



Volume 5
Issue 4

July 2013

CIMIC MESSENGER

Inside this Issue

Foreword	1
Introduction	2-3
First to third generation CIMIC	3-7
Sidestep: German Territorial Network	4-5
CIMIC 2020 - Outlook	7

German CIMIC

The CIMIC Competence Center



Foreword

The CIMIC messenger role is to inform the CIMIC family and our civilian partners on relevant and current issues within the world of civil military interaction and CIMIC.

CCOE has in 2013 chosen to focus on national approaches on CIMIC and related concepts focusing on our Sponsoring Nations and US Civil Affairs. But CCOE also encouraged other nations, representatives etc. to provide similar inputs using the "CIMIC Messenger" as a platform to convey the information.

This fourth issue will focus on CIMIC from a German point of view informing on the status following the German reorganization of its Armed Forces.

W. Baron
Director CCOE

www.cimic-coe.org





The article is written by Lieutenant Colonel Thorsten Schwiering from the CIMIC Competence Centre.

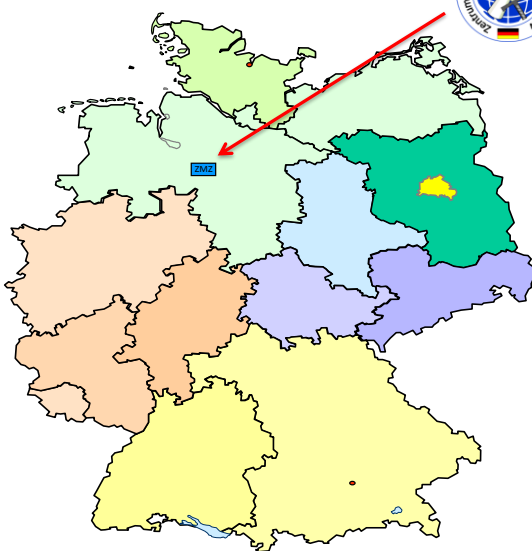
"In November (1995), we had never heard of CIMIC, we had no idea what you did...now we can't live without you."

(Admiral Leighton Smith, Commander, IFOR, April 1996)



CIMIC Competence Center

ZMZ CIMIC Competence Centre



- is **Competence Centre** for Civil Military Cooperation and selected Territorial Tasks (TT) within German Armed Forces,
- is the responsible institution for further development, including the development of national manuals/ documents as well as contributing to NATO, EU and UN documents,
- supports all Land Cmts IOT coordinate all necessary support measures of the German Armed Forces whilst assisting in natural disaster or catastrophe scenarios within Germany,
- evaluates all missions abroad, as well as all disaster relief missions,
- ensures "Reachback" capability IOT guarantee SME - advice and analysis capacity on training, deployment and further development
- and reinforces Land Cmts with personnel on a permanent basis (12/29/40/0//81).

Introduction

Within a Comprehensive Approach coordination and pooling of resources plays an important role. The armed forces are only one player in the field. Military forces have got a certain and unique ability namely the ability to fight. However, this is just one pillar out of many others. A contribution of forces to build up governments and an administration of a state as well as development activities are certainly not the main tasks of soldiers. Nevertheless in case of a vacuum Military Forces often are forced to fill this gap until other players are willing and/or able to take over. One aim of a Comprehensive Approach is to use all available resources effectively and efficiently. Everyone should do what he is trained for. Each partner must clearly define and understand the role of other actors and accept his role.

Within this context Civil-Military Cooperation (CIMIC) has an important role. CIMIC does not have large and heavy equipment, the soldiers do not parachute and for sure CIMIC does not force itself into the foreground; quality, ability, and skills of CIMIC soldiers are rather to be found in life experience, language skills and far-sightedness.

CIMIC is a prerequisite for civil-military interaction. CIMIC follows the slogan of Nokia (connecting people) and is similar to a broker who poles the tenant with the landlord. CIMIC is agent and liaison body between the military and civilian actors. CIMIC has knowledge about the needs and the requirements of both parties. CIMIC harmonizes activities in a moderate way so that in last consequence a situation is achieved in which both parties see a benefit.



With the new CIMIC Competence Center the Bundeswehr owns a unique element that not only provides the appropriate forces for operations abroad but also signs responsible for training and education as well as the conceptual development of respective manuals and doctrines.

Within the triad of Mission, Training/Education and Development the CIMIC Competence Center is now able to offer the whole package from a single source.

First generation CIMIC - missions abroad

With the inauguration of the CIMIC Bn 100 in Nienburg end of 2001 and the final line-up in 2003, based on the experience of operations on the Balkans the call for trained and deployable CIMIC personnel was taken into account.

The solely mission of the roughly 120 soldiers in fact was to provide CIMIC personnel to occupy positions within the German contingents on the Balkans and in Afghanistan.

The Bn has started for sure naive and without any specific assumptions, constraints, and restraints concerning equipment, facilities, and particularly with regard to training and education. Therefore the focus has been on those neighbouring countries which had already experiences with CIMIC. These were in the 1990s especially the Scandinavian countries but also Austria and the Netherlands. Due to the fact that there was no specific education and training in Germany CIMIC courses have been attended in those mentioned countries.

The newly established NATO CIMIC Group North in BUDEL (NLD) (*Editor's note: NATO CIMIC Group North evolved to the current CCOE in 2006*) offered from 2002 on so called CIMIC Basic Courses. Personnel of CIMIC Bn 100 has attended these courses followed by practical experience in multinational exercises, operations and missions abroad. It has become crystal clear that there is a need to conduct own national CIMIC training and education which has led to the second generation of CIMIC in Germany.

Second generation CIMIC - Missions and T&E

Currently the task of the CIMIC Center is based on the requirements of the mission areas abroad ex-

clusively. The Center provides CIMIC personnel and teams which conduct CIMIC activities based on the core functions in support of the mission.

The respective education and training is done in Nienburg. An own T&E section provides the respective CIMIC education and training. A three weeks basic course that also touches German territorial tasks followed by pre-deployment training in close cooperation with the Bundeswehr operations command is the basis for well trained professional CIMIC personnel.

However, the CIMIC Center does not have an own conceptual development section/ branch – this is still done within the Joint Support Service Command.

If not deployed the CIMIC Center permanently conducts training and education as well as subject matter expert support for the combat Divisions/ Brigades during their pre-deployment preparation.

Third generation CIMIC - Missions, T&E and Conceptual Development

As mentioned above new security challenges require new co-ordinated answers. The security threats of a globalised world across national borders are in their appearance largely asymmetric. They are often a result of a mixture of political, social, economic and sometimes also of ecological reasons.

This complex situation requires a continuous development of CIMIC in order to be prepared for future challenges. Consequently conceptual development as well as adapted training and education is the third missing pillar to have a fully-fledged CIMIC unit available.



Concepts and Training&Education Branch
Source: CIMIC Competence Centre 2013



The new German CIMIC Competence Center is officially commissioned 1st October 2013 and will be fully operational end of March 2014.

The new Center will be the Center of competence for the tasks of civil-military cooperation of the armed forces and selected territorial tasks. The scope of the Center thus not only includes tasks that are associated with the operations abroad, but also the training and development that are necessary to fulfill the duties of territorial tasks. The CIMIC Competence Center is still force provider and responsible for filling all DEU CIMIC slots abroad.

A CIMIC expertise, advice and analysis capability for training, deployment and development is ensured by the principle of **"Reachback"**. Within this section four civilian employees will reinforce from October of this year onwards on a permanent basis the respective section. Physically located in Germany the section improves through free research and scientific analysis the assessment of the civilian picture within the area of operations. This capability is also available for the territorial network.

Additionally the Center supports the (Territorial) Land Commands in coordinating all necessary support measures of the German Armed Forces whilst assisting in natural disaster or catastrophe scenarios within Germany.

German Territorial Network

Like all other armed forces in our Alliance, the Bundeswehr was primarily subdivided into three services: Army, Air Force and Navy. During the transformation that started in 2001, both medical support and common support tasks were taken from the Army, Air Force and Navy and consolidated in two separate organizational areas,

- the Bundeswehr Joint Medical Service and
- the Joint Support Service (JSS).

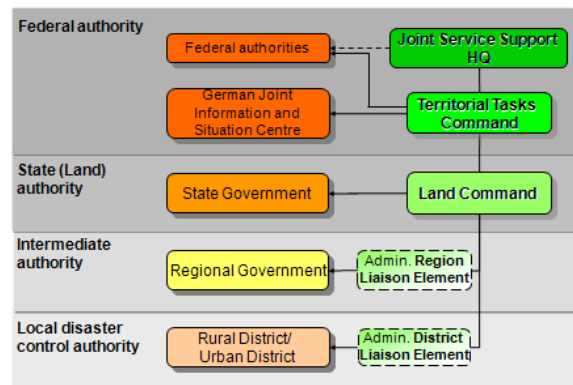
The personnel of the Joint Support Service (JSS) consist of service personnel of the three services and of Bundeswehr Joint Medical Service members.

The JSS is the Service Provider within and for the Bundeswehr. Within the JSS a lot of tasks and capabilities are concentrated which the Army,

Air Force and Navy had performed and provided on their own responsibility up to that time. The JSS HQ is the Supreme Territorial Command and force provider for the cross-sectional tasks of our armed forces which are: Logistic, Communication, Strategic Intelligence, Military Police and NBC-Defence. The commander of the JSSC is National Territorial Commander of the Bundeswehr.



Levels of Civil-Military-Cooperation



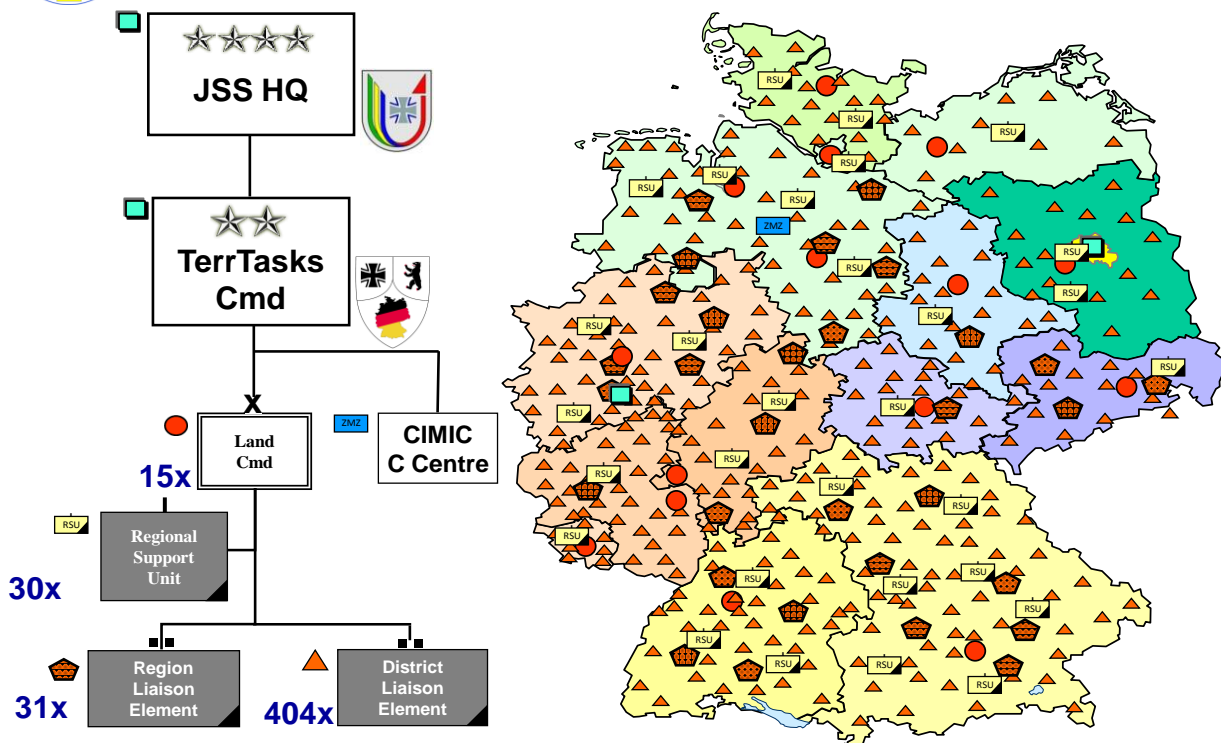
One of the main subordinated Commands is the Territorial Tasks Command (TTC) The TTC leads the Capability Cmds for Military Police, NBC-Defense as well as the InfoOps/PsyOps Cmd and the **CIMIC Competence Center**. Additionally all 15 Land Commands and the integrated Garrison Cmd Berlin are under the command of the TTC.

The Land Commands lead its respective Regional Assistance Teams, the Regional and District Liaison Elements, and Units of the Homeland Protection Reserve located in the relevant federal State.

The Joint Service Support HQ is in contact with Federal authorities as necessary. The Territorial Tasks Command performs Civil-Military-Cooperation in Disaster Control matters and is in contact with the German Federal Office of Civil Protection and Disaster Control and the German Joint Information and Situation Center (GMLZ) of the Federal Government and the States. The Land Commands are in contact with the State governments. The Administrative Liaison Elements which are exclusively made up of reservists are in contact with the regional governments and rural or urban districts.



Extract of military Territorial Structure



The Land Commands are structured accordingly to the federal organization of Germany.

- In total, there are 15 Land Commands, and the Garrison Command of Berlin (integrated in the TTC).
- The Land Commands as the first-line territorial commands are each allocated to one of the 16 federal states.
- They are the points of contact for and advisors to the civilian side, e.g. state government, state authorities, media and allies in all Bundeswehr-

related questions. The support of the civil authorities in the event of Natural Disasters and Severe Accidents is of particular importance in this context.

- In the event of a disaster, the Land commands will receive the support requests by the civilian side, make a first forces proposal and forward the request to the Territorial Tasks Command.

"Whatever we call these operations, peace enforcement or peacekeeping, they will require a civilian component and a civilian-military interface. That's been the case in all of these operations in the past and most certainly in Bosnia, and it will be one of the key lessons learned for the future."

(Carl Bildt, The High Representative, Bosnia-Herzegovina, May 1996)

The maneuver elements of the new Centre are two CIMIC Units (CU) each with 3 active CIMIC Elements (CE).

Within these units 200 well trained deployable personnel is available for missions abroad as well as stand-by forces.



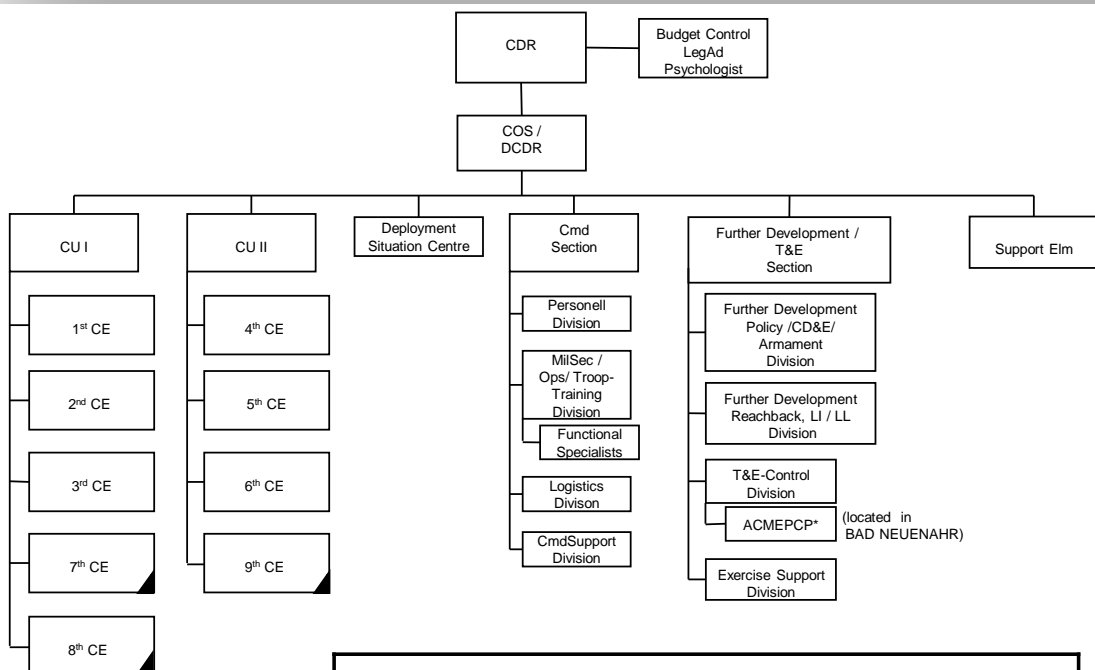
Additionally the personnel support all training and exercise activities.

A new comprehensive training concept with more than 80 weeks of courses is offered in Nienburg.


The CIMIC Competence Center perceives the task as the central training institution within the German armed forces for CIMIC and territorial tasks.



Table of Organisation and Equipment



Peacetime Establishment								
Staff Officers	Officers	NCO	Enlisted	Total:	Civil Servants	Civil Employees	Total Civilian:	Voluntary Conscripts
47	72	121	44	284	2	4	6	10

*  Academy for Crisis Management, Emergency Planning and Civil Protection

The new Centre will also serve as a training and exercise platform. Own CIMIC exercises as well as exercises within the territorial tasks pillar based on guidance and directions from the Territorial Task Command will be conducted in NIENBURG. Moreover the Center is going to provide exercise control for Land Commands activities within the respective federal states.

Once a year the exercise "Joint Cooperation" will be conducted in Nienburg.

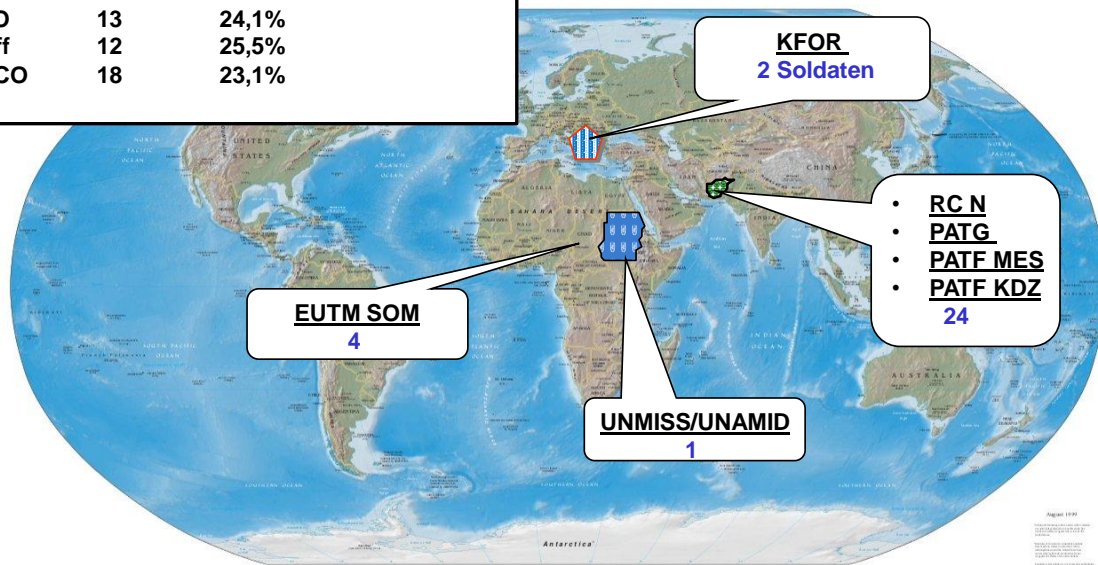
This is an exercise just for CIMIC units/teams with multinational and international participation. "Joint Cooperation 2014" is already scheduled for October (week 43). All Nations are invited to join us during the scenario development and the execution phase. During Joint Cooperation 2013 in March CIMIC personnel from Austria and the Netherlands participated next to the DEU CIMIC teams. A bunch of civilian partners and some role players took care of a realistic civilian environment.



Current Deployments

Numbers and percentage of deployed personnel

SO	13	24,1%
Off	12	25,5%
NCO	18	23,1%



CIMIC 2020 - Outlook

We are convinced that CIMIC is still gaining importance because future engagements of the international community will always be carried out together within a Comprehensive Approach.

Mutual respect, open-minded discussions and the willingness of all partners to work together towards a commonly agreed end-state are crucial. Those who are supposed to work together during deployments have to train and exercise together in advance. Common training and exercises should be institutionalized. Military Forces should change their mindset with regard to the exchange of information in general and with regard to existing safety regulations in particular. Military has to tear down the fence or at least open it to become less deterrent.

Explicitly in this arena CIMIC will take over the role of the mediator in the future. Exchange of information is an or maybe the essential element of a more developed cooperation. If a network is set up for a mission, especially the military has to show itself as transparent as possible.

The military must prove the willingness to step back and accept that civilian partners in many areas have larger competence and a legitimate claim of leadership.

There must be a paradigm shift towards the willingness for distribution of information, even if it is connected to risks.

A civilian environment as well as the establishment of a network needs time. Understanding of structures and processes takes time. This is in a clear contrast to military structures and processes, but: If we want to put a comprehensive approach into practice we have to exercise comprehensively.



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 **two** 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).

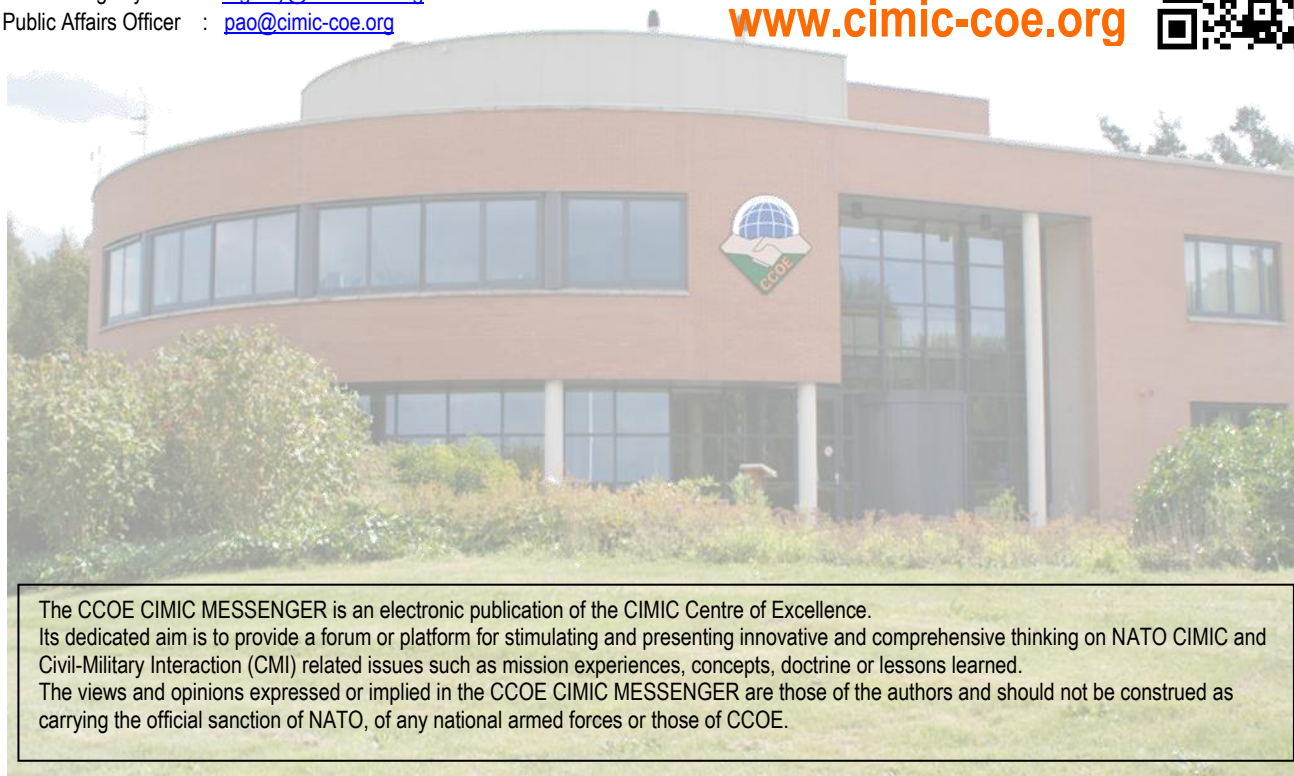
Any comments or suggestions to this information leaflet? Would you like to contribute an article?

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.