpower (e.g. linguists).
Intel	<ul style="list-style-type: none"> • Input to development of joint collection plans: J2 may use information derived from the CIMIC process. CIMIC staff have access to a wide range of personnel on the ground but the use of information gleaned in this way for operational purposes is a sensitive issue. • Input to Area of Responsibility (AOR) management and preparation.
Current Ops	<ul style="list-style-type: none"> • Accounting for the effect of current operations on the civil environment, particularly the population. • Awareness of the effect of the civil environment on a Course of Action (CoA). • Inclusion of civil factors in AOR and route management. • Passage of CIMIC information to and from subordinate HQs.

Plans	<ul style="list-style-type: none"> • The consideration of both short and long-term civil factors that will affect the planning. • Planning of tasks and activities within the civil environment where they become the main effort.
Ops Sp Tgt / BDA	<ul style="list-style-type: none"> • Target suitability and conflict resolution, in conjunction with LEGAD. • Input to short and long-term gain/loss assessment. • Recce possibilities.
Info Ops/ PSYOPS/ PA	<ul style="list-style-type: none"> • Ensure close coordination with Information Operations (Info Ops), Psychological Operations (PSYOPS) and Public Affairs (PA) activities • Input to conduct of Info Ops / PSYOPS in the civil environment.
Engrs	<ul style="list-style-type: none"> • Liaison with Host nation (HN) on Engineer (Engr) matters. • Engr support to tasks and activities within the civil environment, including supervision of civil actors. • Specialist advice to CIMIC staff: Explosive Ordnance Disposal (EOD) awareness.Environmental Considerations. Infrastructure considerations. Technical Advice.
GEO	<ul style="list-style-type: none"> • Assistance in preparing area and thematic maps, products and overlays.
CBRN	<ul style="list-style-type: none"> • Identification of sites (including research facilities) that pose a risk of potential Environmental Industrial Hazard (EIH). • Liaison with CBRN Cell over the impact of an EIH threat on civil actors. • Location of water sources to be used for decontamination purposes.
Log	<ul style="list-style-type: none"> • Marking and policing of routes for military (main supply) or civilian use (e.g. refugee flow). • Host-nation support (HNS)/Civil-Military Resource management. • Possible use of transportation and, where necessary, other resources in support of CIMIC tasks.

Med/ Environm ental Health	<ul style="list-style-type: none"> • Coordination of all activities related to medical support. • Medical Risk Assessments to assess the consequences of potential outbreaks of epidemics for humans and animals.
Plans	<ul style="list-style-type: none"> • Integration of CIMIC into long-term plans, e.g. post-conflict rehabilitation, capacity building and reconstruction.
Comms	<ul style="list-style-type: none"> • Technical advice on Communication Information System (CIS) issues.
Training	<ul style="list-style-type: none"> • Training and theatre orientation of newly arrived staff. • CIMIC Induction training for all staff and units within your AOR.
BudFin	<ul style="list-style-type: none"> • The coordination of financial matters and the execution of CIMIC activities.
Military Police	<ul style="list-style-type: none"> • Supporting NEO (Non-Combatant Evacuation) or in IDPs/DPREs movement control.
Maritime	<ul style="list-style-type: none"> • Provision of advice on maritime considerations specific for CIMIC: <ul style="list-style-type: none"> - Advice on port operations. - Harbour and channel construction and maintenance advice. - Provision of advice on marine and fisheries resources. • Maritime Environmental issues (coastal and intercoastals).
Air	<ul style="list-style-type: none"> • Military may be required to manage airports and airspace, particularly in cases of failed or failing states.

Make sure that YOU are part of the morning leadership meeting!

3. CIMIC in the Planning Process

CIMIC-staff elements contribute significantly to the Operational Planning Process (OPP) at all stages, in accordance with BI-SC Guidelines for Operational Planning (GOP) and the CIMIC Functional Planning Guide (FPG). You provide input for the full spectrum of interaction, consisting of, but not limited to coordination, cooperation, mutual support, coherent planning and information exchange. Your support covers the political mandate, governance, civil stakeholders and the civilian population and results in a comprehensive approach. At the same time you provide information and assessments for the staff on request or if it is relevant for their task. The main products of CIMIC-staff elements are the Civil Situational Picture (CSP) and the assessment of the civil situation.

3.1. CIMIC Planning Tools. The CIMIC planning tool to be used depends on the situation and the level at which the planning is being conducted. There are two broad categories of tools:

- Estimates
- Assessments

CIMIC Estimates

Like all estimates, these are prepared individually or collaboratively as part of the overall operational planning process (OPP) or for a specific CIMIC activity.

CIMIC Assessments. The purpose of a CIMIC assessment is to provide the military commander with a means of examining the status of a specific area. This will assist in the identification of critical shortfalls or capability gaps in the civil environment that may affect his mission, or that of the opposing force or forces.

Area Civil Assessment / Area Study. This must be the baseline prior to any deployment or your starting point in any operation.

Your baseline assessments are of the utmost importance!

Characteristics

The Estimate / Assessment must take the following characteristics into consideration:

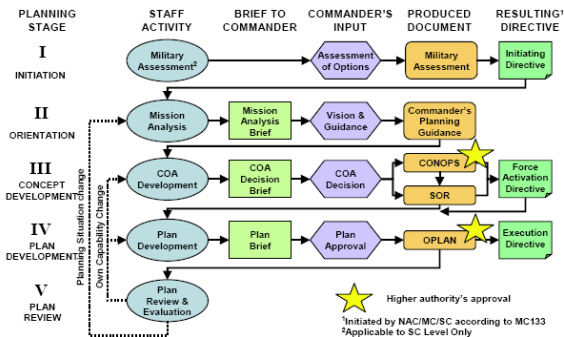
- **Accuracy.** The validity and usefulness of any assessment depends upon its accuracy. If the source of information is questionable, then such concerns must be stated in the assessment. It should be noted that inaccurate information may be more dangerous than no information at all.
- **Consistency.** It is important to apply a consistent approach to the Civil Assessment Process. An absence of consistency will hamper the identification of capability gaps and areas of potential future concern.
- **Timeliness.** To be of any use, the assessment must be conducted in a timely manner and must be synchronised with the overall planning process. If time is limited, it might be necessary to prioritise the information requirements on the key factors.
- **Relevance.** Every effort should be made to establish which factors and what information is relevant. Information that does not have an impact on the mission should not be included in the assessment.

Failure to filter out irrelevant information will blur the overall picture.

- **Continuity.** When concluded, the assessment must be responsive to change and must be continuously updated. In particular, emphasis should be placed on identifying progress and concerns relating to issues of interest.

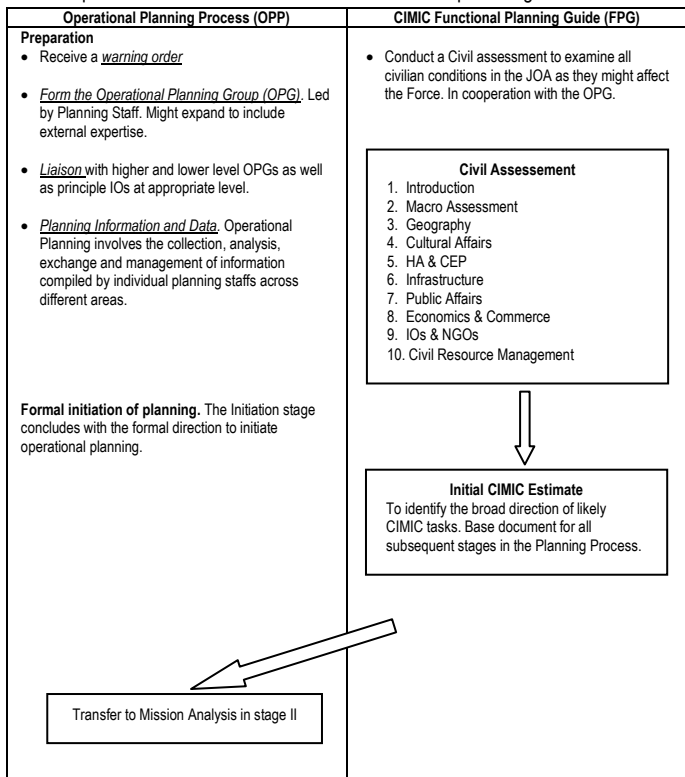
3.2. The Planning Process

Operational Planning Process Overview:



I. INITIATION

At this stage, CIMIC personnel at all levels conduct a Civil Assessment. For your reference and use, there are several formats included in Annex III.1.-1.15. and available on the CD. The result of this process is the Initial CIMIC Estimate (ICE), which aims to present a picture of the overall current civil situation, as a contribution to the common operational picture. It is the baseline document for all subsequent stages.



II. ORIENTATION

The purpose of the Orientation stage is to analyse military and political concerns expressed in the Initiating Directive. It will determine the nature of the problem and confirm the results to be achieved. It will identify what must be accomplished to meet the commander's direction and guidance, to determine the nature of the problem, and to confirm the results to be achieved. Therefore, you have to conduct a Mission Analysis from the CIMIC point of view, in which the commander's mission, intent and desired end-state are examined.

The CIMIC contribution to this analysis is described in the Functional Planning Guide (FPG) and, in principle, comprises the following steps:

1. Situational overview and higher commander's intent
2. Review of restraints and constraints (possible limitations may include key political, cultural, or social factors)
3. Review of assumptions (unknown facts which must be plausible, necessary and realistic, to be the basis for further planning)
4. Overview of exploitable weaknesses (external factors that can be brought to bear on the situation)
5. Identification of Centres of Gravity
6. Comparison of the commander's objectives with those of organisations operating in the AOR in order to identify areas of potential conflict
7. Identification of military capabilities (e.g. availability and training of forces for the conduct of CIMIC activities).

**Measures of Effectiveness (MOEs) and Measures of Performance (MOPs) are developed and refined through the Planning Process!
(See ANNEX III. 4.)**

Other considerations:

- Possible evacuation routes and assembly areas for civilians
- Capability of the HN to take care of the civilian population

- Assessment of the civil situation (see the above mentioned ICE)
- Review the protected target list
- Knowledge of the capabilities of GO/IO/NGO and other organisations present in the AOR

The product of this stage is the Full CIMIC Estimate (FCE)

III. CONCEPT DEVELOPMENT

At this stage an assessment is made of how the civil environment could have an influence on the military operation and of the consequences the military operation could have on the civil environment.

OPP	FPG									
<p>Analysis of Factors affecting COA Development This is a continuation of the staff estimate conducted during Orientation. Based on a clear understanding of the mission-essential tasks (what), the OPG focuses on factors affecting how to set the most favourable conditions for their accomplishment. This requires a more detailed examination of time, space and force factors in the likely area of operations as well as an estimate of requirements in the different areas to carry out mission-essential tasks. Staff estimates are developed in accordance with Functional Planning Guides for different functional areas and include:</p> <div data-bbox="177 652 498 870" style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <p style="text-align: center;">Analysis of Factors</p> <ol style="list-style-type: none"> 1. Intelligence 2. Operations 3. Logistics 4. Movements 5. CIS 6. FINCON 7. CIMIC </div> <p>Common Requirements and alternatives</p> <p>Development of COAs</p> <ol style="list-style-type: none"> 1. Tentative COAs 2. Initial COA viability test 3. Commander's COA update 4. COA refinement 5. Troops-to-tasks analysis <p>Analysis of COAs</p> <ol style="list-style-type: none"> 1. <u>Staff checks</u> 2. <u>War gaming</u>. As a minimum, each own-force COA should be war-gamed against the "most-likely" and "most dangerous" opposing COAs. <ol style="list-style-type: none"> a. Preparing war gaming b. Conducting war games c. Recording results 3. Synchronisation 4. Force availability 	<div data-bbox="629 409 951 649" style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p style="text-align: center;">Civil-Military Cooperation (CIMIC)</p> <p>A CIMIC estimates provides an evaluation of the likely effects of the civil environment on the military operation as well as the potential consequences of the effects of the military operation on the civil environment.</p> </div> <p>CIMIC COAs to be developed. Each lead to potential CIMIC tasks:</p> <table border="1" data-bbox="560 908 967 1010" style="margin: 10px 0;"> <thead> <tr> <th>Liaison</th> <th>Support to the Force</th> <th>Support to Civil Actors</th> </tr> </thead> <tbody> <tr> <td>- Task 1</td> <td>- Task 3</td> <td>- Task 5</td> </tr> <tr> <td>- Task 2</td> <td>- Task 4</td> <td>- Task 6</td> </tr> </tbody> </table> <p>Ideas of CIMIC tasks to subordinated HQ</p> <p>CIMIC staff analysis might provide sub HQs with CIMIC tasks</p>	Liaison	Support to the Force	Support to Civil Actors	- Task 1	- Task 3	- Task 5	- Task 2	- Task 4	- Task 6
Liaison	Support to the Force	Support to Civil Actors								
- Task 1	- Task 3	- Task 5								
- Task 2	- Task 4	- Task 6								

<p>Comparison of COAs</p> <p><u>Decision Brief</u> Select preferred COA <u>CONOPS Development</u> Forward for approval Develop SOR</p>	
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IV. PLAN DEVELOPMENT

At this stage, it is important that the CIMIC staff has a well developed concept of the required civil-military support so that it can be fully incorporated into the main concept of operations. If CIMIC activities are not covered in the OPLAN's main body, the final product of this stage will be ANNEX W. During wargaming, CIMIC must identify the critical requirements for military support to the civil society, as well as civil support to the military operations.

**CIMIC must be included in the main body of ALL orders!
SITUATION – MISSION – EXECUTION**

ANNEX W is designed to support the OPLAN and will not represent an isolated set of activities. It will usually include an appendix to cover the civil assessment, including details of civil organisations within theatre. Where necessary, appendices may also cover the CIMIC liaison matrix, CIMIC sites, CIMIC force capability requirements and their command-and-control structures. ANNEX W will follow a standard format, as shown on the CD.

V. PLAN REVIEW

The civil situation may change constantly and rapidly. CIMIC elements must therefore be engaged in the process of continual reassessment and review to ensure that the plan reflects the actual situation. This phase will usually respond to major changes in the operational situation and be synchronised with changes to the OPLAN. This may result in Fragmentary Orders (FRAGO).

**Proper planning is the key to your commander's
success!**

This chapter will be reviewed after the approval of the Allied Command Operations (ACO) Comprehensive Operations Planning Directive (COPD). The purpose of the COPD is to outline the procedures and responsibilities governing the preparation, approval, assessment, implementation and review of operations plans to ensure a common approach to operations planning. While the COPD is applicable to all operations planning activities at the strategic and operational levels of command within the NATO Command Structure, it may also be adapted to **component/tactical level** in order to enhance collaborative planning activity. In that respect, each level should structure its planning organisation - Joint Operations Planning Group (JOPG) at the operational level and Tactical or Maritime/Land/Air Component Planning Group at tactical level - in a way that is compatible and allows for easy interfacing and collaborative planning.

4. CIMIC Reporting

The Reporting of CIMIC Information (TTP 9, ANNEX III.5, CD) within the OPP cycle is one of the most essential tasks of CIMIC staff. The aim is to monitor the civil environment in order to assess and report issues of operational interest and impact. The CIMIC Reporting and Tracking System (CRTS) is a default setting and will be reviewed and revised to coincide with the changes in functional areas of the Theatre of Operations. The CRTS concept includes:

- CIMIC R2 (Reports and Returns). A CIMIC SITREP which is sent from all command levels providing a single reporting focus to build up appropriate assessments.
- CIMIC Operational Overview. This is primarily an Ops desk tool that acts as a visual overview of the key areas of CIMIC interest within the civil environment in a given AOR. It uses colour coding and a traffic light system depicting categorised areas of interest to provide a broad situation assessment. It is directly linked to the CIMIC SITREP.
- Command Level Briefing Tool (TTP 9). This is a standard format PowerPoint brief that provides a broad visual picture to the Commander.

When used together, these tools provide a comprehensive system to enable CIMIC and non-CIMIC staff to view CIMIC-related information with a common focus in a simple and visible manner. This will help identify areas of operational risk or concern.

Accurate and timely reporting is essential and can be influential!

In general, a CIMIC operator has to be able to prepare comprehensive reports according to the TTPs or national requirements. The amount of data collected during ongoing missions is vast and difficult to process properly. Brief but detailed reporting is a must on all levels for getting the essential message through. However, within multinational forces, different national and international formats will occur. It is crucial to set up common agreed Reporting SOPs as early as possible.

Language matters – not everyone is a native English speaker!

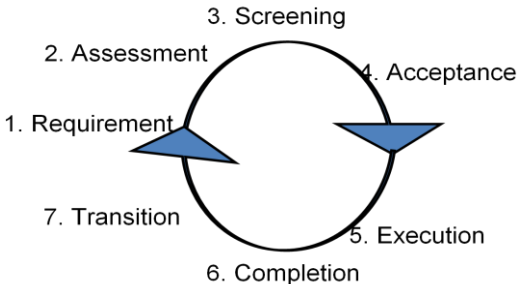
5. CIMIC Projects

5.1. Purpose

A CIMIC project is a specific task or activity managed by the military force either independently or in partnership with one or more civil bodies (national and/or regional authorities, civilian populations, non-governmental organisations and international organisations).

CIMIC projects must support the Commander's mission!

5.2. Project Approach (TTP5)



- | | |
|-----------------|--|
| 1. Requirement: | Make sure that the Projects are requested! |
| 2. Assessment: | Make certain that the Project is in support of the commander's mission! |
| 3. Screening: | Make sure there is a need and no duplication of effort! Do no harm. |
| 4. Acceptance: | Follow the Local Ownership Principle!* |
| 5. Execution: | Ensure local involvement! |
| 6. Completion: | Ensure that there are no additional hidden commitments and the project will be maintained and sustained! |
| 7. Transition: | Make sure that the project has a local face! |

* The principle of Local Ownership describes the perception and acceptance of the local population regarding the project.

5.3. Do No Harm

During the planning process of a project (See ANNEX III.3), it might be helpful to ask the same DNH questions in order to avoid possible sources of problems.

Impacts on other communities

- How is the relationship between the people we are assisting and their neighbours?
- Will our assistance make those relations better or worse or will there be no effect at all?
- Have you considered the needs/preferences/priorities of neighbouring communities?
- Have you considered the potential or actual negative effects on other communities?

Effects on Perceptions and Relations

- Is anyone already doing something similar here, or nearby?
- Have you considered sources of harmful competition, suspicion, jealousy or biases within and between the communities in the area where you are working?
- Will this activity avoid or foster harmful competition, suspicion, jealousy or biases? Who profits from this project? Can it be misused or not used at all?
- Are the resources we are providing at any risk from theft, diversion, corruption or other unwanted use?

Be aware that you as a CIMIC Operator might be tasked with supporting other projects not identified as CIMIC. UNDERSTAND your chain of command as you may face external influence from other Governmental Departments / Ministries who want you to accomplish activities in support of national policy strategies.

5.4. Additional considerations

Projects are not a core function of CIMIC, but if a commander decides to carry out projects, CIMIC operators should always be involved from the very beginning of the planning process. A commander should deny any project implementation not cleared by the CIMIC branch. Projects that are based on “good intentions” are usually flawed and result in a waste of limited resources. This does not mean that units within a contingent should be stopped from doing good work. Their contributions are not only helpful but they are also good for the morale of the troops. They should follow the guidance and advice of CIMIC operators (avoid the “feel-good trap”). When properly planned and executed, projects can benefit the overall mission, can serve as a significant contribution to force protection and will definitely improve the situation of the local population. It is not the amount of money that makes for a successful project but the consideration of the factors mentioned above.

A poorly-planned and implemented project will, in turn, only benefit the contractor and damage the reputation of the military. When it comes to projects, less is sometimes more.

"It is better to let them do it themselves imperfectly, than do it yourself perfectly. It is their country, their way and our time is short."

Lawrence of Arabia

6. Civil Military Liaison

Liaison with civil actors is the primary core function that is needed to establish and maintain two-way communication between the military force and civil actors. Accordingly, CIMIC staff and forces will:

- Maintain liaison with civil actors within the military force's AOI, particularly at the local level, where the CIMIC presence is the link between the commander and the civil community.
- Maintain close liaison with relevant non-governmental organisations (NGOs) and international organisations (IOs) in your AOR.
- Seek information to enhance situational awareness (SA) in an open and transparent manner.

Establish and maintain liaison with civil actors at the appropriate levels, facilitating cooperation, harmonisation, information sharing, integrated planning and conduct of operations/activities (TTP1).



7. Cooperation with Civil Actors

Actions are more important than words, but words matter!

7.1. Introduction

As a CIMIC Operator, the **most important** aspect of your job will be your interaction with civil actors ranging from the 'man on the street' to government officials, local power brokers and national/international civilian organisations. The type and degree of cooperation and/or coordination will vary.

KNOW your stakeholders!
(ICE ANNEX III.1.)

7.2. Humanitarian Concepts and Principles

Humanitarian Assistance: Humanitarian assistance is aid to an affected population that seeks, as its primary purpose, to save lives and alleviate suffering of a crisis-affected population. Humanitarian assistance must be provided in accordance with the basic humanitarian principles of humanity, impartiality and neutrality.

Be as civilian as possible and as military as necessary!

Core Humanitarian Principles:

- **Humanity:** Human suffering must be addressed wherever it is found, with particular attention to the most vulnerable in the population, such as children, women and the elderly.

The dignity and rights of all victims must be respected and protected.

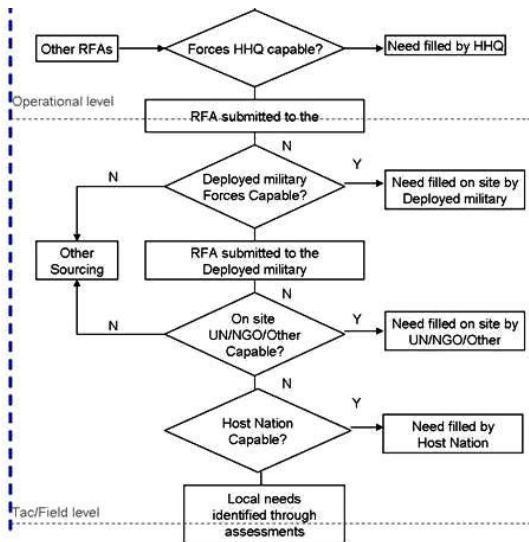
- **Neutrality:** Humanitarian assistance must be provided without engaging in hostilities or taking sides in controversies of a political, religious or ideological nature.
- **Impartiality:** Humanitarian assistance must be provided without discriminating on the basis of ethnic origin, gender, nationality, political opinions, race or religion. Relief of suffering must be guided solely by needs and priority must be given to the most urgent cases of distress.

For a comprehensive description of humanitarian coordination and the cluster approach, please refer to the 'United Nations Civil-Military Coordination Officers Field Handbook' on your CD.

7.3 Military Support to Civil Actors

Support to the civil environment covers a wide spectrum of CIMIC activities. It can involve a wide range of military resources: information, personnel, materiel, equipment, communications facilities, specialist expertise or training.

All possibilities must be exhausted before using military assets for civilian purposes! The following flow chart will help your decision making.



Read the table from the bottom to the top!

7.4 The Use of Military Escorts for Humanitarian Convoys

As a general rule, humanitarian convoys will NOT use armed or military assets.

Exceptions

- The sovereign power or local authority is unwilling or unable to provide a secure environment without the use of military or armed escorts (sovereignty).
- The level of humanitarian need is such that the lack of humanitarian assistance would lead to unacceptable human suffering, yet assistance cannot be delivered without the use of military or armed escorts (need).
- Military or armed escorts can provide security in a way which would provide the credible deterrent needed to enhance the safety of humanitarian personnel and the capacity to provide assistance to intended beneficiaries without compromising the security of the beneficiaries and other local population (safety).
- The use of an armed or military escort would not compromise the longer-term capacity of the organisation to safely and effectively fulfil its mandate (sustainability).
- The use of military escorts for humanitarian convoys will, within the UN system, be made by the designated official humanitarian coordinator.

**Consult your Legal Adviser from the beginning through
to the conclusion!**

When in doubt 'check it out'!

A military leader or CIMIC operator responsible for making a decision whether or not to provide/offer an escort - or advice to the commander on the matter - should be prepared to discuss the following questions:

- What forces can be committed and for how long?
- What intelligence on the security situation can be declassified and provided?
- What are the Rules of Engagement (ROE) for the escort?
- Is the convoy leaving the own force's AOR?
- Will the designated escort unit deter a possible attack?
- What are the command-and-control arrangements?
- Does the escort unit have the capacity for extraction if the situation deteriorates?
- Are any reserve/back-ups available if necessary?
- Can own forces keep the route open once a military escort has been used to move a convoy through?
- Could the military escort be a potential source of insecurity?
- Would the use of an escort influence the organisation's ability to fulfil its mandate in other parts of the country?
- What are the consequences if own forces cease to provide escorts?

Prior to the convoy, a number of important tactical considerations need to be addressed e.g.:

- Procedures with respect to pre-movement security assessments.
- Procedures with respect to the composition of the convoy.
- Procedures with respect to convoy command and control.
- Procedures with respect to carrying and use of weapons.
- Procedures with respect to communication and liaison.
- Procedures with respect to security incidents.
- Procedures with respect to interaction with persons encountered en route.

- Procedures with respect to demands of pre-approved (by parties to the conflict or other authorities) movements, checkpoints, stops, searches, payments.

8. Other Aspects of Civil-Military relations

8.1. Civil Emergency Planning (CEP)

In the event that you become involved in any type of civil emergency planning, a good tool is:

www.nato.int/issues/cep/index.html

8.2. Military Assistance in Humanitarian Emergencies (MAHE)

In the case of a disaster relief operation or other civil emergency unconnected to any NATO military operation, national military capabilities may be deployed in support of the civil authority overseeing the emergency. While humanitarian assistance is primarily a mission for the host nation and the responsibility of the UN, the presence of Allied forces conducting military operations may result in the Alliance having to provide rapid response to civil requirements. In that case, the military assets will be given finite tasks, within means and capabilities, through the military chain of command.

8.3. Host Nation Support (HNS)

As CIMIC operators, you should always support staff elements dealing with HNS!

III. Annex

1. Initial CIMIC Estimate (ICE) Format

Background. The CIMIC Initial Estimate is the product developed by the CIMIC Staff Section during the first stage of the Planning Process. It is the result of assessing and breaking down information collected for the CIMIC Area Study into more manageable bits of information. It is the basis for issuing CIMIC guidance and making recommendations to the Operations Officer. The CIMIC Initial Estimate is the base document for all subsequent stages of the Planning Process.

1. Mission.

Analyse the given directive from the commander.

2. Opposition.

- What might the opposition do that could impact on the civilian population?
- What have the current regime's policies been towards the civilian population?
- What are the likely responses of the regime when the proposed operation becomes known to them?
- What limitations can be imposed on CIMIC operations: monetary, material, time?

3. Time Available. Establish a timeline with critical timings: Theatre Assessment completed, Initial Estimate completed, input to the Initiating Directive due, earliest anticipated initiation of the proposed operation.

4. Troops Available.

- What CIMIC elements are currently available for deployment?
- What type and number of CIMIC elements may be required to support this operation?
- Perceived need for reserve CIMIC elements activation?

- Need to augment the CIMIC Planning Staff with functional specialists?
- Identify the members of the potential CIMIC Assessment Team (CAT).
- Propose a deployment of the CAT at the earliest opportunity.

5. Terrain.

- **General Geography.**
 1. Location/Size of area
 2. Neighbouring areas
 3. Total land area
 4. Politically organised areas (states, cantons, prefectures).
 5. Major population areas
 6. Local natural resources
 7. Level of industrial development
- **Climate.**
 1. Seasonal abnormalities
 2. Characteristics and statistics
- **Physical Features.**
 1. Waterways and ports
 2. Topography
 3. Road and rail networks
 4. Airfields and capabilities

6. Civilian Situation. These questions are designed to stimulate thought about the civil situation in the proposed area of operation. This is a critical area for the CIMIC planner.

- What is the current political state of the civilian population?
- What is the current social state of the civilian population?
- What recognised elements of the civilian sector could, in all likelihood, assist during the proposed operation?

- Which authority in the host nation would, in all likelihood, be responsible for ensuring successful civil-military co-operation?
 - What are the critical cultural attributes which need to be disseminated if troops are introduced into the proposed operational area?
 - What is the current attitude towards our presence?
7. **Assumptions.** Make assumptions throughout the OPP. During the Initiation stage, these could be some of the critical assumptions:
- Type of Operation
 - Need to deploy the CIMIC Assessment Team.
 - Need to augment the existing CIMIC planning staff with functional experts.
 - Need to augment existing CIMIC elements with reserve forces.
 - NGOs are operating in the proposed area of operations and will cooperate with military forces.
 - Information from coalition diplomatic sources in the proposed area of operations will be available.
 - Need to generate a cultural awareness briefing and/or pamphlet for deployed troops (Country study book or similar)
8. **Conclusions and Recommendations.**
- Identify potential CIMIC shortfalls and information gaps.
 - Propose methods to eliminate the identified CIMIC shortfalls and information gaps.
 - Recommend other relevant, critical CIMIC issues for inclusion in the Initiating Directive.
9. **Additional recommendations:**
The following sources could be important:
- Regional information.
 - Reports from previous contingents.

- Operational orders from previous contingents.
- Information from other staff areas.
- Information from civil departments.
- Reconnaissance reports,
- Information through liaison elements (LNO, CIMIC Centre),
- Reports from open sources (e.g. the Internet, media),
- Information from neighbours and civil organisations.

The ICE should also include a **stakeholder analysis**. Such stakeholders may be:

- Other Government Departments (OGD),
- UN Lead Agency, Resident Coordinator, Humanitarian Coordinator, Special Representative of the UN Secretary General, United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) or individual UN Agencies such as UN High Commissioner for Refugees (UNHCR).
- Allied or coalition forces, e.g. Combined Joint Task Force - Horn of Africa (CJTF-HOA)
- Donor organisations such as European Community Humanitarian Aid Office (ECHO) and US Agency for International Development (USAID).
- Host Nation Security Forces.
- Host Nation National and Local Government.
- Major NGOs/IOs/GOs
- Local population
- Local powerbroker

The situation can be shown by using:

- Situation maps (digitised).
- Network portals.
- Plans.
- Tables.

- Statistics.
- Organisation charts and other surveys (e.g. manpower, resources and time requirements).

The situation map shows the disposition of forces, boundaries (e.g. political, religious and ethnic), other control and coordination lines of relevant military and civilian stakeholders as well as information of the situation of the civilian population, critical infrastructure and sensitive areas.

2. CIMIC Assessment Checklist (TTP 2)

CRITICAL FACTORS CHECKLIST	
WATER	<input type="checkbox"/> Locations <input type="checkbox"/> Facilities <input type="checkbox"/> Serviceability <input type="checkbox"/> Supply <input type="checkbox"/> Availability <input type="checkbox"/> Treatment <input type="checkbox"/> Pollution <input type="checkbox"/> POCs <input type="checkbox"/> Shortfalls <input type="checkbox"/> Civil Implications <input type="checkbox"/> Military Implications
SANITATION	<input type="checkbox"/> Locations <input type="checkbox"/> Facilities <input type="checkbox"/> Serviceability <input type="checkbox"/> Treatment <input type="checkbox"/> POCs <input type="checkbox"/> Shortfalls <input type="checkbox"/> Civil Implications <input type="checkbox"/> Military Implications
POWER	<input type="checkbox"/> Locations <input type="checkbox"/> Facilities <input type="checkbox"/> Distribution Network <input type="checkbox"/> Serviceability <input type="checkbox"/> Supply <input type="checkbox"/> Availability <input type="checkbox"/> Dependency <input type="checkbox"/> Resources Requirement <input type="checkbox"/> Human Resources <input type="checkbox"/> Fuel Type <input type="checkbox"/> Reserves <input type="checkbox"/> Hazardous Issues <input type="checkbox"/> POCs <input type="checkbox"/> Shortfalls <input type="checkbox"/> Civil Implications <input type="checkbox"/> Military Implications

HEALTH	<input type="checkbox"/> Locations <input type="checkbox"/> Facilities <input type="checkbox"/> Availability <input type="checkbox"/> Diseases <input type="checkbox"/> Human Resources <input type="checkbox"/> Medical waste <input type="checkbox"/> Hygiene <input type="checkbox"/> POCs <input type="checkbox"/> Shortfalls <input type="checkbox"/> Civil Implications <input type="checkbox"/> Military Implications
FOOD	<input type="checkbox"/> Availability <input type="checkbox"/> Supply <input type="checkbox"/> Distribution <input type="checkbox"/> POCs <input type="checkbox"/> Shortfalls <input type="checkbox"/> Civil Implications <input type="checkbox"/> Military Implications
ADDITIONAL FACTORS - CHECKLIST	
GEOGRAPHICAL <input type="checkbox"/> Key Physical Features <input type="checkbox"/> Population <input type="checkbox"/> Resources <input type="checkbox"/> Water <input type="checkbox"/> Neighbouring Countries <input type="checkbox"/> Climate ECONOMIC <input type="checkbox"/> Industry <input type="checkbox"/> Resources <input type="checkbox"/> Power <input type="checkbox"/> Agriculture <input type="checkbox"/> Income <input type="checkbox"/> Wealth	POLITICAL <input type="checkbox"/> Political System/Structure <input type="checkbox"/> Administration <input type="checkbox"/> Legislation <input type="checkbox"/> Legal System <input type="checkbox"/> Judiciary <input type="checkbox"/> Law Enforcement <input type="checkbox"/> Civil Defence <input type="checkbox"/> Civil Emergency Services <input type="checkbox"/> Institutions/Organisations <input type="checkbox"/> International Affairs SOCIAL <input type="checkbox"/> History <input type="checkbox"/> Population <input type="checkbox"/> Language <input type="checkbox"/> Ethnic Groups <input type="checkbox"/> Religion <input type="checkbox"/> Health

<input type="checkbox"/> Labour	<input type="checkbox"/> Disease
<input type="checkbox"/> Transportation	<input type="checkbox"/> Sanitation
<input type="checkbox"/> Communications	<input type="checkbox"/> Shelter
<input type="checkbox"/> Technology	<input type="checkbox"/> Education
<input type="checkbox"/> Banking/Financial System	<input type="checkbox"/> Social Structure
<input type="checkbox"/> Markets	<input type="checkbox"/> Welfare
<input type="checkbox"/> Institutions/Organisations	<input type="checkbox"/> Social Ethics
<input type="checkbox"/> Utilities	<input type="checkbox"/> Philosophy/Values
<input type="checkbox"/> Wages	<input type="checkbox"/> Cultural Issues
<input type="checkbox"/> Inflation/Price Mechanisms	<input type="checkbox"/> Arts/Monuments/Archives
<input type="checkbox"/> Standards	<input type="checkbox"/> Media

4. Measures of Effectiveness (MoEs) and Measures of Performance (MoPs)

Background. One of your main tasks is to assess the effectiveness of your work. Experience shows that you must think of Measures of Effectiveness (MoEs) for your projects in order to prove the effectiveness of your team's work in support of the commander's objectives and end-state.

Your measurements are part of a bigger picture!

Definitions:

Measures of Effectiveness (MoE) determine whether CIMIC actions being executed are achieving the desired effects and therefore, accomplishing the Commander's objectives and end state.

Measures of Performance (MoP) are criteria used to assess accomplishment of CIMIC tasks and mission execution. They help determine whether delivery methods are actually reaching the intended target.

MoEs and MoPs are developed and refined throughout the planning process!

MoE Development. MoEs for assessing the success of CIMIC projects or other CIMIC activities should be designed with the same consideration in mind as for any other type of operation. The following general criteria should be considered:

- **Ends-related.** MoEs should directly relate to the tasks that will support the commander's intended end-state.
- **Measurability.** In order to measure effectiveness, a baseline assessment must be established before you

execute the action. Your effectiveness will be measured against the baseline.

- Timeliness. Feedback must be timely and clearly stated for each MoE and/or MoP and a plan made to report within specified time periods.

MoEs should be kept in mind when planning your actions. If the effects and actions are not linked to the Commander's objectives, or are not clearly set out in writing, measuring your effectiveness is nearly impossible. If MoEs are difficult to write for a specific effect, then re-evaluate the effect and consider rewriting if necessary.

**MoEs should be: OBSERVABLE, QUANTIFIABLE,
PRECISE, AND CORRELATED!**

MoEs developed in support of CIMIC must be as specific as possible in order to determine direct cause-and-effect relationships. Remember that an 'effect' must be MEASURABLE. The more specific the MoE, the easier it will be to determine what actions are required to produce the desired effect.

One of the biggest challenges with MoEs is the difficulty in isolating variables and establishing a direct cause-and-effect relationship. CIMIC capabilities are directed at key leaders/decision-makers and those in the civilian environment who you come into contact with. This makes it much more difficult for you to establish concrete causal relationships, especially when assessing human behaviour.

Evaluation of MoEs:

Anyone can observe actions and effects; it could be a CIMIC team, a project manager or a CIMIC Centre. Observation is as individual as each event. Observation might be event-driven. For example, you know that a local dissident against the local government plans to address the population with the purpose of discouraging the population from participating in civil governance.

Deliberate assessment through interviews, polling, and surveys of those who participated in the events is as important as with those who observed the event (a CIMIC team or project manager, for example). It is now your challenge to evaluate and validate the observations. Many evaluation tools are available. Before you create your own metrics, first refer to the mission personnel responsible for mission assessment.

Make certain that what you plan is measurable!

Here is a scenario for your consideration:

You and your CIMIC team have been living and working in a specific region for several months. It is a calm region. You have created a positive working relationship with the community, are welcomed into the homes and businesses of key leaders, and have been working together with the civilian population to participate in civil governance. Based on your actions and efforts, your work has resulted in positive **effects** in support of your commander. One day, you learn that an opposition leader to the local government plans to address the population with the purpose of changing their allegiance from the current government. Based on your research and regional awareness, you know the goal of this speaker is to destabilise the local community with his rhetoric and, in previous speeches has targeted the young university students and disenfranchised youth. Through your **actions** you are confident that you and your CIMIC team have built a strong rapport with the local population, which supports your commander's objectives. But now, based upon this potential disruption to the status quo, you've been tasked to provide feedback from this activity to your commander.

Example MoE/MoP

Commander's objective (end-state): Achieve security and stability in the region.

CIMIC effect (this is the effect that you will provide to the commander, in support of his objective): Will the village population participate in civil governance (which will allow your commander access to and influence with the local population)?

Actions (those projects or activities that you and your CIMIC team plan to execute in order to encourage and influence the village populace to participate in civil governance):

1. Village leaders (political, government, religious, tribal, educational) will be identified and visited by the CIMIC team on a regular basis.
2. The CIMIC team will establish a Discussion Group in the local Internet cafes and universities in order to establish rapport with the potentially disenfranchised young adults and youth.
3. The CIMIC team will become involved with voter registration and city council meetings.

Measure of Performance (MoP) (actions executed and used):

1. The number of pro-government rallies/demonstrations in the village since 1 July.
2. Percentage of positive new media stories since 1 July.
3. Number of citizens participating in democratically elected functions since 1 July.
4. Number of citizens under the age of 25 (university and disenfranchised youth age range).

Create an evaluation tool

Many evaluation tools are available, but the "Likert scale" is a measurement commonly used in questionnaires. A Likert item is simply a statement that you ask someone to comment on in order to determine

their agreement or disagreement on a topic or subject. An odd number of responses are often used. You can find many examples and samples on the Internet to assist you with creating a tool specific to your situation. Let's explore an example discussed above. During your planning process, you will establish the methods by which you will engage with the population. You must determine the statements you want to put forward for comment during your conversations.

Here are some suggestions:

1. I enjoyed the speaker's presentation.
2. The topic of a new school is important to me.
3. There are other projects more important to me.
4. The speaker created an unrealistic expectation for my village.
5. Because of this presentation, I will vote for this speaker's candidate.

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.					x
2.				x	
3.					x
4.			x		
5.		x			

Perhaps you can ask follow-up questions, such as:

1. Question: You seemed to enjoy the speaker, but do not intend to vote for his candidate. Why is that?

Answer: He was very interesting and spoke with passion, but he does not represent our values.

2. Question: What project is more important than a new school?

Answer: Our village already has a school and a clinic, but the clinic has no equipment. It is important that my neighbours have some health care instead of building a school we do not need.

Add any other questions that you consider important, but do not make these too lengthy. Your goal is to assess the result of the rally and to determine if your effectiveness has been diminished.

Final evaluation: Using an initial baseline assessment of the degree to which the village population participated in civil governance (before the speeches), you, the CIMIC team, will subjectively assess your effectiveness and provide timely feedback to your commander.

Allow for both positive and negative behaviour!

5. CIMIC REP Template

CIMIC REPORTS AND RETURNS (R2) - THE CIMIC REP		
	EXER	
	OPER	
	MSGID	
	REF	
	DTG	
	ORGIDDFT	
	MAP	
A	AMENDMENT	
1	YES/NO	
2	DESIGNATOR	
B	MAP DETAILS	
1	SERIES	
2	SUFFIX	
3	SHEET	
4	EDITION	
5	GEODETIC	
CIMIC REPORTS AND RETURNS (R2) - THE CIMIC REP		
C	CIV LIFE SUPPORT	
1	POWER	
2	WATER	
3	SANITATION	
4	FOOD	
5	HEALTH	
6	ASSESSMENT	
D	HUMANITARIAN	
1	SHELTER	
2	HA DE-MINING	
3	HA FOM	
4	HA PROTECTION/SY	
5	MINORITIES & VULNERABLE GPS	
6	DPRE MOVEMENTS	
7	DPRE ASSISTANCE CENTRES	
8	ASSESSMENT	

E	CIVIL INFRASTR	
1	ROAD NETWORK	
2	RAIL NETWORK	
3	CIVIL AVIATION	
4	PUBLIC TRANSPORT	
5	INLAND WATERWAYS/PORTS	
6	CIMIC SITES	
7	ASSESSMENT	
F	CIVIL ADMIN	
1	LAW & ORDER	
2	POLICE	
3	DETENTION FACILITIES	
4	BORDERS & CUSTOMS	
5	LOCAL AUTHORITIES	
6	BANKING & ECONOMY	
7	TELECOMMS & MEDIA	
8	EMERGENCY SERVICES	
9	ASSESSMENT	

6. CIMIC Project Proposal Template

Project Description, Part 1.

Issuing unit	Project no.	Date of dispatch	Status	Priority	POC Municipality

a. Project Name

b. Project Type

c. Location

d. Project Description / Timeline

e. Project History (background info)

f. Local Impact of Project / Target group / Objectives

g. Project Implementation

h. Project Requirements

<ul style="list-style-type: none">- Money- Manpower- Machinery- Material	
---	--

i. Partnership Arrangements (Civil & Military Bodies, Local Population, Donors)

e.g. working contracts with population

j. Additional Remarks

k. Approval – Date, Name, Signature

Project Final Report

a. Project Duration

b. Degree of Fulfillment

c. Project Execution

Describe the most important factors, which have enabled or limited the execution of the project.

d. Project Impact

Describe the impact of the project after the implementation.

e. Local Ownership

Describe the sustainability of the project

f. Lessons Learned

g. Approval – Date, Name, Signature

Project Budgeting

	Budget	Actual costs	Remarks
Payment of local labour			
Other foreign services			
Local transport			
Other transport			
Material			
Equipment			
Other			
Total project costs			

MILITARY CRITERIA			
Question/Consideration	Yes	No	Comment
Is the project essential?			
Can the project be carried out by anyone else?			
Can military participation be managed so as not to compromise local civilian authority and responsibility?			
Will the project stimulate the flow of information required to support current/future military operations?			
Will the project serve to gain local civilian cooperation for current/future military operations?			
Does the project provide military operational/training value?			
Will participation by the military avoid wasteful or needless duplication of functions and services of other agencies?			
Will the project support the commander's mission?			
Will the project benefit the military in any other ways?			
Will the project disadvantage the opposing force in any way?			
FEASIBILITY			
Does it conform to local customs?			
Does it promote the commander's mission/intent?			
Are all necessary skills and manpower available?			
Are all necessary material resources available?			
What is the proposed funding for the project?			
Is all the necessary machinery available?			
Does the project affect the capability of the force in			

achieving its mission?			
What is the duration of the project?			
CONCERNS			
Will the project provide maximum return on investment and effort?			
Will the project raise the expectations of the local population that may lead to disappointment when the assistance is withdrawn/complete?			
Does the project affect local commercial practice (i.e. does it take potential business away from the local population)?			
Will the project require future force maintenance?			
Are there any legal or political implications?			
Is the project susceptible to possible escalation of involvement by the force?			

CIVIL FACTORS/CONSIDERATIONS			
Will the population support it?			
Will other agencies support it?			
Will the Civil authorities support it ? Local/Regional/Central			
Will the government support it?			
When can it be started?			
Will it have an immediate impact?			
Whom will it benefit?			
Will it cause cultural/ethnic negative perception?			
Will it have a favourable psychological effect?			
Is it susceptible to public exploitation?			
Will it enhance the authorities'/government's image?			
Will it improve Civil-Military relations throughout the local area?			
Will it encourage self-help?			
Will it encourage stability?			
Will future maintenance be a drain on civil resources?			
Will it benefit a wide spectrum of the local population?			
Is it in any way discriminatory - or could it be perceived or exploited as such?			
Will it be fully coordinated with all the appropriate levels of authority?			
Will the civil actors agree to work with the military?			
FINAL CONCLUSION AND RECOMMENDATIONS			

7. Checklist: Establishing a CIMIC Centre (TTP 4)

GENERAL	PREPARATIONS
<p>location</p> <p>Communications</p> <p>Accessibility</p> <p>Force Protection</p> <p>Operational Security</p> <p>Establishment/Manning</p> <p>Building Infrastructure:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Sanitation <input type="checkbox"/> Drainage <input type="checkbox"/> Running water <input type="checkbox"/> Mains electricity <input type="checkbox"/> Refuse collection and disposal <p>Working Areas:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Reception/front office <input type="checkbox"/> Interview room <input type="checkbox"/> Conference room <input type="checkbox"/> Interpreters room <input type="checkbox"/> Visitors <input type="checkbox"/> Parking facilities <p>Accommodation Areas:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Sleeping accommodation <input type="checkbox"/> Recreation areas <input type="checkbox"/> Eating areas <input type="checkbox"/> Food preparation areas/kitchens <input type="checkbox"/> Showers <input type="checkbox"/> Toilets <input type="checkbox"/> Laundry facilities <p>Funding</p> <p>Life support</p> <p>Transport</p> <p>Contingency planning (emergency/evacuation)</p> <p>Extraction</p> <p>Access</p> <p>Hours of operation/opening hours</p> <p>AOOs of principal civilian organisations</p> <p>Language considerations</p>	<p>Real estate contracts</p> <p>Information</p> <p>Personnel</p> <p>Training</p> <p>Communications</p> <p>Office equipment/furniture:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Desks <input type="checkbox"/> Chairs <input type="checkbox"/> Cabinets <input type="checkbox"/> Weapons storage (rifles, vests, etc.) <input type="checkbox"/> Presentation boards (suitable for photos) <input type="checkbox"/> Drinks/refreshments facilities <input type="checkbox"/> Mobile heaters <input type="checkbox"/> Fans <p>Field safe or cash box</p> <p>Transport</p> <p>Storage</p> <p>Finance</p> <p>Decor</p> <p>Advertising</p> <p>Interpreters</p> <p>Distribution network</p> <p>Accommodation</p> <p>Medical equipment and support</p> <p>Back-up power supply</p> <p>Food & emergency provisions</p> <p>Fire orders & Fire-fighting equipment</p> <p>Risk assessment</p> <p>Unit signs</p> <p>Cleaning</p> <p>IO & NGO validation</p> <p>Conference facilities</p> <p>Mapping</p>

8. Interpersonal Communication Skills

8.1. Interview Techniques

In some cases, there might be a mixture of interview techniques (causing, for example, ethnic tensions).

The interview process consists of three phases:

- Preparatory phase
- Interview phase
- Follow-up phase

These three phases will be discussed in the following chapters.

Preparatory Phase

- Try to maximise knowledge of the subject matter and conduct background research
- Always have a “mission statement” available that should contain an understandable explanation of what CIMIC is and what your tasks are, in order to make your contact aware of what your role is and what it is not; this also helps to avoid raising wrong expectations (e.g. No green NGO! Support of the mission, link between civil actors and the commander)
- Review cultural items such as customs, traditions and local idioms and some phrases in the local language to minimise the chance of offending interviewees

Understand: the clock is yours but the time is theirs!

- In an ideal situation, CIMIC should be seen by civil actors as a partner, not as an obstacle. Make sure that your verbal and non-verbal messages are consistent with the characteristics of a partnership (CIMIC does not directly coordinate civil actors)

- Prepare and ask questions that promote conversation and discuss them in advance not only internally with the team but also with the interpreter, so that he can advise on certain issues (culture, customs etc.)
 - Open-ended questions: 'How would you describe the village where you were born?'
 - Closed-ended questions: 'Where are you from?'
- If possible, always make appointments
- Consider a separate note-taker since the interviewer should focus on the answers, non-verbal communication (facial expression, posture, appearance, voice tone, eye movement, etc.) of the interviewee
- Under some conditions, an unannounced visit is less desirable but may be the only means of contacting individuals
- Arrange for interpreter support if needed
- Arrange for security or escorts depending on the threat level
- If parts of your team or the security detail are not in the same location, make sure you have communication lines set up

These preparations are essential and an experienced CIMIC operator will immediately realise that the general preparations for each of these events are almost the same and, with more experience, preparation time will decrease. However, even an experienced CIMIC operator with mission experience should from time to time revise his own preparations to make sure he is not missing something.

Interview Phase

An interview may take place under varying conditions or in various environments. The interviewer should try to conduct the interview in the best conditions possible, but must remain flexible and focused enough to obtain information in any situation.

The most common way to express admiration to the interviewee is to deliver a 'direct positive'. This type of compliment tells the interviewee in a straightforward manner what it is you appreciate about their behaviour, appearance and attitude. This will allow him to approach the interviewee as a source at a future date.

Set the appropriate atmosphere:

- Schedule the meeting at a mutually convenient time,
- Allocate sufficient time,
- If possible, agree on a quiet location,
- Relax and put the interviewee at ease,
- Take your gear off, if the situation permits it,
- Provide and/or accept refreshments if possible/if offered,
- Explain the purpose of your visit if it is not routine,
- Introduce your team.

Conducting the interview

- Start your conversation with small talk
- Try to build up a good personal relationship with the interviewee
- Be confident and be familiar with the subject
- Maintain and enhance control of the interview by asking open-ended questions.

They have the following advantages. They:

- Encourage others to disclose specific facts
 - Create a better atmosphere for the interview
 - Promote answers of more than a word or two
 - Allow others to relax
 - Increase your control
- Try to avoid questions that can be answered with just Yes/No, e.g. "Is it true that you are suffering from a lack of food, water and electricity?" Better: "What are your concerns when you think about your village?" These open questions allow control of the conversation

- Do not confront the interviewee in a manner that challenges his integrity
- Let the interviewee explain the meaning of unfamiliar terms. If necessary, let him spell out names to make sure you understand correctly
- Do not interrupt in the middle of an answer. Be polite and attentive
- Use your 'active-listening' skills (listening, reflecting, speaking)
- Do not be afraid of silence and do not rush into filling this silence with more questions
- Suggest breaks to allow everybody to relax, especially your interpreter
- Show appreciation and be prepared to answer questions asked by the interviewee, for he may also have a need for information
- If the situation and atmosphere allow it, finish the interview with some small talk to come back from business to a more personal level. Try to leave a good impression; you might want or need to come back
- If the counterpart acts in an emotional way, you should deal with the emotions and show empathy first before starting a factual interview.

Considerations

- Acknowledge customs and greetings and show proper respect to dignities without acting timidly
- Use local phrases appropriately or not at all
- Know how to work with an interpreter
- Never compromise own operations by inadvertently releasing critical information
- Do not lie. If your lies catch up with you, you are done! Omit certain truths if necessary or tell the interviewee straight away that you are not entitled to answer certain questions

- Do not make a promise you cannot keep. Otherwise you lose credibility

Post-Interview Phase

Actions after the interview are as critical as gathering the information itself.

- Debrief all participants, including the persons who waited outside the building or were observing the area
- Write one report about the briefing and the outcome of the interview and make sure your information is processed in the system
- Coordinate with other branches asap, e.g. EOD, J2 etc. if unexpected issues demand an immediate response

Summary

Conducting interviews is probably one of the most important actions you, as a CIMIC operator, will carry out during the mission. Proper preparation and consideration is essential for conducting successful interviews.

8.2. Negotiation Techniques

During negotiations, you must be:

- tolerant
- patient
- prepared
- innovative
- flexible
- resourceful
- able to take charge
- expecting change

Before the CIMIC negotiator enters the agreement process, he should know what a good agreement consists of:

- Fairness implies that all or both sides are treated alike
- Efficiency refers to producing the desired outcome with a minimum of effort
- Wisdom refers to the right judgment
- Durability refers to the stability of the agreement or the ability of the agreement to last

Negotiation Phases

Phase 1 – Preparation for Negotiation

- Know the history of the country, the conflict and the parties involved
- Understand the cultural and ethnic differences of the people you are about to deal with. How emotional are they, how sensitive, what is their style of communication?
- Understand the personalities of the individuals you are about to deal with. Gather as much information as possible about recent negotiations
- Know your own authority and limitations when it comes to deals. If in doubt, confirm with your superiors what you may or may not offer. Do not make promises you cannot keep!
- Brief your interpreter on what you are trying to achieve
- Think of security and communications
- Maintain a high level of personal dress and a positive/professional attitude during the negotiations

Before you enter the negotiation, ask yourself the following questions:

- What do I hope to achieve with this negotiation?
- What does my opponent want from this negotiation?
- What common ground do we share?
- What is the minimum result I have to achieve?

Apply the following methods while you are negotiating:

- Separate the people from the problem.
- Focus on interest, not on positions.

To identify potential interest use **CHEAP BFV**:

Concerns, **H**opes, **E**xpectations, **A**ttitudes, **P**riorities, **B**eliefs, **F**ears, **V**alues.

- **Invent options for mutual gain.**
- **Insist on using objective criteria**

And finally, prepare your **BATNA** (**B**est **A**lternative to a **N**egotiated **A**greement). Once you have identified what the potential interests of the opposing parties are, you must also prepare a fall-back position (BATNA) should negotiations fail for yourself and the opposing party.

Phase 2 – Conduct of the Negotiations

The Opening Talks

- Take your time and be patient
- Remember the customary salutations and exchanges of courtesies
- Introduce yourself and your team
- Use small talk to establish rapport and put everyone at ease
- Outline the plan for the meeting
- Offer or take refreshments

The Main Talks

- Follow the agenda
- Listen, do not interrupt
- Obtain agreement on facts or record differences
- Decide whether specialists are needed to provide expert advice
- If incorrect statements are given, state the actual facts but do not argue

- State your understanding of the issue at hand as presented by the other side
- State the mission point of view on this issue
- In case of insurmountably different points of view, propose an investigation into the key issues to clarify things
- Make careful reminders about agreements, actual arrangements and practices
- If you can't reach an agreement, try to agree on facts, the next step or at least another meeting
- Depending on your authorisation, you can, if necessary, hint at the intention to escalate

Ending the Negotiations

- Summarise what was said and, if possible, confirm it in writing
- Agree on a time and place for a subsequent meeting
- Exchange pleasantries and chit-chat in order to leave business and come back to a more personal level
- When more than one party is present, see to it that everyone leaves the location at the same time

Phase 3 – Follow-up of the Negotiations

Depending on the negotiation/mediation, it might be useful to conduct an After Action Review immediately after the meeting. The purpose of this discussion should cover the following:

- Organisation and conduct of the meeting.
- Review of the discussions and interactions, impressions on attitudes.
- What went well, what did not and why?
- How can we improve?

8.3. Meetings

Before the Meeting

- Determine the purpose of the meeting, the desired results and the implications of the meeting for ongoing operations
- Make a list of the desired attendees. Identify individual ranks, statuses, and protocol requirements. Identify potential agenda items among the attendees that may surface before/during/after the meeting
- Select an appropriate location. Consider security of the site, clearances or travel passes, if needed. Are the rooms big enough? Are there extra rooms where delegations can deliberate or rest? Consider the neutrality of the location and the possible message it may send to participants and non-participants. Ensure that the location implies no favouritism
- Invite the attendees and try to confirm their participation. If applicable, send a draft Agenda with the invitation
- Determine appropriate seating arrangements. Consider the number, ranks, and statuses of the participants, the shape and the size of the room, and the local culture and customs
- Take care of appropriate catering
- Consider local ceremonial customs and ensure the members of your own group are well aware of what will be expected of them in such ceremonies. These ceremonies should be taken seriously because they may be an important part of some meetings and the local actors might use them to measure our commitment to their cause
- Be familiar with other cultural idiosyncrasies such as exchanging gifts or small talk before jumping into business. Awareness can defuse rather than derail or hinder the purpose of the meeting
- Consider having some “spare” interpreters available in the event that the meeting is scheduled to take a long time or the main interpreter shows signs of fatigue

- If food and beverages are offered, make sure that there is no unintended offence to habits, customs, culture, religion etc. (alcohol, pork etc.)

During the Meeting

- Welcome all participants and allow for/encourage introductions
- Direct the participants and other administrative support to the meeting room
- Provide an overview of the meeting's purpose and objectives, relevant background information and assumptions, the time allotted and the expected outcome
- Publish clear ground rules for behaviour, if appropriate. For example, the use of telephones, rest/deliberations, topics not on the agenda, and timings. Encourage constructive talks as opposed to destructive confrontation
- If not already done, propose and formalise an agenda that is agreeable to all parties
- Designate an individual to take the minutes. It is almost impossible to run a meeting effectively and take thorough notes at the same time
- Monitor the composition and skills of the attendees
- The moderator might try to encourage attendees to vocalise their ideas or concerns. It might be necessary to ask direct questions
- Always summarise what has been discussed or agreed during the meeting. Make sure that attendees confirm that they understand what their part in the required actions after the meeting is. If necessary and possible, decide on follow-up meetings
- If appropriate and possible, consider a "chill-out" phase to allow for a relaxed end to the meeting
- Whenever possible, include a security briefing, given by the military, on the agenda

After the Meeting

- Produce a list of attendees
- Produce a copy of the agenda
- Produce a report of all issues and discussions covered during the meeting, decisions made, agreements drafted, topics tabled for future meetings and further actions to be taken
- The date and subjects of the next meeting
- Provide copies of the report to the attendees

8.4. Working with Interpreters

Introduction

Most NATO operations are conducted in countries where CIMIC operators lack the linguistic ability to communicate effectively with the local population in the AOR. Working with interpreters is often the best or only option, but must be considered a less satisfactory substitute for direct communication. Therefore, the proper use and supervision of interpreters can play a decisive role in the mission.

The Interpreter

Ideally, interpreters should be native speakers of the target audience's specific dialect and should be familiar with the area they are working in. Gender, age and race have the potential to seriously affect the mission. Therefore, it is of the utmost importance to ensure that interpreters are well-accepted by the target audience. An interpreter can explain everything about culture and customs beyond what is written in any country study and he also knows the environment as well as the people and their history.

Do's and Don'ts

- Position the interpreter by your side or even a step back. This will keep the subjects or audience from shifting their attention, or fixating on the interpreter and not on the soldier

- Always look at and talk directly to the subject or audience. Don't talk to the interpreter
- Do not address the subject or audience in the third person
- Speak slowly and clearly, and give enough time to interpret. Keep your sentences as short as possible and repeat if necessary
- Speak to the audience as if they understand your language. Be enthusiastic and use gestures, movements, tone of voice, manner and mode of speaking as you would use in your own environment
- Avoid making side comments to the interpreter that are not expected to be translated. Also avoid whispering. That might create the wrong atmosphere for communication
- Before you embark on an assignment, brief your interpreter about the situation, what you are planning to do and what is expected of him
- Do not give too much leeway to your interpreter for injecting his own personality, ideas, opinions or questions into the interview without consulting you first. This could give the audience the wrong impression of who is actually in charge. In this regard, the interpreter should never attempt to answer a question from the audience, even if he/she knows the correct answer to it
- All differences between the CIMIC operator and the interpreter should be settled away from the audience
- Do not use slang, idioms and colloquial expressions. Avoid tending towards flowery language, but keep statements as short and to the point as possible.
- From time to time, summarise the content of the conversation to make sure there is no misunderstanding due to wrong interpretation

**Make sure your interpreter follows your guidance!
Lead your interpreter!**

9. Cultural and Ethnic Awareness for CIMIC Operators

Cultural and Ethnic Awareness

As the CIMIC operator, you must have a sound understanding of the overall cultural context in which you operate. A comprehensive and detailed grasp of the society will enable you to interact with the local population and understand cultural differences in a way that will facilitate rather than impede mission accomplishment.

You must avoid cultural mistakes!

Given that CIMIC is about establishing relationships, it is imperative that you have a fundamental understanding of the indigenous population. Most formal interactions with the civilian population and local governments will involve the assistance of interpreters.

In addition to providing accurate translation, your interpreter's understanding of the local customs is as important as their language skills.

The ability to work with interpreters increases your effectiveness!

Gender Awareness

As a CIMIC operator you must understand that gender awareness is an integral part of the working environment. Develop a correct 'gender mind-set', including proper attitude and behaviour. The term 'gender' refers to the social differences and social relations between women and men. It therefore refers not to women or men, but to the relationship between them, and the way this is socially constructed. Gender is learned through socialisation and is heavily influenced by the culture of the society concerned.

Be aware of gender-sensitive issues while conducting activities!

If properly observed, gender awareness can have a positive influence on your work.

However, be careful when employing a more gender-focused approach, as many cultures still do not view women as equal members of society and our 'good intentions' might unbalance an already difficult situation. It is unwise to try to change the values of a society regardless of your personal opinions. CIMIC personnel should be aware of gender issues and should prepare for a more gender-focused approach when time and circumstances are favourable. You advise commanders on this very sensitive topic.

Gender Awareness is everyone's task!
(See CCOE Gender brochure)

ANNEX III.22. Glossary

This glossary contains only the abbreviations used in the handbook. For a more comprehensive abbreviation guide check the attached CD.

A

ACF	Action Contre La Faim
ACT	Allied Command Transformation
ACO	Allied Command Operation
AHA	Ammunition Holding Area
AMDA	American Medical Directors Association
AOI	Area of Interest
AOR	Area of Responsibility
AOO	Area of Operation
ASAP	as soon as possible
ASCOPE	Areas, Structures, Capabilities, Organizations, People and Events

B

BATNA	Best Alternative To a Negotiated Agreement
BG	Battle Group
Bi-SC	Bi-Strategic Commands (ACT / ACO)

C

C2	Command and Control
CA	Civil Affairs
CC	CIMIC Centre
CC	Collective Cultures
CCF	Collection Coordination Facility
CBRN	Chemical, Biological, Radiological, or Nuclear
CCCM	Cluster Camp Coordination and Camp Management
CCOE	CIMIC Centre of Excellence
CDC	Centres for Disease Control
CDO	Collective Defence Operation
CEP	Civil Emergency Planning
CIMIC	Civil-Military Cooperation
CivSit	Civil Situation
CJTF	Combined Joint Task Force
CMCoord	Civil-Military Coordination Office (UN)
CMCS	Civil-Military Coordination Section
CMO	Civil-Military Overview
COA	Course of Action
COG	Centre of Gravity
CONOPS	Concept of Operations
CP	Command Post
CRO	Crisis Response Operation
CRS	Catholic Relief Services
CSU	CIMIC Support Unit

CT	Counter Terrorism
<u>D</u>	
DNH	Do No Harm
DOS	Division of Operational Services
DPKO	Department of Peacekeeping Operations
DRC	Danish Refugee Council
DSRSG	Deputy Special Representative of the Secretary General
<u>E</u>	
EBO	Effect Based Operations
ECHO	European Community Humanitarian Office
EOD	Explosive Ordnance Disposal
EU	European Union
ER	Exploitation Requirement
<u>F</u>	
FAO	Food and Agriculture Organization (UN)
FCE	Full CIMIC Estimate
FPG	Functional Planning Guides
FRAGO	Fragmentation Order
<u>G</u>	
GA	Gender Awareness
GAA	German Agro Action
GAIN	Global Alliance for Improved Nutrition
GO	Governmental Organisation
GOP	Guidelines for Operational Planning
GPS	Global Positioning System
GTZ	Gesellschaft für Technische Zusammenarbeit
<u>H</u>	
HC	Humanitarian Coordinator
HIC	Humanitarian Information Centre (UN)
HHI	Habitat for Humanity International
HOC	Humanitarian Operation Centre (UN)
HQ	Headquarters
HNS	Host Nation Support
HRJF	High Readiness Joint Forces
HUMINT	Human Intelligence
<u>I</u>	
IASC	Interagency Standing Committee
IC	Individualistic Cultures
ICE	Initial CIMIC Estimate
ICH	Institute of Child Health
ICN	International Council of Nurses
ICRC	International Committee of Red Cross

ICMH	International Centre for Migration and Health
ICVA	International Council of Voluntary Agencies
IFRC	International Federation of the Red Cross
IDP	Internal Displaced Person
ILO	International Labour Organization
IO	International Organization
IOM	International Organization for Migration
INEE	Inter-Agency Network for Education in Emergencies
IRC	International Rescue Committee
ISDR	International Strategy for Disaster Reduction
<u>J</u>	
JFC	Joint Forces Command / Commander
JOA	Joint Operations Area
JAO	Joint Area of Operation
<u>L</u>	
LCC	Land Component Command
LNO	Liaison Officer
LWF	Lutheran World Federation
<u>M</u>	
MAHE	Military Assistance in Humanitarian Emergencies
MC	Military Committee
MCDA	Military and Civil Defence Assets
MLO	Military Liaison Officer
MOE	Measures of Effectiveness
MOP	Measures of Performance
<u>N</u>	
NAC	North Atlantic Council
NATO	North Atlantic Treaty Organization
NCA	Norwegian Church Aid
NCO	Non-Commissioned Officer
NEO	Non-combatant Evacuation Operation
NGO	Non Governmental Organization
NRC	Norwegian Refugee Council
NRF	NATO Response Force
NTM	Notice to Move
<u>O</u>	
OA	Operational Area
OCHA	Office for the Coordination of Humanitarian Affairs
OE	Operational Environment
OHCHR	Office of the High Commissioner for Human Rights
OPLAN	Operation Plan
OPCON	Operation Control
OPP	Operational Planning Process
<u>P</u>	

PAO	Public Affairs Officer
PMESII	Political, Military, Economic, Social, Infrastructure, Information
POC	Point of Contact
POL	Petroleum, Oils, Lubricants
POLAD	Political Advisor
Q	
QIP	Quick Impact Project
R	
RC	Resident Coordinator
RedR	Registered Engineers for Disaster Relief
ROE	Rules of Engagement
S	
SatCom	Satellite Communications
SC 99	Strategic Concept 99
SCN	Standing Committee on Nutrition (UN)
SMT	Security Management Team (UN)
SOP	Standard Operating Procedures
SRSA	Swedish Rescue Services Agency
SRSG	Special Representative of the UN Secretary General
SSR	Security Sector Reform
T	
TACOM	Tactical Command
TACON	Tactical Control
TSF	Télécoms Sans Frontières
TCN	Troop Contributing Nation
U	
UCT	United Nations Country Team
UN	United Nations
UNDP	United Nations Development Programme
UNDGO	United Nations Development Group Office
UNDSS	United Nations Department of Safety Security
UNFPA	United Nations Population Fund Agency
UNHAS	United Nations Humanitarian Air Service
UNICEF	United Nations Children's Fund
UNITAR	United Nations Institute of Training and Research
UNHCR	United Nations High Commissioner for Refugees
UNJLC	United Nations Joint Logistic Centre
UNMAC	United Nations Mine Action Centre
UNOSAT	United Nations Operational Satellite Applications
UNRWA	United Nations United Nations Relief and Works Agency
UNV	United Nations Volunteers
USAID	United States Agency for International Development

USCA	United States Civil Affairs
<u>V</u>	
VSAT	Very Small Aperture Terminal
<u>W</u>	
WASH	Water, Sanitation & Hygiene
WFP	World Food Programm
WHO	World Health Organisation
WMD	Weapons of Mass Destruction
WVI	World Vision International