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**Civil-military relations
in humanitarian emergencies:
the Italian experience**

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LESSONS LEARNED

- To discuss the state of the art of civil-military experience in Italian MOA;
- To examine all the different aspects of the civilian dimension, including the critical ones;
- Italian humanitarian NGOs deployed in the field and those that are part of the civil protection mechanisms.



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STRUCTURE

1. the current state of civil-military relations;
2. analysis of the involvement of civil society organisations in the broader humanitarian approach developed by the Italian government in its foreign policy;
3. the participation of NGOs in the deployment of Italian military operations abroad, using the case of UNIFIL in Lebanon as an example;



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LESSONS LEARNED

- to learn efficiently from experience and to provide validated justifications for amending the existing way of doing things, in order to improve performance;
- how best to avoid misunderstandings and how to establish a workable structure capable of coordinating;



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LITERATURE ON CIMIC

A combination of literature on NGOs in conflict zones, civil-military dimension, NGO reports and CIMIC doctrine of IOs (NATO; UN; EU);

- NGOs and their performance in conflict zones;
 - their adaptation to changes in crisis management and conflict transformation;
 - Implemented roles and new practices;
 - Implications for relations with states in the context of intergovernmental organisations, particularly at EU level;
- The HDP Triple Nexus, as a multilateral endeavour to provide humanitarian-development-peace responses in fragile and conflict-affected contexts (Baroncelli & Irrera, 2024).



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WHY CIMIC IS RELEVANT IN ITALY?

- Leadership in EU aid policy;
- Partnership with NGOs in the framework of MFA;
- Participation in CIMIC groups;



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Tabella 1: Serie storica dei fondi CIMIC ripartiti per missione

Teatro operativo	Missione	Finanziamento (in euro)					
		2015	2016	2017	2018	2019	2020
Libano	<i>Joint Task Force Lebanon</i>	1.250.000	1.300.000	1.290.000	1.220.000	1.300.000	940.000
Kosovo	<i>Multinational Battle Group-West</i>	55.000	35.000	40.000	75.000	80.000	165.000
Kosovo	<i>Multinational Specialized Unit</i>	5.000	920	10.000	15.000	20.000	45.000
Afghanistan	<i>Train Advise Assist Command - West</i>	200.000	135.309	140.000	140.000	140.000	140.000
Como d'Africa	Operazione "Atalanta"	38.863	24.829	25.000	23.776	25.000	24.372
Somalia	<i>Italian National Support Element</i>	391.164	453.000	395.000	300.000	335.000	201.200
Gibuti	Base Nazionale di Supporto	120.000	103.000	190.000	100.000	100.000	150.000
Libia	Missione bilaterale di supporto ed assistenza				85.000	30.000	250.000
Niger	Missione bilaterale di supporto				141.224		184.394

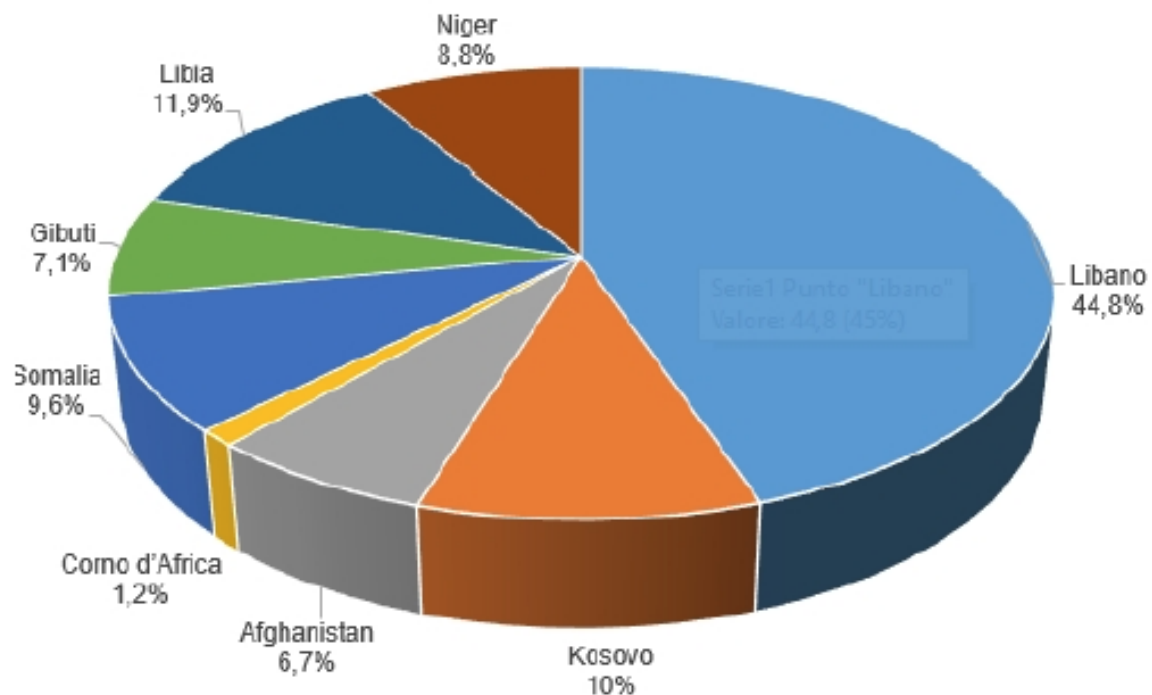
Fonti: Per gli anni 2015-2018, le rispettive Relazioni sulle attività di cooperazione e sviluppo, e in particolare, per l'anno 2015, [Doc. LV, n. 4](#), pagine 156-161; per l'anno 2016, [Doc. LV, n. 5](#), pagine 137-143; per l'anno 2017, [Doc. LV, n. 1](#), pagine 144-150; per l'anno 2018, [Doc. LV, n. 2](#); per l'anno 2019, [Doc. n. XXVI, n. 3](#), scheda 44/2019; per l'anno 2020, [Doc. n. XXVI, n. 4](#), scheda 43/2020. Le relazioni riportano un elenco dettagliato dei progetti e dei contributi ad essi dedicati per ogni missione.



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Grafico 1: Ripartizione per missione dei fondi CIMIC - anno 2020



Fonte: Elaborazione del Dipartimento Difesa del Servizio Studi della Camera sui dati tratti dalla Relazione analitica per il 2020 ([Doc. n. XXVI, n. 4](#), scheda 43/2020).



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Italian CIMIC as part of UNIFIL:

- The CIMIC funds allocated to Lebanon represent 45% of the total allocation in the different missions;
- CIMIC activities, including non-military components and issues on the ground, in support of the mission's objectives, such as the stabilisation and socio-economic development of the country.

Italian Civil Protection:

- CIMIC in natural disasters;
- Case study: Daniel Storm, Libya 2023.



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Conclusion and research agenda

- At the strategic level: competition for the allocation of resources;
- At the operational level: lack of knowledge of the other intervening structures (legal framework, mission, protocols, operations, founding principles).
- Survey of NGOs; analysis of case studies and focus groups.