



**Volume 7  
Issue 1**

**April 2015**

# CIMIC MESSENGER

## Inside this Issue

Foreword	1
CCOE COI Workshop	2 - 4
CMI Survey	5
International Cadet Event 2015	6 - 7
Countering Corruption during Military Missions	8 - 9
CCOE Announcement	10

## Interaction



## 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 order to interact within the CMI & CIMIC world the CCOE provides among others workshops, surveys and events like the “Community of Interests Workshop”, the “CMI Survey” or the “International Cadet Event”. However, as the CMI/ CIMIC community is wide spread and working in many different places CCOE has implemented different “online” platforms to stay connected. That is why the CCOE decided using Social Media. Interested? Then “like us” on Facebook, “follow us” on Twitter and “discuss with us” on LinkedIn.

Let's continue Interacting.

M. E. Braterschofsky  
Deputy Director CCOE

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





**“Connect. Share. Contribute.”**

## **FIRST CCOE COMMUNITY OF INTERESTS WORKSHOP IN THE HAGUE**

Article is written by: Reserve Officer Cpt Kurt Saygin – CCOE/ Public Affairs Office

More than 60 participants from 21 nations, members from both civil and military organizations met in order to discuss contemporary development in the field of Civil-Military Interaction (CMI) and Civil-Military Co-operation (CIMIC). The 2015 CIMIC Center of Excellence (CCOE) Community of Interest Workshop was conducted from 3rd to 5th February 2015. The motto of this workshop was: “Connect. Share. Contribute.”

For the first time the workshop took place in the new CCOE premises in The Hague. Geert Dijkstra - Senior International Advisor at City of The Hague Department for International Affairs pointed out why CCOE's new location was a perfect choice. *“From a local perspective the City of The Hague can be an instrument of added value. The CCOE is the place where the “rubber hits the road”. You can find 140 NGOs and 25 IOs / NGOs in The Hague also known as City of Peace, Justice and Security.”*



Picture: Vice Admiral Javier Gonzalez-Huix, ACT JFT  
Source: CCOE/ Kaminski

The workshop started the evening before the official event with a social gathering of participants, guest speakers and CCOE staff members. During the event a live Skype-conference with Vice Admiral Javier Gonzalez-Huix of the Spanish Navy was conducted. He is Deputy Chief of Staff and Joint Force Trainer of North Atlantic Treaty Organization (NATO) Allied Command Transformation (ACT).

Vice Admiral Gonzalez-Huix who was on duty himself welcomed the participants and speakers and expressed his gratitude to the CCOE staff for organizing the workshop. He addressed some challenges like the “Hybrid Warfare” ACT is dealing with and highlighted CMI's important role within these challenges.

The opening speech for the official part of the workshop was held by Assistant Chief of Staff (ACOS) J9 Supreme Headquarters Allied Powers Europe (SHAPE) Brigadier General Bardhyl Hoxa from Albania the next morning. General Hoxa pointed out the importance of *“Human Protection, especially looking at children”* and that direction has to be provided in order to better implement Human Protection in our operations, training, education and exercises. Referring to the Crisis in the Ukraine General Hoxa also stated, that a strong alliance will be necessary also in future.

With his introduction speech the Director of the CCOE, the Dutch Colonel Roel Been, invited all participants to act according to the basic principles of that CCOE Workshop: to connect, to share and also to contribute. Giving a general overview of the current changes, threats and developments in the world Colonel Been stated clearly that *“Hybrid threats require also Civil Military Interaction. Some of that changes and requirements are not new – but new again to NATO. Civil Military Interaction has to adapt this changes – how can we contribute fast and efficient during crises like in Syria, Ukraine or with regards to the EBOLA outbreak? Or is CMI/CIMIC only for Crisis Response Operations, outdated and not needed anymore? The answer, ladies and gentlemen, is a clear – NO!”*

The CCOE Director furthermore especially pointed out the importance of *“building broader and strong civil military network. We want to meet before we need them in crisis and missions.”* he said. Also the new direction of the CCOE named “Vision 2020” as well as the future CCOE-Corporate Design were officially introduced at this workshop to the audience for the first time.



Picture: CCOE Director Roel Been and CCOEs Vision 2020  
Source: CCOE/ Dube

During the following two days distinguished speakers shared their experiences and thoughts and discussed them with the audience. The discussions were followed up in smaller groups during the coffee breaks as well as the official dinner, which have also been used to connect and to network. The main topics during the workshop were Cooperation of Non-Governmental Organizations (NGOs) and the military, the Syria conflict, the Ebola outbreak in West Africa from different perspectives as well as updates on CCOE's and its community of interest initiatives.



Picture: Ms. Simone Filippini – CEO at Cordaid  
Source: CCOE/ Dube

As first guest speaker Ms. Simone Filippini from CORDAID NL made clear that CIMIC is a double-edged-sword. While on one hand the importance of good networking is obvious and Civil Military Cooperation has indeed its advantages, on the other hand it is sometimes dangerous for Non-governmental Organizations (NGOs) to be too close to the military since they could be recognized as part of the

combat team. This of course could never be in the interest of any NGO. Even if the Military and NGOs do work for the same purpose, the ways to achieve it are different. A statement discussed intensively the next days was: *"trust is a verb."*

Ms. Bianka Speidl, PhD from the University of Exeter (UK), gave a detailed insight into the Crisis in Syria, its reasons and its high complexity. Besides ethnical differences and many different language dialects also intra-sectarianism and powerful criminals and their political influence have to be considered in order to understand the nature of the crisis. Regarding a solution Ms. Speidl made very clear that in addition to political freedom also economic changes are needed to satisfy people in the long run. *"You cannot eat freedom!"* she said.

Major Cristian Damoc from the Multinational (MN) CIMIC Group (ITA) continued with the Syria crisis concentrating on the situation of the refugees and its impact on secondarily affected countries such as Lebanon and Turkey. The high number of refugees and the difficulties of setting up camps large enough to harbor them do have sociological as well as political impact on the surrounding population. Due to the fact that the number of refugees has reached numbers as high as 3.8 million in 2015, the escape routes from the affected area started reaching even Central Europe.

General Dr. Stefan Kowitz, Director of the Military Medicine (MilMed) COE (HUN) gave an insight into the Ebola outbreak from a medical standpoint. In clear words he described what has been done and the reasons for the failure of trying to stop the outbreak from spreading out and across borders.

Lieutenant Colonel (LTC) Marcus Falz from the German CIMIC Centre gave first-hand information of his personal CIMIC experience with the Ebola mission and the so called "70 – 70 – 60" target of the World Health Organization (WHO) which means to isolate and treat 70% of the cases, to burn safely 70% of the deceased and to reach this status within 60 days.

Mr. James Derleth, PhD from the Joint MN Readiness Centre concentrated on the fact, that the approach of CIMIC field workers is mostly standard-





ized without taking the local conditions into consideration. *"We do assume instead of understanding the environment first and we do not see it from a local perspective!"*

Also current initiatives at CCOE, the development of the Comprehensive Approach at SHAPE, Hybrid Warfare form ACT perspective and further issues has been presented.



Picture: Katarina Andabak - IO/NGO/Humanitarian Advisor Assistant at SHAPE – gave a recitation about SHAPE's Comprehensive Approach  
Source: CCOE/ Dube

The lectures and speeches were followed by intensive and also controversial discussions if and how civil and military organizations could and should work more closely together in crisis situations. It was agreed by everybody that civil organizations and Military will always meet in the field and that this fact will remain inevitable. But since a real cooperation could also affect the security of civil organizations, it seems likely that a certain distance will be kept also in future. Nevertheless, connecting and getting to know each other also before and apart from mission contacts is crucial as Jean-Jacques Gacond from International Committee of the Red Cross (ICRC) - Delegate to NATO and Armed Forces in Europe - stated: *"It is of big importance that we know you and you know us. That is why we have a well institutionalized relationship with NATO which is of strategic priority for the ICRC."*

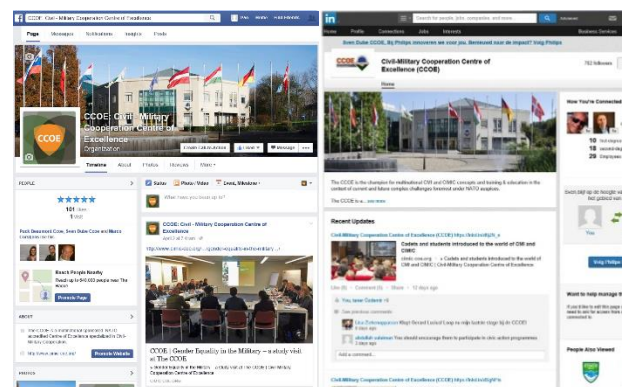
At the end of the workshop the participants agreed that the main motto "Connect, Share and Contribute" was indeed implemented by all sides. Due to the fruitful discussions new projects and future cooperation between several organizations - as example a cooperation of ICRC, UN OCHA and

CCOE with regards to the final development of the "CIMIC App" - have been initiated.

Colonel Roel Been stated in his closing speech: *"I think these were two excellent days. I appreciate that we increased connections within our community, we all shared knowledge and opinions and everybody contributed to have a beneficial common workshop."*

Colonel Melinda Máté - Chief Stability Operations of the U.S. Army Peacekeeping and Stability Operations Institute (PKSOI) - summed up: *"The workshop was very informative. It provided a good basis for understanding recent CIMIC initiatives and broadened perspectives on current issues such as Syria and global health. The community of practice is evolving as a team and the improvements in efficient interaction will contribute to and enhance future CIMIC endeavors."*

In order to strengthen the interaction of the community also besides workshops and meetings the CCOE will engage more active on Social Media. Therefore the **LinkedIn group "CMI"** as well as the soon to be launched **CCOE Facebook** page will serve as forum for discussions.



Picture: CCOEs Facebook- and LinkedIn Page

The CCOE kindly invites you to share your ideas and to interact within the community and with our staff. Connect with us, post your ideas and opinions and contribute to improve a transparent and innovative CMI. The first of you who will start a discussion with regards to the pictured Community of Interest Workshop will receive a brand new CCOE gift with the new CCOE Logo.



## CIVIL-MILITARY INTERACTION SURVEY

Article is written by: Lieutenant Colonel Andreas Eckel – CCOE/ Concepts, Interoperability and Capabilities Branch

The need for close interaction between the civilian environment and the military has been widely accepted by all involved parties, respecting different mandates and comprising the complete range of interaction from coexistence to cooperation. To act within and respond to crisis in a “Comprehensive Approach” has been practiced by most of the nations and NATO forces already since years in various theaters as well as in the preparation phases. Following practices and requirements the NATO Military Committee has endorsed the revised policy on CIMIC and CMI MC 0411/2 in March 2014. With that clear definitions and requirements for CIMIC and CMI have been laid down and serve now in a subsequent step a basis for the review process of the relevant doctrine for NATO forces.

The CIMIC Centre of Excellence in The Hague (CCOE) acts as the custodian for the CMI/ CIMIC related doctrine and picked this up. As first step an information package on CMI and initial impact analysis on the changes and amendments of the revised MC 0411/2 has been widely spread amongst the CIMIC community of interest and various different stakeholders have been engaged to spread the news. Very soon the need to update the current doctrinal framework has been highlighted. However, the CCOE wants to follow a bottom up approach as starting base for the review process. Doctrine should be inspired by changes within policy as well as by requirements and already established best practices of those who need it at the ground – the forces.

In order to catch their considerations a survey has been initiated by the CCOE that reaches out to all levels of the NATO command and force structure. Background documents and a survey has been sent out already at the end of 2014 and a lot of different HQs on different level reacted positively on that initiative. The idea is to investigate face to face in interviews on their appreciation of the new CIMIC and CMI policy and about their processes to practice civil military interaction. As civil military interaction describes a group of activities that is carried out by

all staff functions at all levels it is not limited to the organic CIMIC staff department, G9, J9 personnel but expands to the command group level and to different other staff functions. So far NATO Rapid Deployable Corps (1. German/ Netherlands Corps, Allied Rapid Reaction Corps, Eurocorps), the strategic Supreme Headquarters Allied Powers Europe and CIMIC practitioners like the Multinational CIMIC Group have been interviewed and there are still some more to come.



It is planned that the result of the survey at hand at that time will be discussed amongst stakeholders and the community of interest at the end of the year in the first December week 2015 at the CCOE, embedded into the Allied Command Operations CIMIC / CMI working group meeting. This will lay the foundation for the refinement and the update of the CIMIC / CMI doctrinal framework.

However, exchange of information and opportunities to interact will be enhanced by the envisioned establishment and subsequent utilization of a web based collaboration network area that will be embedded in the CCOE web page in due time. It is intended to publish intermediate results, thesis, and analysis and exchange opinions in a virtual discussion forum.

**So watch out for the announcement at the CCOE homepage – we need your cooperation! We invite you to register to our soon (May) available “Network Area” and to request to join the “CMI Survey” project.**



## THE CCOE INTERNATIONAL CADET EVENT 2015

Article is written by: Cpt Yvette Foliant – Legal Advisor at CCOE and Ms. Puck Beaumont intern at CCOE/ Public Affairs Office

The CCOE recognizes the importance of investing in education and training for professional military and civilian personnel. The CCOE also believes that it is important to invest in the future. Cooperation and networking cannot start early enough. Therefore, the CCOE wants to train and educate individuals early in their career and what is a better place to start than at the university. Via academic outreach we try to achieve this goal. Another way to reach the academic world is by opening our doors to young individuals, military cadets and students. Therefore, the CCOE organized a cadet event in 2014. It was a successful event and it tasted for more! The Directorate decided to take the cadet event one step further, invite all our sponsoring nations and the United States and have the CCOE interns also joining the event. As such, the CCOE organized and hosted the second International Cadet Event from 16 until 20 March 2015.



Picture: Cadets during class hour  
Source: CCOE/ Dube

This years, the cadets came from the (military) universities of the Netherlands, Germany, Poland, Hungary and the United States. Besides the future military officers, also three civilian students took part in the event. For many of them, it was the first time to learn about the world of Civil Military Interaction (CMI) and Civil Military Cooperation (CIMIC). The participants were informed on what it means and what it takes to work as a CIMIC officer. Among other, classes on NATO CIMIC, liaison, good governance and cross cultural communication were given. However, working as a CIMIC officer cannot only be learned by listening and therefore, the participants needed to get in action. They had to set up

a CIMIC centre while several individuals walked in and asked them for information or needed their action. As such, they had to demonstrate the things they learned: how do you response, can you share information, are you allowed to help one individual? The participants were very enthusiastic about the various methods used to learn about CMI and CIMIC and especially about the role plays.



Picture: Role Play  
Source: CCOE/ Dube

One civilian student who had learned about communication at her university, said that the role plays showed her a different way of communication and that it was very valuable to directly see the reaction on your own action.

Besides communication, also cooperation was a topic of the Event. For many participants, it was the first time to cooperate with individuals from different countries. The value of cooperation became clear to them when playing the board game "Go4It" where cooperation is necessary for a good result. A cadet from Poland said it straightforward: "Without cooperation, we cannot succeed".



Picture: Cadets in front of Peace Palace in The Hague  
Source: CCOE/ Dube





Of course, there was also time to get to know each other better. The CCOE hosted an ice-breaker, a barbecue and organized a trip to the Peace Palace in the city of The Hague. The participants immediately mixed and used the time to share experiences and tell about their education. Valuable conversations and contacts were made. And who knows where they will see each other again? Probably somewhere in the future because international cooperation in the world of CMI and CIMIC will stay of importance in our dynamic world.

The Event was a first taste of CMI and CIMIC and international cooperation and the CCOE wished the participants all the best in their future career. In the words of the Director: "Hope to see you in 5, 10 or 15 years back at the CCOE"!



Picture: Group photo of cadets  
Source: CCOE/ Dube

What do you think ...?

Who should we invite in 2016, also students from universities?

Which would you recommend to contact?

Which topic should definitely be put on the agenda?

Please share your opinion with us in the "CMI" discussion group on LinkedIn.

### Reflection Cadet Event 2015 by the Civilian Participants.

Not only cadets participated in the Cadet Event 2015; we, the current interns at CCOE also joined the event. As civilian interns, some with and some without experience in the military field, we gained new knowledge regarding civil-military affairs during this interactive week. In addition we met cadets from many different cultures which created an interesting

international environment. Everyone was able to learn from each other professionally and share personal experiences. As the Netherlands was the host nation of the event, we wanted to let the Cadets get a taste (literally) of the Dutch Culture, so we served them typical Dutch food such as "Stroopwafels, Bitterballen en Drop". Everyone liked the Stroopwafels, the Americans especially liked the fried Bitterballen, and we enjoyed watching the bitter faces of the cadets as they were eating the Drop.

Besides eating and drinking together, we also attended lectures. The lectures presented during the week were very interesting and helpful to gain more knowledge about CMI and CIMIC. The theoretical background helped us with the interactive practical activities in the afternoon. During the role plays we learned how to cope with civilians entering a CIMIC Center in mission areas. Everyone made little (sometimes funny) mistakes during the role plays but we learned from each other and the role plays improved each round. The second day we played a board game called "GO4IT". During the game heated discussions took place as everyone wanted to win; yet, in the end, we realized it was easier to reach our personal goals if we worked together. The third day we visited The Hague and worked on our "networking skills" while consuming drinks at a Café. In conclusion, it was a great week in which we met many people and learned much about CIMIC and CMI.



Picture: Cadets playing the board game "GO4IT"  
Source: CCOE/ Dube



## COUNTERING CORRUPTION DURING MILITARY MISSIONS – AN ANALYSIS

Article is written by: Ms. Roezana Khanamirjan, she was an intern at the academic section at the CCOE from November 2014 until March 2015.



Picture: Roezana Khanamirjan  
Source: CCOE/ Dube

Ms. Roezana Khanamirjan successfully participated in the internship programme of the Civil-Military Cooperation Centre of Excellence (CCOE). Embedded in the Concepts Interoperability and Capabilities (CIC) Branch she provided an assessment on the influence of a military operation on corruption in the mission area. Her work resulted in a Master's Thesis analyzing the cases of Bosnia Herzegovina and Kosovo. The project was aimed at supplementing the CCOE's work in the area of general awareness for corruption, its consequences and possible counter measures. Several interviews with CIMIC Staff that have been deployed as Stabilisation Force (SFOR) and Kosovo Force (KFOR) brought an additional flavor to her thesis and demonstrated the importance of the topic. The following abstract provides a brief overview on the study. The author is willing to provide further information and access to the study on request.

The aim of this analysis was to identify the impact of an international military mission on corruption and to find tools which CIMIC can use before and during a mission to avoid and/or counter corruption. Methodologically, I used a combination of liter-

ature study, case study analysis and qualitative interviews with soldiers that have been deployed to SFOR and KFOR. The CCOE personnel have been of huge relevance in conducting this research by providing experiences and insights.



Picture: KFOR  
Source: www.flickr.com

These experiences and the findings contributed to generate new knowledge on the topic and led to recommendations how the military can avoid and/or counter corruption during their mission.

Corruption is a complex multi-faceted phenomenon, both in the interdisciplinary academic debate and in its appearance in societies. This does not only provide the context for this study, but also a definition applicable to the regional appearance in the Balkans. The regional and cultural context are best reflected by defining corruption as *“any transaction between private and public sector actors through which collective goods are illegitimately converted into private-regarding payoffs”*.

The analysis demonstrated that a military mission – in this case SFOR and KFOR – has both negative and positive effects on corruption. During these missions the local economy was stressed by the huge increase of the international funds. The demand for local services by the military provided additional sources of income for the population. On the contrary, this accelerated the culture of providing favors and gifts in return for access to public services in the healthcare and government sector, thus leading into a dilemma with little choice to avoid corruption.

<sup>1</sup> The views expressed in the study are the responsibility of the author and do not necessarily reflect the opinions

of the Civil-Military Cooperation Centre of Excellence and the North Atlantic Treaty Organization.





For the Military evidence for positive impact of these missions can be found in detailed contracts that only allowed cooperation with ‘clean’ companies. However, despite that the NATO CIMIC Doctrine advocates for “zero tolerance for any corruption”, it was not always possible to avoid the corruption in local structures at all times. Missing awareness on the cultural circumstances and a lack of detailed knowledge sometimes led to careless behavior that indirectly fueled corruption. The complex society structures did not always allow a clear distinction between a lawful businessman and corrupt companies or information and security provider. Thus, the Military was also facing the dilemma of avoiding corrupt practices.

In order to avoid possible negative effects on corruption by a military mission I have analyzed possible tools – mainly based on the findings from interviews – which can be used before and/or during a mission.



Picture: Interview with Cpt Ralf Baur / CCOE – Training & Education Branch

Source: CCOE/ Dube

First, I identified a missing awareness on corruption in the context of culture, economic and social structures in the mission area. Everybody should be aware that corruption has many facets and in some cultures is perceived as normal and accepted behaviour. Training and Education military personnel in specific mission preparation for example at national and international training centres. More specific, the distinct training opportunities at the Civil Military Cooperation Centre of Excellence, the NATO CIMIC Field and Staff Worker Courses and the

NATO CIMIC Higher Command Course, are focusing on cultural awareness. If tools for countering corruption were included in those trainings it would also contribute to CIMIC Tactics, Techniques and Procedures, which seeks that the “projects reflect the respect with the cultural background of the respective society”.



Picture: Role Play during the NCFWC/ NCSWC at CCOE

Source: CCOE/ Dube

Second, the military can also avoid and/or counter corruption by establishing clear guidelines and purchase policies for every project and involvement of local business. In this process fund management and application of the guidelines need to be strictly enforced.

Third, the use of Functional Specialists during a mission in the areas of legal service, contracting and governance could be an asset in supporting the military with specific expertise and avoiding careless behavior on an unfamiliar subject.

Finally, corruption can also be avoided and/or countered by being transparent and open. Although idealistic, the request for transparency and openness from every actor the military deals with is important and adheres to the principles of NATO CIMIC Doctrine. Countering corruption should have a higher priority during a mission, because the same corruption has an impact on the outcome of the mission as well as on the safe and secure environment the military is striving for.



## CCOE Announcements

### ANNUAL DISCIPLINE CONFERENCE NATO CIMIC EDUCATION AND TRAINING CONFERENCE (NCETC) 2015

19 - 21 May 2015

Varde / Denmark

On behalf of HQ SACT DCOS Joint Force Trainer, CCOE has invited the NATO nations and several entities to the Annual Discipline Conference called NATO CIMIC Education and Training Conference (NCETC) 2015. The NCETC 2015 will be conducted in Varde, Denmark in the period from 19th until 21st of May 2015.

The purpose of the Conference is threefold. First, to update the participants on the global planning process by ACT and ACO related to CIMIC Education, Individual and Collective Training. Second, to coordinate CIMIC instructor and SME support to (NATO) CIMIC Courses and Exercises within the community shaping the Instructor Support Plans for 2016. Finally, we are providing a forum for the participants to address additional CMI/CIMIC topics.



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

[NATO CIMIC EDUCATION AND TRAINING CONFERENCE 2015](#)





## 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)



or

Find CIMIC-COE on:

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