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## Sharing Knowledge - Surveys & Conferences



## 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 Custodian for the NATO CIMIC doctrine AJP 3.4.9. That is why CCOE has been asked by NATO Headquarters to assess the doctrinal consequences of the updated Military Committee Policy on CIMIC and CMI 411/2. Instruments of this assessment are interviews for the so called CMI Survey. Beside Concept Development, Training & Education as well as Lessons Learned and Development the CCOE is offering facilities and support for conferences. NATO's Allied Command Transformation (ACT) and the Global Partnership for the Prevention of Armed Conflict (GPPAC) took the opportunity and conducted relevant conferences at the CCOE. In this Messenger you learn about the CMI-Survey, the annual Center of Excellence Directors Conference and the Conference "Preparing a New Generation of Civil-Military-Police Coordination for Human Security."

Thank you for connecting with us and for all your contribution in 2015. We wish you all a merry Christmas and a happy new year. We are looking forward to meet you again and to enlarge the CIMIC & CMI community in 2016!

Roel Been  
Director CCOE

[www.cimic-coe.org](http://www.cimic-coe.org)





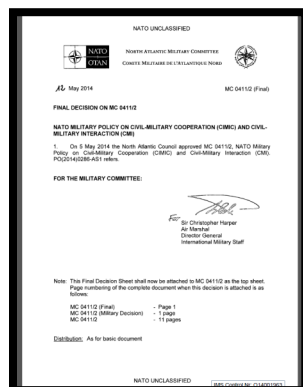
## CMI Survey – CIMIC on Tour

Article is written by Captain Roy Scheibenpflug, CCOE / Concepts, Interoperability and Capabilities Branch

### Introduction

It is indisputable that the future of NATO's military engagement continues to lay within complex operational environments. This means that the Alliance will continue to play a key role when it comes to security related aspects. At the same time it means that NATO needs to increase the understanding of the importance of coordinating efforts internally on the one hand, but more importantly also with International Organizations (IO's), Government Organizations (GO's) and Non-Government Organizations (NGO's) in order to achieve a so called "desired end state".

NATO Policy on Civil-Military Cooperation (CIMIC) and Civil-Military Interaction (CMI), MC 411/2, describes the need for NATO to better adopt towards the evolving civil-military environment in order to effectively contribute to a comprehensive approach. Since it became clear that there is a need for a deeper analysis on practical consequences of implementing CMI, the CCOE has been asked by NATO Headquarters to assess the doctrinal consequences of this policy which in effect resulted in the development of a so called **CMI Survey**.



Picture: MC 411/2 / Source: CCOE

Consequently, a team of the CIC branch visited the Supreme Headquarters Allied Powers Europe (SHAPE) in Mons, the Joint Force Commands (JFC's) in Brunssum and Naples, the Allied Land Command (LANDCOM) in Izmir and the Allied Air Command (AIRCOM) in Ramstein within the NATO Command Structure (NCS) as well as the Allied Command Europe Rapid Reaction Corps (ARRC) in Innsworth, the EUROCORPS in Strasbourg as part of the NATO Force Structure (NFS).

In addition to that, representatives from the German Bundeswehr CIMIC Centre in Nienburg, the Dutch CMI Command in Appeldorn and the Multinational CIMIC Group in Motta di Livenza were also part the CMI Survey to incorporate the perspectives of national and multinational CIMIC units as well. Last but not least, the opinions of Non-NATO Actors (e.g. UNOCHA (UN Office for the Coordination of Humanitarian Affairs) and ICRC (International Committee of the Red Cross)) on CMI were furthermore incorporated in the survey.

Although there is still some confusion when it comes to the practical application of CMI, most of the interviewees from within NATO agreed with the MC 411/2 definition of CMI that:

*"CMI is a group of activities, founded on communication, planning and coordination, that all NATO military bodies share and conduct with international and local non-military actors, both during NATO operations and in preparation for them, which mutually increases the effectiveness and efficiency of their respective actions in response to crises."*



Thus, one of the major projects in 2015 of the CCOE's Concepts Interoperability and Capabilities (CIC) branch has been to put into practice a comprehensive survey on CIMIC and CMI conducting almost 70 interviews at 8 different Headquarters within the NATO Command Structure (NCS), the NATO Force Structure (NFS) and key national CIMIC institutions.

Graphic: Complexity of dynamics of contemporary missions.. Source: CCOE



And that CMI as an activity supporting different staff procedures and the commander's mission is not a new phenomenon.

The interviews have been conducted with G9 personnel but also with other branches ranging from G2, G3 and G5 just to name a few. In addition the command level of the interviewees ranged from the subject matter experts up till the command level. The main aim of this enterprise was primarily to gather the already existing practice on the different levels.

Initially the survey was dedicated to inspire the update process of the CIMIC and CMI doctrine but due to the wide range of responses topics like training and education, information management, interoperability, leadership and others were extensively touched as well.



Picture: CMI Workshop November 2015  
Source: CCOE/ Dube

As a follow up on the CMI Survey and the obvious need to operationalize CMI consequently resulted a workshop on CMI, which took place from 23 to 25 November at the CCOE. During the CMI Workshop, the outcome of the CMI Survey was discussed amongst more than 120 participants within six different syndicates. More on the 2015 NATO CMI Workshop will be presented in the next CIMIC Messenger.

## 2015 Centre of Excellence Directors Conference

### “Centre of Excellence Relevance for NATO”

Article is written by Lieutenant Colonel Jos Hekking, - CCOE / Planning & Coordination.



Picture: COE Directors Conference 2015  
Source: CCOE/ Kaminski

This year the CCOE invited all COE Directors for their annual conference to The Hague. Next to the main audience of the Directors of all 24 NATO accredited Centres of Excellence, a high ranking delegation from Allied Command Transformation (ACT), including Brigadier General Henrik Sommer, Assistant Chief of Staff (ACOS) Capabilities, Innovation and Engineering, Colonel Roberto Esposito, Branch Head Transformation Network Branch and the whole COE-Section participated. The Conference was chaired by Colonel Roel Been, Director CCOE and co-chaired by Colonel Esposito.



Picture: Directors Conference participants  
Source: CCOE/ Dube





During the fruitful meeting various issues regarding the COE's in relation to the respective framework nations and ACT were discussed. A special representative from NATO Headquarters, Deputy Assistant Secretary General for Defense Investment, Mr. Hernest Herold, addressed the important role of the COEs for multinational cooperation.

Main result of the conference was an agreement amongst the COE Directors to strengthen their efforts in a collective approach. Colonel Roel Been was chosen as the spokesperson for all COEs for the duration of one year. In this role he was advertising more strategic visibility of the COEs with General Denis Mercier, Supreme Allied Commander Transformation, at the Chief of Transformation Conference in December. This is a first step to fully exploit the collective potential of the COEs, which, although outside of the NATO Command Structure, are closely linked to ACT and play a vital role for NATO Transformation.



Picture: Supreme Allied Commander Transformation (SACT), General Denis Mercier and CCOE Director Colonel Roel Been

Source: CCOE/ Stiegler

After the first day the participants were able to visit the nucleus of Dutch democracy, the parliament. The tour guide pointed out that the roof of the "Ridderzaal" is designed as a wooden ship turned around. This part of Dutch culture the participants were able to bring home.

The conference concluded with a farewell to Mr Tony Wedge, a long serving civilian named the 'Godfather' of COEs. In recognition of this extensive work, the Directors handed him a framed map of Europe that had the coin of each COE incorporated. A worthy memento of his work as he remarked slightly touched.

## Preparing a New Generation of Civil-Military-Police Coordination for Human Security

Article is written by Gizem Kiling, GPPAC / Communications and Events Assistant / Regional Coordinator MENA

### Introduction



On 9-11 December 2015, the CCOE hosted an international civilian-military-police conference organised by the Global Partnership for the Prevention of Armed Conflict (GPPAC), Alliance for Peacebuilding, the Kroc Institute for International Peace Studies in collaboration with the Knowledge Platform Security and Rule of Law.



Alliance for Peacebuilding

Military and police forces share complex environments with a diverse range of local actors, including civil society organisations and civilian populations. Peacebuilding organisations and security sector actors are increasingly reaching out to each other in areas such as security sector reform and development, national security dialogues, and coordination in crisis situations. To date, few guidelines exist on the complexities, benefits and risks of such interaction.

The Alliance for Peacebuilding, the Global Partnership for the Prevention of Armed Conflict (GPPAC) and the Kroc Institute for International Peace Studies have addressed this gap by conducting a global mapping, consultation and curriculum development process. This 3-year process has led to an extensive set of documented case studies, a training handbook, and a policy brief looking to better prepare civilians, military and police for coordinating with each other for human security. The training curriculum and additional resources were launched and shared during a 2,5-day conference hosted by CCOE entitled 'Preparing a New Generation of Civil-Military-Police Coordination for Human Security' with the aim of exploring opportunities for the dissemination of the curriculum in diverse settings.



KROC INSTITUTE  
FOR INTERNATIONAL PEACE STUDIES





Picture: Panel discussions during the conference.  
Source: CCOE/ Dube

After welcoming words by CCOE Deputy Director Lieutenant Colonel Andreas Eckel and the organisers, a peacebuilding practitioner and security sector representative shared an inspiring example of civil-military coordination to build peace in communities in the Philippines.

Other topics during the conference included "A Comprehensive Approach to Prevention", "Alternatives to Justice and Policing" and "State-Society Relations and Accountability". While acknowledging the need for civil-military engagement to ensure human security, participants noted the importance of feeding the project outcomes into security sector policy. A presentation on policy-relevant insights that have resulted from the project further highlighted the need to protect the operational requirements of civil society organisations in conflict-affected contexts.

Although the global conference marked the end of the development phase of this project, the organisers described it as merely the beginning. In the years to come, a number of stakeholders involved in the project have committed to use the curriculum in their respective countries, regions and institutions.

Going forward, the project partners are keen to ensure that the rich network that has been convened around this initiative will continue to be engaged as guardians of the handbook and as a community of interest around the topics dealt with in the curriculum.



Graphic: Networking as part of such a conference.  
Source: CCOE/ Dube

The handbook and case studies are available on the project website '[Civil Society and Security Sector Engagement for Human Security](#)', where the conference documents and report will also be posted in due time.



Picture: Workshop participants.  
Source: CCOE/ Dube





## CCOE Announcements

### YOUR START INTO 2016

**“IMPROVE YOUR INTERPERSONAL COMMUNICATION SKILLS AND BECOME A PROFESSIONAL LIAISON OFFICER”**

**NATO CIMIC LIAISON COURSE, 18 – 22 JANUARY 2016 at CCOE in The Hague, Netherlands.**

#### **Aim of the NATO CIMIC LIAISON course**

The main purpose of this course is to further qualify CIMIC Operators, Officers, and NCOs, assigned as CIMIC Liaison Officers, to conduct CIMIC LNO activities at tactical/operational level across the full spectrum of military engagement in a complex operational environment. The secondary purpose is to create awareness and comprehension for those organisations and individuals who have a vested interest in CIMIC LNO activities.

#### **Subjects of the course**

- Liaison- and coordination architecture
- Civilian environment assessment
- Common operational picture
- Liaison with civil and military actors
- Interpersonal communication skills



#### **Uniqueness of the course**

The Hague, as the “International City of Peace and Justice”, is home to more than 150 international organizations and academic institutions. The course director will use this unique opportunity with a cultural event to practice interpersonal communication skills “in the field”.

So come and join us and get connected!

Register on: [www.cimic-coe.org](http://www.cimic-coe.org)

**“See you in The Hague!”**





Any comments or suggestions to this information Leaflet?

Would you like to contribute an article?

Please contact us!

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## 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.



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.