



## NATO CIMIC/CMI

### Education & Individual Training Landscape

From experience and Lessons Learned to concept development and training, from tactical to strategic level, from military to civilian, from military HQs to IOs/NGOs, in the entire spectrum of NATO CIMIC/CMI:

**Complete and comprehensive CIMIC/CMI Education & Individual Training  
at first hand at CCOE**

**Train as you act!**

#### Requirement for the E&IT Review and Course Development

Based on the recommendations of the NATO CIMIC Community of Interest participating in the NATO Education & Individual Training (E&IT) Review Workshops in Enschede 2010/2011, the CCOE was encouraged to develop new and to adjust its current CIMIC Courses.

The new and adjusted courses were developed by following the target audience training needs. These training needs indicated specific training requirements for CIMIC/CMI personnel working from tactical level up to higher operational and strategic level. Therefore the overall course design development is customer oriented and demand driven and providing a maximum of flexibility by using the Competence Based Education and Training Approach (CBET) model. The new courses are assumed to support Strategic, Joint Force, Component Command and Tactical Level CIMIC E&IT needs and encourage interoperability within NATO and beyond (EU, UN). Taking into account that the Civil Dimension is a crucial part of each course curriculum, the course participation of Civil Organisations working on the respective level is most appreciated.

Civil-Military Cooperation Centre of Excellence  
Complex Twente - Building C1  
Lonnekerveldweg 30  
7524 PP Enschede  
The Netherlands

Tel.: +31 534 80 3400  
Fax : +31 534 80 3444  
Central Registry CCOE: [registry@cimic-coe.org](mailto:registry@cimic-coe.org)  
Public Affairs Officer: [pao@cimic-coe.org](mailto:pao@cimic-coe.org)



May 2012

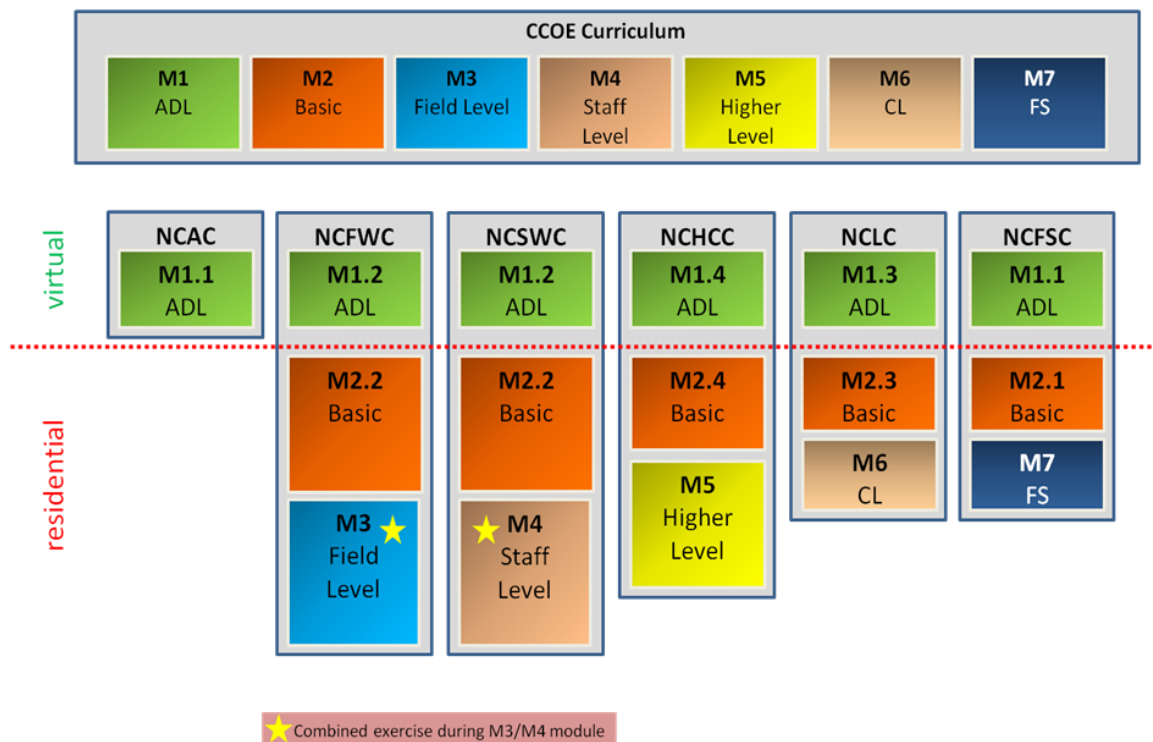
[www.cimic-coe.org](http://www.cimic-coe.org)



## Modular NATO CIMIC/CMI Course Landscape at CCOE

The new Course Landscape has been designed as a modular system. This allows CCOE to meet the customer requirements in a most flexible and efficient way:

- Tailor made courses can be generated for individual demands on short notice and little effort. No matter whether they may be residential, exported or ADL courses.
- Some of the modules are interchangeable, e.g. course participants from the NCFWC (or former NCBC) meet the pre-requisites to attend the NCSWC entering in the second week. This saves one week in time and reduces the course fee to 150,- Euro for participants from our Sponsoring Nations and 250,- Euro for all other customers.



The new and modified courses are:

- NATO CIMIC/CMI AWARENESS COURSE (NCAC: Advanced Distributed Learning/ADL)
- NATO CIMIC FIELD WORKER COURSE (NCFWC),
- NATO CIMIC STAFF WORKER COURSE (NCSWC),
- NATO CIMIC FUNCTIONAL SPECIALIST COURSE (NCFSC),
- NATO CIMIC LIAISON COURSE (NCLC) and the
- NATO CIMIC/CMI HIGHER COMMAND COURSE (NCHCC),



## Advanced Distributed Learning (ADL)

ADL is the product of an initiative, established in 1997 to standardize and modernize training and education management and delivery. The vision of the ADL Initiative is to provide access to the highest-quality learning and performance aiding that can be tailored to individual needs and delivered cost-effectively, at the right time and in the right place.

ADL is used to provide on-demand training for individuals and units worldwide.

Source: [Wikipedia](#)


In the new CCOE E&IT course landscape, ADL is integrated in each course!

In order to achieve optimum E&IT effects in the residential part of the courses, CCOE would encourage you to invest an appropriate level of your time into conducting the ADL modules. You decide yourself when and where to follow this web-based learning portion. The content can be processed within a day or split in several sections. Please be aware, that the completion of the ADL modules is mandatory before conducting resident courses at CCOE!

Detailed technical instructions on how to proceed will be delivered with your course registration package.

## Reasonable tuition fees and low per diem costs

Own CIMIC/CMI expertise, training facilities, accommodation, catering service and a broad network of external supporters allows CCOE to run all courses for reasonable prices. Actually, you won't find any lower costs in the entire NATO CIMIC training and education landscape!

Some figures? Course fees between 150,- and 375,- Euro, comfortable accommodation for 10,- Euro per day, full board for less than 15,- Euro per day, modular course system with the potential to save up to 50% of the course cost and for partner nations listed in [ePRIME](#)  up to 100% refund of all fees, incl. travel costs.

## Job Descriptions

CCOE highly recommends all NATO Higher Commands, Headquarters and other entities to adapt their staff personnel's job descriptions according to NATO's new CIMIC/CMI course landscape. This ensures proper training and education of CIMIC/CMI personnel and discharges own budgets. Be prepared for the advancement!



## NATO CIMIC / CMI AWARENESS COURSE (NCAC)

### Aim

This e-learning course is considered to be **the entry to the world of NATO CIMIC**.

**CCOE offers free access for everybody, no costs!** The content is tailored to individual needs, you decide about time and location to follow this course. The NCAC can be processed within a day or split in several sections. The purpose of this course is to provide comprehensive awareness and basic knowledge of NATO CIMIC/CMI for anyone (potentially) involved in CIMIC/CMI activities, or for the ones who have a vested interest in CIMIC/CMI activities.

### Subjects of the Course

- the role of CIMIC/CMI within NATO operations and its contribution in a comprehensive approach
- the purpose and the core functions of CIMIC
- CIMIC/CMI responsibilities and operational CIMIC/CMI tasks
- the interaction with all parties within a conflict
- CIMIC/CMI relations to other staff functions
- CIMIC/CMI contribution to the military planning and decision making process (DMP)
- CIMIC/CMI contribution to associated and other concepts (Civil Emergency Planning, Host Nations Support, Military Assistance in Humanitarian Emergencies)
- relation between CIMIC/CMI and Strategic Communication
- the purpose of CIMIC projects in a comprehensive approach
- the CIMIC/CMI contribution to the joint assessment process including the CIMIC Special Interest Assessment
- the relevance of cultural awareness from the CIMIC/CMI perspective and the importance of the assessment of local economic and social systems

### Access to the online-training

Follow this link to the [NATO ADL training portal](#) and register for a new account.

This portal requires a governmental, a military or other official email address.

If you don't have such an account, insert the keyword "CIMIC-COE" in the field for the sponsor and approval information. Access will be granted then for personal email addresses as well.

Users will obtain a certificate after completion of the course.



## NATO CIMIC FIELD WORKER COURSE (NCFWC)

### Aim

The main purpose of this course is to enable participants, Officers and NCOs, assigned as CIMIC Field Worker's, to conduct CIMIC activities across the full spectrum of military engagement in a modern operational environment, up to and including corps/component command level. The secondary purpose is to create awareness for those organisations and individuals who have a vested interest in CIMIC activities. The course will preferably be conducted in parallel to the NATO CIMIC STAFF WORKER COURSE.

### Subjects of the Course

- Conduct of negotiation across all levels of engagement throughout utilizing meeting and communication techniques
- Establishment of a Liaison Matrix and utilizing networks
- Communication with various actors while working with interpreters
- Responding to various local/cultural aspects by using different techniques
- Contribution to the improvement of the Civil Military Interaction
- Contribution to the management of CIMIC activities

### Pre-requisites

Language proficiency: Students must have the following standards of proficiency in English (as described in STANAG 6001): listening – good/3, speaking – good/3, reading – good/3, writing – fair/2

ADL Module is mandatory and needs to be successfully completed by the students before the NCFWC residential part. Details about the ADL account will be forwarded after registration to the course.

### Modular entry

Based on the modular system, participants have the opportunity to join the NCFWC just for the Field Level Module M3, starting the 2nd week of the course. This saves time and money!

One of the following and additional pre-requisites must be met:

- Attendance of the NCBC (courses before 2005 are not accepted) and ADL Module M1.2 prior to the resident course portion, or
- Attendance of the NCSWC with modules M1.2 and M2.2

### Iterations

The NATO CIMIC FIELD WORKER COURSE will be conducted in 6 iterations per year. The duration is 2 weeks. Maximum 28 seats are available.

16.01. – 27.01.2012  
 12.03. – 23.03.2012  
 18.06. – 29.06.2012  
 27.08. – 07.09.2012  
 15.10. – 26.10.2012  
 12.11. – 23.11.2012

### Tuition Fee 2012

Sponsoring Nations: 275,- € (Modular entry 150,-)

Non-Sponsoring Nations: 375,- € (Modular entry 250,-)



## NATO CIMIC STAFF WORKER COURSE (NCSWC)

### Aim

The main purpose of this course is to enable participants, Officers and NCOs, who are or will be appointed as CIMIC Staff Worker's, to conduct CIMIC activities across the full spectrum of military engagement in a modern operational environment, up to and including corps/component command level. The secondary purpose is to create awareness for those organisations and individuals who have a vested interest in CIMIC activities. The course will preferably be conducted in parallel to the NATO CIMIC FIELD WORKER COURSE.

### Subjects of the Course

- Contribution to the staff procedures and to the Decision Making Process (DMP)
- Contribution to the Information Management and Common Operational Picture
- Establishment of the Extended Liaison Matrix (ELM) in order to utilize contacts and key leaders identified
- Evaluation and Management of CIMIC activities
- Use of Interpersonal Communication Skills across all levels of engagement
- Advice military staff on various local/cultural aspects in order to raise cultural / situational awareness

### Pre-requisites

Language proficiency: Students must have the following standards of proficiency in English (as described in STANAG 6001): listening – good/3, speaking – good/3, reading – good/3, writing – fair/2

ADL Module is mandatory and needs to be successfully completed by the students before the NCSWC residential part. Details about the ADL account will be forwarded after registration to the course.

### Modular entry

Based on the modular system, participants have the opportunity to join the NCSWC just for the Staff Level Module M4, starting the 2nd week of the course. This saves time and money!

One of the following and additional pre-requisites must be met:

- Attendance of the NCBC (courses before 2005 are not accepted) and ADL Module M1.2 prior to the resident course portion, or
- Attendance of the NCFWC with modules M1.2 and M2.2

### Iterations

The NATO CIMIC STAFF WORKER COURSE will be conducted in 6 iterations per year. The duration is 2 weeks. Maximum 28 seats are available.

16.01. – 27.01.2012  
 12.03. – 23.03.2012  
 18.06. – 29.06.2012  
 27.08. – 07.09.2012  
 15.10. – 26.10.2012  
 12.11. – 23.11.2012

### Tuition Fee 2012

Sponsoring Nations: 275,- € (Modular entry 150,-)

Non-Sponsoring Nations: 375,- € (Modular entry 250,-)



## NATO CIMIC FUNCTIONAL SPECIALIST COURSE (NCFSC)

### Aim

The Military Functional Specialists have a vast experience in their civilian area of expertise. The aim of the NATO CIMIC FUNCTIONAL SPECIALIST COURSE is to raise their knowledge about NATO CIMIC and to indicate the interconnection between CIMIC and the different areas of civil expertise.

At the conclusion of this course the student is able to understand the implications of his or her work for the CIMIC environment as well as the contribution of CIMIC to the overall mission as vital part of a comprehensive approach in mission areas.

### Subjects of the Course

- CIMIC assessment with functional aspects
- Cultural aspects and its functional analysis
- Functional advice to the commander
- Operational environment and civil companies
- CIMIC activities (e.g. Project execution)
- CIMIC Liaison
- Interpersonal communication techniques

### Pre-requisites

Language proficiency: Students must have the following standards of proficiency in English (as described in STANAG 6001): listening – good/3, speaking – good/3, reading – good/3, writing – fair/2

NATO CIMIC AWARENESS COURSE (ADL) is desired.

### Iterations

The NATO CIMIC FUNCTIONAL SPECIALIST COURSE will be conducted in 3 iterations per year. The duration is 1 week. Maximum 28 seats are available.

16.04. – 20.04.2012

21.05. – 25.05.2012

05.11. – 09.11.2012

### Tuition Fee 2012

Sponsoring Nations: 150,- €

Non-Sponsoring Nations: 250,- €



## NATO CIMIC LIAISON COURSE (NCLC)

### Aim

The main purpose of this course is to further qualify CIMIC Operators, Officers, and NCOs, assigned as CIMIC Liaison Officers, to conduct CIMIC LNO activities at tactical/operational level across the full spectrum of military engagement in a complex operational environment. The secondary purpose is to create awareness and comprehension for those organisations and individuals who have a vested interest in CIMIC LNO activities.

### Subjects of the Course

- Liaison- and coordination architecture
- Civilian environment assessment
- Common operational picture
- Liaison with civil and military actors
- Interpersonal communication skills

### Pre-requisites

Language proficiency: Students must have the following standards of proficiency in English (as described in STANAG 6001): listening – good/3, speaking – good/3, reading – good/3, writing – fair/2

NCBC/NCSC or NCFWC/NCSWC attendance prior to the NCLC is mandatory.

### Iterations

The NATO CIMIC LIAISON COURSE will be conducted in 4 iterations per year. The duration is 1 week. Maximum 24 seats are available.

27.02. – 02.03.2012

07.05. – 11.05.2012

24.09. – 28.09.2012

10.12. – 14.12.2012

### Tuition Fee 2012

Sponsoring Nations: 175,- €

Non-Sponsoring Nations: 275,- €



## NATO CIMIC / CMI HIGHER COMMAND COURSE (NCHCC)

### Aim

The aim of this course is to enable CIMIC/CMI personnel (OF 3 – OF 6) from Strategic, Joint Force and Component Command Level and equivalent non NATO and non military personnel, to conduct CIMIC/CMI activities across the full spectrum of military engagement in a modern conflict situation or in a humanitarian relief operation, to assess the political-military context, to interact with all parties within a conflict situation and to contribute with CIMIC/CMI functional expertise to the planning and other staff processes.

### Subjects of the Course

- Evaluation of the Political-Military context in the framework of CIVMIL implications
- Interpretation of the Civil-Military environment in order to identify common interests and the fields of interaction
- Contrasting CIVMIL implications in regards to the planning process and the evaluation of the impacts on the CIVMIL environment
- Compiling CIVMIL inputs following staff procedures and supporting the staff synchronisation process
- Generation of CIVMIL training and education requirements

### Pre-requisites

Language proficiency: Students must have the following standards of proficiency in English (as described in STANAG 6001): listening – good/3, speaking – good/3, reading – good/3, writing – good/3

NCHCC ADL Module is mandatory and needs to be successfully completed by the students before the NCHCC residential part. Details about the ADL account will be forwarded after registration to the course.

### Iterations

The NATO CIMIC/CMI HIGHER COMMAND COURSE will be conducted in 2 iterations per year. The duration is 2 weeks. Maximum 28 seats are available.

06.02. – 17.02.2012

26.11. – 07.12.2012

### Tuition Fee 2012

Sponsoring Nations: 275,- €

Non-Sponsoring Nations: 375,- €



Any comments or suggestions to this information leaflet?  
Please contact us!

[www.cimic-coe.org](http://www.cimic-coe.org)



Civil-Military Cooperation Centre of Excellence  
Complex Twente - Building C1  
Lonnekerveldweg 30  
7524 PP Enschede  
The Netherlands

Tel.: +31 534 80 3400  
Fax : +31 534 80 3444  
Central Registry CCOE: [registry@cimic-coe.org](mailto:registry@cimic-coe.org)  
Public Affairs Officer: [pao@cimic-coe.org](mailto:pao@cimic-coe.org)