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CIMIC MESSENGER

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CIMIC from a Danish point of view



Interview with NATO Joint Force Trainer Lieutenant General Viereck

Foreword

The CIMIC messenger role is to facilitate “*exchanging information amongst the CIMIC family and our civilian counterparts in missions to come.*” Knowledge on basic national interpretations and prerogatives is seen as a key for the right mindset and attitude to comprehensive solution. CCOE also encouraged other nations, representatives etc. to provide similar inputs using the “CIMIC Messenger” as a platform to convey the information. CCOE has received quite a few contributions and will in 2013 bring a series of “CIMIC Messengers” on National approaches on CIMIC and related concepts focusing on our Sponsoring Nations and US Civil Affairs.

This second issue will focus on CIMIC from a Danish point of view, and further you will find the transcript of the interview held with the NATO Force Trainer on the latest developments in the evolution of NATO Education & Training and the role of the Centers of Excellence therein.

W. Baron
Director CCOE

www.cimic-coe.org





CIMIC from a Danish point of view, anno 2013

*By Head of Section Marianne Prior, HQ Defence Command Denmark,
and 1Lt Frederik Olesen, CIMIC Bty, Danish Artillery Regiment.*

From the strategic level

Much has happened regarding the interaction and cooperation between the civil society and the military in NATO's international missions since the establishment of the CIMIC Group North in 2001 and its transformation to CIMIC Centre of Excellence in 2005.

It is important to state that from a Danish point of view CIMIC is still to be considered as an integrated part of the military toolbox. Comprehensive Approach (CA) and new concepts such as Civil-Military Interaction (CMI) should be regarded as ways to comprehend, plan and organize the activities taking place not only between the military and the civil society, but also between various civilian organizations, be they governmental or non-governmental, international or national etc. with the aim of utilizing all instruments to pursue sustainable results. Prudent planning and the timely use of these concepts create a good foundation for inter alia implementation of CIMIC activities.

The Danish definition of CIMIC is (of course) very much in line with MC411/1 (under revision), AJP 3.4.9 CIMIC and related documents. Capability development is based on national ambitions and set to adhere to NATO standards. The ambition level is quite high as the deployment of CIMIC in military missions is a priority. It therefore follows that within the given Area of Responsibility a Danish Military Commander will utilize his or her CIMIC capability to coordinate and cooperate with the local civilian actors to create a safe environment and the best possible conditions for fulfilling the mission, just as he or she will use other non-kinetic modes of operation in the planning process and the execution hereof.

This being said, the information gathered, the contacts established etc. during CIMIC activities can and should also be used in support of CA.

In a regional context Denmark also pursues CIMIC capability development. The Danish Army is responsible for conducting CIMIC education in the framework of the Nordic Defense Co-operation ([NORDEFECO](http://www.nordefco.org/))¹.



The NORDEFECO Course intention is to provide participants with the CIMIC tools, which enables them to carry out CIMIC duties on battalion and brigade level. The aim of the course is to provide the individual student with a basic understanding of definition, aim, components, principle tasks, functions and organization of CIMIC.

From the tactical level

The relationships between civilian and military forces are with the most of importance when a crisis occurs. Especially the ability to combine each other's strengths. In the Danish Defence, CIMIC on the tactical level is a central part of the military solution to interact with non-military authorities such as the local communities, and with national and international governmental or non-governmental organizations.



Danish CIMIC Support Team is meeting the local population

¹ <http://www.nordefco.org/>



In a field mission....

CIMIC objectives are doctrinally well described and create the foundation of the tactical CIMIC.



Danish CIMIC Support Team in field mode

However, the Danish Army, through troop contribution to the Iraq-mission and ISAF, has gained great experiences in combining the doctrinal CIMIC objects with the following three related topics:

- Basic capacity reconstruction activities in devastated areas (e.g. wells, roads, community facilities, small bridges and so forth)
- Compensation for civilian casualties or wounds evoked by Danish troops on the ground, and to deal with

- Claims; cases where the local population claims that Danish or allied troops have destroyed or damaged civilian property.

This extended Danish CIMIC model gives the battle field commander a tactical advantage of freedom of movement and the securitization of those areas where own troops are located and operating. This will also benefit the local population. Furthermore, trustworthy liaisons with the civilian population will raise the levels of confidence with the troops and it makes it easier to assess the atmospherics within the local society. Additionally, it also eases a more smooth information gathering, useable in e.g. counter insurgency operations.

The CIMIC capacity in the field consists of a number of CIMIC Support Teams (CST), each of one officer (OF-2) and one senior NCO (OR-8). These CST are e.g. attached to the combat units where they take part in the daily operations, patrols and meetings. Being attached to the tactical unit (InfCoy), the CST execute the basic CIMIC objectives, but depending of the situation also execute the additional three topics. Practicing this "full scale" CIMIC improves the CST opportunity to give more complete assessments and atmospherics to facilitate not only the requirements of the Danish troop contribution but also facilitates the civil lead project management in the mission.

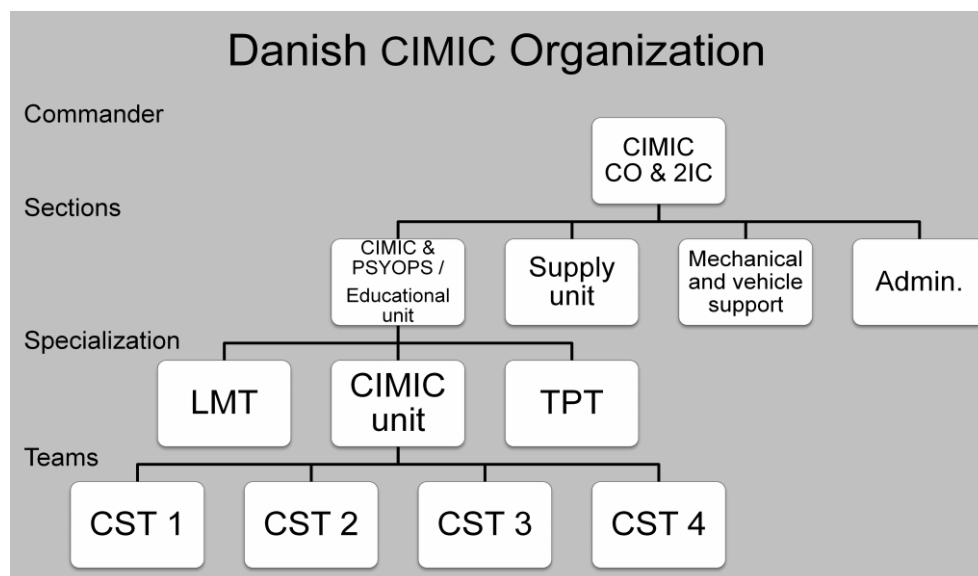


Fig. Showing the Danish CIMIC organization with CST (CIMIC Support Team), LMT (Light Monitoring Team), TPT (Tactical PsyOps Team)



In the national context....

In the Danish Army, CIMIC is organized within the Danish Artillery Regiment (DAR). CIMIC has its national training and educational facilities at the barracks in Varde and is part of the Intelligence, Surveillance, Target Acquisition & Reconnaissance unit (ISTAR).



Danish CIMIC Support Team at a village site

DAR is CIMIC-wise responsible for concept development and training on the tactical level, not only concerning the Army but also Navy and Air Force ground based operations.



Female officers can open new doors

Besides this, DAR is responsible for conducting the [NORDEFCO CIMIC training](http://forsvaret.dk/DAR/CIMIC/Pages/default.aspx)², a one week basic CIMIC-course followed up by national, additional

mission-oriented training. The course is open for both military and civil students of all nationalities.

The CIMIC Support Team (CST)

The CST consists basically of one vehicle, two trained CIMIC persons, a driver, occasionally an interpreter, and on exercises followed by an operational officer tasked to supervise the CST.

On a daily basis the CIMIC unit is researching the latest CIMIC knowhow and constantly applies the newest tactical and technical procedures from the current operational theaters. This is becoming part of the CST training to enlarge their specter of work capabilities. The CST is also interacting with other subunits within the Danish Defence to assist in their mission training, evaluate and give advice in non-kinetic ground operations.



The CIMIC Support Team is during an exercise met by local key leaders (actors) from a nearby village.

During the pre-mission CIMIC exercise the CST, assigned for deployment, are practicing and trained in the CIMIC fundamentals: culture awareness, contact skills, meeting management, project management, documentation, use of interpreters and staff briefings. This 3 – 4 month training, incl. combat and combat survival skills, is necessary to achieve satisfying results, once in the mission area executing their CIMIC tasks.

² <http://forsvaret.dk/DAR/CIMIC/Pages/default.aspx>



Interview with NATO Joint Force Trainer Lieutenant General Karl-Heinz Viereck

The [NATO Joint Force Trainer](#), Lieutenant General (LTGEN) Karl-Heinz Viereck, visited the CIMIC Centre of Excellence during the Change of Command ceremony on February 13th 2013.

The CCOE asked for an interview to get first hand information on the latest developments in the evolution of NATO Education & Training and the role of the Centers of Excellence therein. Below you will find the full transcript of the interview.



Captain Marian Corbe:

General Viereck, could you please share your general ideas on the transformation of NATO Education & Training (E&T)?

LTGEN Viereck:

I am the NATO Joint Force Trainer (JFT) and what we are doing right now is in principle an evolution of the existing assembly. If we did a revolution, we would lose something we cannot afford, training issues and knowledge for the people that are still fighting in crises and war. What we did was an evolution – we brought a new structure into the relatively unstructured Education & Training (E&T) landscape.

The new structure consists of three big parts that I call the “global programming”: structure and responsibilities, followed by “standards” and then “execution”. First of all, **since last year, ACT has the authority, the management function for all of education and training, including the exercises, which previously belonged to SHAPE. That means, we can look at the whole E&T landscape in a holistic way – from the e-learning course to the ‘big, fat’ exercises with 20.000 people on the ground.** It allows us to structure E&T in an effective, more efficient and especially affordable manner. We streamline everything nicely so that it fits together.



In that past, everybody wanted a course. Today, we rely on a structured process with clear cut responsibilities, starting with somebody who is passionate on the specific requirement. Besides SACEUR's annual guidance and the long term rotation plan for the exercises we need passionate people, who tell me what we need. In addition, **we created and defined the position of Department Head (DH) – somebody, who translates the requirements into E&T.**

We must not start with building a course! We rather need to formulate a strategic training plan and operationalize it in a "Training Requirements Analysis" (TRA) – a proper top-down approach. The details are then made up in the so called "Training Needs Analysis" (TNA), which is translated in a structured process so that everybody knows where to go. The new thing we are doing here, is applying international educational standards of the Bologna process, which is basics for everybody who has been to university. But for NATO that has never been the case.

Capt Corbe:

The process you just outlined is subsumed with the term 'smart defence' in the media. Do you see problems between this approach and the different national interests?

LTGEN Viereck:

We have three big projects in NATO: one is the Connected Forces Initiative, meaning we have to do training better and gather from what we experienced in the past, in order not to lose it in times, where we do not have these big operations. Secondly Smart Defence, which means nothing else than fixing your sovereign national goals in a different affordable way. The nations are still in the power seat, but they work together with other nations on a bi- or multinational solution, allowing them to meet their goals in a less expensive way. The question is: have we not been smart in the last 40 years? I think, at least I was not stupid in the last 40 years, so don't tell me we are smart now: we just have to think differently. My key statement is that with decreasing personnel and budget you have to change something. That also has a good side, because you have to find a damn different solution. The key observation right now, when we look at that Connected Forces Initiative and E&T, is that

NATO cannot make it alone with its level of ambition. So the nations play a much bigger role in achieving NATO's level of ambition. Obviously we have to incorporate the nations a lot more. A Centre of Excellence (COE) is the best example: it bears a NATO flag, is a NATO entity of some sort, but only a multinational institution that is accredited by NATO. That is the link between the Nations and NATO. I can only say that I, JFT, gain immensely from the COEs. They play a major role in the NATO E&T landscape. **Even more I can assure you that without the CIMIC COE supporting ACT's efforts on fixing the E&T landscape, I wouldn't have made it.**

Capt Corbe:

Sir, you are already focusing on the role of the COEs. The COEs are still facing some problems regarding the sharing of responsibilities, the connection and coordination between the different COEs. What can ACT do to improve this?

LTGEN Viereck:

First of all, ACT is the authority to accredit the COEs. I can speak only for my JFT E&T issues, but I will not make it without the COEs, because I see the benefit in them. A place, where the nations' experts are sitting together and trying to cope with a certain issue. So what can ACT do? I think it can coordinate in a better way, we could spread the information better, using the internet and being more transparent. In the past you didn't even receive the directive for exercises (Bi-SC Directive 75-3), because everything was classified. We changed that. Most of the documents we (JFT) are working with are releasable to the public – otherwise I would never reach you. There you see that NATO can do something and does something to open up and involve the players more. Furthermore, we now give more guidance in the field of education and training and I even call it brutal guidance: you are in or out! What do you want more? Listen to my guidance and become a pillar in the broad NATO training landscape and we will listen to you! You are automatically inside everything that belongs to E&T. That makes it a give-and-take thing, where the COEs can profit from ACT. To incorporate the centres in a valuable function we try to give them visibility & responsibility.



Last but not least we try to harmonize & formalize more as well as building up capabilities. The CCOE is a perfect example for e-learning – other centres don't even know what this is. I also hope that the COEs that are as good as the CCOE, help other COEs and convince them that it is not too difficult to play a role in the E&T landscape.

Capt Corbe:

Sir, that leads towards the question in regard of the role as DH. Other COEs are looking at the CCOE, but do you think that the DH-role remains a test case or becomes rather popular in the future?

LTGEN Viereck:

For me everybody who is interested in E&T sits in the same place without preferences. The focal point is that you have to raise your hand if you want to take responsibility. Being a DH means nothing else than taking responsibilities and translating the requirements into an E&T plan or programme. This will then be accredited by ACT. The authority rests with the DH, so that he can set up and change the programme himself. My advantage out of this new design is that I don't have to go from a strategic HQ into tactical/execution business. The DH is right on the edge between strategic direction and execution. The COEs with the role as DH can be seen on the same level as national and international training facilities – there is no difference. Therefore, I see an increasingly important role for the DH and especially for the COEs, because there is a lot of investment in them with benefits for NATO and the sponsoring nations. **If we can overcome the old-fashioned dinosaur approach of differentiating between NATO and national training, the borders are gone and we are on track.** We try to achieve the best, affordable, efficient and effective training by whoever delivers! I see merit in the fact that the nations are sending their experts to the centres, which makes them so attractive. And if you ask me how the arena will look like in five years: it

will be totally different from now. The mutual benefits I outlined will lead to an increase of COEs and those with the role of a DH.

The CCOE is a perfect example. The process was started when I first visited the CCOE four years ago – and is on-going ever since. It has paid off very well and became a long friendship. I was not even sure all the time whether the Director drove me or I drove him. It was somewhere in between, a beneficial competition to the best of global E&T.

Capt Corbe:

Besides this very promising evolution during the last four years, where do you see major challenges, within the budget or the mind-set?

LTGEN Viereck:

I think the problem is not the budget. The key problem we are trying to overcome is the nations' unwillingness to "invest" more into E&T. I see the role of JFT not only in facilitating this process but also in finding new solutions. The nations should not build their own capabilities, rather use NATO's accredited structures. It needs to be an attractive and a good training. I see a growing interest in this type of training by the nations. The problem is in the heads of the people. First, everybody thinks NATO means automatically "classified" or "top secret". That is not true, you only need to protect your information and there are different ways today. The old-fashioned thinking is the problem. I hope that the nations will find more trust in ACT and what we are doing in E&T. In the past there was also a lack of oversight. That is why we went live on the internet with the Training Management System two weeks ago. You can look up what kind of training you need to do and only need a password if you want to do the training and sign up. You can reach NATO E&T through the World Wide Web: <http://www.e-NATO.net> and you are in.





Then it's like a Google search engine, where you can find everything you need. This creates a common global platform. The outreach is far beyond NATO with all our partner nations included. I am very positive on the way ahead, especially with the Connected Forces Initiative, which gives a certain drive.

Capt Corbe:

What would be your dream of a NATO E&T landscape in 10-15 years?

LTGEN Viereck:

We now have the ideas to structure it and put responsibilities, where they belong: strategic, operational and tactical. We have the principles of the Bologna standard in it, which enables us to grant credit points to people trained by the military, which translates, what they did, into the civil education side and makes it usable for a bachelor or master's degree. That is what we need to do. The nations need to believe that our training is good enough to become their own standard. I foresee that we will be able to structure this and give the credit points. The nations will notice that this is a super job, because we are using the same quality assurance measures as they do in their countries. I see this happen in five years, but we have to work for it. For me that is seriously achievable. Another thing I see – but I wouldn't call

it my dream, but just a matter of time – is the need for NATO, nations and other organizations to work closer together. In five years the training landscape will not only include 40 providers, we may have 80-100. As long as you have a clear structure, including responsibilities and quality, you can do the training, where it is the most affordable. What I want to state here is that we need a white piece of paper in the middle and start designing it for the longer term. Today we are doing this, because we grab the chances like Colonel Kassermann did three years ago, when we discussed those ideas. We made a handshake and just started. I can assure you, dream or no dream, without him and the CCOE we would not be as far as we are today. I can dream and think a lot about guidance and directions, but if I do not find somebody, who proves that it is doable, it does not work. I am passionate on it, your Director was passionate as hell on it and the people working here are it, too. We achieved to show that we could not only think different, but were able to set up a new structure and successfully execute it.

Capt Corbe:

General Viereck, thank you very much!

News from CCOE Website

The 3rd edition of the CCOE CIMIC FieldHandbook has been issued officially on 11 March 2013!

The main purpose of this handbook is to provide a tactical reference, and an operational command level insight, for all personnel involved in Civil-Military Cooperation (CIMIC) and Civil-Military Interaction (CMI) activities, across the full mission spectrum. The secondary purpose is to create awareness for those organisations and individuals who have a vested interest in CIMIC/CMI activities. For more details and download please see our [special webpage](http://www.cimic-coe.org/content/scope/cfhhb.php)³.



³ <http://www.cimic-coe.org/content/scope/cfhhb.php>



CCOE's New Media Approach

The CIMIC Centre of Excellence (CCOE) is in the process to extend and facilitate our **Community of Interest (Col)** by utilizing several internet **new media** possibilities.






Our goal is to integrate these tools in such a way that it will:



- facilitate functional discussion
- boost sharing of resources, lessons learned, best practices, insights
- intensifying knowledge development
- building relationships and networking
- foster collaboration and establish an effective CCOE Community of Interest

Our community is on purpose aimed on both **military and civilian** participants interested in Civil Military Interaction (CMI) and you are kindly invited to take part in this effort. The CCOE role will be mainly to facilitate and initiate. But that alone would not create an effective community, **we need your contribution**. Your role might be as a moderator of a topic, taking part in discussions, sharing insights and resources or only consuming our information. Please feel all welcome in **your** Community and start to collaborate today.


The central hub in your community is and still will be the [CCOE –website](#). It will deliver its function as the CCOE news portal, CCOE scope area, the CIMIC Course landscape, internship announcements and last but not least lots of Resources.

The website will be strengthened and illustrated by the following new media tools:

	a CMIpedia; a Wiki using mediawiki software that will function as your vocabulary covering a range of CIMIC and CMI topics, forming a dynamic, rich up-to-date and living source of information.
	Diigo ; a Bookmarking or Favorites program offering your discussion forum on new entries to relevant internet sources, showing new entries on several website pages, and allow access to a cloud based repository searchable on keywords (or tags).
	ISSUU ; a web based publication site for all our publications in electronic format and embedded in our website.
	LinkedIn ; a professional network community effective networking within your community, facilitating a discussion forum and advertising CCOE products and services.
	Flickr ; a photo collection, galleries for all your community pictures to be shared , searchable on keywords (or tags) displayed on a map

All changes on the website and discussions can be followed by  [RSS feed](#) and important changes will be disseminated via [CCOE](#)  [Twitter](#) as well.

Additionally we will disseminate all our [courses](#) and publications via .

On the worldwide  Wikipedia CCOE will try to dominate some selected main topics.

So feel kindly invited to join in order to foster strengthen the (your) community of interest.



CCOE's Advanced Cultural Approach.

At CCOE we believe that operations are both kinetic and non-kinetic. To facilitate this holistic view for the military the CCOE follows academic anthropological models and incorporates all relevant sectors of any society, as well as all influence factors to this society, which the military forces need to understand and imply in their planning and execution to enable success in Missions.

CCOE looks at the society divided into five segments:

- Physical dimension
- Economic dimension
- Social dimension
- Political dimension
- Identity dimension



CCOE aims for making the importance of understanding the culture in a mission understood. Resulting from that it is a part of our program to publish easy guidelines for each single segment, if not covered in other publications or doctrines. CCOE publishes the “....Makes Sense. A way to improve your mission” publications.

Recently we published 2 new publications: Rule of Law and Gender Makes Sense.

You will find more on our publications on the [CCOE-website](http://www.cimic-coe.org).

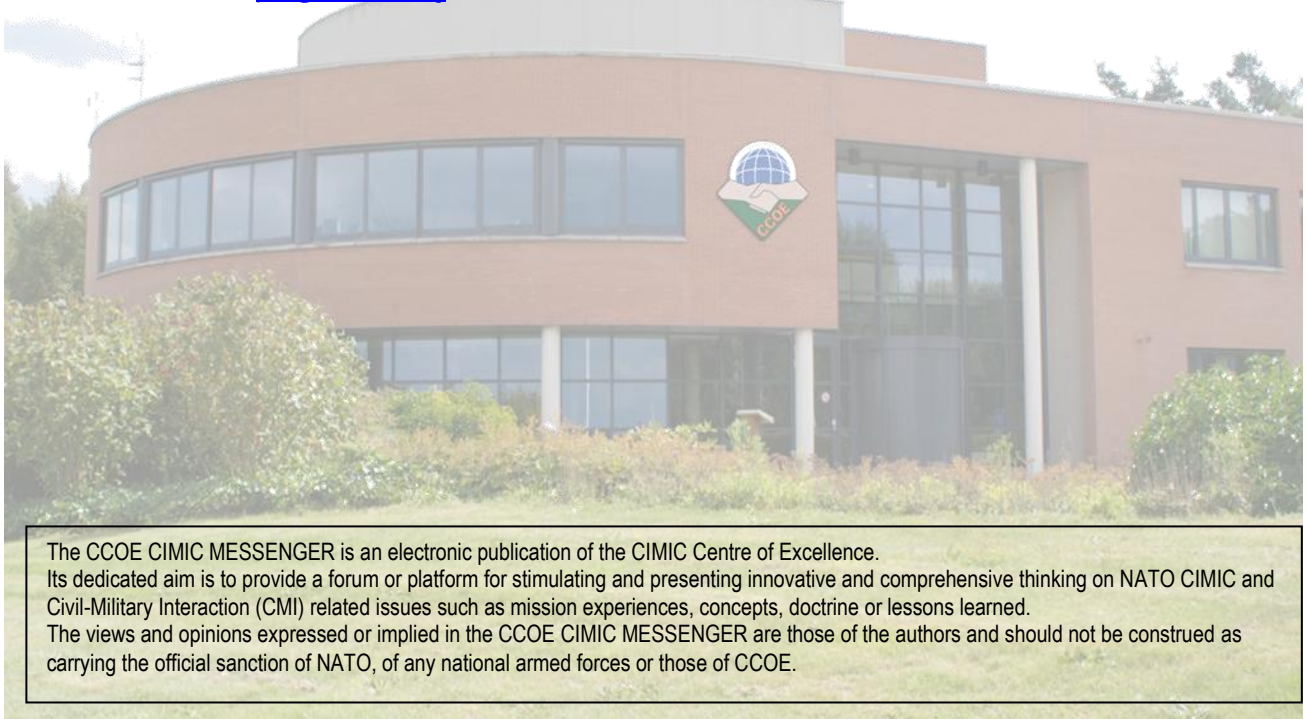
Any comments or suggestions to this information leaflet? Would you like to contribute an article?

Please contact us! Tel.: +31 534 80 3400

Central Registry CCOE: registry@cimic-coe.org

Public Affairs Officer : pao@cimic-coe.org

www.cimic-coe.org



The CCOE CIMIC MESSENGER is an electronic publication of the CIMIC Centre of Excellence. Its dedicated aim is to provide a forum or platform for stimulating and presenting innovative and comprehensive thinking on NATO CIMIC and Civil-Military Interaction (CMI) related issues such as mission experiences, concepts, doctrine or lessons learned. The views and opinions expressed or implied in the CCOE CIMIC MESSENGER are those of the authors and should not be construed as carrying the official sanction of NATO, of any national armed forces or those of CCOE.