

# **An active Dutch CIMIC Policy is not a bridge too far!**

[ *NL-ARMS*, 2002: Chapter 7 ]

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## **1. Introduction**

Some four years ago, the increased attention for civil military cooperation (CIMIC) led to a situation in which the Netherlands Chief of Defence Staff requested the Services to develop a CIMIC Policy, which would give him sufficient information about the CIMIC capacities needed for the Netherlands Armed Forces. The Army took the lead in the development of this joint CIMIC Policy.

The objectives of this article are to clarify the outlines of the Netherlands Armed Forces CIMIC Policy and to make clear what kind of CIMIC organisation has been implemented in and for the Netherlands Armed Forces. The article will first focus on 1 (GE/NL) Corps and the Royal Netherlands Army's Operational Command and will then turn to the CIMIC Group North.

After an introduction of the term CIMIC, including a definition and some terminology, the great importance of CIMIC in actual operations will be explained. Models will be used to illustrate the options for the CIMIC organisation in the Netherlands Armed Forces. Furthermore, an explanation will be given of how this CIMIC Policy can be made operational for the Netherlands staff units and for the international CIMIC Group North. Special attention will be given to the recruitment of military and Functional Specialist personnel for the Netherlands CIMIC elements. Finally, this article will describe some actual and future developments - a future the Netherlands is developing together with NATO, Germany and several other countries in the northern region of Europe, such as the Czech Republic, Denmark, Norway and Poland.

## **2. The definition and key functions of CIMIC**

By developing the Netherlands Armed Forces CIMIC Policy, the NATO Military CIMIC Policy (MC 411) was used as a basis and a principle. Although this policy was not completed at that moment and was still under revision, the MC 411 was used from 1997 onwards. In the NAC-approved MC 411 of July 2001, the general NATO definition of CIMIC is as follows:

*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 organisations and agencies.*

(MC 411, July 2001)

In the Netherlands' national approach the word 'NATO' is replaced by 'Military' because this will make the definition applicable for military operations controlled by other international organisations, such as the United Nations or the European Union.

As MC 411 describes, the immediate purpose of CIMIC is to establish and maintain the full cooperation of the military commander and the civilian authorities, organisations, agencies and population within a commander's area of operations in order to allow him to fulfil his mission. This may include direct support to the implementation of a civil plan. The long-term purpose of CIMIC is to help create and sustain conditions that will support the achievement of the international objectives in operations.

As a result of this very broad definition the CIMIC key functions may be abbreviated into C<sup>3</sup>I. However, in CIMIC this means communication, cooperation, coordination and information. Command and control are deliberately omitted because they are of minor importance in CIMIC.

Thus, in short CIMIC liaises with the civil organisations and authorities in the mission area not only to support the military units and commanders in the operation area, but also to support the civil world in its efforts to implement and establish a better civil environment. That is why the CIMIC organisation is the military interface with the local community and at the same time the interface with the military organisation. In fact, CIMIC is indispensable in bridging the gap between the small military world and the far more extensive civil society. A few years ago this was a bridge too far, but now the bridge is nearing completion.

### 3. The CIMIC areas of interest

Within CIMIC there are five different areas of interest.

In the area of Civil Administration tasks can be identified such as legal assistance, economic policy, public finance, spatial and environmental policy, education and culture policy, social policy, movement and transport policy, public health policy, security policy, media and communications policy and agriculture and nature policy. (Figure 1).



Figure 1: Election 2000 in Bosnia

Civil Administration Functional Specialists provide functional expertise, advice and assistance in identifying and assessing civil administration systems, agencies, services, personnel and resources. They determine the capabilities and effectiveness of civil administration systems and the impact of those systems on CIMIC activities. They develop plans and provide operational oversight and supervision in rehabilitating or establishing civil administration systems, agencies, and resources.

Examples are assisting in the organisation of elections, the international Police Task Force in Bosnia, re-writing of existing laws and legal systems and advising on the development of modern monetary systems.

In the area of Civil Infrastructure tasks can be mentioned such as construction and demolition activities, the provision of energy and water, attention to communications, public communications, public transport, roads, waterways, railroads, harbours, airports, factories, etcetera. This area is essential after the conclusion of a conflict in which a lot of infrastructure has been destroyed.

Civil Infrastructure Functional Specialists provide technical expertise, advice and assistance in identifying and assessing the Civil Infrastructure strategy. They provide advice and assistance for the establishment of a short and long-term strategy on Civil Infrastructure. They are involved in the review of the process of regulations, arrangements and contracts made with ministries and regional and municipal administrations. They provide advice and assistance in establishing the technical requirements for civil infrastructure systems to support the population. (Figure 2).

A great many examples can be mentioned, such as the repair of buildings, railway connections, oil refineries, electricity and gas and water distribution networks in several nations where military forces were deployed.

In the area of Economy and Commerce the main tasks are industrial development, development of retail and sale, insurances, postal services, banking and accounting, trade, ICT, media and communications, supply and transport, maintenance support and medical support, as well as the support of all kinds of other economic and commercial activities. (Figure 3).

Economy and Commerce Functional Specialists will provide technical expertise, advice and assistance in identifying and assessing Economy and Commerce projects and systems. They provide advice and assistance for the establishment of a short, medium and long-term strategy on Economy and Commerce activities and development. These Functional Specialists are involved in the review of procedures, regulations, contracts and arrangements made with ministries and regional and municipal administrations. They provide advice and assistance in



Figure 2: Repair of Infrastructure



Figure 3: Oil Refinery Sprski Brod

establishing the technical requirements for Economy and Commerce systems according to the guidelines given by ministries. They provide technical expertise, advice and assistance in monitoring and assessing the economy, economic systems, commercial activities, agencies, services, personnel and resources in a wide range of areas.

In Bosnia SFOR supports this process of activating the economy and commercial activities. The Netherlands has been very active in supporting the

start of new commercial activities and the restart of civilian companies.

Within the area of Humanitarian Aid or Assistance the main tasks are care of civilians, public health, displaced persons and refugees, human rights, civil information, disaster relief and disaster relief services.

Humanitarian Functional Specialists are to provide technical expertise, advice and assistance in identifying and assessing humanitarian aspects. They provide advice and assistance for the establishment of a short and medium-term strategy on Humanitarian Affairs. They are involved in the review of the process of regulations, arrangements and contracts made with IOs, NGOs, ministries and regional and municipal administrations. They provide advice and assistance in establishing the technical requirements for government Humanitarian Systems to support the population. (Figure 4).

For example, the Netherlands participated in operation Provide Comfort in 1991 with an Engineer Aid Battalion, as they did in the first year of the KFOR operation in Kosovo.

Another example was the deployment of Dutch forces in Macedonia and Albania in 1999. Furthermore, the Netherlands deployed army, navy and marine elements to Central America after hurricane Mitch struck this area.



Figure 4: Refugeecamp Quatron, Albania

In the area of Cultural Affairs tasks include care of cultural aspects, the protection of religious and cultural heritage, arts protection, protection of archives and care of valuable buildings and monuments.

Cultural Affairs Functional Specialists have to ensure the safeguarding of cultural property in operational areas. They supervise the identification and safeguarding of all works of art, monuments, archives, religious buildings, shrines and consecrated places. They provide safeguards and any other required protection of collections of artefacts and objects of historical or cultural importance, including appropriate records thereof.

They assist in recognising art objects and determining their owner. They continuously supervise the evaluation and disposition of such objects through officials and actions to safeguard objects of either cultural or historical value.

They make recommendations on plans to use buildings or locations of cultural value, such as temples, universities and shrines for any purpose other than that for which they are intended. They inform military forces of the social, cultural, religious and ethnic characteristics of the local populace and they develop codes of behaviour on the use of religious buildings, shrines and consecrated places. They mediate in disputes between opposing ethnic, cultural, religious and social groups in the area. (Figure 5).



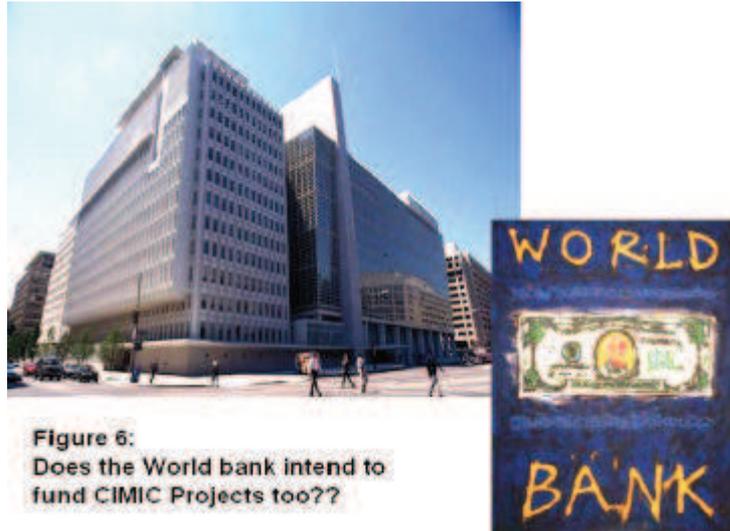
Figure 5: Sarajevo Library

An example in this regard is SFOR's taking care of the repair of the university and the library of Sarajevo.

Finally, additional CIMIC tasks include interpreter tasks, translation support, liaison and the provision of regional knowledge.

Special prerequisites for the execution of CIMIC activities are the budgets to be made available by international and national organisations. The NL Ministry for Development Cooperation donates small budgets to Netherlands Forces in Bosnia and Afghanistan to plan and execute smaller CIMIC projects.

This money is spent, for instance, on the restoration of hospitals, schools and smaller industries.



**Figure 6:**  
Does the World bank intend to fund CIMIC Projects too??

Larger budgets could be provided by, for instance, the World bank or the European Union. (Figure 6).

Without budgets and funds CIMIC is limited to communication, coordination and cooperation. With budgets and funds CIMIC capabilities can be used to their full potential and will be eminently capable of actively supporting most areas in the civil environment.

#### 4. The importance of CIMIC

In developing the Netherlands Armed Forces CIMIC Policy, it was crucial to prove the real importance of CIMIC. CIMIC has been important and inevitable for ages. Military forces have always made use of the support of the civil environment, on a voluntary basis or by the use of force. To limit this overview, I would like to start with a quotation from General Dwight Eisenhower (Figure 7) in 1945:



**Figure 7:** General Dwight D. Eisenhower

“The sooner I can get rid of the questions that are outside the military in scope, the happier I will be! Sometimes I think I live 10 years each week, of which at least 9 are absorbed in political and economic matters ... And what a lot of headaches I found. ... Water supply shortage. No power. No food. No fuel, and corpses all over town ...”

After this remark a long period of allied military government followed for Germany and certainly this period convinced the Americans of the importance of Civil Affairs and the link between CIMIC and military operations. Therefore the United States still has a large CIMIC capacity that has been used in operations in Vietnam, Grenada, Haiti and of course the Balkans.

The British Army has not been convinced of the importance of CIMIC for as long, which meant that a few years ago they also had to start with CIMIC from

scratch. The big problem is that this takes a lot of time; time, in fact, which we do not really have if we look at current operations.

I would like to underline the importance of CIMIC with some quotes from NATO authorities and the Dutch administration. These quotes reflect the importance of CIMIC, now and in the future. (Figure 8).

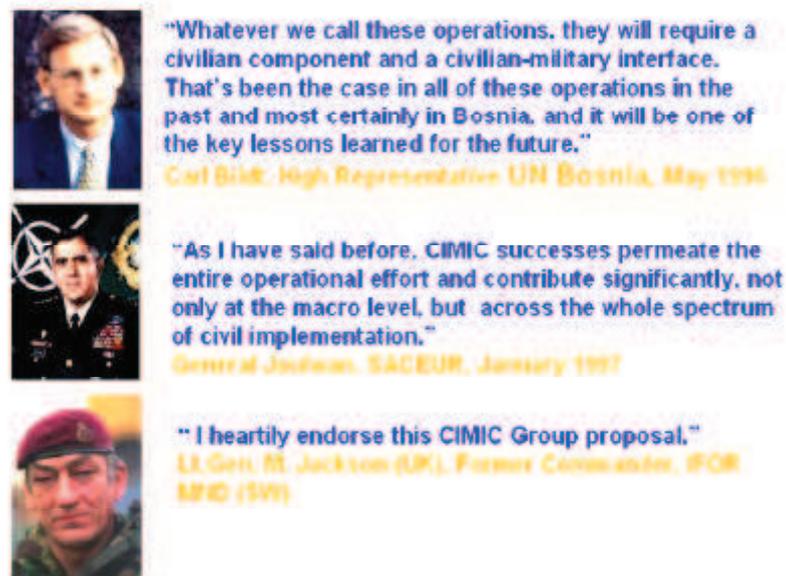


Figure 8: Importance of CIMIC for NATO

NATO stresses the necessity of CIMIC in every military operation, which is why the Alliance requested its nations to give more attention to CIMIC and the development of CIMIC capacities.

Under the code-name CIMIC 2000, NATO made further plans for CIMIC with the aim of establishing an appropriate CIMIC organisation for NATO.

At first, NATO requested the nations to establish CIMIC Staff capacities for brigade level and above, General CIMIC Support Companies, CIMIC Functional Specialist capabilities and 3 CIMIC Groups (North, South and ARRC). The CIMIC Group capabilities should be assigned to NATO, if necessary.

The Netherlands was asked to establish one of these CIMIC Groups as a framework nation. The other nations that were asked to provide a CIMIC Group were the United Kingdom and Italy. In a later phase Germany and the United States were requested to provide a CIMIC Group and the request for the United Kingdom was withdrawn. This final request was based on a CIMIC Group for the Northern European, the Southern European and the Atlantic region. This NATO request provided the Netherlands with a great opportunity to take a leading role in the international CIMIC world; an essential part of the military world now and in the future.

The Netherlands government also supports CIMIC. A few years ago our Prime Minister, Wim Kok, visited the Dutch Forces in Bosnia. In the evening news this was covered by a television item of two minutes. In these two minutes the news station only covered CIMIC and the Prime Minister spoke only of the support by the military to assist in rebuilding a nation. (Figure 9).

Furthermore, the Dutch Minister of Defence, Frank de Grave, underlined the importance of CIMIC, which is why CIMIC plays an important role in the Netherlands Defence White Paper

2000, which was approved by parliament in February 2000. In outline the White Paper states that: “recent years proved that the Dutch Armed Forces, in close cooperation with the civilian authorities and organisations, played a very important role in the reconstruction of nations.



**Figure 9: Importance of CIMIC for the Netherlands**

This cooperation between the military and civilian world is essential for the success of any peace support operations. There is to be a joint capacity for civil-military cooperation for peace operations. At the request of NATO, the Netherlands will, together with Germany, set up a core staff for a CIMIC Group, which will be expanded on deployment to form an international joint CIMIC unit. That unit can be enlarged in peace support operations into a Netherlands CIMIC unit of about 200 military personnel. It will also be possible to deploy the CIMIC unit for humanitarian relief for the benefit of development cooperation“.

This is a national text and only reflects the Netherlands’ input. The actual organisation of this CIMIC Group will be described later. However, the above text from the Defence White Paper 2000 confirms the important role of CIMIC for the Netherlands Ministry of Defence. Also in other ministries such as the Ministries of Foreign Affairs, Economic Affairs, Overseas Development and Internal Affairs the interest in CIMIC will be enhanced. The conclusion is that CIMIC is sure to grow in this millennium.

Besides the recognition of the necessity of CIMIC and the conclusion that NATO and the national political level have very positive opinions about CIMIC, the level of CIMIC also depends on the objectives the Netherlands Armed Forces want to achieve with CIMIC and the participation in CIMIC activities.

## **5. The objectives of the Netherlands Armed Forces CIMIC Policy**

Active Dutch participation in CIMIC will have a positive effect on the image of the Armed Forces. They can offer a larger package of services that will be highly appreciated by the national and international community. Nationally this will contribute to improved acceptance of the Armed Forces in civilian society.

Secondly, the Armed Forces will have better possibilities to use reserve personnel. The Netherlands has a large group of enthusiastic reserve personnel who are eager to participate in Crisis Response Operations. And the Armed Forces can then use them in the fields in which they excel!

The third objective is that the influence of the Netherlands may increase at higher multi-national levels of military commands. Active Dutch participation in CIMIC will enlarge the possibilities of influencing decision-making at these levels and reinforce the possibilities of supporting the Dutch international cooperation policy in military operations. It also could provide better chances for the national industries to participate in the rebuilding of destroyed or disrupted countries.

Finally, CIMIC offers better possibilities for actually supporting Dutch foreign policy. CIMIC offers the political leadership more options for the deployment of the national Armed Forces. Thus, CIMIC could contribute to lasting peace in certain regions of the world, support the improvement of human rights, support free trade and contribute to solving the world-wide refugee problems.

Besides these positive objectives, there are always some risks. Especially at the beginning of the policy development process, the risk of starting a discussion about the main mission of the Armed Forces was regarded as very threatening. At the moment this risk is no longer as great. The government recognises the importance of the Armed Forces in Crisis Response Operations and for the first time in ten years the yearly budget for the Ministry of Defence has been increased by parliament. Especially the Army is regarded as a Service that cannot undergo any more reductions, and the Army is again reorganising to become a more operational entity, capable of deployment for modern military operations.

The second risk was of course that it would cost money and personnel without any compensation. At the start of the policy development, there was a distinct possibility that the Services would be given the means to establish a CIMIC capacity but with an additional guideline to reduce elsewhere. In the meantime, however, the Ministry of Defence provided additional budgets to establish the Dutch parts of the CIMIC Group and a budget is allocated for the yearly operating costs of the Dutch parts of the CIMIC Group.

## **6. Models**

Generally speaking, three models were developed, including especially the CIMIC Group in the Netherlands Armed Forces. Finally the Army was chosen as a single Service manager for this CIMIC Group, for the following reasons:

- CIMIC activities and projects are mainly executed on land and can be seen as a part of land operations
- The various Services are responsible for the organisation, the equipment and the training of the operational units and
- In accordance with NATO doctrine a CIMIC Group will be assigned to and commanded by a Land Component Commander
- The final argument was that, as a prerequisite, the Netherlands wanted to cooperate with Germany to establish this CIMIC Group. Especially in 1 (GE/NL) Corps and in MND (C), the Dutch Army has good experiences with the cooperation with German soldiers and German units. Therefore the Netherlands strived for international cooperation with Germany from the beginning.

## **7. Options**

Several options for participating in the CIMIC Group were developed, from a zero-option to a maximum option, in which the Netherlands provides roughly 50 % of the CIMIC Group. In all options international cooperation was a prerequisite. At the moment only the maximum option is of importance. The mind-set has changed!!

The maximum option is the Netherlands as one of the framework nations of a CIMIC Group with a multinational and active capacity of roughly 40 posts and a multinational capacity on deployment and after activation of roughly 400 posts. The most important principles in this option were: it should be a joint CIMIC Group and it should be an international CIMIC Group!

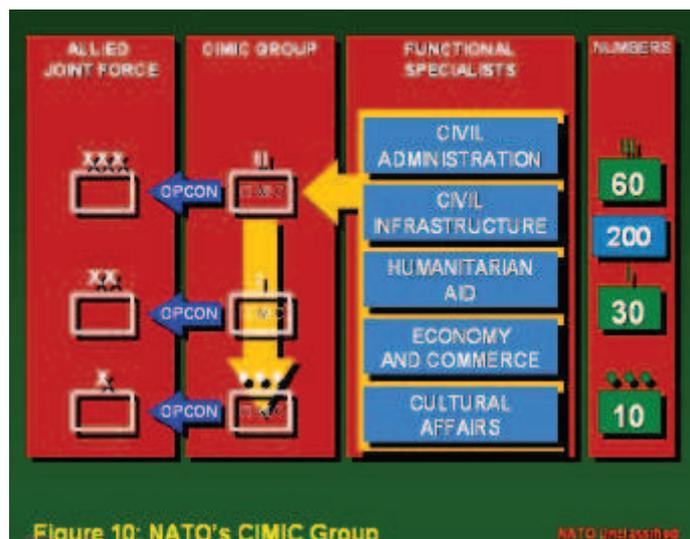
Furthermore, the Dutch exclusively focus on management and Functional Specialist capacities for CIMIC activities, including necessary direct support. Thus, the Netherlands is not interested in focusing on units that can execute CIMIC tasks, such as units with cranes, construction machines, bulk lorries, bulldozers and railway equipment. This will remain a task for civilian organisations. Military equipment can only be used as complementary assets, and only if the Armed Forces have a temporary spare capacity.

## 8. The Framework CIMIC Group as described by NATO

Originally, based on the NATO CIMIC 2000 plans, a Framework CIMIC Group consisted of a Staff (34 personnel), a Headquarters Company (22 personnel) including a Staff of Functional Specialists (290 personnel) and three General CIMIC Support Companies, each consisting of a Staff of 32 personnel and three small platoons of 10 personnel each. (Figure 10).

In this CIMIC Group the Netherlands wanted to play an important role and wanted to provide personnel for key positions. Furthermore, the Netherlands wanted to be responsible for parts of the direct support of this unit and to provide its share of the main equipment.

This CIMIC Group will be activated and deployed in accordance with the type of operation. In peacetime and in situations in which there are no operations, only a multinational nucleus staff of 40 to 50 multinational personnel will be available. This nucleus staff should be capable of activating the complete CIMIC Group and of planning and preparing all kinds of CIMIC activities.



The Staff has to prepare and to manage CIMIC activities and projects at the level of a regional NATO Commander, a Corps Commander or a Land Component Commander. Furthermore, the CIMIC Group will have to coordinate with civilian organisations, superior national and international authorities, NGOs and IOs.

The General CIMIC Support Companies are in fact the CIMIC eyes and ears at the lower levels of command. They also have to plan and coordinate CIMIC activities and projects at divisional and lower levels and they are tasked with establishing CIMIC centres.

The Staff containing the CIMIC Functional Specialists is an organisational part of the Headquarters Company. If a specific CIMIC activity requires detailed specialist capacity and knowledge, this can be provided by the Functional Specialists and they will prepare, lead or co-ordinate CIMIC activities and projects. They assist both the Staff and the General CIMIC Support Companies by providing advice on issues that require specific knowledge and experience.

NATO requested the Netherlands to establish the Staff of the CIMIC Group, the Headquarters Company and a large number of CIMIC Functional Specialists. Apart from that, all NATO nations were requested to provide General CIMIC Support Companies and a number of CIMIC Functional Specialists.

On deployment of the CIMIC Group as a whole, NATO estimated an international strength of about 500 personnel in which the Netherlands should take part with roughly 200 personnel.

The question is now how to make this CIMIC Policy operational and finally integrate it into NATO, the 1 (GE/NL) Corps and the Netherlands Operational Command?

**9. G9 and S9: Operational CIMIC staff capacity.**

The staff capacity for CIMIC, as requested by NATO, is badly needed for the Armed Forces. As explained above, CIMIC definitely supports the execution of military operations and contributes to force protection. Without the preparation and execution of CIMIC it becomes quite difficult, if not impossible, to meet the military objectives. As far as the Army is concerned the G9 and S9 CIMIC staffs have to be properly manned to lend substance to the CIMIC tasks of any military unit or command.

Therefore the related organisations and training have been introduced. Now it is possible to man CIMIC staff elements with professional personnel at all operational levels in the Royal Netherlands Army. These CIMIC Staffs should cover the basic CIMIC capability. It is possible to look for combinations with existing staff capabilities and the higher levels of command can be provided with extra CIMIC staff capacity that is able to support the lower levels (pooling).

In the case of an actual deployment of operational units, the integral CIMIC staff capacity will be insufficient for a Crisis Response Operation. Assigning personnel who already fulfil a peacetime job in these staffs to a CIMIC function can enlarge this capacity, the most likely examples being personnel from the controller and the financial and personnel branches.

If more capacity is needed, reserve personnel and personnel fulfilling peacetime jobs in other staffs and units can fill the gap. Finally, personnel can be collected from the Dutch parts of the CIMIC Group as long as they are not assigned to support the international CIMIC organisation during a Crisis Response Operation.

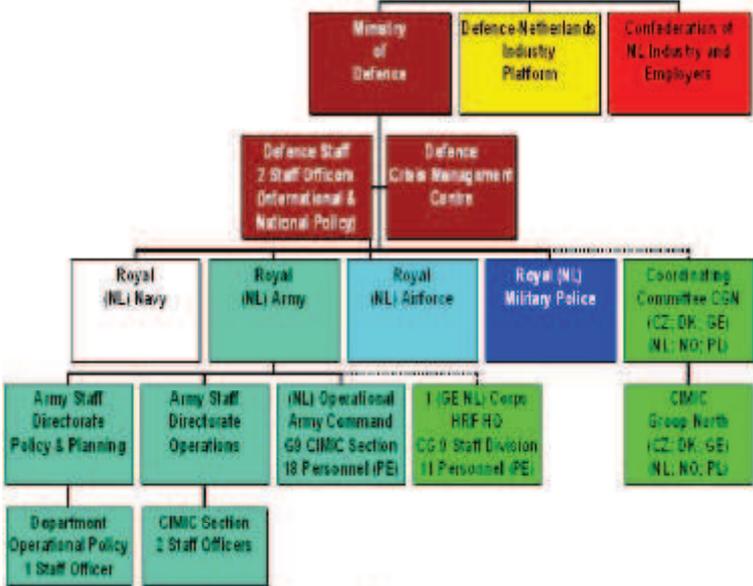


Figure 11: CIMIC Staff capacity

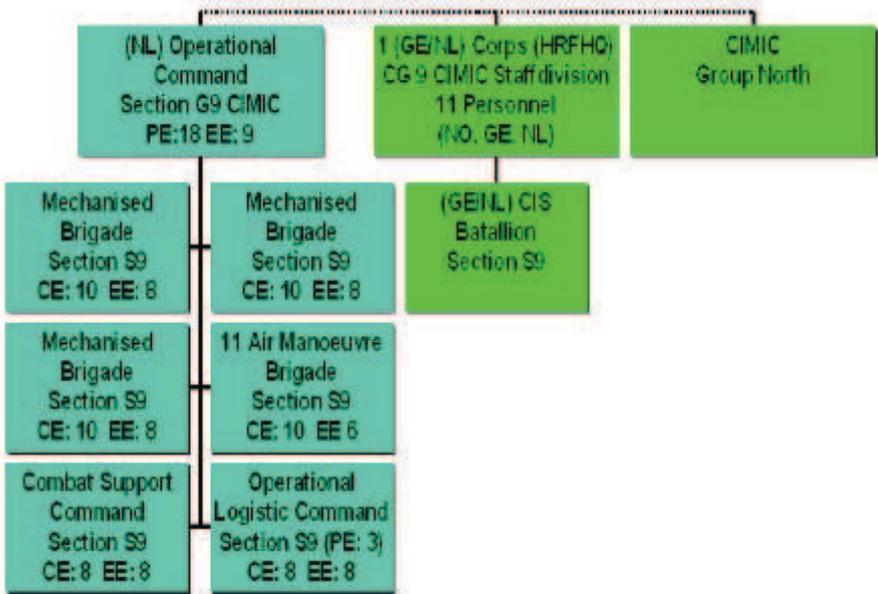
In the organisation of our Ministry of Defence there is no dedicated CIMIC staff personnel yet. In my view dedicated CIMIC personnel should be incorporated into the operational part of the Dutch Ministry of Defence. The possible establishment of a Dutch Joint Operational Headquarters at this level may provide the right opportunities to include an operational CIMIC Staff at the highest national military level of command.

For CIMIC policy matters, combinations have been made with existing staff responsibilities within the Defence Staff. A few years ago close cooperation started at this level in the ‘Defence-Netherlands Industry Platform’. CIMIC has been on the agenda since the Platform was set up. The Royal Netherlands Navy, Air Force and Royal Netherlands Military Constabulary [*Koninklijke Marechaussee*] came to the conclusion that it is not necessary to appoint dedicated CIMIC personnel in their Services, but they actively participate in the Dutch parts of the CIMIC Group (Figure 11).

Only the Army has appointed dedicated CIMIC staff personnel. The Policy Branch of the Army Staff has appointed one officer for CIMIC policy matters and the Army’s Directorate of Operations has established a CIMIC Section.

Headquarters 1 (GE/NL) Corps is now transforming into a High Readiness Forces Headquarters in which, besides Germany and the Netherlands, Denmark, Italy, Norway, the United Kingdom and the United States are to participate. This Headquarters has established a CIMIC Staff Division with a Peacetime Establishment of 11 personnel and a Crisis Establishment of 21 personnel coming from all participating nations.

At the lower operational level, CIMIC staff capacity is pooled within the Army Operational Command. A G9 Section with 18 staff officers and NCOs has been established. The main task of this CIMIC Staff is to support all possible missions the Royal Netherlands Army should be prepared to execute. (Figure 12).



**Figure 12: Operational CIMIC Staff Capacity**

The first mission of the Royal Netherlands Army is to deploy 3 battalions at the same time in three different theatres and to sustain these deployments for several years. In this case every deployed battalion in a Crisis Response Operation will be provided with 2 trained and experienced CIMIC personnel and additionally with 6 CIMIC augmentees. These augmentees come from a pool of more than 50 trained CIMIC officers and NCOs who fulfil a daily peacetime job elsewhere in the Army.

The second mission is to deploy one brigade in a Peace Enforcing Operation. In this case they will be used to form the nucleus CIMIC staff of that brigade and the battalions. Such an operation can be sustained for one year if all personnel from the Army Operational Command G9 Section and some CIMIC augmentees are used. This means that the Crisis Establishment of 10 CIMIC Staff that is mentioned in the boxes of the brigades can only be deployed twice in one year for only one brigade.

The third and last mission is to take part in a Collective Defence Operation. In that case the 18 personnel from the G 9 Section will be divided over the Army Operational Command, the brigades and the commands, thus forming the experienced CIMIC staff for every level of command. Personnel already available within these staffs and normally fulfilling peacetime jobs will reinforce this CIMIC capacity.

The mission of these CIMIC Sections is to coordinate and to plan all aspects related to the execution of CIMIC activities and projects. This implies that even the G1 to the G8 Sections will perform CIMIC tasks within their area of responsibility. The CIMIC Sections operate in the unexplored area between these sections. It concerns mainly smaller CIMIC projects and activities, civil administrative issues and contacting the numerous civil authorities and officials including NGOs and IOs in the area of operations of that unit or command.

It may happen that specific military operations will primarily have a CIMIC character and the G9 will therefore play a central role in the planning and execution of the military operation. At that moment, the Commander will focus his attention on the planning and execution of these CIMIC activities and projects. The other staff sections will perform a more or less supporting role in such an operation.

## 10. International cooperation in the CIMIC Group North

At first Dutch international cooperation was focused on Germany and, at the request of the Netherlands Chief of Defence Staff to combine the mutual efforts, Germany responded positively. Germany and the Netherlands co-chaired the Working Group CIMIC Group North (Figure 13). NATO nations from the northern part of Europe were the next target and the first



Figure 13: Logo Working Group CIMIC Group North

informal talks took place in spring 1999 at SHAPE Headquarters. At the first meeting of the Working Group CIMIC Group North in November 1999 it was decided that the Dutch and the German Chiefs of Defence would formally invite the other Northern European NATO nations to participate in the CIMIC Group North.

The reaction of the nations with regard to this invitation can be found in Figure 14. It can be concluded that 6 nations wanted to participate in the CIMIC Group.

The Working Group decided to draft a Letter of Intent that should clarify the intentions and the objectives for this

international cooperation. The Letter of Intent, which was approved in November 2000, states:

“The objectives of establishing CIMIC Group North are to provide the Participants with an essential military capacity, to improve daily, multinational co-operation and training, to achieve mutual reinforcement of the CIMIC qualities and CIMIC capacities of the Participants, to optimise operational efficiency and to limit costs. The CIMIC Group North will be established, with initial participation of Germany, the Netherlands, Czech Republic, Denmark, Poland and Norway and will form a CIMIC capacity for NATO and that may be made available to other international organisations”.

NATO PARTNER REACTIONS		Staff COH (PE)
	Collective Defence Operations and Crisis Response Operations	
NL	Yes, 1 CIMIC Unit, 120 FS, 50 % Staff CIMIC Group	Yes, min. 20 persons
GE	Yes, 1-2 CIMIC Units, max. 120 FS, 50 % Staff CIMIC Group	Yes, min. 20 persons
DA	Yes, 1 CIMIC Unit, 50 FS, Rep in Staff	Yes, 1 Officer
CZ	Yes, 1 CIMIC Unit, FS: No / Rep in Staff	Yes, 1 Officer
PL	Yes, 1 CIMIC Unit, FS: t.b.d./Rep in Staff	Yes, 2 Officers
NO	Yes, 1 CIMIC Unit, 50 FS, Rep in Staff	Yes, 2 Officers
LUX	No, possibly after Force Generation some FS	No
BE	No, possibly after Force Generation	Temporary for T&E
UK	No, although interested	No

Figure 14: Reactions of NATO Nations

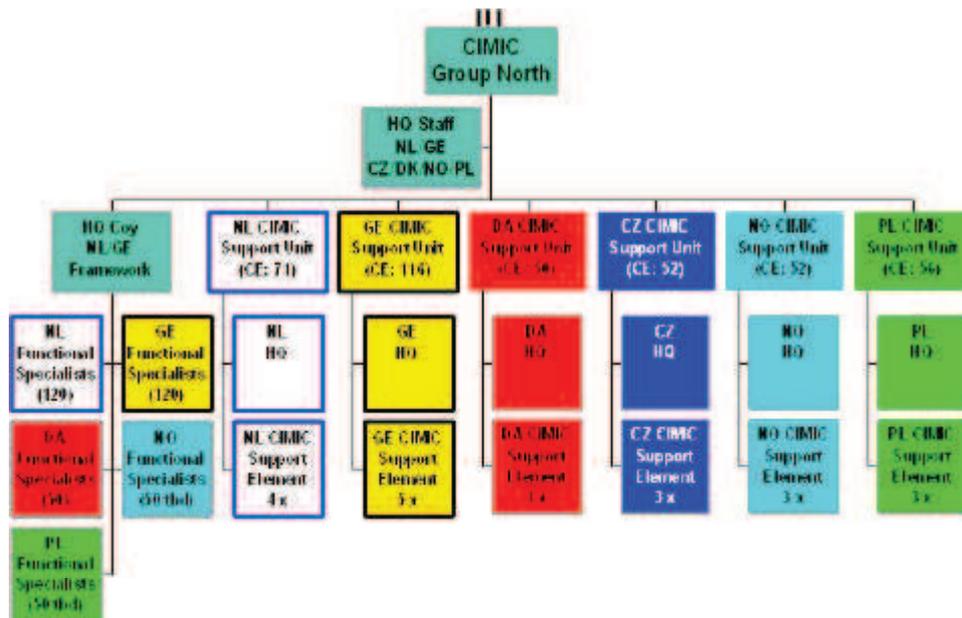
The Dutch and German Armed Forces led the process that was to lead to the establishment of this combined and joint CIMIC Group North. To achieve this main goal, within 2 years the Working Group CIMIC Group North developed a large number of documents such as a Memorandum of Understanding, Technical Arrangements on Personnel and Support, an Operational Policy, an Operational Concept, a Training and Education Policy and an ICT Concept. Besides these documents the Working Group described the complete organisation in Organisation and Job descriptions, a Peacetime Establishment, a Crisis Establishment and a Materiel Establishment. All of the above documents form the basis for the CIMIC Group North that started as an Activation Staff on 3 September 2001 in their Headquarters at the Nassau Dietz Barracks in Budel, Netherlands.

The Mission Statement of the Group was internationally and interactively developed with the 6 nations. It describes the main missions of the CIMIC Group North: “CIMIC Group North is a dedicated CIMIC capability to actually engage, as directed, in CIMIC activities in order to support any military mission; to enhance the effectiveness of military operations and to serve as an essential forum for CIMIC consultations”.

Within the limits of national constitutions and availability of forces and pursuant to the decisions taken by the nations, CIMIC Group North is tasked with operating in:

- Collective Defence Operations under Article 5 of the North Atlantic Treaty,
- Multinational Crisis Response Operations and Peace Support Operations led by NATO, the UN, or other Ios
- Support of Humanitarian Operations.

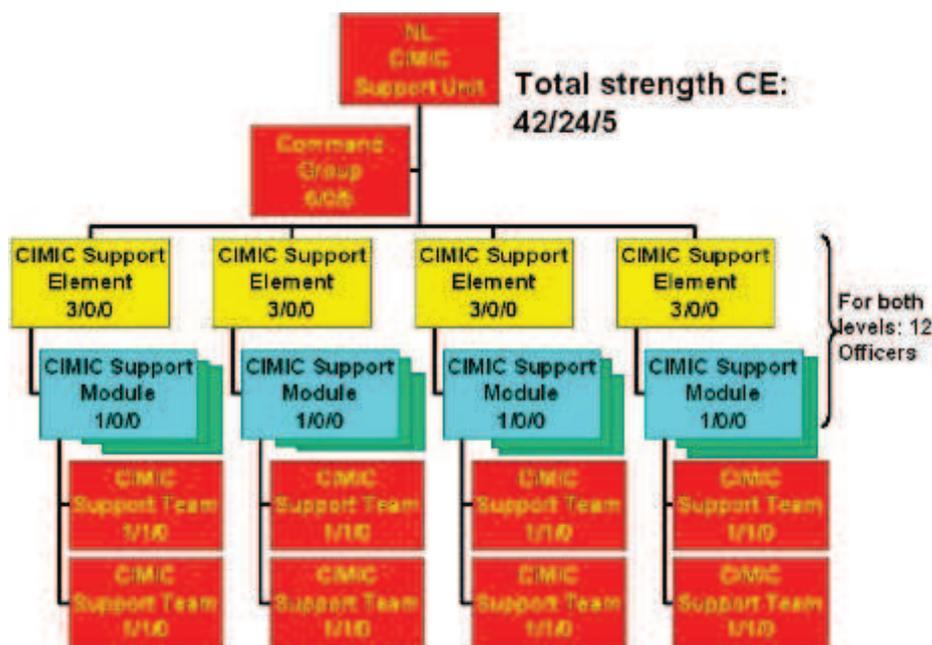
All deployments will take place in accordance with the applicable mandate and agreements. In particular, the CIMIC Group will permanently plan and prepare for CIMIC activities and projects in military operations taking place all over the world. This unit also will permanently prepare CIMIC capacities in the fields of personnel, equipment, financial resources, training and education of personnel and national and international co-ordination in the CIMIC arena. Furthermore, CIMIC Functional Specialists have to be obtained from the reserve component of the various Armed Forces of the nations that participate in the CIMIC Group North. In addition, personnel will be derived from the several national and international departments, governmental organisations, civil community and civil trade and industry.



**Figure 15: Organisation CIMIC Group North**

This Functional Specialist capacity will only serve in the CIMIC Group. Subsequently it is the nations and the CIMIC Group's shared responsibility to recruit, select, assign, train and inform their mobilisable CIMIC personnel, including the Functional Specialists. The organisation of the CIMIC Group North is depicted in Figure 15.

Within the Staff the active strength contributed by the Netherlands will consist of 23 persons from all 4 Services. Additionally 31 military personnel from Germany and 6 Staff officers from the other 4 participating NATO nations augment this active strength. All participating nations provide a so-called CIMIC Support Unit. These CIMIC Support Units differ in strength from 50 personnel to 126 personnel. The Netherlands CIMIC Support Unit is built in a modular way and can support all operational options for the Dutch Armed Forces. (Figure 16).



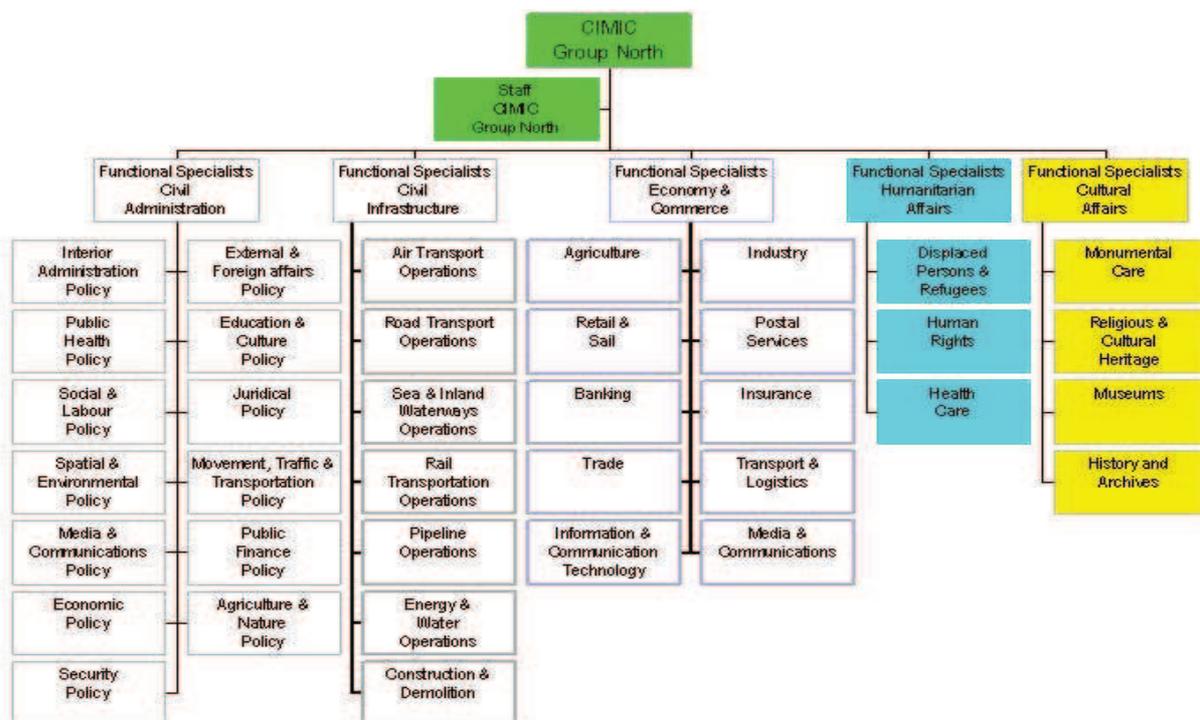
**Figure 16: Netherlands CIMIC Support Unit**

The unit is capable of supporting any deployed Dutch Battalion with a CIMIC Support Module including 2 CIMIC Support Teams. In the case of deployment of the CIMIC Group North the Dutch CIMIC Support Unit can support that operation as an entity for 6 months, but also for a longer period if only one or two CIMIC Support Elements are deployed for periods of 6 months. Except for one operations officer, the complete CIMIC Support Unit has to be activated with personnel serving in a peacetime job elsewhere in the Armed Forces.

The various areas in which CIMIC Functional Specialists will have to operate are mentioned in Figure 17.

NATO requested that the Netherlands grant a huge number of specialists. The Netherlands will provide, however, no more than 120 CIMIC Functional Specialists; 360 persons will be needed to fill these posts. NATO specifically asked the Netherlands to appoint specialists in CIMIC fields such as Civil Infrastructure, Economy and Commerce and some other CIMIC tasks. The Netherlands, however, will provide Functional Specialists for the whole spectrum of CIMIC. This will give the Dutch the possibility of a certain level of independence.

Most participating nations will or may provide CIMIC Functional Specialists. The Netherlands is now recruiting sufficient CIMIC Functional Specialists to fill 120 posts in all 5 CIMIC areas. Germany intends to provide the same number of Functional Specialists but has not yet claimed any Functional Specialists posts. Denmark has confirmed that it will provide 50 CIMIC Functional Specialists in the areas of Humanitarian Assistance and Civil Infrastructure. Norway and Poland intend to provide roughly 50 Functional Specialists after a request to do so. Both nations are still studying the possibilities of how to realise this. Finally, the Czech Republic cannot provide Functional Specialists because of national legal restrictions. This means that the 5 providing nations will be capable of filling the complete Functional Specialists organisation of 317 posts.



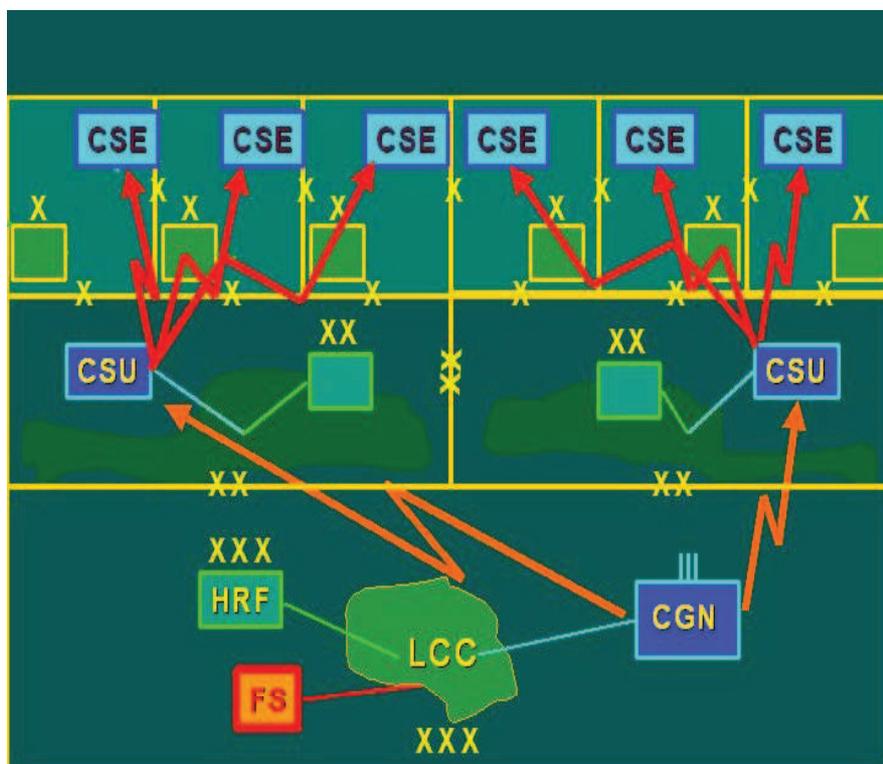
**Figure 17: CIMIC Functional Specialists Areas**

The total mission strength of the CIMIC Group North, on deployment, could count 230 personnel from the Netherlands, with an additional 230 personnel from Germany. Another

300 personnel or even more could come from the 4 other participating NATO nations. This could result in a final and total strength varying from 700 to even more than 800. In principle CIMIC Group North will not use more than 400 personnel on a deployment in a Crisis Response Operation. This means that the additional strength of the CIMIC Group North provides the participating nations and NATO with a robust CIMIC Group with sufficient sustainability.

## 11. Deployment of the CIMIC Group North

At the start of an operation, Commander CIMIC Group North may decide to use most personnel of the Peacetime Establishment in the start-up phase. This period may be 1 or 2 months. At the moment the staff is running smoothly; augmentees may take over some positions.



**Figure 18: CGN Deployment in a Collective Defence Operation**

In a Collective Defence Operation, CIMIC Group North will be tasked with supporting a Corps or even a Regional Command. CIMIC Group North will direct CIMIC Support Units to support divisions and the CIMIC Support Units could direct CIMIC Support Elements to support brigades and possibly battalions. Commander CIMIC Group North will also decide how and when to deploy the Functional Specialists; centrally, decentrally or in a combination, taking into consideration national command and control arrangements (Figure 18).

In the case of a Crisis Response Operation, CIMIC Group North will be tasked with supporting a Land Component Command or even a Force Command.

CIMIC Group North will direct CIMIC Support Units to support divisions or brigades and the CIMIC Support Units could direct CIMIC Support Elements or CIMIC Support Modules to

support brigades and battalions, taking into account national command and control arrangements. Functional Specialists will be deployed depending on their reaction time and necessity in the operation. When deployed CIMIC Group North will decide how to direct and to use the Functional Specialists; taking into consideration national command and control arrangements. (Figure 19).

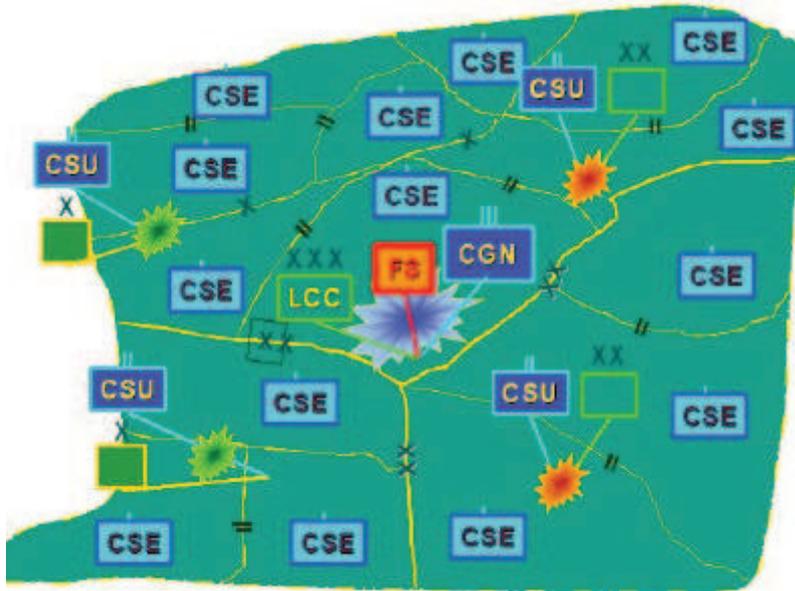


Figure 19: CGN Deployment in a Crisis response Operation

## 12. Command and Control

In principle, the Coordinating Committee is the authority to supervise and to give overall guidance with regard to all CIMIC Group North matters.

As a general principle, personnel, materiel, units, installations and offices contributed to CIMIC Group North will remain under their respective nations' full command.

The Commander CIMIC Group North has operational command over the CIMIC Group

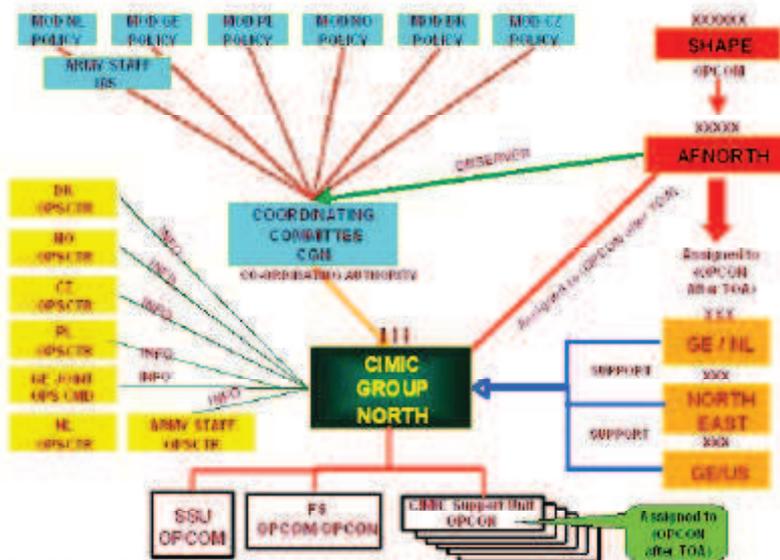


Figure 20: Command & Control in Peacetime Situation

North Headquarters and, when deployed, operational command or operational control over assigned Functional Specialists as well as, following transfer of authority, operational control over the CIMIC Support Units. (Figure 20).

CIMIC Group North Headquarters will be a NATO Assigned Force to SACEUR. Within this assignment it will be under the operational control of CINCNORTH as soon as the state of readiness is declared

in accordance with NATO procedures. Therefore CIMIC Group North Headquarters will seek guidance from RHQ AFNORTH on all NATO operational matters.

For Collective Defence Operations under Article 5 of the North Atlantic Treaty, CIMIC Group North will, after Transfer of Authority, be placed under the operational control of CINCNORTH. He may then decide to deploy CIMIC Group North in direct support of several Corps, such as 1 (GE/NL) Corps and Corps North/East.

In Crisis Response Operations and other NATO operations, CIMIC Group North will be placed under the operational control of the Joint Force Commander or an appropriate Land Component Commander

in accordance with the force generation process. (Figure 21). In the near future, High Readiness Forces Headquarters can provide these Land Component Commands. There we can find the possible link with 1 (GE/NL) Corps and the ACE Rapid Reaction Corps. In other than NATO operations CIMIC Group North can be assigned to an appropriate Force Commander.

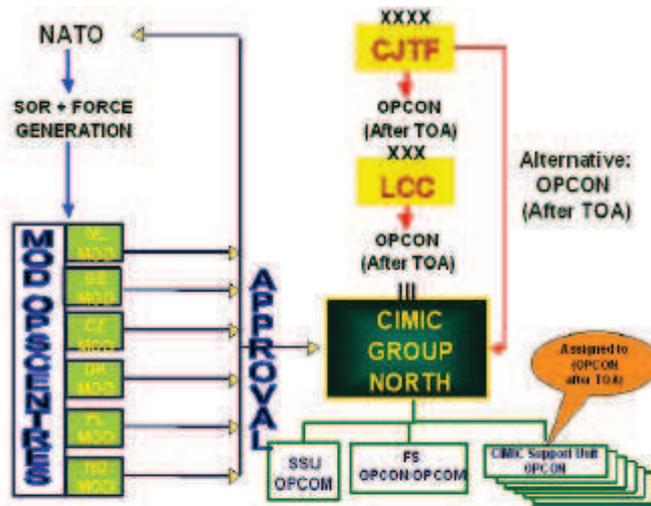


Figure 21: Command & Control in Crisis Response Operations

### 13. Training and Education

Besides taking part in operations, one of the most important tasks for the CIMIC Group North is the provision of Training and Education. For this purpose the CJ 7 Branch formulated the following mission:

*In cooperation with other staff branches of the CIMIC Group North, to provide CIMIC Training and Education at the operational and tactical level for military personnel and civilians at reasonable cost in order to enhance CIMIC capabilities of the CIMIC Group North, participating nations, cooperating nations and other organisations with a view to supporting a military mission.*

To achieve this mission, CIMIC Group North developed CIMIC courses at tactical and operational level with a duration of two weeks each. Besides these two courses, CIMIC Group North developed a CIMIC Orientation Course of one week and a CIMIC Functional Specialist Course of three days. All courses are open for military and civilian personnel from the participating nations, other nations and for personnel of IOs and NGOs.

As a basis for these courses a lot of information and experience will be used from a wide range of instructors from several NATO nations, civilian society and also from IOs and NGOs.

For educational purposes and to serve as a guide for CIMIC, the Netherlands developed a CIMIC Handbook. This Handbook gives CIMIC guidance for the Netherlands Forces and should be used by all Dutch CIMIC Staffs.

## 14. CIMIC Personnel

Personnel who have to prepare and execute CIMIC tasks can be divided into 2 main groups: those who prepare and direct the CIMIC activities and projects (the managers or generalists) and those who bring with them their specific (civilian) knowledge (the Functional Specialists).



Figure 22: Functional specialists in action

It is important to man the posts for generalists with professional, well-motivated military personnel with broad experience. This implies that in the basic and continuous training of these military personnel, more and appropriate attention will be paid to CIMIC issues.

In general, these personnel can be active, professional military personnel who fulfil peacetime posts

in operational units or posts in purely peacetime military organisations. Besides this peacetime post they can fulfil a CIMIC post, if required, for a Crisis Response Operation. If necessary this category of CIMIC personnel may be completed with reserve personnel.

Military personnel belonging to specific Services can bring in some Functional Specialist knowledge. They can, for instance, fulfil posts for air traffic controllers, aviation and airport specialists, harbour specialists, military police, logisticians, transportation specialists, engineers, lawyers etc. However, they are also organic military professionals fulfilling jobs in operational units as well peacetime military organisations. Therefore only specialist personnel fulfilling a peacetime post can be allocated to a CIMIC Functional Specialist post.

Most specific civilian knowledge has to be obtained by using reserve personnel who, based on their civilian work, possess the desired specific skills and by using the civilian specialists from the Ministry of Defence and other departments, various local public organisations and the trade and industry sector. All CIMIC Functional Specialists will be deployed as military personnel and their legal status and terms of employment will be guaranteed.

The use of reserve personnel and militarised civilians for CIMIC activities has been prepared thoroughly and carefully. This should be a task for the Army Personnel Command in close cooperation with Dutch personnel of the Personnel Branch (CJ 1) of the CIMIC Group North, other Directorates of Personnel of the services and the Recruitment and Selection Directorate.

It is neither likely nor reasonable that the necessary Functional Specialists will leave their job for six months. This is only possible when both the specialist and his employer support the mission because a civilian company's interest is involved. Most likely the employer and the specialist will accept a CIMIC Functional Specialist job for 2 or 3 months. This implies that all CIMIC Functional Specialist functions have to be manned by an average of at least 3 people to guarantee an operational sustainability of at least 6 months.

## 15. Present developments

The Netherlands Armed Forces are in the middle of the recruitment and selection of the CIMIC Functional Specialists. Because of the need for civilian Functional Specialists working and educated at university and academy level, the Netherlands chooses a personal approach of

the potential Functional Specialists and their employers. Therefore a system of networking has been developed. (Figure 23).

Candidates for every CIMIC Functional Specialist's area will be recruited by one of the five network teams. The network managers in this team use their civilian and/or reserve officers' network to select qualified candidates. These qualified candidates will be forwarded to the Army Personnel Command for physical examination, screening and for contracting. In these contracts the terms of employment, including reasonable payment, play a major role. The Dutch Armed Forces have developed very good terms of employment for this purpose. Also the possible compensation for the employer has been taken into account, although a lot of employers in the Netherlands support the principles of 'Social Enterprise' and therefore see a need to support CIMIC at reasonable or no cost.

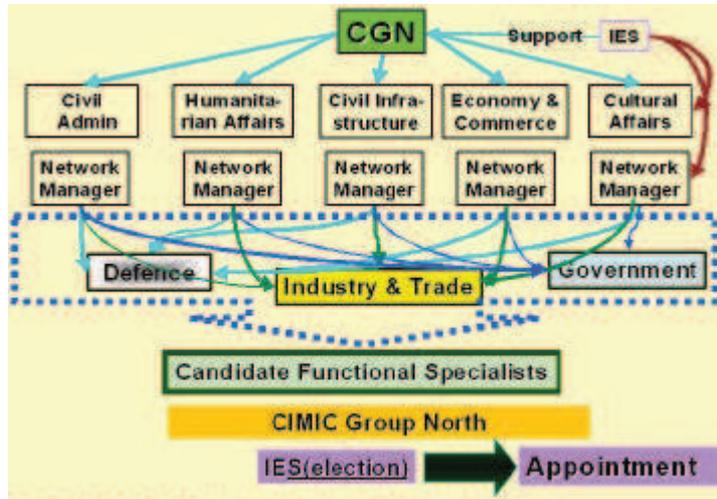


Figure 23: Recruitment of Functional Specialists

If the examination, screening and contracting are successful, candidate Functional Specialists will be appointed as reserve officers and posted in Functional Specialist's jobs in the CIMIC Group North.

At the moment the network teams already have enough potential candidates to fill all the posts and they have forwarded 50 % of the necessary Functional Specialists to the Army's Directorate of Personnel for contracting.

Since September 2001, CIMIC group North has been training and developing itself to become an operational CIMIC unit by September 2002. For this purpose the Staff has developed a schedule and Standard Operational Instructions. Training in the procedures was given for the first time in an internal study period in February. In March the Staff of the CIMIC Group North participated in the NATO exercise 'Strong Resolve 2002' in Poland. Two Exercise Study Periods with key personnel of the CIMIC Support Units took place in 2002. Besides these two Exercise Study Periods the Staff of the CIMIC Group North took part in exercise 'Cooperative Adventure' of the AMF(L) and exercise 'Cannon Cloud' of AFNORTH. The cycle of CIMIC Courses started in May and is still ongoing. Therefore CIMIC Group North is well on the way to reaching its operational status by the end of 2002 and looking forward to any real deployment in a military mission anywhere in the world. This will be the moment when CIMIC Group North can really prove its value and the meaning of its logo (Figure 24).

In this logo the green is the NATO colour for international Headquarters and therefore symbolises the strong link with NATO. Blue is the colour of Europe. Orange represents the colour of the Host Nation where the CIMIC Group North Headquarters is stationed. The world symbol expresses the possible areas where CIMIC Group North may be deployed. The six orange dots represent the six participa-

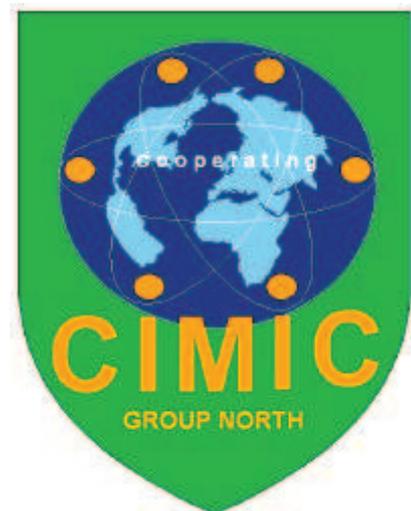


Figure 24: Logo CIMIC Group North

ting nations or in the future, if more nations would like to participate, the six continents of the world. The lines between the dots symbolise the cooperation of the six nations throughout the world.

Finally, the slogan 'cooperating' in the middle of the logo is the most essential characteristic of CIMIC and modern Crisis Response Operations. And 'cooperating' is the critical characteristic for CIMIC and for this CIMIC Group. Without cooperation there would be no CIMIC at all.

## 16. The future for CIMIC

In 1999 the Netherlands Armed Forces had almost no military personnel specially trained for CIMIC or fulfilling a CIMIC post. Now, in 2002, the Netherlands Armed Forces have more than 50 military personnel specially trained for CIMIC and fulfilling an active CIMIC post in the CIMIC Group North or in an operational national or international Staff. Another 150 military personnel who are or will be trained CIMIC personnel and who fulfil peacetime posts elsewhere in the Armed Forces can reinforce this capability. Furthermore, it is estimated that by the end of 2002 the Netherlands Armed Forces will be able to deploy 120 CIMIC Functional Specialists who by then will have been trained and contracted.

With this CIMIC capability it should not be too complicated to develop CIMIC in the Netherlands in such a way that the Netherlands Armed Forces can be seen as a world-wide example for a modern approach to CIMIC.

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