



Volume 6
Issue 5

December 2014

CIMIC MESSENGER

Inside this Issue

Foreword	1
CCOE Approach to Academia	2 - 3
Human Security - A Seminar forwards future NATO Operations	3 - 5
Partnership is put into practice - CCOE & UN OCHA	6 - 7
New Country - Index tool	7 - 8

CCOE in The Hague



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 (CMI) and CIMIC.

In the last CIMIC messenger CCOE announced its move to The Hague - the "International City of Peace and Justice". The move had a significant impact on the CCOE. Some of the effects were the start of a new approach to academia, hosting an ACO SHAPE CMI seminar, implementing a cooperation with UN OCHA, receiving important visitors and continued work on various projects.

This fifth issue will focus on CCOE's work in The Hague.

M. E. Braterschofsky
Deputy Director CCOE

www.cimic-coe.org





CCOE APPROACH TO ACADEMIA

**This article is written by Marian Corbe,
Captain DEU (A), Academic Adviser at CCOE.**

All NATO Centres of Excellence (COEs) are International Military Organizations that provide subject matter expertise and related services tailored to the need of the alliance but funded by so called sponsoring nations. What they have in common is their nature of being outside the formal hierarchy of National and NATO Command Structures, which is unique in the military environment. This organizational setting does not only promote flexibility and agility, it also allows COEs to build bridges into other domains, such as the industry and academia - as networking (collecting, assessing and sharing information and knowledge) is an integral part of their design.



Picture: Overview COEs

Source: www.nato.int

The Civil-Military Cooperation Centre of Excellence (CCOE) has recently started to increase its role as an Advocate on Civil-Military Cooperation and Civil-Military Interaction by establishing new partnerships with Universities. Our aim is to bring academic and military mindsets together and leverage the quality of our products by integrating academic thoughts and techniques over time. Three key areas have been identified along this path.

First, the CCOE continues to provide an international working environment for young, gifted students that want to conduct an internship on a topic in the domain of Civil-Military Interaction and related disciplines. Currently, one of our interns is

writing her Masters' Thesis on Anti-Corruption under co-supervision of the 'Rijksuniversiteit' Groningen and the CCOE. This project continues an earlier elaborated project on the topic 'Money as a Weapon'. With the same spirit, the CCOE will conduct an International Cadet Event for junior officers and officer cadets that are studying at the Military Academies of the CCOE's Sponsoring Nations and the United States Military Academy West Point.



Picture: International Cadet Event 2014

Source: CCOE

Second, the CCOE is conducting an independent research. These research initiatives will benefit from applying academic theories and methodologies and lead to future publications. Furthermore, the CCOE integrates the results of academic cooperation and independent research into CIMIC Training Modules to make the knowledge applicable and mission relevant. One example for this is the concept on Cross Cultural Competencies in a CIMIC context, that is lectured in NATO CIMIC Training and practical applied in exercises.

Last but not least, the CCOE is working to establish a joint Masters' degree in Civil-Military Interaction, together with the Helmut-Schmidt-Universität, University of the German Armed Forces in Hamburg, Germany. This pioneer project will allow military and civilian students to receive credits under the European Credit Transfer and Accumulation System (ECTS). Pending the accreditation process we are in good spirit to pilot the Master of Civil-Military Interaction in October 2015.



Picture: Logo HSU

Source: <http://www.hsu-hh.de/hsu/index.php>



We are looking forward to be recognized as the preferred Network Campus for Civil-Military Interaction in the future, embracing theory and practice in order to develop a Community of Interest that encompasses both the military and academia. Senior leaders at the Supreme Headquarters Allied Command Transformation express unanimously that collaboration with academia will allow COEs to become even more precious and valuable organizations on the road of Transformation in NATO.



Picture: Participants of the seminar
Source: www.cimic-coe.org

HUMAN SECURITY – A SEMINAR TOWARDS FUTURE NATO OPERATIONS

This article is written by Katarina Andabak, IO / NGO / Humanitarian Adviser Assistant at NATO SHAPE.

NATO Allied Command Operations (ACO) Civil Military Interaction (CMI J9) and Allied Command Transformation (ACT) hosted a Seminar focused on Protection (Human, Cultural and Environmental) with the aim of educating participants on the given themes. The seminar took place at Civil Military Co-operation Centre of Excellence (CCOE), The Hague, from 18th to 20th November 2014. Representatives from the United Nations, NATO, Norwegian Defence Research Establishment, Overseas Development Institute, Danish Institute for International Studies, Blue Shield and other organizations met to share their experience and exchanged their respective opinions and where possible addressed challenges on Protection.

In his opening remarks Brigadier General Hoxha, Supreme Headquarters Allied Powers Europe (SHAPE) Assistant Chief of Staff (ACOS J9), noted that at the dawn of the twenty-first century, a new understanding of security is emerging, in which the need for a more human-centred approach is paramount. "To take this forward we must all work to truly understand what we mean by human security", he said. The complexity of today's security challenges has required a broader dialogue between NATO and non military actors.

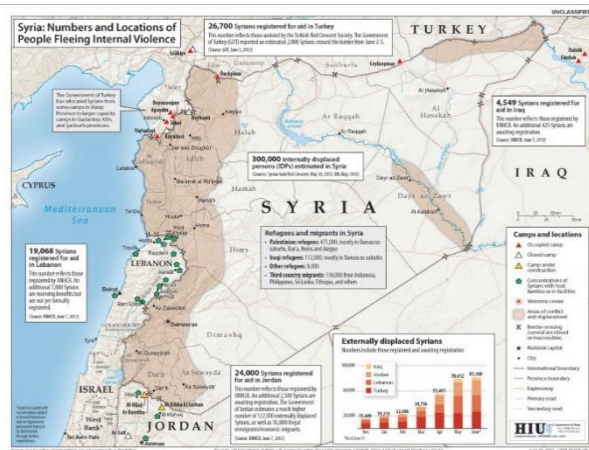
Protection of Civilians:

Mr Alex Beadle presented the Military Planning and Assessment Guide for the Protection of Civilians, developed by the Norwegian Defence Research Establishment (FFI) in collaboration with the Norwegian Joint Headquarters (NJHQ) and the Norwegian Defence International Centre (NODEFIC). The guide is primarily intended for military staff officers involved in the planning or assessment of military operations where protection of civilians is an objective. It provides guidance on what to consider in relation to protection of civilians during a regular planning and assessment process ('key questions'), as well as advice on 'how' protection of civilians can actually be operationalised in different generic scenarios based on lessons from previous operations.

In the first part of the presentation Mrs Eva Svoboda, Research Fellow from Humanitarian Policy Group and Overseas Development Unit, had spoken about the significant expansions within international law and policy/normative level around protection of civilians. The 1990s highlighted the need to strengthen policies and norms regarding the protection of civilians. For example, the International Criminal Court (ICC) responded to the need for an international criminal justice system highlighted by events in the former Yugoslavia and Rwanda and the international criminal tribunals set up to address the grave atrocities committed. Recent decades have also seen a growing recognition of armed non-state actors' legal obligations under International Humanitarian Law and the need to



proactively engage such actors to render them more accountable. Mrs Svoboda has highlighted further developments that include the Responsibility to Protect (R2P) agenda which reasserted the State's primary responsibility towards the protection of civilians while highlighting the role of the international community.



Picture: Syria

Quelle: http://en.wikipedia.org/wiki/Refugees_of_the_Syrian_Civil_War

Her case study was focused on Syria. It highlighted the threats faced by civilians, showed the challenges international organisations face in addressing them and also discussed the role of national/local groups (for example Syrian Diaspora) who have been able to access areas where international organisations have had limited access.

Mrs Emmy Takahashi, Head of Global Issue Unit at UNHCR presented the view on Protection of Displaced Populations, a topic which has its own specificities within the broader subject of the protection of civilians. She first outlined the legal and policy framework for the protection of refugees and for the protection of internally displaced persons (IDPs) respectively. She explained the 'cluster approach' the organisational framework that all humanitarian actors use to assist IDPs and briefed on the work of the protection cluster. She pointed out some common elements as well as major differences in the protection of refugees and IDPs. Finally she has addressed the interaction of humanitarian actors with the military for protection purposes, particularly through the protection cluster.



Picture: UNHCR packages

Source: http://en.wikipedia.org/wiki/Internally_displaced_person

Cultural Property Protection:

Lieutenant Colonel Filipe Vieira presented the Joint Analysis and Lessons Learned Centre (JALLC) report on Cultural Property Protection (CPP) in the Operations Planning Process, developed by a JALLC project team led by himself in December 2012. The study was undertaken at the request of HQ Supreme Allied Commander Transformation to recommend actions to institutionalize the protection of cultural property in the Operations Planning Process. The requirement for the study originated as a consequence of international media crediting NATO for performing well in this regard during Operation Unified Protector.

Earlier this year, the Allied nations agreed on support the project "Best Practices for Cultural Property Protection in NATO-led Military Operations" ("NATO Science for Peace and Security programme - SPS"). The project examines the past, present and



future roles of CPP in the context of NATO-led military operations and training missions. The ultimate goal of this project is to develop suggestions for NATO policy, doctrine and training concepts on Cultural Property Protection. Mr Frederick Rosén, Senior Researcher at the Danish Institute for International Studies, and Dr Laurie W. Rush, Cultural Resources Manager from USA Army, offered a brief about the NATO SPS CPP project; the perspectives it has developed so far and some examples to explain these perspectives.



Picture: The ancient city of Tyre as protected cultural property.
Source: http://en.wikipedia.org/wiki/Tyre,_Lebanon

Professor Peter Stone from Newcastle University briefed on Blue Shield work in protecting cultural property, as he is Secretary General of this respective organisation. His presentation was focused on the small steps that can and should be taken to protect cultural property in armed conflict and the work of the Blue Shield, the international NGO concerned primarily with the protection of cultural property in the event of armed conflict.

Mr Jan Hladík, Chief of the Cultural Heritage Protection Treaties Section at United Nations Educational, Scientific and Cultural Organization (UNESCO), provided a general overview of the 1954 Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict, as well as its 1954 and 1999 Protocols. As the first international instrument of near universal reach dedicated exclusively to the protection of cultural property in armed conflict, the 1954 Hague Convention represents a crucial milestone in international humanitarian and cultural heritage law. Mr Hladík had spoken about the safeguarding of and respect for cultural property, military and legal aspects of its protection, the main

tenets of the 1954 Protocol and advances of the 1999 Second Protocol such as enhanced protection or institutional issues. Mr Hladík also presented some specific instances in which UNESCO has worked to afford greater protection to the world's cultural treasures.

Environmental Protection:

Mr Jeroen Rottink, Senior Business Management Advisor at Netherlands Ministry of Defence, presented an overview of NATO's systematic approach to environmental protection during NATO-led military activities. One of the environmental protection specialist community's main objectives is 'Working toward integration of Environmental Protection (EP) in daily military activities'. The relation between Environmental Protection, (Force) Health Protection, Civil Protection and Cultural Property Protection has been addressed during his presentation. Mr Rottink, during his presentation, aimed to demonstrate that by applying EP-measures throughout all stages of an operation, NATO can protect the environment by balancing environmental protection requirements with operational imperatives. Mr Rottink concluded by saying "Effective and progressive Environmental Protection measures protect the local environment and also benefit the local population in the mission area as well as the forces themselves".

Benefit of NATO ACO CMI seminar:

It is important that NATO continues to raise awareness and bring to the attention of the whole ACO and ACT community to the recent developments in practices and standards in protection.

"It was a unifying event, bringing together military and non-military players, to help bridge the challenges of mutually understanding the critically important topic of Human Security and how practically to move forward."

said Sera Orzel Gaeta, Branch Head CMI at SHAPE. The Seminar was a step in the right direction to truly discover what we mean by Human Security.



PARTNERSHIP IS PUT INTO PRACTICE - CCOE & UN OCHA

This article is written by Laine den Hollander, Major NLD (A), Staff officer Training and Education and Course Director at CCOE.

"The Dawn of a Broader Cooperation with UN OCHA - the new UN-CMCoord SHARED Course" was the headline which the Civil-Military Cooperation Centre of Excellence (CCOE) used in advertising this unique partnership between United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) and the CCOE.

From 13th till the 15th of October 2014 20 students from the United States of America, the Netherlands and Germany have been successfully conducting the result of this partnership: the pilot UN-CMCoord SHARED Course. The abbreviation SHARED stands for: Supporting Humanitarian Action in Responding to Emergencies and Disasters. Together with 2 facilitators from the Civil-Military Coordination Section of UN OCHA, 2 Co-facilitators from the CCOE and 1 from Belgium 3 days of lectures and case studies were conducted.



Picture: Participants of the course
Source: www.cimic-coe.org

The aim of the UN-CMCoord SHARED course was *"to improve the effectiveness of humanitarian action in natural disasters and complex emergencies where military forces are/will be present by providing them with the right knowledge and understanding that enable them to provide the right support, to the right people, at the right time, in the most appropriate way."*

To achieve this the course had the following objectives:

- to learn and understand humanitarian action, actors, coordination, structures, programme cycle and humanitarian civil-military coordination, including the particular role of UN OCHA; to learn and understand the primary humanitarian response coordination platform and common response tools; and,
- to analyse and apply the guidelines for the use of foreign Military Civil Defence Assets (MCDA) in supporting humanitarian action in natural disasters and complex emergencies, including underlying concepts and principles.

The target audience for this course were military with operational background (working in emergencies and disasters) and CIMIC trained colleagues. Pre-requisite to attend this course was that the students completed the online Humanitarian "Building a Better Response" course.

The 3 days were setup in an interactive way. Students were heavily involved in the lectures where they were able to add their own practical examples to achieve the learning objectives.

During the whole course, practical case studies (real life experiences) were the red line throughout.



Picture: Participants discussing a case study
Source: www.cimic-coe.org



"This course provided me as a student with concrete tools and knowledge on humanitarian action in natural disasters and complex emergencies. As a military CIMIC officer it is important for me to understand the modus operandi and guidelines of my civilian counterparts, especially of the UN Office for the Coordination of Humanitarian Affairs (UN OCHA). The course provided me with the right knowledge and understanding to enable me to inform and advice my military commander and the staff on how we as military can provide the best support, to the right people, at the right time and in the most appropriate way."

said Major Edmond Pasop, a participant of this pilot course.

11 students took even the opportunity to stay one and a half day longer and continued the training. They conducted the training of trainer course and were enabled to assist the CCOE in future courses and to use this knowledge in their own units too.

Military working in close cooperation with humanitarians during deployment should attend this course. It is not a "Nice to have course" but a way to improve the effectiveness and understanding of each other's work. All military could benefit maximally from this course because this is a perfect way to improve the knowledge and understanding of the Humanitarian organizations. As Liaison is the most important core function in CIMIC, this course will be an important tool to increase the effectiveness of the CIMIC colleagues.

This first course was a pilot course and received positive feedback. UN OCHA and CCOE still have to do a final evaluation to finalize the program. Nevertheless it is clear that there is a big need among the military for this specific course and that is why the CCOE and UN OCHA agreed that also in 2015 the UN CMCoord SHARED course will be conducted at least two times at CCOE in The Hague.

The unique partnership between UN OCHA and CCOE makes it possible to look in the long term at this course so even beyond 2015.

NEW COUNTRY - INDEX TOOL

This article is written by **Peter Heerink, Lieutenant Colonel NLD (A), Staff officer Geospatial Project at CCOE.**

INTRODUCTION

The internet is an almost endless source for data. In questioning the search engines we end up mostly with a long endless list of links. You quickly can't see the wood for the trees anymore. Would it not be nice to have a list of links that changes almost automatically to that specific country you are looking for? That is exactly what the new country-index tool is offering you.

1. What is in?

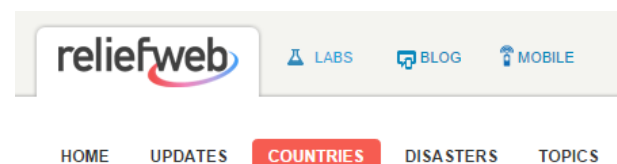
In the index only the most relevant sources that offer a nearly global or crisis related country coverage are added.

The following resources are currently incorporated:

- * CIA factbook
- * Wikipedia
- * Nations-on-line
- * Index Mundi
- * Reliefweb
- * Humanitarian Response
- * UN-OCHA
- * World Health Organization (WHO)
- * Food and Agriculture Organisation (FAO)
- * BBC News
- * World Bank
- * Library of Congress
- * Geonames
- * Humanitarian Early Warning Service

2. Where does it link to?

The generic list links to each respective country webpage overview. Two examples are the reliefweb or Humanitarian Response website.





Humanitarian RESPONSE

HOME OPERATIONS COORDINATION CLUSTERS PROGRAMME CYCLE

The generated list however links to the specific country page directly. See here the example of the MALI profile page.



3. How does it work?

Most website are using a fixed recognisable structure in their Uniform Resource Locator ([URL](#)) for the webpages. It consists of a generic part and a specific part that together forms the link to the chosen country webpage. The specific country part is often the name of a country like Afghanistan, its ISO-3 code AFG or ISO-2 code AF. Within each website it is used consistently, following in all cases along international standards. This overall country list is collected and put together in an excel overview and generates based on the chosen country the values that are added to the generic weblink and generating so the specific country link

Index	Value
ISO-3	AFG
ISO-2	AF
BBC	south-asia
BBC	12011352
CIA	AF
UN	004
HR	Yes
Logistic	Yes
Logistic	0

Table: Country values for Afghanistan

In the excel sheet the link is generated using the Excel HYPERLINK function.

4. How do we maintain the tool?

The CCOE will regularly check the generated web links and will adjust or add new, if relevant resources are discovered.

However we would very appreciate the involvement of the CIMIC community in keeping this tool up-to-date and relevant.

Please send all your issues, ideas and comments to ikm@cimic-coe.org

Further please do not hesitate to share this tool with anybody you think would benefit.

The most current Country-Link-Index is always available here:

<https://app.box.com/s/a3nsncq9kx6almrut5b7>

5. How could you use it?

First download the current version see link above.

The first tab **Start** offers a brief introduction and shows the version, currently v15, the sources and contact details. If you have any comments, issues or wishes please contact by email.

With the start button you start the tool.



The second tab **Linkview** offers the country link-list.



CCOE Announcements

CCOE Community of Interest Workshop

03 - 05 Feb 2015

The Hague

The CIMIC Centre of Excellence is aiming to become your **preferred network campus** to **connect people** and to **share collective knowledge** in the field of Civil-Military Interaction. If you would like to become a part of this effort, you are invited to join our forum to address your ideas among dedicated people from Nations, Academia, Governmental- and Non-Governmental Organizations and NATO. To bring attention to the broad scope of Civil Military Interaction, the Community of Interest Workshop in 2015 will focus on two contemporary emergencies: The **Conflict in Syria** and the **Ebola Outbreak in West Africa**.

CCOE postal address:

Postbox: 90701
2509 LS **The Hague**
The Netherlands

CCOE visitors address:

Brasserskade 227 A
2497 NX **The Hague**
The Netherlands

Tel. +31 (0) 15 28 44702



We look forward to welcoming you at our new location.
www.cimic-coe.org

You find more information and the **registration form** on our webpage:

<http://www.cimic-coe.org/event/ccoe-community-of-interest-workshop/>

You are kindly asked to confirm your participation not later than 16 January 2015.

Please send the registration form to: Thieme.F@cimic-coe.org.



CCOE Announcements

CCOE Annual Course Calendar 2015

Quarter 1/2015	Quarter 2/2015	Quarter 3/2015	Quarter 4/2015																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
January <table> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td></tr> <tr><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr> <tr><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr> <tr><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td></tr> <tr><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td></tr> </table> February <table> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>8</td><td colspan="5">NCFSC 01/15</td><td>14</td></tr> <tr><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td></tr> <tr><td>22</td><td colspan="5">NCLC 01/15</td><td>28</td></tr> </table> March <table> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td>1</td><td colspan="5">NCFWC* /</td><td></td></tr> <tr><td></td><td colspan="5">NCSWC*</td><td>14</td></tr> <tr><td>15</td><td colspan="5">NCFWC & NCSWC</td><td></td></tr> <tr><td></td><td colspan="5">& NCIFSC 01/15</td><td>28</td></tr> <tr><td>29</td><td>30</td><td>31</td><td></td><td></td><td></td><td></td></tr> </table>	S	M	T	W	T	F	S					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	S	M	T	W	T	F	S	1	2	3	4	5	6	7	8	NCFSC 01/15					14	15	16	17	18	19	20	21	22	NCLC 01/15					28	S	M	T	W	T	F	S	1	NCFWC* /							NCSWC*					14	15	NCFWC & NCSWC							& NCIFSC 01/15					28	29	30	31					April <table> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td></tr> <tr><td>12</td><td colspan="5">NCHCC 01/15 &</td><td></td></tr> <tr><td></td><td colspan="5">NCFWC*** / NCSWC***</td><td>25</td></tr> <tr><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td></td><td></td></tr> </table> May <table> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td>2</td></tr> <tr><td>3</td><td>4</td><td>5</td><td colspan="3">ST 1****</td><td>9</td></tr> <tr><td>10</td><td colspan="3">ST 2*****</td><td>14</td><td>15</td><td>16</td></tr> <tr><td>17</td><td colspan="5">UN SHARED</td><td>23</td></tr> <tr><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td></tr> <tr><td>31</td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table> June <table> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td></tr> <tr><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td></tr> <tr><td>14</td><td colspan="5">NCFSC 02/15 & NCFWC** /</td><td></td></tr> <tr><td></td><td colspan="5">NCSWC** & NCLC 02/15</td><td>27</td></tr> <tr><td>28</td><td>29</td><td>30</td><td></td><td></td><td></td><td></td></tr> </table>	S	M	T	W	T	F	S				1	2	3	4	5	6	7	8	9	10	11	12	NCHCC 01/15 &							NCFWC*** / NCSWC***					25	26	27	28	29	30			S	M	T	W	T	F	S						1	2	3	4	5	ST 1****			9	10	ST 2*****			14	15	16	17	UN SHARED					23	24	25	26	27	28	29	30	31							S	M	T	W	T	F	S		1	2	3	4	5	6	7	8	9	10	11	12	13	14	NCFSC 02/15 & NCFWC** /							NCSWC** & NCLC 02/15					27	28	29	30					July <table> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td></tr> <tr><td>12</td><td colspan="5">NCLC*</td><td>18</td></tr> <tr><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td></tr> <tr><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td><td></td></tr> </table> August <table> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td></tr> <tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td></tr> <tr><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td></tr> <tr><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td></tr> <tr><td>30</td><td>31</td><td></td><td></td><td></td><td></td><td></td></tr> </table> September <table> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td colspan="5">NCFSC 03/15</td><td>5</td></tr> <tr><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td></tr> <tr><td>13</td><td colspan="5">NCFWC / NCSWC</td><td></td></tr> <tr><td></td><td colspan="5">01/15</td><td>26</td></tr> <tr><td>27</td><td>28</td><td>29</td><td>30</td><td></td><td></td><td></td></tr> </table>	S	M	T	W	T	F	S				1	2	3	4	5	6	7	8	9	10	11	12	NCLC*					18	19	20	21	22	23	24	25	26	27	28	29	30	31		S	M	T	W	T	F	S							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						S	M	T	W	T	F	S		NCFSC 03/15					5	6	7	8	9	10	11	12	13	NCFWC / NCSWC							01/15					26	27	28	29	30				October <table> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td></tr> <tr><td>4</td><td colspan="5">UN SHARED &</td><td></td></tr> <tr><td></td><td colspan="5">NCFWC* / NCSWC*</td><td>17</td></tr> <tr><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td></tr> <tr><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td></tr> </table> November <table> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>8</td><td colspan="5">NCFSC*</td><td>14</td></tr> <tr><td>15</td><td colspan="5">NCFWC & NCSWC</td><td></td></tr> <tr><td></td><td colspan="5">& NCIFSC 02/15</td><td>28</td></tr> <tr><td>29</td><td>30</td><td></td><td></td><td></td><td></td><td></td></tr> </table> December <table> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td colspan="5">NCHCC</td><td></td></tr> <tr><td></td><td colspan="5">02/15</td><td>12</td></tr> <tr><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td></tr> <tr><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td></tr> <tr><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td><td></td><td></td></tr> </table>	S	M	T	W	T	F	S					1	2	3	4	UN SHARED &							NCFWC* / NCSWC*					17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	S	M	T	W	T	F	S	1	2	3	4	5	6	7	8	NCFSC*					14	15	NCFWC & NCSWC							& NCIFSC 02/15					28	29	30						S	M	T	W	T	F	S		NCHCC							02/15					12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		
S	M	T	W	T	F	S																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
				1	2	3																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
4	5	6	7	8	9	10																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
11	12	13	14	15	16	17																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
18	19	20	21	22	23	24																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
25	26	27	28	29	30	31																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
S	M	T	W	T	F	S																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
1	2	3	4	5	6	7																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
8	NCFSC 01/15					14																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
15	16	17	18	19	20	21																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
22	NCLC 01/15					28																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
S	M	T	W	T	F	S																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
1	NCFWC* /																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
	NCSWC*					14																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
15	NCFWC & NCSWC																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
	& NCIFSC 01/15					28																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
29	30	31																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
S	M	T	W	T	F	S																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
			1	2	3	4																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
5	6	7	8	9	10	11																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
12	NCHCC 01/15 &																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
	NCFWC*** / NCSWC***					25																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
26	27	28	29	30																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
S	M	T	W	T	F	S																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
					1	2																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
3	4	5	ST 1****			9																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
10	ST 2*****			14	15	16																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
17	UN SHARED					23																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
24	25	26	27	28	29	30																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
31																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
S	M	T	W	T	F	S																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
	1	2	3	4	5	6																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
7	8	9	10	11	12	13																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
14	NCFSC 02/15 & NCFWC** /																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
	NCSWC** & NCLC 02/15					27																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
28	29	30																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
S	M	T	W	T	F	S																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
			1	2	3	4																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
5	6	7	8	9	10	11																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
12	NCLC*					18																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
19	20	21	22	23	24	25																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
26	27	28	29	30	31																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
S	M	T	W	T	F	S																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
						1																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
2	3	4	5	6	7	8																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
9	10	11	12	13	14	15																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
16	17	18	19	20	21	22																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
23	24	25	26	27	28	29																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
30	31																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
S	M	T	W	T	F	S																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
	NCFSC 03/15					5																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
6	7	8	9	10	11	12																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
13	NCFWC / NCSWC																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
	01/15					26																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
27	28	29	30																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
S	M	T	W	T	F	S																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
				1	2	3																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
4	UN SHARED &																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
	NCFWC* / NCSWC*					17																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
18	19	20	21	22	23	24																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
25	26	27	28	29	30	31																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
S	M	T	W	T	F	S																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
1	2	3	4	5	6	7																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
8	NCFSC*					14																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
15	NCFWC & NCSWC																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
	& NCIFSC 02/15					28																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
29	30																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
S	M	T	W	T	F	S																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
	NCHCC																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
	02/15					12																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
13	14	15	16	17	18	19																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
20	21	22	23	24	25	26																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
27	28	29	30	31																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														

NCFWC NATO CIMIC Field Worker Course
NCSWC NATO CIMIC Staff Worker Course
NCIFSC NATO CIMIC Integrated Functional Specialist Course
NCLC NATO CIMIC Liaison Course
NCFSC NATO CIMIC Functional Specialist Course
NCHCC NATO CMI/CIMIC/Higher Command Course
UN SHARED Supporting Humanitarian Action in Responding to Emergencies & Disasters (SHARED) Course - in May additional 2 days "Train the Trainer" Course
ST 1 Staff Training European Battle Group Workshop
ST 2 Staff Training NATO Response Force (NRF) Workshop

Courses will take place at CCOE with following exceptions:

* Nienburg, Germany
** Kielce, Poland
*** Motta di Livenza, Italy
**** Budapest, Hungary
***** Maribor, Slovenia

You can also find the Course Calendar on:

<http://www.cimic-coe.org/products/training-education/course-schedule/>



Civil-Military Cooperation Centre of Excellence

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.

For more information, visit us at [CCOE-website](http://www.cimic-coe.org)



www.cimic-coe.org



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

Please contact Public Affairs Office:

Tel.: +31 (0) 15 28 44 793

pao@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.