



CIVIL-MILITARY COOPERATION
CENTRE OF EXCELLENCE



CMI Workshop Report

OPERATIONALIZING NATO POLICY MC 0411/2

CIMIC Centre of Excellence | January, 2016



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1. Introduction

1.1 General

From 23rd to 25th Nov 2015, the CCOE conducted a CIVIL-MILITARY INTERACTION WORKSHOP (CMI WS) together with SHAPE J9. The focus of this event was to discuss and develop procedural approaches to current CMI-related challenges within NATO. More than 120 participants organized within six different syndicates worked 2 ½ days seeking for recommendable solutions on pre-defined, topic-related CMI-assignments. The CMI WS Report is a complementary document to the CCOE CMI-Survey Report, suggesting more detailed recommendations on selected findings of the Survey Report. It is addressing ACOS J9 of SHAPE as the Chairman of the ACO CIMIC/CMI Steering Committee. The report informs about the event and its outcomes and give recommendations for further actions from a CCOE perspective. This Report, the findings and respective sources will be available online in the “CMI-Workshop”-Project within the [CCOE Network-Area](#)¹.

1.2 Background

On the 5th of May 2014, North Atlantic Council (NAC) approved NATO Policy MC 0411/2 on CIMIC and CMI. It describes a need for NATO’s military forces to better adapt towards the evolving civil-military environment, in order to contribute effectively to a Comprehensive Approach conducted by the wider international community. In order to do so the NATO Policy introduced a definition on Civil-Military Interaction (CMI). While the definition still requires validation through the NATO Terminology Program, the underlying concept is approved. Since it is the CIMIC policy that hosts CMI and also because both concepts are strongly interrelated, the CIMIC definition was amended at the same time.

In October 2014 the CCOEs CIC-Branch started with preparations for the reviewing-process of the NATO CIMIC-doctrine as custodian. Considering the wide spectrum of interaction that is already to be found within the intra-organizational dimension of NATO, the CCOE decided to prepare the doctrine-review with a supporting survey. Hereby taking into consideration the current existing practical CMI-challenges for NATO NCS and NFS headquarters but also already individually developed support-mechanisms – a bottom-up approach to doctrine-development.

¹ www.network.cimic-coe.org/dashboard

On 28 October 2015 the CMI-Survey Report has been published as part of the preparations for the upcoming review process of the NATO CIMIC-doctrine and the development of procedural consequences.

The survey report contains:

- an overview on NATO's current internal "state of CIMIC- & CMI-procedural affairs" from the outside (CCOE),
- a comparison to the 2010-situation based on the NATO ACT "CMI Gap-Analysis",
- a compendium of structured recommendations (DOTMLFPI-I²) that specify areas or aspects in need for further improvement within NATO.

The CMI WS in November 2015 acted as a starting point for those enhancements to be developed.

1.3 CMI-WS Syndicate tasks

The CMI-Survey Report gave recommendations alongside the procedural DOTMLFPI-I-categories leaving out the categories "Materiel, Facilities and Personnel" as there have been no findings for them. The same structural approach has been chosen for organizing the CMI WS syndicates in 6 sub-syndicates, namely Doctrine, Organization, Training, Leadership, Information and Interoperability. Due to the limited time of the CMI Workshop, only a selection of findings of the CMI-Survey could find consideration for forming the pre-defined syndicate tasks of the Workshop. Based on a common structural design, CCOE prepared a dedicated "Task-vignette" for each syndicate:

- | | |
|---------------------------|---|
| A. General introduction | = Common, broad outline of the conceptual framework |
| B. Syndicate introduction | = Syndicate-specific CMI background information |
| C. Assignment | = Syndicate-Task(s) |
| D. Focus areas | = Task related specifications |
| E. Products | = Clear guidance on the expected form of presentation |
| F. Timeframe | = Common Workshop timings |
| G. References | = Assignment related |

The Syndicate-vignettes are attached to this report (enclosure 1a-f).

² Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities, Interoperability, Information

2. Doctrine-Syndicate

2.1 General remarks

The process of reviewing NATO doctrine on CIMIC and implement CMI-aspects is framed by an existing NATO-doctrinal procedure described within NATO AAP-47 (B). This process starts with the doctrinal custodian developing a so called “Request for Feedback” (RFF) questionnaire.

The whole process is divided in 7 phases:

a) Request for feedback (RFF) preparation

Based on a generic RFF-form, it contains a catalogue of doctrine specific questions (questionnaire) preparing the doctrinal writing or reviewing process. This alerts nations & NATO Command Structure that a review is imminent and provides an opportunity to support the review. ACT is responsible for the preparation of the RFF, however, this requires subject matter input from custodian as the RFF should be tailored specifically to the needs of the doctrine document AJP being reviewed.

b) Release of RFF

ACT promulgates the RFF under SACT authority, requesting responses from nations, NCS (IMS, SCs, etc.) and COEs. NSO administers RFF responses.

c) Comments on RFF

A 90-day period is required for comments from stakeholders. This period can be extended on nation’s request. The process is managed by NSO via their web site (AJODWG forum).

d) Adjudication of RFF responses

ACT receives responses to the RFF and is responsible for leading this step with support from analysts in national doctrine centers (here: CICDE/ FRA). There is a significant task involving SMEs here: comments need to be gathered into an adjudicated comments matrix, with duplications combined or reviewed and courses of actions recommended where possible.

e) Preparation & Conduct of Data Fusion (DF)

Normally achieved through a specialists workshop (e.g. one week) to include custodian, subject experts (ACO, ACT, nations, etc.) and often custodians of related AJP. The workshop requires significant preparation to be successful. The adjudicated RFF comments matrix is distributed before the DF-event and forms the basis for discussions. The DF-event of the CIMIC & CMI doctrinal review is supported

by the French Forces Doctrine Centre (CIDCE). The workshop is scheduled 23 – 27 May 2016 in PARIS.

f) Drafting and completion of Data Fusion report

The DF report summarizes the findings of the workshop, referencing the adjudicated RFF comments matrix. This report provides ACT with the basis for recommending the appropriate course of action: (a) revision is required or (b) no revision required (i.e. no change to AJP or editorial amendment or cancel AJP). NSO will post DF report on AJODWG forum.

g) Preparation of Doctrine Task (DT)

If revision is needed, ACT and CIDCE will prepare a draft Doctrine Task based on the report findings and in consultation with Custodian, subject matter experts or stakeholders. The DT is then forwarded to AJODWG for review and then MCJSB for approval. NSO will post DT on the AJODWG forum for comments.

2.2 Syndicate task

The Syndicate was assigned two tasks:

1. Analyze current AJP 3.4.9 and CMI-Survey Report findings in order to recommend amendments/changes in the structure/table of contents of current AJP 3.4.9 with regard to NATO Policy 0411/2 CIMIC&CMI.
2. Modify the generic Request for Feedback (RFF) questionnaire out of AAP-47 (B) to be tailored to the review process of AJP-3.4.9.

2.3 Main findings

The findings of the doctrine-syndicate have been laid down within a point paper and two attached briefings which are to be found in enclosure 2a-c.

The main findings of this syndicate are directed to CCOE, CIC Branch as the doctrinal custodian. The recommendations are:

- a. Evaluate the Slide Pack ‘Doctrine Final Briefing’ findings and recommendations dated 25 Nov 15.
- b. Review NATO guidelines on Doctrine format, content etc... to consider methods to enhance AJP 3.19 readability and accessibility (e.g. use of examples,

additional annexes, schematics). This will also enhance its relevance in the joint environment i.e. land, air, maritime.

c. Include a specific chapter on the philosophy/policy of CMI and its contribution to a Comprehensive Approach and especially the function of CIMIC capability to be a main facilitator of CMI within ACO force structures. Highlighting the key activities of CMI (coordination, planning and communication) throughout the remainder of the doctrine will assist in operationalizing the CMI concept.

d. To revise/update AJP 3.4.9 chapters for AJP 3.19 IAW the evaluation provided at Slide Seven of the slide pack (no. b.). There is a need to amplify the CIMIC focus for other capability areas with respect to CMI and provide compelling relevance to Commanders on the necessity to consider/integrate the CMI philosophy/policy within all NATO capabilities.

e. Utilize NGO/IO/GO SMEs especially for the re-development of Chapter 6 'Civil Actors' and include advice/guidance to reflect how non-NATO actors may view NATO.

2.4 CCOE recommendation

Based on the findings of this Syndicate, CCOE, CIC-Branch finalized its draft-RFF and did send it to ACT for promulgation on 17. December 2015 (enclosure 2d). With that, Phase a) of the above mentioned process has been completed. The RFF has been released (Phase b)) to the nations, NCS and COEs on 20 January 2016.

CCOE is recommending

- A. Permanent information exchange on the ongoing process between SHAPE J9-Div and CCOE, CIC-Branch,
3. Participation of SHAPE J9, SO CIMIC Concepts & Doctrine within the DF-workshop - Phase e), as well as within the possible doctrinal writing team after doctrinal task has been given in Phase g),
4. Support the doctrinal inclusion of CIMIC and CMI functionalities and objectives within current NATO topics like Hybrid Threads and Art. V scenarios, but keep key CIMIC and CMI principles aligned to the whole spectrum of NATO military operations.

3. Organization-Syndicate

3.1 General remarks

The Organizational Syndicate concentrated its work on intra-organizational (NATO internal) planning and coordination related topics, with a focus on the operational-level headquarters.

3.2 Syndicate task

1. Review the CMI-Heavy Boards & Working Groups based on the Terms of Reference (Engagement WG, Information Activities WG [InfoOps WG]) and SOI (CIMIC Coordination Meeting).
2. Evaluate the Board & Working Group's on their ability to enhance CMI.
3. Consider the possibility of a new Battle Rhythm-event focused on CMI.
4. Consider what triggers in the COPD can be used to generate all staff CMI commitment.

3.3 Main findings

For assignments no. 1-3 the following overall-assessment could be identified: Different aspects of CMI are covered by different working groups. The emerging "engagement working group/steering committee"-concept already de-conflicts, synchronizes and prioritizes Command Group engagements. The syndicate recommends to formalize this concept and extend the responsibilities of this body to include staff level engagement of all branches and the SAG. Existing SOPs/TORs with regards to CMI need to be updated. A draft SOP on CMI should be developed and pushed forward for implementation. Furthermore the current NRF-criteria catalogue should be reviewed, implementing specific CMI-related training and education requirements.

With regards towards assignment no. 4, it is recommended to include specific timed and phased CMI-aspects within the planning process guided by the COPD, as this will allow for an in-depth implementation of CMI into operational planning. Furthermore it is assigning responsibilities to all military branches and military levels of command. CMI related preparations need to start prior to Phase 1 of the COPD based on early civil-military analysis of the civil environment and needs participation of military involved in the potential operational planning at the earliest possible time. Last but not least, decision-makers and planners need to take into consideration that

CMI does not end automatically by the military achieving its desired end state. There might be a need for military to further contribute to the overall comprehensive approach process by using activities like planning, coordination and communication.

These main recommendations need to be supported by organizational measures:

- a) As CMI related actions start at the political or strategic level, information sharing not only bottom up, but also top-down seems to be of utmost importance. Current information-relations between the different CMI relevant Divisions within NATO HQ and SHAPE (e.g. SAG, CCOMC and J9) should be improved or intensified.
- b) Although CMI as an activity conducted by all military branches is in need for some careful adjustments and adaptations of current processes within military headquarters, the main challenge is internal acceptance. The CMI-related coordinating responsibility within military staff should be transferred towards a “CMI-champion”, for example towards the position of the Chief of Staff (COS).
- c) A most effective push towards acceptance is to be achieved by direct involvement of the commander. A closer connection, incl. direct access of the ACOS J/G/N/A9 towards the command-group and especially the commander might be supporting this involvement.
- d) Specific CMI focal points within each Division of a headquarters ensure overall CMI related knowledge, acceptance and application of CMI by all military branches and disciplines during operational planning and exercises.
- e) Finally, a “CMI-proficiency” training (CMI-introduction course) for core staff (incl. Divisional “focal points) and also for leadership-level should be implemented.

3.4 CCOE recommendations

- A. SHAPE J9 to participate in the RAP³-triggered review process for current ACO Forces Standards (SOP's/TOR's) under the lead of SHAPE J5 Plans & Policy Branch and marketing for a throughout review of
 - a) SOP 306 (Engagement Working Group) with the aim on widening the responsibilities of this platform as recommended by this syndicate,
 - b) AD 80-96 NATO Response Force (NRF) and the NRF criteria catalogue.
 - c) Bi-SC 080-090, NATO Task List incl. CMI-requirements
- B. A BI-SC ACE Directive on CMI should be developed and implemented.

³ Readiness Action Plan

- C. Review and update the current AM 86-1-1 of July 2012 injecting CMI-aspects including considering a new TTP on “CIMIC facilitating CMI”.
- D. Form a planning related Sub working-Group to ACO CIMIC/CMI WG which is tasked to:
 - 1) Develop timed and phased CMI-aspects for all levels of command to be implemented within a revised COPD,
 - 2) Participate within the Operational Planning Working Group (OPWG) under the lead of ACOS J5 SHAPE on a regular basis,
 - 3) Contribute to the review process of the COPD (draft version 2.1 of the COPD has been released in summer 2015 for comments) under the lead of the OPWG,
 - 4) Review of the CIMIC Functional Planning Guide including “CMI-aspects in CIMIC planning” during step 2 of the review-plan approved by the steering committee.
- E. ACOS J9 to seek future responsibility of the OPWG of SHAPE J5 for the inclusion of CMI-related planning aspects within the COPD based on first working results according to recommended task B1).
 With this, the demanding CMI-requirement of an “all military branches and disciplines” responsibility would
 - a) receive a strong advocate,
 - b) enable the above mentioned “sub-working group for planning” (B.) to concentrate on CIMIC planning aspects, including its (CIMIC)-role as “CMI-facilitator” in planning.
- F. Assess chances for a SHAPE J9-CCOMC-J5-SAG combined initiative aimed on the clarification and improvement of CMI-related information-relations and -responsibilities
 - a) SHAPE internally,
 - b) between NATO HQ and SHAPE
 - c) between SHAPE and JFC’s
- G. SHAPE J9 to fully engage within the SHAPE CPX16 (Pinnacle Pyramid 2016) proving to SACEUR the special value of CIMIC- and CMI-capabilities in a Hybrid Thread Scenario.
- H. Request and/or marketing for the installation of divisional “CMI focal points” within NATO headquarters with one of their responsibilities being members of a widened “Engagement Working Group” as recommended in no. 3.3.

CCOE is standing ready to support the development of CMI-related introduction courses/ seminars addressing

- a) leadership incl. and above OF-5,
- b) headquarters personnel of all military branches/ disciplines,
- c) headquarters divisional “CMI-focal points”

which should receive further analysis by using the given review-process of the CIMIC/ CMI Strategic Training Plan.

4. Training-Syndicate

4.1 General remarks

The Training-Syndicate concentrated on 3 focus-areas:

1. Finalization of CIMIC TRA
2. Collective Training Library
3. Agreed [Find agreement] upon procedure for CMI TRA and TNA

The first two focus-areas supported the last one to a certain extent by acting as a kind of “lead-in” to the new CMI-topic. Especially the finalization of the CIMIC-TRA was helpful by transferring its procedural lessons-identified aspects into the finding and forming of a procedural approach to the conduct of a “CMI TRA & TNA” in 2016. For the purpose of this CMI-WS Report only the last work strand is to be reflected on.

4.2 Syndicate task

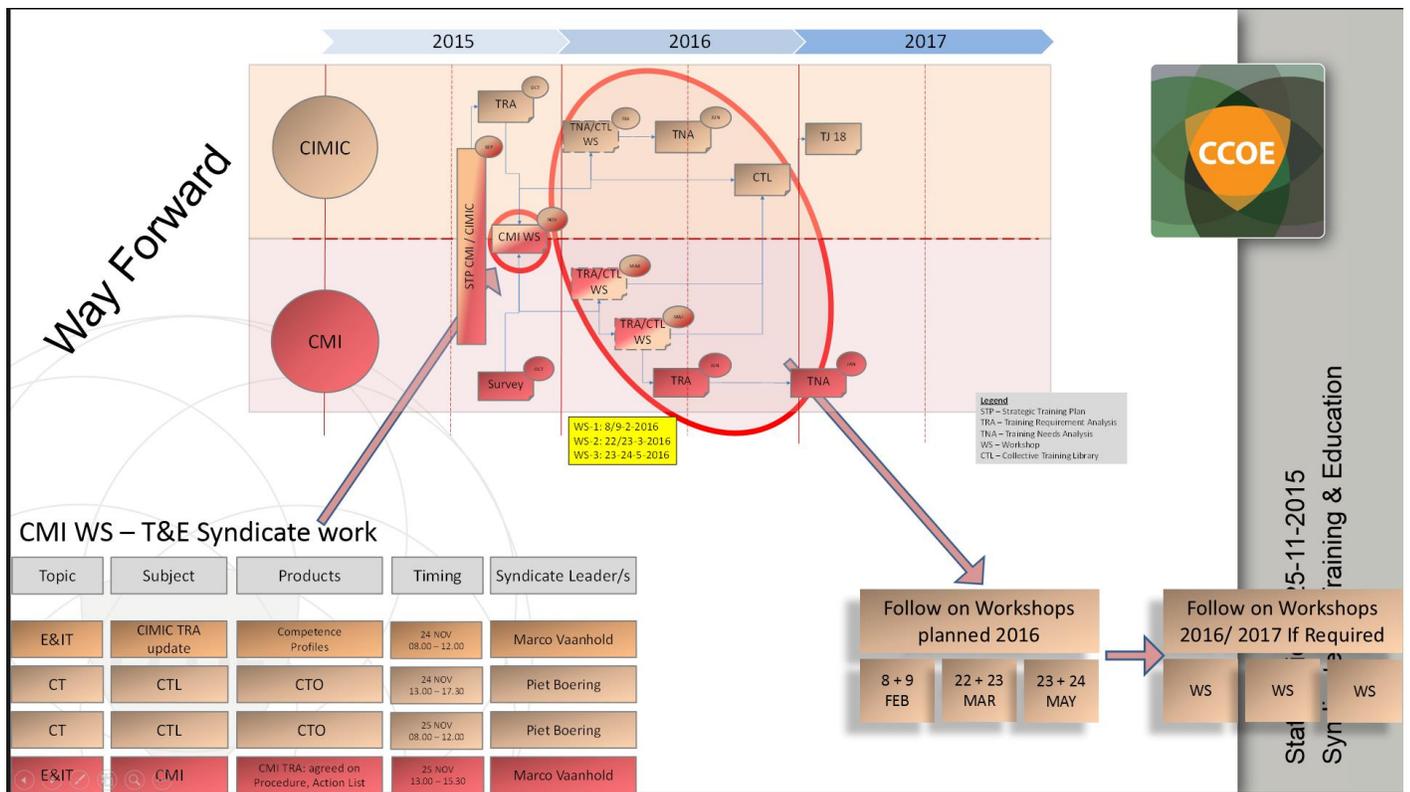
The CMI-related assignments of this Syndicate had been:

1. Establish a CMI TRA and TNA procedure the participants can agree upon,
2. Establish an action list to implement the procedure for the CMI TRA and TNA

4.3 Main findings

The findings of this Syndicate are:

- Comprehensive Approach Action Plan to act as a tool for implementation,
- Update Job Descriptions to include CMI responsibilities and Training requirements,
- Install CMI OPC/OPR in all branches,
- Development of a CMI Advanced Distant Learning (ADL) module,
- Dedicated COM-Group & DCOS introductions to CMI,
- Use of other training institutes that include CMI-related modules in their course curriculum (e.g. NSO, other COE’s),
- Collective Training: CMI as mandatory Training Objective for all staff functions,
- For perception reasons de-conflict the written terminology “CMI/CIMIC”. CMI as described within MC 0411/2 is an activity performed by all military branches and disciplines. If referred to both make use of a written “and” in between, like in “CMI and CIMIC”. NATO PE-designations should also follow this rational.



Picture: Agreed plan for a combined CIMIC and CMI TRA/TNA in 2016

4.4 CCOE recommendations

- Proceed with the CMI TRA as the Requirement Authority in 2016 as agreed.
- Inform and open meetings for all other military branches as a pre-requisite for an “all military branches and disciplines” commitment.
- Participate in other military disciplines TRA approaches to ensure sufficient CMI considerations.
- As already recommended in 3.4.F., request and/or marketing for the installation of divisional “CMI focal points” that can support also within ETEE-related matters.
- Support update of Bi-SC 080-090 [see also 3.4c)], NATO Task List with CMI-requirements.
- Referring to a next possible NCS PE-review, SHAPE should request a throughout deletion of the term “CMI” within the descriptive Division/ Branch/ Section-Header that are currently stating “CIMIC/CMI”. In line with the already given CIMIC-AOP recommendations, the SHAPE “CMI-Branch” should be renamed accordingly.

5. Leadership-Syndicate

5.1 General remarks

The Leadership-Syndicate had to work on some demanding assignments as all of them have been Direction and Guidance (D&G)-related. Unfortunately, D&G- aspects are hardly to be answered by pressing those challenges into a process. More do they require a common understanding and mindset. Still, a good and throughout procedural knowledge of military headquarters working on the different levels of command is mandatory to understand the whole context. Possible solutions most likely had to be developed by acting creative and inspiring unconventional – things militaries usually are not used to do on a regular base. To counter this underlying “thread”, the manning of this Syndicate has been carefully decided on. The extensive and detailed recommendations can be found in enclosure 5a-d).

5.2 Syndicate task

1. Compile a list of required CMI-related D&G details needed to better enable different levels of command to fulfil its military task within a complex operational environment.
2. Compile a list of required CMI-related D&G details to establish effective and efficient interaction with non-military partners during peacetime (incl. exercises) in order to gain mutual awareness.

5.3 Main findings

Assignment no. 1:

At first the syndicate approach was purely Direction and Guidance related. The discussion focused on the limiting factors and constraints, but the bottom line is: Leadership incorporates and ensures CMI on all levels. The challenge is more about the common mind-set that is needed to transfer given D&G in daily action (e.g. planning, communication, coordination = CMI).

The necessary elements for that are in a nutshell:

A. Instill [Infuse a] Leadership CMI mind-set

All HQ staff, office and advisors should understand their CMI role and that CMI is not an exclusively CJ9 responsibility. Leaders throughout all levels of command should realize the importance of CMI and relate that throughout the chain of command.

B. Direction on and Authority to act within Civil / Human domain

The Human/Civil domain is key [of importance] when planning for and/or conducting operations. SHAPE can remind HQs to do so within the Strategic Planning Directive and during the Crisis Response Planning. The Comprehensive Approach requires all levels of NATO to engage with NNEs at the earliest feasible opportunity.

C. Inform and Communicate internally and externally

It is essential to have clear authority and coordination with NNEs (D&G in Comprehensive Operational Planning Directive, NATO Initiating Directive, and Strategic Planning Directive). This engagement includes information sharing and communication of military intent and mission end state to NNEs. Internal D&G should establish the primacy of the Strategic Communications narrative and that CMI should work to support communication efforts through CMI at all levels of command.

Assignment no. 2:

In line with the Lisbon Summit decisions and in the spirit of the NATO Wales Summit Declaration, SHAPE should direct the development of a coordination mechanism that enables engagement with civilian organizations at the strategic, operational and tactical levels in order to enhance mutual understanding. This mechanism goes beyond the guidance given in the allied doctrine publications and would aim to develop mutual understanding [by creating and maintaining networks already] in peacetime. In order to aid de-confliction and to ensure that interaction is effective and efficient, there should be a tiered approach that links the strategic, operational and tactical levels to the most appropriate actors. The mechanism must take into account staff capacity, the availability of civil organizations and avoid duplication.

Such a coordination mechanism must be supported by a widened CMI education and training program and a sufficient knowledge-management system. For more detailed recommendations see enclosure 5a-d).

5.4 CCOE recommendations

A. Task the ACO CIMIC & CMI sub working-group (see no. 3.4D) for planning to further analyze D&G-related recommendations of this syndicate that are to be utilized in the preparation and conduct of NATO operational planning activities with a special focus on:

- Means and ways to implement these recommendations within Allied Publications (e.g. AJP's, AAP's, SOP's/ TOR's, SOI's etc) incl. estimated time needed for implementation,

- Identifying possible 3rd-parties that might be affected and therefore need to be involved,
 - Possible alternatives that serve the same intended purpose wherever applicable.
- B. Utilize the support of the newly established SHAPE COMMSDIV to communication related (internal, as well external) CMI D&G issues.
- C. Intensify SHAPE J9 contribution to the CCOM-Process and cooperation with the CCOMC.
- D. Use the upcoming Hybrid Threat-heavy topics⁴ to proof the Comprehensive Approach a valid concept and with that CMI and CIMIC as important factors in countering those threats, especially during PHASE 0 (upstream prevention). A phased planning and reacting will most probably not be sufficient in such scenarios. Clear and timely D&G with special regards to the civil dimension of the operational arena will therefore be most crucial.
- E. Instill Leadership CMI mind-set by marketing for a “CMI-Champion” as suggested in 3.3.b) and by CMI divisional “focal points” as recommended in 3.4.H. Special events like high-level exercises (e.g. Pinnacle Pyramid) or a “Leaders CMI-introduction” (as already mentioned in 3.4, last paragraph) could further support.

⁴ Readiness Action Plan related activities in both pillars: Assurance Measures (Exercises) as well as Adaption Measures (changes and adjustments of NATO capabilities incl. procedures)

6. Information-Syndicate

6.1 General remarks

The majority of the findings of the 2015 CCOE “CMI-Survey Report” relate to CMI-gaps in which Information Sharing plays a crucial role. Consequently, the CMI-Workshop tasked one Syndicate to work on this specific topic. Its main aim was to establish a situational overview of the current IT-related developments within NATO, acting as a starting point for a more coordinated approach.

6.2 Syndicate task

1. Draft and agree on the CIMIC/CMI processes at the strategic, operational and tactical level (NCS/NFS) that need procedural support of a (CIMIC/CMI) Functional Service.
2. Identify and agree on current NATO IT products or projects that (could) contribute to these CIMIC/CMI processes
3. a. Identify additional needs and/or requirements that enhance coordination, information-exchange and data-fusion/synchronization within NATO NFS/NCS structure in order to establish effective and efficient CMI.
b. Assess if a NATO CMI-Fusion structure, as suggested in the CCOE CMI-Survey Report, is the most suitable solution.

6.3 Main findings

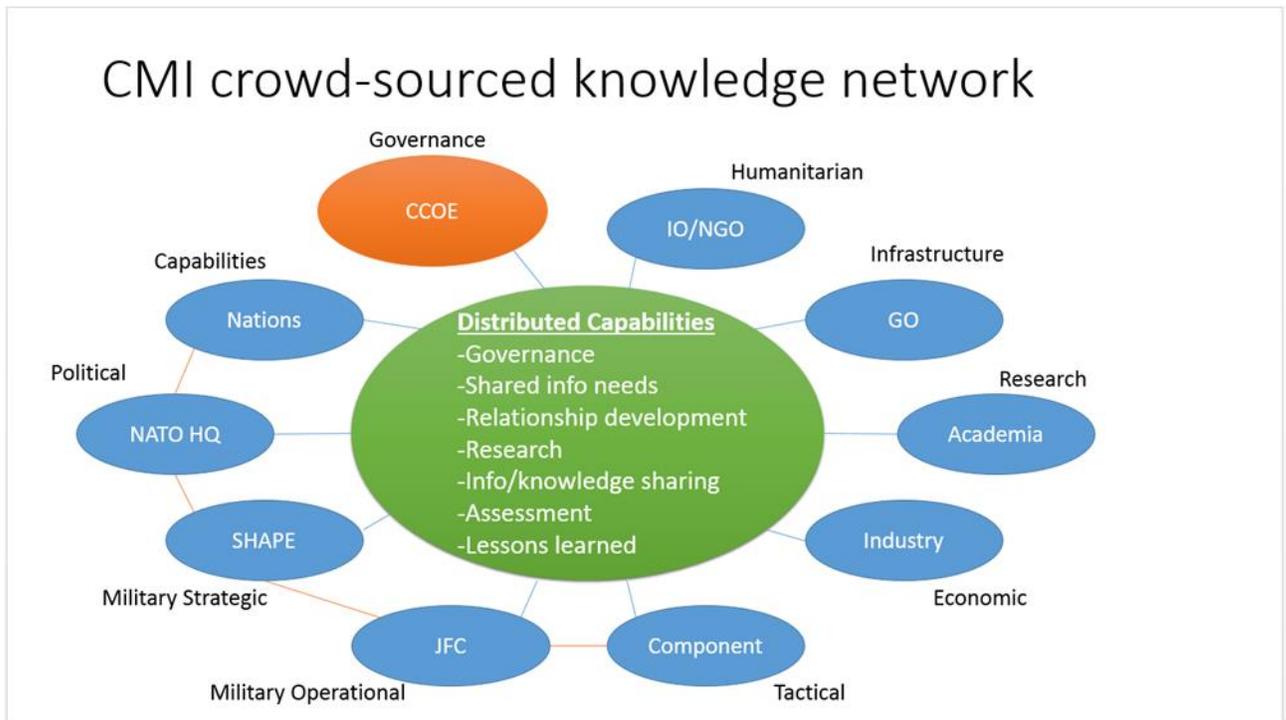
The current situation of limited information sharing has serious consequences for CIMIC&CMI activities. Examples of current existing limitations preventing NATO from acting according to its own given CIMIC and CMI Targets are:

- Lack of a practical information exchange mechanisms with civilian actors outside NATO,
- Lack of efficient and effective coordination of NATO internal CIMIC- and CMI-aspects and -information,
- Lack of -proper civil-military information fusion.

These limitations make it hard to collaboratively prevent crisis or to have a full picture of an ongoing or emerging crisis and effectively implement or contribute to a Comprehensive Approach if needed. Ultimately, the military is at risk of losing trust and becoming irrelevant to civilian partners.

To operationalize CIMIC&CMI there is a clear need for a Community of Interest Collaboration Tool on a NATO unclassified platform. The necessary tools and platforms are available at NCIA. SHAPE ACOS J9 is recommended to expedite the introduction of these existing technologies in support of CIMIC&CMI. Further analysis of Information Exchange Requirements and corresponding Flow Charts should provide the necessary input to support this essential capability development.

Sharing CMI-related information within NCS/NFS is already a challenging task within the current IT structure. From an organizational point of view, the former NATO CIMIC FUSION Centre (CFC) had the capability to act as a central information hub NATO internally, as well as to external partners. From a technical point of view, connecting the NNE CMI Community of Interest might not be possible with one single, NATO owned and governed platform. Future Information Sharing initiatives therefor need a conceptual framework that addresses this challenge and can best be described as a CMI Crowd-source knowledge network.



6.4 CCOE recommendations

- A. Install a sub-working group, under the lead of SHAPE J9, to the ACO CIMIC and CMI WG dedicated to Information-related aspects of CIMIC and CMI based on the findings of the CMI-WS.

- B. Task the sub-working group to further assess and refine its findings of the CMI-WS and to suggest a working approach that considers short-, mid- and long-term aspects.
- C. Additionally, investigate possible information-related interdependencies to other NATO military branches as a basis for decision making and further tasking of this sub-working group.
- D. Refine the conceptual framework of the “CMI crowd-sourced knowledge network.”

7. Interoperability-Syndicate

7.1 General remarks

The “District Stability Framework” (DSF)-approach as described in the newly promulgated AJP 3.4.5 “Military contribution to Security and Reconstruction” is a fairly new concept supporting a throughout analysis of a conflicted society and to find root causes of conflict. It involves all military branches and disciplines and is to be conducted in preparation of a COPD-driven planning process. Because most of the syndicate participants have not been familiar with the DSF concept, the first day of the syndicate-work was committed to an introduction-phase of the DSF. Having finished that phase, a majority of the syndicate-members praised the concept but at the same time raised concerns about the current military headquarters processes and the “military way of thinking” need to adapt to this concept first. Consequently the Syndicates recommendations concentrated on these aspects with special attention on “Engagement”. Interestingly all the given examples and recommendations of the Interoperability Syndicate support the findings of all the other Syndicates and thereby proofing their engagement-related recommendations.

7.2 Syndicate task

1. Assess the “District Stability Framework”-approach to conflicted civil societies for applicability on operational- and tactical-level headquarters within all types of operations nested within a comprehensive approach.
2. Find additional training methods to overcome the limitations with regards to CMI of artificial exercise scenarios and limit the need of resource-investment of civilian-organizations.

7.3 Main findings

Within the context of this Report, the findings of this Syndicate correspondent the their recommendations:

- Provide guidance and direction to implement an engagement strategy on HQ levels;
- Adapt the functional planning guide for CMI to include engagement.

- Incorporate the development of an engagement strategy and how to operationalize an engagement strategy in [the reviewed CIMIC/CMI] doctrine 3.19;
- Incorporate engagement in current course landscape or if necessary build a new CMI course; [via the CIMIC and CMI TRA]

7.4 CCOE recommendations

Install a sub-working group to the ACO CIMIC and CMI WG dedicated to assess the “District Stability Framework”-approach to conflicted civil societies for applicability on tactical-level headquarters within all types of operations.

8. Way ahead

8.1 General

With the agreed establishment of an Information-related sub-working group to the ACO CIMIC and CMI Working Group and the expressed will to make use of this platform for any further CMI-related action a general way ahead is clearly marked.

The review of the CIMIC Doctrine (AJP 3.4.9) as well as the CIMIC and CMI TRA/TNA are based on a given procedure that will commence throughout 2016 and early 2017.

NATO's willingness to adapt to new challenges has been stated and already started (e.g. AOP, RAP etc.). This momentum has to be used throughout 2016. Countering Hybrid Threats and Cross Cutting Topics are just examples that seem to have the potential to prove the value of CIMIC and CMI to the NATO Leadership and other military disciplines. The latest inauguration of a Communications Division at SHAPE has to be understood in this context as a chance for CMI-communication and -information needs to be addressed by an even more powerful, combined staff element.

In order to further operationalize NATO CMI Policy MC 0411/2 and streamline the main 3 CMI-activities⁵, many recommendations are awaiting its detailed development and implementation. The broad CIMIC and CMI community of interest, consisting of NATO, non-NATO military and non-military actors and organizations should be kept "aboard" this process. Continuous information about further CMI-related actions and community-feedback are the best way to gain acceptance for any new approach within the NATO CIMIC and CMI arena.

8.2 Recommendation

SHAPE J9 to conduct a CMI-Seminar in 2016 informing the community of interest about the ongoing CMI developments in NATO. The CCOE is offering to facilitate such a SHAPE-event on the 14th of April 2016, following its own "CCOE Community of interest Workshop" in The Hague from 11th to 13th of April 2016.

⁵ Communication, coordination and planning

8.3 CMI-WS Participants Feedback

This short summary is based on the feedback and first impressions which we received from 48 CMI Workshop participants after the event.

Thus, almost all of the workshop participants who provided us with feedback stated that the CMI Workshop was very well organized both, logistically and content wise. Here it was particularly specified that the CCOE is a perfect location with its auditorium, the different syndicate rooms and the spacious accommodation building, altogether centrally located in one compound. It was referred to that there was a good mix of participants (military and non-military actors) and that the CMI Workshop therefore provided a good networking opportunity for everybody. The good discussions within the respective syndicates as well as the selection of syndicate leaders were appreciated as well. The presence of the high profile senior mentors/key note speakers and in particular the back brief at the end were a good add on to the event.

However, besides those positive notes as mentioned above, a considerable number of CMI Workshop participants emphasized that more non-CIMIC and CMI stakeholders from within NATO military bodies as well as representatives from IO's, GO's and NGO's should have been part of the workshop. It was further stressed that the expected outcome was not entirely clear in all syndicates and that the required references should have been provided to all participants prior to the workshop. Although the discussions within the syndicates were fairly good, interaction with other syndicates was limited. Several other participants added that even though an ice breaker is indispensable for an event like the CMI Workshop, a clear line should be drawn between a social event and the topic-related presentations including VTC's. Last but not least, a real life news channel running on some of the numerous TV's in the CCOE building would have been appreciated and a conference fee of 50 EUR was perceived as too high and inappropriate.

Summing up, the CMI Workshop has been a great opportunity bringing together experts from within the NATO Command- and Force Structure, from national military units and from IO's, GO's, NGO's and Academics to discuss the future of CIMIC and CMI in a friendly and respectful environment.

