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# EDITORIAL

by Ambassador Adam Kobieracki, ASG Operations



## CEP and the Comprehensive Approach

*“Two aspects of security – civil and military – can no longer be safely considered in watertight compartments, either within or between nations. Perhaps NATO has not yet fully recognised their essential interrelationship, or done enough to bring about that close and continuous contact between its civil and military sides which is essential if it is to be strong and enduring.”*

**Report of the Three Wise Men, 1956**

Today, the Alliance is discussing the “Comprehensive Approach”, a concept which acknowledges that a wide spectrum of civil and military instruments are required to address the complex security environment in which operations are conducted. Enhancing the civil-military interface has been recognised as a priority and the ideas expressed by our predecessors in the quote from the Report of the Three Wise Men are particularly topical given current discussions. It is astonishing that this report was written over 50 years ago!

The Comprehensive Approach remains difficult to define and on the eve of my departure, I shall not venture into uncharted territory. This issue devoted to the theme of civil-military cooperation illustrates that opinions differ. I see two main dimensions to the Comprehensive Approach: an external one concerning NATO's relationships with international actors, the other internal focusing on coherent use of military and non-military tools to ensure efficient and effective planning and implementation of operations. CEP has a contribution to offer in both dimensions.

**CEP QUOTE**

*“...security today is far more than a military matter. The strengthening of political consultation and economic cooperation, the development of resources, ..all these can be as important, or even more important for the protection of the security of a nation, or an alliance, than the building of a battleship or the equipping of an army.”*

**Report of the Three Wise Men on Non-Military Cooperation in NATO, 1956**

# EDITORIAL

Internally, Civil Emergency Planning has been ahead of its time. One of CEP's key areas of work is that of providing civil support to NATO operations. CEP constantly strives to enhance the civil-military interface between the NMAs on the one hand and national administrations on the other. Always adaptable and flexible in response to NATO's ongoing transformation, CEP brings a number of capabilities to NATO operations. In addition to an extensive pool of civilian experts, the Planning Boards and Committees provide unique "inter-agency" support to the organisation by interfacing NATO's military bodies with ministries and organisations as diverse as emergency management agencies, health and transport.

My wish is that the Comprehensive Approach will sensitise nations and NMAs to capitalise on CEP's legacy and use it to maximum effect in support of their work. I expect that the Comprehensive Approach will provide impetus at political level and formalise the need to improve civil-military interfaces. I invite NATO's military authorities to define their requirements and make better use of CEP. CEP stands ready to support and bring added value where appropriate. As the saying goes, it takes two to tango.

Regarding the external dimension of the Comprehensive Approach, CEP also has a valuable contribution to offer. Here again, CEP has shown itself to be ahead of the game. In 1998, CEP pioneered a statutory relationship between its operational tool, the EADRCC, and the UN-OCHA by agreeing a standing mandate for coordination between these two bodies. This proved highly effective on many occasions, not least in Pakistan in 2006. During the Kosovo refugee crisis, civil aviation experts and CEP international staff based at the UNHCR in Geneva helped deconflict humanitarian flights with NATO's air campaign. These are two concrete examples of the Comprehensive Approach in action.

In conclusion, CEP has a natural vocation for the Comprehensive Approach and, as such, is perfectly poised as one of its key enablers. Frequently considered the ugly duckling of the planning disciplines, CEP will benefit from an approach which will legitimise the unleashing of its potential for providing efficient and cost-effective added-value to NATO military planners as they prepare NATO operations in ever more challenging environments.

I wish you all the best in the future and I look forward to keeping abreast of developments in CEP in my next posting.

## DEVELOPMENTS IN THE SENIOR CIVIL EMERGENCY PLANNING COMMITTEE

The SCEPC Plenary, consisting of the Heads of national Civil Emergency Planning Departments, met on 31 May - 1 June 2007. These bi-annual meetings provide an opportunity to assess progress and give guidance. Within the framework of Ministerial Guidance for CEP for 2007-2008 which sets the objectives for the forthcoming planning cycle, the Planning Boards and Committees (PB&Cs) are finalising their work programmes to implement these objectives. The PB&C Chairs provided reports highlighting their recent achievements as well as their objectives for the next planning cycle. The subsequent exchange of views helped promote a greater transparency of PB&C activities.

Tasked by the Plenary in November 2006 to begin the update on the CEP Action Plan, the exchange of views with Partners was useful for the further elaboration of the Action Plan. The Action Plan's goal remains the same, namely to assist nations in their efforts to increase the level of preparedness and, additionally, serve as the vehicle for the NATO/CEP contribution to NATO's fight against terrorism. The target is to present an updated Action Plan to the SCEPC Plenary in the Autumn.

Several national presentations offered insights into the experience gained from exercises and how national civil emergency and crisis management structures are organised. The United States shared its national experience on methodology for dealing with Critical Infrastructure Protection. The possibility of developing non-binding guidelines and minimum standards in this area was encouraged, and will be examined by the Civil Protection Committee's Ad Hoc Working Group on Critical Infrastructure Protection.

### SCEPC Currently on the table

- Updating the CEP Action Plan
- Approval of the PB&Cs Work Programmes (2007- 2008)

## LOOKING AHEAD

### SCEPC Calendar

- 28-29 November SCEPC Plenary ..... Romania

**WHAT'S GOING ON IN THE PLANNING BOARDS AND COMMITTEES (PB&CS)?**

NATO's eight Planning Boards and Committees bring together national government experts, industry experts and military representatives to provide for coordinated planning across various areas of civil activity. These bodies advise SCEPC on crisis-related matters and assist NATO Military Authorities and nations in effective use of civil resources. The section below provides a brief overview of current issues across the PB&Cs.

**Transport**

At the request of NATO's Military Authorities (NMAs), NATO's transport planning boards provide technical and commercial information and advice on the availability, acquisition, and effective use of transport infrastructure and assets in the support of NATO operations. Recently, the **Planning Board for Inland Surface Transport (PBIST)** concluded a Strategic Analysis of Inland Surface Transport (IST) and it continues to update its study on the Surface Lines of Communication to ISAF. The PBIST Military Support Workshop was conducted on 18-20 June 2007 in Bratislava, Slovak Republic and provided NATO Military Authorities with information on IST capabilities that could



be used in the deployment of NATO forces. PBIST is also paying particular attention to Critical Infrastructure Protection, with special emphasis on seaports infrastructure. This project provides practical information on the protection of critical transport infrastructure in EAPC Nations. The **Planning Board for Ocean Shipping (PBOS)** continues its support to Operation Active Endeavour and the NATO Shipping Centre. The Shipping Resources Workshop will be held from 5-7 September in Helsinki, Finland to review crisis management arrangements, provide shipping support to the NATO Response Force and complete ship availability assessments. The **Civil Aviation Planning Committee (CAPC)** Expert Selection Team will meet on 14 September to consider EAPC nations' nominations for vacancies in the civil aviation expert categories covering :

commercial cargo movement, insurance and aircraft/helicopter brokerage. Job descriptions are available for these positions through the national CAPC representative or CEP. Nominations are due to CEP not later than Friday, 7 September. The Civil Aviation Working Group is currently developing positions in three areas: Medical Air Evacuation, prioritising work requested by the NATO Military Authorities, and how to better achieve efficiency and effectiveness in the future work of the CAPC. Results will be reviewed in September.

Seven NATO civil transport experts and a CEP staff officer participated in the SHAPE-sponsored exercise STEADFAST MOVE 07 in Izmir, Turkey from 14-18 May. In addition to providing snapshots of both aircraft and ships thought to be available on the spot market during a specified deployment period, the experts also simulated the commercial markets in providing assets to requesting nations. This was accomplished in a Strategic Lift Section together with personnel from the Allied Movement Coordination Centre at SHAPE and the Multimodal Coordination Centre (MCCE) in Eindhoven, NL.

The response to the 2007 NATO Transportation Seminar being held in Munich from 8 to 10 October has been

**NATO ALLIES AND PARTNERS SIGN A MEMORANDUM ON FACILITATING CRISIS ASSISTANCE**



*Ambassador Antti Sierla, Finnish Mission to NATO and Ambassador Adam Kobieracki, ASG Operations signing the MoU on the Facilitation of Vital Civil Cross Border transport 27 Feb 2007.*

The Euro-Atlantic Partnership Council agreed the Memorandum of Understanding on the Facilitation of Vital Civil Cross Border Transport (MoU) in September 2006. For eight nations - Albania, Armenia, Finland, Germany, Moldova, Norway, the U.K, and the Former Yugoslav Republic of Macedonia\*, this MoU has already entered into force. Many other nations have expressed their willingness to sign and will do so in the near future. The MoU is a multilateral instrument aimed at improving the speed and efficiency of bringing assistance to victims of humanitarian crises and disasters, including those triggered by a Chemical, Biological, Radiological or Nuclear incidents within the EAPC area. It was developed under the supervision of the NATO Senior Civil Emergency Planning Committee in close cooperation with the NATO Planning Board for Inland Surface Transport. This important tool fulfils a remit stemming from NATO's Civil Emergency Planning Action Plan for the Improvement of Civil Preparedness against Possible Attacks with Chemical, Biological, Radiological or Nuclear Agents.

\* Turkey recognises the Republic of Macedonia by its constitutional name.

exceptional. Registration is now closed as the seminar is full. Some 68 NATO civil transportation experts are planning to join their national civil and military counterparts and 25 representatives from the NATO Military Authorities as they discuss current and future movement and transportation issues and their impact on NATO operations.

### Civil Protection

In the context of the project on Non-Binding Guidelines and Minimum standards for First Responders in a CBRN incident, the international training curriculum for CBRN incidents was used and tested by the CBRN teams participating Exercise Idassa which took place in Croatia from 19-23 May. The **Civil Protection Committee (CPC)** continues work in a number of key areas: (i) critical infrastructure protection, in particular the preparation of a table top exercise which will study interdependencies, decision-making and consequence management with respect to critical infrastructure after a CBRN attack; (ii) training and exercises to test elements of the non-binding guidelines project; (iii) adaptation of the risk and vulnerability analysis tool. These subjects will be discussed at the CPC seminar to be held in Sofia, Bulgaria from 17-18 September.

### Communications

The **Civil Communications Planning Committee (CCPC)** continues to



accomplish technical analysis relevant both to the NATO military and to EAPC nations. The Committee recently completed three extensive studies on public safety communications. The first evaluated the accessibility and availability of the radio communications spectrum used by public protection and disaster relief agencies, highlighting the range of capabilities as well as the opportunities for improved interoperability. The other two studies addressed crisis communications requirements from two different perspectives: first, in terms of ensuring continuous communications to first responders, and second, in terms of distributing information necessary for the civilian populations during crises or emergency operations. This information should prove helpful to nations as they develop or refine their national crisis response capabilities.

### Food and Agriculture

The NATO **Food and Agriculture Planning Committee (FAPC)** conducted its bi-annual Vital Resources Seminar and FAPC Plenary Session from 21-25 May in Bucharest, Romania. FAPC ensures that expertise and experience in the food, agriculture and water sector serves NATO's civil and military needs to maximum effect through the exchange of information and best practices. 80 representatives from national Food and Agriculture Ministries, national Military Authorities as well as private sector experts from Allied and Partner nations were familiarised with NATO's priorities and challenges and shared information on security concerns related to the food, agriculture and water sectors. The Vital Resources Seminar, in responding to the new security challenges, addressed a range of issues such as examining and suggesting possible remedies to the problems of critical infrastructure protection in the food, water and agriculture sectors, its interdependencies and vulnerabilities. The seminar also addressed the impact of the loss of food, water or agriculture (and the resources needed to recreate these services) on the wider infrastructure and to determine the measures necessary to re-establish adequate and safe production levels. Representatives from Partner nations participated in plenary sessions, working group meetings, seminars and other activities conducted in the format of NATO's Euro-Atlantic Partnership Council (49 nations).



### Medical matters

The **Joint Medical Committee (JMC)** conducted a seminar on "Disease surveillance – the civil-military interface" in Halifax, Nova Scotia, Canada from 3-5 June to discuss the relationship between military medical and civil authorities in this area. Military and civilian representatives, together with members of the World Health Organisation and the UN-OCHA assisted the military to implement the civilian elements of the Prague Capabilities Commitment with respect to disease surveillance.

In the field of medical support, effective conduct of operations requires a comprehensive approach to the medical mission and enhanced access of the military to civilian support, if required. A first in the history of NATO medical activities is the signature and exchange of letters between the Chair of the Joint Medical Committee (JMC) – a civil military body, and the Chair of the Chiefs of Military Medical Services (COMEDS) – a purely military body. These letters contain proposals to improve synergy between the two committees. This action will strengthen common civil-military medical activities at strategic and tactical levels by improving cooperation in those areas where military authorities require support from civilian authorities. For example, civilian medical authorities



fight against terrorism and protection from weapons of mass destruction in two main areas. First, technological developments in equipment to manage CBRN incidents. In this field, the IPC has analysed developments in identification, detection and monitoring equipment such as deployable laboratories and protective suits. Additionally, given

the sensitive nature of moving CBRN equipment across borders, the IPC has begun addressing export licensing within NATO nations and Partners. The second area concerns protection of critical infrastructure (CIP) in the energy sector. In this field, the IPC has progressed on energy critical infrastructure protection by developing a list of policy best practices to serve national policy makers and relevant authorities in their efforts to review and develop national arrangements.

**PB&C New Expert Training**

Final preparations are taking place for the New Expert Introductory Session being held at NATO HQ from 4-6 July. Nominations have been received from all eight Planning Boards and Committees and the NATO Military Authorities. Although the session is intended to familiarise the new civil experts with NATO procedures and what is expected of them as NATO experts, the session is also of value to national representatives new to NATO who will be working in the area of Civil Emergency Planning. Those wishing to attend are encouraged to contact the CEP Staff at NATO HQ.

can offer special expertise in aero-medial transport for the planning and conduct of NATO operations. Such agreements are practical illustrations of the Comprehensive Approach.

**Industrial Production**

The **Industrial Planning Committee (IPC)** continues its contribution to the



**PB&Cs Calendar**

➤ 4-6 July	New Experts Introductory Session.....	NATO HQ, Brussels
➤ 12-13 July	CAPC Plenary.....	NATO HQ, Brussels
➤ 5-7 September	PBOS Shipping Resources Workshop.....	Helsinki, Finland
➤ 17-18 September	CPC Seminar on CBRN Preparedness and Response.....	Sofia, Bulgaria
➤ 19 September	CPC Plenary.....	Sofia, Bulgaria
➤ 26-27 September	PBOS Plenary.....	NATO HQ, Brussels
➤ 8-10 October	Joint Transportation Seminar.....	Munich, Germany
➤ 11-12 October	JMC Plenary.....	NATO HQ, Brussels
➤ 22-23 October	CCPC Plenary.....	NATO HQ, Brussels
➤ 23-25 October	PBIST Plenary.....	Istanbul, Turkey (tbc)
➤ 6-7 November	IPC Seminar.....	Bucharest, Romania
➤ 8-9 November	IPC Plenary.....	Bucharest, Romania
➤ 22-23 November	FAPC Plenary.....	NATO HQ, Brussels

**LOOKING AHEAD**

## New Approach, Existing Tools: Civil-Military Cooperation at NATO



Based on operational experiences in Afghanistan and Iraq, the Riga Summit provided guidance to take a new direction when planning future operations—a comprehensive approach that includes both civilian and military aspects prior to a deployment. A key to the success of the comprehensive approach is civil-military cooperation and the ability to have full integration between the various elements within NATO. Although the approach is new, many of the tools have been in existence within the Alliance for decades.

While the Comprehensive Political Guidance acknowledges that there is no requirement to develop capabilities strictly for civilian purposes, one must recall that all civilian activities have a dual-use—both national preparedness/security/response and force protection. Issues undertaken by the Senior Civil Emergency Planning Committee (SCEPC) and its subordinate planning boards and committees (PB&Cs) reflect concerns and requirements of both nations and NATO’s military authorities.

The value of civil-military cooperation is evidenced by civil experts repeatedly satisfying requests to support military exercises and training and providing advice during operations. Conversely, NATO military command and control and logistics met urgent needs during NATO’s response to Hurricane Katrina and the earthquake in Pakistan. This paradigm was demonstrated when both the military and civil components of NATO provided CBRN preparedness assistance to Latvia prior to the Riga Summit.

The eight civil emergency PB&Cs should expand their civilian "reachback"<sup>1</sup> capability to ensure that all potential aspects of a military operation could be satisfied. As a starter, requirements identified by the Provincial Reconstruction Teams (PRTs) should be taken on board and reflected in the categories of civil experts. Throughout the development and application of the comprehensive approach these categories of civil experts should be adapted accordingly.

1. Reach back capabilities allow any military level to request information or advice from CEP’s eight functional areas of expertise through a fast and simple process (Ed.)

Currently, NATO is the only international organization with existing capabilities to provide such combined assistance. Over the coming two years, under the existing CEP Ministerial Guidance, CEP is charged to increase its cooperation with other international organisations and by doing so it will establish the links to access any additional civilian competencies necessary to complete the tool box to support NATO’s military requirements. These requirements are mirrored in the Comprehensive Political Guidance and the Riga communiqué.



Hurricane Katrina washed away the old emergency response practices in the United States and brought in new plans that call for the military to work side by side with our civilian first responders in the event of future disasters. Over the past four years of my tenure as the US representative to the

SCEPC, civil-military cooperation has improved but the goal of full integration and seamless cooperation between the various committees at NATO remains stymied by political overtures.

As procedures and dual-use applications are developed to address common civil/military threats such as protecting critical infrastructure or wide-bodied aircraft or detecting a suicide bomber covered with explosives, NATO will continue to be the cornerstone of our defense and security. I am convinced that for efficiency and effectiveness, the political blockades will be overcome and the imminence of the threats to the Alliance will take priority and the stove-piped activities both within NATO and with other organizations will eventually be combined to produce a more unified approach to operations across the board.

From my desk in Washington, I hope to read about the results of CEP participation in the defense group on proliferation of Weapons of Mass Destruction Seminar, expedited access to civil expertise for deployed NATO military units, continued UN participation in NATO activities and a joint NATO/EU crisis management exercise.

## Civil-military cooperation from the viewpoint of civil emergency planning



Two of the five functions of civil emergency planning (CEP) involve support for the military authorities, in the cases of Article 5 operations and crisis response operations.

Ministerial guidance for CEP sets the objectives of continuing to facilitate the integration of civil considerations into military plans, and of ensuring that the necessary arrangements are in place for effective support to the military authorities.

CEP is particularly active in this field:

- Since spring 2005, CEP has been assisting the military authorities in some 50 different areas – operations, exercises, training, civil expertise etc.
- Recently, national civil experts have helped the military authorities to plan exercise Livex 06, and with Steadfast Move 07, and in the management of toxic chemical substances in Afghanistan.
- The transport planning boards and committees are working essentially for the military (for example, this is 90% of the Planning Board for Ocean Shipping's (PBOS) work).
- In almost all cases, national experts called on at their workplaces or asked to travel are responding to military requests (92% and 100% of cases respectively).

The military authorities are satisfied with the arrangements, and there is very little room for manoeuvre to improve this support further. In addition, NATO remains a military alliance, and civil expertise is the province either of the nations or of other international organizations such as the European Union (EU), which disposes of the full range of crisis management, stabilization, reconstruction and development instruments.

Four imperatives should be respected:

- Respond faithfully to military requests (respecting the "pull system" dear to the military), within the limits of existing capabilities, without seeking to impose civil expertise which does not meet operational necessities, and respecting the integrity of military planning.
- Maintain a balance with the other roles of CEP, i.e. support for the national authorities and cooperation with the partner nations. Few other areas within



NATO have seen such a high degree of involvement by the partners, who contribute to civil expert groups and have set up a unique structure, the Euro-Atlantic Disaster Response Coordination Centre (EADRCC), together with the Allies.

- Do not develop capabilities for strictly civil purposes, as the Comprehensive Political Guidance recalls: this would run contrary to the military nature of the Alliance and compete with other international players who are better equipped.
- Do not consider that all civil capabilities have a dual use, as that is incorrect.

However there are ideas worth exploring to improve the existing situation at the margins:

- Better promote the tools and expertise of CEP, including more than 380 national experts (with France being the second largest contributor at 10%).
- Circulate widely and explain the procedures for using CEP tools (Civil Capabilities Catalogue, Crisis Management Arrangements, etc). This educational effort has already begun, with the presentation by the SCEPC Chairman to the Military Committee in September 2006, and it will continue with information of a more operational nature, to be provided regularly.
- Where possible follow the example of cooperation between the military and civil transport experts in all areas.
- If necessary review CEP organisation and structures.

The overall approach requires better application of NATO's crisis management tools, including CEP. It does not involve equipping NATO with reconstruction and development tools, but aims for the Alliance, a military instrument, to integrate its action within the efforts of the international community. It is up to NATO to put itself at the service of the international community, and not the other way round.

# The Euro-Atlantic Disaster Response Coordination Centre EADRCC

## 40 teams from 20 nations practise disaster response : Exercise IDASSA 2007



Exercise IDASSA 2007, a consequence management field exercise organised by the Euro-Atlantic Disaster Response Coordination Centre (EADRCC) in co-operation with Croatia was held from 19 to 24 May in Zadar County, Croatia. The exercise scenario was challenging and focused on handling the consequences of a devastating earthquake, chemical leaks in an industrial seaport and the threat of terrorists using biological agents aboard a passenger plane.

The exercise provided a valuable opportunity for Euro-Atlantic Partnership Council (EAPC) countries to practise disaster response mechanisms and capabilities. It also enabled Croatia, as host nation, to coordinate consequence management operations including international assistance in a demanding emergency situation. It further enhanced cooperation and interoperability among EAPC nations and international organisations and offered civilian first responders and specialized military units the chance to work together. The scenario and the exercise sites provided all participating teams with possibilities to fulfill their objectives and to execute extremely demanding tasks.

Approximately 1,000 participants took part. 20 nations deployed more than 40 teams with a wide range of skills. 70 staff positions in the command elements were filled by 22 EAPC nations, UN-OCHA, and the EADRCC. In addition, 120 observers and 70 VIPs took part in the event, which was also visited by the President of Croatia. Croatia provided excellent host nation support which contributed to the successful conduct of Idassa 2007.

The next EADRCC field exercise will be hosted by Finland in June 2008. The planning process will start with the Initial Planning Conference, to be held in Brussels, on 13-14 September.

For more information, visit the EADRCC Web Site [www.nato.int/eadrcc/2007](http://www.nato.int/eadrcc/2007)

### Did you know ?

Public opinion in Croatia for NATO membership increased from 43% (28 March 2007) to 52% (21 May 2007)  
Poll conducted by GFKGroup

# Civil Expert Focus

## ANTERO LAHTINEN, VICE PRESIDENT FINNAIR CARGO



The backbone of Civil Emergency Planning at NATO is a network of over 350 civil experts drawn from industry, business, government and other public administrations. Experts such as Antero Lahtinen provide advice to NATO's Military Authorities on the effective use of civilian resources during the planning and execution phases of a NATO operation.

Antero Lahtinen, of Finland, has recently been nominated as a civil expert to the Civil Aviation Planning Committee (CAPC).

Born in 1949, he brings more than 20 years experience from the aviation industry to NATO's network of civil aviation experts. Lahtinen has had a distinguished career with Finnair where he is currently Senior Vice President and Managing Director of Finnair Cargo Ltd. Prior to this appointment, he climbed the ranks as General Manager for Italy and Malta, Area Manager for Northern Europe and General Director for the UK. He was based in New York from 2001 to 2005 as head of Finnair's Americas operations.

His business acumen has brought other organisational responsibilities in the past including Chairman of the Finnish British Chamber of Commerce (London), president of the Finnish-American Chamber of Commerce and Executive Trustee and Vice Chairman for Finland of the American-Scandinavian Foundation (New York).

Antero Lahtinen's tasks as a General Air Transportation Management Expert for the Civil Aviation Planning Committee include providing expertise on civil aviation market conditions, aircraft availability, gaining access to the use of civil aviation markets by nations and the NATO Military Authorities. He may also be called upon to give opinions on overcoming shortfalls in NATO airlift capabilities, cargo handling, airport operations in specific geographic areas and civil aviation aspects related to deployments.

Antero Lahtinen's expertise, along with other experts across the functional areas of the Planning Boards and Committees, constitutes a valuable tool in a military planner's tool kit for use as appropriate during a crisis and illustrates how CEP provides consistent and cost effective added value to NATO operations.

## What do CEP's customers think?

### SUPPORTING THE ISAF COMMANDER : CEP CIVIL EXPERTS ADVISE ON COUNTER-NARCOTIC RELATED HAZARDS

The first official request and agreement to provide civil support to deployed military forces arrived last August 2006 from NATO's Military Authorities to the Civil Emergency Planning staff at NATO HQ. SHAPE formally requested civilian support for force protection advice in support of ISAF counter-narcotic related hazards. Shortly thereafter, the Senior Civil Emergency Planning Committee (SCEPC) agreed to call up Civil Protection Committee experts to support SHAPE.



On 21 September, civil experts arrived for initial meetings with NATO civil and military authorities, SHAPE, Joint Forces Command Brunssum and ISAF personnel. Advice was provided via video teleconference from NATO HQ. On 24 November, a second video teleconference was conducted to discuss written technical advice that the civil experts has provided. The advice provided a clearer picture for ISAF personnel to coordinate with the UN, other international actors and commercial entities and to progress towards a long-term solution. A by-product of this effort was the mission-tailoring of a national contribution from the Czech Republic of CBRN defence units to better support the ISAF Commander in toxic industrial material handling operations.

As the first experience of this kind, provision of CEP's civil expert advice was a great success and significantly improved force protection and the capacity building of Afghan capabilities.

Lt.Col Dennis Cantwell, Military Plans, SHAPE

## **ALLIED COMMAND TRANSFORMATION (ACT) : A PROTOTYPE FOR ENHANCING INFORMATION SHARING BETWEEN CIVIL AND MILITARY ACTORS**

The challenges and constraints of civil-military interactions inherent to current international operations limit information sharing and the development of shared situational awareness between civil and military actors. Currently information sharing between military and civil actors is primarily “ad hoc” in nature and not all actors working within a crisis engagement space have access to the same information. Given this deficiency, crisis managers often waste time managing crisis information, instead of managing the crisis.

To address this shortfall, NATO Allied Command Transformation (ACT) is developing a capability to facilitate Information Sharing and enhance the development of Shared Situational Awareness among NATO and Non-NATO Actors (NNA).

If NATO is to succeed in enhancing its interaction with the relevant actors in the IO/NGO community, it must be prepared to develop capabilities in an open and transparent manner. It must avoid creating “NATO-only” solutions in lieu of capabilities developed with civil partners that serve as “public” goods for all involved. This approach would not only create a desired capability, but also serve as important confidence building measures between civil and military actors.

### ***Civil-military Fusion Centre (CFC)***

ACT has developed a Civil-Military Fusion Centre (CFC), an experimental information and knowledge management organisation designed to support the situational awareness needs of NATO Forces and civil actors working in the same engagement space. The CFC works closely with NATO forces and interested civil actors (i.e. local governments, International Organizations, Non-Governmental Organizations, etc.) to gather, process and disseminate, via the Civil-Military Overview all relevant information available to participants in order to enhance shared situational awareness. The CFC is a network enabled organization with humanitarian, development and security sector focused cells designed to best manage information about natural and/or man-made crisis situations.

### ***Civil Military Overview***

The Civil Military Overview (CMO) is a prototype web site, or portal that displays the results of the CFC’s collection and processing of all relevant information available on an ongoing crisis situation. It also provides an intuitive “on-line” venue for information sharing among actors working within an engagement space.

To work properly, the CMO must be supported by a dedicated organization (CFC) to populate and maintain the portal and to understand the information requirements of CMO users. Unlike other emerging information sharing tools, the CMO is a managed site that benefits from having more relevant and updated information and serves as a “one-stop-shop” for information needs thus improving efficiency and effectiveness for those managing a crisis.

### **Benefits to Civil Emergency Planning**

Beyond facilitating the ability of NATO forces to interact with civil actors, the emerging CFC/CMO capabilities can facilitate the provision of advice and support to NATO Military Authorities (NMA) and other bodies as they plan and accomplish NATO operations. The CMO can support the process where Civil Emergency Planning is receiving and processing NMA requests for Civil Support in a timely and effective manner and enhance the NMA awareness of NATO Civil Support capabilities and the availability of this support to current operations.



**Lt.Col Mojca Pesec, Operational Experimentation Branch,  
Allied Command Transformation**

## **THE NATO SCHOOL, OBERAMMERGAU CIVIL EMERGENCY PLANNING (CEP) / CIVIL-MILITARY COOPERATION (CIMIC) COURSE: A COOPERATIVE TRAINING AND EDUCATION INITIATIVE**

Since 1997, the NATO School hosts the Civil Emergency Planning (CEP) / Civil-Military Cooperation (CIMIC) Course twice a year. This five-day course for 70 participants covers the aim, role and functions of Civil Emergency Planning (CEP) and addresses the basic principles and procedures of civil-military co-operation (CIMIC) within NATO's strategic concept. It also provides practical examples of the links between CEP and international organizations. As CIMIC is the military counter part of CEP at the operational level, a CEP module is implemented in each CIMIC Staff Course offered at the NATO School. This facilitates liaison and improves co-operation between the two branches. This course's value lies also in enhancing the civil-military interface and raises awareness of CEP capabilities among military planners so that all the Alliance's tools can be used to maximum effect.

The course is highly appreciated and always fully subscribed. Subject matter experts from the Civil Emergency Planning staff at NATO Headquarters, the NATO School, the United Nations Office for Coordination of Humanitarian Affairs and the Norwegian Red Cross contribute to the course with highly informative lectures. The week is divided into two parts: a theoretical part to give the main orientations, policy, capabilities and how to request them. The second part of the course is devoted to syndicate work, designed to encourage participants to apply theories and policies learned during the lectures and address practical questions.

Participants from thirty-two nations, including NATO Allies and Partners, Mediterranean Dialogue, Istanbul Cooperation Initiative countries and twenty Iraqi students from the Ministry of the Interior have attended the last two courses. The diversity of their backgrounds is the real added value of this training course which offers a unique opportunity to broaden students' expertise on crisis response and to share different national experiences. It is also a good opportunity to see the Bavarian village of Oberammergau which is certainly worth the visit!

**Lt. Col Denis Sevaistre, French Army is Course Director / Instructor at the NATO School, Oberammergau**



# CEP in other international organisations

As NATO's Civil Emergency Planning activities do not take place in a vacuum, this table provides an overview of useful links to other organisations also active in the field of Civil Emergency Planning.

ORGANISATION	WEB SITE
European Commission	<a href="http://ec.europa.eu/environment/civil">http://ec.europa.eu/environment/civil</a>
	<a href="http://ec.europa.eu/dgs/justice_home/terrorism/dg_terrorism_en.htm">http://ec.europa.eu/dgs/justice_home/terrorism/dg_terrorism_en.htm</a>
EU Monitoring and Information Centre (MIC)	<a href="http://ec.europa.eu/environment/civil/prote/mic.htm">http://ec.europa.eu/environment/civil/prote/mic.htm</a>
EU Commission Human Aid Office (ECHO)	<a href="http://ec.europa.eu/echo/index_en.htm">http://ec.europa.eu/echo/index_en.htm</a>
United Nations Office of the Coordination of Humanitarian Affairs (UN-OCHA)	<a href="http://ochaonline.un.org">http://ochaonline.un.org</a>
The Organization for Security and Co-Operation in Europe (OSCE)	<a href="http://osce.org">http://osce.org</a>
International Atomic Energy Agency (IAEA)	<a href="http://iaea.org">http://iaea.org</a>
IAEA Incident and Emergency Centre (IEC)	<a href="http://www-ns.iaea.org/tech-areas/emergency/incident-emergency-centre.htm">http://www-ns.iaea.org/tech-areas/emergency/incident-emergency-centre.htm</a>
IAEA Guidance for First Responders to Radiological Emergencies	<a href="http://www-ns.iaea.org/tech-areas/emergency/emergency-response-actions.asp">http://www-ns.iaea.org/tech-areas/emergency/emergency-response-actions.asp</a>
Organization for the Prohibition of Chemical Weapons (OPCW)	<a href="http://www.opcw.org">http://www.opcw.org</a>



## EVENTS

Below is a list of upcoming events in other international organisations:

Organisation	Event	Date	Place
IAEA	General Guidance on the Physical Protection of Nuclear Material and Nuclear Facilities against Sabotage	Aug 20-24	Vienna, Austria
IAEA	Training course on application of the requirements (GS-R-2) and guidance on developing a national capability for response to nuclear or radiological emergencies (fundamental course)	Sep 3-7	Nicosia, Cyprus
IAEA	Training course for first responders	Sep 8-19	Vilnius, Lithuania
Swedish Rescue Services Agency	Course on Assessment of Situations and Events during Emergency Response	3 <sup>rd</sup> quarter 2007	Revinge, Sweden
NATO School	NATO Strategic/Operational CIMIC Course	Oct 1-5	Oberammergau, Germany
IAEA	International Training Course on Physical Protection of Nuclear Material and Facilities	Oct 14- Nov 2	Albuquerque, USA
NATO School	NATO Civil Emergency Planning Course	Oct 29 – Nov 2	Oberammergau, Germany
Finnish Defence Forces International Centre	NATO/PfP/MD Course on Civil-Military Cooperation	Nov 26-30	Niinisalo, Finland
Swedish National Defence Centre	Senior Course on Civil Emergency Planning	Dec 3-7	Stockholm, Sweden

Further information is available on e-Prime, the Partnership Realtime Information Management and Exchange System.

If you would like to contribute to "perCEPtions", please contact **CEP, NATO HQ** [cepd@hq.nato.int](mailto:cepd@hq.nato.int)