



Civil-Military Co-operation Centre of Excellence

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CIMIC
Concepts & Capabilities

Research into the CIMIC Operationalisation of Nations

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CIMIC- Concepts & Capabilities

Research into the CIMIC Operationalisation of Nations

[Summary]

This research has studied the way in which eleven selected nations have operationalised Civil-Military Co-operation (CIMIC) or similar concepts. It focuses on policy, organisation and experience. It was carried out on request of the German Joint Support Command who wanted an insight in current CIMIC capability development as well as an identification of opportunities for synergy gains, burden sharing or role specialised nations. This report is not the end result and should be interpreted as a living document. Therefore the conclusions and recommendations are food for thought and an incentive to continue this research in order to monitor the progress of CIMIC development. This study has found that CIMIC is well integrated within the structure of the armed forces and a well-established tool used during both military and humanitarian missions. Capability development has been driven by NATO's AJP-9 which has had a significant influence, although most developments take place under national auspices. In order for CIMIC to contribute to a comprehensive approach to crisis management adjustments need to be made in order for having greater effectiveness, reduce costs and improve responsiveness. A key challenge in this is to keep a common denominator. This might imply a shift from CIMIC development from being capability driven to concept driven. This will demand efforts to establish a more synchronised procedural CIMIC fundament as well as increased efforts towards multinational CIMIC education.

Introduction

Over the last decades international conflict management has undergone some significant changes in what is an ongoing process to adapt to the changing security environment. Modern peace operations have expanded in their duration, the tasks that need to be carried out and the number of actors involved. In order to comply with the challenges that emerge in a (post)conflict situation the concept of civil-military co-operation (CIMIC) has emerged over the past decades. Since the peace-keeping operations in the late 1990's the military has been more active due to circumstances in the civilian domain, making civil-military interaction and CIMIC a vital part of its operations and missions. CIMIC has become an important tool for military commanders to interact with the numerous civilian entities in theatre.¹ It is an important capability which requires solid and sound developed policy, doctrines and concepts if to be applied successfully. The deployment of CIMIC has become paramount in operations to be able for the military to achieve the mission objectives and contribute to the general aim of these operations.

To get an insight in the current CIMIC doctrinal development and implementation, the German Joint Support Command² (SKUKdo) requested the Civil-Military Co-operation Centre of Excellence (CCOE) to conduct a research on the CIMIC capabilities of the sponsoring nations of the CCOE and some additional countries, this in order to get an overview of the policies, doctrines and concepts that are used. Subsequently this should also identify the opportunities for role specialized nations, burden sharing and synergy gains. The result of this mapping effort is this report which intends to provide a comprehensive view on current CIMIC doctrines and capabilities in each of the nations and their capability development. This report is hopefully not the end result, but a beginning of a more extensive mapping effort which could contribute to the improvement of CIMIC as a military tool and civil-military interaction in general. We therefore hope that this research will be continued in order to monitor progress and provide up to date information on CIMIC development.

¹ SPz van Weezel, "The Use of Civil-Military Co-operation in a Comprehensive Approach."

² Streitkräfteunterstützungskommando

Research Approach

As described in the introduction, this research was conducted on request of SKUKdo who described the research objective as:

*"Information gathering on CIMIC policy, concepts, manuals and CIMIC forces and resources that exist in the sponsoring nations of the CCOE and in the United States of America, Great Britain, France and Sweden, in order to get an overview of the documents, forces and resources of these nations. To produce an analysis (not assessment) to identify opportunities for synergy gains, burden sharing or role specialized nations."*³

Based on this objective, the research was divided into two specific tasks to be carried out:

- 1) Map the existing CIMIC policy, concepts, manuals and available means in order to get an overview of how CIMIC is understood and operationalised.
- 2) Based upon this information, produce an analysis that can help identify opportunities for synergy gains, burden sharing or role specialized nations.

The required information was obtained using open source data and various points of contact (POCs) in the respective nations that deal with this subject. The result from the open source data was the retrieval of a large number of documents and presentations containing relevant information. Among the POCs a questionnaire was distributed aimed to get current information on CIMIC capability development as well as data that could not be retrieved via the open source canals. To achieve this, the questions were constructed in such a way that information would be obtained on policies, doctrines, training, organisation, resources and mission experience. The questionnaire can be found in Annex A.

³“ Informationssammlung über CIMIC-policy, concepts, manuals und CIMIC Kräfte und Mittel, die in den Sponsoring Nations des CCOE sowie in den USA, in GBR, in FRA und in SWE vorhanden sind. Die Dokumente und Kräfte und Mittel dieser Nationen im Bereich CIMIC sollen erfasst und dargestellt werden. Eine Auswertung (nicht Bewertung) soll Möglichkeiten für Synergiegewinne, burden sharing oder role specialized nations aufzeigen.”

The nations selected for this research were:

Sponsoring nations: ⁴

- Denmark (DNK)
- Germany (DEU)
- Hungary (HUN)
- The Netherlands (NLD)
- Poland (POL)
- Slovenia (SVN)

Other nations

- Belgium (BEL)⁵
- France (FRA)
- Great Britain (GBR)
- Sweden (SWE)
- United States of America (USA)

The data was processed into a matrix which consisted of three main categories divided into additional subcategories:

1) Policy:

- CIMIC definition
- Core functions
- Description of specific focal areas

2) Organisation:

- Organisational structure
- Recruitment
- Training & Education

3) Experience:

- Operations
- Inter-agency collaboration

⁴ Latvia was left out because of a lack of data.

⁵ Belgium has been associated with the CCOE because of a special arrangement with its predecessor, CIMIC Group North, but is officially not a sponsoring nation.

The information on CIMIC capability development, including perception and used concepts, was coded and processed into another matrix consisting of six categories of parameters:

- 1) Orientation**
- 2) Core function**
- 3) Focal areas**
- 4) Organisational structure**
- 5) Recruitment**
- 6) Mission experience**

This approach was taken in order to create a general overview allowing for a quick comparison of the various ways in which CIMIC was understood and operationalised and also in order to identify common elements as well as major derivations.

Analysis

CIMIC capability development was compared using a number of parameters. Annex C can be consulted for a complete overview of this comparison. Latvia was excluded for the analysis due to the fact that there was too little information available on their CIMIC doctrine and capabilities. It is worth to mention beforehand the major influence of the AJP-9, NATO's CIMIC doctrine. The majority of nations have fully adopted the principles set out in this key document.

Belgium

The principles set out by NATO are guiding for Belgium and their national doctrine is a translation of the AJP-9. The development of capabilities is determined by the ambition level of the armed forces which is decided on the highest political level. Key element in their CIMIC operationalisation and deployment is the liaison function. It is perceived as a *sine qua non* for success and sustainable contribution to the military mission.⁶ CIMIC is a facilitator through which relevant information

⁶ Jan de Vos, "Research into national CIMIC capabilities."

can be gathered. Typical tasks include quick impact projects for force acceptance and visibility, but they do stress that it should also contribute to the long term objectives of a mission. They have a dedicated CIMIC support unit which consists of duty personnel and functional specialists from the reservists. Due to some similarities in capabilities and purpose, CIMIC works tightly together with PsyOps. There are plans to extend the capacity of the support unit by four platoons with personnel coming from the artillery regiments.⁷ Troops assigned to CIMIC are trained and educated, primarily by the CCOE where they follow NATO CIMIC basic courses, staff courses and functional specialist courses. Belgium is working on the development of a national enhanced CIMIC module within their training and education system.⁸

Denmark

The primary doctrine for Denmark is the AJP-9 supplemented with directives from the Danish defence command. Capability development is based on national ambitions and set to adhere to NATO standards. The ambition level is quite high as the deployment of CIMIC in military mission is a priority.⁹ The Danish have also been responsible for putting the issue of a comprehensive approach on the NATO agenda in 2003. It is therefore no surprise that the Danish aim to implement CIMIC as good as possible within the context of a comprehensive approach. They have extensive contact with a number of civilian agencies as well as close contacts with the academic institutes in the Copenhagen Area and various humanitarian organisations such as the Danish Red Cross and the World Food Programme.¹⁰ They operate a dedicated CIMIC unit, placed under the artillery command, which is combined with PsyOps in the CIMIC-PsyOps battery. Personnel for this unit are recruited from all services and receive a specialized CIMIC training that has to be NATO accredited. At the military academies and colleges a CIMIC awareness course is an integral part of the education for officers.¹¹ Furthermore, the Danish closely collaborate with the Nordic countries on CIMIC capability development.

⁷ Interallied Confederation of Reserve Officers, *CIMIC Capabilities. An overview of doctrines, structures and courses in selected NATO member countries.*

⁸ Jan de Vos, "Research into national CIMIC capabilities."

⁹ Interallied Confederation of Reserve Officers, *CIMIC Capabilities. An overview of doctrines, structures and courses in selected NATO member countries.*

¹⁰ Lars Buur, "Research National CIMIC capabilities."

¹¹ Lars Buur, "CMI and CIMIC structure Denmark."

France

France hasn't been an official NATO member from 1966 to 2009 and this might have contributed to their distinctive understanding of CIMIC principles. It diverges significantly from most other nations in this research. Initially the French CIMIC function was called *Action Civilo-Militaire* (ACM) but they changed the acronym with the more common CIMIC in order to avoid any confusion and stress their commitment to align their doctrine and concept with those of the EU and NATO.¹² The key functions are to contribute to the national political objectives, reinforce the military action and support in conflict resolution and preserve national interests.¹³ CIMIC is the main tool or system used by the military to manage their relations with the civilian actors and non-military factors present in a country in crisis. It is the primary capability to get in contact with the local population and authorities, liaise with humanitarian organisations and also advice the military commander. The French use it as an operation support tool which should also serve their national political objectives and interests. Due to this top-down approach, all levels are involved in shaping CIMIC: the political level determines the national objectives, the strategic and operational level shape the concepts and arrangements with civil entities while the tactical level is responsible for carrying out CIMIC in the field.¹⁴ There is one central CIMIC unit (GIACM) which consists of duty personnel, some additional forces when needed and functional specialists from the reserve forces. They primarily deal with tactical issues.¹⁵

Germany

Similar to the other larger nations, Germany developed their own distinctive concept of civil-military cooperation which is called *Zivil-Militärische Zusammenarbeit* (ZMZ, a direct German translation of CIMIC) and focuses both on domestic deployment in a case of emergency and foreign deployment as part of military and humanitarian missions.¹⁶ It also contains a command and control element. For their foreign oriented CIMIC the AJP-9 is one of the key documents to

¹² Etat-Major des Armees, *Concept et Doctrine Interarmees de la Cooperation Civilo-Militaire*.

¹³ "La coopération civilo-militaire."

¹⁴ Etat-Major des Armees, *Concept et Doctrine Interarmees de la Cooperation Civilo-Militaire*.

¹⁵ "Le groupement interarmées des actions civilo-militaires."

¹⁶ German Armed Forces, *Teilkonzeption Zivil-Militärische Zusammenarbeit der Bundeswehr*.

describe function and principles. The Joint Support Command is the primary responsible office for all CIMIC related topics which includes a capability development capable to be in the support of a comprehensive approach. CIMIC personnel are trained using their national training and education system and there are arrangements for coeducation of military personnel with civilian partners from governmental and non-governmental organisations. CIMIC forces are divided into three groups: the CIMIC Centre in Nienburg which consists of five company size units and provides training and education as well as personnel for missions abroad, the Joint Support Command itself which has a large number of personnel in different units working to support civil-military operations if required and finally there is a large pool of functional reservist who support NATO CIMIC activities and work in a number of fields such as civil administration, good governance, infrastructure and economy.¹⁷

Great Britain

Vantage point for the British doctrine is the NATO CIMIC doctrine. Hence the British core functions of CIMIC mirror those in the AJP-9. The British use CIMIC as a tool in their Whole-of-Government approach in which stabilisation is the key phrase.¹⁸ It is the main capability to address the relationship between the military and civilian sectors with the aim of enabling a more coherent military contribution which is aligned with the British or international objectives set out for the mission. In the operational context CIMIC's primary function is to deal with the humanitarian issues that arise during crisis situations. Furthermore, to contribute to stabilisation the British use a number of focal areas such as security sector reform, rule of law, gender, disarmament and governance.¹⁹ They deploy more than military means alone in their peacekeeping operations. They have a special stabilisation unit which consists of civilian experts and a cadre of personnel from various governmental departments including the military.²⁰ The unit in the armed forces itself dealing with CIMIC is part of the Engineer chain of command and its tasks are coordinated with other organisational branches such as logistics and operational planning. It employs mainly officers while CIMIC teams are established for missions recruiting personnel

¹⁷ Walter Bartsch, "Research on CIMIC capabilities."

¹⁸ Chiefs of Staff UK Ministry of Defence, *Joint Doctrine Publication 3-90 Civil-Military Co-operation (CIMIC)*.

¹⁹ Ibid.

²⁰ Stabilisation Unit, *The UK approach to stabilisation*.

from the conventional forces making adaptability an important capability.²¹ Troops are trained by the Joint Training Group where there is a basic and staff course and a special course for Military Stabilisation Support teams.

Hungary

Hungary started to develop CIMIC capabilities after they joined NATO and have been using it in their operations since 2000. The basis for their national doctrine is the AJP-9 and all CIMIC capability developments are aligned with NATO requirements. CIMIC itself is regarded as a soft capability and its use in operations is often combined with other soft capabilities such as PsyOps²² and InfoOps²³. The Hungarian unit dedicated to CIMIC is shared with PsyOps. There is further representation at the Joint Force Command where the J9 works both CIMIC and other soft capabilities.²⁴ In order to provide a sustainable contribution they focus their activities on a number of focal areas which are described in the AJP-9 which are civil administration, civil infrastructure, humanitarian assistance, economy & commerce and cultural issues. Personnel working with CIMIC are trained according to NATO standards at various international facilities such as the CCOE and NSO²⁵. In their national training and education system the Hungarians also have a CIMIC basic course and courses for functional specialists.²⁶

Poland

Poland started with developing CIMIC capabilities after they joined the Alliance in 1999. They have used it in various missions under both NATO and UN command. Their doctrine and capability development is based on the AJP-9 and NATO's forces goal implementation.²⁷ At the moment they still have a CIMIC Centre Group but this will disappear due to reorganisations planned for early 2012 and be re-

²¹ Interallied Confederation of Reserve Officers, *CIMIC Capabilities. An overview of doctrines, structures and courses in selected NATO member countries.*

²² Psychological Operations

²³ Information Operations

²⁴ Gabor Hangya, "CIMIC capability in the Hungarian Defense Forces."

²⁵ NATO School Oberammergau

²⁶ Gabor Hangya, "CIMIC capabilities Hungary."

²⁷ Dariusz Pawlik, "Polish CIMIC capability."

integrated in the structure.²⁸ There is already CIMIC representation in every staff from the Joint Staff down to the brigade level. Creating awareness about CIMIC is very important and education on CIMIC takes place on every level so that both forces and commanders are familiarised with the various aspects of CIMIC. CIMIC elements are used in all of their exercises, they hold a yearly conference and conduct a basic course. All training and education is done according to NATO standards and the NATO curriculum is used.

The Netherlands

The guiding document for the Netherlands is the AJP-9 which they combine with the CCOE CIMIC Field Handbook and Lessons Learned from their own experiences to develop better CIMIC capabilities. Similar to the Danish and British they try to place their CIMIC activities in a wider context which they call the 3D approach, where the D's stand for Development, Diplomacy and Defence. To achieve this, CIMIC specialist often collaborate with, or are advised by, professionals from other governmental departments. Furthermore the Netherlands use the focal areas described in the AJP-9 to specify certain required expertises that they use in the field.²⁹ They have a CIMIC battalion which deals with recruitment and training of personnel and reserve specialist as well as mission preparation.³⁰ All training is done according to NATO requirements and besides their national training and education system they also make use of the CCOE being a framework and host nation. On operations they deploy CIMIC staff elements at HQ level and CIMIC support teams at the field level. Personnel are recruited from all services. One of the key elements for their CIMIC capabilities is interoperability since they often operate in international operations.³¹

Slovenia

Slovenia has been working on the development of CIMIC capabilities since they joined NATO in 2004. They deployed CIMIC units on the Balkans and in

²⁸ Dariusz Pawlik, "Request SKUKdo."

²⁹ Jacques de Koning, "NL CIMIC & PRT Operational Concept."

³⁰ Staf Commando Landstrijdkrachten, "Definitief Reorganisatieplan 1550 'Reorganisatie CIMIC Bataljon'."

³¹ Interallied Confederation of Reserve Officers, *CIMIC Capabilities. An overview of doctrines, structures and courses in selected NATO member countries.*

Afghanistan. At the moment the doctrinal development and implementation is led by the general staff and the department for civil defence.³² They have no specialised CIMIC units and teams are recruited specifically for missions. Training and education is done at international facilities such as the CCOE and NSO although they are working on the establishment of a national training and education system. They collaborate with the University of Ljubljana. Currently CIMIC is used to a large extent as a humanitarian tool, wielded to support their mission, deploying basic civil services such as fire fighting, medical aid, humanitarian assistance and infrastructure reconstruction.³³

Sweden

Sweden doesn't have a national definition for CIMIC; instead they adopt the concepts used by the EU and NATO.³⁴ They collaborate with NATO through Partnership for Peace and intensively cooperate on CIMIC with the Nordic countries in the Nordic Defence Co-operation Framework. Due to these external influences the Swedish have shaped their CIMIC to fit with the common concepts. The core functions entail civil-military liaison, support to the civil environment and support to the force. They don't have a dedicated unit and only seven persons at the Joint Staff HQ are assigned to CIMIC. Because they work closely together with a number of countries in a number of settings they focus on interoperability through liaison and improving their familiarity with other existing command and control structures.³⁵ Personnel recruited to work with CIMIC on missions receive their training in Denmark. Besides a basic training they also receive specific functional area training. Nationally, they have a number of courses that deal with modern crisis management and civil-military interaction, with a high international reputation, at the Folke Bernadotte Academy. Annually they organise a high profile exercise with a focus on the civil environment called VIKING. They are working on concepts such as a comprehensive approach and collaborate with a number of NGOs and UN organisations. In their capacity they have contributed to various missions of the UN and also under NATO command.³⁶

³² Miran Kristovic, "Structure of CIMIC Slovenia."

³³ Ibid.

³⁴ Peter Stolt, "CCOE CIMIC Questionnaire."

³⁵ Ibid.

³⁶ Ibid.

United States of America

CIMIC per se is not a doctrinal term within the US military. However, the terms Civil Affairs (CA) and Civil-Military Operations (CMO) address civil-military cooperation indirectly or implicitly.³⁷ CA has been used since the Second World War to deal with the civil administrative vacuum that exists in a conflict area. In the American context it is used to facilitate the smooth execution of military and civil operations as well as to contribute to the national objectives. These objectives are determined on the highest political level. CA primarily deals with the practical problems that emerge during conflict or a humanitarian crisis. It supports humanitarian assistance, civil administration and deals with populace and resource control.³⁸ Essentially CA should reduce the interference of civilian issues in the military domain so that military can deal with military issues. The guiding principles are the humanitarian considerations, the consistency of USA policy and the mission responsibility.³⁹ The USA uses a top-down approach to CA, similar to the way the French and British operationalised their CIMIC. CA is fully integrated within the chain of command and personnel assignments, training and operational organisation is decided by the secretaries of the military department. Functional specialists are recruited from the reserve forces and to manage this large cadre there is a dedicated airborne brigade. There is a national training and education systems with specific CA courses. Personnel assigned to missions also follow courses relevant of their mission deployment such as language skills or civil emergency planning.⁴⁰

³⁷ Jose Madera, "Research National CIMIC capabilities."

³⁸ Joint Chief of Staffs USA, *Joint Publication 3-57.1 Joint Doctrine for Civil Affairs*.

³⁹ United State Military Joint Chief of Staffs, *Joint Publication 3-67 Civil-Military Operations*.

⁴⁰ Interallied Confederation of Reserve Officers, *CIMIC Capabilities. An overview of doctrines, structures and courses in selected NATO member countries*.

Comparison

There are a lot of similarities in CIMIC implementation and capability development. This is mainly due to the influence of NATO in promoting CIMIC as a capability and the use of its doctrine by the majority of nations. Based on ambitions and capacity, there are some significant differences in the way CIMIC is part of the armed forces and used as a tool in crisis management. In this section the trends and differences that were found after analysing the various doctrines along a number of dimensions are discussed.

	BEL	DEU	DNK	FRA	GBR	HUN	NLD	POL	SVN	SWE	USA
Orientation											
National		X		X	X						X
NATO	X		X	X	X	X	X	X	X	X	
EU				X				X		X	
Other			X							X	
Core functions											
Contribute to national objectives				X	X						X
Civil-military liaison	X	X	X	X	X	X	X	X	X	X	X
Support to the civil environment	X	X	X	X	X	X	X	X	X	X	X
Support to the force	X	X	X	X	X	X	X	X	X	X	X
Focal areas											
Civil administration/Governance		X			X	X	X	X	X		X
Civil infrastructure		X				X	X	X	X		X
Economy & commerce		X			X	X	X	X	X		
Cultural affairs						X	X	X			
Humanitarian affairs					X	X	X	X	X		X
Gender					X						
Conflict resolution					X						
Rule of law					X				X		
Monitoring & evaluation					X						X
Medical services									X		
Organisational structure											
Dedicated independent unit	X	X		X			X				X
Shared unit			X		X	X					
Embedded in the structure		X						X	X	X	X
Recruitment											
Dedicated personnel	X	X	X	X	X	X	X	X	X	X	X
Reservists	X	X	X	X			X				X
Mission specific recruitment	X				X		X		X	X	X

Figure 1: Overview of national CIMIC implementation.

Orientation

Vantage point for most doctrines is the AJP-9. The way in which the individual nations develop their own policy and conduct training and education is often done in line with the NATO standards and requirements. The ones that deviate from this

trend are the larger nations such as France, Germany, Great Britain and the USA. This can be the result of their own culture with regard to the use of civil assets which stems from before NATO's CIMIC development or because they have a distinctive national defence system which was developed outside the realm of NATO. In a few cases the use of CIMIC according to EU concepts was mentioned but, although almost all nations are EU member states, this was an exception. The two Scandinavian nations also collaborate within a separate regional framework with other Nordic countries for instance the use of training and education facilities.

Core Functions

Because of NATO's influence the core functions are relatively consistent. These functions are civil-military liaison, support to the civil environment and support to the force. France, Great Britain and the USA developed their CIMIC concepts and policy more or less independently from NATO. The British initially had a different set of core functions which overlapped with those of NATO so they changed theirs to those of NATO. France and the USA still hold on to their own set of core functions although they are almost the same as the standard NATO functions the only difference being that they place national objectives next to the standard three core functions. This is something the British do as well. France, Great Britain and the USA all specifically mention CIMIC as a mean to contribute to national objectives or interests. This might have something to do with the fact that due to their geopolitical role or colonial legacy these countries have a different sense of responsibility with regard to conflict management.

Focal Areas

In the AJP-9 several areas of expertise are identified describing specific themes such as civil administration, civil infrastructure, humanitarian aid, economy & commerce and cultural affairs.⁴¹ Although the AJP-9 itself is widely adopted there is no trend in developing capabilities on these specific areas. Only three countries mention these focal areas as part of their CIMIC capabilities. Three others describe the domains in which they are active where there is some overlap with the in the

⁴¹ NATO, *AJP-9 NATO Civil-Military Co-operation (CIMIC) Doctrine*.

AJP-9 described focal areas. Especially the British have a quite extensive list of themes where they work on in order to contribute to stabilisation of a conflict situation. The way in which the American and the Slovenians approach their focal areas is more aimed at practicalities such as providing basic services and reconstructing infrastructure in order to reduce the civilian interference in the military domain. Although the focal areas were not specifically mentioned in most doctrines there is of course the possibility that some nations do use their expertise on these fields as the majority makes use of functional specialists who generally have a distinct civilian expertise.

Organisational Structure

A dedicated unit for CIMIC seems to be the preferred way of dealing with capability development and operational deployment. The use of a separate unit for CIMIC activities allows them to have committed personnel working on doctrinal development, the training and education of personnel and preparation of missions. CIMIC as an operation support tool is often regarded as a soft capability, because of this aspect it is often combined with other such capabilities like InfoOps and PsyOps. This way the different functions can profit from each other's activities and capabilities and create synergy which will benefit their support to the mission and the mission in general. Some prefer to have CIMIC embedded within the structure as a standard representation. The Polish at the moment still have a dedicated group but are restructuring it towards an integrated part of their armed forces. The Americans make use of both organisational structures. Throughout the different services they are various service members in the active components assigned to CA/CMO activities. Furthermore they have a dedicated brigade that manages the functional specialist cadre coming from the reserve forces.

Recruitment

Due to the changing environment in which the military has to operate in contemporary conflicts and other crisis management operations CIMIC has become one of the key capabilities to support the mission. Although the origins of CIMIC like functions can be traced back to the Second World War, development of concepts, doctrine and capabilities gained momentum since the late 1990's due to

the experiences on the Balkan. CIMIC has shifted from being an ad hoc function to a more mature capability and therefore most nations have full time duty personnel working on CIMIC although in a variety of capacities. Another common feature is the recruitment of reservist for special civilian expertises as discussed earlier. Others prefer to recruit CIMIC support teams who carry out the fieldwork directly from the conventional forces although this is done in combination with an integrated CIMIC element in the armed forces.

Experience

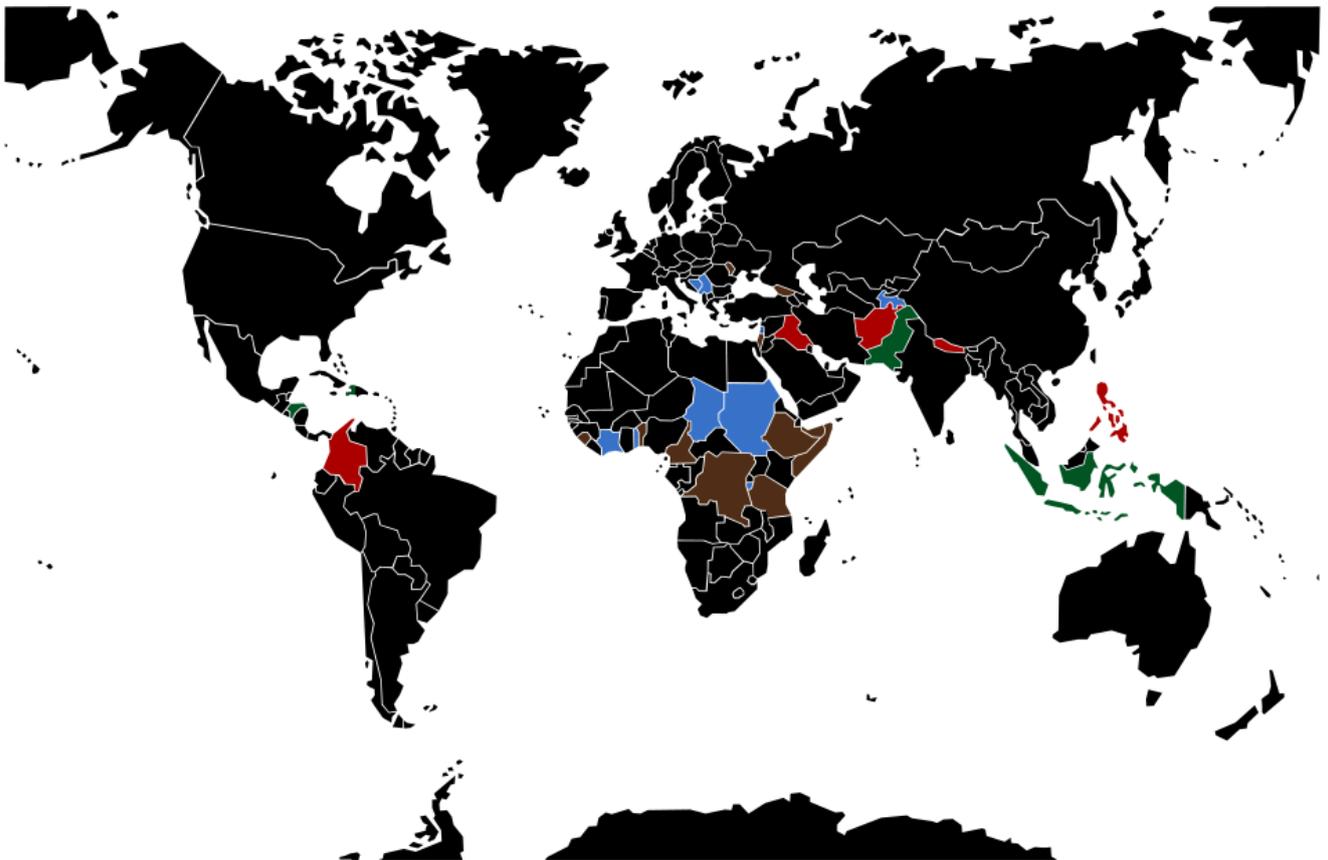


Figure 2: Overview of the deployment of CIMIC capabilities since 1999. Red depicts combat and counterinsurgency operations, Blue peacekeeping operations, Green humanitarian aid efforts and Brown security sector reform aid.

In the recent past CIMIC capabilities have been used on a number of occasions ranging from combat and counter-insurgency operations to peacekeeping operations and humanitarian aid efforts as well as smaller missions aimed at helping countries with security sector reform. All of the nations have contributed to ISAF and all the European nations, those included in this research, to the various missions on the Balkans. The main context in which CIMIC has been used over the past few years is in the support of peacekeeping operations and as an aid in

reconstruction. Because of the use of CIMIC in civil-military interaction is also has been deployed in response to the humanitarian efforts after the natural disasters in for instance Pakistan, Indonesia, Haiti and Honduras. Next to the use of CIMIC in support of military or humanitarian operations we see that some of the nations also use the specific expertises in a sort of bilateral cooperation framework with a number of nations. France, Belgium and Great Britain al have been or are active in Africa aiding various countries with security sector reform.

Conclusions & Recommendations

In this section we will discuss the major findings of the analysis and in the next section we will make some recommendations. The conclusions are structured along the lines of the comparative analysis and they are that:

Conclusions

Policy

- Although CIMIC development takes place under national auspices, we see that the AJP-9 is the leading doctrine in respect of lining out CIMIC capabilities and functions. The AJP-9 is widely adopted by the nations in the used sample as well as used as the key reference for nations that do not directly use it such as France and Sweden for instance. Only exception to this rule is USA who developed and maintains a different doctrine on civil-military cooperation and interaction.
- Consequently CIMIC capability development focuses on the three core functions described in the AJP-9. Some nations give extra weight to specific functions like Belgium which perceives liaison as paramount, while others see CIMIC also as a tool to support larger national and international objectives and interests like France and Great Britain.
- Implementation of the in the AJP-9 mentioned focal areas is not widely used. This might be due to national priorities with

regard to the development of capabilities, resources available and functional perception.

Organisation

- CIMIC is integrated within the force structure in various manners. The dedicated units for CIMIC are often staff elements comprising of officers while personnel for operations are in most cases specifically recruited. Another popular element is the recruitment of civil expertises via the reserve forces. Thus although CIMIC itself is widely adopted the number of personnel dedicated to CIMIC is often low and recruitment done ad hoc.
- Some nations such as Belgium, Denmark, Hungary but also the USA to some extent prefer to combine CIMCI with other soft capabilities like InfoOps and PsyOps due to the overlap in some of the tasks and the general function of the capability.
- In general training and education takes place in a national setting and is focused on operational deployment. There are some exceptions. For instance Denmark and Sweden cooperate in a Nordic framework. Furthermore, multinational training is often pursued in order to train personnel for specific functionalities such as for instance liaison, NATO CIMIC or functional specialists.

Experience

- CIMIC is a well-established tool and widely deployed during various type of operations be it military missions to help establish peace and aid in reconstruction or in order to deliver humanitarian aid in relief efforts in response to various type of disasters. Although it is more commonly used in support of military operations in response to conflicts.
- Contact with other civil institutions such as academia or humanitarian organisations is still ill defined.

Recommendations

With this research we have tried to produce a comparative analysis and give an insight in the way CIMIC is described in the various national doctrines, how capabilities are developed and identify the most important differences and similarities between the nations. With the analysis we also tried to identify opportunities for synergy gains, burden sharing and role specialised nations, as it was described in the original request. In this section of the report we would like to discuss these opportunities, give some recommendations and more importantly provide some food for thought with regard to CIMIC both as concept and as capability.

In our analysis we have determined the pivotal role for NATO's AJP-9 in popularising CIMIC and shaping the standards for capability development. Due to the dominance of this concept we see that there is a basic common understanding of CIMIC principles and its function supporting military operations in a wide spectrum of aspects and dimensions. This has been an initial step in a process where nations require such a common denominator in order to successfully contribute to international crisis management operations. At the moment NATO is working on a new draft AJP-9 and it is likely that this new doctrine will have a large influence on national CIMIC doctrine and capability development. The new draft AJP-9 will possibly mark a shift from CIMIC primarily as a capability to CIMIC more as a concept, the tactical tool for the military to engage in civil-military interaction and contribute sustainably to a comprehensive approach. Future adjustments to CIMIC are desirable not only to have greater effectiveness, reduce costs and improve responsiveness but also in order to meet the challenges from the changing environment the military have to work in and to deal with the often complex tasking from the political level. In this context NATO CIMIC will evolve as the link to the civil environment and as the key facilitator for a military contribution to a comprehensive approach.

In this respect CIMIC can be regarded as a concept: functionality as well as a process to enable the establishment of necessary links from the military towards the civil environment that it is operating in. This environment consists of civil authorities in the area of operation, international organizations, governmental

organizations of the committed countries as well as non-governmental organizations, not to forget the civil population of the affected country or region. The main aim of CIMIC is to harmonize and de-conflict operational and tactical military efforts in order to stabilize a dysfunctional society with those of civil entities doing likewise. The tools used for that are its three core functions: Support to the force, support to the civil environment and liaison.

Currently the main use of CIMIC is the assessment of the civil situation as well as identifying areas of most beneficial cooperation with civil actors as well as the conduct of projects for the stabilization of a society. It is well manned with a profound basis of know-how and well integrated into the tactical conduct of operations. In this sense it is a well-established tool, but currently it is primarily focused on the tactical level and on land operations. It is lacking the operational joint perspective and clear relations to air and naval services to a large extent. Moreover, besides multinational staff functions, CIMIC is mainly conducted under national auspices, with national funding and driven by national development ideas. Multinational CIMIC has only been achieved to a limited extent so far due to a multitude of reasons, each single one understandable, but not helpful for the overall process of improved crisis management. If we take into account the future demands of mission success, which are to be ensured by all relevant actors committed to an operation area, we see that they are governed by scarce resources as well as limited time. This leads directly to a decisive urge to adapt the conduct of CIMIC as well as the practice of Civil-Military Interaction in concert with NATO's civil partners.

Besides the conceptual adjustments we would now like to bring forward some practical measures that could be taken in order to improve CIMIC. We should stress that the promotion of integrated, multinational CIMIC at all levels is a direct necessity. Building on the advanced CIMIC at tactical level, the next step ahead ensuring comprehensiveness is to implement these CIMIC principles on the operational and strategic level; thus realising a cohesive success by the establishment of holistic civil-military analysis and planning at all stages during the complete conduct of any commitment. To accomplish this we could recommend:

- **The establishment of NATO CIMIC and multinational CIMIC/CMI modules in relevant collective training.** This is mainly achieved by SME support to collective training design and 'train the trainers' in order to implement CIMIC/CMI standards. This requires the acceptance of NATO CIMIC/CMI in a comprehensive approach training setup and the coordination with all relevant collective training design authorities.
- **Improvement of interoperability through a standardized training and educations system.** This includes the increasing use of international facilities and a better integration of focal areas in the capability development. This latter could also help in establishing role specialised nations but whether this is desired depends on the ambition of the individual countries. We already see that a majority of the nations use NATO standards in their capability development. Most training is already done using the NATO curriculum and this makes sense. CIMIC is increasingly deployed during international missions and a common understanding of concepts, principles and procedures is essential for the success of the mission. A standardized approach will enhance interoperability while it still allows for the nations to add-on specific (nation-related) modules in courses or other training events. A generic CIMIC training and education would prepare forces sufficiently for all deployments.
- **Increase use of international facilities such as the CCOE.** This again would foster interoperability and standardization. We already see that a large number of nations chose to use international facilities for CIMIC to follow courses, participate in exercises or consult for concept and capability development. Using central facilities are a great way for burden sharing as not every country has to set up their own centres for doctrinal development or training and education.

- **Increase use in the national setting of the focal areas as described in the AJP-9.** We saw already that only a limited number of nations have adopted these themes in their capability development. Some others do use focal areas but have defined them differently. Generalization might enhance interoperability of CIMIC units and their deployment in an international mission. The adaption of these pre-defined areas will also allow nations, when desired; to focus their effort on a specific expertise. This measure would also include the deployment of functional specialist, which are often reservists with a specific civilian expertise who can help contribute to bridging the gap between the short-term military reconstruction efforts and long-term civilian development projects.
- **Put CIMIC in a wider context of crisis management.** Most crises are not caused militarily and can therefore not be solved militarily. Military forces should not desire to carry out all the tasks involved in operations, as some things are best left to civilian experts. To do this coordination is needed, or at least awareness about each other's activities. A key process in this is, as the Belgians and Swedish identified, liaison. Liaison with civilian agencies such as other governmental department or humanitarian organisations prior to any crisis is needed in order to get a mutual understanding of each role, mandates and capabilities in order to deliver a more effective effort. At this moment the cross-organisational communication and coordination is still ill defined. To contribute to a comprehensive approach enhanced liaison will be required not only during operations but more importantly prior to any crisis response operation. A more practical issue in this regard is the sharing of information. Especially from the military side there is a lack of open source information regarding to activities which does not benefit the coordination with the civilian

entities. This is a known issue and already steps are being taken to improve the ways of communication and information sharing. However, it could benefit from an intensification of efforts.

From our perspective our assumption is that the new AJP-9 will bring a new CIMIC perspective. It will no longer be capability driven but shift its focus to being concept driven. CIMIC is already evolving as the link to the civil environment and the key facilitator for a military contribution to a comprehensive approach. The Lisbon summit in 2010 once more stressed the commitment of the Alliance to proceed with contributing to a comprehensive approach to crisis management. CIMIC development will play an important role in realising these ambitions and in order to keep up pace in the dynamic and complex world of CMI evolution a progressive approach is required. Accordingly the key challenge will be to keep the common denominator. This clearly demands efforts to establish a more synchronised procedural CIMIC fundament as well as increased efforts towards multinational CIMIC education, as well as individual and collective training in general. We see in this a pivotal role for the CCOE. In its role as a Centre of Excellence it acts as catalyst for NATO transformation on all aspects of CIMIC and CMI on the multinational level. In this respect the CCOE is the champion for multinational CIMIC concepts and training & education in the context of current and future complex challenges. Moreover the CCOE is an acknowledged CIMIC expert and knowledge implementation house as well as a major catalyst for Civil-Military Interaction (CMI) within a comprehensive approach.

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Annex A: Mapping effort civil-military cooperation capabilities.

Policy and concepts

- *Which definition is used to describe civil-military cooperation?*
- *What is seen as the core function of civil-military cooperation?*
- *What is the primary document used to describe the role and conduct of civil-military cooperation?*
- *What are the most important capabilities identified to be required for civil-military cooperation?*
- *Is there a focus on particular expertises with regard to capabilities? E.g. humanitarian assistance, civil administration, infrastructure etc..*

Training and education

- *How is personnel trained to prepare them to work with civil-military cooperation?*
- *Are there any specific courses within the national military training or education system devoted to civil-military cooperation?*
- *Are there particular manuals used within the training process or during deployment?*

Organisation and resources

- *What is the number of personnel dedicated to civil-military cooperation?*
- *How are the personnel dealing with civil-military cooperation arranged in the organisational structure? E.g. do they have their own units or are they working as specialists in other regiments.*
- *Is there budget allocated to civil-military cooperation activities?*
- *If there is a focus on specific expertises within civil-military cooperation, are the involved tasks carried out by dedicated*

personnel or outsourced to either functional specialist from the reserve forces or possibly other entities?

- *What is the main point of contact for civil-military cooperation related issues within your armed forces?*

Experience

- *Has your armed forces operational experience with civil-military cooperation? If so; where and when?*
- *Are there contacts with academia with regard to the topic of civil-military cooperation?*
- *Are there contacts with other entities with regard to the topic of civil-military cooperation?*

Annex B: Overview of National Doctrines

	Policy Documents										
	BEL	DEU	DNK	FRA	GBR	HUN	NLD	POL	SVN	SWE	USA
2001		Teilkonzeption Zivil-Militärische Zusammenarbeit der Bundeswehr	Forsvarets Civil- Militære Samarbejde								
2002											
2003	AJP-9 NATO Civil- Military Co-operation Doctrine	AJP-9 NATO Civil- Military Co- operation Doctrine	AJP-9 NATO Civil- Military Co- operation Doctrine			AJP-9 NATO Civil- Military Co- operation Doctrine	AJP-9 NATO Civil- Military Co- operation Doctrine	AJP-9 NATO Civil- Military Co- operation Doctrine	AJP-9 NATO Civil- Military Co- operation Doctrine	AJP-9 NATO Civil- Military Co- operation Doctrine	Joint Publication 3-57.1 Joint Doctrine for Civil Affairs
2004	Belgische Intercomponenten Doctrine voor Civiel Militaire Samenwerking				The Military Contribution to Peace Support Operations Joint Warfare Publication 3-50 2nd Edition	Hungarian Defence Forces CIMIC Doctrine		Doktryna współpracy cywilno- wojskowej Sił Zbrojnych RP DD/9			
2005				Concept et Doctrine Interarmees de la Cooperation Civilo-Militaire							
2006					Joint Doctrine Publication 3-90 Civil-Military Co- operation						Field Manual 3- 05.40 Civil- Military Operations
2007										Nationell strategi för svenskt deltagande i internationell freds- och säkerhetsfrämjande verksamhet	
2008					The UK Approach to Stabilisation						Joint Publication 3-57 Civil- Military Operations Civil Affairs Foreign Humanitarian Assistance Planning Guide
2009			Koncept for ForsvaretsBidrag til Samtænkning								

Annex C: CIMIC Overview

This annex gives an overview of the analysis carried out in order to compare the various national CIMIC implementations.

Overview CIMIC capabilities	DEU	DNK
Policy		
Definition	Civil-military cooperation includes all agreements and measures, forces, means and activities, which coordinate, support or develop the relationship between the armed forces and public authorities, organisations and the civil population. This includes the cooperation within the framework of national and international GOs and NGOs.	The co-ordination and co-operation, in support of the mission, between the Commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organisations and agencies.
Function	Civil-Military Liaison, Support to the civil environment, Support to the force (including a command and control element).	Civil-Military Liaison, Support to the civil environment, Support to the force.
Focal Areas	Not Specified	Not Specified
Organisation		
Structure	CIMIC Centre (providing the required capabilities for operations abroad); Joint Support Command (disposes units for CIMIC if required); Further representation at the higher echelons of the German Army.	CIMIC-PSYOPS Battery (CIMIC detachment for missions)
Personnel	432 duty personnel; 650 functional specialists (Reservists)	42 duty personnel (17 ready for detachment)
Training	The CIMIC centre provides training and education on CIMIC for use domestically and abroad. There is a modular course system to enhance the capacity of CIMIC personnel on all levels and locations. Personnel planned to be deployed abroad are obliged to attend the the Basic NATO CIMIC course at the CCOE. Functional Specialists are required to follow a minimum of two courses; and additional course in their antional	There is a national training and education system for CIMIC which is also used by the Swedish. The Danish also train some of their personnel at the CCOE. CIMIC awareness training is a standard course for all army officers. All artillery officers receive a CIMIC basic course. Other personnel assigned to deal with CIMIC undergo a CIMIC Basic or Staff course which has to be NATO accredited.
Experience		
Missions	Afghanistan, Bosnia & Herzegovina, Kosovo	Afghanistan, Bosnia & Herzegovina, Iraq, Kosovo (also officers deployed to UN missions)
Agency collaboration	There is coeducation of military and civilian participants (national GOs and NGOs) which aims to implement the comprehensive approach into the functional pre-deployment training.	CIMIC personnel from the military college cooperate with various academic institutes in the Copenhagen area. Denmark also collaborates intensively with the Nordic countries. Furthermore, they maintain good relations with the Danish Red Cross, Doctors Without Borders, the World Food Programme and the Danish Refugee Council.

Overview CIMIC capabilities	HUN	NLD
Policy		
Definition	The co-ordination and co-operation, in support of the mission, between the Commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organisations and agencies.	The co-ordination and co-operation, in support of the mission, between the Commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organisations and agencies.
Function	Civil-Military Liaison, Support to the civil environment, Support to the force.	Civil-Military Liaison, Support to the civil environment, Support to the force.
Focal Areas	Civil Administration, Civil Infrastructure, Humanitarian Assistance, Economy & Commerce, Cultural Affairs	Civil Infrastructure, Economy & Commerce, Civil Administration, Cultural Affairs, Humanitarian Affairs
Organisation		
Structure	CIMIC-PSYOPS Centre	CIMIC Battalion (Mission specific recruitment; and CIMIC representation from the Operational HQ to the Brigade level)
Personnel	88 duty personnel (10 at Hungarian Joint Force Command)	45 duty personnel; 200 functional specialists (Reservists)
Training	The NATO curriculum is used for training and the basic and advanced courses are followed at the CCOE and the NSO although they also have a national basic course. More mission specific training is done in their national capacity.	They have a national training and education systems which prepares CIMIC personnel for their work on missions. They train according to NATO standards and implement the Basic, Staff and Liaison course in their programme. They also make use of the facilities at the CCOE. For Officer-recruits at the Royal Defence Academy there is a CIMIC course.
Experience		
Missions	Afghanistan, Iraq, Kosovo	Afghanistan, Bosnia & Herzegovina, Burundi, Honduras, Iraq, Kosovo, Sudan
Agency collaboration	There is no institutionalised collaboration with other agencies. Existing contacts with civilian agencies are primarily based on personal contacts.	There is collaboration with the Ministry of Foreign Affairs as the Dutch CIMIC efforts are used in the context of a 3D-approach (Development, Diplomacy, Defence). There are also some contacts with various national NGOs.

Overview CIMIC capabilities	POL	SVN
Policy		
Definition	The co-ordination and co-operation, in support of the mission, between the Commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organisations and agencies.	The co-ordination and co-operation, in support of the mission, between the Commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organisations and agencies.
Function	Civil-Military Liaison, Support to the civil environment, Support to the force.	Civil-Military Liaison, Support to the civil environment, Support to the force.
Focal Areas	Civil Infrastructure, Economy & Commerce, Civil Administration, Cultural Affairs, Humanitarian Affairs	Medical Services, Justice, Infrastructure, Humanitarian Assistance, Economy, Public Services
Organisation		
Structure	Integrated (at the moment there is a CIMIC group but due to a coming re-organisation this will be restructured into the organisation)	Integrated (CIMIC is led from the General Staff at the MoD and from the Department for Civil Defence; Mission specific recruitment)
Personnel	152 duty personnel (max. capacity of 169)	100 duty personnel (10 at General Staff, 90 at Department for Civil Defence)
Training	At all levels through the armed forces there is training on CIMIC in order to improve awareness. The NATO doctrine is leading and therefore all staff and personnel are trained according to NATO standards and NATO manuals are used in the process.	The NATO curriculum is the standard for training and education. Currently they are working on the establishment of a national training and education system which will be implement throughout the whole force structure to create CIMIC awareness and improve capabilities.
Experience		
Missions	Afghanistan, Chad, Iraq	Afghanistan, Kosovo
Agency collaboration	There is a collaboration on the academic level between the National Defence University and the Warsaw University.	There is collaboration on the academic level with the University of Ljubljana.

Overview CIMIC capabilities	BEL	FRA
Policy		
Definition	The co-ordination and co-operation, in support of the mission, between the Commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organisations and agencies.	Civil-military cooperation (CIMIC) is the operational function to improve the integration of the force as a human environment to facilitate the accomplishment of its mission, the reestablishment of a normal and safe management of the crisis by civil authorities.
Function	Civil-Military Liaison, Support to the civil environment, Support to the force.	Civil-Military Liaison, Support to the civil environment, Support to the force., Preserve national interests.
Focal Areas	Not Specified	Not Specified
Organisation		
Structure	Cimic Support Unit	CIMIC Centre GIACM (Also integration HQ level;Mission specific recruitment)
Personnel	71 duty personnel; 61 functional specialists (Reservists)	96 duty personnel; 96 additional forces; 350 Reservists
Training	Training and education are done according to NATO standards and the NATO curriculum is used. Basic and Staff courses are followed at the CCOE. They are currently working on the establishment of a national CIMIC module.	There is a national training and education system to train personnel on CIMIC. Furthermore, occasionally they participate in international training courses.
Experience		
Missions	Afghanistan, Benin, Bosnia & Herzegovina, Cameroon, Indonesia, Kosovo, Lebanon, Tanzania	Afghanistan, Benin, Cameroon, Chad, Cote d'Ivoire, Haiti, Indonesia, Kosovo, Lebanon, Tadjikistan, Togo
Agency collaboration	There is a collaboration with the Ministry of Foreign Affairs & Development.	Not Specified

Overview CIMIC capabilities	GBR	SWE
Policy		
Definition	The process whereby the relationship between the military and civilian sectors is addressed, with the aim of enabling a more coherent military contribution to the achievement of UK and/or international objectives.	The co-ordination and co-operation, in support of the mission, between the Commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organisations and agencies.
Function	Civil-Military Liaison, Support to the civil environment, Support to the force.	Civil-Military Liaison, Support to the civil environment, Support to the force.
Focal Areas	Economy & Commerce, Conflict Resolution, Gender, Governance, Human rights, Monitoring & Evaluation, Rule of law	Not Specified
Organisation		
Structure	Joint Civil Military Cooperation Group (under Engineer chain of command) & Stabilisation Unit	Integrated (Mission specific recruitment)
Personnel	225 duty personnel (mainly officers; CIMIC operation teams recruited from conventional troops)	7 duty personnel (at Swedish Armed Forces HQ)
Training	The Joint Training Group provides training on CIMIC which include a Basic course, a Staff Course and an elaborate Military Stabilisation Support Team course (2 months duration).	CIMIC teams are part the integrated pre-mission programme before deployment and receive a specific functional area training as part of their mission training programme. Swedish CIMIC units are sent to Denmark within the Nordic Defence Co-operation framework, to undertake their basic CIMIC education. As part of the mission specific training, mission tailored packages is established, including fact finding in the mission
Experience		
Missions	Afghanistan, DR Congo, Ethiopia, Georgia, Haiti, Iraq, Kosovo, Palestine, Nepal, Sierra Leone, Somalia, Sudan	Afghanistan, Bosnia & Herzegovina, Kosovo
Agency collaboration	CIMIC as a tactical tool is also used by the Stabilisation Unit and is apt of the thier Whole-of-Government approach. There are therefore close contacts with the Foreign office and UK Aid in order to harmonize their efforts. Within the strucutre of the armed forces itself CIMIC often cooperates with the units from PSYOPS and INFOOPS.	The Swedish have several contacts with academies and centres on the issues of civil-military interaction and peacekeeping-operations. Domestically they cooperate with the Swedish National Defence College and the Folke Bernadotte Academy. There are contacts with a number of IOs and NGOs such as ICRC, Amnesty International, the Swedish Afghanistan Committee, Swedish Life & Peace Institute, UN-OCHA, WFP, UNHCR and the WHO.

Overview CIMIC capabilities	USA
Policy	
Definition	The activities of a commander that establish collaborative relationships among military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area in order to facilitate military operations are nested in support of the overall US objectives. CMO may include performance by military forces of activities and functions normally the responsibility of local, regional, or national government
Function	Support to the civil environment, Support to the Force
Focal Areas	Populace & Resource Control, Foreign Humanitarian Assistance, Civil Information Management, Nation Assistance, Support to Civil
Organisation	
Structure	Integrated (CA-PSYOPS command, Mission specific recruitment); CA Brigade (Reservists)
Personnel	1400 duty personnel (Army & Navy); 3900 Reservists (Army, Navy, Marine Corps)
Training	There is a national training and education system to prepare personnel on working with Civil Affairs functions. Training addresses the core functional competencies and might include a language component specifically tailored to missions. The training for Reservists aims to provide comparable levels of competencies but is shorter in duration.
Experience	
Missions	Afghanistan, Colombia, Indonesia, Iraq, Nepal, Pakistan, Philippines
Agency collaboration	There is regular contact with academia in Civil Affairs roundtables, conferences and speaker programs in collaboration with the George Mason University. Via sponsored events there is also some interaction with civil entities.