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## Successful implementation of the new NATO CIMIC Education & Individual Training (E&IT) landscape

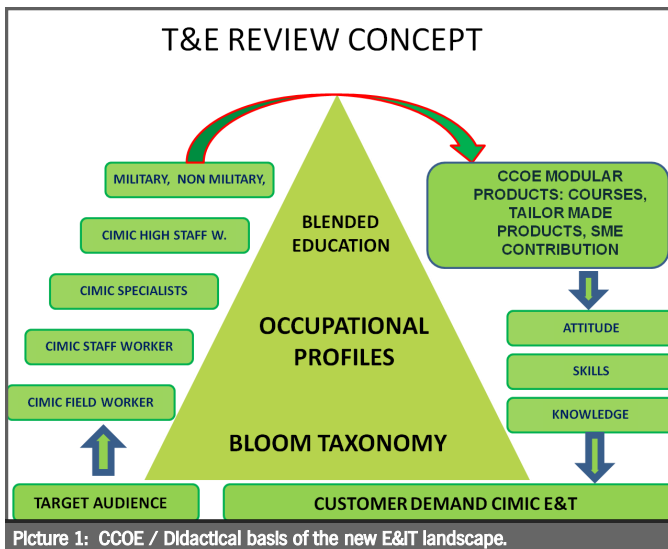
### Background

By the end of 2011, all courses from the [NATO CIMIC/CMI Landscape](#) have been conducted for the first time.

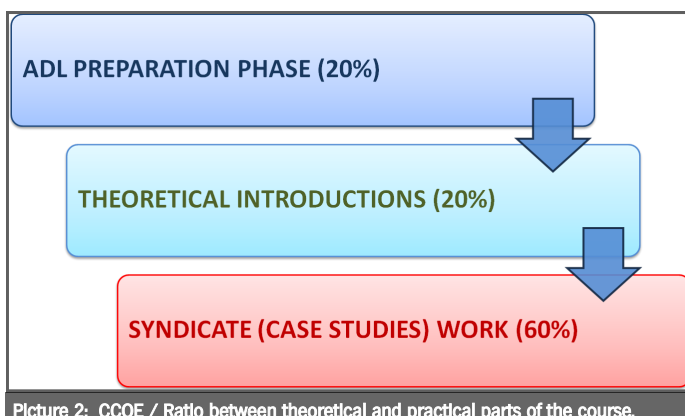
The E&IT landscape and products have been developed under well established NATO procedures such as a comprehensive Training Need Analysis. Throughout the whole process the NATO CIMIC Community of Interest (COI) consisting of trainers and customers out of the NATO Command and Force structure, NATO Nations, NATO School and the Multinational CIMIC Group has been involved. By using the latest developments in the field of modern didactical methodologies such as the Competence Based E&T Model, the overall courses' design and execution is customer demand driven. The modular build up of the CIMIC E&IT Landscape allows for great flexibility in relation to entering a course (as will be

explained more in depth later in this article) and in relation to developing tailor made courses on request. The content of the courses is based on NATO doctrine and procedures, and it takes into account the rapidly changing operational environment and the changes in the NATO Command and Force structure. Special attention has been given to incorporate the civil dimension and its important role in today's missions. Furthermore the role of CIMIC as a key facilitator for Civil Military Interaction (CMI) and NATO's contribution to a comprehensive approach has a prominent role in the courses.





Based on a competence profile for every (separate) training audience the required knowledge, skills and attitude is addressed during the courses. Where in the past “lecturing” was the key word it now is replaced by “tutoring”. Product orientation has reduced the theoretical lesson portion in benefit of increased practical syndicate work and team projects. But also by using a mandatory pre course Advanced Distributed Learning (ADL) part the theory portion of the residential part of the courses has been reduced significantly.



## NATO CIMIC/CMI Higher Command Course (NCHCC)

The NCHCC was the first course which has been conducted from the new CIMIC/CMI E&T landscape.

The two-weeks-course closes a gap in NATO CIMIC/CMI training, as it is the first course which covers the strategic and operational level. The NCHCC follows a scenario used commonly at exercises and training institutes NATO wide: CERA-SIA 2.

The aim of the NCHCC is to enable CIMIC personnel (OF 3 - OF 6) from NATO's 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
- assess the political-military context
- interact with all parties within a conflict situation and to contribute with CIMIC functional expertise to the planning process and staff processes (based on the Comprehensive Operational Planning Directive/COPD and current staff work at JFC level).



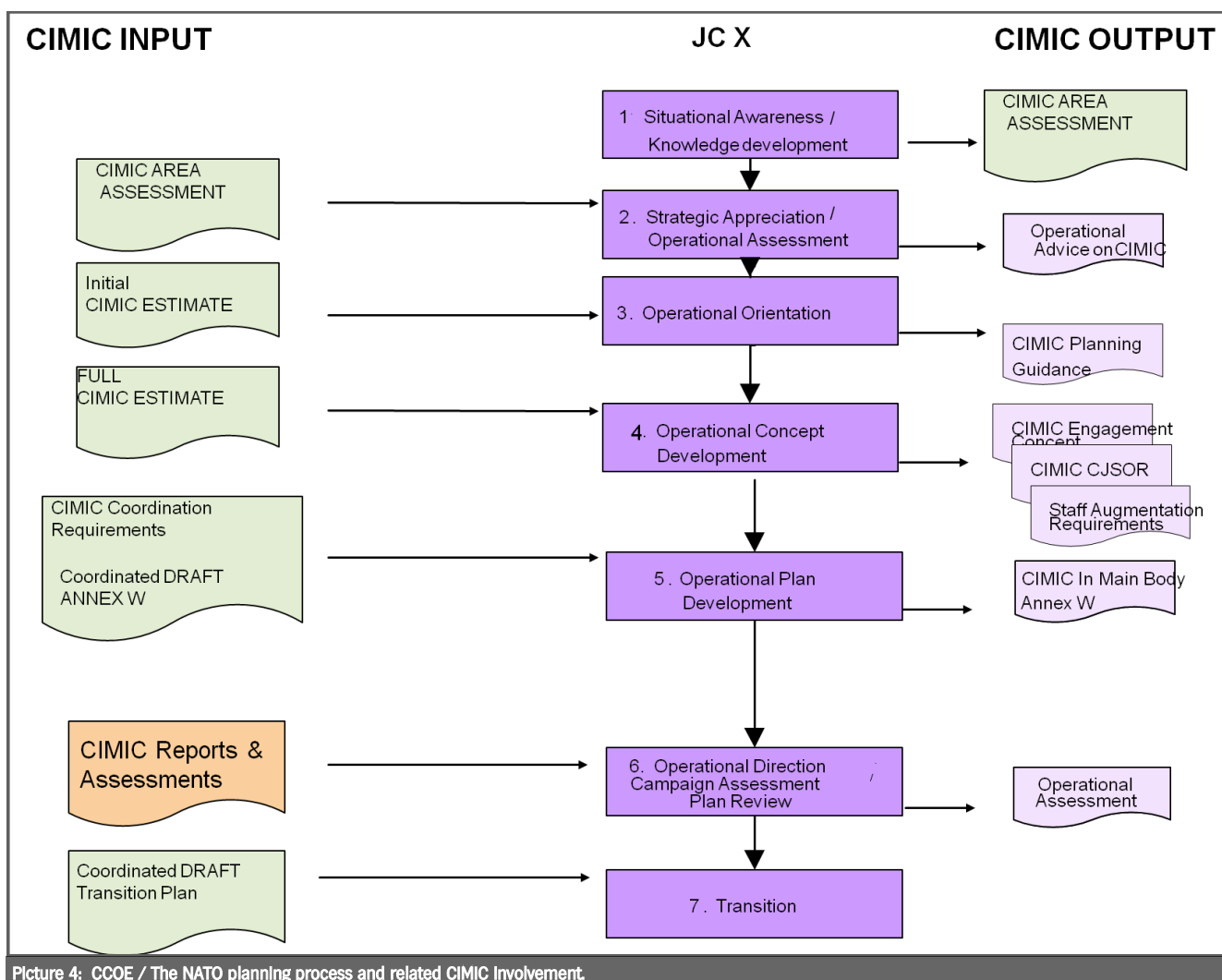


The following Learning Units provide a rough inside to the content of the course:

- Comprehensive Approach
- Strategic Planning
- Joint Operations
- Scenario familiarization
- Basic Area Assessment
- Initial CIMIC Estimate
- Full CIMIC Estimate
- COA Development
- Key Leader Engagement
- CIMIC contribution to OPLAN/Annex W
- Simulation of boards
- Assessment & Reporting
- CIMIC/CMI Lessons Learned

Following NATO's comprehensive planning process, the students learn;

- **Where** in the planning process a CIMIC contribution or involvement is required,
- **What** this involvement or contribution should be in the various stages,
- **How** this involvement or contribution could best look like or best be communicated.



Picture 4: CCOE / The NATO planning process and related CIMIC Involvement.



## NATO CIMIC Field/Staff Worker Course (NCFWC/ NCSWC)

The main purpose of both two-weeks-courses is to enable participants, Officers and NCOs, assigned as CIMIC Field/Staff Worker's, to conduct CIMIC activities across the full spectrum of military engagement in a modern operational environment at the tactical level, 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.

Both courses are conducted in parallel, but address a different audience. This enables participants to interact during the final exercise in the second week, where Field and Staff Worker issues are directly connected. The output and results of the tactical tasks from the NCFWC have direct implications for the staff processes at the NCSWC and vice versa.

The modular design of the courses allow a side

entry to related courses, if specific pre-requisites have been met. In particular, course participants who have attended the NCFWC (or former NCBC) are allowed to attend the NCSWC entering in the second week. This saves one week in time and reduces the

course fee. Two participants from Denmark already made use of this benefit during the first iteration of the course.



Picture 6: CCOE / Simulation of a cluster meeting, with various IOs/NGOs and military participation.

The implementation of the civil dimension has a high priority especially for the Field and Staff Worker courses where the tradition to conduct an IO/NGO day has been carried on.

Guest briefers from International, Nongovernmental and Governmental Organisations (IOs, NGOs, GOs) introduce their entities by elaborating on their mandate, principles, history and structure, experiences and their financing and budget. They highlight the specific relation between the civil organisation and CIMIC at tactical level. In relation to possible cooperation and coordination areas, the following aspects are displayed:

- The do's and the don't s
- Civil culture related to military culture
- Possible conflict areas
- Practical examples and lessons identified

In conjunction with the Advanced Distributed Learning (ADL) portion prior to the course, the NCFWC and NCSWC provides the basis for CIMICers on tactical and operational level.



★ Combined exercise during M3/M4 module

Picture 5: CCOE / Symbiosis between NCFWC and NCSWC.





### NATO CIMIC Functional Specialist Course (NCFSC)

The aim of the one-week-course is to raise the knowledge of military Functional Specialists about NATO CIMIC and to indicate the interconnection between CIMIC and the different areas of civil expertise. This expertise is the “Conditio sine qua non” where all the CIMIC content of this course is building onto. 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.

The major audience of this course are reservists. They represent a civilian field of expertise and their know-how is generally not available in the regular (active) military forces. Reservists are present at tactical and operational level, their work and support is mission essential in different areas and phases of operations.

The content of the NCFSC builds upon

- NATO CIMIC Doctrine and TTPs,
- CIMIC mission experiences/environment
- Legal aspects
- Negotiation/Mediation
- CIMIC Staff/Field work

These topics are brought to the students by Subject Matter Experts from IOs/NGOs, Functional Specialists' Units and various other organisations. During the course, several role-plays and a team assignment assure active participation.

### NATO CIMIC Liaison Course (NCLC)

The one-week-course further qualifies 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 aim is:

- To emphasize CIMIC's core function Liaison as the fundamental one
- To further consolidate CIMIC knowledge by sensitizing for characteristics challenging liaison activities
- To elevate particular skills and abilities in the field of liaison
- To prepare for assignments in a capacity as CIMIC Liaison Officer

This implies the planning and conduct of meetings across all levels of engagement, the submission of reports, communication with various actors through interpreters and by applying communication and negotiation techniques.





### General perception and Lessons Identified

With the exception of the NCLC the first iteration of all courses has been well received by both the training audience and the training staff (including the various SMEs). Although points for improvement have been identified, the general score of the NCHCC, NCSWC, NCFWC and NCFSC was around 8 (out of 10). The time between the first iteration and the second iteration will be used to address the deficits and to further improve each course. Referring to the outcome of the evaluation of the NCLC, this course needs quite some improvements.

However, the root causes have been identified and a workshop with SMEs is already arranged in order to tackle the weak points.

Overall it seems that the new CIMIC/CMI Landscape addresses the complete and right audience and fulfils the operational training requirements of NATO and beyond.

Professional, complete and comprehensive CIMIC/CMI Education & Individual Training at first hand at CCOE!

Any comments or suggestions to this information leaflet?

Would you like to contribute an article?

Please contact us!

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Its dedicated aim is to provide a forum or platform for stimulating and presenting innovative and comprehensive thinking on NATO CIMIC and Civil-Military Interaction (CMI) related issues such as mission experiences, concepts, doctrine or lessons learned.

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