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# CIMIC MESSENGER

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## CIMIC in The Netherlands / CIMIC in Belgium



## 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 started in 2013 and continues in 2014 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 second issue will focus on CIMIC from a Dutch and Belgian point of view informing on the development of CIMIC capability in The Netherlands and Belgium.

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**This article is written by Captain Yvette Foliant, Legal Advisor at CCOE.**

## INTRODUCTION

Over the last decades the nature of conflicts and its strategic environment have changed. One important aspect herein is the concept of 'war amongst the people', as described by General Sir Rupert Smith.<sup>1</sup> Just as the opposing forces, civilians have become a focus in military operations. A detailed understanding of the operational environment and its human dimension is indispensable for the actors operating within.

With the Comprehensive Approach, the different actors dealing with crisis management (e.g. foreign stability forces, national security organisations, international organisations, governmental and non governmental and aid organisations) co-ordinate their activities on issues such as development, diplomacy, state-building, rule of law, and gender. In this context, NATO further developed and integrated Civil-Military Cooperation (CIMIC). CIMIC aims to synchronize cooperation between the Armed Forces and the different civilian actors working in the same environment.<sup>2</sup>

## A SHORT HISTORY OF DUTCH CIMIC

In the beginning of the nineteen eighties, the Netherlands Armed Forces conducted a variety of civilian centric projects and activities in support of their operations. For example, the Dutch Battalion of the United Nations Interim Force in Lebanon (1979-1985) supported the building of schools, improved water management and assisted with medical support. Furthermore, Dutch engineers and marines involved in operation 'Provide Comfort' in Northern-Iraq (1991), assisted in the reconstruction of Kurdish villages. A visit of the Minister of Defense to the Marines of United Nations Transitional Authority in Cambodia (1992-1993) even led to a separate budget for small-scale projects.<sup>3</sup>

In 2001 another development in Dutch CIMIC took place when the Ministry of Defense

started a project together with trade and industry. Reservists were sent to crisis areas where they gave advice to local entrepreneurs.

Integration of CIMIC within the Armed Forces was further developed through the experiences of the Dutch Battlegroup in Iraq (2003-2005). Through assisting in reconstruction, a considerable contribution to a safe and secure environment was made. A CIMIC capacity was embedded in the organization of the Battlegroup and CIMIC was integrated in military planning.

Through the experiences of the Dutch Provincial Reconstruction Team in Afghanistan, the Armed Forces as a whole gained more CIMIC awareness.

## CIMIC WITHIN NETHERLANDS ARMED FORCES

### *From CIMIC Group North to 1 Civil Military Interaction Command*

The Netherlands adheres to the NATO doctrine regarding CIMIC. This means the Dutch doctrine stems from the Allied Joint Publication 3.4.9. However, the way the Dutch have integrated and embedded CIMIC within their Armed Forces may differ from other countries.

Even though CIMIC was already put into practice during operations, as previously outlined, the first official dedicated CIMIC unit to which the Dutch contributed was the CIMIC Group North (CGN).

CGN was founded in January 2003 in Budel, the Netherlands, by Germany and the Netherlands, together with Czech Republic, Denmark, Norway and Poland. CGN consisted of a staff element designated to support (land) operations with CIMIC, functional specialist and an international training element. When the CGN evolved into the CCOE in 2006, the international training element was incorporated in the CCOE.

<sup>1</sup> General Sir Rupert Smith, 'The utility of Force', 2005.

<sup>2</sup> Allied Command Operation COPD Interim V 1.0, December 2010.

<sup>3</sup> Kees Homan, 'De krijgsman als ontwikkelingswerker?', 2005, [http://www.clingendael.nl/sites/default/files/20051100\\_cscp\\_art\\_homan.pdf](http://www.clingendael.nl/sites/default/files/20051100_cscp_art_homan.pdf), (last visited: 02.10.13).



The Staff element and the functional specialist went to 1 CIMIC Battalion. This Battalion, established on 25 May 2007, was the first official Dutch unit fully dedicated to CIMIC.

1 CIMIC Battalion was a joint Battalion manned with military personnel from the Royal Netherlands Navy, Army, Air Force and Military Police. It was also a mixed Battalion with approximately 45 military personnel, 300 reservist and additional civilian experts. The reservists were organized in six 'specialist networks' based on their professional expertise. These networks were:

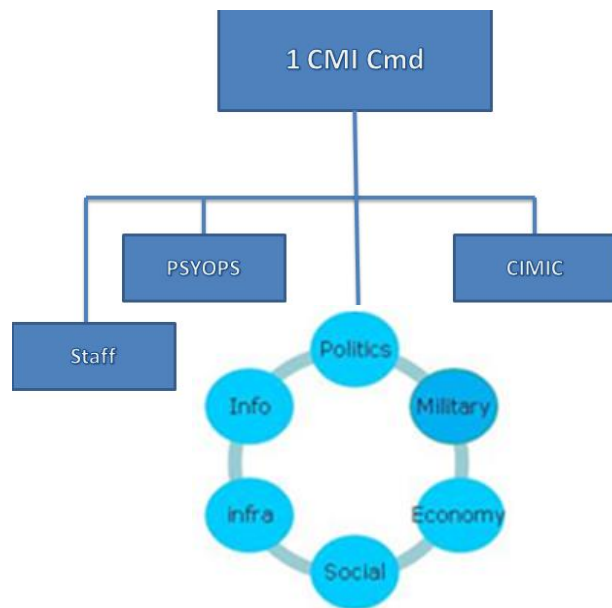
- Civil infrastructure,
- Cultural affairs and education,
- Humanitarian affairs,
- Economy and employment,
- Civil administration and
- IDEA, the entrepreneurs mentoring project.

### IDEA

#### *Integrated Development of Entrepreneurial Activities*

Since 2001 the IDEA project is incorporated in Dutch military missions. Reservist, in daily life working as consultants, financial specialist and accountants, support local entrepreneurs in (post) conflict areas. They help setting up and developing a business. The philosophy of the IDEA project is that economic development leads to stability and is an essential condition to regain order and trust.

In an effort to further streamline civil-military activities 1 CIMIC Battalion transformed to 1 Civil and Military Interaction Command (1 CMI Cmd) on 1 October 2013.



1 CMI Cmd forms the centre of CIMIC in the Netherlands Armed Forces. The unique factor is that CIMIC, Psychological Operations (PSYOPS), Key Leader Engagement, Local Leader Engagement, Public Affairs and Presence, Posture and Profile are brought together in one unit.

1 CMI Cmd consist of a staff element, the PSYOPS and CIMIC platoons and the functional specialist who are organized in their specialist networks. In addition, operational analysts and members of the mobile legal court are also incorporated in 1 CMI Cmd. Furthermore, a knowledge centre is formed from subject matter experts on communication and behavioural influence.

1 CMI Cmd has several reservist knowledge platforms, such as the rule of law platform, which hold regular meetings to exchange and discuss information. In total, 1 CMI Cmd consist of 90 military personnel and has approximately 800 positions for reservist.

### The mission of 1 CMI Cmd

*1 CMI Cmd performs with its specialties a leading role in the integrated communication with relevant audiences before, during and after military operations. This leads to behaviour which supports the operational commander in achieving his objectives. Its characteristics are creativity, courage and reliability.*

Knowledge Centre 1 CMI Cmd



### Vision of the Commander of 1 CMI Cmd

*"1 CMI Cmd makes the Armed Forces at all levels interact with the environment. We increase the effectiveness of the military operations because our advice is based on both civilian and military perspectives. The deployment of reservists with their civilian expertise strengthens the innovative capacity throughout the entire Defence organisation. They also ensure a visible anchor in civil society."*

Knowledge Centre 1 CMI Cmd

1 CMI Cmd defines CMI as:

*"The coordinated preparation, planning and culturally attuned execution of CIMIC<sup>4</sup>, Key Leader Engagement, Local Leader Engagement, Public Affairs, Presence, Posture and Profile, PSYOPS and Info Ops."<sup>5</sup>*

However, this is a working definition because no official doctrine of CMI exists. Nonetheless, 1 CMI Cmd attempts to put CMI into action. The Deputy Commander acknowledges that this might be a challenge and that it could take some time before the Defense organization is used to this.<sup>6</sup> On the other hand, there are also many advantages. For example, a more prominent role for CMI/CIMIC is created in the intelligence preparation of the environment and during the planning process.<sup>7</sup>

### Other CIMIC Personnel

CIMIC personnel are found throughout the Netherlands Armed Forces. First of all because not all personnel of 1 CMI Cmd are placed at the command itself. For example, CIMIC officers are posted at the brigades of the Royal Army so they form an integrated part of the staff. CMI officers are also placed at Netherlands Maritime Force, the deployable and operational staff of the Royal Netherlands Navy.

The Directorate Operations is one of the corporate operators of the Commander of the Armed Forces and has the task to plan and control the military missions of the Netherlands. J9/CIMIC is part of the Directorate and under the Directorate Plans, CIMIC is dealt with by both the department of Maritime Operations and the department of Knowledge and Innovation.

### Education, Training and Deployments

In general, the basic training for CIMIC personnel consists of the obligatory military skills and the necessary courses, including the NATO CIMIC Staff/Field Worker Course at the CCOE. Depending on the deployment or specialism, advanced military skills or other courses are needed.

CMI personnel participate in staff exercises, both on battalion as well as on brigade level.



Picture: Training for CIMIC personnel

Source: [https://www.facebook.com/#!/1CMICo/photos\\_stream](https://www.facebook.com/#!/1CMICo/photos_stream)

CIMIC officers are currently deployed to United Nations Mission in Mali and South Sudan, International Joint Command and the Headquarters of Regional Command North in ISAF, the maritime operation Atalanta off the coast of Somalia and the European Union Training Mission Somalia.

<sup>4</sup> CIMIC includes the employment of the Netherlands reserve specialist who are managed by 1 CMI Cmd.

<sup>5</sup> Knowledge Centre 1 CMI Cmd.

<sup>6</sup> Interview with Maj. J.P. Walthuis, Deputy Commander 1 CMI Cmd and Mr. P.J.J. Tiggelman, Head Knowledge Centre 1 CMI Cmd, 13.09.2013.

<sup>7</sup> Interview with Maj. J.P. Walthuis, Deputy Commander 1 CMI Cmd and Mr. P.J.J. Tiggelman, Head Knowledge Centre 1 CMI Cmd, 13.09.2013.





## COMMENT FROM CCOE

CCOE encourages also other nations to provide articles about their CIMIC approach. In the following article Belgium uses that opportunity to convey their information.

**This article is written by Lieutenant Nele Tahon and WO Marco Corstjens, Belgium Armed Forces.**

## BELGIUM CIMIC CAPACITY

The way to the Belgian CIMIC capacity was long and bumpy and not always easy, but nevertheless it was finally reached in 2004.

After the tragic death of ten Belgian para-commandos in 1994, the Chief of Staff decided to create a school for tactical intelligence. The "OC Tak 2 van de Landmacht" (Centre of instruction, branch 2 of the land component) was created.

On 3 September 2001 the decision was made to reform this center to an operational unit. This unit was established on the 2<sup>nd</sup> of September 2002 and received the name "Intelligence and Information Warfare Company – 17 Recce". A Psychological Operations (PSYOPS) department was added to the unit in 2003. Two years later, 17<sup>th</sup> Recce lost its instruction detachment which contained one platoon All sources Intelligence (ASIC) and two platoons Electronic Warfare. However, the PSYOPS capacity was expanded and an extra detachment was created: Civil Military Cooperation (CIMIC).

## A SHORT HISTORY OF BELGIUM CIMIC

The evolution of Belgian CIMIC should be seen in the light of the political period and Belgian diplomacy. The focus of the Belgian Defense was mostly humanitarian and CIMIC was implemented and used to put Belgian Defense further on the map.

It can be said that the first Belgian CIMIC mission was in Banja Luka, Bosnia in 97-98 where support was embedded in the British Civil Affairs team. Later the team of Banja Luka moved to Glamoc and three additional teams were installed in Kupres, Livno (CIMIC House) and Tomislavgrad.

CIMIC was still a dual hated function in the Belgian Defense. During the Kosovo conflict three Tactical CIMIC Teams (TCT's) were installed together with a Luxemburg TCT in a CIMIC Center.

The first operational assignment for the new CIMIC unit, finally created as part of 17<sup>th</sup> Recce, was a response to the Tsunami in Sri Lanka in 2005. Five CIMIC operators were deployed in support for the disaster relief activities. The Belgian knowledge about Africa was well recognized and Programs like *Renforcement des Capacités Africaines de Maintien de la Paix* and *African Crisis Response Initiative* asked for a Belgian contribution in the CIMIC domain. It has to be mentioned that in this kind of framework operations an important focus was humanitarian projects.



The Belgian military received their education on CIMIC through national courses and via the CIMIC Group North (CGN). Belgium saw the value of this international platform and signed a Memorandum of Understanding with the CGN and later with the CCOE. When the CGN evolved to the CCOE, Belgian soldiers continued to follow training at the CCOE. Belgium also supported the CGN in the past and currently the CCOE with instructors.

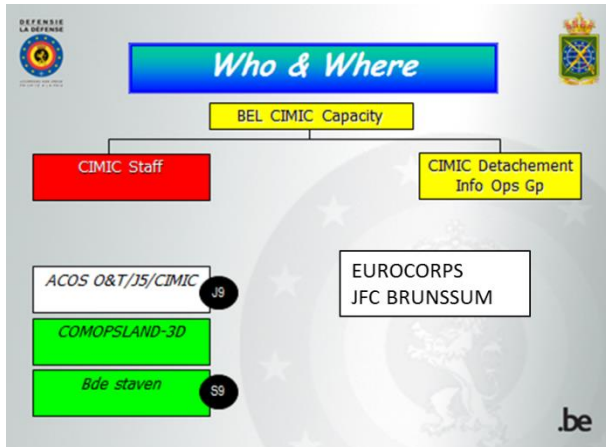
Belgian CIMIC personnel has participated in large scale NATO exercises and exercises organized in Benin, Tanzania, Kenya and Cameroon.

## INFORMATION OPERATIONS GROUP

On 19 October 2007, the 17<sup>th</sup> Recce changed its name into the Information Operations Group (Info Ops Gp). The traditions of the unit "3<sup>rd</sup> Recce" were taken over. The restructuring in 2010 gave the opportunity to elevate both of PSYOPS and CIMIC and

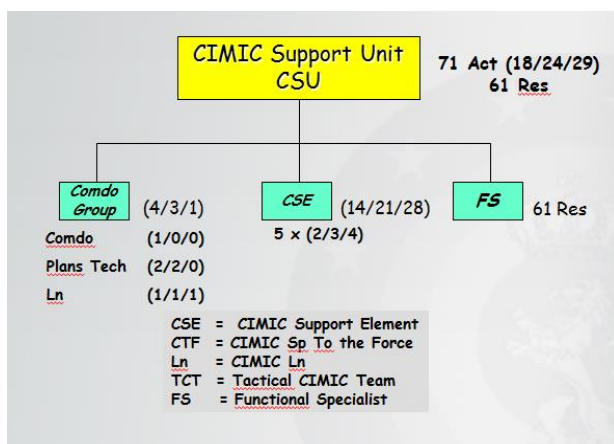


create a new cell called Human Factor Analysis (HFA) within the unit. More than hundred functions were created.



The Info Ops Gp has three main detachments:

- the PSYOPS Support Unit (PSU),
- the cell Human Factor Analysis (HFA) and
- the CIMIC support unit (CSU).



The Info Ops Gp works closely together with its reservists, especially with functionals specialists (FS). The FS are implemented in exercises or missions and serve as a reach back capacity to provide extra information on certain topics and answer questions.

## CIMIC SUPPORT UNIT

The CSU mainly focuses on missions, but also co-operates closely with the cell instruction and the cell HFA when it comes to giving mission experience briefings, cultural awareness briefings, and lessons

about CIMIC in general as well as working on gender.

Since two years a formation Gender Focal Point has been developed and classes are given to people that will be deployed. This is in line with the Belgium Defense Action Plan on United Security Council Resolution 1325.

The CSU unfortunately does not yet have the quantity of personnel that is foreseen. At the current moment only 15 out of the 71 active places are filled. Missions and request for support are being divided amongst those 15 people. In some cases CIMIC teams are reinforced with dual hatted CIMIC formed personnel. Nevertheless, the CSU strives to deliver quality thanks to its different experiences in different missions.

## DEPLOYMENTS

The last couple of years CIMIC has been involved in missions in The Democratic Republic of Congo (DRC), Lebanon and Afghanistan. The CIMIC mission in DRC was in support of the Belgian contingent who trained the new established units of the FARDC (Force Armées Republic Democratique Congo).

The Belgian mission in Lebanon, BELUFIL is a demining mission under a United Nations' mandate. Initially Belgium also supported the UN mission with a Role 2 hospital in Tibnin. Since four years the hospital is gone and the focus lies only on demining. The Belgian engineer detachment is located in At Tiri. A CIMIC team has been implemented by the start of the mission in 2006.

In Afghanistan, CIMIC was present with a team of four from 2008 till 2013, implemented as one of the CIMIC teams in the German CIMIC branch of the Provincial Reconstruction Team (PRT) in Kunduz.







## CCOE Announcement



**17-21 March 2014, Enschede**



- Meet cadets from different nations
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## 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)

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

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