

CIVIL MILITARY COOPERATION IMPLEMENTATION GUIDE (STATE)

Successful cooperation is based on mutual trust, respect, transparency and understanding.

The principle “as civil as possible, as military as necessary” enhances interoperability, performance and military mission effectiveness, while providing performance benefits for the whole aviation community.

Item	Description	What	Who	How	When
		ESTABLISHMENT			
1	Establish an interim Civil Military Committee (iCMC)	<ul style="list-style-type: none"> • Nominate and designate civil and military representatives • Propose Terms of Reference for iCMC. • Propose structure, working methodology and reporting lines • Formal inauguration of iCMC 			
2.	iCMC to establish teams	<ul style="list-style-type: none"> • Legal Team • Provisional CMAB • Airspace Organisation Management Team • Concept of Operations and infrastructure Team • Formulate Civil Military Cooperation Policies and Strategies 			
3	Stakeholders	<ul style="list-style-type: none"> • Identifying various stakeholders, their needs and the objectives to be achieved 			

		<ul style="list-style-type: none"> • Assess their operational requirements • Link operational requirements to the concept of operation for civil-military cooperation, coordination, and airspace organization and management. (ref. 3.1.2) 			
4	Gap Analysis	<ul style="list-style-type: none"> • Perform a gap analysis against the existing baseline in terms of structures, cooperation and coordination mechanisms, airspace organization, management and policies, and thus determine the implementation requirements. • Determine what procedures are used against those needed 			
5	Legal Team	<ul style="list-style-type: none"> • Perform a gap analysis to identify the necessary changes for a future structure enhancing cooperation, coordination and airspace management. • review the national legal framework to identify the elements of law or regulation to be amended as required to enable the implementation of cooperation, coordination and airspace management processes; 			

		<ul style="list-style-type: none"> Amend legislation, regulations or any other form of legal instrument to meet the requirements of civil-military cooperation and coordination, including implementation of FUA. 			
6	<p>Airspace Organisation Management Team</p> <p><i>Rwanda Airspace Organization and Management Committee (RAOMC)</i></p>	<ul style="list-style-type: none"> Obtain high-level political support to empower the CAOM and enable it to fulfil the following main responsibilities Continuously reassess national airspace, progressively establish new flexible airspace structures and introduce procedures for the allocation of these airspace structures on a daily basis. ensure that a commonly agreed airspace policy is formulated establish an Airspace Management Cell with ToR, methods, procedures, etc. (transpose paragraph 3.2.4.3 and 3.2.4.4) 			
		<ul style="list-style-type: none"> 			
	<p>1.2.11 Establishing effective civil-military cooperation at the appropriate governmental levels.</p>	<ul style="list-style-type: none"> Agree on a harmonized high-level policy for civil- military cooperation and coordination, including airspace design development, airspace access requirements, long and medium-term planning, standardization of procedures, regulation, and 			

		deployment of new procedures, including support for ATS and interoperability planning			
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	1.10 Liaison in support of cooperation	<ul style="list-style-type: none"> • Attach military personnel to civilian ATS units (ATSUs) where they are employed in operational and support positions • Involve military in research and development, including airspace planning. • Attach civil liaison personnel to appropriate military commands 			
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	3.1.1 To achieve the intended benefits from civil and military cooperation and coordination	<ul style="list-style-type: none"> • States should establish formal civil-military cooperation and coordination structures and processes. • Identify the needs of the various stakeholders and the objectives to be achieved. • Link needs to the concept of operation for civil-military cooperation, coordination, and airspace organization and management. 			
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	3.2.1.3 The State will need to consider its existing organizations to determine the exact structure necessary for its strategy, policies and	<ul style="list-style-type: none"> • States should consider their own objectives and tasks when establishing the different bodies • 			

	<p>processes to implement civil-military cooperation.</p>				
		<ul style="list-style-type: none"> • 			
	<p>3.2.1.4 The following legal and regulatory frameworks should be established to develop the necessary supporting structures, processes and procedures:</p>	<ul style="list-style-type: none"> • formalize the high-level commitment (Joint declarations, decrees, acts, laws or regulations) of relevant stakeholders and authorities through official terms of reference, specifying the structure and responsibilities of a joint civil-military decision making body as described in 3.2.1.6 below (see Appendix E for a template); • develop a framework for a collaborative national airspace planning policy which considers the needs of all airspace users in supporting national economic, security, defence and law enforcement requirements; • develop framework agreements, and/or LOAs between civil and military authorities as necessary; • review the national legal framework to identify the elements of law or regulation to be amended as required to enable the implementation of cooperation, coordination and airspace management processes; and 			

		<ul style="list-style-type: none"> • develop a State airspace policy. 			
		<ul style="list-style-type: none"> • 			
	States create a joint civil-military decision-making body to oversee and direct the activities required to implement, maintain and constantly improve civil-military cooperation.	<ul style="list-style-type: none"> • Create a high-level civil-military aviation cooperation policy board (CMAB) • CMAB, the structure may include the Director General of the Civil Aviation Authority and the equivalent military authority as key members of the body, potentially co-chairing the board • the military authority should appoint a senior representative with the appropriate authority with respect to military • airspace management, military airspace regulation, and who is accountable for air operation of all branches of the military services, and possibly other State aviation actors. 			
		<ul style="list-style-type: none"> • 			
	Determine Stakeholders	<ul style="list-style-type: none"> • all civil ATS units: the different sectors and the respective supervisors; • all appropriate military units: military units providing ATS, combat control centres, firing 			

		<p>ranges, and the respective supervisors;</p> <ul style="list-style-type: none"> • the airspace management cell (AMC), if implemented; • the regional or sub-regional ATFM centre; and • any stakeholder directly involved in the daily operation, including any authorities invested of tactical decision-making responsibilities, such as on-duty officers, officers having a delegated authority for the day-to-day flying activities or officer in charge, 			
		<ul style="list-style-type: none"> • 			
	<p>Best practices for effective civil-military cooperation and coordination</p>	<ul style="list-style-type: none"> • military participation at relevant civil ATM, CNS and safety meetings to enhance strategic liaison and facilitate holistic planning; • the integration of civil and military CNS/ATM systems, including the joint procurement and sharing of ATS surveillance data, where possible; • the joint provision of civil-military navigation aids; 			

		<ul style="list-style-type: none"> • joint and common training conducted between civil ATS units and military units providing ATS in areas of common interest; • common rules, procedures and training programmes as far as practical; • legal agreements and specific provisions established between stakeholders within State and/or with other States; • participation of military aviation authorities in ICAO global and regional meetings through inclusion in State delegation. 			
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	Civil Military Airspace Organisation and Management (CAOM)	<ul style="list-style-type: none"> • Establish a Civil Military Airspace Organisation and Management (CAOM) to make strategic decisions on a State's airspace policy • The CAOM should be fully supported at the State's political level to empower and enable it to fulfil the following main responsibilities in 3.2.4.3 			
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	<p>Airspace Management Cell</p>	<ul style="list-style-type: none"> • a) define the stakeholders involved in the AMC and how their requests will be submitted to the AMC • decide the type of implementation: <ul style="list-style-type: none"> – physical joint cell manned by ANSP and military unit personnel; – a virtual AMC jointly working on the same system; – a correspondence-based AMC for very simple airspace; and – a military liaison officer in the civil area control centre (ACC), etc. • precise roles, responsibilities and objectives as in 3.2.4.8 • <i>identify the necessary tools to perform pre-tactical functions, ranging from email to spreadsheet, to more advanced airspace management tools;</i> • <i>list the processes to be documented;</i> • <i>review training requirements and scope;</i> • <i>review existing regulations and/or agreements, and determine if</i> 			
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		<p><i>amendments are required prior to the commencement of operations;</i></p> <ul style="list-style-type: none"> • <i>determine the necessary safety risk assessments to be conducted;</i> 			
		<ul style="list-style-type: none"> • 			
	State defines its own national security and defence objectives which are then used to develop its security, defence, organizational and operational requirements	<ul style="list-style-type: none"> • 			
		<ul style="list-style-type: none"> • 			
	Level of interoperability of CNS and AIM infrastructure, Standardization and Regulations	<ul style="list-style-type: none"> • 			
		<ul style="list-style-type: none"> • 			
	5.8 Training, Licensing and Joint Provision of Services	<ul style="list-style-type: none"> • Common application of Standards and equipment enables joint training and joint utilization of operational, administrative and technical personnel. 			
		<ul style="list-style-type: none"> • 			
	5.8.2 Joint provision of services	<ul style="list-style-type: none"> • Providing air traffic services for civil and military flights from single units can be beneficial, provided that: • special treatment (for tactical or training purposes) beyond the 			

		<p>abilities of the ATS unit is not required (in which case the appropriate military unit should be tasked);</p> <ul style="list-style-type: none"> • military aircraft are equipped and aircrews are trained to the standards required for the airspace concerned and that ATS unit is capable of catering to military flights that require exemptions from civil procedures; and • a swift transfer to military entities, such as air defence, can be assured at all times. • The co-location of civil and military services using common infrastructure, can yield significant benefits, in terms of safety and cost-efficiency. • It is, however, not always possible because of the specific nature of military flights and missions. • Finally, it should be highlighted that temporary co-location is also an option to address civil and/or military contingencies. 			
		<ul style="list-style-type: none"> • 			

	<p>Airspace disruptions arising from events such as armed conflict, natural disasters, public health emergencies and exceptional situation</p>	<ul style="list-style-type: none"> • 			
		<ul style="list-style-type: none"> • 			
	<p>Establish a performance system of civil-military cooperation</p>	<ul style="list-style-type: none"> • Establish joint civil-military processes for the periodic (at least yearly) assessment of airspace efficiency and effectiveness of procedures at all three levels; • Establish KPAs and key performance indicators (KPI) 			
		<ul style="list-style-type: none"> • 			
	<p>ATM security purposes should be identified in agreements with air defence and law enforcement agencies (Doc 9985)</p> <p><i>“The contribution of the ATM system to civil aviation security, national security and defence, and law enforcement; and the safeguarding of the ATM system from security threats and vulnerabilities.”</i></p>	<ul style="list-style-type: none"> • ATSPs contribute to aviation security in the prevention of, and response to, acts of unlawful interference. • This contribution to aviation security usually involves ATSP airspace management for ATM security purposes. Specific • ATSP responsibilities for airspace management for ATM security purposes should be identified in agreements with air defence and law enforcement agencies to ensure proper integration of responsibilities of all agencies directly responsible for the State’s airspace security. Secure airspace is one of the layers 			

		of defence along with the ground-based security of aircraft, people, baggage, cargo/mail, and the airport and other aviation related infrastructure.			
	Cybersecurity and Resilience of ATM infrastructure and operations				