



CIMIC Messenger

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The CCOE Information Leaflet

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Foreword

Dear CIMIC-Operators, members of civilian agencies and all other interested folks, I would like to introduce our latest product, the CIMIC Messenger, to all of you. Born out of the necessity that many changes and developments go unnoticed by a vast number of us, we decided to create this means of information for our community.

Our initial issue, will introduce you to the CCOE's "Vision and Goals for the Future", describing the current requirements and how we are going to meet them.

In the upcoming issues, you will find more information about the CCOE's scope, projects and experiments.

We will publish the CIMIC MESSENGER several times a year, depending on current developments, needs and latest news.



If you are interested to receive the CIMIC Messenger, please visit our homepage and subscribe to our free e-mail service.

Sincerely yours,

Hans-Jürgen Kasselmann

Colonel DEU Army

Director of the CCOE



www.cimic-coe.org



CCOE VISION AND GOALS FOR 2010 AND BEYOND

1. CONTEXT

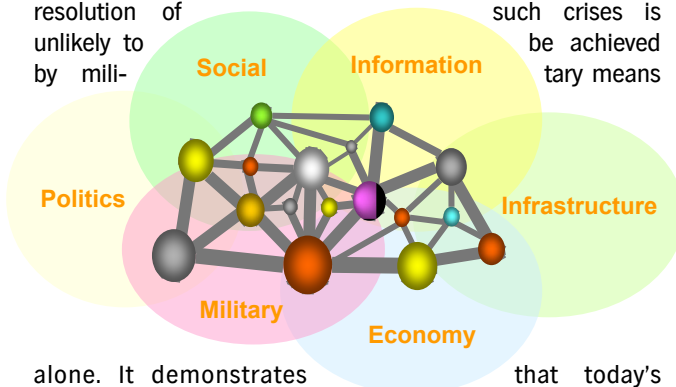
CCOE vision and goals for 2010 and beyond are laid down in the context of the following key parameters:

a. CIMIC – Revised Operational Design

CCOE's main subject matter expertise, i.e.: "CIMIC" is continuously evolving at a fast and rapid tempo. This tempo is driven by mission experiences which on the one hand leads to an enhanced operational importance contributing to the core of today's mission to conflict resolution but on the other hand requiring a total redesign of the operational fundamentals on the multinational level.

CCOE is working on the basis of the NATO CIMIC doctrine as the conceptual principle. Essentials of the current developments are:

- NATO's experience to date underlines the complexity of crises. Multidimensional crises or emergencies do not lend themselves to simple definition or analysis. Moreover, the resolution of such crises is unlikely to be achieved by military means



alone. It demonstrates that today's challenges require a comprehensive approach by the international community, involving a wide spectrum of civil and military instruments. It demands an approach that responds effectively to complex crises by the harmonisation, coordination and de-confliction of NATO's military and political instruments with the other instruments of power, for instance the national political level, International Organisations (IOs), Non-governmental Organisations (NGOs), Governmental Organisations (GOs) and economic entities. NATO Forces can only accomplish its military mission in this context. It is an absolute must to comprehensively engage this challenge in the civil-military interactions, on the national as well on the multinational level.

- CIMIC is the link to the civil environment and the military facilitator in a comprehensive approach. 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.

- CIMIC, as an integral part of the multidimensional operational art, addresses all parties within a conflict situation, facilitates the transition of civilian capabilities to military operations and vice versa. The governing idea in all those interactions is reaching the defined and commonly desired end state, for the best of the local population, the civil actors and the Alliance Forces.

- CIMIC enhances the military ability to reach a desired end state by linking military operations with the civil sector. An extensive assessment provides the foundation for the development of courses of action to counter all threats opposing Alliance aims. It targets on the overall society situation and not any specific threat axis. Civil Military Co-operation links the contributions of a comprehensive approach – and its civil actors – with the military effort of ensuring a safe and secure environment.

- In order to maximize success for all parties it is crucial that all sides fully understand how each partner operates.

- On one hand military personnel at the tactical level will carry out CIMIC tasks, directly contributing to the military effort as "boots on the ground". On the other hand CIMIC tasks will be carried out by personnel not directly linked to CIMIC staff functions. 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.

b. CIMIC – Enhanced Multinational Capability Platform

NATO operations conducted in a comprehensive environment are often constrained or even restrained by national policies which especially impact on the civil-military dimension. Synchronisation of different national approaches in the field of CIMIC is therefore a key challenge of each NATO command. Unity of effort of all NATO forces involved is a major operational requirement in order to maintain cohesion towards all civilian actors involved, especially when addressing the affected population. NATO CIMIC as a consequence has to provide for an enhanced multinational capability platform addressing the civil environment in a synchronised or even orchestrated fashion which allows the nations to engage in the civilian space within policies and means. This clearly demands efforts to establish a more synchronised procedural CIMIC fundament and increased efforts towards multinational CIMIC education, individual and collective training.

c. CIMIC- Emerging Discipline

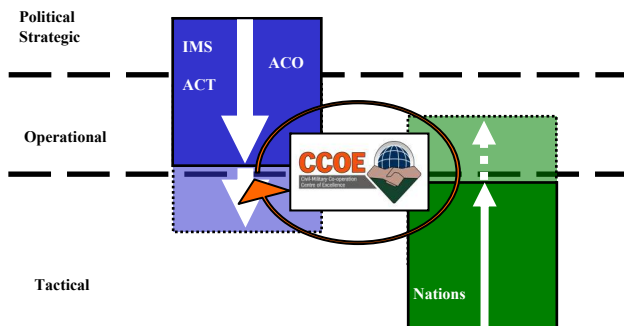
Analyses of current NATO operations persistently underline the increased importance of CIMIC in managing the com-



plexity of the operational factor civil environment. Especially, insights concluding its relevance for mission success led to mission driven requirements for radical change in the entire civil - military attitude. CIMIC has therefore turned into an emerging discipline which has to rapidly adapt in order to meet the challenges of actual employments of NATO. At the same time it is of utmost importance to maintain the generalised perspective for NATO CIMIC in order to maintain the required view, mindset and capabilities to cope with the future global developments.

d. CIMIC – Operational Relevance

CIMIC in its complete spectrum has become of increased operational relevance for the planning and execution of NATO operations. As such it is quite logical that recent changes in NATO and national HQs have led to the embedding of CIMIC elements within the effects oriented structures. This transfer from a CIMIC functional J 9 structural approach towards an integrated process based CIMIC approach will require revision of the respective staff processes and related procedures, including implementation requirements in CIMIC education, individual and collective training.



e. CIMIC – Developing Civil-Military Interaction Principles

The necessity for a comprehensive approach towards complex conflict resolution requires the development of a flexible civil-military interaction principle including but not limited to information management concepts, ranging from data awareness to a multidimensional network-based platform for information exchange, individual and organisational awareness, common agreements of basic interaction principles, common procedures for comprehensive and joint planning, common basics for the provision of civil expertise for the military, common training and mutual training support, mutual support in fundamental and specific groundwork and research. As awareness in such developments is growing on both sides of the civil-military equation this impetus should be used to come to in-depth and clearly defined solutions. It is however of utmost importance to channel the numerous activities on all levels into more flexible and vivid processes and agreements. This especially includes as well the absolute necessity to coordinate military and civilian training and exercise requirements in order to make effective and efficient

use of scarce resources, especially on the civilian side, namely the key UN Organisations.

f. CIMIC – Academic Research and Focal Interest

The complexity of today's conflicts is being addressed by large and with a still growing academic attention and comprehensive scientific interest. Close co-operation between key scientific and academic entities would accelerate the transformational process of Civil-Military Interaction in terms of depth and tempo.

2. CCOE VISION

CCOE in affiliation with the NATO transformation process and in line with individual requirements of the Sponsoring Nations will focus on the further evolvement of the multinational CIMIC capability platform in the context of current and future comprehensive political and military challenges. In line with the rapidly changing CIMIC driven operational principles CCOE perceives itself as an accelerator for the required change of military and civilian culture. Emphasis will be given to the CCOE's ability to play a key role in the evolution of the conceptual and procedural platform for NATO CIMIC and beyond, while at the same time providing major contributions to multinational CIMIC education, individual and collective training.

This leads to a general vision in which the CCOE will

- Take ownership for multinational CIMIC developments
- Facilitate requirements for the further evolution of CIMIC for NATO, EU, UN and Sponsoring Nations
- Facilitate an enhanced CIMIC capability platform
- Focus on the application of mission relevant CIMIC aspects, while maintaining the overall perspective according tomorrow's CIMIC related challenges
- Integrate the civilian aspects of comprehensive requirements as a focal point for international and non-governmental organisations
- Co-operate with civil scientific and academic key institutions in order to build and harden a common CIMIC fundament in the military and the civil Environment

In CIMIC conceptual and procedural foundations the CCOE will

- Take the lead for conceptual and procedural developments in the entire hierarchy of multinational CIMIC documents and instruments, including pragmatic CIMIC application guidelines and specific CIMIC subject advice
- Facilitate contributions to a civil-military interaction fundament on the multinational level with International and Non-governmental Key Organisations



- Commit to academic research and transfer mission relevant knowledge and findings

In enabling multinational CIMIC capabilities the CCOE will

- Contribute to the definition of required multinational CIMIC capabilities focussing on CIMIC education, individual and collective training, including advice to in mission training as well as contributions to NATO and National Force Planning
- Facilitate synchronised multinational approaches towards CIMIC education, individual and collective training, including advice to in mission training
- Execute and contribute to CIMIC education, individual and collective training, including in mission training.

3. CONCEPT OF OPERATION

a. Intent

CCOE will transform its developed vision into activities as outlined below in terms of priorities, resource allocation and general time lines. The detailed Programme of Work would especially provide for the required insight on how given CCOE personnel is employed. It should be seen as the internal management tool for resource allocation.

b. CIMIC Education and Individual Training

Education and Individual Training (E&IT) are the start for any CIMIC effort in planning and conduct of its contribution to all areas of the military. CCOE sees therefore CIMIC E&IT as its core Enabling Capability. It is the firm belief that the CCOE, foremost amongst the current Sponsoring Nations has positioned itself as professionally recognised Education and Training Institution. In order to further ensure and enhance that recognition, it is of the outmost importance that the CCOE continues to develop, enhance and market products of highest quality. This is also to be seen as a tool by which the multinational platform can be enlarged and thereby support and strengthen the outreach of the CCOE.

Resulting from that the CCOE will provide a permanently upgraded E&IT programme reflecting the contextual challenges as outlined above. It will especially ensure the direct transfer of the conceptual and procedural internal and external developments as well as exercise, mission and research related insights into state of the art E&IT products. To achieve this, the following key activities are scheduled:

- Current CCOE NATO Course Program is to be conducted on the basis of a permanently further on-developed standard within the given accredited syllabuses.
- Current CCOE Course Program on specific CIMIC E&IT products needs to be further developed with the focus of meeting current and emerging customer requirements.

- CCOE E&IT products will be provided outside of the CCOE in order to enhance the outreach and footprint of multinational CIMIC.

- Currently CCOE E&IT programs are mainly focussing on CIMIC personnel. This will remain the first priority into the future also. However in line with, and supporting the Comprehensive Approach doctrine, the plan for 2010 is to develop and conduct additional CIMIC E&IT programs regarding to:

- Common or basic military training for commanders, battle staffs, advisors etc.
- Joint Civil and Military Training for individuals and civilian organisations.
- Force Integration Training during exercises.
- Subject related Mission Preparation Training.

- The gained experiences from these CIMIC E&IT, as well as the insights from the basic analysis as outlined below, will result in a modular type of E&IT and the same time in an in-depth subject related competence. It is anticipated that this will lead to a smooth short-notice support capability for customer related E&IT requests forwarded by the Sponsoring Nations and NATO entities with its emphasis on integration into collective training support provided to Joint Warfare Centre.

- Although the CCOE CIMIC courses and programs are accredited or developed closely linked with requirements of the customers; and are widely accepted with appreciation, the CCOE lacks sufficient and detailed feedback / lessons learned in order to really verify if the customers and operational requirements are being met completely. Maintaining a high standard of relevant CIMIC E&IT programs demands for a systematically developed approach, aiming at a better insight in customer- and operational requirements. Retrieving this is vital feedback, amongst other important as well, will be part of the Lessons Learned Management Concept, as mentioned below, to be implemented by the CCOE, and will require pro-active participation from – amongst others - the Sponsoring Nations. Although the nature of the process is one of permanent effort the CCOE will aim at an initial output in 2010.

- As add on to the continuously and permanent ongoing updates of the current programmes, the CCOE has initiated a Front End Analysis on the entire spectrum of CIMIC E&IT requirements. Given the contextual CIMIC developments a holistic and complete analysis should lead to the identification of possible CIMIC E&IT gaps. This product will be developed in close co-ordination and co-operation with NATO entities and participation from – amongst others – the Sponsoring Nations. It is expected that the outcome of this approach would lead to a future oriented and more mission relevant E&IT program for NATO, the CCOE and beyond. As comprehensive results are not to be expected in a short timeframe, given the magnitude for conceptual change and



the numbers of actors involved, the CCOE will present a first initial result latest by mid 2010.

- Based on its key-leader function in further developing CIMIC E&IT programs and modules the CCOE will, beginning in 2010, enhance its position in fully implementing its role as Curriculum Control Authority and Co-OPR for NATO accredited courses. The CCOE will take the required initiatives within the NATO CIMIC Education Working Team in order to facilitate the identified need for changes, covering the entire spectrum of a multinational CIMIC E&IT reality, including the integrated approaches from and inside the civil-military environment.

- The CCOE intends to continuously use its wide and diverse Network to create synergy in the area of Civil Military E&IT. This will be reached by attracting and educating more students from Non-sponsoring nations and a special emphasis on participants from civilian organisations. This will not only benefit the students of the CCOE and strengthen the Lessons Learned process, but would also contribute to the vision of becoming a NATO and European wide recognised Education and Training Institution of Excellence.

- Quality of CCOE E&IT products is permanently enhanced by the following initiatives:

- Increase of academic and professional network on highly qualified specialists being able to address the change
- Increase in methodological construct of E&IT deliverables and in didactical skills of the CCOE and provided personnel
- Increase in supporting E&IT documentation
- Integration of Advanced Distance Learning products as applicable (see below).

c. CIMIC Collective Training Support

Collective Training (Exercises and In-Mission-Training) are the Alliance's and Sponsoring Nations' first vehicle to transport new operational patterns to the respective recipient. According CIMIC this means crossing the borderline from theoretical design to practical conduct.

CCOE therefore has to play a central role in implementing the new CIMIC conceptual and procedural basics in collective training of NATO, EU and UN, including the Sponsoring Nations. CCOE CIMIC Collective Training Support is most effectively rendered at the operational level in direct support to Joint Warfare Centre (JWC) for ISAF Pre-Deployment and for NRF preparation at DSE and CC Level, complemented by support to high level strategic exercises and equivalent exercises of the Sponsoring Nations. This is to be further developed in 2010 along the following lines:

- Establishment of a common concept between CCOE and

JWC which

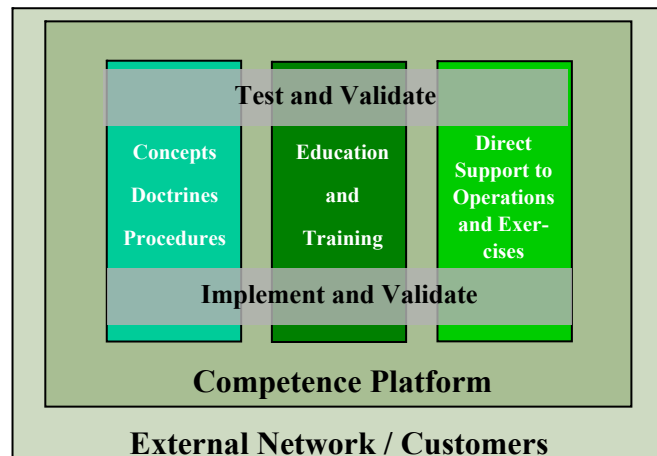
- integrates CCOE's subject expertise in the JWC collective training spectrum in a systematically way – from the design to the evaluation phase

- allows the CCOE to directly draw on conceptual necessities and mission related training requirements

- Development of comprehensive exercise support packages, including the provision of tailor-made E&IT programmes, subject related MEL/MIL scripting, subject matter experts from the CCOE or the CCOE built civilian network, and of a more cohesive integration of IO/NGO participation depending on the progress of the relations between CCOE and International and Nongovernmental Key Organisations

- Provision of the multinational CIMIC perspective within the capabilities developed to the Sponsoring Nations

- Participation in Exercises of International Key Organisations – focus given to UN OCHA TRIPLEX– and of Nations – focus given to International Partnership and Sweden led VIKING Series - which promote CCOE expertise in a dual way.



d. Conceptual Developments

Concepts and doctrines are the theoretical baseline for the conduct of any Civil-Military Interaction, independent from the level it takes place on. The commitment to stay in closest contact to the operational reality demands constant monitoring and iterative action referring to all levels of doctrines and concepts.

In 2009, as one of NATO's accredited Centres of Excellence, the CCOE – on behalf of its Sponsoring Nations and within the NATO transformational framework – successfully proved its growing role of being the acknowledged body for CIMIC related doctrinal and educational expertise. This position will be further enhanced in 2010 towards a level which allows promoting CCOE ownership for multinational CIMIC and facilitating the required multinational CIMIC capabilities for Sponsoring Nations, NATO, EU, UN and all relevant civil aspects and organisations. In order to reach the desired effects of NATO CIMIC as described in the contextual analysis further



developments and ownership for conceptual and procedural foundations and enabling capabilities must be pursued and secured. Overall contextual focus in 2010 will be on how to:

- Reduce current constraints and restraints,
- Overcome the growing gap between requirements and capabilities,
- Overcome the mismatch between NATO and national perceptions,
- Overcome the gap between developing political and military perception on the operational factor civil environment within in a comprehensive approach – create a better understanding of relevance for missions' success.

Custodianship for AJP-9 will stay with the CCOE in 2010 and beyond. With the approval of the Working Draft in May 2009 NATO member countries and major agencies recognised the CCOE as the Alliance's CIMIC Competence Centre. Based on the guidance of NATO Standardisation Agency the first Study draft was distributed in September 2009. The AJP 9 will be further matured based on the comments received as the conceptual priority product. For that, the CCOE Core Writing Team will remain established in order to draft the required updates. Focus of the CCOE's involvement in the Custodial Coordination Project is on the further connecting CIMIC in the criteria as outlined above in the AJP-01, 2, 3 and 5.

The CCOE will start in 2010 to develop a way to fill the doctrinal gap above (MC 411) and below the AJP-9 (operational level) in a pragmatic way. Possible solutions to do this could be to take over custodianship for a series of ATPs, become then as a perspective more active in the development of TTPs on the mid and long term. In parallel the CCOE will start in 2010 with development of a customer related CIMIC Compendium as living and growing series of documents for the Forces and Headquarters on tactical and operational level. Although CIMIC per se is a Joint function, there is also a need to support Component Headquarters (Land, Maritime, and Air) in the development of relevant CIMIC documents; as well as to provide support to Support Sponsoring Nations in drafting their national CIMIC doctrines and procedures cohesive with multinational CIMIC requirements.

The development of an initial outline approach for a comprehensive and mission relevant Cultural Competence Model (covering amongst other topics Gender, Cultural Heritage, Ecosystem, Religion, and Rule of Law) was a well received mission related the CCOE initiative in 2009, as most key players in NATO reacted on the negative effects of ignoring Cultural issues in operations with national solutions. The CCOE will in 2010 further investigate in the various aspects and transfer results in the entire spectrum of the CCOE activities and work. This area has been identified for further integrate academic and scientific network connectivity. A series of workshops will be held in order to facilitate the required results.

e. Experiments

Experiments are the most friction-free tool to transform new concepts and doctrines into functional workflow procedures in CIMIC at all the levels of responsibility. As logical follow up on the ongoing conceptual developments CCOE's participation in CIMIC relevant experiments will provide the CCOE with useful knowledge, and ensure that the CCOE stays on top of the latest's developments, and can exercise influence on the course of future developments.

CCOE's involvement in the experiment design and execution on NATO level needs to be improved on an advanced level. Based on initial discussions, HQ SACT has invited to a closer participation in experiments and even to actively introduce CIMIC related experiments into the system, which has to be executed in order to support its own doctrinal development and capabilities. Currently eight CIMIC relevant experiments have been identified. The CCOE has initiated an in-depth analysis of the content, required resource and expected outcome in order to determine the level of engagement reflecting the availability of resources. Based on the outcome the following experiments should be addressed:

- Joint Planning, Execution and Coordination Tools (JPECT) in Civil Military Operations (NC3A)
- Comprehensive Civil-Military Legal Overview (ACO/ACT LEAGL)
- Maritime Civil-Military Cooperation (STRIKEFORNATO)
- Stabilization Activities and Reconstruction Efforts in the CIMIC Environment (ACT)
- Civil-Military Fusion Centre/Civil-Military Overview (HQ ISAF / JC Lisbon)
- Civil-Military Interaction Experimentation at the Political-Military Level (NATO HQ)
- Holistic Assessments for Civil-Military Interactions (WG 2 – CFC/CMO)
- Enhanced NATO Civil Support to NATO Military Authorities (CEP) (NATO HQ)

The involvement in the Multinational Experiments (MNE) of NATO is an additional line to take. The following have been identified as directly related to the CCOE work:

- MNE No 5 (lead by United States Joint Forces Command – USJFCOM - 10 participating Countries plus IO/NGO) campaign began in 2005 to develop better ways to plan and conduct coalition operations. The campaign uses a building block approach of seminars and limited objective experiments that is distributed among multinational partners and conducted through a series of integrating events. On invitation of USJFCOM / ACT and request of Germany CCOE is participating since the beginning in order to ensure appropriate contribution of CIMIC within the areas of Knowledge Development and Coalition Information Strategy / Information Operations. CCOE will continue in 2010 in order to retrieve



insights on how CIMIC conceptual and procedural basics are interrelated with communication requirements.

- MNE No 6 (18 participating Countries plus IO/NGO) was launched in March 2009 and is a two-year effort to improve the capability of multinational coalitions to conduct irregular warfare operations. This is accomplished through the application of defence, diplomatic and developmental aspects of governmental and non-governmental organizations to deal with security challenges. CCOE is currently invited by USJFCOM / ACT and Spain as the responsible Country for the "Cultural Competence" part in the Experiment to support more actively. In 2010 CCOE is entering within resources and capabilities with the perspective on how to make best use of this opportunity and by that taking over a more significant role in designing a Generic Cross-Cultural Awareness (CCA) Concept and a CCA Training Package in three levels (Basic Knowledge, Cultural Understanding, Cultural Competence).

4. ENLARGEMENT OF THE CCOE PLATFORM

Multinational involvement on a high level is necessary to ensure the continued development and relevance of CCOE products, to include experiments, missions, conceptual and doctrinal, and lessons learned processes. It is therefore a matter of priority to further enlarge the CCOE platform by attracting and actively involving more nations. That would not only have positive effect on the working capabilities of the CCOE, but even more important further enhance the validity and legitimacy of the CCOE within NATO and beyond. The joining of Hungary and Slovenia in 2010 is seen a strong signal for other commitments.

Of the highest priority for the CCOE as future Sponsoring Nations and partners are: The United States of America due to the necessity of having the conceptual parts of Civil Affairs embedded in the work of the CCOE. Next would be the United Kingdom and France due to their important role within NATO.

The CCOE is promoting sponsorship in its network relations within in given means and outreach. However, in order to attract more nations in a systematic way, a pro-active involvement from the current Sponsoring Nations would enhance the efforts already initiated by the CCOE.

5. NETWORK REQUIREMENTS

The effectiveness and efficiency of the CCOE in its basic functionality within the given mission spectrum for CIMIC and its role as lead entity accelerating the Civil-Military Interaction Process is very much dependent on its mature and sophisticated network combining military and civilian entities.

Naturally borne, closer interaction and improved working relations of the CCOE with the Sponsoring Nations are encouraged, in order to create synergy, coherence of efforts - and a common understanding - which will be of mutual

benefit, both the Sponsoring Nations and the CCOE. An appointment of focal points of contacts within the sponsoring Nations - on specific and relevant topics - is an imminent requirement for the CCOE to effectively facilitate the required intensive and permanent exchange of information, and thereby enhance the direct interaction and relationship. This in the end will present the Sponsoring Nations with a more direct and focused outcome, and thereby create added value to the national conceptual developments and Education and Training.

Network activities based on the CCOE's affiliation to NATO remain priority on the multinational level. Special attention has to be paid to maintain existing umbilical cords to ACT and ACO in light of the ongoing restructuring. Additionally, the rapid tempo in mission-related developments, including emerging procedural and structural changes, is an absolute driving factor for the CCOE network as well. Finally, the integration of International and Nongovernmental Key Organisations and the academic side of related research entities is a focal line to take for the CCOE in its entire activity spectrum.

The network relations to the UN and EU will require a basic revision in 2010 based on the initial activities launched in 2009. It is anticipated that an improved relation with both entities will be of mutual benefit in all areas of CCOE interest.

Means to enhance the effectiveness of the CCOE network are the establishment of permanent and even formalised working links in clearly defined relations and subject issues. The CCOE will therefore institutionalise its relations to key entities by Letters of Intents and allocation of liaison responsibilities in its own staff.

Especially, the non-transparent allocation of CIMIC responsibilities at ACT is of great concern for the CCOE. The Liaison Officer at HQ SACT is of utmost importance for the CCOE Network. He pro-actively coordinates with and advises various divisions and branches of HQ SACT. Additionally, he represents the CCOE in seminars, Working Groups, Work Shops etc. around North America. The Liaison Officer will best utilize a NATO Network Enabled Capability and Strategic Communications in order secure the CCOE interests and / or CIMIC knowledge. Furthermore he is a high value connection to the US and Canada based institutions being both military and civilian. Having a permanent Liaison Officer enhances the flow of knowledge and information, and thereby contributes to the conceptual developments thus enhancing the capability and capacity of the CCOE to provide quality education and training.

As stated above, the CCOE will develop special relations to JFC Brunssum and JWC in order to be part of the mission driven developments and required implementation of the CIMIC related change.

The relations to the Multinational CIMIC Group will be put on a new substance and synergy based platform in 2010 as the responsibilities, knowledge and capabilities of both organisations to complement each other on the multinational level. It



is anticipated that the initial mutual dialogue in 2009 will provide for the required formal platform in order to allow consistent co-operation with both NATO affiliated organisations.

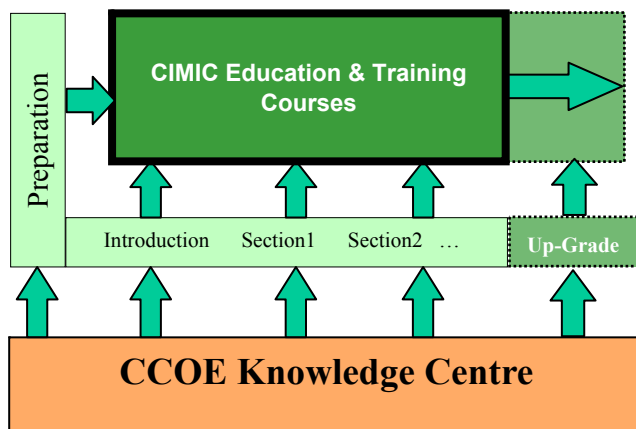
Special attention will be given to national CIMIC and Civil Affairs entities. This should be seen in line with the overall activities of enhancing the outreach and platform of the CCOE. Of special importance in 2010 is the strengthening of vivid relations to civil affairs service related units.

Cooperation with Academia is a very important strand of the CCOE network. The established co-operation with – especially German and Dutch Universities – has proven to be very valuable and needs to be further developed in future, where possible as well with other national entities. Not only does such co-operation provide inputs to the conceptual developments, but more importantly it gives access to the huge amount of knowledge and studies conducted within these institutions. Additionally, focus is given to the formal participation in subject related scientific networks, which will allow access to in-depth insights and research based results but provide the CCOE the opportunity to stir the interchange of ideas in the entire area of Civil-Military Interactions, including the respective transfer into its own mission-related work.

The Internship Programme of the CCOE has proven to be extremely effective and is going to be further developed in 2010. The interns provide valuable access to the latest theoretical and technical knowledge, which the intern can then apply through practical work assignments, research or studies; thus building an enhanced relationship between the CCOE and various academic institutions.

6. ADVANCED DISTRIBUTED LEARNING

Advanced Distributed Learning (ADL) is by many institutions considered to be a given part of the future development. The CCOE has initiated in 2009 an analysis which will design the framework to what extent the CCOE should enter into this area. The initial research has indicated that ADL not only can it be a valuable supplementary tool in the Education and Training programme, but it can also be used as part of the Information/- Knowledge Management system, by providing the CCOE with a tool which can distribute new and important

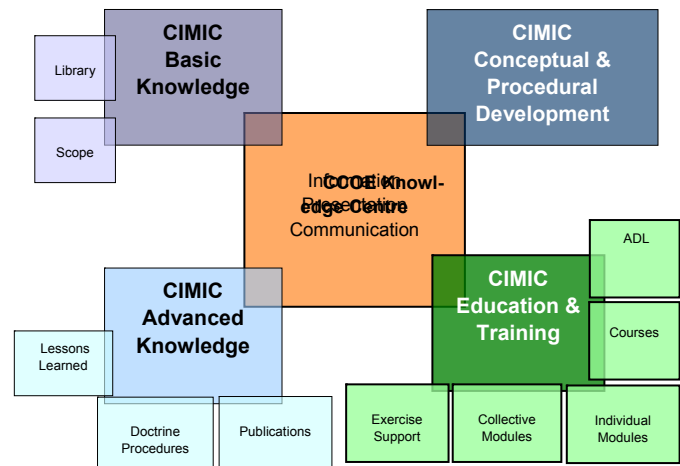


information in a motivating and interesting manner, by using the pedagogic tools and electronic capabilities such a system can offer.

7. INFORMATION-/KNOWLEDGE MANAGEMENT

All efforts according the information distribution, as well internal as external, are governed by the need to ensure procedural efficiency. This is demanding for a powerful information/-knowledge management system within the CCOE able to guarantee a high degree of accuracy and relevance, as well internal as external.

Initial analysis in 2009 indicated that there is an eminent



need to develop and implement a profound concept for Information/- Knowledge Management, in order to ensure a more structured, focused and timely distribution of the vast amount of information which is available. Such concept must support three main processes: Data collection, Data processing to Information and knowledge, and the distribution internal and external) of the information and knowledge coordinated with a more aggressive marketing of the CCOE. Finally the concept must be aligned with the developments of the SHAPE system. The activities in 2010 will have to address the following major strands:

- Develop a system for Data Collection to be done in a structured manner. Some of the main sources are the Internet, where a number of important sites have to be identified and monitored at regular intervals, e.g. the CIMIC Fusion Centre/ Civil Military – Overview (CFC / CMO), Relief web etc. Another passive mean is the establishment of a physical CIMIC library, to include magazines, books, research studies, trip reports etc. alongside an electronic library.
- Develop a staffing routine in two phases. The first phase is where collected data are structured and sorted, in order to identify areas / topics / trends which have to be either distributed for either further staffing, utilisation or just as background INFO. During the second phase an initial processing is conducted at the INFO Management section. The purpose of this processing is to be able to present the data in a more



structured way, and even tailor made for the costumers e.g. internally / externally in order to be distributed or be further staffed within the CCOE branches.

- Develop a distribution system where the processed information is either distributed internally or externally, or incorporated and utilised in a Knowledge base.

Special attention will be given in 2010 to further develop the CCOE homepage to the key information management tool. It is the CCOE intend to advance to the leading open source CIMIC platform on CIMIC scope and developments.

tion, lessons identified / learned, and doctrinal protocols between both civilian and military organisations operating with other frameworks; like the UN, the EU, and other non-aligned nations and entities. However, at the end of the day, the future success of the CCOE can be directly equated to the level of the involvement and support provided by the Sponsoring Nations, and the willingness and acceptance of the formal NATO structures to engage.

8. LESSONS IDENTIFIED / LEARNED

Lessons Identified / Lessons learned are the most important feed-back from missions. They are the practical output of CIMIC conduct in the field. Resulting from that, they are the most valuable source for transformation of doctrines, concepts, procedures, as well as training and education.

Based on initial steps in 2009 the CCOE in 2010 has to develop a concept for retrieving, analysing and distributing Lessons Identified / Learned. The focus will be on the tactical and operational level. That is of the up most importance to ensure the continued developments on both the conceptual as well as on the Education and Training side. The following design criteria are the underlying principles for development:

- The CCOE has until now – by exception only – had access to mission areas, and very few of the allocated staff members have recent mission experience. In order to retrieve the experiences and Lessons Identified/- learned, it is of key relevance that the CCOE in future is consistently allowed access to redeployed personnel; as well as being actively involved in the national debriefing processes, which will require active support and involvement from the Sponsoring Nations.
- More focus must be put on analysing the procedures and findings during experiments and exercises, in order to identify trends and new developments. As already stated above, the co-operation with JFC Brunssum and JWC amongst others are see as key factor for effectiveness in this context.
- The existing process of retrieving student feed back upon their return from mission areas has to be further developed and institutionalised.
- The existing good relations with the Joint Analysis and Lessons Learned Centre (JALLC) have to be maintained and further developed, bearing in mind that the JALLC mainly focuses on the Operational and Strategic level.

9. CONCLUSION

In conclusion the CCOE offers the Sponsoring Nations, and NATO, versatility that they never had before; and provides a two way delivery platform for the free exchange of informa-



Any comments or suggestions to this information leaflet?

Please contact us!

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