

Civil-Military Cooperation  
Centre of Excellence  
*The Hague*



**NATO CIMIC & CMI**  
**Education & Individual Training (E&IT)**  
**Landscape**

NATO CMI/CIMIC Awareness Course

NATO CMI/CIMIC Orientation Course

NATO CIMIC Field Worker Course

NATO CIMIC Staff Worker Course

NATO CIMIC Higher Command Course

NATO CIMIC Liaison Course

NATO CIMIC Functional Specialist Course

NATO CIMIC Integrated Functional  
Specialist Course

United Nations-Civil-Military  
Coordination eCourse (Facilitator-led)

Master of Civil-Military Interaction

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## NATO CIMIC & CMI Education & Individual Training (E&IT) Landscape

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

**Train for your action!**

Training at the CCOE is based on experiences and lessons learned, and covers the entire spectrum of NATO CIMIC & CMI:

- From the tactical to the strategic level
- From the military to the civilian domain
- From Military Headquarters (HQs) to International Organizations (IOs), Governmental Organizations (GOs) and Non-Governmental Organizations (NGOs)

The course design is customer oriented and demand driven. It provides a maximum of flexibility by using the Competence Based Education and Training Approach (CBET) model. The content is continuously under development, reflecting challenges of contemporary conflicts, and is fully in line with the needs for CIMIC & CMI personnel, working on the tactical, component command, joint force and strategic level, with the goal to enable interoperability within NATO and beyond (EU, UN).

Taking into account that the civil dimension is a crucial part of each course curriculum, the participation of civil organizations' staff, active on the respective operational level, is highly appreciated.

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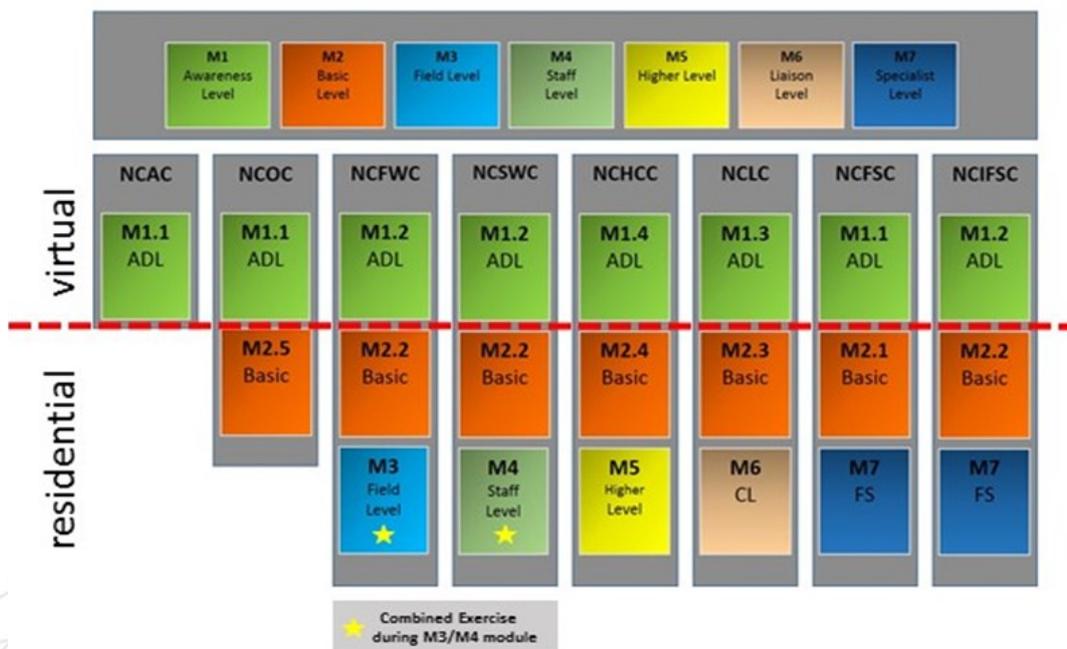




## Modular NATO CIMIC & CMI Course Landscape at CCOE

The course landscape has been designed as a modular system. This allows CCOE to meet the customer requirements in a more flexible and efficient way:

- Tailor-made courses can be generated for individual demands on short notice and with little effort. No matter whether those may be residential, exported or ADL courses.
- Some of the modules are interchangeable, e.g. course participants of the NCFWC meet the prerequisites to attend the NCSWC, or the NCIFSC, joining in the second week of the course and vice versa. This saves one week in time and reduces also the course fee.



The current CCOE offer encompasses the following courses:

- NATO CIMIC/CMI Awareness Course (NCAC: Advanced Distributed Learning/ADL),
- NATO CMI/CIMIC Orientation Course (NCOC),
- NATO CIMIC Field Worker Course (NCFWC),
- NATO CIMIC Staff Worker Course (NCSWC),
- NATO CIMIC Higher Command Course (NCHCC),
- NATO CIMIC Liaison Course (NCLC),
- NATO CIMIC Functional Specialist Course (NCFSC),
- NATO CIMIC/CMI Integrated Functional Specialist Course (NCIFSC) and additional the
- UN-CMCoord eCourse (facilitator led)
- Master of Civil-Military Interaction (M-CMI)





## Advanced Distributed Learning (ADL)

In order to achieve optimum E&IT effects in the residential part of the courses, there is a need to invest an appropriate level of time into completing the corresponding ADL module. The students decide when and where to follow this web-based learning portion. The content can be processed within a day, or split up into several sections. But please be aware, that the completion of the corresponding ADL module for each course within a stated time is mandatory before participating our resident courses.

Detailed technical instructions on how to proceed, and the permitted time for fulfilling the ADL module, will be delivered to you with your course registration package.

## Reasonable tuition fees and low per diem costs

Inhouse CIMIC & CMI expertise, training facilities, accommodation, catering service and a broad network of external supporters allows the CCOE to run all courses at reasonable prices.

Some figures? For our current course fees please visit our website. For courses at CCOE in The Hague, we provide the opportunity to book a comfortable room for 10,- Euro per day and have full board for less than 15,- Euro per day (rates for accommodation and full board may differ at other course locations). Our modular course system enables potential savings up to 50% of the course fee. Students of NATO's partner nations, listed in **ePRIME** [🔗](#), can receive 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 individual job descriptions to NATO's CIMIC & CMI course landscape. This ensures proper training and education of CIMIC & CMI personnel.

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## 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 at no cost**. The content is tailored to individual needs and the students decide when and where to follow this course. The NCAC can be processed within a day or split up into 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 those 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 (CA)
- 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 the Decision Making Process (DMP)
- CIMIC & CMI contribution to associated and other concepts (Civil Emergency Planning (CEP), Host Nations Support (HNS), Military Assistance in Humanitarian Emergencies (MAHE))
- Relation between CIMIC & CMI and Strategic Communication (StratCom)
- The purpose of CIMIC projects in a Comprehensive Approach (CA)
- 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

You need to sign in via the CCOE website [www.cimic-coe.org](http://www.cimic-coe.org). Users will obtain a certificate after completion of the course.

If you have further questions concerning our online course please do not hesitate to contact us.  
E-Mail: [ADL@cimic-coe.org](mailto:ADL@cimic-coe.org)

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## NATO CMI/CIMIC Orientation Course (NCOC)

### Aim

The aim of the NATO CMI/CIMIC Orientation Course is to provide non CIMIC & CMI personnel with an increased knowledge and understanding on NATO's provisions on CIMIC & CMI, and its relevance in their daily staff duties and activities.

### Subjects of the Course

- Explain the role of CIMIC & CMI within NATO and its contribution to a Comprehensive Approach (CA)
- Explain the contribution of CIMIC & CMI in staff procedures and their relation to other relevant staff functions
- Explain the mandates, roles and policies of civilian key stakeholders in the civil-military interaction / arena (e.g. ICRC, UNOCHA, IOM, NGOs)

### Prerequisites

- Language proficiency: Students must meet 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 NCOC residential part.
- Details about the ADL account will be forwarded after registration to the course.

### Location

This course is organized and conducted by NATO School Oberammergau, Germany with support from the CCOE. For more information, please check the website: <http://www.natoschool.nato.int/>. You can find this course in the Course Catalogue under the number M9-57. To register for this course, please contact the student administration: [studentadmin@natoschool.nato.int](mailto:studentadmin@natoschool.nato.int).

### Iterations

The NCOC will be conducted in 3 iterations per year at the NATO School in Oberammergau (Germany). The duration is 1 week.





## NATO CIMIC Field Worker Course (NCFWC)

### Aim

The main purpose of this course is to enable participants, officers and non-commissioned officers (NCOs), who are, or will be appointed as CIMIC Field Workers, 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 second purpose is to create awareness for those organizations and individuals, who have a vested interest in CIMIC activities. The course will preferably be conducted parallel to the NCSWC.

### Subjects of the Course

- Conduct of negotiations across all levels of engagement, by utilizing meeting and communication techniques
- Establishment of a CIMIC Liaison Matrix (CLM) 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 civil-military interaction
- Contribution to the management of CIMIC activities

### Prerequisites

- Language proficiency: Students must meet 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!

For this the following additional prerequisite must be met:

- Attendance of the NCSWC or NCIFSC with modules M1.2 and M2.2

### Iterations

The NCFWC will be conducted at least in 6 iterations per year at different places in Europe. For further information please visit our website. The duration is 2 weeks (1 week in case of modular entry).





## NATO CIMIC Staff Worker Course (NCSWC)

### Aim

The main purpose of this course is to enable participants, officers and non-commissioned officers (NCOs), who are, or will be appointed as CIMIC Staff Workers, 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 second purpose is to create awareness for those organizations and individuals, who have a vested interest in CIMIC activities. The course will preferably be conducted parallel to the NCFWC.

### Subjects of the Course

- Contribution to staff procedures and the Decision Making Process (DMP)
- Contribution to the information management and the Common Operational Picture (COP)
- Establishment of the Extended Liaison Matrix (ELM), in order to utilize contacts and key leaders identification
- Evaluation and management of CIMIC activities
- Use of communication skills across all levels of engagement
- Advice military staff on various local/cultural aspects in order to raise cultural/situational awareness

### Prerequisites

- Language proficiency: Students must meet 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!

For this, the following additional prerequisite must be met:

- Attendance of the NCFWC or NCIFSC with modules M1.2 and M2.2

### Iterations

The NCSWC will be conducted at least in 6 iterations per year at different places in Europe. For further information please visit our website. The duration is 2 weeks (1 week in case of modular entry).



## NATO CMI/CIMIC 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 levels, 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. This contains the assessment of the political-military context, as well as the interaction with all parties, involved in a conflict situation in order to contribute with CIMIC & CMI functional expertise to the planning and other staff processes.

**Note: An exception for the required rank is made for Master of CMI students.**

### Subjects of the Course

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

### Prerequisites

- Language proficiency: Students must meet 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 NCHCC residential part.
- Details about the ADL account will be forwarded after registration to the course.

### Iterations

The NCHCC will be conducted in 2 iterations per year. The duration is 2 weeks.





## NATO CIMIC Liaison Course (NCLC)

### Aim

The main purpose of this course is to further qualify CIMIC-operators, officers, and non-commissioned officers (NCOs), assigned as CIMIC Liaison Officers, to conduct CIMIC LNO activities at the tactical/operational level across the full spectrum of military engagement in a complex operational environment. The second purpose is to create awareness and comprehension for those organizations 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

### Prerequisites

- Language proficiency: Students must meet 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 NCLC residential part.
- Details about the ADL account will be forwarded after registration to the course.
- NCFWC or NCSWC attendance prior to the NCLC is also mandatory.

### Iterations

The NCLC will be conducted in 3 iterations per year. The duration is 1 week.





## 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 NCFSC is to raise their knowledge about NATO CIMIC and to identify 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 a 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

### Prerequisites

- Language proficiency: Students must meet 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 NCFSC residential part.
- Details about the ADL account will be forwarded after registration to the course.

### Iterations

The NCFSC will be conducted in 3 iterations per year. The duration is 1 week.

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## NATO CIMIC Integrated Functional Specialist Course (NCIFSC)

### Aim

The main purpose of this course is to enable all participants, who are, or will be appointed as CIMIC Functional Specialists, to conduct CIMIC Functional Specialist activities across the full spectrum of military engagement in a modern operational environment, up to and including corps/component command level. The second purpose is to raise knowledge about NATO CIMIC and to identify the inter-connection between CIMIC and the different areas of civil expertise. Due to the specific training requirements, this course is dedicated to those CIMIC Functional Specialists, who are, or will be tasked to perform general CIMIC (e.g. NCFWC or NCSWC) activities in the future. The course will preferably be conducted parallel to the NATO CIMIC Field Worker Course and NATO CIMIC Staff Worker Course.

### Subjects of the Course

- Contribution to staff procedures and the Decision Making Process (DMP) with functional aspects
- Contribution to the information management with functional aspects
- Interaction with civil partners in a cross-cultural environment
- 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 with functional aspects
- Functional advice to the commander and support to other CIMIC elements
- CIMIC activities (e.g. project execution)
- CIMIC assessments with functional aspects

### Prerequisites

- Language proficiency: Students must meet 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 NCIFSC residential part.
- Details about the ADL account will be forwarded after registration to the course.

### Modular Entry

After successful participation in the NCIFSC and based on the modular system, NCIFSC participants have the opportunity to join the NCFWC or NCSWC just for the Field Level Module M3 and / or Staff Level Module M4, starting the 2nd week of the course.

### Iterations

The NCIFSC will be conducted on official request. The duration is 2 weeks.



## United Nations - CivilMilitary Coordination eCourse (UN-CMCoord) (Facilitator-led)

### Aim

The aim of the United Nations - CivilMilitary Coordination (UN-CMCoord) eCourse is “to promote appropriate and effective humanitarian civil-military interactions in humanitarian emergencies through bolstered knowledge and understanding of UN-CMCoord standards and principles and adherence to them including the use of military and civil defence assets (MCDA) to better support the humanitarian community in delivering urgently needed goods and services to affected communities and people-in-need.”

### Subjects of the Course

- Key elements of principled humanitarian action and the role and responsibility of UNOCHA
- Defining concepts of humanitarian civil-military coordination and referring to the four global civil-military coordination guidelines to outline its key principles
- Outline the main coordination mechanisms at country-level including the working modalities of clusters
- Key civil-military coordination issues and possible approaches to address them (e.g. military support to humanitarian response, protections of civilians, use of foreign military assets (FMA) and/or military and civil defence assets (MCDA), security and use of armed escorts)

### Target Audience

Experienced military officers, non-commissioned officers and former military officers who are mostly involved in disaster response and/or complex emergencies.

### Prerequisites

- Language proficiency: Students must meet 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 UN-CMCoord eCourse residential part.
- Details about the ADL account will be forwarded after registration to the course.

### Iterations

The UN-CMCoord Course (Facilitator-led) will be conducted in 1 - 2 iterations per year. The duration is 1 week.



## Master of Civil-Military Interaction (M-CMI)

### Aim

The Master of Civil-Military Interaction (M-CMI) is a graduate university degree developed by the CCOE. This degree is based on the innovative alignment of military education with civilian educational standards in a partnership with the Helmut-Schmidt-University, Hamburg, Germany. The programme qualifies personnel in leadership functions for managerial roles in the field of civil-military interaction. The combination of two NATO CIMIC courses and academic modules on international relations, international humanitarian law, culture and project management increases the analytical capabilities in all areas of CMI/CIMIC. Target audience are military staff officers and members of international organizations, governmental organizations, non-governmental organizations (IOs / GOs / NGOs) and other ministries.

### Subjects of the Course

- Leadership and management (mandatory)
- Research methodology in economic studies (mandatory)
- Inter-cultural competencies and conflict mediation (mandatory)
- International policy analysis (elective)
- International humanitarian law (elective)
- Strategy and operational art (elective)
- Diversity and intercultural mission advice (elective)
- Interdisciplinary seminar on current CMI/CIMIC topics (mandatory)
- Master thesis (mandatory)
- **NATO CIMIC Staff Worker Course (mandatory) - CCOE Course**
- **NATO CIMIC Higher Command Course (mandatory) - CCOE Course**

### Prerequisites

- Bachelor's degree of 240 ECTS, previous Master's degree or comparable Diploma.

### Entry

- Enrolment to the programme is via the website of the Helmut-Schmidt-University: <http://www.hsu-hh.de/weiterbildung/>
- Enrolment to CCOE modules via the CCOE course management system

### Iteration / Mode of study

- The M-CMI can be completed within 24 months, but pace of studying is flexible according to individual preferences. The start of the programme is also individual with registration for the first module part-time.
- Modules consist of residential and online learning. Residential parts for most modules are two weekend blocks.



## Tuition Fees 2018 \*

Course	Students Sponsoring Nation	Students Non-Sponsoring Nations
NCFWC	275,00 Euro (140,00 Euro modular)	545,00 Euro (275,00 Euro modular)
NCSWC	275,00 Euro (140,00 Euro modular)	545,00 Euro (275,00 Euro modular)
NCFSC	140.00 Euro	275.00 Euro
NCIFSC	275.00 Euro (140.00 Euro modular)	545.00 Euro (275.00 Euro modular)
NCHCC	275.00 Euro	545.00 Euro
NCLC	140.00 Euro	275.00 Euro

## CCOE Courses 2018

### NATO CIMIC Fieldworker and Staffworker Course

- (01-18) 12 Feb - 23 Feb 2018, The Hague, NLD
- (DEU) 09 Apr - 20 Apr 2018, Nienburg/Weser, DEU
- (HUN) 07 May - 18 May 2018, Budapest, HUN
- (02-18) 18 Jun - 29 Jun 2018, The Hague, NLD
- (POL) 11 Jun - 22 Jun 2018, Kielce, POL
- (03-18) 17 Sep - 28 Sep 2018, The Hague, NLD
- (SVN) 01 Oct - 12 Oct 2018, Maribor, SVN
- (04-18) 12 Nov - 23 Nov 2018, The Hague, NLD

### NATO CIMIC Functional Specialist Course

- (01-18) 15 Jan - 19 Jan 2018, The Hague, NLD
- (02-18) 09 Jul - 13 Jul 2018, The Hague, NLD
- (03-18) 22 Oct - 26 Oct 2017, The Hague, NLD

### NATO CIMIC Integrated Functional Specialist Course

- on official request -

### NATO CIMIC Higher Command Course

- (01-18) 05 Mar - 16 Mar 2018, The Hague, NLD
- (02-18) 03 Dec - 14 Dec 2017, The Hague, NLD

### NATO CIMIC Liaison Course

- (01-18) 29 Jan - 02 Feb 2018, The Hague, NLD
- (02-18) 14 Mar - 20 Apr 2018, The Hague, NLD
- (03-18) 08 Oct - 12 Oct 2018, The Hague, NLD

### UN-CMCoord Course

- (01-18) 03 Sept - 07 Sep 2018, The Hague, NLD

\* Costs for board and lodging not included. For further information on board and lodging costs please see page 4.





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## Vision 2020

*"CCOE is the preferred  
Network campus to*

- *connect people*
- *share collective  
knowledge and*
- *gain unity of purpose*

*in the field of  
Civil-Military Interaction."*

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CIVIL-MILITARY COOPERATION  
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