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CIMIC & Resilience

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Setting the stage for discussion of resilient leadership within CIMIC...

How resilient is CIMIC, and where does that resilience come from?

What is CIMIC's approach to Societal Resilience (as a joint function and as a capability)?

How does CIMIC think about this, and what can/should we *do* about this?

Ukraine as a case study for CIMIC, societal resilience & Total Defence in action...

The Resilience of CIMIC



- Civil-Military Cooperation must be sustained across the spectrum/phases of conflict...
- This requires resilience within the community of CIMIC practitioners.
- It also requires sustained focus and attention on CIMIC as a joint function—the resilience & persistence of CIMIC as an activity.
- How do we achieve this? How resilient is CIMIC today?

Strengths

- Dedicated & experienced cadre of practitioner-advocates.
- NATO emphasis on Cognitive Warfare, the Information Environment, and Competition.

Weaknesses

- Uncertain/uneven value proposition to the joint force.
- Limited J9 resourcing/staffing & institutional power.
- Where does CIMIC fit within LSCO?

CIMIC's Resilience in 2024

Opportunities to Improve

- Results -> Reputation -> Organizational Resilience
- Enhancing our toolkit and refining our outputs.
- Focusing our internal messaging to define our relevance.

Threats

- What if we cannot confront the “intelligence” taboo?
- What if we are relegated to a post-war “stabilization” function?

CIMIC & Societal Resilience



How is societal resilience built?

- Who does this?
- Top-down direction/intention vs. bottom-up authenticity...

How is societal resilience protected?

- Resilience against _____?
- What do we *do* when an adversary targets our society?

How is this different from infrastructural resilience?

- Engineers design/build/maintain resilient systems.
- Who are the social engineers?

Where does CIMIC fit in all of this?

- What is our mandate?
- Blowback & ethics...

Key Questions



Can CIMIC **build** societal resilience?

If so, how, and what are our limits?

Can CIMIC **protect** societal resilience?

What does this look like in practice?

Can CIMIC **erode** societal resilience?

Blowback & unintended consequences...

How does Total Defence happen?

What is CIMIC's role as the CIV-MIL fulcrum?

Theory vs. Reality



- Ukraine is hailed as “the gold standard” of resilience & resistance, a model for NATO to emulate...
- Civic solidarity, private sector innovation, NGO/CSO mobilization, asymmetric civil resistance, sustained “will to fight”, etc...
 - ***Where did it come from?***
- ***Resilience, agency, and resistance:***
 - ... forged in opposition to the state...
 - ...and practiced/sustained to compensate for state failure.
 - How will Ukrainian civil society/resistance translate into the future of Ukrainian politics?
 - A force for “stability” or a catalyst for disruptive change? *The future of CIV-MIL relations...*



Theory vs. Reality



- **CIMIC did not create societal resilience in Ukraine**
 - CIMIC has evolved and thrived in the midst of a wider societal phenomenon.
 - Decentralized societal initiative, spontaneous “support to the force”, CIMIC as a valued *partner* but not a controller...
 - To what extent has this enabled UKR CIMIC to grow and develop organizational resilience?
- **What does this mean for NATO and national-level CIMIC outside Ukraine?**
 - CIMIC is the fulcrum between “whole of government” and “whole of society”
 - CIMIC **should be fundamental** to Total Defense. *Is it?*
 - What will this look like in practice?

