



Inside this Issue

Foreword	1
A new Deputy Director at CCOE	2
Pebbles, Rocks and Sand	2 - 3
Baltic NATO CIMIC Initiative 2016	3 - 4
The Al Mahdi Case	4 - 5
T&E Priorities	6
NATO Urbanization Project	6 - 9
Announcement	10

Towards to new horizons



Foreword

Dear friends and stakeholder in Civil-Military Interaction,

as this is my first CIMIC Messenger as the new director of the CCOE, I am particularly proud to introduce you to a number of recent developments which will shape the future direction of the CCOE. I am very happy to introduce you to Colonel Johan Wagner, who joined the CCOE as the Deputy Director and Chief of Staff in August this year. With his contribution, the CCOE is now fully poised to answer to the tasks and objectives as outlined at the Warsaw NATO Summit in July this year. In response to the decisions announced, the CCOE is embarking on the Baltic NATO CIMIC Initiative, aimed at supporting our Allies at the North-Eastern flank. In October this year, a delegation from the CCOE will meet stakeholders in all three Baltic States to discuss options of advancing Civil-Military Interaction within the Alliance. In addition, this messenger also includes articles on the effect of the ongoing Urbanization on CIMIC, as well as a review on the first war crimes tribunal on Culture Property Destruction at the International Criminal Court in The Hague.

Wolfgang Paulik
Director CCOE

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COLONEL JOHAN WAGNER (NLD A) JOINS CCOE AS DEPUTY DIRECTOR AND CHIEF OF STAFF.

In August, Colonel Wagner, 51, was introduced at the CIMIC Centre of Excellence in The Hague. Following a distinguished Military career, which originated as an Engineering officer, and further key career steps as a field officer in Seedorf, (DEU), at the Policy Division at the Army Staff, as Secretary to the Commander-in-Chief of the Royal Netherlands Army and as staff officer in the Ministry of Defence in The Hague, he was eventually assigned to Allied Command Transformation (ACT) in Norfolk, USA, in 2013.



Picture: Colonel Johan Wagner (NLD A)
Source: CCOE/ Dube

Academically, he graduated from the Royal Military Academy in Breda in 1983, followed the Staff Course in 1997, obtained the Advanced Military Studies qualification in 2000, served on the Directing Staff of the Netherlands Defence College in Delft and completed the British Advanced Command and Staff Course in Shrivenham (GB), as well as a Master's degree in Defence Studies at King's College, London, in 2004. While serving in the International Military Cooperation branch of the Ministry of Defense as a desk officer for South Eastern Europe and for policy matters regarding the United Nations and the OSCE, from 2005 through 2008, he was also the roving attaché for Georgia, Slovenia and Switzerland. His international deployment record includes stints as a United Nations Military Observer in the UN-AVEM III mission in Angola in 1993 and at the Central Command in Tampa (USA) during the

'Operation Enduring Freedom' in 2003.

Colonel Wagner is interested in history, photography, swimming and bicycling. He and his wife have three children and live near the sea.

ROCKS, PEBBLES AND SAND - OR WHAT IS REALLY IMPORTANT

Comments by DIR Colonel Wolfgang Paulik following his initial 60 days at the helm.

The world is changing constantly and almost in a breathtaking tempo. Not only civil companies have to adjust their strategies and planning processes to the continual changing world. Also for the military it has a vital importance to be at the ravages of time. The NATO Summits in Wales and Warsaw have re-oriented the focus of the NATO Alliance. But what does this mean for the CIMIC Centre of Excellence?

As the CCOE is tasked with providing answers for the future role of CIMIC, we need to be aware that CIMIC within, or at the borders of the Alliance Territory, will be different from CIMIC in distant deployment areas. While there will be continued demands to prepare personnel for missions on the South-Eastern and Southern flanks, there is now an additional focus on the East and North-East.

In order to stay relevant, we must give answers without questions – we must give advice without being asked about our stake in this strategic directions. With this in mind, the CCOE is developing a comprehensive reach-out strategy towards our North-Eastern partners, the Baltic Republics of Lithuania, Estonia and Latvia.

With this added activity for the CCOE, we also need to reconsider how to fulfill all these tasks with the time and resources available. Therefore, it is essential that we develop a new understanding of the CCOE's key priorities and the means required to accomplish these properly.

We have to ask ourselves: **Are we doing the right things? And are we doing the right things the right way?**



To illustrate the given questions, I would like to compare CCOE's work with rocks, pebbles and sand:

- The rocks are standing for the real important topics. They build the house.
- The pebbles, the smaller stones, are standing for issues of secondary importance.
- The sand is basically the filler between them all.



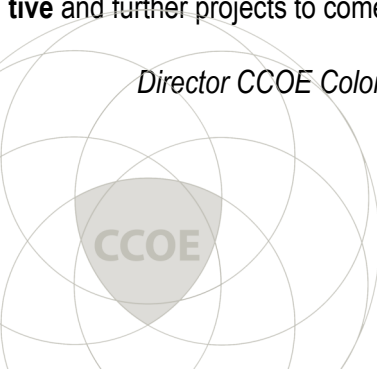
Picture: Rocks, Pebbles and Sand
Source: CCOE/ Dube

If you were filling the glass the other way around, there would be no space, or resources left, to take care of the truly relevant issues. We need to concentrate on what is important, and not the other way around. And this is what we, the CCOE, are analyzing currently.

With these new challenges, some areas will be tasked with more work, others with less. Therefore it is important to facilitate a balance between them to ensure that the CCOE will also be able in the future to respond to all challenges.

We have laid the foundation stone with CCOE's Vision 2020 two years ago, now we are implementing this vision with the upcoming **Baltic NATO CIMIC Initiative** and further projects to come.

Director CCOE Colonel (GS) Wolfgang Paulik
September 06, 2016



THE CIMIC COE FOLLOWS NATO WARSAW LEAD TOWARDS NORTH-EAST

The recent decisions of the Warsaw Summit to amend its Readiness Action Plan (RAP) by increasing NATO's military presence, emphasized the strategic importance of the Baltic States. NATO's CIMIC Centre of Excellence (CCOE) in The Hague (NLD), is acting suit with a comprehensive Civil-Military Cooperation expert whistle-stop tour to the Baltic Republics from October 6th – 12th, 2016. Led by CCOE Director Colonel (GS) Wolfgang Paulik, the team will meet with key partners in collective defense in all three countries.

"CIMIC is supporting the collaboration between sovereign nations. In times of crisis and conflict, NATO, according to its Readiness Action Plan is fully prepared to support the Baltic NATO member states in preserving their territorial integrity and by facilitating a safe and secure environment. This will ensure the resilience of the legitimate owners of civil authority in the sovereign societies of the Baltic Republics. While NATO is very good at achieving its military objectives in armed conflicts, it also takes a comprehensive application of Civil-Military Cooperation benchmarks to also secure the peace" says Colonel Paulik.



Picture: Director CCOE Colonel Wolfgang Paulik
Source: CCOE/ Dube



Defense Partner Meetings

The multi-national CIMIC delegation from The Hague will have meetings with civilian, institutional and military stakeholders in Civil-Military Interaction in all situated in the three partner republics.

Already, the CIMIC COE provides subject matter expertise on Civil-Military Interaction and Civil-Military Cooperation for the three NATO Force Structure units in Muenster (1. German-Netherlands Corps), Ulm (Multi-National Joint Headquarters) and Stettin (Multinational Corps North-East), which have been earmarked as integral part of the NATO Readiness Action Plan for the defense of the Baltic States.

Latvia - CCOE Sponsoring Nation

Latvia, as a spearhead, is already a sponsoring nation of the CIMIC Centre for ten years. With his dialogue partners, Colonel Paulik will discuss perspectives and options to further enhance Baltic NATO Civil-Military Cooperation. This is driven by the understanding that only common structures and a common understanding of tasks provide for the pre-conditions for effective collaboration in times of crisis. A leveraged engagement in NATO CIMIC and the CCOE will further strengthen the onsite resilience in issues of hybrid warfare, Civil-Military Interaction and collective defense.

On the occasion of the annual NATO Conference of the Directors of the Centres of Excellence in Vilnius, October 4th – 6th, 2016, Colonel Paulik will initially present the Baltic NATO CIMIC Initiative. It is overall directed at strengthening the mutual assurance assistance of the NATO partners in Civil-Military Cooperation.



Picture: National flag of Latvia within the borders
Source: CCOE/ Dube

The first trial on “Cultural Property Destruction” as a war crime at the International Criminal Court in The Hague.

THE AL MAHDI CASE, A MILESTONE FOR CULTURAL PROPERTY PROTECTION (CPP)

By Monica de Astis - Consultant at CCOE/Public Affairs Office

For the first time ever, the world has seen an international trial on cultural property destruction. It took place in The Hague, where during the last months Ahmad Al-Faqi Al-Mahdi appeared before Trial Chamber VIII of the International Criminal Court (ICC). On March 24th, 2016, the ICC opened the proceedings against him.

As alleged by the prosecutor, Mr. Al Mahdi was as a member of Ansar Eddine, a movement associated with Al Qaeda in the Islamic Maghreb ("AQIM"), responsible for the destruction of historical and religious monuments in the city of Timbuktu (Mali), in 2012. In particular, he was found guilty of serious damages to medieval shrines, tombs of Sufi saints and a mosque dating back to the 15th century which formed part of the UNESCO world heritage site in the northern Malian city, also known as “the City of 333 Saints”.

Mr. Al-Mahdi submitted a guilty plea during the opening of the trial, on 22 August 2016, as reported by the BBC.

«I am really sorry, I am really remorseful, and I regret all the damage that my actions have caused”, said Al-Mahdi at the ICC, and continued: “I would like to give a piece of advice to all Muslims in the world, not to get involved in the same acts I got involved in, because they are not going to lead to any good for humanity».

On 27 September 2016 Al-Mahdi was sentenced to 9 years imprisonment. The time spent in detention since his arrest upon the ICC warrant, issued on 18 September 2015, will be applied to his sentence.

The Al-Mahdi case represents a unique benchmark in international justice: despite the various cultural property destruction acts seen in armed conflicts all around the world after the adoption of the Convention on



Picture: Sankore Mosque in Timbuktu

Source: Senani P at English Wikipedia, CC BY 2.5,
<https://commons.wikimedia.org/w/index.php?curid=1831543>

the Protection of Cultural Property in the Event of Armed Conflict (The Hague Convention) in 1954, war crimes against the cultural heritage did never constitute the main charge of an international criminal proceeding. In fact, whereas culprits for eradicating historical and cultural sites in the Balkans have basically avoided punishment, no one has been charged so far for the destruction of Afghanistan's sixth-century Bamiyan Buddhas, of Cambodia's Hindu temples or of Assyrian statues from Nineveh, or the Greco-Roman ruins in Palmyra.¹

The ICC Al-Mahdi trial also constitutes a milestone from the military CIMIC perspective: the trial and the ensuing verdict underline the general task and responsibility of armed forces to protect the cultural heritage during armed conflicts.

In fact, CIMIC's role within this area is a direct consequence of the preamble of the North Atlantic Treaty: "...the parties to this treaty are determined to safeguard the freedom, common heritage and civilization of their peoples".² This role has been further described in the CCOE's 2015 publication "Cultural Property Protection Makes Sense". In this context, CIMIC is charged with the conduct of the related Theatre Civil Assessment (TCA), referring to both to the actual implementation of Cultural Property Protection, as well as to an analysis of its relevance for the specific mission.

At the same time, the military role in CPP also encompasses the targeting (No-Strike) identification and collateral damage assessment, as well as issues of environmental protection.

Considering that CPP takes place in areas in which military activities are under way, the Al-Mahdi trial and sentence acquire a strong importance by breaking with the past impunity for CP war crimes. Bringing a CP war crime in front of a criminal court is not only an achievement of the global justice system, but also a direct recognition of the efforts of all the actors involved in CPP in conflict areas.

Cultural Property Protection Makes Sense

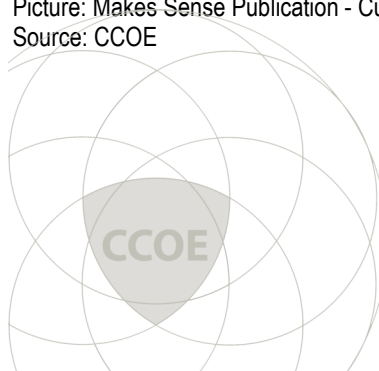
A Way to Improve Your Mission



Civil-Military Cooperation
Centre of Excellence



Picture: Makes Sense Publication - Cultural Property Protection
 Source: CCOE



¹ The Guardian, 28-02-2016, <https://www.theguardian.com/law/2016/feb/28/iccs-first-cultural-destruction-trial-to-open-in-the-hague>

² Preamble of the North Atlantic Treaty, 1949



TRAINING AND EDUCATION PRIORITIES IN CIMIC/ CMI

The continuous evolution of the security architecture results in an expanding framework of related topics, which need to be addressed through Training and Education (T&E). In order to be able to identify the priorities among the catalogue of existing topics, the CCOE T&E branch conducted a survey among the Community of Interest (CoI) during the 2016 CIMIC/CMI Annual Discipline Conference in Vienna. The results of this survey have yielded the below prioritized issues as the most prominent ones for this Community of Interest:

1. **Collective Defense**
2. **Hybrid Threats (HT) and Hybrid Warfare (HW)**
3. **Support to civil preparedness (Resilience)**
4. **Protection of Civilians (POC)**
5. **Crisis Management.**

In recognition of these, T&E will be able to develop adequate solutions to address these topics. The timely adaptation of Training and Education in CIMIC/ CMI to the ongoing dynamics of the security architecture is vital to train CIMIC personnel for the challenges they will encounter on their assignments.



Picture: CIMIC/CMI Annual Discipline Conference 2016
Source: CCOE/ Dube

OUT OF THE MOUNTAINS INTO THE CITIES: IS CIMIC READY FOR FUTURE URBAN OPERATIONS?

By Aspirant Florence B. and Lieutenant Stephan Lehnert, Helmut Schmidt University, Hamburg. Internship project report at LL/Dev branch, CCOE.

For every generation there are only a few events decisive enough to change the world or to shape the future, such as the fall of the Berlin Wall in 1989, or 9/11. Some of these events might have left their traces in our collective memories, and many people can still remember what they exactly did on that special day. However, most people would not consider any specific day in April of 2008 as very remarkable. Yet, an important event took place in April that year which can be seen as a beacon of the rapid change of the human environment: this day in April marked the first time in human history that the number of people living in an urban environment outnumbered their counterparts in the rural settings.

This landmark symbolizes an ongoing development, which will change human society as well as the face of future military operations. Indeed, the rapid growth of cities, which become more and more crowded, complex and connected areas, represents new challenges for the future. Some of these city complexes, such as Tokyo or Seoul, belong to fully developed countries and can profit from good governance and the use of modern technology. There, urbanization represents a real opportunity for the resident population, providing better living conditions, jobs, exchange and good infrastructures. However, the majority of the growing cities in the world is located in developing and fragile states and are facing existential problems like political instability, poverty, unemployment, and crime. NATO cannot ignore this important trend and must prepare Task Forces, including CIMIC assets, to operate in such complex contexts. **This we need to ask?** Is NATO ready to face this new environment after having been active in remote, out-of-area deployments, like the Afghan mountains for years?

In the last decades, human population experienced a constant and exponentially growth, from 3 billion in 1960, to over 7 billion people in 2012. This development is closely linked to the general trend of urbanization: while in 1950 the world counted only two megacities (cities counting more than 10 million inhabitants), there



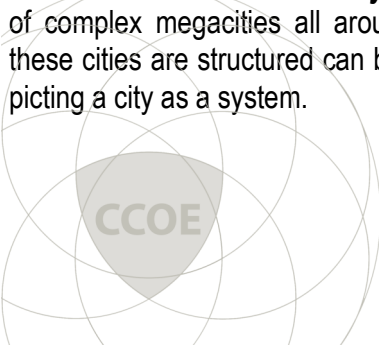
are currently 25 of such agglomerations on the earth. Furthermore, nearly every major city in the world is located close to a coastline or a coastal delta, with 80 percent of all people on the planet living within 60 miles from the coast.



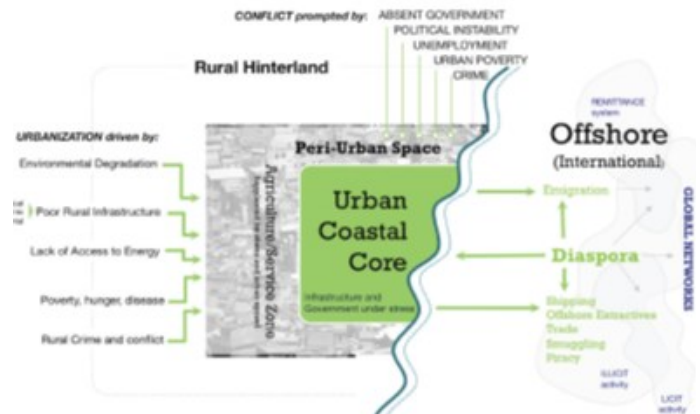
Picture: New York
Source: Time Magazine

Besides those phenomena of *urbanization* and *littoralization* (population augmentation in coastal areas), the entire world, and especially cities, are becoming more and more inter-connected. The world has seen a democratization of technology and of connectedness during the last decades. Physical and geographical borders have become less significant. The internet, networks, and traffic have become part of everyone's daily grind. Conflicts have reached this digital domain too, playing an important role during the "Arabellion" in the early 2010's, for example. Social networks, drones and "videogame-like" operations have also become part of modern conflicts. The role of the virtual dimension will also advance further in the coming years with cities playing a key role at the heart of connectedness.

These three phenomena, namely **urbanization**, **littoralization** and **connectivity**, lead to the appearance of complex megacities all around the world. The way these cities are structured can be visualized best by depicting a city as a system.



The city as a system



Picture: The city as a system
Source: David Kilcullen

This model visualizes the complex system of interaction and interdependence which is characteristic for every megacity: The city itself is the core of a larger system which is surrounded by a peri-urban space. This zone plays an important role in supplying the city with agricultural products, while the growing city swallows the free space step by step. The rural hinterland is the zone that is defined by low population density and often suffers from structural problems such as environmental degradation, poor infrastructure, or poverty. While the city itself may face problems like crime, unemployment or political instability, it nevertheless attracts many people from the hinterlands to move into the city, contributing to its growth. On the other hand, a modern megacity is not only connected with its surrounding countryside, but also with far off locations and groups. Especially a coastal city will have sea trade, which will flow to and from the city, as well as an international diaspora of emigrants which connects the city with the global network.

Understanding these complex structures will be a key element for military operations in an urban environment. Those future crowded, complex and connected cities have to be considered as comprehensive units of analysis, as they represent complex systems ruled by their own laws. The identity of a city defines itself more through its flows and processes than through its physical infrastructure. Therefore, it is important to focus on the elements which balance a city. This fragile balance can be destroyed by several and diverse threats: natural disasters like floods, cyber-attacks, terrorism, technical disasters as the explosion of a nuclear power plant (Fukushima 2011), the lack of an equal distribution of



resources (water, for example), leading to unrest, and further instability. Facing those problems by understanding the way a city is balanced, and helping to re-establish, it will be one of the challenges, NATO might have to confront in the future.

NATO in urban operations

In the last few decades, many NATO members were engaged in stability operations, mostly taking place in rural areas, marked by difficult terrain, small settlements and a lower state of connectedness. Future operations might take place in an entirely different kind of environment, with a huge and confusing maze of crowded streets, and the constant presence of civilian actors (local population, but also local government officials, governmental organizations, international organizations and NGOs). In this context, CIMIC will be a key capability of NATO to deal with complex situations by establishing contact with civilian key actors, collecting information and advising the military commanders. What happened during the Battle of Mogadishu in 1993 demonstrates the utter need to fully consider the civilian factor in a conflict, taking place in an urban environment.



Picture: Patrol in Rural Afghanistan
Source: United States Department of Defense

In October 1993, the US Army sent soldiers from their outside camp into Mogadishu (capital of Somalia) to seize two senior leaders of the Somali National Alliance. The air assault operation was supposed to last no longer than one hour. However, the soldiers saw themselves confronted with the complexity of the interconnected system ruling the city, including economy, population, armed groups and the complex balances of power. The situation escalated, and the original mission was rapidly overtaken by the events. The author of the book *“Black Hawk Down”* uses the expression

“it seemed like the whole city was shooting at them” to express the confusion of the soldiers and the complexity of the situation. The battle resulted in many casualties among the US soldiers, Somali militias and the civilian population. Furthermore, the city itself became a victim of the fighting, as its internal system had been disrupted. In planning the military leadership ignored the power of a furious population and only considered the military goal. During the ensuing rescue operation, the soldiers operated within the city and the city responded violently.

This example shows how important it is for any military mission, to comprehend the way in which a city works. This is where CIMIC must play a decisive role. CIMICs first task is to establish a liaison between the civilian and the military actors. CIMIC has to communicate with local key actors and analyze the system of a city, in order to understand its full complexity. Only then will CIMIC be able to properly advise the military commanders and to point to key stakes, which might have been missed. This process may avoid disasters as during the Battle of Mogadishu.

What can NATO do today to prepare its forces facing such situations? There is probably not one universal response, and no framework to establish reliable predictions, as the specifications of each city and of each situation will lead to differently applicable solutions. Nevertheless, some general trends are common to all of these emerging megacities. Thus, it should be possible to adapt to these challenges and to preclude the threats they encompass.

The role of Civil-Military Cooperation in future urban operations

Large and crowded cities represent highly complex areas, where the civilian factor is highly important. Therefore, one of the core functions of CIMIC, namely **civil-military liaison**, will play the key role in future conflicts to properly assess the civilian situation. CIMIC will need qualified experts to engage with key civilian actors of a city, to interact with them properly and to maintain the established contact. Logically, the number of those experts should increase as the number of civilian actors will strongly grow, too: in Afghanistan, the hierarchic structures of villages turned out to be quite simple, and the identification of their key actors, namely the village eldest, malik or mullah, did usually not pose a problem. As structures of future cities will be much more difficult to understand, CIMIC will need a greater number of



qualified experts for this challenge.

Future cities also represent a new kind of area of operation, military commanders will have to comprehend. Explaining how a city works, which are its structures, its history, its geography, its problems and its resources will also be one of the tasks CIMIC will have to accomplish in **support of the force**. One tool for this task might well be the U.S. Human Terrain System, developed in 2005, designed to send social scientists to forward operating positions, to provide military commanders with information on the local population and the area where the forces were deployed. In the end, this program turned out to be somewhat controversial. Many anthropologists considered it as incompatible with their disciplinary values, as ethnographic investigations were solely determined by the military missions; and the required information was sometimes gained coercively.

Nonetheless, drawing lessons from this experience could be a step forward to find solutions for the future. Last but not least, humanitarian emergencies are also likely to happen in more conventional areas: in cases of a natural or of a technical disaster, a huge number of people would be affected. CIMIC must also be able to deal with such a situation. CIMIC might also be able to face mass public movements, or bad hygienic conditions, leading to diseases. The management of resources like water and food might well be another challenge, CIMIC operatives could face in the **support to the civilian actors and their environment**. All those aspects should be considered, while adapting the TTPs, the CIMIC training and the structure of the CIMIC staff and its skills in the future.



Picture: Are we able to operate in this environment?
Source: United Nations

NATO Urbanization Project 2035

The converging trends of urbanization, littoralization and connectedness will lead to an increase of complex urban areas, which NATO and especially CIMIC will have to be able to comprehend from an operational perspective. To do so, NATO founded the Urbanization Project 2035 in 2014. This Allied Command Transformation (ACT) led project, studies the impact of urbanization on NATO military operations between now and 2035. The first experiment, conducted in September 2015 focused on mass migration, natural disaster and inner city turmoil.



Picture: NATO Urbanization Project 2035
Source: <http://www.act.nato.int/urbanisation>

The result of this experiment, together with a conceptual study was presented to the NATO Military Committee in March 2016. The 2nd Urbanization War-game now takes place from 28 September to 7 October 2016 and focuses on combat operations. Amongst 18 other COE's, the CCOE will take part in this 2nd Experiment, by examining capability solutions from the CIMIC/CMJ perspective.

While the human factor will become more and more important in densely crowded areas, CIMIC will have to adapt to those evolutions without losing sight of its three core functions. The tasks of: connecting between the civilian and the military world, supporting the military commanders, as well as the local population, will still remain at the core of CIMIC activities. Yet, the area CIMIC will operate in and its complexity, will drastically change in the coming years and thus the question remains: will CIMIC be ready to face that challenge?



CCOE Announcements

A new CCOE CIMIC Messenger Format



The CCOE is changing the publication and distribution patterns of future CIMIC Messengers.

Already with the next edition we are turning the Messenger into an online linked product only. Instead of an eight-page fully designed brochure, you will receive a one-page schedule of relevant linked articles and reports. You will thus still have access to the same information as before.

Yet this process will allow us to allocate more resources to the vital rocks, pebbles and sands of our mandate, while also enabling a more frequent circulation of the CIMIC Messenger to many more stakeholders than before.



Picture: CCOE Marketing Tools
Source: CCOE/ Dube

“See you in The Hague!”





Baltic NATO CIMIC Initiative 2016



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.«

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