

to enhance Canada's foreign policy objectives as outlined in various government documents and statements over the past decade and-a-half.

### WHAT IS CIMIC?

CIMIC is not to be confused (though it is in Canada—an issue to be discussed later) with civil-military relations. Therefore, before any discussion on CIMIC as a policy tool occurs, there must be a clarification of the two terms. Although there are numerous models, definitions and theories of what the concept of civil-military relations is and how it works, Douglas Bland has offered the best explanation to date: "*civil control of the military is managed and maintained through the sharing of responsibility for control between civilian leaders and military officers.*"<sup>3</sup> CIMIC, on the other hand, is supposed to be the relationship that is developed between militaries, GOs, NGOs and other agencies involved in peace-support, humanitarian, and aid to civil power operations at both the domestic and international level. The Canadian Army Lessons Learned Centre notes that "*CIMIC has generally the same meaning for both international and domestic operations. It includes the resources and the arrangements that support the relationship between commanders and non-military agencies.*"<sup>4</sup> Clearly, CIMIC is not civil-military relations, nor is it intended to be.

The following figures (see figures 2 and 3) offer some basic conceptualizations of the role of CIMIC as it is presently perceived by most western military organizations. Figure 2 depicts CIMIC as a tactical activity that overlaps into various operational spheres. On the other hand, Figure 3 offers a view at the strategic level, where CIMIC can be perceived as an all encompassing activity.