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CCOE goes Academia



Foreword

Several times per year, the CIMIC Messenger will inform the CIMIC family and our civilian partners, as well as the interested public, about both relevant and current issues pertaining to the world of CIMIC, Civil-Military Interaction (CMI) and the CCOE.

The CCOE is Department Head for the discipline CIMIC & CMI within NATO. Therefore it has to manage Education and Training for its discipline. Establishing a Master degree of Civil-Military Interaction (M-CMI) the CCOE is building up an academic network between academic institutions and military organizations. For students that initiative will give the opportunity to enhance their competencies and consequently perspectives for promotions and job opportunities. The CIMIC Functional Planning Guide (CFPG) is the supporting document for CIMIC planners. In this Messenger you get to know the current status of this document. Furthermore the CCOE runs a program to expand the horizons of young leaders giving them a first flavor of CIMIC & CMI. Read a field report from participants and learn more about the Master program as well the CFPG in that issue.

Roel Been
Director CCOE

www.cimic-coe.org





MASTER OF CIVIL-MILITARY INTERACTION

"This is like a dream come true" (Joint Force Trainer NATO)

Article is written by Captain Marian Corbe, - CCOE / Academia
Introduction

Introduction

The Civil-Military Cooperation Centre of Excellence (CCOE) is aiming to pilot a graduate university degree, the Master of Civil-Military Interaction (M-CMI). Together with the Helmut-Schmidt-University, Hamburg, Germany, this will be the first time that a NATO accredited Centre of Excellence highlights synergies between civilian and NATO education. The Director of CCOE, Colonel Roel Been provided a distinct overview on current security challenges and raised important questions during the CCOE Community of Interest Workshop earlier this year:

"(...) how can we contribute fast and efficient during crisis like in Syria, Ukraine or with regards to the EBOLA outbreak? Or is CIMIC & CMI only for Crisis Response Operations, outdated and not needed anymore? The answer, ladies and gentlemen, is a clear – NO!"



Picture: A Polish CIMIC soldier hands a Iraqi child a muffin.

Source: www.northshorejournal.org

Everyone who is familiar with a multinational environment knows the difficulties it can present. During the 2013 tsunami in the Philippines, there were plenty of resources available, but to direct these resources most effectively, qualified and experienced experts in the field of international and intercultural affairs are needed. They can bring the tools into action that are needed to manage an effective crisis response. One way to get those qualifications is through a thorough education.



Picture: Students and Syndicate Coach during Syndicate Work.

Source: CCOE / Dube

Master of Civil-Military Interaction

With the responsibility of being Department Head, the CCOE has taken the role to manage Education & Training (E&T) for the discipline of CIMIC & CMI in NATO. The most recent innovation leads towards establishing a Master's Degree in cooperation with a university, consisting of military and civilian modules alike. In itself, the cooperation of CCOE, the Helmut-Schmidt-University and two other European Universities on this endeavor is a valid example for Civil-Military Interaction. The cooperation with civilian academic institutions is a way forward to unfold hidden potential to fulfill the E&T requirements, which is highly appreciated by the Joint Force Trainer, the highest institution for training in NATO. Apart of that the expandability of the network and communities of interest and their input to the conceptual work of the CCOE will increase mutual benefits and interoperability. When presented with the concept NATO SACT Deputy Chief of Staff (DCOS SACT) Joint Force Trainer Spanish Navy Vice Admiral Gonzales-Huix responded enthusiastically: "This is like a dream come true! We have written about the cooperation with academic institutions in our policy documents, but so far, there were little tangible results".

The ability to study in elective modules, which is outlined in figure 1, offers the participants the possibility to specialize within the degree following a strategic-political or a cultural path. The design includes a mixture of face-to-face networking and online Problem Based Learning, which allows part-time studying and is ideal for leaders desiring to simultaneously enlarge their knowledge, network and to pursue their careers. Graduates will acquire the competencies to analyze the facets of complex crisis response on the operational and strategic level.

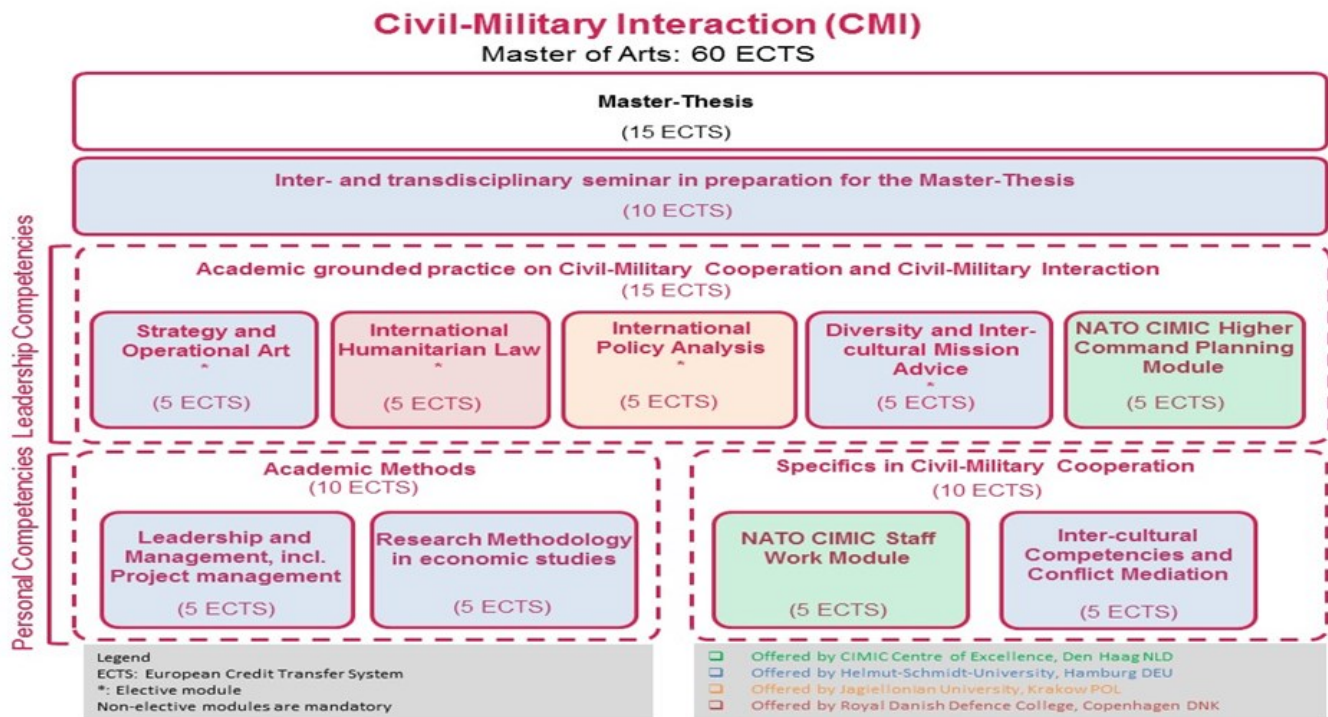


Figure 1: M-CMI elective modules

Return of Investment

The M-CMI represents an educational network between academic institutions and military organizations. Besides the Helmut-Schmidt-University the cooperation will be extended to the Royal Danish Defense College in Copenhagen and the Jagiellonian University in Krakow. This multinational cooperation across four nations in the heart of Europe will also result in a better understanding on how to develop and implement education and establish scientific networks on the subject of CIMIC & CMI & C.A. From the perspective of the individual student, the M-CMI does not only offer the highest level of education, but also attractive place with good reputation to learn. Hence civilian and military professional leaders are provided with an environment that is ideal for interaction and networking. Another core benefit is that the European Bologna standard further value previous military education in a civilian framework. Credits within the European Credit Transfer and Accumulation System (ECTS) can be transferred to other degrees.

The M-CMI fully represents the philosophy of life-long-learning for mid-career professionals and provides an opportunity to learn and explore beyond the military horizon.

This possibility to integrate military courses into an academic program already proves the high education standards of CCOE. Furthermore, it deepens the paradigm of multinational and inter-organizational cooperation, leading us towards an intellectual interoperability. This cooperation guarantees intense studies on the highest intellectual levels, allowing military and civilian professionals to become specialists in CMI through constant interaction. The M-CMI also creates several individual competences, like analyzing and response to complex crisis on operational and strategic levels. These qualifications also result in **better promotion** and **further job opportunities**.

But what are the benefits from a military or NATO perspective to invest into this educational design? Nature catastrophes, humanity crisis, and not at least wars are scenes where people need effective help. The M-CMI provides competencies and qualification for personnel in leadership functions that are coordinating complex crisis response. First and foremost, understand and analyse complex scenarios. Identify root causes and initiate approaches for lasting solutions together with numerous civilian stockholders. The news almost daily visualize the many regions that suffer from instability, man-made crisis and natural disasters in Africa, in Nepal and in the Ukraine.

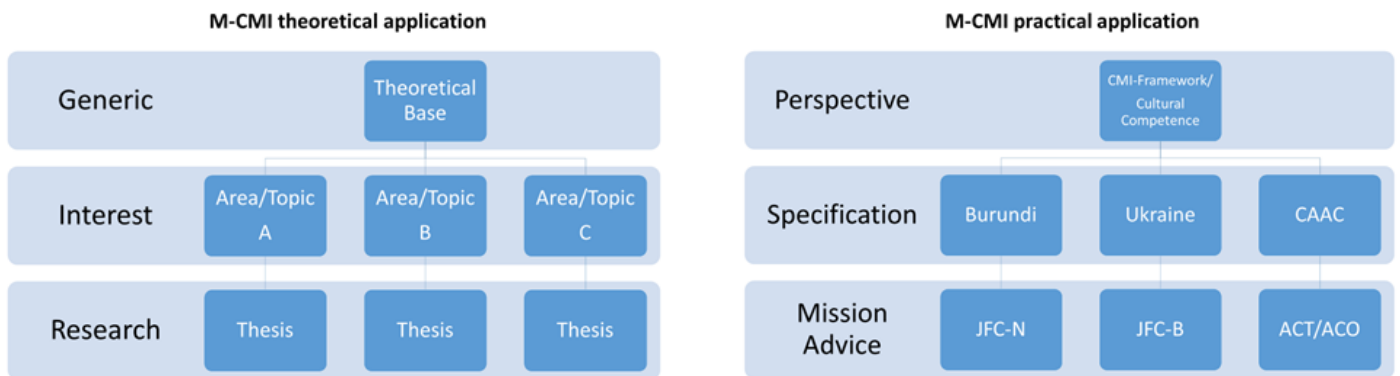


Figure 1: M-CMI Specialization opportunities

Other topics are not bound to a specific region and appear in multiple facets. Children and Armed Conflicts and Gender are only two examples. In NATO the two Strategic Commands, the Allied Command Operation and the Allied Command Transformation, are dealing with those cross cutting topics (CCT). The two Operational Headquarters have a regional responsibility. Joint Force Command Naples looking at the strategic dimension south and Joint Force Command Brunssum at the strategic dimension east. This already provides a glimpse on the complexity at hand without even mentioning the United Nations, the European Union and other major stakeholder in crisis response.

The modular structure of the M-CMI provides an opportunity to individually design the main focus of studying. Those focal points can be on certain regions, but also on overarching topics or inter-organizational contexts as visualized in figure 2. The possibility for specialization makes the M-CMI a powerful educational tool for civilian and military leaders to train specialists. The competencies and knowledge therefore translate into mission advice for practical application in the field. The collective knowledge through research on CIMIC topics further form a repository for lessons learned. Hence, the M-CMI also forms a research capability for CIMIC.

Way ahead

The complexity of current crisis constantly demands new solutions for Education & Training in the military. The integration of military training into civilian, academic education programs formulates a new dimension. The innovation of the Master of Civil-Military Interaction M-CMI supports the idea of interoperability throughout

present NATO operations with international organizations on the highest level of education. The cooperation with academic institutions enhances the current perspective by additional ideas. The development of the M-CMI is a current example that it is fruitful already. The M-CMI directly provides knowledge, skills and competence in the particular field of CIMIC & CMI, resulting in more trained experts, essential for resolving international crises. The alignment between Education & Training in NATO with the civilian criteria of the Bologna standard may serve the paradigm of interoperability. It may even lead towards an intellectual interoperability within the strategic initiative to connect Allied Forces.

Prerequisite to enroll is a Bachelor's degree. Further information is gladly provided by the Civil-Military Cooperation Centre of Excellence, Marian Corbe.



Picture: New Partnerships, New Prospects, New Ideas
Professor Dr. Wilfried Seidel, President of the Helmut-Schmidt-University, Hamburg, Germany & Colonel Roel Been, Director of the CIMIC Centre of Excellence, The Hague, The Netherlands.
Source: CCOE

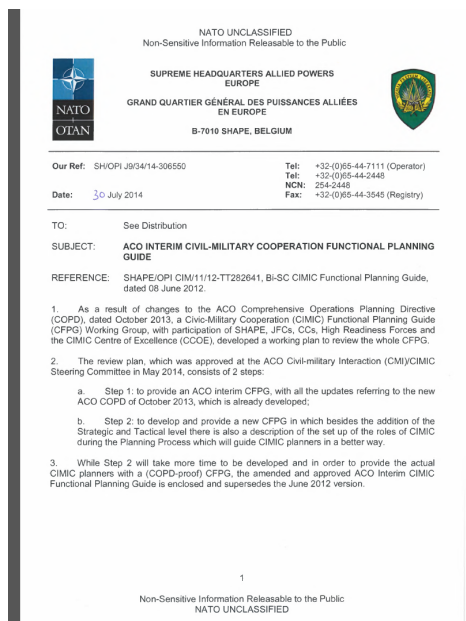


NEW CIMIC FUNCTIONAL PLANNING GUIDE

“Makes life easier for CIMIC planner”

Article is written by Lieutenant Colonel Marco Vaanhold, - CCOE / Training & Education.

In 2014 the CIMIC Functional Planning Guide (CFPG) has undergone a necessary update. This work has been done by CFPG Working Group, consisting of: Supreme Headquarters Allied Powers Europe (SHAPE,) Joint Forces Commands, Component Commands, High Readiness Forces and the CCOE. This update is the first of two steps to be conducted in an overall revision of the document. The second phase will be initiated later this year, under chairmanship of the J9 Division SHAPE.



Picture: Document - ACO Interim Civil-Military Cooperation Functional Planning Guide.

Source: CCOE/ Kaminski

The CFPG is the supporting document for CIMIC planners, focused on the joint/ operational level, but also useful to CIMIC staff at other levels of commands. It provides guidance on the way CIMIC can support the overall planning effort of an headquarters, and should therefore be in line with the primary planning document used in NATO: the Comprehensive Operations Planning Directive (COPD). Thus, the main trigger for updating the CFPG were the changes made to COPD in 2013, which in particular comprises new Phasing of the planning process.

While starting the revision, the team took also the opportunity to investigate a need to change the CFPG even further. The outcome of this examination was that firstly the current, interim version, is still too focused on the operational level. Secondly the document is quite clear on WHAT to do in support of the planning process but does not explain HOW this should/ could be done.

In order to make life easier for all CIMIC colleagues, the next version will have more emphasis on providing tips and tricks to the HOW of CIMIC support to planning. The last major point of attention – which is not only a CIMIC topic – is the way we gather, analyze and assess information on the Civil Environment and make it available to HQ processes during all steps of planning. The main topic for improvement will be to limit the currently often ongoing duplication of effort: How to merge unclassified information and classified information to come to an effective and efficient Knowledge Development process.

The current interim version is, next to the adaptation to the COPD, also written to encourage pro-activeness in planning (strive to be ahead of the overall planning process), suggests improvement of functional communication and has more precise graphics. The announced next step to the full revision will be a big and complicated step. The commitment to the intent to cover more levels of command, interconnectivity, finding a modus to include ‘the how’ of CIMIC planning and to come to an integrated Knowledge Development system is there.

Now it is up to the CIMIC community to make this happen and since these challenges belong to the CCOE area of immediate interest, continuation of our commitment can be expected along the process of further CFPG improvements.



CADETS AT THE CCOE:

Learning the Art of CIMIC at the City of Peace and Justice - a Field Report

Article is written by Cadet Ian Rey M Vales, introduction by CPT Marian Corbe, contributions by Cadet Matthew Morris, Cadet Danielle Jordan and Cadet John Goetz.

This summer four cadets from the United States Military Academy West Point have joined the CCOE for three weeks to conduct their Advanced Individual Academic Development, in short AIAD, programme. In 2015 it is already the third generation of young US-Army cadets that had the opportunity to expand their horizons and to get a first flavor of Civil-Military Cooperation in a multinational environment.

While the cadets have successfully contributed with innovative ideas to current projects of the CCOE's Lessons Learned- and Concepts, Interoperability & Capabilities Branch, the true value of their experience is the exchange of ideas.



Picture: West Point Cadets at CCOE. Cadet Matthew Morris (Environmental Geography Major from St Louis, MO, USA), Cadet John Goetz (International Relations Major from Montgomery, PA, USA), Cadet Danielle Jordan (Human Geography Major from Dunedin, FL, USA) and Cadet Ian Rey Vales (Defense and Strategic Studies Major from Tagbina, SDS, PH).
Source: CCOE/ Beaumont

With the third generation of cadets from the United States Military Academy West Point being sent to the CCOE, the programme demonstrates continuity and follows a clear path to become institutionalized.

The cooperation is a prime example for inter-organizational cooperation between West Point and the CCOE, as well as multinational exchange of young leaders. The integration into current projects fosters the exchange of ideas and leads to new perspective beneficial for all participants. The CCOE is proud to be the preferred network campus and is looking forward to continue the dialogue.

My first introduction to The Netherlands happened during a morning run to the beach in Kijkduin after a late night flight arrival at Schiphol. I vividly remember both the chill of an early morning breeze, and the warmth of the gradually rising sun illuminating the canals, parks and eventually the beachfront facing the North Sea.

Two things stuck in me the whole time: first is that I was truly captivated by the serenity and beauty of the neighborhood, and second is that I was convinced that the next few weeks will be a wonderful experience. Now that we're leaving, I can say that it was indeed an amazing experience.

At the end of our summer stint at the CCOE, all of us cadet interns not only gained a better understanding of Civil-Military Interaction/ Civil-Military Cooperation (CMI/CIMIC) but also found a profound fondness to The Netherlands especially the cities of The Hague and Delft and its people.



Picture: A canal in Delft, NLD.
Source: CCOE/ Cadet Ian Rey M Vales



CCOE did a great job in fully immersing us into their multinational community. We worked under two branches: the Concepts, Interoperability and Capabilities Branch (CIC) and the Lessons Learned and Development Branch (LL/DEV). We were given practical work assignments where we learned hands on a variety of theoretical and technical knowledge about CMI/CIMIC. Cadets Goetz and Jordan participated in the efforts for the upcoming launch of the CCOE-Helmut Schmidt University joint project, the Master in Civil-Military Interaction program. Cadets Morris and I on the other hand became part of the team beta-testing the CMI/CIMIC Mission App and the development of the 4th edition/ electronic version of the CIMIC Field Handbook. These assignments gave us the opportunity to interact with and get expert-mentoring from the members of the CCOE staff.



Picture: The West Point cadets were under the guidance of CPT Marian Corbe (DEU), leftmost. They were also joined by two German ensigns from Helmut Schmidt University: Ensign Patrick Hautut and Ensign Jan Kliche.

Source: CCOE/ Cadet Ian Rey M Vales

But not all new knowledge were gained at the confines of the CCOE offices. The whole experience included meaningful conversations (some in the hallways, at the mess hall or at a barbecue) wherein we get to interact with armed services members of other NATO countries, a testament to a very open and positive atmosphere at the CCOE. This open environment ushered in various meaningful discussions about a wide range of topics including recent events in global politics and foreign policy, Dutch history and culture, and recommendations for local eats and sightseeing tips.

CCOE also brought us to the U.S. Embassy in The Hague where Colonel Leo Buzzerio (U.S. Army Attaché) and Ms Holly Lindquist Thomas (Economic Officer, U.S. Department of State) provided us insights on current diplomacy topics, advice on careers in Foreign Service and an introduction to routine embassy matters. We were also fortunate to be able to get full cultural immersion while visiting historic sites in Delft, The Hague, Rotterdam, Amsterdam and some neighboring rural towns.



Picture: After their visit to the U.S. Embassy in The Hague, the cadets together with the German ensigns and their two German officer escorts explored nearby government buildings in Binnenhof. Source: CCOE/ Cadet Ian Rey M Vales

Asked about their time here, these are the thoughts of my fellow cadet interns on their experience at CCOE, as well as key takeaways they will bring back to the U.S.:

Cadet Matthew Morris:

"I thoroughly enjoyed my time here in The Hague, both in and out of the office. While at work, I was constantly engaged with the permanent staff here on any matter in a range of topics from cultural differences to professional talk of how each branch of each sponsoring nation operates and cooperates as members of NATO. I learned just as much about the intricacies of working in a multinational coalition as I did anything else. I could leave at the end of the day knowing that I had learned something new that day, whether it be CIMIC/CMI-related or culturally. When outside of work, getting to enjoy the lovely Dutch summer, with all its fickle changes in weather, was an absolute pleasure. Because I currently live in New York, I regularly use mass transit and light rail systems like the Subway, however being able to use a system as robust and reliable as the Netherlands



was an absolute treat (despite what the Dutch may have to say about it). The notion of getting everywhere on bicycle is a foreign notion to most Americans, so utilizing one as a primary means of transportation was a refreshing change of pace, an ideal way of getting to explore the country.”



Picture: The cadets explored neighboring sites.
Source: CCOE/ Cadet Ian Rey M Vales

Cadet Danielle Jordan:

“My view changed after learning how important CIMIC is in the urban warfare that the US has been and will be involved with in the future. I now know that it is an important topic that deserves to have a Center of Excellence because of the expertise that can be provided in war and crisis situations. I learned that working in a multinational environment that CIMIC can be both an asset and a challenge. Different nations bring different levels of expertise and experience to the table, but also bring a different military culture that could clash with others. I know now that this is a field I am passionate about and am looking forward to studying in the future. The key takeaway I have is to learn how to network and be able to communicate effectively with others because that is the key to CIMIC.”

Cadet John Goetz:

“Prior to coming here, I had an understanding of CMI and CIMIC, but had only researched it- I had a very limited experience with the topic. After my stay at the CCOE, I now understand not only how important

CIMIC is, but also how one can help create it through training and planning. This opportunity has been very educational and very enlightening, and I hope to return some day. Daily interaction with co-workers from other nations gave me a chance to learn about the structure and culture of different countries’ armed forces. Thanks to the small, niche details that I learned, I can now appreciate many aspects of my own military in a different light. I am very appreciative of this.”



Picture: Stalwarts of LL/DEV Ms. Lisa Ziekenoppasser and Staff Assistant Frank Nischik (DEU)
Source: CCOE/ Cadet Ian Rey M Vales

As for my own thoughts, this experience solidified my belief in the key role of Civil-Military Cooperation in the future of modern conflict, especially in dealing with “Hybrid wars” and Counterinsurgency. The experience did not only provide me with a holistic view of CMI/ CIMIC, but also gave me practical skills that I will be using as a future officer and member of a multinational community.



Picture: Cadet Ian Rey M Vales and a miniature windmill
Source: CCOE/ Cadet Ian Rey M Vales

Now that our time at CCOE has ended, we will go back to West Point with fond memories and significant lessons from this incredible experience. We are looking forward to the time in the future when we will hopefully work in the CIMIC/CMI field and work with NATO.



CCOE Announcements

“Operationalization and Implementation of new CIMIC & CMI policy throughout NATO”

Stakeholder Workshop: 23 - 25 November 2015

CIMIC Centre of Excellence, The Hague

This workshop focusses on the operationalization and actual implementation of the revised NATO Allied Joint Publication Policy MC 0411/2, which became effective in May 2014.

It is the CCOEs task and mission to facilitate the implementation of Civil- Military Interaction according to this new policy across NATO. Up to eight different syndicate workshops, consisting of civilian and Military stakeholders alike, will review the findings of a survey at several Headquarters in the NATO Force Structure on the implementation of the new policy. This will be done with the goal to include results from different perspectives into the future version of Allied Joint Doctrine for Civil-Military Cooperation (AJP-3.4.9(A)).

In order to represent the full spectrum of interaction between Alliance forces and the civil environment in which they operate, the CCOE strongly encourages and requests the participation and engagement of stakeholders from NGOs and international corporate business in this workshop.

To learn more, please see the CIMIC Messenger “Interaction” 1/2015.

To stay updated visit our Webpage www.cimic-coe.org. To contribute to the project please visit our “Network Area” on our Webpage and request to join the “Civil-Military Interaction (CMI) Survey”.

“See you in The Hague!”

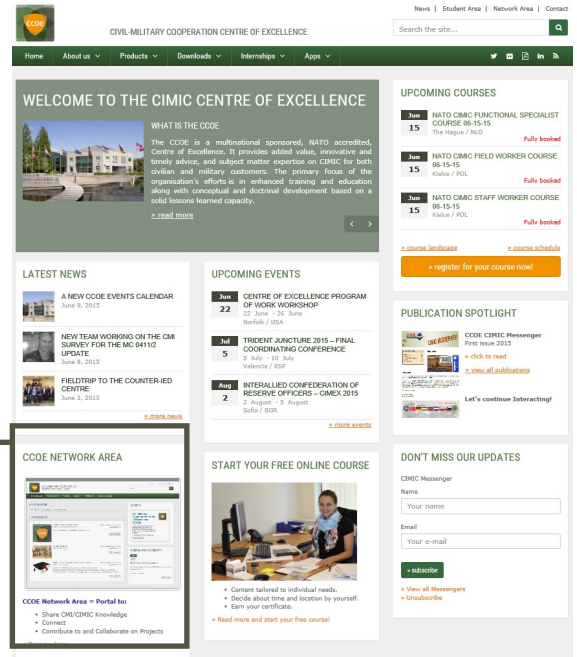
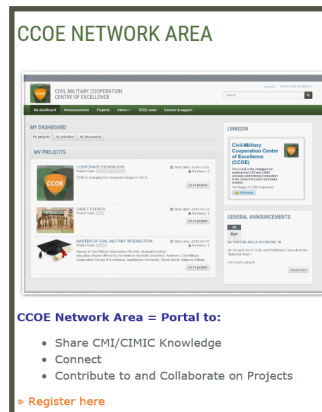




CCOE NETWORK AREA

How to register to the Network Area.

- Visit www.cimic-coe.org
- Click on “Register here”
- Fill out the registration form
- Click the “Register” button



Any comments or suggestions to this information Leaflet?

Would you like to contribute an article?

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Phone: +31 (0) 15 28 44198

E-Mail: info@cimic-coe.org

Vision 2020

»CCOE is the preferred network campus to

- **connect people**
- **share collective knowledge and**
- **gain unity of purpose**

in the field of
Civil-Military Interaction.«

... uniting overlaps.



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