

Syndicate tasks and overview



SYNDICATE 1 - CIVIL PREPAREDNESS

- *What role should CIMIC and CMI play in Resilience through Civil Preparedness? How can CIMIC and CMI contribute to countering Hybrid threats?*
 - **So what for CIMIC liaison?** *How can we achieve better understanding? Who should we partner with, where and how? How should we coordinate with other Resilience and Counter Hybrid efforts internally?*
 - **So what for support to the force?** *How can we ensure that the force is enabled?*
 - **So what for support to the civil environment?** *How should we support the civil environment in the context of threats of critical national infrastructure attack, societal cohesion and counter governance?*

SYNDICATE 2 - PROJECTING STABILITY

- *What role should CIMIC and CMI play in Projecting Stability? How can CIMIC and CMI contribute to Countering Terrorism Abroad? What are the lessons from recent missions?*
 - **So what for CIMIC liaison?** *How can we achieve better understanding? Who should we partner with, where and how? How should we coordinate with Hub to the South?*
 - **So what for support to the force?** *How can we support capacity building and training, defence institution building, security sector reform, security force assistance?*
 - **So what for support to the civil environment?** *How can we contribute to a more Comprehensive Approach, to good governance, and greater societal resilience?*

SYNDICATE 3 – DOCTRINE

- *How can we improve the way we fight?*
- **Decisive Condition: Competent** - up-to-date, coherent and widely applied Policy, Concepts and Doctrine in order to ensure a cohesive, standardized and effective CIMIC support in NATO.
- *How can we improve data collection, collation, processing and dissemination in order to provide better CIMIC assessments?*
- *What data do we need to collect for future operations? How can we improve collection? How should we exploit new technologies? What information architecture do we need? How could machine learning and artificial intelligence help us? How can we improve current analysis (ASCOPE and PMESII)? How can we improve information sharing? How should we integrate assessment into CIMIC capability?*

SYNDICATE 4 – ORGANISATION

- *How can we organise to fight more effectively and efficiently?*

- **Decisive Condition: Well Organised** – effective and efficient CIMIC C2 structures, in order to adapted to a complex and dynamic environment effectively.
- *How can we better organise CIMIC and CMI to achieve greater effectiveness and efficiency? How can we achieve better synergy with Military Partnership and other staff functions?*

SYNDICATE 5 – TRAINING, EDUCATION & FACILITIES

- *How can we better prepare to fight?*
- **Decisive Condition: Well Prepared** - fully trained and educated, ready and resilient, CIMIC personnel and CIMIC trained forces, both individually and collectively, to make an effective contribution to the Comprehensive Approach in operations.
- *How can we do Individual and Collective CIMIC training more smartly? What can we do to exploit new technologies including simulation? How can we ensure that NATO Exercises better prepare commanders and staffs for future missions taking into account the whole of government approach? How should we train to counter hybrid threats and ensure civil preparedness?*
- **Decisive Condition: Well Enabled** – efficient and effective facilities, to support mission readiness. Is simulation the answer?
- *How should we improve infrastructure to enable better prepared CIMIC forces?*

SYNDICATE 6 – LEADERSHIP & PERSONNEL

- *How can we better prepare our leaders to lead?*
- *How can we ensure better availability of qualified CIMIC personnel?*
- **Decisive Condition: Well Led** - well motivated, cohesive and dynamic CIMIC key leaders, in order to provide most professionally competent direction and guidance.
- *How can we achieve greater availability of experienced, qualified, resilient and highly motivated CIMIC personnel and cohesive CIMIC trained forces? How can we better prepare our leaders to lead?*
- **Decisive Condition: Well Manned** - sufficient, experienced, qualified, resilient and highly motivated CIMIC personnel and cohesive CIMIC trained forces.

SYNDICATE 7 - MATERIEL

- *How can we better equip CIMIC forces and staff?*
- **Decisive Condition: Well Equipped** - cutting-edge information technology in order to provide awareness and an accurate picture of the civilian environment.

SYNDICATE 8 – INTEROPERABILITY & COOPERATION

- *How can we maximise cooperation and synergy?*
- **Decisive Condition: Interoperable** - strong partnerships with strategic, regional and national non-military actors ensuring effective information exchange and a Comprehensive Approach.

How can we improve awareness of and support for CIMIC and CMI within NATO and externally? What strategic partnerships do we need to sustain, improve develop? How should we go about this? Where are the gaps in terms of strategic interoperability and how can we fill them? How can we usefully synchronise NATO CIMIC and US CA? What can we learn from US CA strategy and how could we implement them in ACO?