Civil - Military Co-operation Centre of Excellence

CIMIC Field Handbook

3rd edition

CIMIC Centre of Excellence

The (CCOE) is a multinational sponsored, NATO accredited, Centre of Excellence. It provides added value, innovative and timely advice, and subject matter expertise on CIMIC for both civilian and military customers. The primary focuses of the organisation's efforts are in enhanced education and training along with conceptual and doctrinal development.

CCOE Mission Statement

To assist NATO, Sponsoring Nations and other military and civil institutions/organisations in their operational and transformation efforts in the field of civil-military interaction by providing innovative and timely advice and subject matter expertise in the development of existing and new concepts, policy and doctrine; specialised education and training; and the contribution to the lessons learned processes.

Third edition

The publication represents the views and opinions of the CCOE, as an independent organization and a subject matter expert in its domain. This publication has been produced by a special core writing team from the CIMIC commmunity.

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Foreword

The main purpose of this handbook is to provide a tactical reference, and an operational command level insight, for all personnel involved in Civil-Military Co-operation (CIMIC) and Civil-Military Interaction (CMI) activities, across the full mission spectrum. The secondary purpose is to create awareness for those organisations and individuals who have a vested interest in CIMIC/CMI activities.

The content of the CIMIC field handbook has been adapted to the rapidly changing operational environment and is based on NATO doctrine and procedural foundations of the new emerging NATO Command and Force Structure. The CIMIC field handbook does not replace doctrine, pre-deployment training or mission Standard Operating Procedures.

It has been designed to provide best practice and experience information, covering a wide range of useful subjects that may be required to guide CIMIC/CMI activity during mission deployment abroad. All chapters have been developed and designed by the CCOE with direct inputs, drawn from field experience, doctrine and publications, from members of the NATO CIMIC/CMI Community of interest consisting of trainers and customers from the entire NATO Command and Force structure, NATO Nations, NATO School and the US Maritime Civil Affairs and Security Training Command. Additional national mission-specific information and training must be provided separately by the participating nations.

Special attention has been given to incorporating the civil dimension in the planning and execution of today's missions and to CIMIC's role as a key facilitator for NATO's contribution to a comprehensive approach. We are very grateful to the representatives of various IOs/NGOs who have provided tremendous inputs to reflect the interaction requirements with the military from their perspective.

The Field Handbook is a product of the CCOE, and neither accreditation nor approval has been sought within the NATO structures.

Our website, www.cimic-coe.org, contains the latest version of this handbook and many other useful CIMIC references as downloads. Readers are encouraged to forward suggestions for improvement of this field manual to cimicfieldhandbook@cimic-coe.org.(See also Annex 25,26 + 27).

Handbook User Guidance

As a CIMIC operator, weather as a staff member, or as a CIMIC team member in the field, you may be required to undertake missions to areas of the world affected by armed conflict or humanitarian emergencies. In such circumstances, you may need to execute specific CIMIC tasks; to interact with national security forces or other armed elements and the local population as well as with international organizations in order to contribute to the mission success. In addition to this interaction in an area of operations, you may be tasked to represent your unit at civil-military conferences or act as a conventioneer at multinational crisis response assemblages in order to ensure the unrestricted link to the civil world in support of NATO's contribution to a Comprehensive Approach.

This Field Guide provides you in **Chapter I** with the basics on **NATO CIMIC/CMI**, simply to back up your doctrinal knowledge and to make you aware in which context CIMIC/CMI nowadays must be understood. It also highlights the topic **CIMIC in the framework of governance** and its influences on mission situations. Furthermore this chapter is pointing out **CIMIC relationships with associated and other concepts** e.g. Civil Emergency Planning (CEP) or Civil Affairs (CA). It gives a short description of **Counter Insurgency (COIN)**; for your own and your team preparation on COIN activities read the COIN case studies in *Annex 2*. The topic **NATO Strategic Communication (StratCom)** has been described briefly in order to make you aware that StratCom in the modern information environment is a leadership-driven process at all levels to enhance the coherence of the civilian and military communication mechanisms and to better communicate with the target audiences, as well as with other international actors and organizations. The final paragraph **CIMIC Resources** will introduce you the various CIMIC assets which can be found in mission areas and will explain their tasks and what can be expected of them.

The first core function of CIMIC, **Civil-Military Liaison**, is covered with a bunch of practical advice in **Chapter II.** It will provide you guidance on how to apply the **Liaison and Coordination Matrix**; it will describe the **Basic activities and tasks of** you as **the CIMIC Liaison Officer (LO)**; it will provide best experiences on how to establish a **CIMIC Centre** (including checklist), how to conduct **Meetings** and finally it will emphasise the **Work with Interpreters** because your interpreter is your linterface to the local population. To check your **Interpersonal Communication Skills** read *Annex 3*.

Chapter III Support to the Force will describe in detail why CIMIC plays a proactive role by contributing to operational planning and participating in operations. This chapter will point out your **Commanders Tasks**, it will highlight your **Responsibility to advice your Commander on all civilian aspects**, and will display in a chart **CIMIC relations to other staff functions** to make you aware why **you must actively coordinate with all staff elements.** For those **CIMIC Staff Workers**, even working on lower tactical level, the paragraph **CIMIC in Planning** will describe how CIMIC-staff elements contribute to the Planning Process at all stages, in accordance with the Comprehensive Operations Planning Directive (COPD) and the CIMIC Functional Planning Guide (CFPG). Yes, it seems for the CIMIC Operator with his 'boots on the ground' as high level doctrine but you must understand that the COPD, as a planning tool at the strategic and operational level, **may also be adapted to component/tactical level in order to enhance collaborative planning activity by interacting between the command levels.**

The paragraph **CIMIC assessment and reporting** provides you with useful assessment tools besides the CFPG formats. It is your responsibility to adapt these assessment tools in order to contribute to the **Comprehensive awareness**.

How to deal with Civilian **Mass Movement, Refugees and/or Displaced Persons (DP)** will be described in the following paragraph to make you aware that **Civilians are one of your biggest concerns.** You have to be **culturally aware and sensitive** and **you must have a gender**

perspective in order to improve mission relevant activities. Therefore read the paragraphs **Cultural and Gender Awareness** carefully and make sure that your team members know your code of conduct.

The third core function **Support to Civil Actors and their environment** will be handled in **Chapter IV.** The **Categories of Civil Actors** and their **Military Support** will be described first, followed by summaries of **Key UN Policies and Selected Guidelines** which could be relevant for your mission assignment. Detailed UN Policy information can be found on your Handbook CD.

To **avoid the 'feel-good-trap'** you and your team must especially study the paragraph **CIMIC Projects.** Make sure that identified **CIMIC projects support your Commander's mission**; ensure that the **right advice will be given to your Commander** when approaching a project and **always consider the consequences of your actions** by keeping the **Do No Harm Principle** in your mind.

The **Chapter V** will provide you with a broad overview of the key concerns of **CIMIC in the Maritime Environment.** The Maritime Environment comprises the oceans, seas, bays, estuaries, waterways, coastal regions and ports but current NATO CIMIC doctrine and TTPs are particularly land-centric in presentation and fail to address specific issues of concern to the Maritime Environment; however you **as the sailor can easily adapt these TTPs, checklists and assessment formats in order to conduct CIMIC activities or interact with civil actors.** Additionally the *Annexes 9 and 10* provide you with useful information and tools.

Chapter VI is your chapter. It is a placeholder for your **National / Mission Specific Information e.g. assessments, checklists or any other personal useful tool.**

Use the **Quick Point Cards** at the back of this booklet when your interpreter is not available.

CCOE established a **web tool** called **diigo** to improve civil military interaction through collaboration in selection, sharing and commenting any relevant resources on the internet. You can read an introduction at *Annex 27.*

CCOE has also established the networking tool LinkedIn. It is aimed for professional networking and discussion. *Annex 28.*

The attached CD/DVD contains **additional important information out of the Civil-Military world of interaction.** A very useful tool e.g. is the **3D-ARTS program** which can be used to store, **organize and label collected information** in order to make this information available when it is needed e.g. to analyse a specific area, theme or subject within the Area of Operations (AO).

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General Information

1.   NATO CIMIC

1.1.   The approach to NATO CIMIC

The 21st Century strategic environment involves a myriad of ethnic, religious, ideological and capability drivers, which require sustainable solutions in societies ravaged by conflicts, disasters or humanitarian catastrophes. Solutions to these serious events are impossible to achieve by military means alone.

North Atlantic Treaty Organization's (NATO) contribution to a comprehensive approach[1], as one of its military facilitators, is a link to the civil environment, with civil-military cooperation (CIMIC) as one of the military facilitators. This enables the military to help reaching the desired end state by coordinating, synchronizing and de-conflicting military activities with civil actors, thus linking military operations with political objectives. The influence of the vast variety of civil contributions to stabilize a dysfunctional society must continue to be considered by the military. This will enable the smooth transition from offensive/defensive operations to security/stability operations, thus reaching a status of development where Alliance forces can leave a secure area behind much sooner.

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[1] AJP-3.4.9.(RD), Chapter 1, 0109 NATO's Contribution to a Comprehensive Approach

CIMIC as a military function that is an integral part of modern multidimensional operations, addresses all cooperating parties within a conflict situation and facilitates mutual support of civilian capabilities to military forces and vice versa. The governing idea in all those interactions is reaching the defined and commonly desired end state, for the best of the local population, the civil actors and the Alliance, which will be, under the best of circumstances, hard to achieve.

In order to maximize success for all parties it is crucial that all sides fully understand how each partner plans and operates. On one hand, military personnel at the tactical level will carry out CIMIC tasks, directly contributing to the military effort as „boots on the ground‟. On the other hand CIMIC tasks will be carried out by personnel not directly linked to CIMIC staff functions. The planning of military action demands CIMIC input, as does all other military work within and outside of the mission area. The multiple dimensions of modern military operations are all influenced by CIMIC, as their focus is on the civil environment. Not everything in the military is CIMIC, but CIMIC can play a key role within NATO's contribution to a comprehensive approach. CIMIC's contribution and influence has to be visibly present at all the levels of responsibility of the Alliance.

1.2.   Definition and application of NATO CIMIC

NATO CIMIC is defined as:

'The **coordination** and **cooperation**, **in support of the mission**, between the NATO Commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organizations and agencies.'

> **! Note ; Not all abbreviations are the same e.g. CA Comprehensiev Approach in NATO but Civl Affairs in USA**

coordination

The meaning of coordination is twofold:

1. Coordination within the military structures of all issues related to CIMIC.

2. Harmonizing military efforts with civil actors to avoid duplication of efforts and the waste of scarce resources, in order to achieve a comprehensive approach to resolve a crisis.

> **! The military does not coordinate the activities of civil actors!**

cooperation

- 'Cooperation' with civil actors is one aim of NATO CIMIC.
- 'Cooperation' has to be understood as 'interaction'. This interaction might range from 'cooperation' as one extreme to 'co-existence' as the other extreme.

- The level of 'interaction' between NATO CIMIC and civil actors might be limited in some cases.
- The civil actors' own mandate, aims, methods, principles, structure, role and perspectives might limit this interaction with the military (see chapter IV.1.)
- This fact has to be accepted and respected by NATO CIMIC personnel.

in support of the mission

- The phrase 'in support of the mission' limits 'coordination' and 'cooperation'.
- In a comprehensive approach the word 'mission' is set to a larger context and might include more than traditional military tasks. (E.g. building schools).

> **All activities conducted in NATO CIMIC have to be *linked* to an *operational objective* (e.g. 'building a bridge' to 'restore FOM (Freedom of movement).**

Four factors condition the application of CIMIC:

- CIMIC staffs are fully integrated into the commander's headquarters (HQ), have full vision of and are authorised to coordinate CIMIC activities and projects in the JOA.
- CIMIC activities form an integral part of the joint force commander's plan, contribute to his mission and are related to implementing the overall strategy and contribution to achieving a stable and sustainable end state.
- NATO forces will seek to accommodate and support the activities of civil actors in achieving the agreed, shared end state.

- CIMIC activities, as projects or other development activities are conducted with the purpose of transitioning responsibilities to the appropriate civil organizations or local authorities in a timely manner.

1.3.   Aim and purpose of NATO CIMIC

The aim and purpose of CIMIC is the interaction between military and civil actors within a comprehensive environment to support the military commander's plan. Ideally all actors will work to a common goal, but where this is not possible this interaction will ensure that activities to support each plan are harmonized as far as possible. This will minimize interference or unintended conflict between all actors. This interaction might consist of, but is not limited to, coordination, cooperation, mutual support, coherent joint planning and information exchange, covering the political mandate; including NATO military forces, governance, and civil actors.

Background

CIMIC is applicable to all types of NATO operations. In all conceivable scenarios commanders are increasingly required to take into account political, social, economic, cultural, religious, environmental and humanitarian factors when planning and conducting their operations. Furthermore, commanders recognise that operational areas contain the presence of a large number of civil actors with their own mandate, aims, methods, principles, structure, role and perspectives, that might have implications for operations and vice versa. The context and profile of CIMIC will alter according to the nature of the crisis or operation.

Relationships with Civil Actors

Joint forces will usually seek to conduct operations in conjunction with civil actors, where the level of interaction will range from non-cooperation to

coexistence to full cooperation. North Atlantic Council (NAC) will lay down the parameters for the involvement of military forces deployed on operations. Some of the conditions for military success can be achieved by harmonising the military commander's aims and methods with those of the civil actors. In a complex operation, involving major civilian elements and a civilian political head of mission, the military campaign plan or operation plan (OPLAN) will be one of several functional plans. This involvement also includes concerted and integrated planning mechanisms at the strategic level. CIMIC is the Commander's tool for establishing, maintaining and expanding these relationships. Challenges will be enhanced by the presence of the media and the expectations of both the international and local communities, especially, but not limited to a hostile environment or a high intensity of the military mission. In these situations, CIMIC will mitigate against undesired outcomes.

Consequently, the detailed tasks of CIMIC are:

   a.   CIMIC is to interact with the appropriate civil actors on behalf of the NATO commander to accomplish the mission.
   b.   The long-term result of CIMIC is to create and sustain conditions that will contribute to the achievement of objectives within the overall mission, and to the implementation of a successful end state. The mid-term purpose is to link the short term and the long term purposes in a friction free way.

In accomplishing those tasks, CIMIC staff will:

   •   Establish and maintain liaison with civil actors at the appropriate levels, facilitating cooperation, harmonization, information sharing, integrated planning and conduct of operations.

- Identify and explain military goals, objectives, and concepts of operation (within appropriate operational security (OPSEC) and classified material release guidance) with civil actors.
- Facilitate concurrent, parallel, and where possible integrated planning between the joint force and friendly civil actors. When and where possible participate in civilian planning and assessment groups, teams or cells.
- Integrate with other staff branches on all aspects of operations.
- Continuously evaluate the operational environment, including local needs and capability gaps to resolve issues.
- Work towards a timely and smooth transition of responsibilities to the proper civil authorities.
- Advise the commander on all of the above.
- Share information with all staff branches.

1.4.   The core functions of NATO CIMIC

**All activities conducted in NATO CIMIC
are based on the three core functions!**

Civil-Military Liaison

Establish and maintain liaison with civil actors at appropriate levels, facilitating cooperation, harmonisation, information sharing, concerted or integrated planning and conduct of operations.

This includes:

- Timely identification of relevant actors.
- Development of a liaison structure (Formatted and frequently updated)
- Organization of CIMIC information.

Support to the Force

Commanders, depend on the circumstances, will require significant support from within their Joint Operations Area (JOA) as well as coordination of effort to minimise disruption to military operation. For that reason CIMIC plays a proactive role by contributing to operational planning and participating in operations.

This includes:

- Provision of information on the civil situation.
- Provide assessed civil situation picture.
- Evaluate civil situation, identify civil key indicators and sensitive factors having a critical impact on the conduct of operations as well as the impact of the military situation influencing the civil environment.
- Recommend military activities to mitigate the critical impact.
- Conduct CIMIC activities including CIMIC projects. CIMIC projects are part of CIMIC activities. The conduct of projects by military forces, whether of a quick impact or a long term impact nature, should be considered whenever the civil partners are unable to comply to needs of the civil environment.
- Promote force acceptance.
- Contribute to influencing the civil society in the mission area.
- Facilitate access to civilian resources, when needed.

> **Do not forget your cultural awareness training!**

Support to Civil Actors and their environment

Within a comprehensive approach, military support to civil actors and their environment will generally only be conducted, if it is required to create conditions supportive for the accomplishment of the military mission within the context of the mandate and may include a wide spectrum of resources such as information, personnel, materiel, equipment, communications facilities, specialist expertise or training. Enabling this is a role of CIMIC and it may be executed by all elements of the military.

A staggered approach in support should follow:

- Enabling support by means of capacity building.
- Support by means of capacity sharing.
- Support by military means only (as a last resort).

1.5.   General NATO CIMIC documents

NATO consists of four levels of responsibility:

- **Political level** (North Atlantic Council (NAC), Military Committee (MC), International Staff (IS), International Military Staff (IMS), and attached agencies.)

- **Strategic level** (Allied Command for Transformation (ACT), Allied Command for Operations (ACO) (former SHAPE))

- **Operational level** (Joint Forces Command (JFC) Brunssum, JFC Naples, JFC Lisbon)

- **Tactical level** (Everything below JFC level, this includes also the mission areas)

NATO consists of three levels of command as the political level is not a level of command.

Each **level of command in NATO** has its reference publication/document
on NATO CIMIC:

Political/Strategic level:

- **MC 411/1** (MC = Military Committee) → under revision
- **Operational level**:
    - o   **AJP 3.4.9** (AJP = Allied Joint Publication)

- **Tactical level**:
    - o   **AM 86-1-1** (TTP) (AM = Allied Manual, TTP =
         Tactics, Techniques and Procedures)
    - o   **FPG** (FPG = Functional Planning Guide)
    - o   **SOI/SOP** (SOI = Standing Operating
         Instructions/SOP = Standing Operating
         Procedures)

The MC 411/1 and the AJP 3.4.9 (former AJP-9) are agreed by NATO
member nations. Publications and documents for the tactical level do not
have to be agreed by NATO member nations but have to be coherent with
superordinated documents.

*All of the above mentioned NATO CIMIC publications/documents can be
found on the handbook CD.*

2. NATO and a comprehensive approach (CA) - CIMIC / CMI (Civil Military Interaction)

2.1. Comprehensive Approach
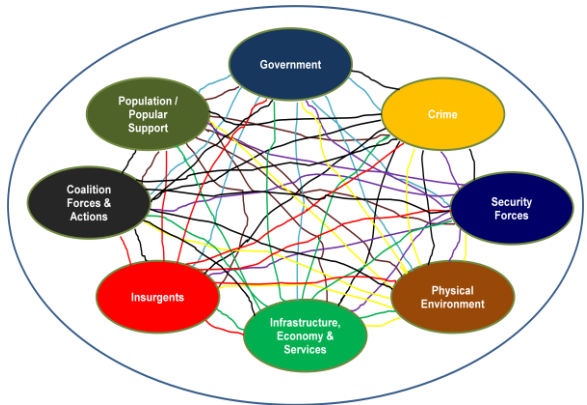
Complex and interlinked areas of a society demand a comprehensive approach because the military alone cannot address all aspects. Military is just one small part of this approach. *(see also Annex 1)*

We see that most, if not all, modern crises are not born militarily and therefore they cannot be solved militarily. To resolve for instance contemporary conflict the use of only traditional military tools -stop violence, defeat the enemy- is not accepted as adequate anymore. We see that modern **crisis management** operations have expanded in terms of

tasks involved. A peace operation for instance needs to guarantee a seize fire, separate warring parties and monitor a peace process, it also must be able to aid in the implementation of comprehensive peace agreements and reconstruction in the post-conflict period. The experiences in the field are that a solely military presence in the humanitarian vacuum, that often exist in conflict situations, is not sufficient enough and therefore a civilian oriented approach is needed where the 'casu belli' (reasons for the conflict) are properly addressed and dealt with. The military alone lacks the capacities to solve these challenges, because they are not equipped or adequate enough for carrying out civil tasks. It therefore needs to enhance the help from civilian agencies to fill the humanitarian gap which it tries to do this via *Civil-Military Interaction (CMI)*.

Civil-Military Interaction

'Civil Military Interaction (CMI) is the general term for the overarching process of military and civilian actors engaging at various levels (strategic, operational, tactical), covering the whole spectrum of interactions in today's challenges, complex emergencies, and operations.'
(Source: NATO internal Comprehensive Approach Stakeholder Meeting 22 / 23 September 2010)

A *Comprehensive Approach* should be understood as a concept and not as a documented process or capability. Therefore it is also better to speak of "a" comprehensive approach instead of "the" comprehensive approach. Moreover, there is no definition on what CA exactly is. It is best understood as the synergy of all actors and actions of the international community through the co-ordination -and de-conflicting- of its political, development, and security capabilities in order to face today's challenges, such as violent conflict. It is a conceptual framework to facilitate the harmonization of humanitarian and development efforts. Ideally it combines **short term crisis response** and stabilization with **long term assistance and reconstruction**. But a CA is also about raising awareness among the various participants; on their roles and mandates in order to avoid

duplication of efforts and other interferences that might hamper the general effort.

Comprehensive Approach

'Comprehensive Approach is the synergy amongst all actors and actions of the International Community through the coordination and de-confliction of its political, development and security capabilities to face today's challenges including complex emergencies.'

(Source: NATO internal Comprehensive Approach Stakeholder Meeting 22 / 23 September 2010)

A comprehensive approach is needed because:

Crisis management has expanded in terms of:

- Duration
- Tasks carried out
- Actors involved
- Crises are influenced by a multitude of factors
- Social
- Economical
- Environmental
- No entity is capable of carrying out all tasks involved by its own

➔ **Therefore there is a need for a CA using Civil-Military Interaction**

Integration: Integrated planning and action.

Coherence: Common goals and trust lead to comprehensive actions – concerted planning and action.

Cooperation: Shared view and economy of activities encourages common purposes and common goals.

De-confliction: Shared view avoids interference and encourages economy of activities – self-synchronize.

Awareness: Transparency and information sharing enhances shared view of the engagement space.

Coexistence: The state of being together in the same place at the same time.

> **Note: Principles of NGOs and IOs limit their potential level of interaction!**

NATO's understanding of CA principles

(As described in the AJP-01(D))

- The need for proactive engagement between all actors, before and during a crisis.
- The importance of shared understanding stimulated through cooperative working, liaison, education and a common language.
- The value of collaborative working based upon mutual trust and a willingness to cooperate – institutional familiarity and information sharing are key.
- Thinking focused on outcomes, ensuring that all actors work towards a common goal (or outcome), and ideally mutually agreed objectives, underpinned, even in the absence of unity of command, by unity of purpose.

General guiding principles:

- Pro-active engagement
- Shared responsibility/understanding
- Outcome based thinking
- Collaborative working
- Respecting independence/limitations of interaction

2.2. NATO's contribution to a CA

NATO states that the **Comprehensive Approach (CA)** not only makes sense but that it is necessary. Discussion within the alliance on CA started as far back as 2003 and in 2006 NATO confirmed its commitment in the Riga summit declaration. NATO's understanding of the CA principles, as described in the AJP-01(D) (AJP = Allied Joint Publication), is that there is a need for proactive engagement between all actors, before and during a crisis.

There is the importance for shared understanding engendered through cooperative working, liaison, education and common language. The alliance also stresses the value of collaborative working based upon mutual trust and a willingness to cooperate. In this sense institutional familiarity and **information sharing** are key. Finally they stress the importance of thinking focused on outcomes, ensuring that all actors work towards a common goal or outcome, and ideally mutually agreed objectives, underpinned by the unity of purpose.

Although NATO has been working to establish a **Comprehensive Approach** and trying to engage with **civilian actors** it has no ownership. The guiding principles for a CA can be best understood as **pro-active engagement, shared responsibility and understanding**, outcome based thinking, collaborative working and respecting independence and the limitations of interaction. It should be stressed that a CA is not about a unity of effort but a **unity of aim**.

Within the alliance there is a consensus on the primary goal of a CA, which has been underlined by the Riga summit declaration and subsequent declarations latest the 2010 Lisbon summit.

They acknowledge the need for **enhanced interaction of all organizations** contributing to a **commonly agreed end-state**. This stance entails the requirement for NATO to change procedures accordingly and to do this the CA action plane was devised at the 2008 Bucharest summit. Since then NATO has been working on improving its own crisis-management instruments and it has reached out to strengthen its ability to work with partner countries, international organizations, non-governmental organizations and local authorities.

In particular, NATO is building closer partnerships with **civilian actors** that have experience and skills in areas such as institution building, development, governance, judiciary and police. There is however, within NATO, no consensus on military contribution in terms of additional tasks or civil capabilities.

So basically there is a **narrow CA concept**, which focuses on the enhancement of the ability to interact and to promote interaction, and a **broader CA concept** which strives to equip and train military specifically for humanitarian relief and reconstruction and development operations allowing them to actually conduct humanitarian relief and reconstruction and development operations.

3.   CIMIC in the framework of governance, development and diplomacy

When in doubt see your legal advisor (LEGAD)!

CIMIC personnel within a military formation as part of a peace keeping operation or a humanitarian relief effort are often deployed in nations which can be described as either a failed or a fragile state. Although the distinction between a fragile state and a failed state can be arbitrary there are some important differences that characterise the two of them.

3.1.   Failed states

A Failed state is a country that has failed at some of the basic conditions and responsibilities of a sovereign government.

This includes:

- The loss of control of its territory
- The loss of the monopoly on the use of violence within its territory
- The erosion of legitimate authority to make collective decisions
- The inability to interact with other states as a full member of the international community

There are numerous examples of nations that can be defined as being a failed state such as:

- Somalia
- Chad

- Sudan
- Zimbabwe
- Democratic Republic of Congo
- Afghanistan
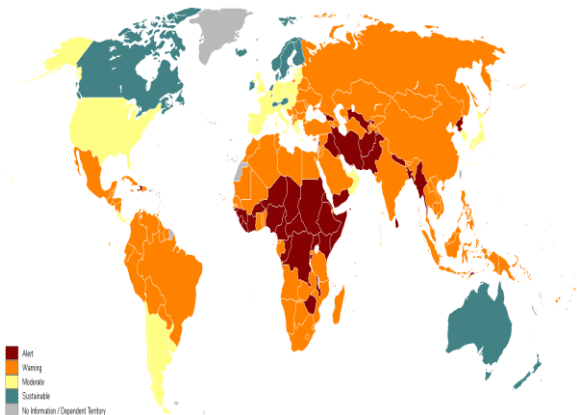
Good governance is an indeterminate term used in development literature and in political coherences to describe how public institutions conduct public affairs and manage public resources in order to guarantee the realization of human rights. Governance describes "the process of decision-making and the process by which decisions are implemented (or not implemented)". The term governance can apply to corporate, international, national, local governance or to the interactions between other sectors of society.

> **Basically a failed state is characterised by social, political and economic failure**.

3.2.   Fragile states

A fragile state is a low income country that is characterised by weak state capacity and weak state legitimacy which leaves citizens vulnerable to a whole range of shocks. Often fragile states are trapped in a vicious cycle of violent conflict and poverty; suffer from a natural resource abundance curse or a legacy of bad governance. Many of these states cannot deliver the most basic services to the population.

Fragile states include countries which are in the following situations:

- Post-conflict;
- Political transition (e.g. autocracy → democracy);
- Deteriorating governance environments;
- Impasse in development (e.g. a situation of prolonged crisis)

A fragile state is very susceptible to crisis on both the national and sub-national or local level. This can be the result of internal shocks such as a domestic conflict or external shocks such as the spill over effects of a conflict or some effect of globalisation. The vulnerability of these fragile states is often the result of the existing institutional arrangements. These arrangements could hamper development and promote inequality among the population. One can think of property rights, access to education and health services, distribution of resource revenues, distribution of power etc.

In fragile states these institutional arrangements are vulnerable to challenges by rival institutional systems such as traditional power structures, warlords or other non-state entities. The main difference between a failed and a fragile state is that in a failed state the institutional

arrangements have collapsed and the sovereign government has lost most of its legitimate authority including the loss of the monopoly on violence.

3.3.   Local power structures

Two of the most important problems plaguing fragile and failed states are the way in which power is distributed and a lack of *Good governance*. These two are often related. We see that most fragile states are either ruled by an autocratic government who tries to preserve self-interest, or are countries in transition where the democratic institutions are still weak and vulnerable to abuse by the traditional elite.

With regard to power structures we can distinguish three types of legitimate authority:

- **Rational-legal authority** is the power distribution which is based on formal rules and the established laws of the state which are often written down and very complex. The power associated with this legal authority is described in the constitution of a nation state. Government officials are the best example of this form of authority such as a president for example.

- **Traditional authority** is derived from long-established customs, habits and social structures. Hereditary rulers such as a king or sheikh are examples of traditional authority, so are tribal leaders.

- **Charismatic authority** is a power distribution based on religious beliefs or dogmas. It is authority derived from a higher power which is argued to be superior to both the validity of traditional and rational-legal authority. It often holds parallels with a cult of personality and example of which is Kim Jong-Il.

> **Get to know your key leaders – formal and informal!**

Good governance entails that the government organisations are hindered in carrying out their main functions which are the provision of security and stability. In this respect supporting governance structures and capacities is an important pillar in international peace keeping operations. Regarding the development-security nexus we see that there is a link between weak, economically underdeveloped states and the propensity to conflict. It is therefore very important to resolve these issues in order to deliver a sustainable effort. We see that in most cases conflict will resume within 5 years after a peace agreement has been brokered. This is an indication of the underlying problems conflict management has to address and deal with properly.

When we take into regard the elements of *Good governance* we might look at aspects such as:

- **Democracy**, a preferred form of state which includes the right to chose one's own leaders who can be held accountable;

- **Human Rights**, the basic rights and freedoms that all people are entitled to regardless of sex or status;

- **Economic development**, the sustained effort to promote the standard of living;

- **Security Sector Reform**, the effort to rebuild the security sector in order to guarantee the state's monopoly on violence and secure human security;

- **Anti-corruption**, the fight against the abuse of public power for private means.

3.4.   Rule of Law

Another important aspect of *Good governance* that deserves to be mentioned separately is *Rule of Law*. *Rule of Law* is a concept that provides the following two principles:

- To curb arbitrary and inequitable use of state power. *Rule of Law* is an umbrella concept for a number of legal and institutional instruments to protect citizens against the power of a state; and
- To protect citizens' property and lives from infringements or assaults by fellow citizens.

There is not one definition of *Rule of Law* that everyone agrees on. However, the UN definition offers a very broad description of *Rule of Law* which is a good starting point.

The UN definition of Rule of Law:

'The Rule of law refers to a principle of governance in which all persons, institutions and entities, public and private, including the State itself, are accountable to laws that are publicly promulgated, equally enforced and independently adjudicated, and which are consistent with international human rights norms and standards. It requires, as well, measures to ensure adherence to the principles of supremacy of law, equality before the law, accountability to the law, fairness in the application of the law, separation of powers, participation in decision-making, legal certainty, avoidance of arbitrariness and procedural and legal transparency.'

Law can be seen as a tool in order to help govern; therefore the *Rule of Law* is relevant for *Good governance* as is contributes to the improvement of:

- Legitimacy;

- Respectability;
- Sustainability

Furthermore, the importance of *Rule of Law* can be seen in the notion that a functioning economy, a free and fair political system, the development of civil society and public confidence in police and courts depend on *Rule of Law.*

It is important not to try to impose a *Rule of Law* on others based on our own norms and laws. There has to be respect for their already existing legal systems and their culture and values. For example, an already existing informal justice system can work very well (it can be comparable to mediation in the western world) and should not be dismissed too easily.

Rule of Law involves a country's entire legal framework. Within a legal framework all fields of law should be addressed; criminal law, private law, administrative law etc. (with subcategories such as property rights, family law, anti-corruption etc.). A field of law that can be particularly suitable for the military to deal with during missions is criminal law (law and order), because, among other things, improving this directly influences the safety situation in a country and the military is capable of training the police force.

As a law and order construct, *Rule of Law* involves three C's: Cops, Courts and Corrections. This is perhaps the most operational way to address Rule of Law. It reflects the entire chain of justice that has to function in order to have Rule of Law (in the sense of law and order). There has to be a police force to report a crime to and who can investigate a crime, there has to be a court where a criminal can be prosecuted and there has to be a prison where a criminal can be sent to.

There is a great variety of activities that are carried out under the umbrella of *Rule of Law*, such as:

- Recruitment and training of legal personnel (judges, lawyers, prosecutors etc.)
- Recruitment and training of the police force
- Building of prisons, courthouses etc.
- Securing the safety of legal personnel (for example by building safe housing or by building walls around courthouses)
- Establishing management and administration systems for judiciaries
- Establishing or strengthening bar associations and law schools
- Attracting enough legal personnel to certain regions
- Drafting of new laws, regulations and codes of criminal or civil procedure

4.   CIMIC relationships with associated and other concepts

4.1.   Civil Emergency Planning (CEP)

The aim of Civil Emergency Planning (CEP) in NATO is to collect, analyze and share information on national planning activity to ensure the most effective use of civil resources for use during emergency situations, in accordance with Alliance objectives. It enables Allies and Partner nations to assist each other in preparing for and dealing with the consequences of crisis, disaster or conflict.

Given the requirement for the military and civilian communities to develop and maintain robust cooperation, civil emergency planning in NATO focuses on the five following areas:

- Civil support for Article 5 operations;
- Support for non-Article 5 operations;
- Support for national authorities in civil emergencies:
- Support for national authorities in the protection of population against the effects of WMD;
- Cooperation with Partner countries in preparing for and dealing with disasters.

> **CIMIC within a Joint Operational Area (JOA) is not coordinated by CEP staff!**

CEP is a national (host nation) civil responsibility. Its planning parameters can vary from country to country. During the crisis management process, CIMIC facilitates, within security constraints, co-ordination of military plans with existing CEP plans (National, UN and NATO). CEP might affect

freedom of movement and actions, and the military plan must take into account the need to protect the civil population, as well as the need to maintain vital functions of society. It is thus essential that CIMIC elements establish links with the relevant CEP agencies and determine how planned and implemented CEP measures will affect CMO (Crisis Management Operations).

> **In the event that you become involved in any type of civil emergency planning, a good tool is:**
>
> http://www.nato.int/cps/en/natolive/topics_49158.htm

4.2   Military Assistance in Humanitarian Emergencies (MAHE)

In the broadest sense CIMIC is primarily concerned with co-operation with rather than support or assistance to civilian bodies, although at the practical level support will, of course, take place. MAHE, for example in the context of disaster relief, can take place nationally or internationally. In both cases a national or multinational military force is called upon to carry out specified tasks for finite periods under the direct auspices of a civilian authority. That authority may be national or international in nature. Although in either case CIMIC staff may carry out liaison work, neither activity constitutes a CIMIC activity perse.

In the case of a disaster relief operation or other civil emergency unconnected to any NATO military operation, national military capabilities may be deployed in support of the civil authority overseeing the emergency. In such a case, NATO policy of military support for International Disaster Relief Operations is outlined in MC 343, which describes the use of "Military and Civil Defense Assets" (MCDA). The North Atlantic Council (NAC) will have to authorize the use of collective Allied military resources for such civil activities. In the case of an Article 5 or non-Article 5 operation, in contributing to the management of the crisis

through military operations, the Alliance forces could have to deal with humanitarian emergencies. While humanitarian assistance is primarily a mission for the host nation and the responsibility of the UN, the presence of Allied forces conducting military operations may result in the Alliance having to provide rapid response to civil requirements. In that case, the military assets will be given finite tasks, within means and capabilities, through the military chain of command, and according to the OPLAN approved by the NAC.

US NAVY support after hurricane Katrina

4.3.   Civil Affairs (CA)

Civil Affairs in some countries is similar to CIMIC.

Civil Affairs (CA) provides the military commander with expertise on the civil component of the operational environment. The commander uses CA's capabilities to analyze and influence the human terrain through specific processes and dedicated resources and personnel. As part of the commander's civil-military operations, CA conducts operations nested within the overall mission and intent. CA significantly helps ensure the legitimacy and credibility of the mission by advising on how to best meet the moral and legal obligations to the people affected by military operations. The key to understanding the role of CA is recognizing the importance of leveraging each relationship between the command and every individual, group, and organization in the operational environment to achieve a desired effect.

The mission of CA forces is to engage and influence the civil populace by planning, executing, and transitioning Civil Affairs operations in Army, joint, interagency, and multinational operations to support commanders in engaging the civil component of their operational environment, in order to enhance civil-military operations or other stated U.S. objectives before, during, or after other military operations.

4.4.   Counterinsurgency (COIN)

> **CIMIC is an essential part of any COIN operation – You are the Subject Matter Expert on the civil domain.**

At its core, counterinsurgency (COIN) is a struggle for the population's support. The protection, welfare, and support of the people are vital to success. COIN is fought among the populace. Military efforts are necessary and important to COIN efforts, but they are only effective when integrated into a comprehensive strategy employing all instruments of national power. A successful COIN operation meets the contested population's needs to the extent needed to win popular support while protecting the population from the insurgents. Effective COIN operations

ultimately eliminate insurgents or render them irrelevant. Success requires
military forces engaged in COIN operations to:

- Know the roles and capabilities of all, intergovernmental, and host-nation (HN) partners.
- Include other participants, including HN partners, in planning at every level.
- Support civilian efforts, including those of nongovernmental organizations (NGOs) and intergovernmental organizations (IGOs).
- As necessary, conduct or participate in political, social, informational, and economic programs.
  (See Annex 2 COIN case studies)

The population is the Centre of Gravity of any COIN Operation!

4.5.   Host Nation Support (HNS)

Host Nation Support (HNS) seeks to provide the NATO Commander and the sending nations with support in the form of materiel, facilities and services and includes area security and administrative support in accordance with negotiated arrangements between the sending nations and/or NATO and the host government. As such, HNS facilitates the introduction of forces into an area of operations by providing essential reception, staging and onward movement support. HNS may also reduce the amount of logistic forces and materiel required to sustain and re-deploy forces that would otherwise have to have been provided by sending nations. Due to their contacts and network, CIMIC operators can always support staff elements dealing with HNS.

As CIMIC operators, you should always support staff elements dealing with HNS!

CIMIC contributes to HNS by assessing the implications of military involvement on the local economy and establishing interaction with civil actors in cases where de-confliction and harmonization between military and civil needs is required. De-confliction activity will be conducted by the relevant personnel. For a detailed description of military relations in HNS refer to AJP-4 and AJP-4.5.

Possible Host Nation support

4.6. NATOs thoughts on Strategic Communication (StratCom)

In the 21st century the information environment is dominated by a 24/7 media coverage, near-real time reports and interactive internet usage. With today's technology in principal every soldier on the battlefield could reach a global audience in near-real time. Social media is the vehicle providing the majority of this outlet, most prominently blogs and websites like Face book, MySpace, YouTube, and Twitter.

Following these challenges the Alliance's communication has to be modern in technique and technology in order to communicate in an appropriate, timely, accurate and responsive manner. NATO has to use all relevant channels, including the traditional media, internet-based media and public engagement, to build awareness, understanding and support for its decisions and operations.

NATO Strategic Communications (StratCom) are defined as the coordinated and appropriate use of NATO communications activities and capabilities in support of the Alliance policies, operations and activities and in order to advance NATO's aims.

NATO communications activities and capabilities are considered as Public Diplomacy, civil and military Public Affairs, Information Operations and Psychological Operations.

What is NATO StratCom?

- Challenges of the 21st century information environment
- NATO Strategic Communications = coordinated and appropriate use of NATO communications activities and capabilities
- NATO communications activities and capabilities = Public Diplomacy, civil and military Public Affairs, Information Operations and Psychological Operations

Simply speaking, **NATO StratCom is aiming to ensure that truthful, accurate and timely information about NATO's operations is transmitted**.

In a way StratCom requires a new mindset – Allied Command Operations / SHAPE calls this 'perception becomes reality'.

However, Strategic Communications are not only done by strategic stakeholders. It refers to all levels as e.g. the tactical level can quickly reach mass audiences and have potential strategic implications.

Therefore the information strategy has to be at the heart of all levels of policy, planning and implementation, and then, as a fully integrated part of the overall effort, ensure the development of practical, effective strategies that make a real contribution to success.

StratCom is a leadership-driven process, i.e. military leaders must engage and drive this approach. StratCom has to be a command responsibility and a command group function.

Practically speaking StratCom is aiming to optimize and streamline the already existing activities and capabilities. It will be fully integrated in the development and execution of NATO's policies, operations and missions.

The optimization and streamlining can be done by enhancing the coherence of the civilian and military communication mechanisms. Additionally the communication with the target audiences, as well as with other international actors and organizations has to be improved. Finally the Alliance has to make best use of its resources.

> **Be aware of your actions and how they are perceived!**

Aim of StratCom

- Truthful, accurate and timely information
- Change of mindset – 'Perception becomes reality'
- StratCom is a leadership-driven process
- Optimization and streamlining activities and capabilities

- o enhancing the coherence of the civilian and
  military communication mechanisms
- o better communication with the target audiences,
  as well as with other international actors and
  organizations
- o make best use of its resources

Information environment in the 21st Century

StratCom and CIMIC / CMI

Basically all aspects of the StratCom development program have to be coordinated with the already existing capabilities. *As CIMIC is also an essential tool for communicating NATO's vision and mission to non-military audiences, StratCom is aiming to benefit also from the existing CIMIC capabilities.*

The role of CIMIC wrt StratCom has to be clarified, especially in doctrine and organization.

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5.   CIMIC Resources – Capabilities and Competences

The following chapter will introduce the various CIMIC Resources found in mission areas and explain their tasks and what can be expected of them.

> **Depending on the nation and the mission, the composition of CIMIC assets can vary!**

5.1.   Operational Focus

CIMIC can vary, as can the specific tasks of the CIMIC Force; the staff elements (J-9); other dedicated CIMIC elements set up by national or multinational commands; or even other military personnel within combat and combat support troops contributing to CIMIC without any specific CIMIC Training and Education. However, most military organisations follow the same rules and principles and, with some background knowledge, proper assumptions can be made. The standard structures extracted from the NATO CIMIC Capabilities/Statements and directly linked to the NATO Force Goals are as follows:

- CIMIC Staff Elements
- CIMIC Group
- CIMIC Support Units
- Functional Specialists

Members of a British and Danish CIMIC element conducting a foot patrol

5.2.   CIMIC Staff Elements

Depending on the level and the composition (national/multinational) of the staff element, the CIMIC Division/Branch can be called either S/G/N/J/CJ-9. The strengths of such CIMIC Divisions will differ considerably but will, in general, consist of a Division Head (J-9, ACOS J-9 etc.), an Operational Branch, a Planning Branch and a Liaison Branch. The main task of the CIMIC Branch is to support the Commander with accurate and timely advice and assessments as well as plan CIMIC operations in order to support and achieve the mission goals. In complex operations, it is extremely important that the J-9 and his division are involved in the Operational Planning Process and are in constant dialogue with the other branches in order to avoid redundancies. Depending on the composition of the forces and the mission, the J-9 may have CIMIC Elements deployed in the field for support.

> **Get to know where you fit into the organisation and make sure the organisation knows how you can support the objective.**

5.3.   CIMIC Group

The CIMIC Group consists of CIMIC Group Headquarters, the Headquarters Company and the CIMIC Forces which could be provided by various nations. The CIMIC Group HQ consists of a command group with various advisers and a staff representing all the disciplines which are present in a joint command, beginning with Personnel up to the Administrative Branch, via the Legal Adviser and other actors. In addition, CIMIC Deployable Modules, CIMIC companies and a pool of functional specialists can also be deployed. The deployment of a full CIMIC Group will not be sustainable over extended periods of time and not achieve an optimum balance between elements capable of deploying rapidly and maintaining the capability to act in the full spectrum of operations.

> **Currently the only CIMIC group is the Multinational CIMIC Group.**

CIMIC Deployable Module (DM), alias Implementation Detachment

Normally made up of staff personnel, equipment and vehicles, the Deployable Module (DM) can respond in the three main areas of CIMIC activities: Operations, Planning and Liaison. Being a mission and situation-tailored manning system, the figures of personnel involved can consequently vary, according to the theatre of operation. Besides transportation and C2 capabilities for its own personnel in theatre, necessary for performing operational duties, the DM will not be logistically autonomous or it will have a minimum logistical capacity. Owing to the required lightness and rapid deployment capability, it has to be real-life supported. The CIMIC DM can be used in substitution of the CIMIC group headquarters. It is smaller in size, but, in principle, has the same purpose concerning the CIMIC core functions, listed at the beginning of the chapter. CIMIC units and a pool of functional specialists can augment it. The DM will be used only if a small element is required in theatre, for example at an early stage of the operation or to sustain an operational level headquarters.

It can also be deployed at LCC HQs level. It is to be considered a "plug and play" asset.

> **Make sure you know what you are allowed to do according to your command structure!**

5.4.   CIMIC Support Unit

The term CIMIC Support Unit is by **no means standardized** and was chosen to simplify further explanations. It is most likely that one will find other terms for CIMIC units. A CIMIC Support Unit (CSU) is the CIMIC element that is deployed in the field and is responsible for carrying out all CIMIC-related tasks. The CSU can be a force enabler for a multinational Land Component Command or any national contingent. However, its CIMIC operators must not only be dedicated and skilled for work in complex and volatile environments, but also be able to handle non-CIMIC problems, such as combat situations, accidents or just a flat tyre. The appropriate equipment is of paramount importance, especially when teams are deployed to high-risk areas or patrol together with other units. Depending on the composition of the force, the CSU may be TACON or OPCON to the J-9. Either way, a direct link and close cooperation between the J-9 and the CSU will speed up the decision-making process and improve effectiveness. The CSU itself must be self-sustaining for a certain period of time; must be able to set up and run its own command post and support itself, at least to a certain degree, with POL, food and water and force protection. Prior to the deployment of single teams in support of other units, the Commander of the CSU, or even the J-9, must arrange real-life support with the receiving unit. This can be a challenging task, especially in a multinational environment. **The composition of the CSU itself can vary greatly and not all of the teams mentioned below will be part of an actual CSU or may have different names/tasks. However, at least a number of these elements will be found in a CSU:**

Command Post Team

Depending on the size, composition and the set-up of the CSU, the unit may have its own command post (CP) from where the daily patrols start, movement control is carried out and all briefings are given. Depending on the mission (static or mobile), the type of shelter (tents, containers etc.) used for the CP can be important. In the case of a mobile CP, extra transportation and personnel have to be taken into account. In general, a CSU, unlike many other units, does not deal with mostly restricted information. However, visitors from civil organisations and interpreters have to be accommodated in a way that denies them access to restricted data. The Command Post needs proper manning to conduct all tasks:

- Movement control (if not provided by another unit or when radios are not interoperable).
- Preparation of reports, sit reps and briefings.
- Updating of the civil/tactical situation on maps and charts.
- Preparation of an infrastructure overlay.
- Preparation of a critical infrastructure overlay.
- Preparation of/contribution to a hazardous facilities overlay.
- Preparation of/contribution to a protected target overlay.
- Briefing/de-briefing of patrols/teams.
- Research of open sources.
- Documentation of projects and other tasks.
- Establishment and maintenance of a database for organising information/projects.
- Organisation of a battle rhythm for operators and interpreters.

CIMIC Reconnaissance / Assessment Team

The main tasks of the Reconnaissance / Assessment Team are to patrol the Area of Operations (AOO), either alone or in cooperation with other units; to deploy to certain locations on the request of other

units/locals/senior command in order to verify and collect (additional) information about the civil situation or possible CIMIC-related tasks/projects; and to contribute to all assessments (e.g. Village and District Assessments).

In terms of the Comprehensive Approach, the collected information will also be useful for the international community and is the basis for depicting the Civil Situational Picture. CIMIC reconnaissance / assessment include as a basic principle the following areas of interest:

- Key Civil Life Support
- PMESII / ASCOPE *(see chapter III.3.4)*

The reconnaissance / assessment conduct basically follows the following steps:

- Preparation
    + Assessment of the required information with regard to area, time, forces and the security situation.
    + Evaluation of already available information, also third-party.

- Execution
    + Conducting the conversation as planned.
    + Responding to unexpected discussion topics only at your level of competence without creating expectations.

- Debriefing
    + Writing a patrol report, to include assessments and recommendations.
    + Forwarding the report to the responsible CIMIC staff elements.

Due to the fact that these teams may be required to patrol jointly with a Battle Group (BG) in high-risk areas, the team members should not only be skilled CIMIC operators but should also be able to perform basic military skills. Equipment, weapons, vehicles, radios and other devices should also be up to the task. It is of vital importance that the team links up with the supported unit a minimum of one day prior to the patrol task in order to align battle drills.

> **Every soldier is a rifleman!**
> **Every soldier is a sensor!**

Members of a Dutch CIMIC team on a patrol in Afghanistan

5.4.3.   CIMIC Liaison Team (CLT)

As a matter of principle, the Liaison Team should be able to perform the same tasks and show the same competence in non-CIMIC skills as a Recce Team. However, the main task of a Liaison Team is to establish and

maintain contact with all key leaders, formal and informal, of the local population. The CLT should strive to establish relationships with the IO/NGO/GO community. It is of the utmost importance for a CSU/J-9 to follow the Single Point of Contact Principle.

Project Management Team (PMT)

The PMT will staff and manage potential projects. Upon approval the PMT will execute, monitor and document the entire project process.

CIMIC Centre Team

The main task of the team is to run the CIMIC Centre (CC). However, one of the team's most time-consuming jobs will be the validation of civilian requests for support and the prioritisation of assistance efforts, while eliminating duplication of efforts. The information that is collected is an important piece of the overall civil situational picture.

German CIMIC team in Afghanistan

5.5.   Functional Specialists (FS)

Functional Specialists are to be employed wherever their expertise is needed in support of the mission. They are employed to carry out specific tasks that have been identified through the assessment process. Their number and area of expertise will vary according to both need and availability. Functional Specialists can be either military or civilian and will only be employed for the duration of the specified task.

Fields of expertise can be in the following areas:

- Civil Administration (including: Government Action, Legal, Education, Medical Affairs, Safety and the Environment).
- Civil Infrastructure (including: Communications, Transport, Emergency Services and Public Works).
- Humanitarian Affairs (including: Refugees, Medical and Humanitarian Affairs).
- Economy & Employment (including: Economic Development, Food and Agriculture, Industry and Trade).
- Cultural Affairs & Education (including: Archives, Monuments, Arts, Religions and Language).

Functional Specialists should complete the basic training. Without an adequate understanding of what CIMIC stands for, functional specialists will not possess the profile necessary for CIMIC field work.

> **Functional Specialists can vary by nation e.g. NLD IDEA (small and medium business enterprises); USA port operations.**

5.6.   Military Forces in Direct Support of CIMIC

Non-CIMIC military forces (Combat and Combat Support Forces) can be employed in direct support of CIMIC field work (e.g. protection,

reconstructing infrastructure, medical support and capacity building). Their employment requires guidance by CIMIC personnel.

5.7.   CIMIC Operator Capabilities and Competences

> **CIMIC Officer and NCO should have the same level of knowledge!**

The CIMIC Operator must be proactive to facilitate full integration in the working environment. This includes understanding the policies and procedures of the supported commander.

Cooperation with other Branches

You must be able to cooperate throughout the whole spectrum of other military components, such as Information Operations, Public Affairs, Intelligence, Planning, Operations, Knowledge Management, Communications, Logistics, Military Police, Engineers and Medical components.

> **CIMIC is an integrated capability!**

CIMIC Planning and Assessments

You should be able to plan, execute and continually assess CIMIC activities and to sketch and assess the civil situation according to CIMIC Planning.

Project Management Features

You must be able to manage projects and programmes. That might include financial management according to your national or other additional multinational mission procedures, constraints and requirements.

Reporting Skills

You have to be able to prepare comprehensive reports in accordance with your supported Commander. You might also be required to report via your national channel(s). Be aware that you are going to collect huge amounts of data. It is your responsibility to be concise in your reporting skills in order to get the essential message.

Cooperation with the Media

You have to be able to deal with the media, be it local or international. Guidelines will be provided by the Public Affairs Office of national or international Commands.

> **Make sure you know your message!**

Cooperation with Civil Actors

You have to be familiar with the national and international organisations deployed and working in the same mission area (for more information see IV.)

Mindset

As a CIMIC operator, you will deal with civilians from many different cultures working together in one mission area. To cooperate with them, you need not only common sense but also the ability to adapt quickly to their

way of thinking and working. Without this ability, you will never be able to operate effectively.

> **You are the first line in establishing relationships with the local community. You represent your country/organization as an ambassador.**
> **Your actions will have consequences (good or bad)!**

5.8.   Force Protection and Security

Remember: Don't forget your national training – it is your first line of defence!

- **Obey your Force Protection!**

- **Wherever and whenever you are conducting CIMIC, watch your back!**

- **Do your five-meter and twenty-meter checks!**

- **Have situational awareness - always expect the unexpected!**

- **Do not think it will not happen to you!**

- **Prepare for the worst scenarios (MED/CASEVAC, IED, etc.)!**

- **Maintain your military bearing!**

- **Study your environment, its culture, daily routine!**

- **Engage with the local community - "TUNE IN"!**

II.   Civil-Military Liaison

> **Establish and maintain liaison with civil actors at appropriate levels, facilitating cooperation, harmonisation, information sharing, concerted or integrated planning and conduct of operations.**

1.   Liaison and Coordination Architecture

1.1.   Purpose of CIMIC Liaison

Liaison with civil actors is a primary core function. Liaison is needed to establish and to maintain two-way communication between the military force and civil actors at the appropriate levels in order to facilitate interaction, harmonisation, information sharing, integrated planning and conduct of operations/activities. Accordingly, CIMIC staff and forces will:

- Identify relevant actors as soon as possible.
- Develop a liaison structure.
- Organize CIMIC Information.
- Maintain liaison with civil actors within the force's Area of Interest (AOI), particularly at the local level, where the CIMIC presence is the link between the commander and the civil community.
- Maintain close liaison with relevant non-governmental organisations (NGOs) and international organisations (IOs) within the force's AOI.

- Seek information to enhance Situational Awareness (SA) and understanding in an open and transparent manner.

1.2.   The principles of CIMIC liaison

- **Single Point of Entry for Liaison.**
  Civil bodies tend to have a simply structured approach to areas of responsibility and grow quickly frustrated by repetitive approaches by different levels of the military for the same information. The creation of a liaison and co-ordination architecture minimises duplication of effort by providing a clearly defined and accessible structure recognised by both the military and civilian community alike. This architecture normally is laid down in the Extended Liaison Matrix (ELM) as annex to the Operational Plan (OPLAN).
  (See EXAMPLE of an EXTENDED LIAISON MATRIX on CD)

- **Continuity.**
  It takes time to cultivate and maximise relationships between the military and the civil bodies and therefore a degree of continuity facilitates trust and understanding by both sides. The military need to learn and understand the organisational structure of the civil actor, its planning and decision process and its motivation, and the civil actor needs to develop an understanding of how effective liaison with the military can benefit its civil aims/goals. The planning and tailoring of the liaison structure in line with changing circumstances demonstrates commitment and implies that the military attach importance to this principle.

- **Two Way Information Flow.**
  To be effective, a military Liaison Officer (LO) to a civil body must initiate and maintain a permanent exchange of information. It is important to be able to provide the civil bodies an appropriate level of assessment of the military perspective to common areas of interest. This may comprise the form of an

overview of the logistic pipeline issues, security situation, and availability/usability of Lines of Communication (LOC), weather information or other mutual areas of interest. In each case, the information released must be current and relevant in order to be credible and support the aims of the liaison architecture products.

1.3.   The key CIMIC activities related to liaison

The CIMIC Liaison and Co-ordination Architecture must be flexible and tailored to the mission and the situation. It must provide appropriate guidance to formations and units at all levels and have clear areas of responsibility. Key areas of CIMIC activity that specifically relate to liaison and co-ordination are highlighted below:

- **Direct Liaison to Key Civil Bodies.**
  In any situation, certain civilian bodies will be fundamental to achieving the end state. These, either because of their role or because of capabilities will be the key bodies with which co-ordination will need to be established.

- **Direct Liaison to Host Nation (HN).**
  The support of the HN to military operations, at all levels, is essential. De-confliction of activities, assistance where applicable and the provision of resources and materiel will assist in maintaining freedom of action and manoeuvre.

- **Visibility over Areas of Mutual Activity.**
  To avoid duplication and maximise economy of effort visibility of civil activity is essential.

Visibility of CEP Status and Capabilities.

The ability of the HN to conduct CEP activities could either hamper military operations by drawing away limited resources or assist in the freedom of action. Therefore, an overview of CEP status and potential shortfalls is essential. The HN will be likely to dictate the allocation of resources.

> **Direct liaison with the HN is vital!**

- **Identify Key Capability Gaps.**
  Early identification of areas where the military may be required to assist is important to allow contingency planning to take place and operations tailored accordingly.

- **Credible and Authoritative Link to the Military.**
  If the liaison architecture is to be effective, it must be viewed as a credible source of information regarding the military. It must also be in a position to speak with authority on relevant subject.

- **Point Of Contact (POC) for Requests for Military Support.**
  As part of being the recognised, single source/POC for the civil community with the military, it must also be the recognised route, or conduit, for requests for assistance from the military.

- **Military Advice to Key Civil Bodies.**
  In conjunction with being a credible source of information the CIMIC liaison structure must be able to provide the relevant military advice to the civilian community as necessary.

1.4.   The application of a liaison and coordination architecture matrix

- A liaison and co-ordination matrix can be as simple or as complex as necessary to meet the requirement. The matrix needs to determine the key liaison responsibilities between the civil-military community, but could also be expanded to outline key CIMIC responsibilities to assist tactical formations to visualise at what level, and by what means, they may meet the CIMIC liaison responsibility.

- A tactical level HQ receives an ELM as an appendix to the OPLAN Annex W. The tactical level HQ will need to translate the ELM into a format that depicts tactical level liaison responsibilities in detail. This translation ideally is prepared by the CIMIC staff at the respective level, while consulting both higher and subordinate HQs.

- In order to visualise the appropriate liaison and co-ordination architecture that needs to be established, a matrix showing liaison activity versus level of military command is recommended. Prior to/during an operation a matrix should be constructed and completed to allow all levels of command to see what their liaison responsibilities are, and with whom. During an operation, if necessary, it might be required to be updated.

1.5.   Establishing Liaison with Military Forces – The UNOCHA perspective

The UN CMCoord Officer Field Handbook states:

'In many humanitarian operations it will be important to have a structured and formal interaction with the military forces. This may involve liaison exchanges or liaison visits. It is important to remember that normally the military has very specific expectations of liaison personnel in terms of expertise, information, authority and seniority.' (For further information see the UN CMCoord Officer Field Handbook on your CD)

2.   NATO CIMIC Liaison Officer (LO)

2.1.   CIMIC LO

The CIMIC LOs are to be found in the S/G/N/J/CJ-9 CIMIC branch (S=Staff, G=Ground, N=Navy, J=Joint, CJ=Combined Joint) and in other CIMIC Units as described earlier in the chapter CIMIC Resources. Their main function is to serve as the single military point of contact for the civil environment in the scope of Civil Military Co-operation. In addition, HQs also send separate military-to-military LOs under Ops Centre control to other component commands, senior HQs and expect LOs from subordinate commands as well as Host Nation, NGOs, GOs and IOs.

> **The CIMIC LO is his unit's ambassador!**

2.2.   Basic activities and tasks of the CIMIC LO

- The CIMIC LO has to **liaise** – either pre-planned or ad hoc - , identify counterparts, co-ordinate activities and support comprehensive planning and execution of the operation. He has to use unclassified (communication) means within security constraints, restraints and precautions, in order to provide, receive and exchange information.

- The CIMIC LO has to **make himself familiar with his counterparts' mandate or mission.** He has to be prepared to work together with coalition partners in identifying unity of purpose whenever it is applicable with regard to specific civil actors, mainly governmental authorities.

- The CIMIC LO has to **maintain close contact and build up a good working relationship with the relevant civil actors. T**he relationship between CIMIC LOs and civil actors must be based on mutual trust, confidence, understanding and respect.

- The CIMIC LO should **maintain, expand** and **update** the POC - list.

> **The CIMIC LO is the "eyes, ears and voice" for the commander!**

- The CIMIC LO has **to establish the first contact to all civil actors, following the single POC principle**. This rule has to be acknowledged and respected by all Subject Matter Experts (SMEs) and HQ branches. The CIMIC LO is able to gain direct access to civil counterparts for other HQ branches and SMEs (e.g. Legal Advisor (LEGAD), Political Advisor (POLAD) etc).

- The CIMIC LO must **identify key capability gaps in the civil environment that might impact on the mission**. Based on the civil proposals and his own assessment he will recommend possible solutions to deal with these gaps and bring it to the attention of the appropriate branch(es) in the HQ through the CIMIC branch.

- The CIMIC LO has to **be aware of other LO and CIMIC units' activities**, as directed in the Annex W of the OPLAN or Operational Order (OPORD). If a situation arises, where a conflict of interests is foreseeable, he has to seek de-confliction through the chain of command.

- The CIMIC LO, as part of the overall Information Campaign, has to **promote Commander's Intent and Master Messages**. The CIMIC LO has to propose and prepare visits of the commander related to the Commander's Intent and interests.

Establishing and maintaining relationships is vital.

2.3.   Specific guidelines for liaison with civil authorities and organizations

- In order to control the CIMIC activities and to ensure the proper co-ordination and prioritization of tasks, the CIMIC LOs are tasked to improve the liaison activities with IOs, GOs and NGOs, together with governmental / local authorities and other appropriate civil actors.

- The IOs, GOs and NGOs are experts within their respective fields conducting assessments on their own. Whereas the focus of IO-/GO-/NGO-assessments may differ from that required by the military, it may nevertheless be of great value to review them and take them as a vital contribution to the military assessment process. Exchange of knowledge, experience and information supports this process.

- Civil authorities have to be approached with respect, no matter how organised or effective they are. Patronizing them or giving them the feeling that we consider them to be of minor value might only alienate them, which will in turn lead to less effective co-operation and may lead to information gaps.

- Taking security restrictions into account, the military has to share information with the relevant counterparts in order to improve civil-military relations.

- In order to liaise effectively with civil authorities/organisations CIMIC LOs have to be aware of their culture, identity, structures and procedures.

    o Similarities. Military actors have a lot in common with civil actors: e.g. affiliation to their mission, commitment to peace and stability, a hard working attitude, international experience, life with hardship and danger, personal risk of injury, decision making under pressure, a certain degree of frustration with political decisions, making work less effective. Soldiers and civilians use a different vocabulary. In order to understand each other, both sides should avoid using their specific

terminology, at least in the beginning of the relationship.

o   <u>Differences</u>. Organisational goals, composition and structures of military and civil organisations are different. Most of the IOs and NGOs work with a "Code of Conduct" based on the four basic humanitarian principles: impartiality, neutrality, humanity and operational independence. In a very consequent manner the organisational goals of IOs, GOs and NGOs therefore see the alleviation of human suffering as the highest priority. The use of armed forces as preparation for war and not as a real solution to any humanitarian problem. The organisational composition of IOs, GOs and NGOs differs with regard to gender, age and ethnicity of the members. The organisational structure and procedures of IOs, GOs and NGOs are primarily determined by de-centralized (versus hierarchical in the military domain) decision making, donor driven tasking and execution. The normally short fix approach of the military is here confronted with the long-term development approach of the IO/NGO community.

> **A general knowledge of facts and attitudes will help the CIMIC LO do his job.**

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3.   CIMIC Centre

3.1.   Purpose of a CIMIC Centre

CIMIC Centres are a means to execute the CIMIC Liaison and Coordination architecture on the tactical level. CIMIC Centres provide a physical stationary location where the military can interface with civil actors. CIMIC Centres must be assigned to one AOR. The establishment of a mobile CIMIC Centre has to be assessed, in particular in large AOR's.

CIMIC House/Centre in Eritrea

3.2   Key functions of a CIMIC Centre

- Facilitation and Coordination/Cooperation

- Monitoring
- Information Management

Facilitation and Coordination/Cooperation

The CIMIC Centre:

- Provides a focal point for liaison with civil bodies in order to provide visibility and allow for harmonisation of military and civil activities within the AOO.
- Enables HQ CIMIC staff to focus on mission support by shifting much of the liaison function away from the HQ.
- Provides guidance on military support to civil bodies and projects.
- May provide facilities for civilian bodies such as meeting facilities, maps, and access to communications, security information etc.
- Facilitates information exchange.

CIMIC Centre Al Qurnah – Iraq facilitating a cluster meeting for Water & Sanitation and Electricity & Education

Monitoring

The CIMIC Centre plays a significant role in monitoring and tracking the civil situation. The use of a comprehensive reports and returns mechanism will enable this.

Information Management

The CIMIC Centre:

- Acts as an information exchange hub between the military and civil communities.
- Assists situation monitoring with the collection and collation of information.
- Provides situational information and assessments relating to the civil environment.
- Disseminates information that can support NATO's InfoOps Campaign.
- May provide security information to the civil community.

3.3.   Principles for establishing a CIMIC Centre

The requirement to establish a CIMIC Centre should be considered in the planning phase and based on an assessment. This assessment should focus on the benefits or consequences that would result from the establishment of a CIMIC Centre. The need to establish a CIMIC Centre as part of the military force is based upon the following principles:

- To effectively manage coordination and information exchange between the civil and the military communities in order to allow the higher formation CIMIC staff to focus a broader CIMIC support to the commander.
- To support InfoOps through transparency by promoting positive aspects of the mission and military activity.

- To establish and maintain broad visibility over the civil environment and CIMIC areas of interest.
- To manage and validate requests for military support from civil bodies.

3.4.   Key factors when establishing a CIMIC Centre

> **The CIMIC Centre is the Commander's "Front Office" to interface with the civil environment.**

Location

To be effective a CIMIC Centre must be accessible for its target audience (respective civil bodies). The location will also be determined and often constrained by military operational requirements. The provision of security will often influence the decision for the location of a CIMIC Centre and therefore restrain the effectiveness. Preferably CIMIC Centres should be established outside the military perimeter.

Manning

Since both military and civilian staff of the CIMIC Centre will be responsible for varying functions these staff members need to be carefully selected. The requirements may differ considerably for each operation or CIMIC Centre within the same AOO.

Communications

CIMIC Centres must be equipped with adequate means of communications. This includes the ability to maintain a continuous contact between the CIMIC Centre and the appropriate HQ as well as the ability to be able to communicate with all respective civil organisations/agencies. In worst case scenario the CIMIC Centre must be able to provide these organisations with access to communication means or even the means itself.

Accessibility

A CIMIC Centre can only be effective in fulfilling all of its designated functions if it is accessible. If the respective civil organisations/agencies cannot gain access to, or if access is limited, the ability for civil-military liaison to take place will be severely hampered.

Force Protection

The requirement and level of force protection should be carefully tailored based on the threat assessment as conducted for each specific CIMIC Centre. The level of force protection is directly influencing the accessibility of the CIMIC Centre. The higher HQ in its CIMIC Centre force protection planning will consider scenarios as: evacuation, public disorder, terrorism and/or attacks.

Information Security (InfoSec)

The threat to a CIMIC Centre positioned in the civil community will need to be assessed continuously. The employment of civilian staff, use of secure communications, use of insecure communications, access and general security of information will be laid down in the InfoSec Plan for the respective CIMIC Centre.

Example of a "face book" on the wall. The Who is Who in the Area of Operations

Infrastructure

Manning, force protection and InfoSec requirements dictate the selection of suitable infrastructure.

Funding

Costs relating to CIMIC Centres might be significant and must be assessed during the planning stage. Expenses will not only relate to the number of Centres but will also include construction costs, rent, amenities, communications costs, vehicles, administrative and staff costs (in particular that for civilian staff such as interpreters etc).

Life Support

The ability for the force to sustain the CIMIC Centre and its staff must also be considered during the planning process.

Transport

The CIMIC Centre must be provided with adequate transportation means and should have the possibility to locate these means in a safe and secure way.

Method of Operation

The conduct of operation for a CIMIC Centre will be laid down in the higher HQ Standing Operating Procedures (SOPs). Wherever possible these SOPs should be standardised across the entire AOO.

Restrictions

The CIMIC Centre must avoid restrictions based on language, gender, religion, local customs, cultural differences, etc as far as possible.

3.5.   CIMIC Centre Layout (example)
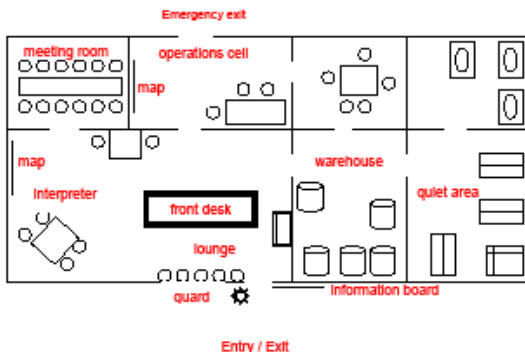
3.6.   Checklist: Establishing a CIMIC Centre

GENERAL	PREPARATIONS

− Location
− Communications
− Accessibility
− Force Protection
− Operational Security
− Establishment/Manning
− Building Infrastructure:
   ❑ Sanitation
   ❑ Drainage
   ❑ Running water
   ❑ Mains electricity
   ❑ Refuse collection and disposal
− Working Areas:
   ❑ Reception/front office
   ❑ Interview room
   ❑ Conference room
   ❑ Interpreters room
   ❑ Visitors
   ❑ Parking facilities
− Accommodation Areas:
   ❑ Sleeping accommodation
   ❑ Recreation areas
   ❑ Eating areas
   ❑ Food preparation areas/kitchens
   ❑ Showers
   ❑ Toilets
   ❑ Laundry facilities
− Funding
− Life support
− Transport
	− Real estate contracts
	− Information
	− Personnel
	− Training
	− Communications
	− Office equipment/furniture:
	   ❑ Desks
	   ❑ Chairs
	   ❑ Cabinets
	   ❑ Weapons storage (rifles, vests, etc.)
	   ❑ Presentation boards (suitable for photos)
	   ❑ Drinks/refreshments facilities
	   ❑ Mobile heaters
	   ❑ Fans
	− Field safe or cash box
	− Transport
	− Storage
	− Finance
	− Decor
	− Advertising
	− Interpreters
	− Distribution network
	− Accommodation
	− Medical equipment and support
	− Back-up power supply
	− Food & emergency provisions

– Contingency planning (emergency/evacuation)	– Fire orders & Fire-fighting equipment
– Extraction	– Risk assessment
– Access	– Unit signs
– Hours of operation/opening hours	– Cleaning
– AOOs of principal civilian organisations	– IO & NGO validation
– Language considerations	– Conference facilities
	– Mapping

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4.   CIMIC Meetings

4.1.   Purpose and characteristics of a CIMIC meeting

CIMIC meetings provide a valuable source of information and play a significant part in building up and maintaining visibility over activity or key areas of interest within the civil environment. They may be applied at several levels of command and also integrated into the CIMIC Centre role. It is important that these meetings are consistent throughout the AOO and add value to the CIMIC mission. Those attending as representatives of civil bodies need to gain from the meeting as well as contribute. It is also important that the scope of the meeting is coherent with the CIMIC liaison activity and that information is shared. The meeting provides an ideal forum for co-ordination of activities at a lower level and adds broad visibility to those activities within a given area.

Members of a Hungarian CIMIC team in a Shura (meeting)

4.2.   Conduct a CIMIC meeting

Before the meeting

- Determine the purpose of the meeting, the desired results and the implications of the meeting for ongoing operations.

- Make a list of the desired attendees. Identify individual ranks, statuses, and protocol requirements. Identify potential agenda items among the attendees that may surface before/during/after the meeting.

- Select an appropriate location. Consider security of the site, clearances or travel passes, if needed. Are the rooms big enough? Are there extra rooms where delegations can deliberate or rest? Consider the neutrality of the location and the possible message it may send to participants and non-participants. Ensure that the location implies no favouritism.

- Invite the attendees and try to confirm their participation. If applicable, send a draft Agenda with the invitation

- Determine appropriate seating arrangements. Consider the number, ranks, and statuses of the participants, the shape and the size of the room, and the local culture and customs.

- Take care of appropriate catering. If food and beverages are offered, make sure that there is no unintended offence to habits, customs, culture, religion etc. (alcohol, pork etc.).

- Consider local ceremonial customs and ensure the members of your own group are well aware of what will be expected of them in such ceremonies. These ceremonies should be taken seriously because they may be an important part of some meetings and the local actors might use them to measure our commitment to their cause.

- Be familiar with other cultural peculiarities such as exchanging gifts or small talk before jumping into business. Awareness

can defuse rather than derail or hinder the purpose of the meeting.

- Consider having some "spare" interpreters available in the event that the meeting is scheduled to take a long time or the main interpreter shows signs of fatigue.

- If food and beverages are offered, make sure that there is no unintended offence to habits, customs, culture, religion etc. (alcohol, pork etc.).

During the meeting

It is important that the chairperson explains the conduct of the meeting so that attendees clearly understand the structure and purpose of the meeting and gain an understanding of how and where they contribute. In conducting CIMIC meetings, we as the military must understand that the IO/NGO community generally conduct meetings in a far less formal manner than the military and may wish to tailor the conduct of the meeting accordingly (avoid barriers).

- Welcome all participants and allow for/encourage introductions.

- Direct the participants and other administrative support to the meeting room.

- Provide an overview of the meeting's purpose and objectives, relevant background information and assumptions, the time allotted and the expected outcome.

- Publish clear ground rules for behaviour, if appropriate. For example, the use of telephones, rest/deliberations, topics not on the agenda, and timings. Encourage constructive talks as opposed to destructive confrontation.

- If not already done, propose and formalise an agenda that is agreeable to all parties.

- Designate an individual to take the minutes. It is almost impossible to run a meeting effectively and take thorough notes at the same time.

- Monitor the composition and skills of the attendees.

- The moderator might try to encourage attendees to vocalise their ideas or concerns. It might be necessary to ask direct questions.

- Always summarise what has been discussed or agreed during the meeting. Make sure that attendees confirm that they understand what their part in the required actions after the meeting is. If necessary and possible, decide on follow-up meetings.

- If appropriate and possible, consider a 'chill-out' phase to allow for a relaxed end to the meeting.

- Whenever possible, include a security briefing on the agenda.

After the meeting

- Produce a list of attendees.

- Produce a report of all issues and discussions covered during the meeting, decisions made, agreements drafted, topics tabled for future meetings and further actions to be taken.

- The date and subjects of the next meeting.

- Provide copies of the report to the attendees.

Be aware of the appropriate level. CIMIC LO, Branch Chief J9 or
Commander?

4.3.   Additional considerations

- **Guest Speakers.** In conjunction with determining the aim and
  purpose of specific meetings, it may be appropriate to invite
  subject matter specialists / other staff members to attend and
  to brief and update the audience in their relevant areas of
  interest.

- **IOs/NGOs attendance.** IO/NGO's may often represent a key
  target audience for a CIMIC meeting and their attendance
  where necessary and possible may need to be facilitated. Role
  specialised IO/NGO's or HN authorities may be best placed to
  advice on specific issues or concerns. The IO/NGO community
  has the following broad characteristics that will need to be
  considered when preparing CIMIC meetings as it may
  influence achieving the aim of the meeting.

- o   Humanitarian Principles
- o   Short chain of command, often non-hierarchical.
- o   Constant fund raising needs and agenda.
- o   Volunteerism.
- o   Possible National agendas.
- o   Wish/requirement for publicity.

4.4.   CIMIC MEETING – suggested format

CIMIC MEETING

INTRODUCTION

- Chairman open meeting, introduce new members/guests. Define parameters of meeting including objectives as necessary and any limitations/administrative issues i.e. timings etc.

- Provide quick summary of any outstanding issues from previous meeting.

GENERAL SITUATION REPORT (SITREP)

- Provide general update on situation across AOO. Note: This must be understandable to the IO/NGO community.

- Ensure that this information is sanitised for release to the IO/NGO community. Attempt to give the IO/NGO attendees a feel for the current security situation as related to their operations within the AOO. This will also act as an incentive for their continued attendance/participation.

OVERVIEW OF KEY CURRENT CIMIC ACTIVITY ACROSS ENTIRE AOO

- Focus this aspect purely on CIMIC activity.

OVERVIEW OF KEY CURRENT CIMIC PRIORITIES ACROSS ENTIRE AOO

- Define priorities and provide guidance to the attendees on the application of priorities across the AOO. Remain alert to sensitivities or national priorities and provide flexible guidance accordingly.

IO/NGO UPDATE/DISCUSSION

- Gain an update from Key IO/NGO actors within your liaison architecture in your AOO.

- Provide a forum for discussion of problems and low-level co-ordination between attendees – much can be achieved through this forum.

SUBORDINATE FORMATION/UNIT UPDATE/DISCUSSION

- Gain update from subordinate formation/unit representatives. Ensure updates follow a structured format – this will inject consistency and be generally easier to follow for all concerned. Consider changes in assets, activity, problems and future intentions.

- Use close co-operation with donors as required.

REPORTS AND RETURNS (R2) FEEDBACK

- Use this part of the meeting to provide feedback on R2.

- Use the opportunity to provide guidance to subordinate formations/units on R2 requirements to ensure consistency of

approach across the entire AOO. An example would be to provide guidance on how you wish their assessments within R2 to be structured.

- Reconfirm the importance of their R2 efforts and give occasional even-handed examples.

CIMIC CENTRE ISSUES

- This area of the meeting provides the opportunity to gain visibility over the population's problems, activities, concerns with the force, general stance toward the Force and enables you to track and assess local population attitude toward the force.

- You should be able to identify common trends within subordinate formations AOO against AOO wide trends and draw conclusions accordingly.

- IO/NGO input on this subject area is valuable.

ANY OTHER BUSINESS

- Discuss any other business.

CLOSING REMARKS

- Thank attendees for participation/input, confirm action/tasks/responsibility and set date for next meeting.

(Consider the use of simple handouts that may act as an attractive briefing tool for attendees covering the General SITREP and activity areas.)

(Ensure that a list of attendees with contact details and appointments is collated before the end of the meeting.)

CIMIC MEETING CHECK LIST	
STAGE: PRIOR TO THE MEETING	
Minutes	Send minutes from previous meeting.
Plan	Plan the meeting, consider: ❑ Resources ❑ Location ❑ Date/Time
Produce agenda/ calling notice	Include: ❑ Date/Time ❑ Location ❑ Attendance ❑ Transport arrangements (Clearance/parking/ security if applicable) ❑ Subject/objectives ❑ Limitations ❑ Constraints ❑ Information exchange ❑ Dress ❑ Administrative points (feeding etc) ❑ Security
Security	❑ Physical security measures ❑ Security restrictions (No weapons – central storage of weapons for mil?) ❑ Security measures for vehicles ❑ Security of information – keep at UNCLASS
Logistics	❑ Food ❑ Drinks ❑ Transport (Clearance/parking/security if applicable)

Define objectives	Allocate time to specific subjects
Review progress	Determine progress since last meeting

STAGE: BEGINNING OF THE MEETING	
Opening meeting	❑ Welcome attendees (Note attendance) ❑ Introduce yourself and attendees ❑ Confirm minutes of last meeting and review a outstanding issues.
Define structure of meeting	❑ Confirm key roles (explain if necessary) ❑ State rules/procedure for conduct of the meeting. ❑ Speak one at a time. ❑ Observe general timings & breaks etc ❑ Method of debate/question

STAGE: DURING THE MEETING	
Meeting Technique	❑ Follow agenda ❑ Round table discussion ❑ Open forum debate ❑ Decision process ❑ Information exchange ❑ Conclusion

Before you meet, check your skills.

STAGE: END OF THE MEETING	
Closing technique	❑ Discuss Any Other Business (AOB) ❑ Broad summary of meeting progress (HOTWAS ❑ Summarize/confirm action/tasks from meeting ❑ Agree/set date for next meeting ❑ Sign decisions (if required) ❑ Everybody happy (said what had to be said?) ❑ Chairman's closing remarks ❑ End positively (Thank you) ❑ Any administrative detail necessary
STAGE: AFTER THE MEETING	
Minutes	Prepare minutes quickly, use simple language and reflect only key discussion/decision points.
Back brief	Provide back brief to your boss of chain of command as required (including R2 input)
Follow-up	❑ Execute decision/action ❑ Monitor/track issues ❑ Provide action plan (if necessary)
Prepare for next meeting	

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5.   Working with Interpreters

> **An interpreter is often not a trained professional but a member of the local population with a reasonable command of English. His effectiveness depends upon your guidance and support.**

Most NATO operations are conducted in countries where CIMIC operators lack the linguistic ability to communicate effectively with the local population in the AOR. Working with interpreters is often the best or only option, but must be considered a less satisfactory substitute for direct communication.

5.1.   Basic guidelines on the use of interpreters

> **The proper use and supervision of interpreters can play a decisive role in your mission.**
>
> **Before you start, read these guidelines!**

● Be aware that a conversation conducted through an interpreter goes much more slowly than a normal conversation. Plan your time accordingly.

● Speak with the interpreter beforehand about the subject of the conversation, how you would like the conversation to develop, and what your aims are. For the interpreter's sake you should express

yourself more concisely than in a normal conversation and dwell as little as possible on less important aspects of the subject.

- Make it clear to the interpreter in advance that the interpreting is to be done consecutively, i.e. there will be a pause for the interpreter to provide the translation after every 2 or 3 sentences (depending on the complexity of the subject, the listener's comprehension level and the interpreter's skills). Simultaneous interpretation - in which an interpreter translates a speaker's words at the same time as they are spoken - not only places far greater demands on the interpreter but also requires an audio/headphone system and an interpreter's booth. Prior to the actual conversation it is advisable to conduct a try-out with your (new) interpreter.

- Check in advance whether any sensitivity (as a result of ethnic background, position of power, etc.) may exist between the interpreter and the person you are speaking with. Make sure that the interpreter always behaves objectively and in a neutral manner towards the other person.

- It is very important to speak slowly so that the interpreter has time to make any notes he needs. Arrange this in advance with the interpreter.

CIMIC meeting with a Locally Hired Interpreter and local authorities in Afghanistan.

- If you are going to give a speech or a presentation, provide your interpreter beforehand with the full text, or at least the main points of what you are going to say. If the subject is of a specialized (military) nature, then give the interpreter topic-related advice, preferably several days in advance, so that he can make preparations. Provide the interpreter, preferably in plenty of time beforehand, with a list of frequently used specialist terms and terminology, as well as with copies of charts, images and diagrams that are going to be used during the presentation.

- If necessary, modify your use of language by choosing widely used, understandable terms whenever possible, and by avoiding (military) jargon.

- Agree in advance with your interpreter where he will sit (normally on your right-hand side). If you are standing to conduct the conversation, your interpreter also has to stand. A good interpreter is an extension of the speaker - that is why you must always make sure he is clearly audible and visible to the listener(s).

- Make sure the interpreter is always close to you when you are speaking, so that the listeners do not have to keep switching their attention between you. Remember that the interpreter should preferably be able to see you too (in order to observe your body language).

- If a microphone is going to be used during a speech or presentation, both you and the interpreter should test the audio equipment beforehand.

- Inexperienced interpreters and people who have received no training as professional interpreters often feel ashamed if they have not heard or understood something properly, and they are afraid to ask you to repeat what you said. Emphasize to the interpreter that he can and must ask you to repeat if necessary, because this is always better than providing a quick but inaccurate (or even incorrect) translation.

- Experienced interpreters can contribute significantly to good communication. Make use of their knowledge and experience.

- At the start of the conversation, do not forget to introduce the interpreter to the other people taking part, so that everyone knows who the interpreter is and why he is present. Then explain to them how you will conduct the conversation through the interpreter (see above). What is self-evident to some people may cause confusion

to others who have possibly never had anything to do with interpreters or foreign languages.

CIMIC staff and LHI have to get used to each other

- At the outset, make it clear to the people you are speaking with that they can also use the services of your interpreter. However, the interpreter must not become overloaded as a result of this. At intervals, therefore, check whether the people you are speaking with have understood you.

- An interpreter is deemed to provide a literal and truthful translation of everything that is said by the participants in the conversation. In practice this is less straightforward than it seems. An interpreter is only permitted to merely provide a brief summary if you have explicitly requested him to do so.

- If you intend to tell a joke or anecdote, inform the interpreter in advance so that the "punch line" in the target language comes at

the right moment. But remember that many jokes are based on puns. This means that jokes are often lost in translation.

- During long conversations, provide breaks more often than usual. Taking in information received through an interpreter is more difficult than during a normal conversation. Interpreting is an inherently strenuous task, too.

- If an interpreter behaves assertively, prevent him from taking the initiative away from you during the conversation. An interpreter will usually be more familiar than you with the etiquette and customs of the people to whom you are talking. Perhaps he will be of the same nationality or origin, and this may lead to undesirable private chats between the interpreter and the other person(s) involved.

> **Make sure your interpreter follows your guidance!**
> **Lead your interpreter!**

(see Annex 4: Working with Interpreters – Mission Experiences)

III.   Support to the Force

> **It is your responsibility to advise the Commander on all civilian aspects!**
>
> **Be part of the planning process!**

1.   Cooperation within the staff / battle group

1.1.   Commander's tasks

Commanders should:

- Ensure CIMIC staff is provided with commander's direction and guidance, able to develop guidance for subordinate level.
- Ensure the use of NATO CIMIC doctrine and develop theatre specific CIMIC procedures.
- Ensure CIMIC input is included in planning.
- Ensure CIMIC is conducted in support of the mission.
- Ensure national or multi-national CIMIC assets are integrated.
- Ensure CIMIC content in pre-deployment exercises (e.g. familiarisation or mission rehearsal exercises).
- Plan and prepare for transition.

1.2.   Advice to the Commander

The main task of the CIMIC Branch is to support the Commander with accurate and timely advice and assessments, and to plan CIMIC activities in order to support and achieve the mission goals.
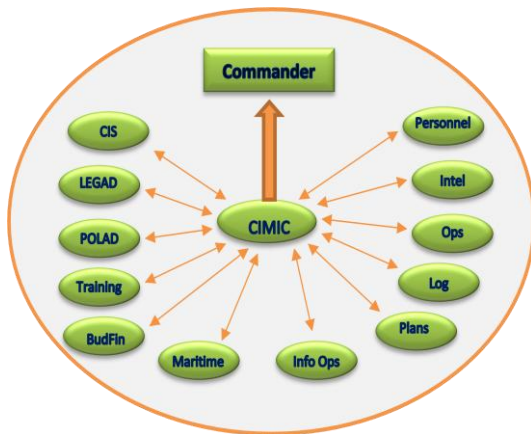
1.3.   CIMIC relations to other staff functions

It is extremely important that the J-9 and his branch are involved in the Operational Planning Process and are in constant dialogue with the other branches in order to avoid redundancies. In order to mitigate the impact and maximise the effect, close liaison between all branches involved in the civil environment will be necessary. It is important that CIMIC staff remain the focal point for civil-military matters. The Commander has to have a clear Civil Situational Picture on which to base his decision making.

> **You as CIMIC staff must actively coordinate with all staff elements!**

This table suggests possible two-way links that should be considered between branches and the CIMIC focus:

BRANCH	CIMIC LINKAGES
Legal Advisor (LEGAD)	- Advice on the legal responsibilities for civilians. - Advice on International Humanitarian Law, Refugee Law and Human Rights Law. - Legal interpretation of Status of Forces Agreements and Memoranda of Understanding. - Assisting in contracts related to CIMIC projects.
Political Advisor (POLAD)	Also deals with the civil environment. CIMIC staff must have a clear understanding of the relationship with POLAD and of where the boundaries of responsibility overlap; it must be clear who has the lead on issues where the overlap occurs.
Gender Advisor (GA)	Advice in Gender related issues.
Personnel	- Emergency burials of civilians (where necessary). - Liaison over real estate for Prisoner of War camps, and burial sites. - Terms and conditions of service for locally employed civilians. - Identification and provision of specialist manpower (e.g. linguists).
Intelligence	Input to development of joint collection plans: J2 may use information derived from the CIMIC process. CIMIC staff have access to a wide range of personnel on the ground but the use of information gleaned in this way for operational purposes is a sensitive issue.

	• Input to Area of Responsibility (AOR) management and preparation.
Current Operations	• Accounting for the effect of current operations on the civil environment, particularly the population. • Awareness of the effect of the civil environment on a Course of Action (CoA). • Inclusion of civil factors in AOR and route management. • Passage of CIMIC information to and from subordinate HQs.
Planning	• The consideration of both short and long-term civil factors that will affect the planning. • Planning of tasks and activities within the civil environment where they become the main effort. • Integration of CIMIC into long-term plans, e.g. post-conflict rehabilitation, capacity building and reconstruction.
Operations, Support, Targeting and Battle Damage Assessment	• Target suitability and conflict resolution, in conjunction with LEGAD. • Input to short and long-term gain/loss assessment. • Reconnaissance possibilities.
Information Operations, Psychological Operations and Public Affairs	• Ensure close coordination with Information Operations (Info Ops), Psychological Operations (PSYOPS) and Public Affairs (PA) activities • Input to conduct of Info Ops / PSYOPS in the civil environment.

Engineer	• Liaison with Host nation (HN) on Engineer (Engr) matters.
	• Engr support to tasks and activities within the civil environment, including supervision of civil actors.
	• Specialist advice to CIMIC staff:
	   o Explosive Ordnance Disposal (EOD) awareness.
	   o Environmental Considerations.
	   o Infrastructure considerations.
	   o Technical Advice.

Military Geographic's	• Assistance in preparing area and thematic maps, products and overlays.
Chemical. Biological, Radiological and Nuclear (CBRN)	• Identification of sites (including research facilities) that pose a risk of potential Environmental Industrial Hazard (EIH). • Liaison with CBRN Cell over the impact of an EIH threat on civil actors. • Location of water sources to be used for decontamination purposes.
Logistics	• Marking and policing of routes for military (main supply) or civilian use (e.g. refugee flow). • Host-nation support (HNS)/Civil-Military Resource management. • Possible use of transportation and, where necessary, other resources in support of CIMIC tasks.
Medical support /	• Coordination of all activities related to medical support. • Medical Risk Assessments to assess the consequences of potential outbreaks of epidemics for humans

Environmental Health	and animals.
Communication and Information Systems (CIS)	• Technical advice on Communication Information System (CIS) issues.
Training	• Training and theatre orientation of newly arrived staff. • CIMIC Induction training for all staff and units within your AOR.
Budget and Finance	• The coordination of financial matters and the execution of CIMIC activities.
Military Police (MP)	• Supporting NEO (Non-Combatant Evacuation) or in IDPs/DPREs movement control.

Maritime	• Provision of advice on maritime considerations specific for CIMIC:
	  o Advice on port operations.
	  o Harbour and channel construction and maintenance advice.
	  o Provision of advice on marine and fisheries resources.
	• Maritime Environmental issues (coastal and intercoastals).

Air	• Military may be required to manage airports and airspace, particularly in cases of failed or failing states.

Make sure that you are part of the Commanders Update Brief!

2.   CIMIC in Planning

> **CIMIC plays a proactive role by contributing to operational planning and participating in operations.**

CIMIC-staff elements contribute significantly to the Planning Process at all stages, in accordance with the Comprehensive Operations Planning Directive (COPD) and the CIMIC Functional Planning Guide (CFPG). You provide input for the full spectrum of interaction, consisting of, but not limited to coordination, cooperation, mutual support, coherent planning and information exchange. Your support covers the political mandate, governance, civil stakeholders and the civilian population and results in a comprehensive approach. At the same time you provide information and assessments for the staff on request or if it is relevant for their task. The main products of CIMIC-staff elements are the Theatre Civil Assessment (TCA), the Initial CIMIC Analysis (ICA), and the Full CIMIC Analysis (FCA).

> **The CIMIC assessment is your contribution to the planning process.**
> **Be aware that assessment and estimate formats can vary!**

While the COPD is applicable to all operations planning activities at the strategic and operational levels of command within the NATO Command Structure, it may also be adapted to **component/tactical level** in order to enhance collaborative planning activity by interacting between the command levels. In that respect, each level should structure its planning organisation - Joint Operations Planning Group (JOPG) at the operational level and Tactical or Maritime/Land/Air Component Planning Group at

tactical level - in a way that is compatible and allows for easy interfacing and collaborative planning.

> **Your baseline assessments are of the utmost importance!**

2.1.   The COPD – Introduction

NATO's decision-making cycle requires a close interaction between the political and military staffs. Limitations and imperatives in one area may affect decisions in the other. It is critical that the CIMIC staff is represented in the commander's planning group. Indeed, factors relating to the civil environment are likely to impact upon all aspects of operations and related staff work. Therefore, the CIMIC staff should work in close co-operation with all military staff branches to ensure that civil-related factors are fully integrated into all operational plans. To be effective in influencing the planning process, CIMIC staff must be included on ground reconnaissance missions and should maintain close contact with relevant civil organisations and government officials in the run-up to an operation. NATO's Crisis Response and Operations Planning is a complex system regulated by the following policies, doctrines and supporting tools:

Policy

- NATO Crisis Response System Manual (NCRSM) describes the NATO crisis management process (NCMP), NATO's overarching system for crisis management which the OPP has to support.
- MC 0133/4 'NATO's Operations Planning' describes how planning activities and processes are integrated and coordinated to support decision-making and the production of

plans, orders and directives for all kinds of allied joint operations in any kind of environment.

Doctrine

- AJP-5 'Allied Joint Doctrine for Operational-Level Planning' (under development - currently circulated as Study Draft 2) will become part of NATO's operations planning architecture. It presents an overarching construct of the planning principles, considerations and operational-level process steps, which will be implemented through a series of planning tools, mainly the Allied Command Operations Comprehensive Operations Planning Directive (ACO COPD) and functional planning guides (FPG).

Tools

- Allied Command Operations Comprehensive Operations Planning Directive (ACO COPD) in its current version is the basic reference document for planning staffs within the NATO military command structure. It shapes the operations planning process (OPP) at the strategic-military and the operational-level planning process (OLPP) at the operational level. It addresses all aspects of an OPLAN and provides guidance on the conduct and methods of planning as well as the factors to be taken into consideration during the development of a plan. It also specifies the standard structure and content of OPLANs. As such, it can be a reference for the planning at tactical levels, especially for HQs operating at the high end of the tactical level.

- Functional Planning Guides (FPG) provide planning guidance in specific functional areas. In general, the FPGs mirror the areas covered in the list of typical annexes to the main body of a COP or OPLAN. The intent of these guides is to supplement

the planning information available in MC 0133/4, other MC documents, approved NATO doctrine and the COPD. The purpose of FPGs is to help a planner concerned with a particular functional area orient to the NATO OPP and the related OLPP. For CIMIC a specific FPG exists (CFPG), which reflects the OPP according the preceding document of the ACO COPD, the Guidelines for operational Planning (GOP). ACO is currently revising the CFPG according to latest ACO COPD, procedural, and structural requirements.
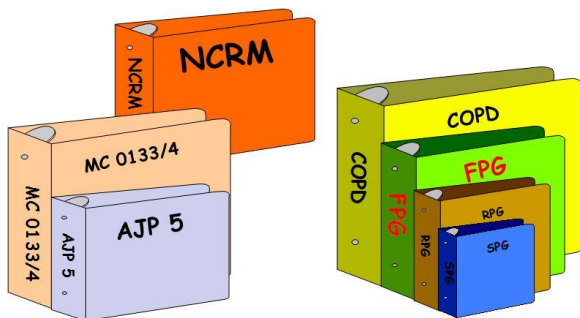
NATO's Crisis Response and Operations Planning library

Overview planning documents:

- **NCRM** NATO Crisis Response Manual
- **NCRSM** NATO Crisis Response System Manual
- **MC 0133/4** Strategic level document from the Military Committee (MC) on 'NATO's Operations Planning'

- **AJP-5** Operational level document (AJP = Allied Joint
  Publication) 'Allied Joint Doctrine for Operational-Level
  Planning'
- **COPD** Operations Comprehensive Operations Planning
  Directive (COPD) issued by Allied Command Operations
  (ACO)
- **CFPG** CIMIC Functional Planning Guide

2.2.   General Overview about the COPD

NATO Operations planning serves several purposes. It is an integral part of
the conduct of prudent military planning to prepare the Alliance to meet any
future operational situation. Operations planning can also prepare the
Alliance for a possible future requirement to conduct crisis response
operations. All preparation will include non-military considerations and may
include operating in concert with non-NATO nations, local authorities, IOs
and NGOs in accordance with the political-military framework for NATO-led
Partnership for Peace (PfP) operations.

See enlarged pages in the end of the Chapter
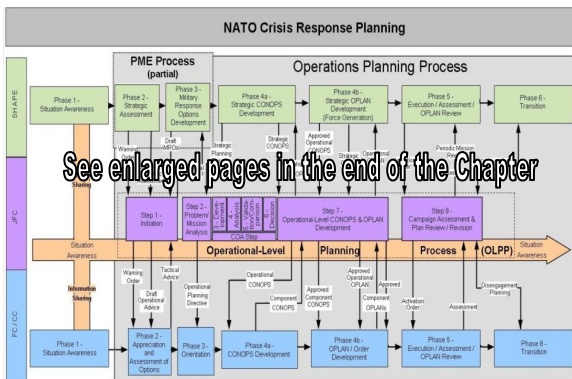
2.3.   COPD planning phases and their purpose

The process comprises **seven phases** which are closely aligned with the
NATO Crisis Management Process to harmonise the interface between
different levels:

1. SITUATION AWARENESS

2. OPERATIONAL APPRECIATION OF SACEUR'S STRATEGIC
ASSESSMENT AND ASSESSMENT OF MILITARY RESPONSE
OPTIONS

3. OPERATIONAL ORIENTATION

4. OPERATIONAL CONOPS DEVELOPMENT

5. OPERATIONAL OPLAN DEVELOPMENT

6. EXECUTION, CAMPAIGN ASSESSMENT, OPLAN REVIEW

7. TRANSITION
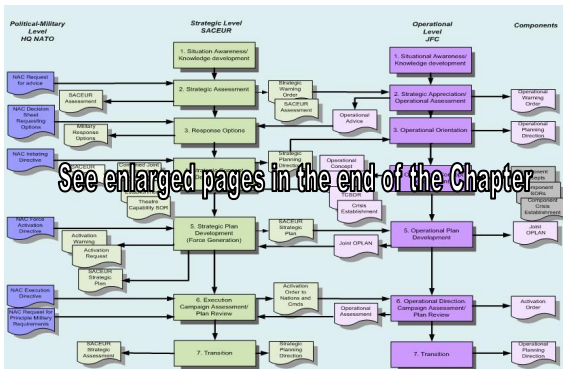
2.4.   CIMIC contribution to Phase 1

SITUATION AWARENESS

Situation Awareness is significantly enhanced by the identification of key systems, subsystems, components and actors that affect the potential engagement space/operational environment and by the highlighting of key influences and relationships. CIMIC has a significant role in this phase providing assessments in order to complete the whole picture and increase situational awareness. CIMIC will conduct and provide a **Theatre Civil Assessment (TCA)** → *(see Annex 6)*. This examines all the civil conditions in the respective **Area of Interest (AOI)** as they might affect a military engagement. Information forming the basis of this assessment should come from the widest range of sources. **The analysis is structured into the following domains: P**olitical, **M**ilitary, **E**conomical, **S**ocial, **I**nformation and **I**nfrastructure **(PMESII** → (*see chapter III.3.4*)

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The TCA is the Key Assessment throughout the entire Operational-Level Planning Process (OLPP)

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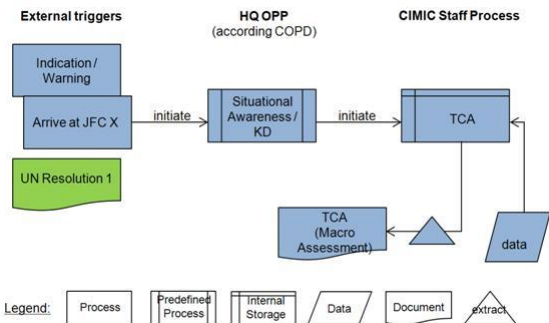
CIMIC Staff contribution in Phase 1

2.5.   CIMIC contribution to Phase 2

OPERATIONAL APPRECIATION OF SACUER'S STRATEGIC ASSESSMENT AND ASSESSMENT OF MILITARY RESPONSE OPTIONS

In an operational appreciation and assessment process the broad direction of the CIMIC focus is to be determined as well as critical issues are to be identified.

The CIMIC involvement during this phase will be:

- To establish liaison with organizations and agencies (outside the AOI);
- To advice on which of them to invite and encourage for harmonization of plans;
- To encourage and facilitate the exchange of information with other organizations and agencies, aiming for a continued process of harmonized plan development;
- To define CIMIC elements to be inserted in an Operational Liaison and Reconnaissance Team (OLRT), if necessary;
- To contribute to the Comprehensive Preparation of the Operational Environment (CPOE);
- To identify and understand the key strategic factors contributing to the crisis (PMESII domains);
- To identify and understand the main actors and their role;
- To review international commitments,
- To update the TCA

> **The product of this stage is the Initial CIMIC Analysis (ICA)**

which follows the format of the **TCA**. The goal of the ICA is to inform the Planning Group and the Staff on the civil situation in the possible mission area and to contribute to the development of Response Options.
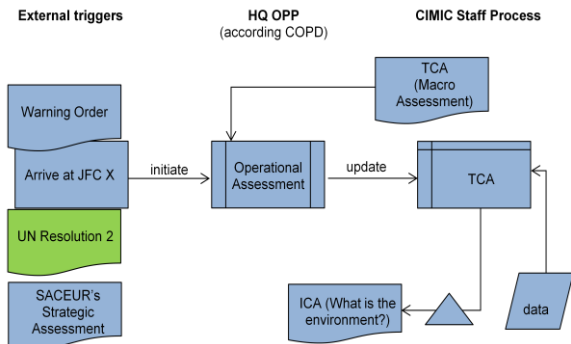
2.6.   CIMIC contribution to Phase 3

OPERATIONAL ORIENTATION

During an operational orientation the aim is to ensure that all influencing civil factors that have military implications are included in an overall comprehensive plan. In this way CIMIC contributes to a mission analysis (the 'desired end state', 'mission statement' etc). As information is made available the Initial CIMIC Analysis is updated and improved versions will be produced.

The CIMIC involvement during this phase will be:

- To ensure participation of CIMIC elements in the OLRT and to direct / guide them;

- To establish coordination and liaison with relevant national and international actors (also inside the Theatre);
- To update the TCA and the CPOE;
- To contribute to the mission analysis
- Requirements for cooperation with civil organizations,
- Gaps in civil capacities / capabilities,
- Introduction of civil plans,
- Provision of international assessments of the crisis / situation
- Other actor's goals and assessments on possible cooperation,
- To determine the requirements for interaction with relevant international and national actors;
- To contribute to the development of operational objectives and to determine criteria for success and operational effects;
- To contribute to the development of the operational design (decisive points, lines of operation, required interaction with non-NATO entities); and
- To prepare the paragraph on the Civil Situation for the Mission Analysis Briefing.

The product of this stage is the Full CIMIC Analysis (FCA)

→ (*see Annex 7)* The aim of the FCA, which is a briefing to the Commander, is to get the Commanders approval on how CIMIC intends to engage in the theatre (CIMIC Concept). This is of utmost importance, while it touches in many ways national interests. The COM must be aware of the implications of the engagement. The CIMIC Concept should make clear which civil COG has to be supported/ protected and how to best gain civil support. For the COM it is essential to get briefed on civil capability gaps that have to be – temporarily or permanently – filled by military forces/

capabilities. In this CIMIC Concept transition needs to be considered as a permanent issue for CIMIC.

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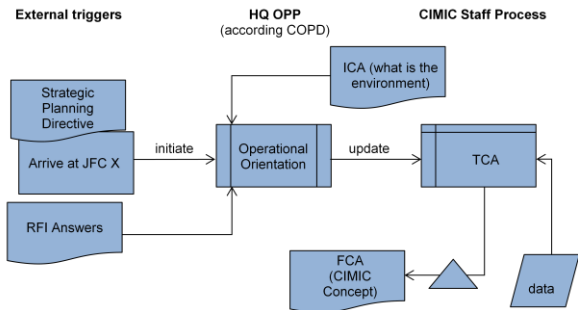
Measures of Effectiveness (MOEs) and Measures of Performance (MOPs) are developed and refined through the Planning Process!

(See ANNEX 5)

</div>

2.7.   CIMIC contribution to Phase 4A

OPERATIONAL CONOPS DEVELOPMENT

During operational concept development CIMIC contributes to operational design and the description of operational objectives. CIMIC evaluates the potentially critical impact on the conduct of planned operations to recommend activities to mitigate that impact and vice versa. CIMIC contributions to each course of action (COA) will be developed and specific concerns will be shared with the joint operations planning group and the commander. The risk management in regard to CIMIC objectives, effects

and tasks will be incorporated into the planning synchronization matrix to be linked up with the lines of operation designed during concept development. This process identifies likely civil-related objectives, and the requirement for both direct support military CIMIC forces and for dedicated CIMIC Forces. The requirement for forces is captured in the combined joint statement of requirement (CJSOR)**.**

The detailed CIMIC involvement during this phase will be:

- To brief the Commander on the CIMIC Concept, using the FCA;
- To update the TCA;
- To develop a common understanding within the CIMIC functional chain of command of the intended actions of relevant international and national actors and introduce this into the staff process;
- To develop tentative CIMIC options;
- To support the development of tentative COAs;
- To develop plans to support each of these COAs;
- To analyze the requirement for any complementary non-military action;
- To analyze each COA from a CIMIC perspective to identify advantages and disadvantages and key aspects not limited to the NATO mission, but also to other actors engaged in solving the crisis;
- To participate in the War gaming, portraying the main CIMIC effects per phase and the implications of military (own and adversary) actions on the execution of civil plans;
- To develop the Extended Liaison Matrix;
- To develop CIMIC MOEs and MOPs deriving from the Op Design;

- To provide CIMIC contribution in producing the CONOPS; and

- To develop coordination instructions such as specific requirements, direction and priorities in CIMIC.

At the end of this phase all CIMIC planners must have a clear understanding of the CIMIC capabilities (troops) required to support the selected COA, staff augmentation requirements, the CIMIC Concept and Command and Control (C2) arrangement to support this.
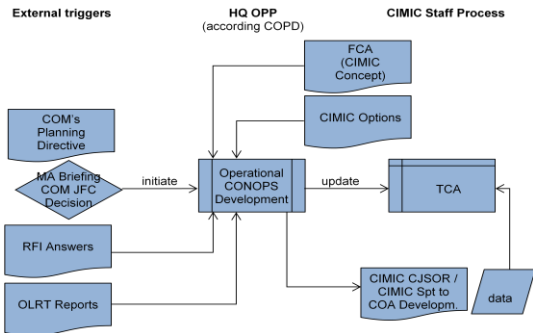
2.8. CIMIC contribution to Phase 4B

OPERATIONAL OPLAN DEVELOPMENT

In an operational plan development all civil-related issues and tasks will be included in an Operational Plan (OPLAN), the lines of activity will be established. Also the tasks for CIMIC assets will be listed in the OPLAN, covering the three core functions of CIMIC; **CIMIC personnel will prepare the CIMIC input to the OPLAN.** They will ensure that factors relating to the civil dimension are incorporated into all aspects of planning. Inputs will

be based, where possible on reconnaissance, detailed assessments and input from country/area studies and open source information.

The detailed CIMIC involvement during this phase will be:

- To contribute to the development of the main body and relevant annexes of the OPLAN by advising on potential implications for and critical effects on the civil environment by intended military actions and, vice versa, response plans of civil organizations and agencies on the military plans.
- To develop the Annex W and associated appendices to the OPLAN, or revise them where applicable;
- To review the planning with relevant national and international actors (as well as cooperating international and regional organizations in the theatre) specifying the delegation of authority for coordination of specific activities; and
- To coordinate the plan for approval and handover in terms of de-confliction with non-NATO entities operating in the JOA.

The COPD specifies the requirement for an Annex W *(see Annex 8)* to the OPLAN and a certain amount of Appendixes. The CIMIC planner has to determine if at his level this requirement really exists and which Appendixes are to be used. In this respect the COPD is just providing a guideline and the product must be developed to reflect the operational needs and to meet the Commander's requirements.

External triggers   HQ OPP (according COPD)   CIMIC Staff Process
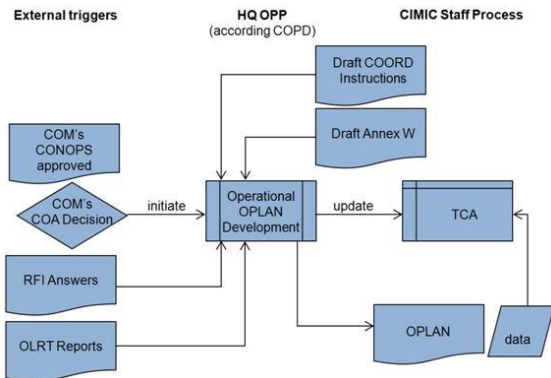
CIMIC must be included in the main body of all orders!
SITUATION – MISSION - EXECUTION

2.9.   CIMIC contribution to Phase 5 and Phase 6

EXECUTION, CAMPAIGN ASSESSMENT, OPLAN REVIEW & TRANSITION

CIMIC will contribute to Phase 5 by **providing the Commander with periodic and specific CIMIC Assessments**, based on the permanently updated TCA. Further on **CIMIC advices on how to improve the overall interaction of the Alliance Forces with the civil environment**. The CIMIC planning focus now covers the complete spectrum from short – to long-term planning and is inserted into the different boards and working groups that steer the execution of the mission. During this phase it is of utmost importance to balance short term gains against long-term effects and the transition of responsibilities must always be considered.

The CIMIC involvement during Phase 6 will be:

- To participate in the planning of the process and procedures for the handover of responsibilities;
- To facilitate the engagement with other international or national actors in developing a transition OPLAN or SUPPLAN.

The OPLAN normally entails only a quite generic part on transition, for it is quite hard to predict how the disengagement of the Alliance in a theatre will enrol. Therefore the OPLAN will be specified using a SUPPLAN for this phase. The CIMIC planner will nevertheless always be required to envision this transition, before recommending taking over civil responsibilities and creating dependencies.

> **Proper planning is the key to your commander's success!**

2.10.   Summary

At the operational level, joint campaign planning follows a specific planning process. It is essential that CIMIC representatives are an integral part of the planning and members of the joint operations planning capacity or equivalent.

Furthermore, other members of the operational level CIMIC staff not only support its representatives in the joint operations planning capacity but also perform non-planning related CIMIC activities that include establishing a network outside the JOA that can provide expertise thus supporting the operation from outside the JOA.

CIMIC staff also needs to be included in theatre reconnaissance from the start to ensure the availability of an up-to-date assessment of the civil situation.
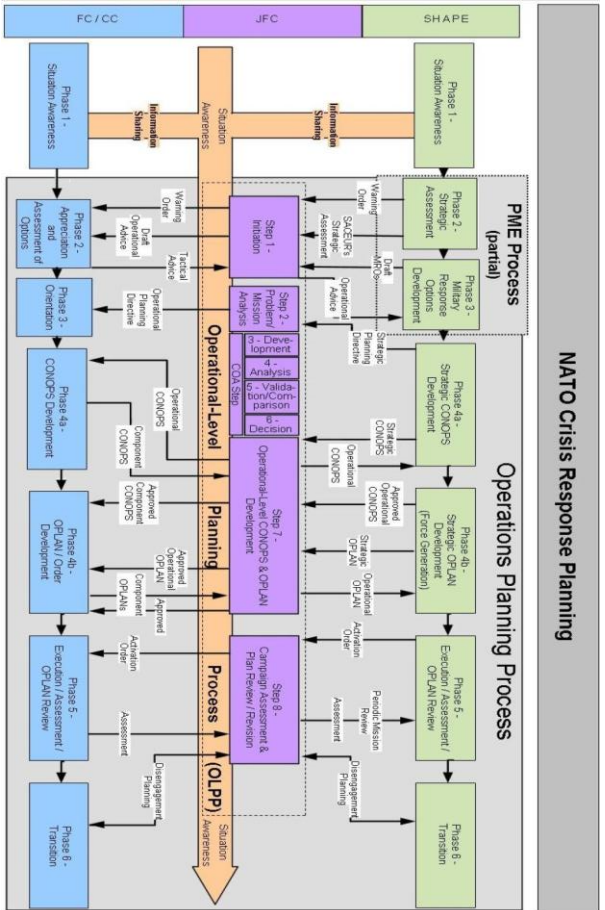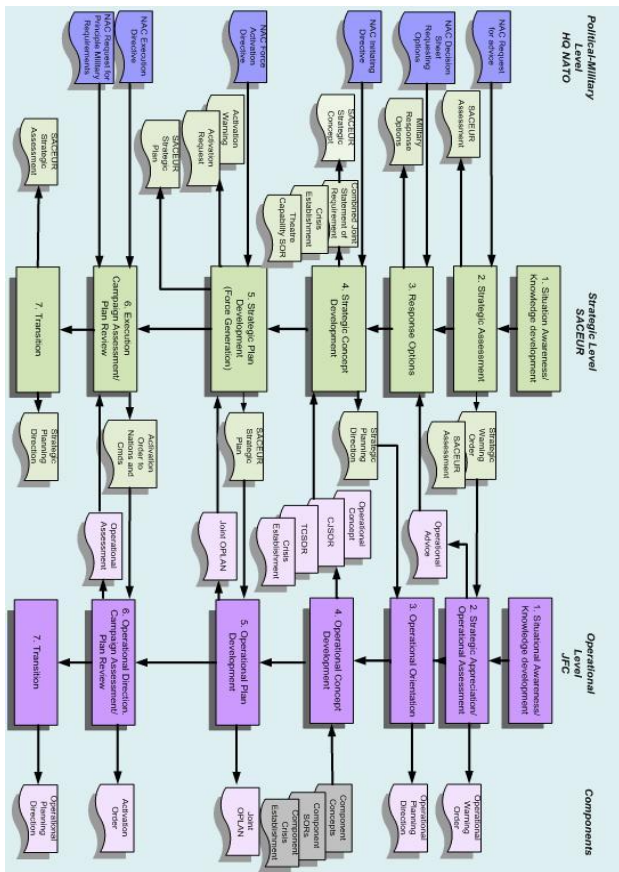
3.   CIMIC Assessment and Reporting

> **CIMIC is not the Intelligence Branch but contributes to the comprehensive awareness.**
> **This chapter provides you with useful assessment tools!**

3.1.   CIMIC supports Joint Assessment

Situational competence is a vital element for mission success. It may heavily rely on CIMIC contribution in the form of frequent, detailed and accurate assessments of the civil environment in the area. These assessments will provide a picture of the civil situation to enable all command levels in NATO to understand the situation and better inform future decisions and coherent planning. Monitoring progress is aided through the adoption of commonly understood procedures and techniques. Therefore, organization and planning for, as well as the conduct of CIMIC assessments will be performed as part of the overall assessment process. To shape and execute this process CIMIC and other experts from all required staff functions cooperate under the lead of the HQs assessment element to provide an integrated assessment function.

> **Work SMART!**

3.2.   Key characteristics for any CIMIC assessment and reporting

An assessment and/or a report should be clear to all readers. This can be done through the SMART; **S**pecific, **M**easurable, **A**ttainable, **R**elevant and **T**imeliness. When you make the assessment and/or report and use the SMART characteristics, they will help you to make it as relevant as much as possible.

Specific

The first term stresses the need for a specific goal over and against a more general one. Why are we making the assessment or why are we reporting?, should be answered, because we cannot assess/report everything. What is the task/situation for which we make the assessment/report! To make goals specific, they must tell a person/team exactly what is expected, why is it important, who's involved, where is it going to happen and which attributes are important.

A specific goal will usually answer the five "W" questions:

- What: What do I want to accomplish with the assessment/report?
- Why: Specific reasons, purpose or benefits of accomplishing the goal.
- Who: Who is involved?
- Where: Identify a location.
- Which: Identify requirements and constraints.

Measurable

Is the information given in the assessment/report measurable? Is it valid and it useful? Any assessment and/or report depend upon this. E.g. if the source of information is questionable, then such concerns must be stated in the

assessment/report. It should be noted that inaccurate information may be more dangerous than no information at all.

A measurable goal will usually answer questions such as:

- Is it accurate/valid?
- Is it useful?
- Where does the info come from (reference to the source)?

Attainable

Can I get all the information that I need/want? This stresses the importance of goals that are realistic and attainable. While an attainable goal may stretch a team in order to achieve it, the goal is not extreme.

An attainable goal will usually answer the questions:

- How can the goal be accomplished?
- What do I need to accomplish it?

Relevant

This stresses the importance of assessing/reporting information that matters. Every effort should be made to establish which factors and what information is relevant. Information that does not have an impact on the mission should not be included in the assessment/reported.

A relevant goal can answer yes to these questions:

- Does this seem worthwhile?
- Is this the right time?
- Does this match our other efforts/needs?

Timeliness/Timely

This stresses the importance of grounding goals within a time frame, giving them a target date. To be of any use, the assessment must be conducted in a timely manner and must be synchronized with the overall planning process. If time is limited, it might be necessary to prioritize the information requirements on the key (f)actors.

A time-bound goal will usually answer the question:

- When do I need the assessment/report?
- What can I do in the given time from now?
- When do I need to review and update the information?

3.3. CIMIC assessment through the Joint Information Preparation of the Operational Environment (JIPOE)

HOLISTIC VIEW OF THE OPERATIONAL ENVIRONMENT
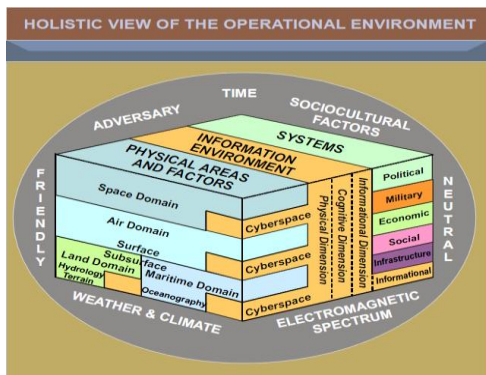
This model gives a holistic picture of the environment in which we operate. We want you to be aware and understand its **(f)actors**. **The CIMIC part in**

this mainly consists of the red circled part. Through an analyses and assessment of the operational environment CIMIC can give advice and possibly foresight to the commander about CIMIC (f)actors and how to interact on and work with/through them. This document can act as the basis for CIMIC input through the complete planning process.

Check the annexes and CD for more assessment formats!

CIMIC assessment

With a CIMIC assessment through a CPOE an image can be created of all (f)actors within the Human Terrain of the environment. The (f)actors that CIMIC looks at are the following: Introduction, mandate & mission, history, physical terrain (geography and climate), PMESII over ASCOPE, humanitarian situation, humanitarian agencies (IO's and NGO's).

> **1.** Introduction
> A short explanation of the use and the contents of the assessment.
>
> **2.** Mandate
> Documents like UN resolutions, national mandates etc. and a short description what they mean to CIMIC.
>
> **3.** Mission.
> Analyse the given directive from the commander. What does it mean for CIMIC? What are the CIMIC objectives?
>
> **4.** History.
> Why is a country as it is?
>
> A brief description of countries/areas history.

5.   Physical Terrain.

Geography

This should contain information about the geographical aspects of the AOO/AOI relating to (future) operations. Maps should be used as much as possible. It may also be necessary to cover adjacent countries / territories even though they are outside the AOO.

Climate

This will generally be a short paragraph and must be broken down to the seasonal changes and potential specific climatic information that may affect the operation.

6.   PMESII over ASCOPE

This is explained in the next chapter/paragraph

7.   Humanitarian Situation

Key Civil Life Support

Water, Food, Sanitation, Health and Power or SWEAT-MSD (*Sewage, Water, Electrics, Academics, Trash, Medical, Security and DPRE)*

Internally Displaced Persons (IDPs) and Refugees – Displaced Persons Refugee and Evacuee (DPRE)

- Overview DPRE camps
- Key Civil Life Support in DPRE camps
- DPRE movements
- DPRE Protection & Security

De-Mining

Minorities & Vulnerable Groups

8.   Humanitarian Agencies (IOs and NGOs)

Resident Coordinator and Humanitarian Coordinator:

The Resident Coordinator (RC) is the head of the UN Country Team. In a complex emergency, the Resident Coordinator or another competent UN/humanitarian official may be designated as the Humanitarian Coordinator (HC). In large-scale complex emergencies, a separate Humanitarian/Resident Coordinator is often appointed. If the emergency affects more than one country, a Regional Humanitarian/Resident Coordinator may be appointed. In countries where large multi-disciplinary UN field operations are in place the Secretary-General might appoint a Special Representative (SRSG). The relationship between the SRSG and the RC/HC is defined in a note dated 30 October 2000, endorsed by the Secretary-General on 11 December 2000 (Note of Guidance on Relations between Representatives of the Secretary-General, Resident Coordinators and Humanitarian Coordinators).

Key IOs / NGOs
Including the "Big Five": UNDP (UN Development Program), WHO (World Health Organization), UNICEF (UN Children's Fund), UNHCR (UN High Commissioner for Refugees) and WFP (World Food Program).

On-Site Coordination
On site coordination can be done by the following organizations/mechanisms:
UN OCHA (UN Office for the Coordination of Humanitarian Affairs), UNDAC (UN Disaster Assessment and Coordination), OSOCC (On-Site Operations Coordination Centre) or ECHO (European Commission Humanitarian Aid and Civil

Protection). ECHO is a Governmental Organization no IO or NGO.

<u>UN Clusters</u>

The cluster system is a formation of 11 clusters, as a result of the global humanitarian structure and leadership of both non-governmental organizations and UN agencies. The clusters are aimed at restoring the activities in support of the National Recovery Strategy and assisting the Government towards natural disaster preparedness, emergency response and contingency planning.

The humanitarian community meets regularly under the Humanitarian Country Team (HCT) and the Inter-Cluster Coordination Group (ICCG).

Sector or Area of Activity	Global Cluster Lead
Agriculture	Food and Agriculture Organization of the United Nations (FAO)
Camp Coordination / Management:	
- Conflict-induced IDPs	United Nations High Commissioners Office for Refugees (UN CHR)
- Natural disaster induced IDPs	International Organization for Migration (IOM)

Early Recovery	United Nations Development Programme (UNDP)
Education	United Nations Children's Fund (UNICEF) Save The Children - United Kingdom
Emergency Shelter:	
- Disaster situations	International Federation of Red Cross and Red Crescent Societies (IFRC)
- Conflict-induced IDPs	United Nations High Commissioners Office for Refugees (UNHCR)
Emergency Telecommunications:	
- Process	UN OCHA
- Data	UNICEF
- Security	World Food Programme (WFP)
Health	World Health Organization (WHO)
Logistics	WFP
Nutrition	UNICEF

Protection	UNHCR
Water, Sanitation and Hygiene	UNICEF
Cross-cutting issues	
Age	Help Age International
Environment	United Nations Environment Programme (UNEP)
Gender	United Nations Population Fund (UNFPA), WHO
HIV / AIDS	Joint United Nations Programme on HIV / AIDS (UNAIDS)

Key donors

Often, governmental organizations or agencies are unable to perform tasks and activities themselves, but are able to either finance or material support the mission. These donors among others include, Department for International Development (DFID), United States Agency for International Development (USAID), the European Union (EU) and World Bank.

9.   Conclusions and Recommendations

- Identify potential CIMIC shortfalls and information gaps.
- Propose methods to eliminate the identified CIMIC shortfalls and information gaps.
- Recommend other relevant, critical CIMIC issues for inclusion in the Initiating Directive.

3.4.   ASCOPE, PMESII

	Political	Military	Economy	Social	Infrastructure	Information
Area						
Structure						
Capabilities						
Organizations						
People						
Events						

For an assessment the (f)actors in an environment can be described in the PMESII model that analyzes the environment through the Political, Military, Economy, Social, Infrastructure and Information, subsystems. When you use PMESII over ASCOPE you create multi-layered overviews. The idea is to apply ASCOPE to identify the key areas, structures, capabilities, organisations, people and events of each subsystem in the PMESII model, thus creating overlays as on a tactical map. This multi-dimensional analysis will result in a list of key/decisive (f)actors or nodes, which when linked, will show the interdependency of these (f)actors and will therefore assist not only CIMIC operators, but other military and civilian planners and decision makers.

After all of the information has been gathered and connected, the key outcomes will/can be, amongst others, the Centre of Gravity (COG), civil vulnerabilities and related key tasks/key stakeholders, and a networking structure.

Both PMESII and ASCOPE can help to create a map of the "human terrain", depicting social, cultural and temporal aspects of an area/society.
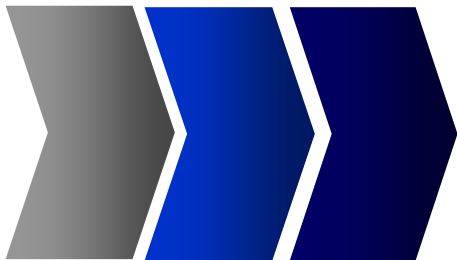
Environment   Threat   (F)actor
Evaluation   Evaluation   Integration

These three steps describe the Information Preparation of the Environment:

IPE starts with the analysis of the task as has been formulated. After the analysis the work according to the three steps of IPE is performed:

(1) The Environmental Evaluation (EE)

(2) The Threat/Opportunity Evaluation (TE) and

(3) The Factor Integration (FI).

These aspects serve to confront all the executors of IPE with all those factors, regardless of shape or size which should be regarded. This ensures that all essential information is taken into consideration.

The first aspect is the EE

It is a consideration and assessment of the existing condition in the area of operation. The EE looks at the Human Dimension (HD) or Human Terrain (HT), the geographical environment and climatic conditions. The geographical area is divided into two categories, the physical geographic environment and socio-geographic environment. The socio-demographic environment is created (creates) by mutual influence of the HT and the physical-geographical factors of the surroundings. In considering and evaluating all factors (but mainly used in the HT) of the EE it should be considered whether the historical context plays a role. In the EE all (f)actors are identified. Then in essence, the EE is to assess how and to what extent the (f) actors in the operating environment both positively and negatively influence (can) influence the implementation of our mission. It is also assessed how and to what extent the geographical environment and climatic conditions affect the HT and the influences of parts from the HT to one another.

Environmental Evaluation - EE:

STEP 1: Environment mapping, (f)actors;

STEP 2: Influence of environment on assignment/mission;

STEP 3: Influence of Climate and Physical Terrain (Geography) on Human Terrain and parts of Human Terrain influences on each other.

In the second aspect, the TE, (f)actors found in the EE, are being evaluated in the below diagram, in a SWOT analysis. *With the **threat** questions also look at **opportunity!!***

BTA Basic Threat Activities	Strengths	Weaknesses	Opportunities	Threats
PSA Potential Supportive Area				Threat to the force
				Threat to the mission
PCA Potential Conflict Area				Threat to the force
				Threat to the mission
KCA Key Civilian Area				Threat to the force
				Threat to the mission
KA Key Actors				Threat to the force
				Threat to the mission

It is investigated which abilities of the (f)actor are essential to its goal to achieve it and what parts are vulnerable. On the basis of the available resources of a (f)actor it should be evaluated to which it is capable. The TE is a summary produced indicating which activities a(n) (f)actor, considering his target and resources, can develop. Of all the (f)actors these activities, called, *Basic Threat Activities (BTA) are linked with each other*, so to be able to determine during the FI which series of events are more, or less, likely to happen. It is determined which (f)actors are important and why.

The third step, the FI, has 3 purposes. First it offers the commander and the staff the insight into expected developments in the operating environment, so they are able to able to develop own courses of action in the planning process.

Second, it offers a reference to be able to test own courses of actions (operational analysis, war gaming). And third, the FI gives guidance to the collection plan, through presenting observable activities that, observed (or actually not observed!), can confirm or deny possible developments.

The key questions are always: Will (f)actors from the environment anticipate or respond to the (proposed) execution of our plan/mission? If so, how? From here, other questions are derived. Which actors have an interest in ensuring that the implementation of our mission will be successful or will fail? Do they have the ability to effectuate this interest? How will they use this ability? Will other players respond? How will they use their power? By assessing the likelihood of Basic Threat / opportunity Activities from the threat/opportunity matrix and combining it with the existing situation (geographical and meteorological factors) and the historical context from the EE, a series of events in relation to and on the operation environment can be projected. Like layers over layers through which (f)actors overlay will be visible. The events will usually be a combination of violent and non-violent activities.

Two other important analyses should be taken into consideration to make an assessment of the environment:

A. Social Network Analysis **(SNA)**

Of the actors a Social Network Analysis should be made.

This technique links individuals who know each other socially, in order to have access to the underlying group and power dynamics.

One of the main objectives is to demonstrate how the individuals (parts) of a network defined by their interactions in the network and how the network itself operates in creating opportunities or the imposition of restrictions on individuals in the network . To be able to do SNA analysts emphasize, in addition to mutual exchange and overall connection, the importance of the place that one occupies in a network. This indicates, on the one hand, a power factor, but on the other hand also possible weaknesses. This can be explained best with reference to two basic principles in terms of location, namely:

Centrality. How centered is an individual actor in a network? Although there are several types of the principle, they all indicate a key power broker in terms of location and function in a network.

Equivalence. How unique is an individual actor in a network? Although also several variants of this principle exist, they all indicate a decisive uniqueness in terms of location and function in a network.

Both principles also indicate weaknesses in a network. Indeed, the more central and unique an actor is in the network, the more this actor will stand out.

B. Stakeholder Analysis (SHA)

With this technique one explores the field of influence around a problem, project or entity.

With a good link analysis as a starting point, one should map the so-called stakeholders in the environment. With this individuals or organizations are meant who have a legitimate interest in a problem, project, or entity and therein try to assert their influence.

Execution

In the determination of the influence of certain stakeholders one will make an estimate of three factors, namely:

- The power of actors: to achieve the desired the actor is able to impose its will on
  other stakeholders by means of physical coercive means, financial resources, or
  through normative symbolic resources.
- The legitimacy of actors: to achieve the desired end, the imposition of the will of one actor to other actors is socially accepted or permitted by law.
- The necessity for actors: to achieve the desired the actor is able to impose his will by demonstrating the time-critical necessity of his interests.

On the basis of a research question or scenario examine one can research whether and if so, which stakeholders in the future can cause an impact on the problem, project, or entity and if so, what the (unexpected) consequences might be. Important stakeholders are given a central role in a possible scenario question. This technique after a good link analysis in the broader context will give, a better understanding of the interests of

different actors in an environment so one can influence the environment in a more effective way by own means. Because of this, this is a valuable technique.

If after this analysis you want to map the interests against e.g. our own organization and/or the objectives in different timelines, then it is best to use the SWOT-analysis.

Example PMESSI over ASCOPE: This is an example!!, this can be done on all levels for almost every situation. For each situation though, it must be translated/regarded for the specific level or situation you are using it on, so that you can make a complete picture of your environment.

POLITICAL

Area	District, Municipality, Province , Area with high support base
Structure	Ministry Office, District Council Hall, Courthouse
Capabilities	Presence of public administration, parliament, court, fire department, ambulance service and other government departments
Organizations	Political party
People	Governor, Parliamentarian, Decision maker, Spokesperson, Opposition member
Events	Election, Assemble, Protest, Riot

MILITARY

Area	Area of Operations, Barracks, Safe haven, Training camp
Structure	Headquarter, Jail, Checkpoint
Capabilities	Troops, Weapons, Materials
Organizations	Police, Army, Paramilitary
People	Soldiers, Police-agent
Events	Fighting, Explosion, Terrorist attack

ECONOMY

Area	Industrial-area, Business centre, (Black) Market, Residential zone, Mine, Cropland, Trade route, Smuggling route, Natural resource zone
Structure	Financial institution, Shop
Capabilities	Agriculture, Food, Water, Materials, Support/Aid, Natural resources, Workforce
Organizations	Business, Labor union, Criminal groups
People	Business leader, Criminal
Events	Harvest, Market day, Theft, Robbery, Bribing

SOCIAL

Area	Urban/Rural, Historical or Sacred sites, Enclave, Neighborhood, Refugee or IDP-camp
Structure	House, Shelter, Hut, Farm, Church, Mosque
Capabilities	Building, Land, Agricultural area, Cattle
Organizations	Community, Religious group, Tribe, Clan, Family, Informal network, Community organization, Non-governmental Organization, Diaspora group
People	Leader, Follower, Dissident, Influential, Muslim, Refugee, IDP
Events	National, holiday, Wedding, Gathering, Ritual, Rivalry, Drugs use, Refugee flow

INFRASTRUCTURE

Area	Connected or disconnected area
Structure	Road, Railway, Waterway, Port, Airport, Bridge, Dam, Energy line and centre, School, Hospital
Capabilities	Truck, Car, Bicycle, Public transport
Organizations	Business, Non-Governmental Organization

| People | Leader of checkpoint, Government, Private companies, Non-governmental Organizations |
| Events | Attack, Flooding |

INFORMATION

Area	Connected or disconnected area
Structure	Radio tower, TV station, Cell tower, Newspaper office, Printing press, Internet, Regulation
Capabilities	Radio, Mobile phone, TV, Computer with internet connection
Organizations	Business, Media agency, University, Government
People	Journalist
Events	Press conference, Censorship

3.5.   CIMIC Reporting

The Reporting of CIMIC Information within the OPP cycle is one of the most essential tasks of CIMIC staff. The aim is to monitor the civil environment in order to assess and report issues of operational interest and impact. The CIMIC Reporting and Tracking System (CRTS) is a default setting and will be **reviewed and revised** to coincide with the changes in functional areas of the Theatre of Operations. For further guidance refer to AM 86-1-1.

> **Accurate and timely reporting is essential and can be influential!**

In general, a CIMIC operator has to be able to prepare comprehensive reports according to the AM 86-1-1 or national requirements. The amount of data collected during ongoing missions is vast and difficult to process properly. Brief but detailed reporting is a must on all levels for getting the essential message through. However, within **multinational forces, different national and international formats will occur**.

(Reporting formats can be found on CD).

> **Language matters – not everyone is a native English speaker!**

4.   Civilian Mass Movement, Refugees and/or Displaced Persons (DP)

4.1.   Civilian mass movement from the military point of view

> **Civilians are one of your biggest concerns.**

This chapter provides an understanding of possible CIMIC input into the planning process and a possible CIMIC role during the execution of any military operation in an area with potential civilian mass movements.

Civilian mass movements, if uncontrolled and not well coordinated with military forces and operations, may hamper the latter. De-confliction between civilian and military authorities is essential to avoid unintended and collateral damage to civilians. It therefore is in the Commander's interest to de-conflict civilian mass movements with military operations.

Ideally local authorities and civil agencies will coordinate civilian mass movements, and co-operate with military formations in theatre to de-conflict civilian and military movements. In cases where local authorities and/or civil agencies cannot or will not coordinate civilian mass movements the military will have to play a more active role in the coordination and control of civil movements.

> **Displaced Persons and refugees have the right to Freedom of Movement (FoM).**

All commanders are under the legal obligation imposed by International Law to provide a minimum standard of human care and treatment to

civilians, to establish law and order and to protect private property in their Area of Operations.

Restrictions and control measures must be balanced, justifiable, co-ordinated and legal.

According to the AM 86-1-1 civilian mass movement is defined as:

A considerable assemblage or number of civilians moving in the area of responsibility.

> **CIMIC is the link in terms of coordination in order to de-conflict civilian and military interests.**

The crowd of refugees bursts through the gates of the Mercy Corps base in Congo

4.2.   Civilian mass movement de-confliction

CIMIC monitoring and reporting on the civilian environment is a normal task. De-confliction of civilian mass movements and military operations requires wider involvement of the military, still using CIMIC as an enabling element, and interface.

This chapter portrays the two extreme situations, which are:

"Active HN engagement - Low military profile"

In the best-case scenario Host Nation Authorities and IOs/NGOs are present; they execute effective control and are able to take care of civilian mass movements. At this stage the involvement of the Force is carried out by active liaison with IOs/NGOs and HN Authorities and monitoring, reporting and assessing the situation through all forces on the ground done by CIMIC.

"No HN engagement - High military profile"

In the worst-case scenario Host Nation Authorities and IOs/NGOs are not available, not able or not willing to take care of civilian mass movement already in progress or about to happen. If a mass movement is expected to hamper own operations, the military, through CIMIC liaison, will have to initiate activities by negotiations with Informal Leaders, informing Host Nation Authorities and IOs/NGOs (also if not present at the spot) facilitating their involvement through appropriate actions.

The Force Commander must be fully aware that in order to preserve FoM it is paramount to utilize specialised and qualified units/functions (military police (MP), Military Specialised Unit (MSU) including Riot Control, Movement Control Centre, Psychological Operations (PSYOPS), Intelligence, Surveillance, Target Acquisition and Reconnaissance ISTAR, etc.). Monitoring, reporting and assessing the situation through all forces on the ground is paramount to understand and cope with this demanding situation.

> **Keep in mind that local authorities and civil agencies are responsible.**

4.3.   Movement Coordination Plan (MCP)

The MCP de-conflicts military operations and civilian mass movements.

During the execution of the MCP the following support activities may be performed:

- Continuous surveillance of individuals, groups, activities, or locations by all available assets

- Imposing restrictive measures such as curfews; travel permits; registration of firearms; identification of persons.

> **LEGAD contribution is mandatory prior to implementation of any restrictive measure!**

Traffic control measures are implemented in order to maintain military FoM.

The following elements need to be identified:

- Location and size of checkpoints (CP)
- Civilian Collection Points (CCP): a location secured by the military force where the people are consolidated and prepared for further movement in any direction
- Civilian Assembly Areas (CAA): an area in which water, food, fuel, maintenance and medical services can be provided to people involved

- Emergency Rest Areas (ERA) may be required in addition to the CCP and CAAs (they are pre-planned and will only be activated if necessary).

Example of MCP

Note: Not to scale
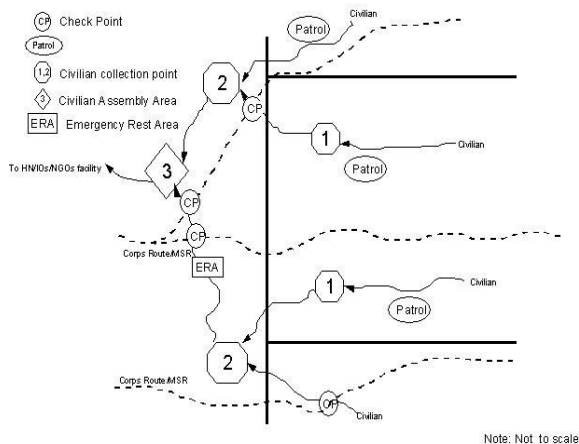
4.4.   Establishing short term refugee camps

General

The HN is responsible to establish short term refugee camps. IOM is the global cluster lead in case of natural disasters. UNHCR is the global cluster lead in case of conflicts.

A detailed description about standards is available in the Sphere Handbook. (see CD).

Camp security

Inhabitants of refugee camps and surrounding areas suffer a wide range of security problems, including attacks by external forces, the militarization of camps, and the breakdown of law and order.

To ensure the security of refugees it is necessary that:

- Combatants must be disarmed and demobilized;
- Camps must be maintained as non-militarized, weapon-free zones;
- Camps must be located (or relocated) at a safe distance from the border, and in a conflict-free area;
- A climate of law and order must be created and maintained within and outside of the camps.

4.5   Summary

De-confliction of civilian mass movements and military operations is a demanding task that should be executed by HN Authorities (and possibly supported by IOs/NGOs if necessary). If HN Authorities are not present, incapable or unwilling to deal with such circumstances the Force (within means and capabilities) could be engaged to de-conflict civilian mass movements and military operations. In support of the Force S/G/N/J-CJ9 is the enabler for an effective coordination of efforts between the Force, HN Authorities and IOs/NGOs involved.

5. Cultural Awareness and CCO`s Advanced Cultural Competence Model

> **You have to be culturally aware and sensitive!**

C	**C**ulture is pervasive. Everyone, every organization, every region, and every country has a culture.
U	**U**nderstanding cultural beliefs, values, and perceptions of others is a key to success. And *vice versa*.
L	**L**earning diverse cultural heritage is rewarding, inspiring and empowering.
T	**T**eamwork in the increasingly global and diverse workplace is impossible without cultural intelligence.
U	'**U**s' and 'Them' cultural programming and divide can be eased through better understanding of 'their' perceptions.
R	**R**apport starts with understanding of where the other people are coming from and acceptance of their point of view and style.
E	**E**xploiting cultural diversity is a key to unlimited innovation and growth.

As the CIMIC operator, you must have a sound understanding of the overall cultural context in which you operate. A comprehensive and detailed grasp of the society will enable you to interact with the local population and understand cultural differences in a way that will facilitate rather than impede mission accomplishment.

> **You must avoid cultural mistakes!**

Given that CIMIC is about establishing relationships, it is imperative that you have a fundamental understanding of the indigenous population. Most formal interactions with the civilian population and local governments will involve the assistance of interpreters. In addition of providing accurate translation, your interpreter's understanding of the local customs is as important as their language skills.

> **The ability to work with interpreters increases your effectiveness!**

CCOE's Advanced Cultural Competence Model

The support of societies in their movement from conflict to peace is a very demanding and complex challenge for anybody committing to it. As civil entities might have a head-start when compared to military entities, it is nevertheless absolutely necessary that military forces are able, willing and keen to participate.

These societies in focus demand for more attention and focus than the normal stereotypical situation analysis of military personnel. This stereotypical military situation analysis is not taking all the factors in consideration which need to be part of the equations.

To facilitate this holistic view for the military the CCOE designed the Advanced Cultural Competence Model (ACC). It incorporates all relevant sectors of any society, as well as all influence factors to this society, which the military forces need to understand and imply in their planning to lend the support needed.

ACC structures the society itself into five segments. These are the

- **Physical dimension:** Here one has to think of land, mountains, potable water, rivers, the environment but also the mineral resources.
- **Economic dimension:** produce, trade, ways of dealing with scarcity, but also aspects as entrepreneurial confidence and black market
- **Social dimension:** the way any society defines and organizes its relationships: young vs. old; have vs. have-nots; male vs. female
- **Political dimension** how a society has divided its power and organized its leadership.
- **Identity dimension** with joint beliefs and history that helped to shape the identity of a culture/society

Each single one of these dimensions plays a vital part in the interaction of any society, sets its' fundamental axioms as well depicts borders or development opportunities. Any frictions in these areas will create unrest ranging from irritation to aggression.

The CCOE aims for making this model transparent as well as understood. Resulting from that it is part of our program to publish easy guidelines for each single segment, if not covered in other publications or doctrines. The start has been made with "Gender makes sense", covering parts of all five dimensions mentioned above. The publication you hold in your hands now explains the influence of one more aspect on all parts of societies rounding up the picture. In future ACC will be furthermore completed with publications on other issues.

Fostering and promoting understanding and apprehension of ACC will be assured by making understood the importance of most prominent influence-issues in each segment.

- Ecosystems influence in the physical dimension
- Entrepreneurial influence in the economical dimension
- Gender influence in the social dimension
- Good governance and Rule of Law influence in the political dimension
- Cultural heritage Protection influence in the identity dimension.

Taking these crucial topics into a close look will enable military personnel to decipher easily the problems at hand. This is the prerequisite for holistic analysis of the situation in the area. Starting from here Alliance Forces will be able to decide on the right measures for most beneficial solving of problems. It is also the key to identify areas of common interest with civil partners in order to achieve cohesive solutions of an enduring character.

ACC is the gate to these conditions, thus, amongst others, enabling military forces to reach the desired end state, in close partnership with civil entities also committed to the efforts in the area of operation.

For further details on several of these aspects, please visit our website www.cimic-coe.org and click on the relevant topic under 'CCOE Scope'.

6. Gender Awareness

6.1. Gender in general

Over the last years there has been growing interest in the different roles that women, men, boys and girls play in conflict prevention and resolution. Traditional views of male and female roles are changing. Women are no longer seen purely as victims of conflict and underdevelopment, but also as powerful agents of change and progress, and men and boys are sometimes the victims of sexual abuse.

Yet this deepening understanding of male-female relations is not yet adequately reflected in approaches to conflict and reconstruction. It is a commonplace that lasting peace and reconstruction will remain impossible if women – who, after all, make up half the population – are largely ignored. Women are still too often portrayed as nothing but victims of armed conflict. Their specific roles, needs and rights and their potential and capacity to contribute to peace processes and reconstruction need to be taken into account.

Some definitions:

Gender

The social differences and social relations between women, men, girls and boys. This goes beyond merely the sex of the individual, to include the way relationships are socially constructed. The gender of a person may result in different roles, responsibilities, opportunities, needs and constraints for women, men, girls and boys.

Gender perspective

Examining each issue from the point of view of men and women to identify any differences in their needs and priorities, as well as in their abilities or potential to promote peace and reconstruction.

Gender mainstreaming

A strategy for making the concerns and experiences of men, women, boys and girls an integral dimension of design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that all can benefit equally.

Gender equality

Equal rights, responsibilities and opportunities of men, women, boys and girls. Equality does not mean that women and men will become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female.

Gender awareness

Being aware of the role gender plays with regards to conducting operations, including the principles of equality and non-discrimination based on sex.

6.2.   Gender in military operations

Gender can be perceived in different ways but in most cases it **focuses on the socially and culturally constructed roles and positions of men, women, boys and girls**. Gender can be described as a range of characteristics distinguishing between male and female. It deals specifically with the social differences between man and woman instead of the biological differences. When we look at gender we examine the social attributes and opportunities associated with being male and female, and the relationships between men and women, as well as the relationships

among men and among women. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context and time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or man in a given context and is part of a broader socio-cultural context.

In practice when we deal with gender it is often in terms of equality, meaning equal rights, responsibilities and opportunities for men and women. This however does not automatically imply that we aim for men and women to become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender issues can be manifold. In the case of men we can think of structural unemployment, underprivileged men who hang around all day deprived of their role as providers of the family. Due to their frustrations and grievances they might be open to extremism which can be a way for them to seek economical and social advantages from which they are otherwise excluded. In the case of women gender related issues are often related to sexual violence such as the use of rape as a weapon of atrocity in conflict but also the exclusion of women from employment or education is a serious issue. Gender deals with the vulnerable groups in society and in this respect it also deals with child soldiers and their re-integration into society. When dealing with the re-integration in society a guiding principle is that unresolved traumas could be devastating for the social stability as for instance traumatized youths might be easily recruited again into rebel and insurgent groups due to the inability to re-integrate.

Gender is an important aspect of CIMIC activities as it **addresses the full 100% of the population** and it strives for gender equality as a desired end state.

In this regard it is aligned with the UN Millennium Goals which seek to improve the position of vulnerable groups around the globe. Moreover addressing gender issues is backed by various United Nations Security Council resolutions (UNSCR) most notably 1325 and more recently 1820, 1888, 1889 and 1960.

On 31 October 2000, the UN Security Council unanimously adopted **resolution 1325 on women, peace and security**. This resolution recognizes the disproportionate effects of war and armed conflict on women. It stresses the importance of women's role in preventing conflicts and of their full involvement in peace talks and political and socioeconomic reconstruction. In September 2009 **NATO published its BI-SC Directive 40-1 about integrating UNSCR 1325 and gender perspectives in the NATO command structure** including measures for protection during armed conflict.

6.3.   CIMIC relevant aspects of gender perspectives

Several operations, like in the Balkans, Iraq and Afghanistan, have shown that incorporating gender in the mission can contribute to the success of the mission. **A gender perspective can help identify the different vulnerabilities, needs and interests of men and women**. During a mission there are several focal areas where CIMIC activities and gender related issues will meet. One can think of healthcare, education, employment, economic development, humanitarian relief and security.

The pre-dominant framework used to discuss gender in peace and stability operations is that of **gender mainstreaming**. This is the process of **assessing the implications for women men, girls and boys of any planned action, including legislation, policies or programmes in all areas and at all levels**. It is a strategy for making the concerns and experiences of men and women an integral dimension of design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally. Gender equity is the major aim for such an approach where both men and women should be included as participants in line with the ideas of UNSCR 1325. It is important to note that gender mainstreaming does not focus solely on women, although women are more often than not the targets and beneficiaries of mainstreaming practices due to their disadvantaged position in many communities.

6.4.   CIMIC operator gender awareness guidance

Having a gender perspective creates better access to 100% of the population

As a CIMIC operator you should understand that gender awareness is an integral part of the working environment. Having a gender perspective is essential to enhance our understanding of all vulnerable groups that need consideration in the respective area of responsibility. Having this perspective had many advantages as it might lead to better access to the local population, organizations and authorities, better information sharing and improvement of mutual understanding and respect. It will also improve our situational awareness.

Having a gender perspective will improve our activities!

If properly conducted, gender awareness can have a positive influence on your work.

However, be careful when employing a more gender-focused approach, as many cultures still do not view women as equal members of society and our 'good intentions' might unbalance an already difficult situation. It is not wise to try to change the values of a society regardless of your personal opinions. CIMIC personnel should be aware of gender issues and should prepare for a more gender-focused approach which will improve your mission.

> **Gender Awareness is everyone's task!**
> **(See CCOE's Gender publication:**
> **Gender makes sense; a way to improve your mission)**

Furthermore in some situations it isn't culturally accepted for military men to engage with local women. Therefore a CIMIC team should include female team members to be able to engage the total population.

CIMIC operators should work closely with gender experts like Gender Advisors, Gender Field Advisors and Gender Focal Points deployed throughout the different levels of the operation.

IV.   Support to Civil Actors and their environment

> **Within a comprehensive approach, military support to civil actors and their environment will generally only be conducted, if it is required to create conditions supportive for the accomplishment of the military mission within the context of the mandate. They may include a wide spectrum of resources such as information, personnel, materiel, equipment, communications facilities, specialist expertise or training. Enabling this is a role of CIMIC and it may be executed by all elements of the military.**

1.   Civil Organizations and Actors

Regardless of the type of operation, a complex civil sector will be part of the problem and equally, part of the solution. The military commander will require a clear picture of the civil administration (whether this be sovereign or failed) including such aspects as police, local government, emergency services, utilities etc. The population within an Area of Operations will have its ethnic and religious groupings, cultural differences and allegiances.

1.1.   Categories of Civil Actors

The type and degree of co-operation and co-ordination between the military and various civilian organizations will vary depending on the type of civil organization (and in some cases the particular organization). Civil organizations are broadly categorized below:

- **Governmental Organizations (GO).** GOs are, depending on their specific area of expertise, dependent on their nations to

support their effort in the JOA. They have either an expertise in good governance, health support, economic development, infrastructural reconstruction and development, education and political capacity building. Their main focus varies from granting Humanitarian Assistance (HA) to long term development projects.

- **International Organisations (IOs).** IOs are established by intergovernmental agreements and operate at the international level such as the various United Nations (UN) organizations and the Organization for Security and Co-operation in Europe (OSCE). The United Nations Development Program (UNDP) administers and co-ordinates most development technical assistance provided through the UN system. The United Nations Office for the Co-ordination of Humanitarian Affairs (UNOCHA) is more likely to be involved in co-coordinating the activities of relief agencies including the United Nations High Commission for Refugees (UNHCR) and the World Food Program (WFP). The International Organization for Migration (IOM) is another influential Organization that may be encountered.

UNHCR refugee camp in northeast Kenya

- **International Committee of the Red Cross (ICRC)**. The ICRC is an *impartial, neutral and independent Organization* whose exclusively humanitarian mission is to protect the lives and dignity of victims of war and internal violence and to provide them with assistance. It directs and co-ordinates the international relief activities conducted by the International Red Cross and Red Crescent Movement in situations of conflict and their aftermath. The ICRC has a unique status as it fulfills a role conferred upon it by international treaties, most notably the Geneva Conventions of 1949, (to which virtually all countries in the world are party), and their Additional Protocols of 1977 and the Statutes of the International Red Cross and Red Crescent Movement adopted by the States Parties to the Geneva Conventions in 1986.

- **Non-governmental Organizations (NGOs).** The generic title of NGO encompasses a *wide* range of organizations *with* varying mandates, roles and *priorities*. A large number may already be operating in the *crisis* region and many will have been there for some time prior to the deployment of military forces. Some may be reluctant to become *openly* involved with the military and might resist any attempt to co-ordinate their activities. There is, however, some acknowledgement of the need to co-operate, by the exchange of information and the co-ordination of resources, in order to work towards a common purpose. Establishing mechanisms and processes for co-operation during a crisis is essential, and regular peacetime liaison will help the military to understand the various *types* of NGO and their sensitivities. In some cases NGO umbrella organizations may be established *which* can provide a degree of *coherency*. The existence and *Utility* of NGOs is

acknowledged in Article *71* of the UN Charter, and they may fall into one of two categories:

(1)   **Mandated.** A mandated NGO has been officially recognized by the lead IOs in a conflict or crisis and authorized to work in the affected area.

- **Non-Mandated.** A non-mandated NGO has had no official recognition or authorization and therefore works as a private concern. These organizations could be contracted or sub-contracted by an IO or a mandated NGO. In other cases they obtain funds from private enterprises and donors. Examples exist of NGOs that have been created to Support one faction in a conflict, often as a means to deliver external support.

- **The Corporate Sector.** The corporate sector involves multinational business, civil companies and other business interests which might be either already established in the crisis region or become engaged early on in the process of post-conflict reconstruction, whilst military forces are still deployed. Indigenous businesses may be a useful source of information about the local society, as well as playing a critical role in activities such as reintegration of demobilized armed forces into society. Civil companies deployed in response to the crisis may contribute to emergency relief initiatives as well as to longer-term development. Liaison may be required with these various organizations, both for their advice and to ensure co-ordination of activity.

- **Local Authorities and Populace.** Local actors are the group of all people and organizations that reside in the AOO and are originally from that country/area (Host Nation). These can

consist of civil, para-military and military. e.g. host nation security forces, host nation national and local government, local population, local powerbroker.

> **Before going on mission do your research!**
> **Visit sites like CFC/CMO, UNOCHA and Reliefweb.**

IOM assists in the return and relocation of some 120,000 internally displaced persons in Sudan.

1.2.   Military Support to Civil Actors

Support to the civil environment covers a wide spectrum of CIMIC activities.

It can involve a wide range of military resources: information, personnel, materiel, equipment, communications facilities, specialist expertise or training.

> **All possibilities must be exhausted before using military assets for civilian purposes! The following flow chart will help your decision making.**
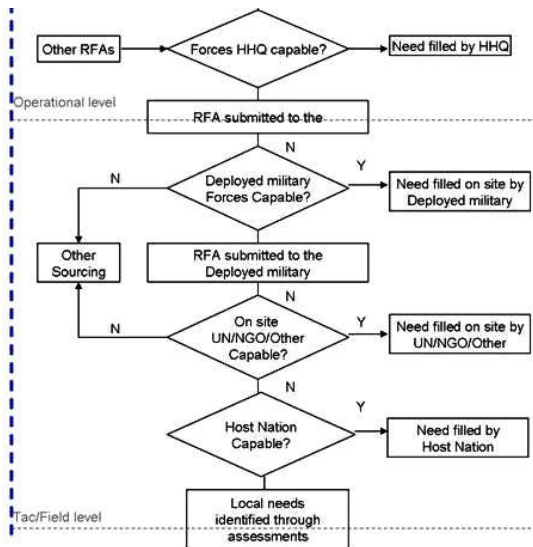
Read the table from the bottom to the top!

2.   Key UN Policies and Selected Guidelines

2.1.   Humanitarian Concepts and Principles

Humanitarian Assistance: Humanitarian assistance is aid to an affected population that seeks, as its primary purpose, to save lives and alleviate suffering of a crisis-affected population. Humanitarian assistance must be provided in accordance with the basic humanitarian principles.

> **Be as civilian as possible and as military as necessary!**

Core Humanitarian Principles:

- Humanity: Human suffering must be addressed wherever it is found, with particular attention to the most vulnerable in the population, such as children, women and the elderly. The dignity and rights of all victims must be respected and protected.
- Neutrality: Humanitarian assistance must be provided without engaging in hostilities or taking sides in controversies of a political, religious or ideological nature.
- Impartiality: Humanitarian assistance must be provided without discriminating on the basis of ethnic origin, gender, nationality, political opinions, race or religion. Relief of suffering must be guided solely by needs and priority must be given to the most urgent cases of distress.
- Operational Independence: Humanitarian action must be autonomous from the political, economic, military or other

objectives that any actor may hold with regard to areas where humanitarian action is being implemented.

The central role of these principles in the United Nations humanitarian work is formally enshrined in two resolutions by the General Assembly. The first three principles are endorsed in General Assembly Resolution 46/182, which was passed in 1991.The fourth principle was added in 2004 under Resolution 58/114.

For a comprehensive description of humanitarian coordination and the cluster approach, please refer to the 'United Nations Civil-Military Coordination Officers Field Handbook' on your CD.

2.2.   Civil-military relationships in complex emergencies

The civil-military relationship in complex emergencies from an UN perspective is described in the IASC reference paper CIVIL-MILITARY RELATIONSHIP IN COMPLEX EMERGENCIES - 28 JUNE 2004 (see CD)

The purpose of this paper is three-fold. First, it attempts to highlight, in a generic manner, the nature and character of civil-military relations in complex emergencies. Secondly, it reviews some fundamental humanitarian principles and concepts that must be upheld when coordinating with the military. Thirdly, attention is given to practical key considerations for humanitarian workers engaged in civil-military coordination.

The paper will serve as a general reference for humanitarian practitioners: a tool to which they can refer when formulating operational guidelines that are tailored specifically for civil-military relations in a particular complex emergency.

Contents

Principles and Concepts

- Humanity, Neutrality and Impartiality;
- Humanitarian Access to Vulnerable Populations;
- Perception of Humanitarian Action;
- Needs-Based Assistance Free of Discrimination;
- Civil-Military Distinction in Humanitarian Action;
- Operational Independence of Humanitarian Action;
- Security of Humanitarian Personnel;
- Do No Harm;
- Respect for International Legal Instruments;
- Respect for Culture and Custom;
- Consent of Parties to the Conflict;
  - Option of Last Resort;
  - Avoid Reliance on the Military.

Practical Considerations

- Establishment of Liaison Arrangements;
- Information Sharing;
- Use of Military Assets for Humanitarian Operations;
- Use of Armed Escorts for Humanitarian Convoys;
- Joint Civil-Military Relief Operations;
- Separate Military Operations for Relief Purposes;
- General Conduct of Humanitarian Staff.

2.3.   Guidelines on the use of Military and Civil Defence Assets (MCDA) to support UN humanitarian activities in complex emergencies

Guidelines on the Use of Military and Civil Defence Assets to Support United Nations Humanitarian Activities in Complex Emergencies (MCDA Guidelines), 2003, Revision 1 - January 2006 (see CD)

This document provides guidelines for the use of foreign military and civil defence personnel, equipment, supplies and services in support of the United Nations in pursuit of humanitarian objectives in complex emergencies. It provides guidance on when these resources can be used, how they should be employed, and how UN agencies should interface, organize, and coordinate with foreign military forces with regard to the use of military and civil defence assets. The document may also be of value in other large-scale emergencies.

Scope

These guidelines cover the use of United Nations Military and Civil Defence Assets (UN MCDA) - military and civil defence resources requested by the UN humanitarian agencies and deployed under UN control specifically to support humanitarian activities - and military and civil defence resources that might be available. These other forces on other missions are referred to as other deployed forces.

Principles, concepts, and procedures are provided for requesting and coordinating military and civil defence resources when these resources are deemed necessary and appropriate, and for interfacing with foreign military forces that are conducting activities which impact on UN humanitarian activities.

These guidelines are primarily intended for use by UN humanitarian agencies and their implementing and operational partners, Resident and Humanitarian Coordinators, UN MCDA commanders and commanders of

other deployed forces performing missions in support of the UN humanitarian agencies and liaison officers coordinating UN humanitarian activities with foreign military forces. All humanitarian actors should also be familiar with the principles, concepts and procedures set out herein and encouraged to adhere to them, as appropriate.

They could also be used by decision-makers in Member States and regional organizations when considering the use of military and civil defence resources to provide assistance to civilian populations. They may also be of value to foreign military or civil defence commanders, including peacekeeping forces, in the pursuit of their missions.

This document focuses on the use of military and civil defence assets in complex emergencies. The foundation for effective coordination of military and civilian assistance during reconstruction and rehabilitation of a disaster or post-conflict society is often established during relief operations; however reconstruction and rehabilitation activities are beyond the scope of this document.

Guidelines for the use of foreign military resources in natural disasters and peacetime technological or environmental emergencies are provided in a separate document entitled: "Guidelines on the Use of Military and Civil Defence Assets in Disaster Relief" (May 1994, Revision 1.1 – November 2007), also known as the "Oslo Guidelines" (see next chapter).

Contents

Principles and Concepts

- Core Principles;
- Key Concepts For Use Of Military / Civil Defence Resources;
- Avoiding Reliance on Military Resources;

- When to Use Military and Civil Defence Resources to Support Humanitarian Activities;

- Operational Standards for the Use of UN MCDA;

- Operational Standards for the Use of Other Deployed Forces;

- United Nations Humanitarian Civil-Military Coordination (UN-CMCoord) in Complex Emergencies.

Tasks and Responsibilities

- Affected State and Transit States;

- Humanitarian/Resident Coordinator;

- UN Humanitarian Agencies;

- Office for the Coordination of Humanitarian Affairs (OCHA);

- Assisting State and foreign Military or Civil Defence Commanders.

> **Liaison should always be maintained!**

2.4.   Guidelines on the use of military and civil defence assets in disaster relief

Guidelines on the Use of Military and Civil Defence Assets in Disaster Relief (Oslo Guidelines), 1994, Updated November 2006, Revision 1.1 - November 2007 (see CD)

This document is intended for natural, technological or environmental disasters, in peacetime, with a functioning government and stable political conditions. UN-CMCoord engagement strategy will normally be "cooperation" with the military. Foreign MCDA used by UN relief providers will normally be restricted to indirect assistance and infrastructure support.

The guidelines are not intended to restrict in any manner how the affected State makes use of its domestic military and civil defence resources. Decision to use MCDA to support UN humanitarian activities must be made in consultation with the affected State.

In setting UN policy in these situations, the Humanitarian Coordinator/Resident Coordinator is encouraged to take into consideration the issues of:

- Complementary
- Dependency
- Cost and Funding

Contents

Principles and Concepts

- Core Principles;
- Key Concepts For Use Of Military / Civil Defence Resources;
- Operational Standards for the Use of UN MCDA;
- Operational Standards for the Use of Other Deployed Forces;
- United Nations Humanitarian Civil-Military Coordination (UN-CMCoord) in Natural Disasters.

Tasks and Responsibilities

- Affected State and Transit States;
- Humanitarian/Resident Coordinator;
- UN Humanitarian Agencies;
- Office for the Coordination of Humanitarian Affairs (OCHA);

- Assisting State and Foreign Military or Civil Defence Commanders.

Annexes

- Model Agreement Covering the Status of MCDA;
- CMCS Sample Request for MCDA;
- Abbreviations.

The legal framework provided in this document allows States that have decided to accept foreign MCDA to establish an interim Status of Forces Agreement (SOFA) for the emergency. This document can be used if no bilateral or regional agreement exists for these purposes.

2.5.   Use of military or armed forces escorts for humanitarian convoys

As a general rule, humanitarian convoys will not use armed or military escorts. Exceptions to the general rule will be considered, as a last resort, and only when all of the following criteria have been met:

- **Sovereignty:** The sovereign power or local authority is unwilling or unable to provide a secure environment without the use of military or armed escorts.

- **Need:** The level of humanitarian need is such that the lack of humanitarian assistance would lead to unacceptable human suffering, yet assistance cannot be delivered without the use of military or armed escorts.

- **Safety:** Military or armed escorts can provide security in a way which would provide the credible deterrent needed to enhance the safety of humanitarian personnel and the capacity to provide assistance to intended beneficiaries without compromising the security of the beneficiaries and other local population.

- **Sustainability:** The use of an armed or military escort would not compromise the longer-term capacity of the organisation to safely and effectively fulfil its mandate.

The use of military escorts for humanitarian convoys will, within the UN system, be made by the designated official humanitarian coordinator.

Determination will normally be made by the UN Designated Official (DO) with the advice of the UN Department of Safety and Security (DSS).

Contents

- Preliminary questions
- Growing threat to humanitarian workers
- The increasingly irregular nature of warfare;
- Erosion of perception of impartiality of humanitarians
- Impartiality and the use of force including armed escorts
- Utility of armed or military escorts
- Consequence of non-use of military or armed escorts
- Policies and practices already in place
- Guidelines on when to use military or armed escorts
- Guidelines on how to use military or armed escorts

Considerations

A military leader or CIMIC operator responsible for making a decision whether or not to provide/offer an escort - or advice to the commander on the matter - should be prepared to discuss the following questions:

- What forces can be committed and for how long?
- What intelligence on the security situation can be declassified and provided?
- What are the Rules of Engagement (ROE) for the escort?
- Is the convoy leaving the own force's AOR?
- Will the designated escort unit deter a possible attack?
- What are the command-and-control arrangements?
- Does the escort unit have the capacity for extraction if the situation deteriorates?
- Are any reserve/back-ups available if necessary?
- Can own forces keep the route open once a military escort has been used to move a convoy through?
- Could the military escort be a potential source of insecurity?
- Would the use of an escort influence the organisation's ability to fulfil its mandate in other parts of the country?
- What are the consequences if own forces cease to provide escorts?

Prior to the convoy, a number of important tactical considerations need to be addressed e.g.:

- Procedures with respect to pre-movement security assessments.
- Procedures with respect to the composition of the convoy.

- Procedures with respect to convoy command and control.

- Procedures with respect to carrying and use of weapons.

- Procedures with respect to communication and liaison.

- Procedures with respect to security incidents.

- Procedures with respect to interaction with persons encountered en route.

- Procedures with respect to demands of pre-approved (by parties to the conflict or other authorities) movements, checkpoints, stops, searches, payments.

2.6.   United Nations Civil-Military Coordination (UN CMCoord)

UN Humanitarian Civil-Military Coordination (UN-CMCoord) is defined as:

'*The essential dialogue and interaction between civilian and military actors in humanitarian emergencies that is necessary to protect and promote humanitarian principles, avoid competition, minimize inconsistency, and when appropriate pursue common goals. Basic strategies range from coexistence to cooperation. Coordination is a shared responsibility facilitated by liaison and common training.*'

http://www.unocha.org/what-we-do/coordination-tools/UN-CMCoord/overview

United Nations Humanitarian Civil-Military Coordination (UN-CMCoord) is necessary to promote humanitarian principles, and protect humanitarian operating space, in humanitarian response operations where both humanitarian/civilian and military actors are present.

Defined as the essential dialogue and interaction between civilian and military actors, OCHA is the focal point for UN-CMCoord within the United Nations system, providing the international community with the

development and facilitation of guidelines on the use of Military and Civil Defence Assets (MCDA), a dedicated UN-CMCoord training programme, humanitarian support to military simulation exercises and deployable expertise.

OCHA plans, mobilizes and coordinates UN-CMCoord emergency response tools in support of Humanitarian Coordinators and humanitarian assistance operations. It promotes UN-CMCoord guidelines, deploys skilled humanitarian civil-military coordination officers and implements the CMCS training and exercise programmes.

2.7.   Civil-Military-Coordination in Peacekeeping Mission – UN Department of Peacekeeping Operations

This policy *(see CD)* provides guidance to military staff and contingents in United Nations Peacekeeping Operations on operational coordination between the UN military and civilian partners, among them the civilian component of UN field missions, UN Police, UN agencies, non-governmental organizations, host nation government, and private organizations and individuals. Such coordination encompasses activities undertaken and/or facilitated by military components of UN integrated missions, both at UN HQ (particularly as part of integrated planning) and by the military component of a UN integrated mission deployed in the field, across the full spectrum of UN peace support operations to include conflict prevention, peace enforcement, peacekeeping, and transition to peace building. For UN military, this process is called "UN-CIMIC". The sub-term "CIMIC" (for civil-military coordination) is applied as such due to its deeply entrenched use in the international military culture and as a common point of reference to promote unity of effort among UN force elements. However, it is not in any way to be construed with NATO "CIMIC" (for civil-military cooperation). UN-CIMIC is one among a range of coordination systems, both civil and military, that represents the mission coordination system. UN-CIMIC refers to military civil-military coordination operations and personnel, while Civil-Military Coordination1 (CMCOORD) refers to civilian

personnel and undertakings in this function in UN integrated missions. In addition to providing operational guidance for UN military, this policy serves to provide those civil partners mentioned above an understanding of what they may or may not expect from UN military forces.

UN-CIMIC has two core functions – first, managing the operational interaction between military and civilian actors in the peace process; second, managing transition, as appropriate, from conflict to peace and from military to civilian lead, in humanitarian relief and development assistance.

2.8.   CIMIC Operator Guidance in dealing with Humanitarian Emergencies (HE) and Disaster Relief (DR)

This will be a short walkthrough when Humanitarian Emergency (HE) occur and/or Disaster Relief (DR) is needed.

The following phases will be described:

- Preparedness
- Activation
- Operation
- Return to home base

When an emergency happens and disaster relief is needed, you will mostly find out through media and your own/national command lines.

Preparedness

Before an emergency you should try to be educated and trained as good as possible in dealing with HA and DR. This can be done through various programs; here you will find two organisations that give education and training.

UNOCHA, Civil Military Coordination (CMCoord) training:
http://www.unocha.org/what-we-do/coordination-tools/UN-CMCoord/training-partnerships%20

EU civil protection mechanism (CPM) training:
http://ec.europa.eu/echo/civil_protection/civil/prote/activities.htm#training

Besides the trainings try to visit as much training, seminars and network as much as possible; the more you know the better you can do your task/work.

> **Being well prepared is half the job!**

<u>Activation</u>

If and when you will be tasked to participate in these situations you first have to find out what your task will be and at the same time try to get as much information / intelligence on the situation as possible. A very good way of doing this besides all national mechanism that are present in various forms, is to go to: reliefweb (http://reliefweb.int/). Here you can find a lot of information on HE and DR. Besides that you should go to VOSOCC (Virtual Online Site Operation Command Centre), (http://vosocc.unocha.org/). Here you can find all and current data available on all HE and DR.

This information will provide a proper general and situational awareness, not being at the location of the emergency or disaster. Use the information to prepare yourself and the team as good as possible on all aspects: information, team setup, equipment etc.

Operation

Then when you are deployed and arrive at the emergency or disaster location, when entering another country, first check in at the **"reception centre"** (usually manned by the a UN or EU team) and located at the entry point, e.g. airport/seaport, where most organizations will enter when coming to the emergency or disaster location. The reception centre can help you with formalities and tell you the location of the **Local Emergency Management Authority (LEMA)** and the **On Site Operations Coordination Centre (OSOCC)**, usually manned with UN and possibly EU staff, and other location and first information that you might need. After the reception centre first check in at the OSOCC. They can help you with a lot of information.

First you have to get settled in and they can tell you who is where, this will give you an idea where to setup your base if that is not taken care of by your own nation.

The OSOCC will also have the latest information on contact details of all interesting parties (IO's/NGO's/GO's etc). Also will they be able to give you the latest information about the situation on the ground in the area. And they will be able to help you with coordination, between actors/organizations and give you information where and when the clusters meetings are (see UN clusters system).

Then check in with the LEMA, they can help you with formal issues and also update you on the most current information and needs that they have.

During the operation, keep liaising with the LEMA and the OSOCC as regularly as possible. Also regularly send sitreps to your contact at your home country and/or local national representative. This way they are aware of your status, you can give them the most current information, and they can help you if needed. Regularly attend the cluster meetings, there you

will get information on what is going on in the respectable clusters and you can communicate and coordinate with the attending parties.

During the operation (as much as possible) adhere to the core humanitarian principles, the rules of the Host Nation/LEMA and your own national rules and caveats.

<u>Return to home base</u>

After having completed the operations and you are preparing to leave for home be sure to do a proper hand over – take over. Either to others taking over your task or the Host Nation representatives/LEMA and always inform the OSOCC.

After arriving home as soon as possible make a Evaluation Report; what did you do (preparing till going home), how was the operation, lessons learned, and advice for the future. And try to share your experiences with colleagues as much as possible so they can learn and benefit from your experiences as much as possible.
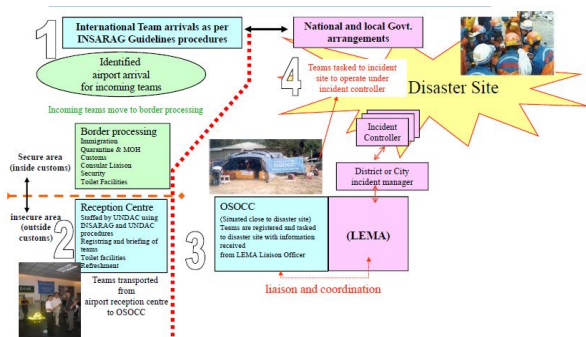
Scheme of Emergency Response Procedures

3.   CIMIC Projects

3.1.   Purpose of CIMIC projects

A CIMIC project is a specific task or activity managed by the military force either independently or in partnership with one or more civil bodies (national and/or regional authorities, civilian populations, non-governmental organisations and international organisations). A partnership is preferable and will enhance the feasibility and sustainability of a project.

> **CIMIC projects must support the Commander's mission!**

3.2.   Project characteristics

To establish a CIMIC project, following characteristics must be taken into consideration:

- Size and complexity
- Co-ordination
- Mission oriented
- Clearly defined
- Monitored
- Feasibility
- Level
- Flexibility
- Commitment
- Impartiality
- Funding

More information on these characteristics can be found in TTP 8.

Additional, a project must comply with the SMART-principle: **S**pecific – **M**easurable – **A**cceptable – **R**ealistic –**T**ime.

3.3. Project Approach
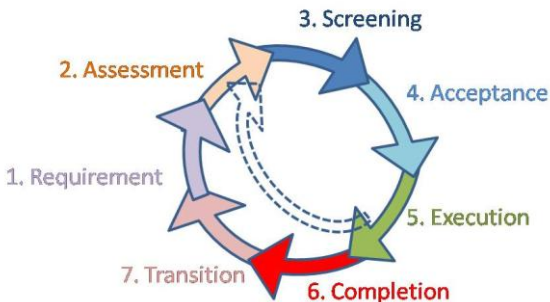
1. **Requirement:** Ensure the project is requested!*
2. **Assessment:** Ensure the project is in support of the Commander's mission!
3. **Screening:** Ensure there is a need and no duplication of effort! Do no harm.
4. **Acceptance:** Follow the Local Ownership Principle!*
5. **Execution:** Ensure local involvement!
6. **Completion:** Ensure there are no additional hidden commitments and the project will be maintained and sustained!
7. **Transition:** Make sure the project has a local face!

Preferably as part of a program
The principle of Local Ownership describes the perception and acceptance of the local population regarding the project.
During the execution phase we will always control the ongoing process, like as costs, local involvement, timings, etc.

* Project proposal template, Project assessment checklist and the civil factors considerations template can be found in the annexes.

> **UNDERSTAND your chain of command as you may face external influence from other Governmental Departments /**

3.4.   Do No Harm (DNH)

During the planning process of a project, it might be helpful to ask the same DNH questions in order to avoid possible sources of problems.

Impacts on other communities

- How is the relationship between the people we are assisting and their neighbours?
- Will our assistance make those relations better or worse or will there be no effect at all?
- Have you considered the needs/preferences/priorities of neighbouring communities?
- Have you considered the potential or actual negative effects on other communities?

Effects on Perceptions and Relations

- Is anyone already doing something similar here, or nearby?
- Have you considered sources of harmful competition, suspicion, jealousy or biases within and between the communities in the area where you are working?
- Will this activity avoid or foster harmful competition, suspicion, jealousy or biases? Who profits from this project? Can it be misused or not used at all?

- Are the resources we are providing at any risk from theft, diversion, corruption or other unwanted use?

➜   **Always consider the consequences of your actions!**

Be aware that you as a CIMIC Operator might be tasked with

3.5.   Additional considerations

Projects are not a core function of CIMIC, but if a commander decides to carry out projects, CIMIC operators should always be involved from the very beginning of the planning process. A commander should deny any project implementation which has not been cleared by the CIMIC branch and which has not been approved by the responsible local officials/ministries. Projects based on "good intentions" are usually flawed and result in a waste of limited resources. This does not mean that units within a contingent should be stopped from doing good work. Their contributions are not only helpful but they are also good for the morale of the troops. They should follow the guidance and advice of CIMIC operators.

Avoid the "feel-good-trap"!

When properly planned and executed, projects can benefit the overall mission, can serve as a significant contribution to force protection and will definitely improve the situation of the local population. It is not the amount of money which makes a project successful but the consideration of the factors mentioned above. A poorly-planned and implemented project will, in turn, only benefit the contractor and damage the reputation of the military. When it comes to projects, less is sometimes more.

> **"It is better to let them do it themselves imperfectly, than do it yourself perfectly. It is their country, their way and our time is short."**

CIMIC Project Example

Member of the Dutch Provincial Reconstruction Team and the Mayor of Deh Rawod village (AFG).

Project description (extract):

Problem: Lot of garbage on bazaar and irrigation channel. Possibility of diseases spreading.

Project name: Garbarge truck for a big village

Project details:

- *Truck was paid by the Afghan government*

- *CIMIC established contact between mayor and Afghan government and facilitated the process*
- *Truck used to clean bazaar*
- *Bazaar user paid a fee, this fee was used for the salary of the truck driver, maintenance of the truck, and fuel for the truck etc.*
- *No new power structure created (income) Mayor was already in power position.*
- *Project also promoted good governance*

(see detailed Project Proposal Template in Annex 11)

V.   CIMIC in the Maritime Environment (CME)

1.1.   The approach to NATO CME

CIMIC functions conducted in the Maritime Environment have characteristics in common with those conducted on land, but also have characteristics unique to the maritime environment. Current NATO CIMIC doctrine and TTPs are particularly land-centric in presentation and fail to address specific issues of concern to the Maritime Environment. Additionally, maritime forces routinely conduct interactions with civil actors, but those are not identified as CIMIC.[1]

1.2.   The "Maritime Environment", is defined in MCM 0140 as follows:

"The maritime environment comprises the oceans, seas, bays, estuaries, waterways, coastal regions and ports".[2]

An expanded description of the Maritime Environment shows its complexity and uniqueness. Without doubt the operations in the Maritime Environment can have a global impact as the International Law of the Sea applies worldwide. This is an important aspect to consider when planning and conducting operations in the Maritime Environment.

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[1] CIMIC in the Maritime Environment Experiment: Final Experiment Report, HQ SACT, 5000TC-70/Ser NU999, 2Mar2011.

[2] MCM-0140-2007, NATO Concept for MSA, 14 Jan 08.

Fishing in Africa

Military structure, civil agencies, corporate and private interests in the maritime environment varies greatly from country to country. Some governments utilize the military to perform coast guard, fisheries or custom functions, while others assign these tasks to the federal, state or even local level. A thorough analysis to identify the military, civil, corporate and private structures of the maritime environment must be performed as early as possible. In many cases this analysis will need to include the relevant aspects of neighbouring nations even if they are not in the area of operations.

Annex 10. contains a comprehensive, but not exhaustive, list of groups that are either unique to the maritime environment or have significant differences to their land counterparts. This list is intended to assist in the analysis of relationships present in the maritime environment of the

operational area. Without this analysis it will be difficult to establish the contacts required to perform effective engagement in the maritime environment.

1.3.   CIMIC in Maritime Operations

In maritime missions CIMIC type functions are relevant. The following types of missions exemplify the most relevant missions that relate to CIMIC. They are listed in no particular order:

- Embargo Control
- Counter Piracy
- Maritime Interdiction
- Disaster Relief
- Drug Interdiction
- Counter Proliferation
- Counter Asymmetric Threats
- Consequence management

1.4.   Tactical Level Purpose and Tasks. From these CIMIC tasks, strategic, operational and tactical tasks can be derived (see Annex *10).*

1.5.   Descriptions relevant to CIMIC in the Maritime Environment

Port Areas. Virtually every port area is unique. This is particularly true in the larger ports that will be of more interest to the Maritime Commander. A number of military, civil, commercial and recreational users may inhabit the port, all with specific rights, obligations, requirements and agendas. A larger port may have military, commercial, fishing and recreational areas, and it may have a Harbour Master for each of these areas:

- Transport Companies (land/sea, people/goods)
- Storage/Warehouse Companies

- Recreational Users
- Fishing Industry (including fish/shellfish farming)
- Port control/Harbour Masters

Mariners. While sailors around the world have much in common, the global nature of the maritime industry ensures diversity. This diversity is not only reflect in the languages, customs and cultures of the marines, but in the legal systems of the various flag states and in the regulations and practices of the maritime unions and shipping companies.

Fishermen may have specific rights to fish in the territorial waters of another state, ferry lines often operate between nations, maritime construction companies rarely confine their operations to one country and recreational mariners can easily travel internationally.

Fish and Produce Harvest

Energy.   The global need for energy has produced global energy companies.   Despite the many difference of the industries, these companies can be as diverse as their merchant shipping counterparts. A frequent concern for the energy industry is security, and in areas where this is a concern, the energy company is likely to have a security organization in place. This can be provided (all, or in part) by the host nation, third party firms, or the company itself. It may include maritime

assets for protection of port facilities and near and off short platforms, as well as a land component for pipeline and storage area protection.

Even in areas where security is less of a concern, the energy companies will often have an in depth knowledge of the area, either as an established part of the community, or in the earlier states, through research, engagement and exploration in an effort to find new energy sources.

- Platforms (offshore/near short)
- Port infrastructure (refinery/pump station/tanker piers)
- Pipelines (land/maritime)
- Storage areas
- Security organization/firm
- Spill response organizations
- Exploration

Law Enforcement, Civil Government. The way nations structure their maritime law enforcement and government agencies varies greatly. What one nation sees as a law enforcement branch, another may see as a civil responsibility. In some areas, many, or even all, of the below functions may be carried out by the military. In other areas these duties may be delegated down to the local government level. The roles of each can also be quite different, depending on how the government has defined their responsibilities. A Coast Guard of one nation may have strong powers of search, seizure and arrest, while another may be purely a safety organization.

- Coast Guard
- Search and rescue/lifeboats
- Fisheries, customs, immigration, border patrol
- Port/Maritime police
- Environmental protection
- Transportation department/water of navigational safety.

Port and Harbour Security

1.6.   Pollution in the Maritime Environment.   Environment management plays a significant role. Areas to be considered include:

- Pollution control
- Laws and regulations
- Sources of pollution
- Health hazards and diseases

1.7.   Piracy

Definition of Piracy. Piracy is a war-like act committed by private parties (not affiliated with any government) that engage in acts of **robbery** and/or **criminal violence** at high sea. Piracy consists of any of the follow acts:

- Any illegal acts of violence or detention, or any act of depredation committed for private ends by the crew or the passengers of a private ship or private aircraft.
- Any act inciting or of intentionally facilitating an act described in Article 101 of the 1982 UN Convention of the Law of the Sea.

Anti-piracy operations (APO) depend on the specific tasking and the rules of engagement of a maritime force. This has direct impact for the planning and conduct of CIMIC in APO, and the focus is likely to consist of liaison activities with international law enforcement organizations as well as national institutions obliged to prosecute crime.

The character of blue water APO is demanding for keeping a common operational picture for all participants. As CIMIC personnel, you will support the operational branches of the force commander directly with requests and how to interline between the naval assets and the partners on shore.

1.8.   CIMIC Maritime Environment Area Assessment Study

An area assessment for the Maritime Environment will provide an invaluable resource and tool for the CIMIC operator as well as other organizations and agencies involved. One suggested format is: *(see Annex 9)*

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1.   National / Mission Specific (Placeholder)

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1.   Quick point Cards (placeholder)

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Afghanistan Stability / COIN Dynamics
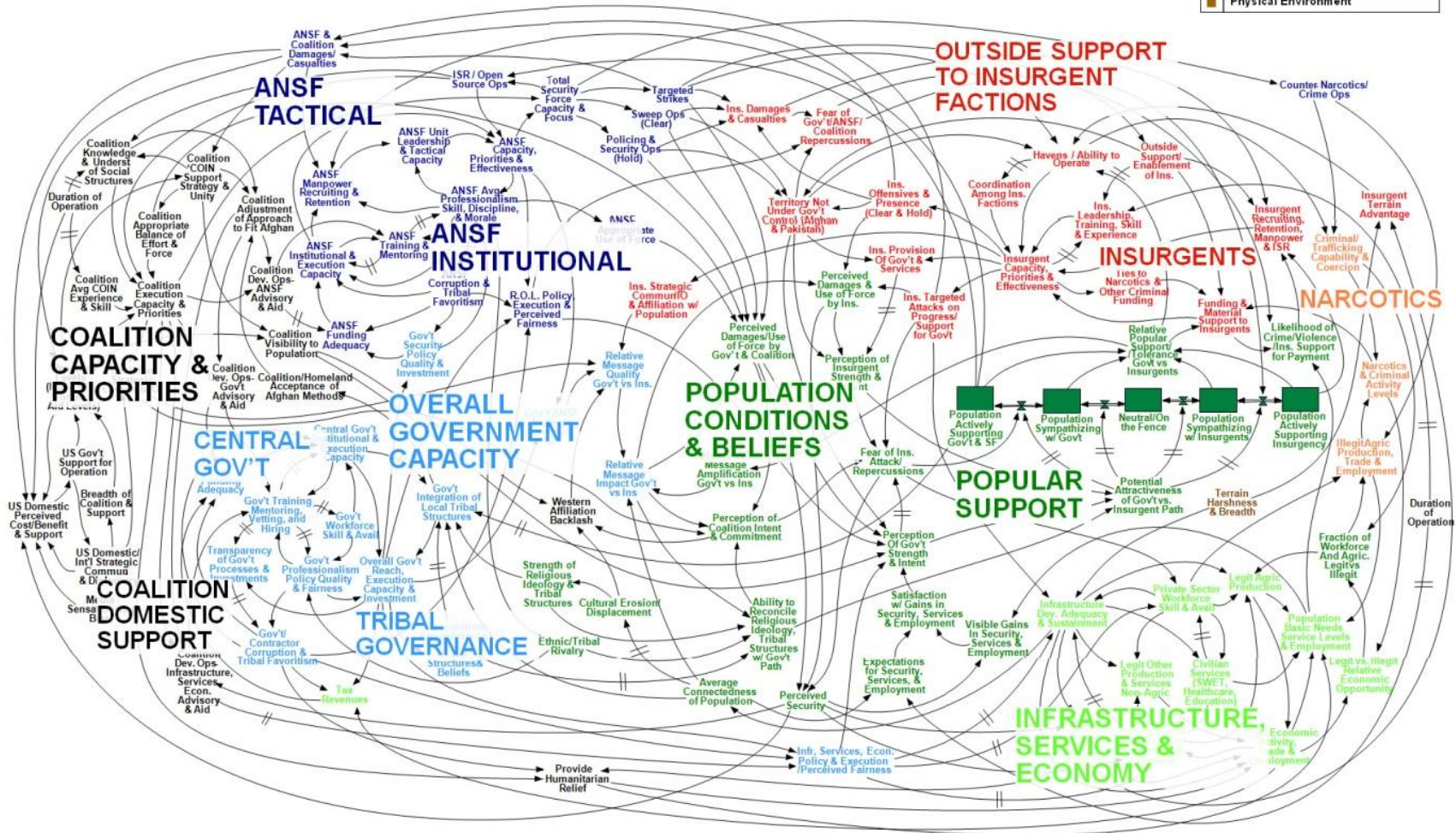
WORKING DRAFT – V3

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COIN Case Study

Case Study 1

Discuss these cases with your unit!

Situation

A U.S. patrol has performed its routine missions in Southern AFG for quite some time. In doing so, it has always used more or less the same route and the Afghan population has got used to the situation. After transfer of responsibility, the new patrol is tasked with the same mission. However, having got lost, it uses another route. Since this route turns out to be impassable, the patrol is forced to turn around. The patrol leader decides to cut or push down the fruit trees hampering the turning maneuver. Of course, this is not appreciated by the population. After a few days, there are an increasing number of IED attacks along the road.

Alternative Courses of Action

Because trees are an important source of revenues, the patrol should have first discussed the issue with the population on the spot before destroying them. This would have been acceptable since the patrol was not in imminent danger.

Involve the population!

Conclusion

As a result of the patrol's inappropriate behavior, friendly forces were put at risk unnecessarily.

Case Study 2

Situation

In terms of catch-up speed, a convoy commander in AFG states that he does not care about the way vehicles catch up. The only thing that matters to him is catch-up speed. In addition, driving maneuvers should be carried out to try and prevent civilian vehicles from squeezing in.

After a short time, the convoy splits up. One vehicle is separated from the convoy and tries to catch up at excessive speed. In a village, a local truck with worn tires is passed by and forced off the road by the ISAF vehicle. The truck driver loses control of the vehicle and moves to the side stripe, eventually colliding with a group of pupils walking along the road. While ISAF personnel are not injured, the truck driver suffers minor bruises and one child of the group of pupils is killed and several others injured.

Consequences

-      children killed/injured
-      public discontent
-      perhaps attacks, but at least a negative public perception
-      truck damaged, has to be replaced
-      loss of earnings for the company, perhaps existence at stake
-      several employees of the company lose their jobs
-      truck driver definitively loses his job

Alternative Courses of Action

<div style="border:2px solid orange; padding:10px; text-align:center; color:orange; font-weight:bold;">
Avoid harming the population!
</div>

The convoy commander orders an appropriate catch-up speed. Pointing to the aggressive driving style of local drivers, he orders a defensive driving style for the convoy. Military drivers are tasked and trained accordingly.

Conclusion

Such regrettable incidents may be avoided by appropriate tasking (IAW COIN regulations).

Case Study 3

Situation

Insurgents threaten a telecommunications provider and force him to switch off the network at night to prevent reports on planned operations being transmitted via telephone. The telecommunications personnel are not sufficiently qualified and do not feel secure.

Courses of Action

Forward the information to the appropriate branches to develop an immediate InfoOps campaign. Reassure the telecommunications personnel that we are taking all the necessary measures needed and thank them for their cooperation. Maintain the relationship.

> **Constantly communicate with the population and maintain your relationships!**

Conclusion

It is suggested to turn the tactical victory of the insurgents into a strategic defeat by convincing the population that the insurgents do harm to them.

This is a perfect example for our dilemma. Security is at stake and we offer media messages.

Case Study 4

Situation

A patrol is tasked to establish a CP close to a farm in a Muslim area. The farm is surrounded by a high wall. To have a sufficient view, security forces must be placed so as to ensure they are able to watch over the wall. The patrol leader opts for the mounted employment of the security forces. Thus, the observer is able to observe the courtyard behind the wall. The patrol leader disregards the fact that, in Muslim countries, women are allowed to be without veil in protected areas.

Alternative Courses of Action

Out of respect for the protected area of local women, only female soldiers should be employed as observers. If female soldiers are unavailable, talk with village elders to inform them of our plans, taking into account the importance of cultural sensitivity.

Conclusion

This example shows that cultural awareness is mandatory in COIN operations.

> **Everybody should know the fundamentals of COIN.**

Interpersonal Communication skills

3.1. Interview Techniques

In some cases, there might be a mixture of interview techniques (causing, for example, ethnic tensions).

The interview process consists of three phases:

- Preparatory phase
- Interview phase
- Follow-up phase

These three phases will be discussed in the following chapters.

Preparatory Phase

- Try to maximise knowledge of the subject matter and conduct background research
- Always have a "mission statement" available that should contain an understandable explanation of what CIMIC is and what your tasks are, in order to make your contact aware of what your role is and what it is not; this also helps to avoid raising wrong expectations (e.g. No green NGO! Support of the mission, link between civil actors and the commander)
- Review cultural items such as customs, traditions and local idioms and some phrases in the local language to minimise the chance of offending interviewees

Understand: the clock is yours but the time is theirs!

- In an ideal situation, CIMIC should be seen by civil actors as a partner, not as an obstacle. Make sure that your verbal and

non-verbal messages are consistent with the characteristics of a partnership (CIMIC does not directly coordinate civil actors)

- Prepare and ask questions that promote conversation and discuss them in advance not only internally with the team but also with the interpreter, so that he can advise on certain issues (culture, customs etc.)
  - o Open-ended questions: 'How would you describe the village where you were born?'
  - o Closed-ended questions: 'Where are you from?
- If possible, always make appointments
- Consider a separate note-taker since the interviewer should focus on the answers, non-verbal communication (facial expression, posture, appearance, voice tone, eye movement, etc.) of the interviewee
- Under some conditions, an unannounced visit is less desirable but may be the only means of contacting individuals
- Arrange for interpreter support if needed
- Arrange for security or escorts depending on the threat level
- If parts of your team or the security detail are not in the same location, make sure you have communication lines set up

These preparations are essential and an experienced CIMIC operator will immediately realise that the general preparations for each of these events are almost the same and, with more experience, preparation time will decrease. However, even an experienced CIMIC operator with mission experience should from time to time revise his own preparations to make sure he is not missing something.

Interview Phase

An interview may take place under varying conditions or in various environments. The interviewer should try to conduct the interview in the best conditions possible, but must remain flexible and focused enough to obtain information in any situation.

The most common way to express admiration to the interviewee is to deliver a 'direct positive'. This type of compliment tells the interviewee in a straightforward manner what it is you appreciate about their behaviour, appearance and attitude. This will allow him to approach the interviewee as a source at a future date.

Set the appropriate atmosphere:

- Schedule the meeting at a mutually convenient time,
- Allocate sufficient time,
- If possible, agree on a quiet location,
- Relax and put the interviewee at ease,
- Take your gear off, if the situation permits it,
- Provide and/or accept refreshments if possible/if offered,
- Explain the purpose of your visit if it is not routine,
- Introduce your team.

Conducting the interview

- Start your conversation with small talk
- Try to build up a good personal relationship with the interviewer
- Be confident and be familiar with the subject
- Maintain and enhance control of the interview by asking open-ended questions.
  They have the following advantages. They:
    - Encourage others to disclose specific facts
    - Create a better atmosphere for the interview
    - Promote answers of more than a word or two
    - Allow others to relax
    - Increase your control
- Try to avoid questions that can be answered with just Yes/No, e.g. "Is it true that you are suffering from a lack of food, water and electricity?" Better: "What are your concerns when you

think about your village?" These open questions allow control of the conversation

- Do not confront the interviewee in a manner that challenges his integrity
- Let the interviewee explain the meaning of unfamiliar terms. If necessary, let him spell out names to make sure you understand correctly
- Do not interrupt in the middle of an answer. Be polite and attentive
- Use your 'active-listening' skills (listening, reflecting, speaking)
- Do not be afraid of silence and do not rush into filling this silence with more questions
- Suggest breaks to allow everybody to relax, especially your interpreter
- Show appreciation and be prepared to answer questions asked by the interviewee, for he may also have a need for information
- If the situation and atmosphere allow it, finish the interview with some small talk to come back from business to a more personal level. Try to leave a good impression; you might want or need to come back
- If the counterpart acts in an emotional way, you should deal with the emotions and show empathy first before starting a factual interview.

Considerations

- Acknowledge customs and greetings and show proper respect to dignities without acting timidly
- Use local phrases appropriately or not at all
- Know how to work with an interpreter
- Never compromise own operations by inadvertently releasing critical information

- Do not lie. If your lies catch up with you, you are done! Omit certain truths if necessary or tell the interviewee straight away that you are not entitled to answer certain questions
- Do not make a promise you cannot keep. Otherwise you lose credibility

Post-Interview Phase

Actions after the interview are as critical as gathering the information itself.

- Debrief all participants, including the persons who waited outside the building or were observing the area
- Write one report about the briefing and the outcome of the interview and make sure your information is processed in the system
- Coordinate with other branches asap, e.g. EOD, J2 etc. if unexpected issues demand an immediate response

Summary

Conducting interviews is probably one of the most important actions you, as a CIMIC operator, will carry out during the mission. Proper preparation and consideration is essential for conducting successful interviews.

3.2. Negotiation Techniques

During negotiations, you must be:

- tolerant
- patient
- prepared
- innovative
- flexible
- resourceful

- able to take charge
- expecting change

Before the CIMIC negotiator enters the agreement process, he should know what a good agreement consists of:

- Fairness implies that all or both sides are treated alike
- Efficiency refers to producing the desired outcome with a minimum of effort
- Wisdom refers to the right judgment
- Durability refers to the stability of the agreement or the ability of the agreement to last

Negotiation Phases

Phase 1 – Preparation for Negotiation

- Know the history of the country, the conflict and the parties involved
- Understand the cultural and ethnic differences of the people you are about to deal with. How emotional are they, how sensitive, what is their style of communication?
- Understand the personalities of the individuals you are about to deal with. Gather as much information as possible about recent negotiations
- Know your own authority and limitations when it comes to deals. If in doubt, confirm with your superiors what you may or may not offer. Do not make promises you cannot keep!
- Brief your interpreter on what you are trying to achieve
- Think of security and communications
- Maintain a high level of personal dress and a positive/professional attitude during the negotiations

Before you enter the negotiation, ask yourself the following questions:

- What do I hope to achieve with this negotiation?
- What does my opponent want from this negotiation?
- What common ground do we share?
- What is the minimum result I have to achieve?

Apply the following methods while you are negotiating:

- Separate the people from the problem.
- Focus on interest, not on positions.

To identify potential interest use **CHEAP BFV**:

Concerns, **H**opes, **E**xpectations, **A**ttitudes, **P**riorities, **B**eliefs, **F**ears, **V**alues.

- Invent options for mutual gain.
- Insist on using objective criteria

And finally, prepare your **BATNA** (**B**est **A**lternative **t**o a **N**egotiated **A**greement). Once you have identified what the potential interests of the opposing parties are, you must also prepare a fall-back position (BATNA) should negotiations fail for yourself and the opposing party.

Phase 2 – Conduct of the Negotiations

The Opening Talks

- Take your time and be patient
- Remember the customary salutations and exchanges of courtesies

- Introduce yourself and your team
- Use small talk to establish rapport and put everyone at ease
- Outline the plan for the meeting
- Offer or take refreshments

The Main Talks

- Follow the agenda
- Listen, do not interrupt
- Obtain agreement on facts or record differences
- Decide whether specialists are needed to provide expert advice
- If incorrect statements are given, state the actual facts but do not argue
- State your understanding of the issue at hand as presented by the other side
- State the mission point of view on this issue
- In case of insurmountably different points of view, propose an investigation into the key issues to clarify things
- Make careful reminders about agreements, actual arrangements and practices
- If you can't reach an agreement, try to agree on facts, the next step or at least another meeting
- Depending on your authorisation, you can, if necessary, hint at the intention to   escalate

Ending the Negotiations

- Summarise what was said and, if possible, confirm it in writing
- Agree on a time and place for a subsequent meeting
- Exchange pleasantries and chit-chat in order to leave business and come back to a more personal level

- When more than one party is present, see to it that everyone leaves the location at the same time

Phase 3 – Follow-up of the Negotiations

Depending on the negotiation/mediation, it might be useful to conduct an After Action Review immediately after the meeting. The purpose of this discussion should cover the following:

- Organisation and conduct of the meeting.
- Review of the discussions and interactions, impressions on attitudes.
- What went well, what did not and why?
- How can we improve?

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Working with Locally Hired Interpreters (LHI) – Mission Experiences

If properly used and correctly supervised, LHIs are probably the best resource for achieving mutual understanding and communication with the local population. If LHIs are improperly used, however, the loss of a potential resource or information is the least of the consequences. Some military personnel have a natural flair for working with LHIs and will quickly establish a good working relationship with them.

Other military personnel will find it difficult, for whatever reason, to establish a good relationship with an LHI (a dysfunctional working relationship is often attributable to a clash of personalities. In these cases it is relatively simple to transfer the LHI internally or re-assign him to various senior users. If this is not possible, the decision can be made to assign him to a pool of interpreters). In these circumstances the best that can be achieved is a functional, professional working relationship. The advice given in these guidelines may be helpful in this respect.

Dutch CIMIC element meeting with local authorities with support of LHI

Experience shows that many LHIs are members of the local elite. Do not expect such LHIs to be able to cooperate easily with all sections of society. They are well acquainted with their own social class, but less familiar with other classes. In general they are respected local dignitaries who (possibly) consider themselves to be higher up on the social scale than many of the national military personnel they work with. This is an interesting fact in itself, but it is also a potential problem. They will certainly find it difficult to understand the national military. Many will have (some) military experience. Bear in mind that among them are former military personnel who dislike the provisions of the national law on military discipline - and therefore dislike our way of acting. This adherence to the rule of law is sometimes seen by them as a sign of weakness. It is advisable to talk openly and discuss this aspect and, if necessary, report back.

The LHIs' attitude will change as they become more experienced and comfortable in their role. At first they may be uncertain and diffident (this is often caused by concern about their own safety and the safety of their families), but after some time they will come to understand the mission, the SOPs and the national military. Particular caution is recommended in relationships with these more experienced LHIs: too much dependence on LHIs is always inadvisable. The risks are greatest where an LHI is frequently used for discussing specialist subjects, often with the same people. In such a situation the alternative options are either to use several LHIs on a rotational basis or, making use of the background and experience of the LHI concerned, to employ him in a different role or another position where he can be more closely observed.

LHIs will very probably be treated in various ways by the local population - perhaps with some envy, distrust or jealousy - but they will always be regarded as sources of information about national troops, SOPs, etc.

The LHI is a member of the local population. Despite the instructions and/or prohibitions he has been given, you can assume that he will pass on

some of the outcomes and details of your conversations. If put under pressure, he will pass on full information because you cannot protect him and his family. In your introductory talk with the LHI you can tell him that his safety and the safety of his family will have first priority. If information indicates that the safety of the LHI or his family cannot be guaranteed and the assignment therefore cannot be carried out properly and safely, do not use an LHI.

It is almost impossible not to build up an interpersonal relationship with an LHI. Given that this is inevitable, you can ensure that it takes place on your terms and in a manner that suits you. Some LHIs will be happy to exchange information on family matters and form friendships, whereas others will take a more reticent approach. Learn to adapt the conversation to the level of relationship that you want to establish. It is always worthwhile to talk about subjects that are being discussed in the local and international media, or about local problems and the local population's reaction to them. The feelings of the local population toward the military presence are certainly a good topic of conversation.

If you are unable to discuss religion convincingly, tactfully and with general interest, then it is better to avoid this topic. For example, the average Muslim will be convinced that he knows more about "religion in general" than a western soldier. It is likely that he will be better informed about Islam and its historical relationship with Christianity. Although they respect Christianity, Muslims see Islam as the most developed monotheistic religion. They regard the prophet Mohammed as the final "definitive" prophet in a long line of prophets acting as messengers from God.

The Koran is seen as the literal word of God as spoken to and recorded by his prophet Mohammed (This is one of the reasons for the discussions and sensitivities about the translation of the Koran. Originally the Koran was written in the Classical Arabic that is still used in the training of the Islamic clergy. There are considerable differences between modern Arabic and the more than 1300-year-old language of the Koran). This is in contrast to the

words of the Bible, which are often regarded as having allegorical significance.

These differences will often lead to misunderstandings and unintended affronts. It is therefore advisable to be extremely careful when discussing religion.

Improvised meeting location with LHI

Working with LHI in meetings – general considerations

- Working with LHIs can only be learned through practical experience. You can expect that the more you work with LHIs, the easier you will find it to do so. It is therefore better to start with modest expectations. Try not to adapt too much to the LHI as a result of the process of learning and familiarization.

- Choose the right interpreter for a specific activity. If you are not sure whether you have the right LHI for an assignment, ask him about it, if necessary by outlining the task in general terms. For example, LHIs are usually of male sex. There might be cases in which a female interpreter would be more effective, particularly where you only come into contact with women (e.g. in a house with only female occupants, or in an investigation of a sexual crime). If you are in doubt, seek advice from a national interpreter.

- You must have a clear vision of what you want to achieve. Verify that you have actually achieved your aim, even if the process/conversation goes more easily than you expected.

- Plan how you are going to achieve your aim. In most cultures it is not common practice to ask direct questions, which generally do not produce the desired result every time. It is advisable to prepare two possible approaches. Depending on the course of events at the start of the conversation, you can then choose the best approach.

- Be alert to the possibility that you may gather important information not directly related to your own assignment.

LHI is a valuable asset for a CIMIC team

Before meetings

- As far as possible, get to know the LHI and his abilities and limitations.

- Provide the interpreter with information about the assignment (if it is possible to do so - keep in mind the security and safety aspects) in plenty of time beforehand. If necessary, give him background information about the assignment so that he can prepare for specific terminology, especially where military concepts, terminology and abbreviations are concerned. (Consider how many civilians would understand military jargon.)

- Tell the interpreter that you want to know what is being said and that you do not want an evaluation or a summary.

- Tell the interpreter not to analyse, assess or edit what is being said (In such cases the LHI can explain the cultural aspects or context to you (but only in private during an extra break arranged for this purpose, when the LHI will draw a clear line between the translation of what was said and the broader significance of the matter)).

- Maybe the interpreter will not understand everything you say in English, but he will probably not want to admit this in front of others (which would cause loss of face). Make sure he knows that he should ask you if he is not sure - and that you will be more annoyed if he translates incorrectly.

- Explain to him that you will make an audio recording of the conversation (on cassette or MP-3) if this is possible and acceptable. The advantage of recording a conversation is that the interpreter will probably translate more accurately, and you will also have a record of what was said. You then also have the option of producing a written record of the conversation. MP-3 players enable cheap, reliable, simple audio recording.

- If possible, attend training sessions on how to work with LHIs. This will enable you to better understand the difficulties facing an LHI and to receive some practical training prior to your actual deployment. If formal training is not available as part of the preparations for deployment, it is advisable to hold a practice conversation, perhaps combined with role play, involving (your) LHI: this should be done before you conduct the first real-life conversation in which you are supported by an LHI.

A U.S. Army soldier and an Iraqi interpreter talk to an Iraqi woman during a patrol

During meetings

Keep to the rules of etiquette. You have the status of either a host or a guest. It is essential that you are aware of your status and how you will/must fulfil this role. In some cases where you want to make your point clear, you may not wish to follow this etiquette. This is only advisable if you consciously want to do this and the consequences of doing so are clear-cut: never do it as a result of carelessness. You are the one and only person who can initiate any deviation from etiquette. If necessary, the LHI may be able to act as your cultural adviser.

At your direction and if required, the interpreter is to introduce himself and explain his role of providing an unbiased and complete translation.

- If you deem it necessary, you could tell the interpreter to explain that he will only intervene in the following situations:

     o if something is not clear to him

     o if either party has not fully understood something

     o if a misunderstanding has occurred as a result of differences in cultural interpretation

     o if someone is speaking too softly, for too long, or too quickly.

- Find out the correct pronunciation of the name/rank/title of the person you are speaking with, and how he wishes to be addressed.

- If appropriate, ask the person you are speaking with whether he wishes to make use of your interpreter. He could also use an interpreter of his own. If your interpreter is to be used by both parties, make sure he sits or stands where you wish. Arrange a quiet location/room where you are facing the person you are speaking with, in which case the LHI could go to the head of the table so that his position signals impartiality.

- If you have spoken with this same person on several previous occasions the preliminaries above can probably be omitted. However, it is a good idea to summarize previous conversations and refer back to agreements that have already been made.

- Speak slowly.

- Speak directly to the other party. Look at him, not the LHI!

- Use simple, clear language without any ambiguities.

German CIMIC team talking to village elder with support of LHI

- After every 2 sentences (10-20 words), pause to enable your interpreter to provide the translation. Finish a thought or a sentence before pausing, so that the interpreter can understand the whole concept. In many languages the word order differs from e.g. Dutch or German word order: this is another reason for first completing your sentence.

- Some languages require a larger number of words to express the same idea (20-30%). This will increase further if a phrase or word has to be explained.

- If you make a mistake, do not hesitate to tell the interpreter to ignore your last sentence. Then start speaking again.

- Listen carefully and pay particular attention to the body language of the person you are speaking with. Once you have gained more experience it is possible to comprehend what he is saying, even without understanding his words. This gives you additional "thinking" time while the interpreter is confirming your initial impressions of what was said. If the interpreter's words differ from what you expected, then either you are not (yet) very good at reading body language or his translation is inaccurate.

- Be prepared for misunderstandings. You will probably have far more experience in working with an LHI than the person you are speaking with, whose effort to communicate effectively will be therefore more strenuous than yours. Furthermore, he will have far more to gain or lose from the meeting than you. He is therefore likely to be under greater stress than you, and you can thus expect him to make mistakes in making his viewpoint clear. If you recognize this, it will not take you long to learn how to use this to your own advantage.

- Allow the LHI to make notes, especially for names, numbers, times, dates, etc., so that these are correctly translated.

- When speaking, you speak in the first person, and the LHI is to do so too. Talk as if the person you are speaking with can understand what you are saying. You should not say "Tell him that... " and the interpreter should not reply with "He said that...".

- Plan at least twice as much time as you would normally need for a conversation not involving an interpreter. Obviously, when interpreting is required, everything has to be said twice.

Sometimes matters have to be explained in more detail (or require clarification) as a result of linguistic or cultural misunderstandings.

- If you are doubtful about particular background information, check it by asking the person you are speaking with, not the LHI. It is not the LHI's job to act as a negotiator or adviser. If the interpreter assumes one of these roles, then he - not you - will be controlling the conversation. His tone and speaking manner will then change, and the person you are speaking with will be unsure about who is in charge.

- Try to be as aware as possible of the local customs. This will make it less likely that you unintentionally offend the person you are speaking with. Also try to gain an insight into his body language. The body language (gestures, eye contact, or lack of eye contact) can vary from one country to another. Remember that more than 50% of communication is non-verbal.

- Avoid one-to-one discussions with the LHI unless you wish to achieve something in this way and you are therefore doing it deliberately. When you do this, the person you are meeting could feel uncomfortable, marginalized, excluded or even offended.

- Humour: your idea of what is funny may be different from that of the person you are speaking with. Avoid the risk of offending someone. Jokes are often based on puns that are usually very difficult to translate. Do not put your interpreter into that kind of situation without trying it out beforehand.

- At the end of a meeting it is generally useful to summarize what has been discussed or agreed. This is intended to ensure that there is no vagueness and that all parties concur with what has been agreed. Do not ask the LHI to provide this summary. He has concentrated on giving a correct translation of what was said and will not usually be able to reproduce the substance of the conversation.

After meetings

- Evaluate the assignment and the LHI's performance of his task.

- Tell the LHI where and when you felt uncomfortable and discuss with him how to avoid these situations in the future.

- Ask about his experiences and whether any improvements could be made in your attitude and behaviour.

- Evaluate the cultural aspect.

- Do not ask the LHI to provide a summary of the conversation. He has concentrated on giving a correct translation of what was said and will not usually be able to reproduce the substance of the conversation.

- Make agreements for the next assignment.

Member of US Civil Affairs interacting with local population via interpreter

Measures of Effectiveness (MoEs) and Measures of Performance (MoP)

Background. One of your main tasks is to assess the effectiveness of your work. Experience shows that you must think of Measures of Effectiveness (MoEs) for your projects in order to prove the effectiveness of your team's work in support of the commander's objectives and end-state.

> **Your measurements are part of a bigger picture!**

Definitions:

Measures of Effectiveness (MoE) determine whether CIMIC actions being executed are achieving the desired effects and therefore, accomplishing the Commander's objectives and end state.

Measures of Performance (MoP) are criteria used to assess accomplishment of CIMIC tasks and mission execution. They help determine whether delivery methods are actually reaching the intended target.

> **MoEs and MoPs are developed and refined throughout the**

MoE Development. MoEs for assessing the success of CIMIC projects or other CIMIC activities should be designed with the same consideration in mind as for any other type of operation. The following general criteria should be considered:

- Ends-related. MoEs should directly relate to the tasks that will support the commander's intended end-state.
- Measurability. In order to measure effectiveness, a baseline assessment must be established before you

execute the action. Your effectiveness will be measured
against the baseline.

- Timeliness. Feedback must be timely and clearly stated
for each MoE and/or MoP and a plan made to report
within specified time periods.

MoEs should be kept in mind when planning your actions. If the effects
and actions are not linked to the Commander's objectives, or are not
clearly set out in writing, measuring your effectiveness is nearly impossible.
If MoEs are difficult to write for a specific effect, then re-evaluate the effect
and consider rewriting if necessary.

> **MoEs should be: OBSERVABLE, QUANTIFIABLE, PRECISE,
> AND CORRELATED!**

MoEs developed in support of CIMIC must be as specific as possible in
order to determine direct cause-and-effect relationships. Remember that
an 'effect' must be MEASURABLE. The more specific the MoE, the easier
it will be to determine what actions are required to produce the desired
effect.

One of the biggest challenges with MoEs is the difficulty in isolating
variables and establishing a direct cause-and-effect relationship. CIMIC
capabilities are directed at key leaders/decision-makers and those in the
civilian environment who you come into contact with. This makes it much
more difficult for you to establish concrete causal relationships, especially
when assessing human behaviour.

Evaluation of MoEs:

Anyone can observe actions and effects; it could be a CIMIC team, a
project manager or a CIMIC Centre. Observation is as individual as each
event. Observation might be event-driven. For example, you know that a

local dissident against the local government plans to address the population with the purpose of discouraging the population from participating in civil governance. Deliberate assessment through interviews, polling, and surveys of those who participated in the events is as important as with those who observed the event (a CIMIC team or project manager, for example). It is now your challenge to evaluate and validate the observations. Many evaluation tools are available. Before you create your own metrics, first refer to the mission personnel responsible for mission assessment.

> **Make certain that what you plan is measurable!**

Here is a scenario for your consideration:

You and your CIMIC team have been living and working in a specific region for several months. It is a calm region. You have created a positive working relationship with the community, are welcomed into the homes and businesses of key leaders, and have been working together with the civilian population to participate in civil governance. Based on your actions and efforts, your work has resulted in positive **effects** in support of your commander. One day, you learn that an opposition leader to the local government plans to address the population with the purpose of changing their allegiance from the current government. Based on your research and regional awareness, you know the goal of this speaker is to destabilise the local community with his rhetoric and, in previous speeches has targeted the young university students and disenfranchised youth. Through your **actions** you are confident that you and your CIMIC team have built a strong rapport with the local population, which supports your commander's objectives. But now, based upon this potential disruption to the status quo, you've been tasked to provide feedback from this activity to your commander.

Example MoE/MoP

Commander's objective (end-state): Achieve security and stability in the region.

CIMIC effect (this is the effect that you will provide to the commander, in support of his objective): Will the village population participate in civil governance (which will allow your commander access to and influence with the local population)?

Actions (those projects or activities that you and your CIMIC team plan to execute in order to encourage and influence the village populace to participate in civil governance):

1. Village leaders (political, government, religious, tribal, educational) will be identified and visited by the CIMIC team on a regular basis.
2. The CIMIC team will establish a Discussion Group in the local Internet cafes and universities in order to establish rapport with the potentially disenfranchised young adults and youth.
3. The CIMIC team will become involved with voter registration and city council meetings.

Measure of Performance (MoP) (actions executed and used):

1. The number of pro-government rallies/demonstrations in the village since 1 July.
2. Percentage of positive new media stories since 1 July.
3. Number of citizens participating in democratically elected functions since 1 July.
4. Number of citizens under the age of 25 (university and disenfranchised youth age range).

Create an evaluation tool

Many evaluation tools are available, but the "Likert scale" is a measurement commonly used in questionnaires. A Likert item is simply a statement that you ask someone to comment on in order to determine their agreement or disagreement on a topic or subject. An odd number of responses are often used. You can find many examples and samples on the Internet to assist you with creating a tool specific to your situation.

Let's explore an example discussed above. During your planning process, you will establish the methods by which you will engage with the population. You must determine the statements you want to put forward for comment during your conversations.

Here are some suggestions:

1. I enjoyed the speaker's presentation.
2. The topic of a new school is important to me.
3. There are other projects more important to me.
4. The speaker created an unrealistic expectation for my village.
5. Because of this presentation, I will vote for this speaker's candidate.

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.					x
2.				x	
3.					x
4.			x		
5.		x			

Perhaps you can ask follow-up questions, such as:

1. Question: You seemed to enjoy the speaker, but do not intend to vote for his candidate. Why is that?

Answer: He was very interesting and spoke with passion, but he does not represent our values.

2. Question: What project is more important than a new school?

Answer: Our village already has a school and a clinic, but the clinic has no equipment. It is important that my neighbours have some health care instead of building a school we do not need.

Add any other questions that you consider important, but do not make these too lengthy. Your goal is to assess the result of the rally and to determine if your effectiveness has been diminished.

Final evaluation: Using an initial baseline assessment of the degree to which the village population participated in civil governance (before the speeches), you, the CIMIC team, will subjectively assess your effectiveness and provide timely feedback to your commander.

<div style="border: 2px solid orange; padding: 10px; text-align: center;">

Allow for both positive and negative behaviour!

</div>

Annex 6

FORMAT OF A THEATRE CIVIL ASSESSMENT (TCA)

1. A TCA is the product of the process that CIMIC staffs undertake at the outset of phase one - Situation Awareness. It begins with the identification of likely areas of operation, and/or contingency areas, and aims to assemble as much raw data as possible. Whenever possible the assessment should be based on a ground reconnaissance and supported by information and data drawn from all sources, both open and classified.

2. It is important to note that other staff branches will contribute to this process. For example, the engineer branch will have an input on geographic and infrastructure aspects. Equally J1, J2, J4, CIS, legal, medical, political, military police staffs are likely to have an input. The list is not exhaustive. If more than one branch is involved in similar areas of assessment, it will be important to avoid unnecessary duplication or contradiction in the respective annexes of the OPLAN.

3. As the information is assembled, refinement and focusing of the required information will take place. The CIMIC staffs must define the critical civil aspects that will influence the accomplishment of the mission and provide the commander with the CIMIC input that will be used for subsequent guidance to the staff.

4. A TCA may be laid out as follows: (This list is by no means exhaustive and some headings may not be relevant to a particular scenario)

Section 1: INTRODUCTION

Section 2: MACRO ASSESSMENT, describing all regional aspects of importance to the mission.

Section 3: GEOGRAPHY

    1. Location and Size
    2. Physical Geography
    3. Climate
    4. Political Geography
    5. Geopolitical Status
    6. Implications for NATO Forces

Section 4: CULTURAL AFFAIRS

    1. History
    2. People

        a. Population
        b. Culture and Social Structure
        c. languages
        d. Religion

    3. Arts, Monuments and Archives

        a. General Conditions and Problems
        b. Arts
        c. Monuments
        d. Archives

    4. Implications for NATO forces

Section 5: HUMANITARIAN ASSISTANCE AND CIVIL EMERGENCY
PLANNING

    1. Civil Emergency Planning

        a. Disaster Preparedness
        b. Organization

4. Public Education

        a. Organization
        b. General Conditions and Problems
        c. Agencies, Institutions, and Programs
        d. Influence of Politics on Education

5. Public Finance

        a. Organization
        b. General Conditions and Problems
        c. Monetary System
        d. Budgetary System and Current Budget
        e. Sources of Government Income
        f. Financial Institution
        g. Foreign Exchange
        h. Applicable Laws and Regulations

6. Public Safety

        a. General Conditions and Problems
        b. Police System
        c. Penal Institutions
        d. Fire Protection
        e. Civil Emergency Planning
        f. Civil Defence

7. Public Welfare

        a. Organization
        b. General Conditions and Problems
        c. Agencies, Institutions and Programs

8. Implications for NATO forces

Section 8: ECONOMICS AND COMMERCE

1. Civilian Supply

a. General Conditions and Problems
b. Storage, Refrigeration, and Processing Facilities
c. Distribution Channels
d. Dietary and Clothing Requirements and Customs
e. Production Excesses and Shortages

2. Economic Development

a. General Conditions and Problems
b. Description of the Economic Systm
c. Structure, Key Officials and Business Leaders
d. Resources
e. Statistics
f. Goals and Programs
g. Internal Movement of Goods
h. Agencies, Institutions, and Programs
i. Exports and Imports
j. Commerce
k. Industries
l. Price Control and Rationing

3. Food and Agriculture

a. General Conditions and Problems
b. Agricultural Geography
c. Agricultural Products and Processing
d. Agricultural Practices
e. Fisheries

f. Forestry
g. Agencies, Institutions and Programs
h. Food Production
i. Applicable Laws and Regulations

4. Labour

a. Organization
b. Labour Force
c. Agencies, Institutions, and Programs
d. Wages and Standards

5. Property Control

a. General Conditions and Problems
b. Agricultural and Industrial Property
c. Property Laws
d. Domestic and Foreign Ownership

6. Implications for NATO forces

Section 9: INTERNATIONAL AND NON-GOVERNMENTAL ORGANISATIONS

1. Major International Organizations
2. Non-Governmental Organizations
3. Liaison Elements.
4. Implications for NATO Forces

Section 10: CIVIL RESOURCE MANAGEMENT

1. Agreements
2. Command and Control
3. Combat Service Support

4. Mobility and Survivability

5. Medical

6. Points and Contact

7. Impact of NATO Force on Host Nation Economy

Annex 7

FORMAT FOR THE FULL CIMIC ANALYSIS (FCA)

1. The FCA produced during the third phase of the process – Operational Orientation, will follow on from the Initial CIMIC Estimate (ICE) derived from the Theatre Civil Assessment, which is produced during the first two stages.

2. The format of the FCA broadly mirrors the Strategic Appreciation of the crisis and CIMIC staffs will be required to think across all staff branches and functional areas across the proposed JOA and across the axis of time. CIMIC emphasis will change throughout the phases of an operation and these may be summarized below:

PRE-OPERATIONAL	OPERATIONAL	TRANSITIONAL
PLANNING	COMMUNICATION COORDINATION INFORMATION AGREEMENTS ASSESSMENTS	TRANSFER ACTIVITIES
ADVICE		TERMINATE ACTIVITIES
	CIMIC ACTIVITIES	
EDUCATION & TRAINING		
		ENSURE SMOOTH TRANSITION

3. The format for the FCA is as follows:

Section 1: SITUATION

      1. Scope of the Brief
      2. Review of the Civil Situation

Section 2: MISSION STATEMENT

Section 3: ASSUMPTIONS AND FACTORS

Section 4: ANALYSIS

      1. Objectives
      2. Military Capabilities
      3. Civil Capabilities
      4. Capability Gaps
      5. CIMIC Centre of Gravity (if required)
      6. Military support to Civil End State (if required)
      6. Own Criteria for Success

Section 5: TASKS

Section 6: FORCES AVAILABLE FOR PLANNING

      1. Forces
      2. Planned C2 Arrangement
      3. Liaison Structure

Section 7: CIMIC STAFF RECOMMENDATIONS

EXAMPLE OF AN ANNEX W TO AN OPLAN

a. **Situation:** CIMIC planners must ensure that civil factors are incorporated into the general situation.

b. **Mission:** When appropriate, CIMIC should be included in the overall mission statement.

c. **Execution:**

(1) Given that CIMIC considerations and tasks are usually instrumental in the overall mission success, there will be visibility of CIMIC issues in the Execution paragraph of the OPLAN's main body, usually under a separate CIMIC heading. CIMIC issues may be addressed as specified tasks.

(2) It is important at this stage that the CIMIC staff has a well developed understanding of the most likely required military support to the civil environment so that it can be fully incorporated into the main concept of operations. It will ensure that the support to the civil environment is in line with the commander's intent. If the scale of CIMIC activity cannot be covered in the OPLAN's main body, the development of an Annex W to the OPLAN may be considered.

(3) This annex will not represent a stand-alone set of activities. It will usually include an appendix to cover the Civil Assessment including details of civil organizations within theatre. When necessary appendices might also cover CIMIC force requirements (consistent with the CJSOR) and their C2 arrangements.

Annex W. When the detail of CIMIC activities justifies an annex, the following format offers a non-prescriptive guideline for its layout.

a. **General:** The first paragraph might place the overall relevance of CIMIC within the operation.

b. **Situation**:

(1) **General.** While incorporating information from other annexes, the General Situation should reflect all civil aspects applicable, or potentially applicable to the force.

(2) **Assumptions**. Assumptions cover issues that commanders and their staffs have no control over and are used in place of unknown facts, but planning cannot proceed without them. Assumptions will apply throughout the development of the plan until verified as a fact or discarded. Assumptions are never carried over into Operations Orders. They must have the characteristics listed below and must be continually reassessed for validity. They must be:

(a) Logical

(b) Realistic

(c) Of such importance that planning cannot continue without them.

(d) Continuously reassessed

(e) Consistent with superior commanders' assumptions.

(3) Military contribution to a **Civil End State**. If the Civil End State requires a dedicated military contribution, it will be implemented in the COM's overall objectives.

(4) **CIMIC Centre of Gravity (COG).** CIMIC will conduct a COG Analysis concerning the civil environment. If the result demands for a CIMIC COG, the CIMIC Concept will be developed accordingly. If identified there will never be more than one CIMIC COG per planning level.

(5) **CIMIC Objectives.** CIMIC Objectives are identified to enable the achievement of the End State. Any CIMIC activity, or set of activities, is developed to achieve a specific CIMIC objective.

(6) **Restraints and Constraints.** Restraints identify those activities that must not be undertaken. Constraints identify those activities that must be done. Any Restraint or Constraint impacting upon potential CIMIC activities should be identified.

(7) **Assigned Tasks.** Assigned Tasks will have been detailed in the Initiating Directive from the superior commander.

(8) **Implied Tasks.** Implied Tasks are not specifically assigned but must be performed to accomplish the mission. They are determined through application of the preceding analysis process, thus making them more specific and consistent with the overall operation.

(9) **Lines of CIMIC Activity.** Lines of CIMIC Activity are not to be confused with Lines of Operation. Lines of CIMIC Activity trace the critical paths of CIMIC activities in their pursuit of the CIMIC objectives. They are often grouped by function under such headings as Displaced Persons and Refugees (DPRE) Return, Civil Administration, Economy and Infrastructure, and Life Saving (or Humanitarian Assistance). However, given the sensitivities over military involvement in civil activities, there are a number of particular characteristics of Lines of CIMIC

Activity. These include full justification of each activity or group of activities, identification of the resources involved, and the full implications of their use and plans for extraction from the activities concerned. The latter will include, when appropriate, plans for handover of tasks to a civil organization or local population, in turn including milestones towards that hand over. A CIMIC Line of Activity is therefore both the directional orientation of CIMIC activities and the justification of and arrangements for those activities. A number of CIMIC activities may contribute towards a Line of Operation in the overall plan.

c. **Mission**. For the CIMIC planner, the purpose of the CIMIC Mission Statement is to provide a cohesive basis for the unification and synchronization of all CIMIC activities in the force, at all levels JOA wide. The CIMIC Mission should support the mission and tasks laid down in the OPLAN's main body. It should not be so prescriptive as to impede effective reaction to what is likely to be a dynamic situation and should avoid mentioning specific tasks. Examples might include "to support the commander in his relationship with the civil environment with a view to strengthening the legitimacy of the force," or "to support the efforts of reconstruction agencies with a view to maintaining momentum towards the establishment of a sustainable state". When a range of potential aims exist, then the mission might be more general, such as "to support the commander in his relationship with the civil environment," or "to minimize impediment to the military mission".

d. **Execution**:

(1) **Phasing**. The phases of the CIMIC aspects of an operation will usually follow those of the OPLAN's main body. For guideline purposes the stages for a CIMIC mission have been designated as:

(a) Pre-operational.

(b) Operational.

(c) Transitional.

(2) Under these headings generic tasks might include:

(a) **Pre-operational**: Planning, Advice, Training, and Education.

(b) **Operational**: Communication, Co-ordination, Information, Agreements, Assessments, and Operations.

(c) **Transitional**: Transfer Operations, Terminate Operations, and Ensure a smooth Transition

(3) As CIMIC activities must be synchronized with the respective phases of the operation, many of the generic tasks listed above will appear in more than one phase.

(4) Each CIMIC task must have its own Line of Activity or contribute towards a Line of Activity. This identifies why a task is to be carried out, the resources involved, how those resources are to be applied, quantifiable milestones towards completion of the task and, when appropriate, arrangements for transfer of responsibility for the task.

(5) For each phase, Lines of Activity, comprising one or more tasks and having been grouped by function, should be in turn grouped under the following headings:

(a) Liaison.

(b) Support to the Force.

(c) Support to Civil Actors and their environment.

ANNEX W (APPENDICES)

Appendix 1 to Annex W: Civil Assessment
Appendix 2 to Annex W: CIMIC C2 Structure
Appendix 3 to Annex W: Key Civil Organizations
Appendix 4 to Annex W: CIMIC Sites of Significance
Appendix 5 to Annex W: Extended Liaison Matrix
Appendix 6 to Annex W: CIMIC Report and Returns

Potential Contact	Cultural Understanding	Transportation	Strategic Communication	Communication Infrastructure	Communication Resources	Critical Infrastructure and Environment	Mass Care, emergency Assistance	Logistics management and Resource Support	Public Health and Medical Services	Oil and Hazardous Material Response	Merchant Shipping, Cargo and Personnel Data	Support to Law Enforcement	Public Safety in Maritime Environment	Security	Public Works and Engineering	Natural Resources	Energy	Legal	Emergency Mgmt	Command Relationship, C2
LOCAL/REGIONAL/NATIONAL ACTORS																				
Local Govt/Authorities																				
Maritime Police																				
Port Security Operations																				
Coast Guard																				
Land Based Police																				
Civil Emergency Response Teams																				
National Public Health Service																				
Harbour master																				
Port Authority																				
Air Traffic Control																				
Ferries																				
Local Port labour																				
Maritime Pilot Agencies																				
Ship Husbandry Agent																				
Hospitals																				
Churches																				
Ships																				

Potential Contact	Cultural Understanding	Transportation	Strategic Communication	Communication Infrastructure	Communication Resources	Critical Infrastructure and Environment	Mass Care, emergency Assistance	Logistics management and Resource Support	Public Health and Medical Services	Oil and Hazardous Material Response	Merchant Shipping, Cargo and Personnel Data	Support to Law Enforcement	Public Safety in Maritime Environment	Security	Public Works and Engineering	Natural Resources	Energy	Legal	Emergency Mgmt	Command Relationship, C2
NATIONAL ACTORS																				
Merchant Shipping Companies																				
Weather and Oceanographic Services																				
National Regional safety Agencies																				
National Aviation Authorities																				
Insurance Agencies Systems																				
Immigration																				
Customs																				
Telecom																				
Media (local, regional, international)																				
INTERNATIONAL/GOVERNMENTAL ORGANISATIONS (IOs)																				
Embassies																				
NATO/EADRCC																				
UN Coordination																				
UN/IMO International Maritime Organization																				

IOM

Potential Contact	Cultural Understanding	Transportation	Strategic Communication	Communication Infrastructure	Communication Resources	Critical Infrastructure and Environment	Mass Care, emergency Assistance	Logistics management and Resource Support	Public Health and Medical Services	Oil and Hazardous Material Response	Merchant Shipping, Cargo and Personnel Data	Support to Law Enforcement	Public Safety in Maritime Environment	Security	Public Works and Engineering	Natural Resources	Energy	Legal	Emergency Mgmt	Command Relationship, C2
Neighbouring nations/countries																				
Regional Maritime Security Organizations (RMSO)																				
NGOs																				
International Red Cross/Crescent																				
Medical NGOs																				
Hospital ships																				
Green Peace																				
Oil/gas companies (private industry)																				
Academic institutions																				
Weather and oceangraphic institutions																				
Local CIMIC Centre																				
Fisheries																				
Private boaters and philanthropists																				
Humanitarian individuals (celebrity factor)																				
Unknown Humanitarians																				

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ACTIVITIES THAT MAY BE CONDUCTED BY CIMIC PERSONNEL AT EACH LEVEL OF COMMAND			
MILITARY TASKS REQUIRING CIMIC SUPPORT	**Strategic**	**Operational**	**Tactical**
Support Port Maintenance			
	Coordinate the repair of critical infrastructure	Build an extensive network (who's who)	Build an extensive network (who's who)
		Exploit existing relationships with operational partners	Exploit existing relationships with operational partners
	Provide assistance for stablizaion and reconstruction efforts	Assist in reconstruction of the country with means and capabilities	
		Provide assistance for stabilization and reconstruction efforts	Provide assistance for stablization and reconstruction efforts
		Coordinate the arrival, storage and proper distribution of humanitarian aid	Coordinate the arrival, storage and proper distribution of humanitarian aid
	Coordination Centre or staff, with regards to the provision of HNS	Assist the work of the HNS Coordination Centre, or staff, with regards to the provision of HNS	Assist the work of the HNS Coordination Centre, or staff with regards to the provision of HNS
	Interface and interact with GO/NGO/IO	Cooperate with IOs, GOs, and NGOs	Cooperate with IOs, GOs, and NGOs
	Communicate, coordinate3, exchange information set up agreements with civilian bodies	Liaise with GO/NGO/IO	Liase with GO/NGO/IO

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ANNEX 11 CIMIC Project Proposal Template

Project Description, Part 1.

Issuing unit	Project no.	Date of dispatch	Status	Priority	POC Municipality

a. Project Name

b. Project Type

c. Location

d. Project Description / Timeline

e. Project History (background info)

f. Local impact of project / Target group / Objectives

g. Project Implementation

h. Project Requirements

- Money - Manpower - Machinery - Material	

i. Partnership Arrangements (Civil & Military Bodies, Local populace, Donors)

e.g. working contracts with population

j. Additional Remarks

k. Approval – Date, Name, Signature

Project Final Report

a. Project duration

b. Degree of fulfillment

c. Project execution

Describe the most important factors, which have enabled or limited the execution of the project.

d. Project Impact

Describe the impact of the project after the implementation.

e. Local Ownership

Describe the sustainability of the project

f. Lessons Learned

g. Approval – Date, Name, Signature

Project Budgeting

	Budget	Actual costs	Remarks
Payment of local labor			
Other foreign services			
Local Transport			
Other transport			
Material			
Equipment			
Other			
Total project costs			

MILITARY CRITERIA			
Question/Consideration	**Yes**	**No**	**Comment**
Is the project essential?			
Can the project be carried out by anyone else?			
Can military participation be managed so as not to compromise locai civilian authority and responsibility?			
Will the project stimulate the flow of information required to support current/future military operations?			
Will the project serve to gain local civilian co-operation for current/future military operations?			
Does the project provide military operational/training value?			
Will participation by the military avoid wasteful or needless duplication of functions and services of other agencies?			
Will the project support the commander's mission?			
Will the project benefit the military in any other ways?			
Will the project disadvantage the opposing force in any way?			
FEASIBILITY			
Does it conform to local customs?			
Does it promote the commander's mission/intent?			
Are all necessary skills and manpower available?			

Are all necessary material resources available?			
What is the proposed funding for the project?			
Is all the necessary machinery available?			
Does the project affect the capability of the Force to achieve its mission?			
What is the duration of the project?			
CONCERNS			
Will the project provide maximum return on investment and effort?			
Will the project raise the expectations of the local population that may lead to disappointment when the assistance is withdrawn/complete?			
Does the project affect local commercial practice (i.e. does it take potential business away from the local populous)?			
Will the project require future force maintenance?			
Are there any legal or political implications?			
Is the project susceptible to possible escalation of involvement by the force?			

CIVIL FACTORS/CONSIDERATIONS			
Will the population support it?			
Will other agencies support it?			
Will the Civil authorities support it? Local Regional Central			
Will the government support it?			
When can it be started?			
Will it have an immediate impact?			
Whom will it benefit?			
Will it cause cultural/ethnic negative perception?			
Will it have a favourable psychological effect?			
Is it susceptible to public exploitation?			
Will it enhance the authorities/government's image?			
Will it improve Civil-Military relations throughout the local area?			
Will it encourage self-help?			
Will it encourage stability?			
Will future maintenance be a drain on civil resources?			
Will it benefit a wide spectrum of the local population?			
Is it in any way discriminatory - or could it be perceived or exploited as such?			
Will it be fully co-ordinated with all the appropriate levels of authority?			
Will the civil actors agree to work with the military?			

FINAL CONCLUSION AND RECOMMENDATIONS

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Annex 12 Rapid Civil Administration Situation Assessment

Municipality		Village		MGRS Grid Ref	
Agency		Name of assessor		Date	
Source of information (give as much detail as possible – *give a telephone of someone in the village if possible*)					

POLICE	PERSONNEL	BASIC TRAINING	ADVANCEDT RAINING	FOLLOW-ON TRAINING	EQUIPMENT (INCL VEHICLES)	POLICE STATIONS	RIOT CONTROL CAPABILITIES	DETENTION FACILITIES

EMERGENCY SERVICES	PERSONNEL	BASIC TRAINING	ADVANCEDT RAINING	FOLLOW-ON TRAINING	EQUIPMENT (INCL VEHICLES)	FIRE BDE STATIONS	SPECIALIZED PERSONNEL	CRITICAL SHORTFALLS

LAW AND ORDER	COURTS	KEY PERSONNEL	SPECIALIST SUPPORT	EFFECTIVENESS OF JUDICIAL SYSTEM	POTENTIAL ROUTE CAUSE OF PROBLEMS	PRIME LOCATIONS OF TROUBLE AREAS	CORRUPTION

BORDERS AND CUSTOMS	PERSONNEL	FACILITIES/ CAPABILITY	LEGAL CROSSING POINTS	NON-LEGAL CROSSING POINTS	POLICY TOWARDS IMMIGRATION	BORDER CROSSING FLOW RATE	TRADE ROUTES/ IMPLICATIONS

LOCAL AUTHORITIES	KEY PERSONNEL	FACILITIES/ CAPABILITY	NATURE/ TRENDS OF PROBLEMS	CORRUPTION	ECONOMY FACTS	TRAINED PERSONNEL	ATTITUDE OF POPULATION

ACTION TAKEN

REMARKS and RECOMMENDATIONS

Annex 13 Rapid Village Assessment

Municipality	Village	MGRS Grid Ref
Agency	Name of assessor	Date

Source of information (give as much detail as possible – *give a telephone of someone in the village if possible*)

ROAD ACCESS IN SUMMER	Car Y / N	4WD Y / N	Light Truck Y / N	Heavy Truck Y / N	ROAD ACCESS IN WINTER	Car Y / N	4WD Y / N	Light Truck Y / N	Heavy Truck Y / N
CURRENT POPULATION	**Persons**				BREAKDOWN	Locals	Returnees	IDPs	Refugees

INTERNALLY DISPLACED PERSONS (IDPS) – *one record per village of former residence*

Number of IDPs	from MUNICIPALITY (NAME)	from VILLAGE (NAME)	WHAT'S PREVENTING THEIR RETURN HOME? (See constraints to return box below for possible issues)

CONSTRAINTS TO RETURN: Transport / house damaged / house occupied / village empty / insecurity / fear of other ethnic groups / access to food and basic needs / healthcare / education / water / electricity / etc.

COMMUNITY LEADERS PRESENT	MTS ACTIVIST	TEACHER	HEALTH WORKER	IMAM/PRIEST	OTHER	OTHER
	Name: Tel:					

ASSISTANCE DISTRIBUTION	Who is responsible for distribution? *(circle or specify)*						Local warehouse / storage facilities?		
	MTS	UCK	Mayors Office	Mosque/Church	NGO (specify)	Other (specify)	Y / N	Type	Size (m2)

SECONDARY DISTRIBUTION	Is this village used for secondary distribution? **Y / N**	If so, which villages receive assistance from this village?

DAMAGE TO HOUSES	Total Houses in village	Category 1 (Undamaged / unfinished)	Category 2	Category 3	Category 4	Category 5
(see category guide below)						

Was there any new war damage to buildings since JANUARY 1999?   **Y / N**
Was there any new war damage to buildings since NATO arrived?   Y / N

DAMAGE TO COMMUNITY BUILDINGS	MTS WAREHOUSE None / Category	SCHOOL None / Category	MOSQUE/CHURCH None / Category	SHOPS None / Category	BAKERY None / Category	HEALTH FAC. Category

CAT ②
- Broken windows, door locks and hinges, roof tiles
- Cut-off from electricity, water
- *Can be repaired*

CAT ③
- Up to 30% roof damage
- Light shelling or bullet impact on walls
- Partial fire damage
- *Can be repaired*

CAT ④
- Over 30% roof damage
- Severe fire damage
- Need for replacement of floors
- Doors and windows destroyed
- All piping, wiring destroyed

CAT ⑤
- Destroyed
- Needs reconstruction
- *Cannot be repaired*

ELECTRICITY		Working?	Yes / No / Intermittent	If intermittent, approx. hours working per day	

EDUCATION		School functioning?	Yes / No	Number of classrooms	

WATER & SANITATION	% of Households using		CURRENT STATUS*	PERCEIVED WATER…		REMARKS
	Pre-Conflict	Current		QUALITY	QUANTITY	
Wells				Good / Bad	Adequate / Inadequate	
Springs				Good / Bad	Adequate / Inadequate	
Piped distribution				Good / Bad	Adequate / Inadequate	
Electric Pumps				Good / Bad	Adequate / Inadequate	
*STATUS (more than one if necessary): (W)orking / (D)amaged / (C)ontaminated / d(E)stroyed						

HEALTH   (for TYPE, if Ambulanta circle one: MTS = Mother Theresa; S = State; P = Private;
for Personnel: (D)octor, (N)urse, (M)ed. Tech   for Drugs and Equipment: (A)dequate; (I)nadequate.)

TYPE (see above)	Daily Consultations	Working	Personnel (number)	Drugs	Equipment	Water	Sanitation
Hospital	Number:	Y / N	____D ____N ____M	A / I	A / I	Y / N	Y / N
Shtepia e Shendetit (DZ)	Number:	Y / N	____D ____N ____M				
Ambulanta: MTS / S / P	Number:	Y / N	____D ____N ____M				

FOOD AND COOKING					
% of dairy cattle remaining		% of farms expecting to harvest this summer			
% of families with cooking facilities:		Is there a bakery?	**Y / N**	Is it operational?	**Y / N**

SOURCES OF FOOD AVAILABLE IN VILLAGE		Food Item	AVAILABLE	PRICE	
Humanitarian distribution	Y / N	Wheat flour	Y / N	DM / Din	Kg
Household garden / farm	Y / N	Oil	Y / N	DM / Din	Litre
Household stores	Y / N	Sugar	Y / N	DM / Din	Kg
Shops or market	Y / N	Meat	Y / N	DM / Din	Kg
Nearest village with market		Fruit & vegetables	Y / N	DM / Din	Kg
		Coffee	Y / N	DM / Din	Kg

ACTION TAKEN

REMARKS and RECOMMENDATIONS

Annex 14 Rapid Food Processing Assessment

Municipality	Village	MGRS Grid Ref
Agency	Name of assessor	Date

Source of information (give as much detail as possible – *give a telephone of someone in the village if possible*)

MEAT PROCESSING/ PACKING PLANTS	TYPE/LOCATION/ OWNERSHIP	PROCESSING/STORAGE CAPACITY	SUPPLY/DISTRIBUTION CHANNELS	LIMITATIONS

CANNERIES	TYPE/LOCATION/ OWNERSHIP	PROCESSING/STORAGE CAPACITY	SUPPLY/DISTRIBUTION CHANNELS	LIMITATIONS

BOTTLING PLANTS/ DISTILLERIES	TYPE/LOCATION/ OWNERSHIP	PROCESSING/STORAGE CAPACITY	SUPPLY/DISTRIBUTION CHANNELS	LIMITATIONS

FOOD GRAIN PROCESSING	TYPE/LOCATION/ OWNERSHIP	PROCESSING/STORAGE CAPACITY	SUPPLY/DISTRIBUTION CHANNELS	LIMITATIONS

BAKERIES	TYPE/LOCATION/ OWNERSHIP	BAKING CAPACITY	SUPPLY/DISTRIBUTION CHANNELS	LIMITATIONS

SEAFOOD PROCESSING	TYPE/LOCATION/ OWNERSHIP	PROCESSING/STORAGE CAPACITY	SUPPLY/DISTRIBUTION CHANNELS	LIMITATIONS

OTHER FOOD PROCESSING	TYPE/LOCATION/ OWNERSHIP	PROCESSING/STORAGE CAPACITY	SUPPLY/DISTRIBUTION CHANNELS	LIMITATIONS

ACTION TAKEN

REMARKS AND RECOMMENDATIONS

Annex 15 Rapid Food Sources / Consumption Assessment

Municipality	Village	MGRS Grid Ref
Agency	Name of assessor	Date

Source of information (give as much detail as possible – *give a telephone of someone in the village if possible*)

MEAT	BEEF	SHEEP	PORK	GOAT	POULTRY	FISH/ SEAFOOD	OTHER
SOURCES							
CONSUMPTION							

ANIMAL PRODUCTS	DAIRY PRODUCTS	EGGS	ANIMAL FATS	ANIMAL OILS	OTHER
SOURCES					
CONSUMPTION					

GRAIN/ GRAIN PRODUCTS	RICE	WHEAT	CORN	BARLEY	OATS	RYE	OTHER
SOURCES							
CONSUMPTION							

VEGETABLES	FRESH	PROCESSED
TYPES		
SOURCES		
CONSUMPTION		

FRUITS/NUTS	FRESH	PROCESSED
TYPES		
SOURCES		
CONSUMPTION		

OTHER FOOD ITEMS	SALT	SUGAR	COFFEE	TEA	SPICES	NON ANIMAL FATS/OILS	OTHER
SOURCES							
CONSUMPTION							

ACTION TAKEN

REMARKS AND RECOMMENDATIONS

Annex 16 Rapid Health Assessments

Municipality	Village	MGRS Grid Ref
Agency	Name of assessor	Date

Source of information (give as much detail as possible – *give a telephone of someone in the village if possible*)

1. FACILITIES

HOSPITALS	LOCATIONS/ OWNERSHIP	ROOMS/BEDS/ OCCUPANCY	SURGICAL FACILITIES	LABORATORY FACILITIES	STERILIZATION FACILITIES	MEDICAL SUPPLIES	POWER/ WATER/ WASTE DISPOSAL	PERSONNEL

CLINICS/ NURSING HOMES	LOCATIONS/ OWNERSHIP	ROOMS/BEDS/ OCCUPANCY	FACILITIES	MEDICAL SUPPLIES	POWER/ WATER/ WASTE DISPOSAL	PERSONNEL

MEDICAL LABORATO-RIES	LOCATIONS/ OWNERSHIP	FACILITIES/ CAPABILITIES	MEDICAL SUPPLIES	PERSONNEL

2. DRUGS/SUPPLIES/EQUIPMENT

DRUGS/ SUPPLIES/ EQUIPMENT	LOCATIONS/ OWNERSHIP	TYPES	QUANTITIES/ CONDITION	SHORTFALLS	RESUPPLY CHANNELS/ CAPABILITIES	STORAGE FACILITIES

3. PERSONNEL

PERSONNEL	LOCATIONS/ NUMBERS	TYPES/ NUMBERS	TRAINING	SHORTFALLS

ACTION TAKEN

#

REMARKS AND RECOMMENDATIONS

Annex 17 Rapid Agricultural Production Assessment

Municipality		Village		MGRS Grid Ref	
Agency		Name of assessor		Date	
Source of information (give as much detail as possible – *give a telephone of someone in the village if possible*)					

1. ANIMAL HUSBANDRY

MEAT ANIMALS	BEEF	SHEEP	PORK	GOAT	POULTRY	FISH/ SEAFOOD	OTHER
LOCATIONS							
NUMBERS							
LIMITATIONS							

DAIRY ANIMALS	COW	GOAT	SHEEP	CAMEL	OTHER
LOCATIONS					
NUMBERS					
PRODUCTION					
LIMITATIONS					

MISCELA-NEOUS	EGG PRODUCTION TYPES/NUMBERS/LOCATIONS	WOOL/FUR/LEATHER PRODUCTION	MARKETING CHANNELS/ DISTRIBUTION

2. CROP PRODUCTION

CROP PRODUCTION	GRAIN CROP	VEGETABLE CROP	FRUIT/NUT CROP	SUGAR	COFFEE/ TEA/COCOA	OIL SEEDS	FORESTRY	OTHER
TYPES								
SEASONS								
PRODUCTION								
STORAGE								

ACTION TAKEN

REMARKS AND RECOMMENDATIONS

Annex 18 Rapid Education Assessment

Municipality	Village	MGRS Grid Ref
Agency	Name of assessor	Date

Source of information (give as much detail as possible – *give a telephone of someone in the village if possible*)

LITERACY RATE	
AVERAGE EDUCATIONAL LEVEL	

PUBLIC EDUCATION	ELEMENTARY EDUCATION	SECONDARY EDUCATION	HIGHER EDUCATION	VOCATIONAL TRAINING
COMPULSORY				
YEARS				
PERCENTAGE				
MALE				
FEMALE				

PRIVATE EDUCATION	ELEMENTARY EDUCATION	SECONDARY EDUCATION	HIGHER EDUCATION	VOCATIONAL TRAINING
PERCENTAGE				
MALE				
FEMALE				

EDUCATIONAL INSTITUTIONS/ FACILITIES	ELEMENTARY EDUCATION	SECONDARY EDUCATION	HIGHER EDUCATION	VOCATIONAL TRAINING
NUMBER				
LOCATIONS				
OWNERSHIPS				

ACTION TAKEN

REMARKS AND RECOMMENDATIONS

Annex 19 Rapid Energy Assessment

Municipality	Village	MGRS Grid Ref
Agency	Name of assessor	Date
Source of information (give as much detail as possible – *give a telephone of someone in the village if possible*)		

1. OIL

OIL	PRODUCTION	REFINING	STORAGE
OWNERSHIP/ LOCATIONS/ QUANTITIES			

OIL TRANSMISSION SYSTEMS	CRUDE OIL	DIESEL	GASOLINE	AVIATION FUELS
GRIDS				

OIL INDIGENOUS REQUIREMENTS	VEHICLE FUEL	HEAT/RESIDEN. USE	AVIATION FUEL	ELECTRICITY PROD.	INDUSTRIAL USE

2. COAL

COAL	PRODUCTION	INVENTORY	TRANSMISSION SYSTEMS
OWNERSHIP/ LOCATIONS/ QUANTITIES/ TYPES			

COAL INDIGENOUS REQUIREMENTS	HEAT/RESIDEN. USE	ELECTRICITY PROD.	INDUSTRIAL USE

3. ELECTRICITY

ELECTRICITY PRODUCTION	HYDROELECTRIC PRODUCED	OIL PRODUCED	COAL PRODUCED	NATURAL GAS PRODUCED	NUCLEAR PRODUCED
OWNERSHIP					
LOCATIONS					
AVERAGE OUTPUT					
MAXIMUM OUTPUT					

ELECTRICITY TRANSMISSION SYSTEMS	ABOVE GROUND	BELOW GROUND
OWNERSHIP/GRIDS		

ELECTRICITY INDIGENOUS DEMAND	WINTER	SPRING	SUMMER	AUTUMN
MINIMUM				
NORMAL				
PEAK				

4. NATURAL GAS

NATURAL GAS	PRODUCTION		STORAGE	
OWNERSHIP/ LOCATIONS/ QUANTITIES				

NATURAL GAS TRANSMISSION SYSTEMS	OWNERSHIP	CAPACITY	GRIDS BELOW GROUND

NATURAL GAS INDIGENOUS REQUIREMENTS	WINTER	SPRING	SUMMER	AUTUMN
CONSUMER USE				
ELECTR.PRODUCTION				
INDUSTRIAL USE				

4. WOOD

WOOD	SOURCES		STORAGE	
OWNERSHIP / LOCATIONS/ QUANTITIES				

WOOD INDIGENOUS REQUIREMENTS	WINTER	SPRING	SUMMER	AUTUMN
CONSUMER USE				
INDUSTRIAL USE				

5. MAJOR INDUSTRIAL/GOVERNMENTAL POWER/FUEL CONSUMERS

MAJOR ENERGY CONSUMERS	NAME OF THE CONSUMER
OWNERSHIP / LOCATIONS/ QUANTITIES/ CRITICALITY	

ACTION TAKEN

REMARKS AND RECOMMENDATIONS

Annex 20 Rapid Sanitation Assessment

Municipality	Village	MGRS Grid Ref
Agency	Name of assessor	Date
Source of information (give as much detail as possible – *give a telephone of someone in the village if possible*)		

TRANSMISSION FACILITIES	TREATMENT FACILITIES	RELATIONSHIP TO WATER SYSTEM	SOLID WASTE FACILITIES	REFUSE COLLECTION SYSTEMS	DUMPS/ PROCESSING FACILITIES	NIGHT SOIL SYSTEM (USES OF HUMAN EXCREMENT)
LOCATIONS/QUALITY						

COMMUNICABLE DISEASES	ENDEMIC	CHRONIC	EPIDEMICS	SEXUALLY TRANSMITTED	PREGNANCY/CHILDBIRTH	NUTRITIONAL	ANIMAL
	Y / N	Y / N	Y / N	Y / N	Y / N	Y / N	Y / N
SPECIFY							

OWNERSHIP OF TRANSMISSION/ TREATMENT FACILITIES	OWNER OF SOURCE/WATER/TRANSMISSION FACILITY	LOCATION/ TEL. NUMBER/ EMAIL

INDIGENOUS SEWAGE REQUIREMENTS	WINTER	SPRING	SUMMER	AUTUMN

ACTION TAKEN

REMARKS AND RECOMMENDATIONS

Annex 21 Rapid Water Situation Assessment

Municipality	Village	MGRS Grid Ref
Agency	Name of assessor	Date
Source of information (give as much detail as possible – *give a telephone of someone in the village if possible*)		

SOURCES	WELLS	SPRINGS	SURFACE WATER COLLECTORS	HILL RESERVOIRES
	Y / N	Y / N	Y / N	Y / N
LOCATIONS/QUALITY				

TREATMENT	SEDIMENTATION	FILTRATION	CHEMICAL	MISCELLANEOUS/COMBINATION
	Y / N	Y / N	Y / N	Y / N

WATER SUPPLY LEVELS	WINTER	SPRING	SUMMER	AUTUMN
	……M3	……M3	……M3	……M3
SEASONAL FLUCTUATIONS	.….M3-.….M3	.….M3-.….M3	.….M3-.….M3	.….M3-.….M3

OWNERSHIP OF SOURCES/ WATER/ TRANSMISSION FACILITIES	OWNER OF SOURCE/WATER/TRANSMISSION FACILITY	LOCATION/ TEL. NUMBER/ EMAIL

INDIGENOUS WATER REQUIREMENTS	WINTER	SPRING	SUMMER	AUTUMN
	……M3	……M3	……M3	……M3

POLLUTION OF SOURCES/ WATER SUPPLIES	POLLUTANT TYPE/NAME	LOCATION

ACTION TAKEN

REMARKS AND RECOMMENDATIONS

Annex 22 Rapid Transportation Assessment

Municipality	Village	MGRS Grid Ref
Agency	Name of assessor	Date
Source of information (give as much detail as possible – *give a telephone of someone in the village if possible*)		

1. HIGHWAY TRANSPORTATION SYSTEM

	MSR NAME	CAPACITY	CONDITION	BRIDGES/TUNNELS
ROAD GRID				

INDIGENOUS VEHICLES	PRIVATE AUTOMOBILES	TRUCKS	BUSES	TAXIS	CARTS/WAGONS	MOTORCYCLES
NUMBER						
OWNERSHIP	N/A					N/A
CONDITION						
FUEL CONSUMPTION						
CAPACITY						

	SOURCES OF VEHICLES	SOURCES OF REPAIR PARTS	REPAIR FACILITIES
SOURCES/ REPAIR			

2. RAILWAY TRANSPORTATION SYSTEM

	GRID	FREIGHT YARDS/ CAPACITY	PASSENGER TERMINALS	LOCOMOTIVES NUMBERS/TYPES	PERIPHERAL EQUIPMENT
RAILWAY SYSTEM					

	PASSENGER SCHEDULE	FREIGHT MOVEMENT	PERSONNEL	REPAIR/STOCK FACILITIES
SERVICE/ STOCK				

3. AIR TRANSPORTATION SYSTEM

LANDING FACILITIES	INTERNATIONAL AIRPORTS	DOMESTIC AIRPORTS	PRIVATE/ UNMANNED LOCAL STRIPS
RUNWAYS/LENGTHS			
CARRIERS			
FACILITIES			
OWNERSHIP			

AIRCRAFTS	COMMERCIAL PASSENGER	COMMERCIAL FREIGHT	MILITARY	CIVILIAN NON-COMMERCIAL	ROTARY WING CIVILIAN	ROTARY WING MILITARY	REPAIR FACILITIES/PARTS
TYPE/OWNERSHIP							
CAPACITY							

4. WATER TRANSPORTATION SYSTEM

PORTS AND HARBORS					
LOCATION/LIMITATION					
CHANNEL/MARKERS					
BERTHING FACILITIES					
WHARF AGE					
OFF-LOADING FACILITIES					
STORAGE FACILITIES					
TRANSPORTATION FACILITIES					
OWNERSHIP					

NAVIGABLE RIVERS					
DEPTHS					
SEASONAL FLUCTUATIONS/ LIMITATION					
IMPORTANCE					
TRAFFIC					
OFF-LOADING FACILITIES					
STORAGE FACILITIES					
TRANSPORTATION FACILITIES					
OWNERSHIP					

DOMESTIC COMMERCIAL FLEET	SHIPS	BARGES	TUGS	BOATS
TYPE/SIZE/ CAPACITY/DRAFT				
OWNERSHIP/CONDITION				

ACTION TAKEN

REMARKS AND RECOMMENDATIONS

Annex 23 Rapid Labour Force Assessment

Municipality	Village	MGRS Grid Ref
Agency	Name of assessor	Date
Source of information (give as much detail as possible – *give a telephone of someone in the village if possible*)		

POPULATION	TOTAL	MALE	FEMALE	AGE PERCENTAGE	UNEMPLO-YMENT	DENSITY	IMMIGRANTS	MILITARY PERSONNEL STRENGTH BY SERVICE

LABOR FORCE CHARACTE-RISTICS	GOVERN-MENT	HEAVY INDUSTRY	LIGHT INDUSTRY	TRANSPORT-ATION/ COMMUNI-CATION	AGRICU-LTURE	FISHING	PUBLIC SAFETY	EDUCATION	CONSTRUC-TION
PROFFESIONAL									
SKILLED									
SEMI-SKILLED									
UNSKILLED									
AVERAGE WAGE									

ACTION TAKEN

REMARKS AND RECOMMENDATIONS

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Annex 24 Rapid Public Communication / Civil Information Assessment

Municipality	Village	MGRS Grid Ref
Agency	Name of assessor	Date

Source of information (give as much detail as possible – *give a telephone of someone in the village if possible*)

TELEPHONE SERVICE	INTERNATIONAL LINKS	DOMESTIC SYSTEM	CELLULAR SYSTEM	PRIVATE SYSTEMS	FACILITIES	STOCKS

TELEGRAPH SERVICE	INTERNATIONAL LINKS	DOMESTIC SYSTEM	FACILITIES	EQUIPMENT	STOCKS

RADIO BROADCAST	TRANSMITTER LOCATIONS/ OWNERSHIP	FREQUENCIES/WATTAGE	STUDIO/ PRODUCTION FACILITIES LOCATIONS	REPEATERS	PROGRAMMING	RECEIVER DISTRIBUTION/ RECEPTION	POWER SOURCE RELIABILITY/ EMERGENCY POWER

TELEVISION BROADCAST	TRANSMITTER LOCATIONS/ OWNERSHIP	FREQUENCIES/ CHANNELS /WATTAGE	STUDIO/ PRODUCTION FACILITIES LOCATIONS	CABLE/CLOSED CIRCUIT FACILITIES	REPEATERS	PROGRAMMING	RECEIVER DISTRIBUTION/ RECEPTION

TWO-WAY COMMUNI-CATION	SYSTEMS/ FREQUENCIES	OWNERSHIP/ EMERGENCY AVAILABILITY	EQUIPMENT/ FACILITIES	AMATEUR RADIO

POSTAL SERVICE	INTERNATIONAL LINKS	DOMESTIC SYSTEM
FACILITIES		
TRANSPORTATION		
DELIVERY		
LIMITATIONS		

PERIODICALS	NEWSPAPERS	MAGAZINES/JOURNALS
LANGUAGE		
FREQUENCY OF PUBLICATION		
LOCATION		
OWNERSHIP		
CIRCULATION		
PRINTING FACILITIES		

PRINTERS/ PUBLISHERS	LOCATION/OWNERSHIP	PRINTING FACILITIES	CAPABILITIES

PUBLIC ADDRESS SYSTEMS	PORTABLE	MOBILE	PERMANENT EXTERIOR

ACTION TAKEN

REMARKS AND RECOMMENDATIONS

		CIMIC CENTRE OF EXCELLENCE	
		Observation Collection Form	

NAME		RANK	
PHONE		SERVICE	
E-MAIL			

CLASSIFICATION

ACTIVITY

OBSERVATION DATE

TITLE

OBSERVATION

DISCUSSION

CONCLUSION

RECOMMENDED REMEDIAL ACTIONS

RECOMMENDED ACTION BODIES

Please return the completed form to the Information Knowledge Management section via email
IKM@cimic-coe.org

CLASSIFICATION: The classification is determined by the most sensitive data in the observation. Classification changed by anyone than the originator. Only observation of **Non Sensitive Information Releasable to the Public** can be accepted into the NATO Unclassified database. Please use our CCOE NSWAN webpage otherwise.

ACTIVITY: This identifies a real world operation, exercise or experiment to which the observation is related, e.g. ISAF, CWID 2007, Ex Steadfast Jackpot 2007.

OBSERVATION DATE: The date the observation took place.

TITLE: The field defines the main issue or problem to which the observation is related. Try to limit each observation to a single problem or issue.

OBSERVATION: A short description of what happened. Enter a short factual description of the observed issue or problem and the results of dealing with it. This statement can be positive (i.e. something that worked well) or negative (i.e. something happened that should not have or something did not happen that should have). Details should be presented in the discussion paragraph.

DISCUSSION: The discussion explains why it happened. Reasons for success or failure are mentioned, and the circumstances are discussed. The discussion amplifies the observation statement and answer the "who, what, where, when, why and how" questions about the observation. Explain in details the actions taken to work around the problem. If a problem could not be solved, explain why.

CONCLUSION: The conclusion is a statement which completes the observation and discussion. The conclusion is derived in a logical manner from the different aspects described in the discussion and it should provide a concise summary of the situation observed. Details should not be present. Try to limit each observation to a single problem or issue.

RECOMMENDED REMEDIAL ACTIONS. This field should provide explicit recommendations to solve the problem, identifying exactly what needs to be changed and how this should be done. Make a statement on how to repeat your success or how to correct the problem. This may require new or modified publications, procedures, procurement of new equipment, change of the force structure, revision of command relationships, improved training, etc. Do not restate the observation or any other paragraph.

RECOMMENDED ACTION BODIES. Identify who is best placed to make the correction and implement the recommended remedial actions.

	CIMIC CENTRE OF EXCELLENCE
	Best Practice Submission Form

NAME		RANK	
PHONE		SERVICE	.
E-MAIL			

Title:

Context: (*Describe the context of the problem/situation that the Best Practice resolves*)

Process:(*Clearly describe the Best Practice in terms of its process and any relevant products/documents it uses*)

Benefits: (*Describe the benefits of this Best Practice. How is it better than current practices? Describe any savings in time, money, or space; increased workflow etc*)

Applicable to: (*Which areas does this apply to within a Headquarters?*)

HQ: (*Where has this Best Practice come from?*)

Caveats: (*Are there any caveats to this Best Practice? Are there areas where this Best Practice does not apply?*)

Attachments:

Please return the completed form to the CCOE Information Knowledge Management section via email IKM@cimic-coe.org

If your Best Practice is anyhow classified please use our CCOE NSWAN webpage.

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Diigo

Diigo image used in accordance with Fair Use detailed in Section 107 of the Copyright Act.

The CCOE Information and Knowledge Section have set up a CIMIC related bookmarking database using a cloud based service called **Diigo.**

Digest of **I**nternet **I**nformation, **G**roups and **O**ther Stuff (Diigo) is a powerful free social bookmarking website with annotating capabilities. Social bookmarking is a method for Internet users to organize, store, manage, and search for bookmarks of resources online. Unlike file sharing, the resources themselves aren't shared, merely bookmarks that reference them.

Diigo allows its users the options to bookmark, highlight, and tag selected web-pages that can be retrieved from any computer, any time, any place. Users find its features of highlighting and tagging a great way to organize online research. With Diigo power tools you can also add interactive sticky notes to any web page you read and write your personal comments for later review. In addition to highlighting and tagging, Diigo research tools can be used for archiving, searching, and accessing information found on the web.

The premise behind Diigo is social annotation. Social annotation provides e-readers with the ability to **create, share, and interact around content**. Users can choose to write private notes or public comments on selected web pages. Comments or annotations displayed on sticky notes opened to the public can **encourage interaction, exploration, engagement, and the sharing of ideas among individuals or groups**. By combining social

bookmarking, clippings, in site annotation, tagging, full-text search, easy sharing and interactions, Diigo offers a powerful personal tool and a rich social platform for knowledge users, and in the process, turns the entire web into a writable, participatory and interactive media

An introduction video is available here http://vimeo.com/12687333

The bookmark library itself can be accessed here: http://www.diigo.com/user/ccoe-ikm

In order to foster the collaboration a Diigo - user group has been created and you are encouraged to join this group called **Civil Military Interaction**.

Aim : To improve civil military interaction through collaboration in selecting, sharing and commenting any relevant resources on the internet.

» Join this Group

Note: If you don't have a Diigo account yet, please sign up & login Diigo first. Then come back and click the following "Join" link to complete joining the group. https://secure.diigo.com/sign-up

Any question or comment please contact us via email ikm@cimic-coe.org

Networking – Discussion on LinkedIn

The CIMIC Centre of Excellence is using the web and cloud based social networking tool LinkedIn

It is aimed for people in professional occupations. CCOE aim is to use it for professional networking between all people interested in the topic Civil Military Interaction, to exchange information, ideas and opportunities

CCOE has set up a company profile page to list our publications, services and our courses. It permits LinkedIn members to "recommend" products and services and write reviews

The CCOE company profile can be found **here**

Further we have two interest member only groups

These groups support a discussion area, moderated by the group owners and managers. Groups also keep their members informed through emails with updates to the group, including most talked about discussions within your professional circles

CIMIC – CMI : Civil Military Interaction

Aim : To improve **civil military interaction** through discussion and networking using the internet.

»Join this group

Comprehensive Approach

Aim : To improve **comprehensive approach** through discussion and networking using the internet.

»Join this group

Note: If you don't have a LinkedIn account yet, please sign up & login LinkedIn first. Then come back and click the following "Join" link to complete joining the group

Any question or comment please contact us via email ikm@cimic-coe.org

	CIMIC CENTRE OF EXCELLENCE
	Changes Format

NAME		RANK	
PHONE		SERVICE	.
E-MAIL			

General Comments:

Detailed comments:

Serial	Page	Item (What)	Rationale (Why)
1			
2			
3			
4			
5			

Please return the completed form to the CCOE Development section via
email CIMICFIELDHANDBOOK@cimic-coe.org

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ACF	Action Contre la Faim
ACO	Allied Command for Operations (Formerly SHAPE)
ACT	Allied Command for Transformation
AHA	Ammunition Holding Area
AJP	Allied Joint Publication
AJP	Allied Joint Publication
AMDA	American Medical Directors Association
AO	Area of Operations
AOI	Area of Interest
AOO	Area of Operations
AOR	Area of Responsibility
ASAP	as soon as possible
ASCOPE	Area, Structures, Capabilities, Organizations, People and Event
BATNA	Best Alternative to a Negotiated Agreement
BDA	Battle Damage Assessment
BG	Battle Group
Bi-SC	Bi-Strategic Commands (ACT/ACO)
C2	Command and Control
CA	Comprehensive Approach
CA	Civil Affairs (US)
CAA	Civilian Assembly Areas
CBRN	Chemical, Biological, Radiological, or Nuclear
CC	CIMIC Centre

CC	Collective Cultures
CCCM	Cluster Camp Coordination and Camp Management
CCF	Collection Coordination Facility
CCOE	CIMIC Centre of Excellence
CDC	Center for Disease Control
CDO	Collective Defence Operation
CEP	Civil Emergency Planning
CFPG	CIMIC Functional Planning Guide
CHEAP BFV	Concerns, Hopes, Expectations, Attitudes, Priorities, Beliefs, Fears, Values
CIMIC	Civil Military Cooperation
CIS	Communications and Information Systems
CivSit	Civil Situation
CJTF	Combined Joint Task Force
CLT	CIMIC Liaison Team
CMCoord	Civil-Military Coordination Office (UN)
CMCS	Civil-Military Coordination Section
CME	CIMIC in the Maritime Environment
CMI	Civil Military Interaction
CMO	Civil Military Operations
CMO	Civil Military Overview
CMOC	Civil Military Operations Center (US)
COA	Course of Action
COG	Center of Gravity

COIN	Counterinsurgency
CONOPS	Concept of Operations
COPD	Comprehensive Operations Planning Directive
CP	Command Post
CP	Checkpoint
CPOE	Comprehensive Preparation of the Operational Environment
CRO	Crisis Response Operation
CRS	Catholic Relief Services
CRTS	CIMIC Reporting and Tracking System
CSU	CIMIC Support Unit
CT	Counterterrorism
DFID	Department for International Development
DM	Deployable Module
DNH	Do No Harm
DOS	Division of Operational Services
DPKO	Department of Peacekeeping Operations
DPRE	Displaced Persons Refugee and Evacuee
DRC	Danish Refugee Council
DSRSG	Deputy Special Representative of the Secretary General
EBO	Effects Based Operations
ECHO	European Community Humanitarian Office
EE	Environmental Evaluation

EIH	Environment Industrial Hazard
ELM	Extended Liaison Matrix
EOD	Explosive Ordnance Disposal
ER	Exploitation Requirement
ERA	Emergency Rest Areas
EU	European Union
FAO	Food and Agriculture Organizations (UN)
FCE	Full CIMIC Estimate
FI	Factor Integration
FOM	Freedom of Movement
FPG	Functional Planning Guide
FRAGO	Fragmentation Order
FS	Functional Specialist
FSp	Functional Specialist (US)
GA	Gender Awareness
GA	Gender Advisor
GAA	German Agro Action
GAIN	Global Alliance for Improved Nutrition
GO	Governmental Organisation
GOP	Guidelines for Operations Planning
GPS	Global Positioning System
GTZ	Gesellschaft fur Technische Zusammenarbeit
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team

HD	Human Dimension
HHI	Habitat for Humanity International
HIC	Humanitarian Information Center (UN)
HN	Host Nation
HNS	Host Nation Support
HOC	Humanitarian Operations Centre (UN)
HQ	Headquarters
HRJF	High Readiness Joint Forces
HT	Human Terrain
HUMINT	Human Intelligence
IASC	Interagency Standing Committee
IC	Individualistic Cultures
ICCG	Inter-Cluster Coordination Group
ICA	Initial CIMIC Assessment
ICH	Institute of Child Health
ICMH	International Centre for Migration and Health
ICN	International Council of Nurses
ICRC	International Committee of Red Cross
ICVA	International Council of Voluntary Agencies
IDP	Internal Displaced Person
IFRC	International Federation of the Red Cross and Red Crescent Societies
IGO	Intergovernmental Organisations
ILO	International Labour Organisation

IMS	International Military Staff
INEE	Inter-Agency Network for Education in Emergencies
Info Ops	Information Operations
Info Sec	Information Security
IO	International Organisation
IOM	International Organization for Migration
IPE	Information/Intelligence Preparation of the Environment
IRC	International Rescue Committee
IS	International Staff
ISDR	International Strategy for Disaster Relief
JAO	Joint Area of Operations
JFC	Joint Forces Command / Commander
JOA	Joint Operations Area
JOPG	Joint Operations Planning Group
KA	Key Actors
KCA	Key Civilian Area
KLE	Key Leader Engagement
LCC	Land Component Commander
LEGAD	Legal Advisor
LHI	Locally Hired Interpreters
LNO	Liaison Officer
LO	Liaison Officer
LOC	Lines of Communication

LWF	Lutheran World Federation
MAHE	Military Assistance in Humanitarian Emergencies
MC	Military Committee
MCDA	Military and Civil Defence Assets
MCP	Movement Coordination Plan
MLO	Military Liaison Officer
MOE	Measures of Effectiveness
MOP	Measures of Performance
MP	Military Police
NAC	North Atlantic Council
NATO	North Atlantic Treaty Organization
NCA	Norwegian Church Aid
NCO	Non-Commissioned Officer
NCRM	NATO Crisis Response Manual
NCRSM	NATO Crisis Response System Manual
NEO	Non-combatant Evacuation Officer
NGO	Non Government Organization
NRC	Norwegian Refugee Council
NRF	NATO Response Force
NTM	Notice to Move
OA	Operational Area
OCHA	Office for the Coordination of Humanitarian Affairs
OE	Operational Environment
OHCHR	Office of the High Commissioner for Human Rights

OLRT	Operational Liaison and Reconnaissance Team
OPCON	Operational Control
OPLAN	Operation Plan
OPP	Operational Planning Process
OPSEC	Operational Security
OSOCC	On-Site Operations Coordination Centre
PAO	Public Affairs Officer
PCA	Potential Conflict Area
PfP	Partnership for Peace
PIO	Public Information Officer (UN)
PMESII	Political, Military, Economic, Social, Infrastructure, Information
PMT	Project Management Team
POC	Point of Contact
POL	Petroleum, Oils, Lubricants
POLAD	Political Advisor
PSA	Potential Supportive Area
PSYOP	Psychological Operations
QIP	Quick Impact Project
RC	Resident Coordinator
RedR	Registered Engineers for Disaster Relief
ROE	Rules of Engagement
SatCom	Satellite Communications
SC 99	Strategic Concept 99

SCN	Standing Committee on Nutrition (UN)
SHA	Stakeholder Analysis
SITREP	Situation Report
SMART	Specific, Measurable, Attainable, Relevant and Timeliness
SME	Subject Matter Expert
SMT	Security Management Team (UN)
SNA	Social Network Analysis
SOI	Standing Operating Instruction
SOP	Standard Operating Procedures
SRSA	Swedish Rescue Services Agency
SRSG	Special Representative of the UN Secretary General
SSR	Security Sector Reform
StratCom	Strategic Communications
TACOM	Tactical Command
TACON	Tactical Control
TCA	Theatre Civil Assessment
TCN	Troop Contributing Nation
TE	Threat/Opportunity Evaluation
TSF	Telecoms Sans Frontiers
TTP	Tactics, Techniques and Procedures
UCT	United Nations Country Team
UN	United Nations
UNDAC	United Nations Disaster Assessment and Coordination

UNDGO	United Nations Development Group Office
UNDP	United Nations Development Program
UNDSS	United Nations Department of Safety Security
UNEP	United Nations Environment Programme
UNFPA	United Nations Populations Fund Agency
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNITAR	United Nations Institute of Training and Research
UNJLC	United Nations Joint Logistic Centre
UNMAC	United Nations Mine Action Centre
UNOSAT	United Nations Operational Satellite Applications
UNRWA	United Nations Relief and Works Agency
UNSCR	United Nations Security Council Resolution
UNV	United Nations Volunteers
USAID	United States Agency for International Development
VSAT	Very Small Aperture Terminal
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme (UN)
WHO	World Health Organization (UN)
WMD	Weapons of Mass Destruction
WVI	World Vision International

Contact the CCOE

Please check our website at : www.cimic-coe.org

CIMIC Field Handbook :   CIMICFieldHandbook@cimic-coe.org

Write Us: **Visit Us:**

CIMIC Centre Of Excellence   CIMIC Centre Of Excellence
PO Box 5013   Complex Twente - Building C1
7500 GA Enschede   Lonnekerveldweg 30
The Netherlands   7524 PP Enschede
                              The Netherlands

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Mail Us: **Call Us:**

Central Mail Point CCOE: Tel.: +31 534 80 3400
registry@cimic-coe.org   Fax : +31 534 80 3444
Public Affairs Officer: VTC : vtc.cimic-coe.org or 188.202.42.97
pao@cimic-coe.org   (Please make an appointment before.)