Resilience through Civil Preparedness aspects into Crisis Management

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12th CIMIC Commanders' Units Conference
23 SEP – 25 SEP 2019
Vittorio Veneto
Resilience in Crisis Management

Civil Preparedness – in the context of NATO and national Civil Emergency Planning (CEP)

Mechanisms of Resilience through NATO Crisis Response Measures

Key messages–how to achieve resilience.
Meet Challenges, Seize Opportunities, Anticipate the Future!

Resilience Cycle implied in Crisis Management

Objectives

- Contribute to effective conflict prevention - **Prepare**

- Manage crises effectively to prevent them becoming conflicts – **Absorb**

- Ensure timely civil and military preparedness – **Resilience through Civil Preparedness**

- Control, prevent escalation and persuade aggressor to cease attack & withdraw – **Absorb**

- De-escalate and re-establish normal order - **Recover and Adapt**

Resilience cycle- **Prepare, Absorb, Recover and Adapt**
Council agreed, in 2000, five roles for CEP

- civil support for Article 5 operations
- support for non-Article 5 Crisis Response Operations

- support for National Authorities in Civil Emergencies
- support for National Authorities in the protection of populations against the Effects of the WMD

- cooperation with Partners.

Reference: EAPC(SCEPC)D(2000)1
NATO CEP between the summits in Wales and Warsaw


• **Warsaw Summit** – 08-09 July 2016 – Compendium of initial evaluation criteria
• Conclusion: not adequate to support collective defence, especially in most demanding scenarios

• Identified critical civilian functions that nations must be able to uphold under all circumstances, including in the most demanding scenarios:
  
  ➢ Continuity of government;
  
  ➢ Continuity of essential services to the population;
  
  ➢ Civil support to military operations.

• These core functions are interdependent and cannot be protected in isolation from each other.
1. Define:

Defined the Seven Baseline Requirements:
1) assured continuity of government and critical government services,
2) resilient energy supplies,
3) ability to deal effectively with uncontrolled movement of people,
4) resilient food and water resources,
5) ability to deal with mass casualties,
6) resilient civil communications systems, and
7) resilient civil transportation system.
Enhancing Resilience through Civil Preparedness

4. Improve:

- Primarily a national responsibility
- Several tools to assist national authorities:
  - Response Guidelines and Evaluation Criteria
  - Streamlined and aligned Crisis Response Measures
  - Advisory Support Team of pre-identified civil experts
• Preparedness of the national Economy

• Civil preparedness

• Territorial Preparedness and maintenance of the infrastructure

• Armed Forces Preparedness
### NATO CEP and national CEP system

<table>
<thead>
<tr>
<th>SG</th>
<th><strong>NATO</strong></th>
<th><strong>NATIONS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>NAC - North Atlantic Council</td>
<td>Government</td>
</tr>
<tr>
<td></td>
<td><strong>CEPC – Civil Emergency Planning Committee</strong></td>
<td>Ministry of Interior (DG FS)</td>
</tr>
<tr>
<td></td>
<td><strong>CPG – Civil Protection Group</strong></td>
<td>Ministry of Interior (MoI)</td>
</tr>
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<td></td>
<td>TG – Transport Group</td>
<td>Ministry of Transport</td>
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<tr>
<td></td>
<td>IRCSG – Industrial Resources and Communication Services Groups</td>
<td>Ministry of Industry and Trade</td>
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<tr>
<td></td>
<td>JHAFG – Joint Health, Agriculture and Food Group</td>
<td>Telecommunication Agencies</td>
</tr>
<tr>
<td></td>
<td>IS CEP</td>
<td>Ministry of Health and Ministry of Agriculture</td>
</tr>
</tbody>
</table>
## Comprehensive Preparation of the Operational Environment

<table>
<thead>
<tr>
<th>Baseline requirements</th>
<th>Characteristics</th>
<th>Operational Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Continuity of Government and critical government services</strong></td>
<td>Political situation</td>
<td>Credibility, popularity, effectiveness of governments to provide for the basic needs of the populace, opposition, stability, status of forces agreements, rule of law</td>
</tr>
<tr>
<td><strong>Resilient energy supplies; Resilient food and water resources</strong></td>
<td>Economic situation</td>
<td>Availability of money, food, energy, raw materials, industry, services</td>
</tr>
<tr>
<td><strong>Ability to deal effectively with the uncontrolled movement of people</strong></td>
<td>Population demographics</td>
<td>Human development, population movement, displaced populations / refugees, dependence on humanitarian aid, populations at risk, unemployment</td>
</tr>
</tbody>
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</thead>
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<tr>
<td><strong>Ability to deal with the mass casualties</strong></td>
<td>Health and medical situation</td>
<td>Risk of famine, diseases, epidemics, environmental hazards, available medical support</td>
</tr>
<tr>
<td><strong>Resilient communication systems</strong></td>
<td>Infrastructure situation</td>
<td>Adequacy of transportation and communication nodes and networks; POL storage and distribution</td>
</tr>
</tbody>
</table>

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<th>Characteristics</th>
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</thead>
<tbody>
<tr>
<td><strong>Meteorological characteristics</strong></td>
<td>Visibility, ground mobility, air operations, maritime operations, risks to exposed personnel</td>
</tr>
<tr>
<td><strong>Military and Security situation</strong></td>
<td>External/internal threats, surrogates and proxy forces, illegally armed groups, extremism, terrorism, operational areas, military dispositions, police, para-military activity</td>
</tr>
<tr>
<td><strong>Socio-cultural situation</strong></td>
<td>Social cohesion/conflicts, dominant groups, extremism</td>
</tr>
<tr>
<td><strong>Information and media situation</strong></td>
<td>Control/bias/manipulation of media, public access to information, use of propaganda, robustness of communications</td>
</tr>
<tr>
<td><strong>Theatre geometry</strong></td>
<td>Possible access, staging, entry, operating areas, bases and distances, lines of communications, sustainment, etc.</td>
</tr>
<tr>
<td><strong>Geographical/oceanographic characteristics</strong></td>
<td>Observation, obstacles, movement / mobility, key terrain, littorals, choke points, international sea lanes</td>
</tr>
</tbody>
</table>

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Baseline Requirement 1:
• Assured Continuity of Government and Critical Government Services

Resilience Guidelines - accents:
• National continuity plan.
• Robust system and procedures.
• Sufficient alternatives
• Crisis management facility
• Redundancy in the event that the primary crisis management facility is compromised.
Baseline Requirement 2:
• Resilient Energy Supplies

Resilience Guidelines - accents:
• Measures to **protect critical energy infrastructure** from all relevant threats.
• Promote **regular crisis management training and periodic restoration exercises**, 
• Establish appropriate arrangements for prioritization of civilian and military energy needs.
• Alternative supply options.
• Mechanism to notify the appropriate NATO body of attacks on energy systems which may impact on NATO operations.
• Security Protocol/Procedures covering **cyber security**.
Baseline Requirement 3:
• Ability to deal effectively with uncontrolled movement of people

Resilience Guidelines - accents:
• Regular training and exercises
• A legal framework is in place for government to acquire the necessary transport capabilities, taking into account the potential need for simultaneous movement of civilians and military troops.
• Arrangements to de-conflict the simultaneous movement of the civilian population and incoming military forces are included in Host Nation Support agreements with the NATO Military Authorities.
Baseline Requirement 4:
• Resilient Food and Water Resources

Resilience Guidelines - accents:
• Overview of the **key food and water infrastructure sectors and resources** in support of a national risk assessment.
• A **plan to mitigate** identified risks within the food and water sectors.
• Inclusive food and water-specific crisis management and response capability.
• Training and exercise programme.
Baseline Requirement 5:
• Ability to deal with mass casualties

Resilience Guidelines - accents:

• National connectivity to relevant NATO systems.
• Determine the available national systems for warning, alerting and informing the populations, national service providers and critical infrastructure operators/owners.
• Define critical assets, including quality/standard of care, to deal with mass casualties.
• Develop an integrated, civil-military contingency/emergency plan.
• Training and exercise program to test plans and procedures, bringing together relevant stakeholders.
Baseline Requirement 6:
• Resilient Civil Communications Systems

Resilience Guidelines - accents:

• **Contingency plans and continuity** management arrangements for
  the provision of those networks and services.
• **National prioritization plan for access to and use of**
  communications networks by priority class users (e.g. emergency services and military).
• Put in place **mechanism** to notify the appropriate NATO body of
  attacks on civil communication systems which may impact on NATO operations.
Baseline Requirement 7:
• Resilient Civil Transportation Systems

Resilience Guidelines - accents:
• Resolve possible gaps between national legislation on border crossing and NATO requirements for border crossing of NATO forces.
• National cross-government network capable of addressing the full range of national regulations that might be encountered during deployment.
• Establish legislation or standards for strengthening infrastructure to facilitate military deployment capabilities.
## CRM related to the Resilience

### Coverage of the Seven Baseline Requirements by Crisis Response Measures

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Measure Codes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assured continuity of government and critical government services</td>
<td>RAA, RAB</td>
</tr>
<tr>
<td>Resilient energy supplies</td>
<td>QAA, QAB</td>
</tr>
<tr>
<td>Ability to deal effectively with uncontrolled movement of people</td>
<td>REA, REB, RGA, RGB</td>
</tr>
<tr>
<td>Resilient food and water resources</td>
<td>QCA, QCB</td>
</tr>
<tr>
<td>Ability to deal with mass casualties</td>
<td>MEA, MEC, MED, MEE, RFA, RFB, RIA, RIB</td>
</tr>
<tr>
<td>Resilient civil communications systems</td>
<td>PHA, PHB, PIA, PIB</td>
</tr>
<tr>
<td>Resilient civil transportation system</td>
<td>MGA, MGB, MGC, MGD, QDA, QDB</td>
</tr>
<tr>
<td>Civil preparedness-related measure covering protection against CBRN threats/incidents</td>
<td>LEA, LEB</td>
</tr>
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Why has civilian dimension been included in NATO?

Strategic Concept 1999:

“.........., **broad** approach to security ......

(Para 5)

The interaction between Alliance forces and the civil environment (both governmental and non-governmental) in which they operate is crucial to the success of operations. Civil-military cooperation is **interdependent**: military means are increasingly requested to assist civil authorities; at the same time civil support to military operations is important for logistics, communications, medical support, and public affairs. Cooperation between the Alliance's military and civil bodies will accordingly remain essential.”

(Para 60)
What to do to address the challenges?

• Stepping up civilian contingency planning;

• Ensure adequate representation and full participation in the work of CEPC;

• Apply a government wide approach to the implementation of the baseline requirements (relevant stakeholders within different government ministries and agencies);

• Participate in NATO exercises to test stress points in the national civil defence system.

• Include civil defence in national defence planning and training.
Thank You!

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