

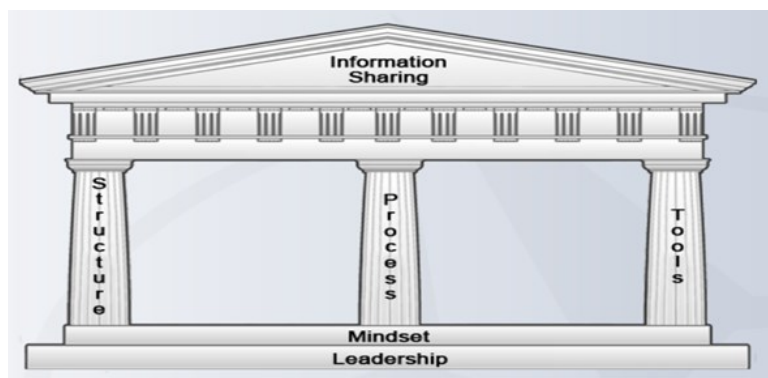


Civil-Military Cooperation  
Centre of Excellence

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## Learning from each other



## Foreword

Dear CCOE staff and CMI stakeholders,

It is my personal privilege and pride to present you with the final CIMIC Messenger during my tenure as the Director of the CCOE. There will be more words and individual opportunities in the weeks to come, yet I would already like to take the opportunity to thank everyone involved for two fantastic and highly successful years at this outstanding NATO institution of excellence.

This edition will focus several of the key topics and projects which we have been advanced at the CCOE during the previous two years. The third and final report on the results of 2015 CMI survey by Joerg Warstat focusses on the way ahead in the universal application of CMI within NATO. Ed van de Bospoort then elaborates on the CCOE's Lessons Learned Integration Project, enabling Military and external CMI stakeholders to learn from each other. Finally, Monica de Astis reports on the results of the CIMIC Community of Interest Seminar, which took place here at the CCOE in May. As always, each contributor and department is grateful for your feedback on the topics presented.

Roel Been  
Director CCOE

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





## CIVIL-MILITARY INTERACTION (CMI) WORKSHOP Report

By Major Joerg Warstat, CCOE/ Concepts, Interoperability and Capabilities Branch

This article is the third in a series to inform the CIMIC & CMI community on the results of the CMI 2015 survey. In two previous articles from December 2015 and March 2016, we have already outlined our efforts in collecting data on the unilateral perception of CMI through interviews within the various headquarters of the NATO Command and Force Structure. After being 'on tour' (see article "CMI-Survey - CIMIC on tour" in CIMIC Messenger "Sharing Knowledge - Surveys & Conferences"), analysis of the results were presented during a large-scale event at the CCOE in November 2015. More than 120 participants from NATO and civilian organizations thus concluded that CIMIC should act as the main facilitator of CMI.

The preceding work of the meticulous CMI-survey was a major effort of the CCOE's Concept, Interoperability and Capabilities Branch in 2015. It climaxed with the formal handover of the workshop report to the Assistant Chief of Staff (ACOS) J9 of Supreme Headquarters Allied Powers Europe (SHAPE) by the Director of the CCOE on the 22<sup>nd</sup> of February this year. However, we need to ask if this really marked the end of this effort or whether it has been rather the beginning of yet another analysis process?



Picture: Colonel Roel Been (left) handing over CCOE CMI workshop report to Rear-Admiral Dennis Bigot (right)  
Source: CCOE/ Joerg Warstat

No matter how vital or convincing the results of the project have been, CMI remains in the status of a NATO

policy only, promulgated in the MC 0411/2 in 2014. In order to become fully operationalized, the doctrinal team of the CCOE still has to revise the current NATO CIMIC doctrine AJP 3.4.9.

For this task, the four key recommendations of the CMI-survey constitute a starting point towards the main direction of this process:

The recommendations are:

1. To **develop** a NATO CMI-Directive as central procedural document, describing the implementation of CMI for all military branches and functions at all levels of command.
2. To **establish** a planning-related sub-working group to the Allied Command Operations (ACO) CIMIC & CMI WG creating a forum for the CIMIC 'planners' and 'doctrine' communities to exchange ideas and to develop common approaches.
3. To **clarify and improve** NATO internal CMI-related responsibilities. This would allow for better coordination of information sharing between the different elements of the NATO Command and Force Structure.
4. To **install** an overall CMI mindset in within NATO, utilizing leadership to incorporate and ensure CMI on all levels.

The respective results and the recommendations demonstrate that communication will be key for operationalizing and establishing CMI in NATO. The CMI-survey was an initial vital step to engage in communication with each other. Raising the key questions on its operationalization creates topic awareness, which leads to discussion and increased interaction. Once started, however, continuous engagement becomes even more important. Especially a highly complex CMI mindset will not be formed in a short period, it needs to be nurtured over time. A CMI directive will help to further distinguish this process and to identify the roles at each level of command. This will automatically increase the understanding of CMI responsibilities within NATO. The establishment of a sub-working group may function as vehicle for this process. It is intended to connect the different



groups by distributing, sharing and further developing concepts as to how CMI can be integrated in planning and doctrine. The effort to operationalize the CMI policy into applicable practices may be meticulous and time consuming, yet it is necessary for the implementation of a comprehensive understanding of CMI on all levels and across staff functions. Furthermore, engaging in a process results in development in contrast to stagnation. Engagement means thinking, discussing and the creation of new ideas. Hence, the focus should rather be on the inclusion of as many actors as possible with a vested interest in CMI, instead of a premature finalization of the operationalization process. Doctrinal development is not linear but circular and CCOE will continue the effort of gaining unity of purpose in Civil-Military Interaction.

## CIMIC COMMUNITY OF INTEREST SEMINAR 2016 IN THE HAGUE

### Lectures, debates and takeaways: a seminar's recap

By Monica de Astis/Public Affairs Office

*"We need to be ready when the call comes! But are we ready?"*

With this question, the Director of the Civil-Military Cooperation Centre of Excellence, Colonel Roel Been, opened the **CIMIC Community of Interest Seminar 2016**. Military personnel, diplomats, NGOs, academics and students gathered at The Hague with a common aim: to share views and to engage on this challenging issue: "A Middle East Post-Conflict Strategy / Focus on Syria and Iraq".



Picture: Community of Interest Seminar 2016  
Source: CCOE/Dube

During the three-day conference, high level speakers from NATO and non NATO countries, international organizations and NGOs (e.g. the International

Committee of the Red Cross (ICRC), the United Nations High Commissioner for Refugees (UNHCR), PAX) diplomats, representatives from local civil actors (e.g. Wo=MEN - Dutch Gender Platform), Leiden University's and other academic institutions focused on several topics related to the Middle East situation. Presentation and discussions focused on the interaction between military forces, humanitarian organizations and local actors, stability and democratization in post-conflict scenarios, the engagement of populations and the importance of women's role in Civil-Military Cooperation, the management of refugees as well as hybrid threats. Due to the application of the 'Chatham-House-Rules' the ensuing article reflect on the general strain of thought, without attributing statements to any specific participant.



Picture: Panel-Discussion during the seminar  
Source: CCOE/ Dube

The seminar opened with the touching video of a Syrian girl crying while singing a song about freedom and peace at the Lebanese edition of The Voice Kids. Little Ghinas' song represented what Colonel Been wanted the Community of Interest to be aware of:

*"We have to be ready to engage properly when we render support in creating stability and security and give people the chance to return to a decent future."*

The video introduction triggered further observations on the specific Lebanese situation in the Middle East scenario: despite being the smallest country in the area, Lebanon is welcoming the main quantity of refugees per capita, pooling its efforts with Jordan and with the support of the United Nations.

Yet, following views of attendees, the root cause for the developing crisis rests in the **lack of peace and security in the Middle East**. Thus key questions to be answered related to the most concerning issues resulting from the crisis and the core difficulties that



Civil-Military Interaction actors have to face initially.

Participants agreed that the absence of democracy and stability at the same time contribute to conflicts and violence, undermining both the life of individuals as well as the effectiveness of rule of law and institutions. In such a context, CMI needs to be applied as a preparation period for a democratic transition process, in which all the involved actors from society and politics need to be considered. For CIMIC & CMI operators, accomplishing this mission in extremely fragmented and sectarianized societies, such as the Syrian and the Iraqi ones, constitutes a core challenge, enforced by the impact of terrorist activities. By exploiting the social and empowerment gaps existing in societies and taking advantage of the absence of international law, terrorism represents a **hybrid threat**, capable of affecting populations, human rights, institutions and geopolitical stability. It is an enemy who is unconventional not only on the asymmetrical battlefield, but in the case of ISIS for example, also an actor who uses hybrid instruments, including organized crime, intelligence, propaganda with a strong narrative and conventional warfare as well.

Yet terrorism is not the only hybrid threat present. As discussed during the seminar, the **migrant crisis** can also be seen as a tool of hybrid warfare. Far from being only a European issue, the refugee crisis is one of the most tangible and direct consequences of the lack of peace and security in the Middle East; as well as being a symptom of the 'gap' existing between Western life standards and the general Middle-Eastern practice.

Exploiting the situation of desperate individuals seeking safety, fundamental rights and a decent life, aspects of the refugee crisis can be also seen as a directed attempt to overwhelm and destabilize Europe and its structures. When such a situation is transformed into a tool of hybrid warfare, it must be managed using a comprehensive approach consisting of cooperation, coordination and coexistence, where both Armed Forces and civilians work towards a common aim: in the Mediterranean for example, the interaction among the Military, non-governmental actors and civilians (getting involved by providing assistance, medication, search and rescue) is already a way to reduce the loss of life at sea.

Given the complexity of the Middle East context, the seminar moderator Mr. Willelm Post, Diplomacy and Foreign Policy expert at Clingendael at The Hague concluded, that the three days conference should have been

*"a search of appropriate answers and **main takeaways** for the CIMIC Community including a quest for the measures to make CIMIC in the Middle East successful."*



Picture: The seminar moderator Mr. Willem Post (right) and Director CCOE (left)

Source: CCOE/Dube

Participants agreed that the process to build security must be started from the ground up: it requires both an in-depth knowledge of the local context and of the real security problems for affected civilians, even if people do not agree on the main issues. Despite the necessity of a professional Military approach, towards the aims of the mission, Armed forces should accept the civilians' lead as well as the fact that Civil-Military Coordination is not based on a chain of command but on the engagement of all the involved stakeholders.

Within this context, the role of women also needs to be given due consideration from the very beginning. In humanitarian assistance, women should play an important role in coordinating committees for food and relief distribution, in safety and security monitoring, in skills and revenue generating activities. In refugee management, women should be engaged in planning locations and routes, identifying external and internal threats, and providing master plan to counter sexual abuse.





In general, and in order to provide for a successful outcome, Armed Forces need to earn the trust of populations and civilian actors: they must be perceived as credible partners, as the individuals who 'have the right' to be there to restore safety. At the same time, their role and performed functions have to be clear: there has to be a defined outcome of the missions with this key message. At last, unity of effort, despite diverse of identities of the stakeholders, remains the decisive pillar to reach the common goal. To this end it is critical that there is coordination of all efforts without overlaps while at the same avoiding negative impacts on the contribution of others; in a nutshell: no gaps and no overlaps.

In closing Colonel Roel Been thanked all the guests and CCOE personnel, stressing that

*"the constructive debate and high level of engagement has provided for encouraging steps forward to get ready for the call."*



Picture: Director CCOE during his closing speech  
Source: CCOE/ Dube

## IF ONLY WE KNEW, WHAT WE ACTUALLY DO KNOW

The CCOE Lessons Learned Integration Project - Improving the way we learn lessons

By Lieutenant Colonel Ed van de Bospoort/ Lessons Learned and Development Branch

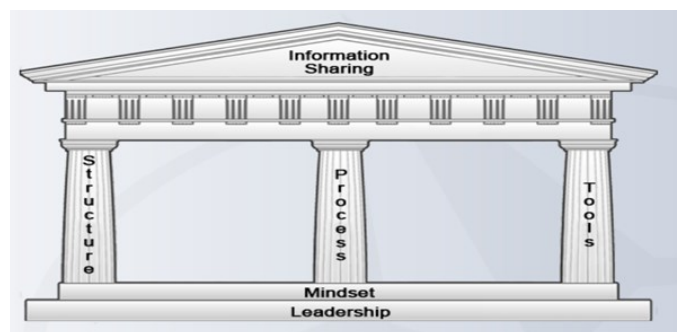
Contemporary conflicts are complex of nature and we have to tackle them in a *comprehensive* way.

This is a hard challenge and at times the outcome is not what we expected. In that case, there is something to be learned and we might need to amend the way we do our business. This way we learn and transform but all too often only within our stove-piped and fragmented setting. This needs to change, as we need to *learn comprehensively* as well. That is why the CCOE started a project in mid-2015 to integrate the learning efforts of the CIMIC and CMI community.

## How are we doing this?

For a given activity, an expected outcome exists. If expectations are either not met or exceeded, there is something to learn. (Bi-SC Directive 80-6)

First, we took a closer look at the problem at hand. The capability to learn is described by NATO as a temple with **Information Sharing** as its desired outcome. In our case, there is often limited or fragmented sharing of CIMIC & CMI related information between different stakeholders. The supporting pillars required provide an explanation why this is the case. **Structure**, **Processes** and **Tools** are not always optimized to support the lessons learned process on either side. When asked 'who is tasked in my organization to capture and learn lessons, which Lessons Learned SOPs are in place and which tools are available?' each organization will provide divergent answers which make interoperability between NATO and non-NATO entities such a challenge.

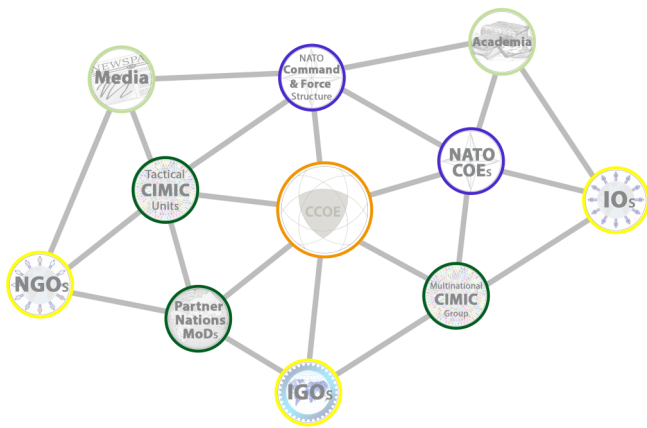


Picture: "Temple with Information Sharing"

Source:



The second step we took was to organize a platform or **Tool** that can be used to share information. The NATO Lessons Learned Portal (NLLP), being the key sharing tool of the NATO Command Structure, offers the opportunity to create a CIMIC & CMI Community of Interest portal. The CIMIC & CMI Lessons Learned portal was activated in April 2016 and enables active contributors and new stakeholders to upload and share knowledge and generate mutual lessons learned. Detailed information on how to join the CIMIC COI through the NLLP can be found on a **Quick Reference Card** (<http://www.cimic-coe.org/products/lessons-learned/>).



Picture: CIMIC & CMI Lessons Learned Community of Interest  
Source: CCOE/Dube

With this tool in place, the third step was to review the **Processes** which must ensure that observations, lessons and knowledge are actually shared amongst the community. In the pilot phase, we started with the Dutch Ministry of Defense (MoD), 1 Civil-Military Interaction Command, 1 German/Netherlands Corps and the Multinational CIMIC Group to identify procedures as how to share information and overcome (national) classification and disclosure issues. These insights can then be used to engage with our broader Community of Interest. Yet, this project is not only looking externally, but also internally. A Standard Operating Procedure (SOP) will be required to link the Lessons Learned Competence better to the other CCOE roles of Doctrinal Custodian and Education & Training Department Head.

The final step will be the review of the Lessons Learned **Structure**. Ideally, any organization has identified individuals who are specifically tasked to deal with

Lessons Learned. In NATO these are named the Lessons Learned Staff Officers (LLSO). Since they are not Subject Matter Experts on all CIMIC & CMI aspects, they are supported by Lessons Learned Officers of Primary Responsibility (LLOPR). Within the CCOE these roles will be organized in a Lessons Learned Working Group to improve internal learning. Outside of the CCOE, even within the NATO Command Structure, names and positions will vary in the CIMIC & CMI community. It is not in the scope of the CCOE project to change those structures but to identify who is fulfilling these roles within the organizations we engage with. When the above mentioned steps are taken, the pillars of the Lessons Learned temple should be firm enough to enable sufficient information sharing. Yet who should benefit from this improved capability? The project focus is on CIMIC & CMI professionals from the NATO Command Structure (NCS) and NATO Force Structure (NFS), tactical CIMIC units and MoDs of the CCOE partner nations as well as NGOs, IOs, GOs, and academia.

All of these actors have a so called *responsibility to share*. Therefore, the mindset and leadership of the CIMIC & CMI community are crucial factors and the foundation of the Lessons Learned capability.

If the Centres of Excellence did nothing else but aggregate and sanitize National Lessons Identified and Learned in their functional area, they would add significant value to the NATO LL capability. (Headquarters Supreme Allied Command Transformation - 2009)

What does this mean for you in the end? After reading this article, you should be challenged to review your personal document looking for relevant (LL) documents or knowledge, specifically seeking information you wished you had before you were engaged in a CIMIC & CMI activity, exercise or deployment. Probably someone else in our community could benefit from it, if you shared it. The CCOE supports you in making that connection and hopefully you can benefit from the experience of others as well!

For more information on the Lessons Learned Information project please contact the CCOE project officer LTC Ed van de Bospoort (LL&Dev@CIMIC-COE.org)



## CCOE Announcements

### Change of Command

30 June 2016

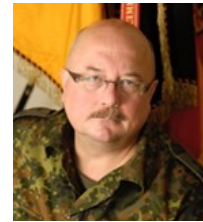
#### DIR CCOE



Colonel Roel Been  
(NLD Army)



#### DIR Appointed



Colonel Wolfgang Paulik  
(GER Army)

On June 30<sup>th</sup>, 2016, the CIMIC torch will be passed from Director Colonel Roel Been to Director-Appointed Wolfgang Paulik. At a ceremony in The Hague, Colonel Paulik will officially assume the duties as the Director of the CCOE. Previously, he has been the commander of the Center for Civil-Military Cooperation of the German Armed Forces (Zentrum ZMZBw) at Nienburg, Weser.

“See you in The Hague!”







## CCOE Products Video

### Just Released: the 'CCOE Products' Video

Again produced by simpleshow, this unique animation video will give you an introduction into the products and services offered by the CCOE.

Watch it now on our [website](#) or on [YouTube](#)!

**simpleshow**



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.*



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