

| Learning Objectives | Enabling Objectives | (No. Learn) | Learning Topic | M 1.2 ADL | M 2.2 | M 3 Practical Application | Reference | Product / Skill | Assessment Criteria | Method | Internal / External Support | | | |
|---------------------|---|-------------|--|-----------|---|---|--|--|---|---|--|---|---|---|
| 1 | Conduct negotiation across all levels of engagement throughout utilizing meetings and communication techniques. | 1a. | Define the desired outcome | 21 | Meetings | Introduction, Aim, Preparation, Timing, Frequency options, Evaluation, Reporting, Summary, Best practice (L/L/L) / Mission experience | Purpose and characteristics of a meeting, conduct a CIMIC meeting | Preparation, Timing, Frequency options, Evaluation, Reporting, the meeting process, formal meetings, Key Leader Engagements (KLEs) | Vignet F4b Vignet F6a | CCOE CIMIC Field Handbook | The student demonstrates the ability to conduct a meeting by achieving the desired outcome | Preparation, Execution, Reporting, Scenario POC Database created, Meeting Report created | ADL-Lecture, Lecture, Role Play, Exercise | Syndicate Coach and/or CCOE SME (T&E) |
| | | 1b. | Instigate stakeholder meeting | 22 | Negotiation, mediation and communication | Introduction, Models and types of negotiation, Identify Key Players/Stakeholders, Negotiation preparation, Negotiation execution, Negotiations procedures, Summary, Best practice (L/L/L) / Mission experience | What is negotiation, Interest Based Negotiation, The negotiation cycle | Models and types of negotiation, Identify Key Players/Stakeholders, Negotiation preparation, Negotiation execution, Negotiations procedures, Best practice (L/L/L) / Mission experience | Negotiation day; conduct role play with use of interpreters | Harvard Negotiation Project, USAF Academy Manual, CCOE CIMIC Field Handbook | The student demonstrates negotiation skills by utilizing various negotiation techniques | Preparation, Execution, Reporting | ADL-Lecture, Board Game Go4It, Lecture, Role Play, Exercise | Negotiation SME (external), CCOE SME (T&E) |
| | | 1c. | Plan stakeholder meeting | 21 | Meetings | Introduction, Aim, Preparation, Timing, Frequency options, Evaluation, Key Leader Engagement, Reporting, Summary, Best practice (L/L/L) / Mission experience | Purpose and characteristics of a meeting, conduct a CIMIC meeting | Preparation, Timing, Frequency options, Evaluation, Reporting, the meeting process, formal meetings, Key Leader Engagements (KLEs) | Vignet F4b Vignet F6a | CCOE CIMIC Field Handbook | The student demonstrates the ability to conduct a meeting by achieving the desired outcome | Preparation, Execution, Reporting, Scenario POC Database created, Meeting Report created | ADL-Lecture, Lecture, Role Play, Exercise | Syndicate Coach and/or CCOE SME (T&E) |
| | | 1d. | Conduct stakeholder meeting | | | | | | | | | | | |
| | | 1e. | Produce post meeting evaluation and report | | | | | | | | | | | |
| | | 1f. | Engage with relevant persons like stakeholders and key leaders | | | | | | | | | | | |
| 2 | Establish Liaison Matrix IOT identify Key Leaders and utilize networks. | 2a. | Establish, sustain and maintain a liaison matrix | 20 | Liaison and coordination architecture | Introduction, Aim, Key CIMIC activity, Key principles of CIMIC liaison, Liaison and co-ordination architecture matrix, Summary | Purpose of CIMIC liaison, The principles of CIMIC liaison, The key CIMIC activities related to liaison | Liaison as a CIMIC core function, Key principles of CIMIC liaison, Liaison and co-ordination architecture matrix, Best practice (L/L/L) / Mission experience | Vignet F1 | TTP 3, CCOE CIMIC Field Handbook | The student is able to identify Key Leaders and to set up a liaison and coordination structure/matrix | Format, Contents, Accuracy, Scenario Liaison Matrix created | ADL-Lecture, Lecture, Case Study 25, Role Play, Exercise | Syndicate Coach and/or CCOE SME (T&E) |
| | | 2b. | Develop, maintain and utilize networks | 25 | CIMIC Liaison Officer | Introduction, Aim, Basic activities performed by CIMIC LOs, CIMIC LO integration into CIMIC branch and procedures, CIMIC LO background, Basic tasks for CIMIC LOs, Basic guidelines for CIMIC LOs and their use, Specific guidelines for liaison with civil authorities and organizations, CIMIC LO equipment, Liaison Reports, Summary, Best practice (L/L/L) / Mission experience | CIMIC LO, basic activities and tasks of the CIMIC LO | CIMIC LO, basic activities and tasks of the CIMIC LO, CIMIC LO integration into CIMIC branch structure and procedures, Basic guidelines for CIMIC LOs and their use, Specific guidelines for liaison with civil authorities and organizations. | Not covered during second week, specific CIMIC LO duties are reserved for NCLC | TTP 4, CCOE CIMIC Field Handbook | Demonstration of basic abilities to perform as an LO fully integrated in the CIMIC branch. Ability to set up, maintain the POC database. Demonstrates respect to the specific LO guidelines. LO reports properly elaborated. | Format, Contents, Accuracy, Scenario | ADL-Lecture, Lecture, Case Study 25, Role Play, Exercise | Syndicate Coach and/or CCOE SME (T&E) |
| 3 | Communicate with various actors and utilize interpreters. | 3a. | Conduct small talk in host nation language | 23 | Cross Cultural Communication | Introduction, Aim, Models of communication, Cross Cultural Communication, Body Language, Summary, Best practice (L/L/L) / Mission experience | Not covered in ADL | Introduction, Aim, Models of communication, Cross Cultural Communication, Body Language, Summary, Best practice (L/L/L) / Mission experience | Cross Cultural Communication is a constant topic during the second week; different meetings at the CIMIC centre and while visiting key actors | CCOE CIMIC Field Handbook, Body Language: Allan Pease | Awareness of communication in a cross cultural context | Behavior, Scenario | Lecture, Role Play, Exercise | CCOE SME (CIC or T&E) |
| | | 3b. | Use interpreters | 24 | Working with interpreters | Introduction, Aim, The interpreter, Do's and Don'ts, Summary, Best practice (L/L/L) / Mission experience | General information, guidelines on the use of locally hired interpreters | Types and Techniques, Best practice (L/L/L) / Mission experience | Negotiation day; conduct role play with use of interpreters | CCOE CIMIC Field Handbook, Reader Working with interpreters, Dutch Defense Interpreters Service) | Ability to utilize an interpreter in the framework of meetings, KLE, etc. | Behavior, Scenario | ADL-Lecture, Lecture, Role Play | Negotiation SME (external), CCOE SME (T&E) |
| | | 3c. | Identify and understand body language | 23 | Cross Cultural Communication | Introduction, Aim, Models of communication, Cross Cultural Communication, Body Language, Summary, Best practice (L/L/L) / Mission experience | Not covered in ADL | Introduction, Aim, Models of communication, Cross Cultural Communication, Body Language, Summary, Best practice (L/L/L) / Mission experience | Cross Cultural Communication is a constant topic during the second week; different meetings at the CIMIC centre and while visiting key actors | CCOE CIMIC Field Handbook, Body Language: Allan Pease | Awareness of communication in a cross cultural context | Behavior, Scenario | Lecture, Role Play, Exercise | CCOE SME (CIC or T&E) |
| 4 | Respond to various local / cultural aspects, using various techniques. | 4a. | Be responsive to local customs, be cultural aware | 17 | Cross Cultural Competencies | Introduction, Impact of culture on a mission, CCOE Cultural Model (3 lenses model), CCC, CIMIC relevant aspects of CCC, Knowledge Skills Attitudes and Abilities, Summary | From Cultural Awareness to CCC, Why CCC, KSA a complete package, Different culture different story, CIMIC core functions and culture | Introduction, Impact of culture on a mission, CCOE Cultural Model (3 lenses model), CCC, CIMIC relevant aspects of CCC, Knowledge Skills Attitudes and Abilities, Summary | CCC is a constant topic during the second week; included in role play | CCOE CIMIC Field Handbook, CCOE Products (CCC theoretical handout); Operational Culture for the Warfighter, Gen. James N. Mattis, USMC, The Significance of Culture to the Military, Joint Doctrine Note 1/09 | Demonstrate knowledge, skill, attitude and ability to be cross cultural competent according to identified expected student behavior | Content, Preparation, Execution, Behavior | ADL-Lecture, Lecture, Role Play | CCOE SME (CIC) |
| | | 4b. | Be aware of gender | 18 | Gender Awareness | Introduction, operational relevance of gender awareness, CIMIC relevant aspects of gender awareness, Children and Armed Conflict, Summary | Gender in general, gender in military operations, CIMIC relevant aspects of gender awareness, CIMIC operator gender awareness guidance | What is gender, mandates, gender perspective, CIMIC and gender, Children and Armed Conflict | Gender awareness is a constant topic during the second week; included in role play | CCOE CIMIC Field Handbook, CCOE Gender brochure, Women, Girls, Boys and Men - Different Needs and equal Opportunities, Guidelines for gender based violence intervention in humanitarian settings, CAP Facilitation Kit 2009) | Respect demonstrated to the gender aspects and their mission impact | Preparation, Execution, Behavior | ADL-Lecture, Lecture, Role Play | CCOE SME (T&E), CCOE Gender SME |
| | | 4c. | Be aware of local power structure | 14 | CIMIC in the framework of Governance, Development and Diplomacy | Introduction, Fragile/failed states, Modern and traditional power structures, Rule of Law (RoL), Legal framework, Best practice (L/L/L) / Mission experience | Failed states, Fragile states, Local power structures, Rule of Law | Fragile/failed states, Modern and traditional power structures, Local and national governance, Rule of Law (RoL), Legal framework, Best practice (L/L/L) / Mission experience | Good Governance is a constant topic during the second week; included in role play | CCOE Products (CCC, Good Governance and Rule of Law) | Demonstration of the ability to deal with different types of power structures | Preparation, Execution, Behavior | ADL-Lecture, Lecture, Case Study 14 and 17, Board Game Go4It, Role Play | CCOE SME (CIC), CCOE LEGAD |
| | | 4d. | Be aware of the social system | 12 | Social Systems | Introduction, Characteristics of social systems, Summary | Not covered in ADL | Introduction, Characteristics of social systems, Summary | Not covered during second week | CCOE Products (CCC model) | Demonstrate an understanding of social systems | Awareness | Lecture, included in Case Study 17 | Cultural Awareness Institute (CAI), CCOE SME (CIC) |
| | | 4e. | Be conscious of the economy | 13 | Economic Systems | Introduction, Dimensions, Part of a social system, Evolutionary systems, Basic types of Economic systems, Types of socialist systems, Other Economic Systems, Summary | Not covered in ADL | Introduction, Dimensions, Part of a social system, Evolutionary systems, Basic types of Economic systems, Types of socialist systems, Other Economic Systems, Summary | Not covered during second week | CCOE Products (CCC model) | Demonstrate an understanding of economic systems | Awareness | Lecture, included in Case Study 17 | Cultural Awareness Institute (CAI), CCOE SME (CIC) |
| 5 | Deliver a civil assessment | 5a. | Establish a CIMIC assessment, analysis and estimate | 29 | Establish a CIMIC assessment, analysis and estimate | Introduction, Aim, CIMIC assessment of the civil environment, CIMIC contribution to the HQ assessment process incl. MoEs and MoPs and CIMIC reporting (R2), Best Practice (L/L/L) Mission Experience, Summary | CIMIC supports joint assessment, Key characteristics for any CIMIC assessment, MoEs / MoPs, CIMIC assessment of the Civil Environment | CIMIC assessment of the civil environment, CIMIC contribution to the HQ assessment process incl. MoEs and MoPs | Vignet F5c | TTP1 | CIMIC Assessment of the civil environment, Critical factor checklist, All factor list, CIMIC report, CIMIC operational overview, Minimum standards and Key indicator system, MoE and MoP development, Briefing | Accuracy, Consistency, Relevance, Continuity, Cooperativeness, Timeliness | ADL-Lecture, Lecture, Syndicate-Work, Exercise | Syndicate Coach and/or CCOE SME (T&E) |
| | | | | | | | | | Vignet F5c | | | | | |
| | | 5b. | Contribute to the military decision making process (DMP) | 33 | CIMIC contribution to the military planning and decision making process (DMP) | Introduction, Aim, CIMIC as a Joint Function, Assessments, Planning, Execution, Funding, Best Practice (L/L/L) / Mission Experience, Summary | Introduction of the planning process (Model), CIMIC contribution to the planning process | CIMIC in DMP lecture will only be given to SWs | Vignet F5d | CIMIC functional planning guide | OPP/COPD (Elements), CIMIC FPG related products, Briefing | Consistency, Accuracy, Relevance, Continuity, Scenario | ADL-Lecture, Syndicate-Work, Exercise | CCOE SME (T&E) |
| | | | | | | | | | 10 | NATO's contribution to the Comprehensive Approach (CA) | Introduction, Aim, Levels, NATO's contribution to CA, Targets, Guiding principles, Role of the Military, Best Practice (L/L/L), Summary | What is Comprehensive Approach (CA), NATO's contribution to CA, NATO's understanding of CA principles | Aim and Purpose of CA, NATO's contribution to CA, Challenges of comprehensiveness | Comprehensiveness is a constant topic during the second week; included in role play |
| | | 5c. | Write a CIMIC report | 32 | CIMIC Reporting | Introduction, Aim, Information Management, Knowledge Development, CIMIC related databases f.e. GeoSt, CIDNE, relief-web, CIMIC's contribution to other databases, HOTO, Best Practice (L/L/L), Summary | What is knowledge development, Relationship between KD and intel, The KD process | Aim, Information Management, CIMIC related databases f.e. GeoSt, CIDNE, relief-web, CIMIC's contribution to other databases, HOTO, Best Practice (L/L/L) | Not covered during second week | Existing databases (e.g reliefweb, one response, etc) | HOTO Plan, Briefing | Relevance, Accuracy | ADL-Lecture, Lecture | CCOE SME (IKM/CIC) |
| | | | | | | | | | 9 | Influencing of civil movements | Introduction, Aim, Restraints and constraints, Civilian mass movements de-confliction, Legal aspects, Summary | Civilian mass movement from a military point of view, civilian mass movement de-confliction, movement coordination plan | Not covered during first week | Influencing civil movements is a constant topic during the second week; included in role play and main topic to focus on during practical application |
| | | 5c. | Write a CIMIC report | 32 | CIMIC Reporting | Introduction, Aim, CIMIC Reporting and Tracking System (CRTS), CRTS Concept, Color Codes, CIMIC Operational Overview, CIMIC-Report, Command-Level Briefing Tool, Summary | Key characteristics for any CIMIC reporting, CIMIC Reporting and Tracking System (CRTS), CRTS Concept | CIMIC reporting and tracking system (CRTS), CRTS concept, Color codes, CIMIC report, Command-level briefing tool | Vignet F3a | TTP 1 | Critical factor checklist, All factor list, CIMIC report, CIMIC operational overview, Minimum standards, Command Level Briefing Tool applied | Accuracy, Relevance, Scenario | ADL-Lecture, Lecture, Exercise | Syndicate Coach and/or CCOE SME (T&E) |

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| 5 | Use skills in order to improve the Civil Military Interaction. | 5d. | Contrast IO, GO, NGO and LN | 15 | Civil actors (IO, GO, NGO and host nation) | Introduction, Humanitarian principles, IOs, GOs, NGOs, UN Office of the Coordination of Humanitarian Affairs, (UNOCHA), International Committee of the Red Cross (ICRC), Selected Examples of GO and NGO, Legal framework, Best practice (L/LL) / Mission experience, Summary | Humanitarian principles, IOs, GOs, NGOs, local actors, military support to civil actors, key UN policies and guidelines, the UNOCHA perspective | International Office for Migration (IOM), The International Committee of the Red Cross (ICRC), Selected Examples of GO and NGO, Legal framework, Best practice (L/LL) / Mission experience. Different presentations by invited organisations. | Different civil actors are included in the role play | AJP 3.4.9 CIMIC, Guidelines on the use of foreign military and civil defense assets in disaster relief, UN Civ/MI coordination officer handbook, UNOCHA CMCOORD guidelines, Oslo-Guidelines | Present an overview of civil actors in the mission area | Relevance, Behavior, Scenario | ADL-Lecture, Video, Lecture, Panel Discussion, Role Play, Exercise | CCOE SME (T&E), Representatives IOM, UNOCHA, ICRC, NGO |
| | | 5e. | Engage Key Leaders | 16 | Introduction: Interdisciplinary relations (InfoOps, PsyOps and PA) | Introduction, Aim, Key Leaders, preparation of the environment, desired effects, preparation, execution, de-briefing, reporting reengaging, Best practice (L/LL) / Mission experience, Summary | Not covered in ADL | Introduction, Aim Info Ops, PsyOps, PA, KLE, preparation of the environment, desired effects, preparation, execution, de-briefing, reporting reengaging, Best practice (L/LL) / Mission experience | Info Ops, Psy ops and public affairs are constant topics during the second week | MC 422/2 Information Operations | Understanding of the relevance of Info Ops, Psy Ops and Public Affairs | Relevance, Scenario | Lecture, Exercise | CCOE SME (T&E), |
| | | | | 19 | Strategic Communication | Introduction, Aim, Key Leader Engagement, Operational and tactical impact of KLE, Evaluation, Reporting, Sending and placing key messages, Best practice (L/LL) / Mission experience, Summary | What is Strategic Communication | Not covered during first week | Place key messages throughout KLEs | NATO Strat Com policy | The student understands the goal of strategic communication and shows the ability to place key messages throughout KLEs | Preparation, Execution, Reporting | ADL-Lecture | CCOE SME (T&E) |
| | | 5f. | Advocate CIMIC related issues | 5 | Comprehension of the civil dimension | Introduction, Aim, Civil Dimension, Comprehension Impact, Summary | Cooperation with civil actors, IO, GO, NGO, local actors, military support to civil actors | Phases of a conflict, the civil environment, civil population, civil authorities, civil organizations, humanitarian principles, cluster approach, spectrum of interaction, why to cooperate | Civil dimension is covered in the scenario and role play | AJP 3.4.9 CIMIC, Civ/MI Guidelines and References for complex emergencies, CIMIC Quick Reference Guide | Understanding of the relevance and the impact of the civil dimension | Content, Relevance, Behavior | ADL-Lecture, Lecture, Role Play | CCOE SME (T&E) |
| | | | | 4 | NATO CIMIC | Introduction, Definition, Aim, Purpose, Historical background, References and publications and documents, Strategic context, CIMIC in mission theatres and operations, Core functions of CIMIC, Summary | The approach to NATO CIMIC, Historical background, Definition and application of NATO CIMIC, Aim and Purpose of NATO CIMIC, The core functions of NATO CIMIC, General NATO CIMIC documents, NATO CIMIC TTP's | NATO CIMIC components, NATO CIMIC physical resources, training and education, NATO CIMIC definition, the core functions of NATO CIMIC, tasks, principles, joint functions, CIMIC counterparts, CIMIC in mission theatres and operations | NATO CIMIC is a constant topic during the second week | AJP 3.4.9 CIMIC, CCOE CIMIC Field Handbook, CIMIC Quick Reference Guide | Understand the context of CIMIC | Content | ADL-Lecture, Lecture, Exercise | CCOE SME (T&E) |
| | | | | 6 | CIMIC Assets, TTPs and tasks | Introduction, Aim, CIMIC Assets, TTPs, Tasks for CIMIC assets and required capabilities, Command and control (C2) relationships, Summary | Operational focus, physical CIMIC resources, general tasks and capabilities, CIMIC operator capabilities and competences | CIMIC TTPs | CIMIC Assets and TTPs are a constant topic during the second week | TTP 2 | Proposal of an ideal CIMIC structure, Assignment of CIMIC related tasks and responsibilities | Content, Execution | ADL-Lecture, Lecture | CCOE SME (T&E) |
| | | | | 7 | NRF requirements | Introduction, Aim, CIMIC doctrinal linkage, CIMIC responsibilities within NRF, CIMIC capabilities, Force generation issues, Deployment groupings, CIMIC support units, G9 operating procedures, Summary | Definition of NRF and its basic elements, possible roles of CIMIC in NRF, spectrum of NRF scenarios with possible CIMIC involvement, CIMIC responsibilities / capabilities and operating procedures in NRF | Not covered during first week | Not covered during second week | TTP 7 | Awareness of the NRF specialties and is able to apply to the NRF related CIMIC requirements | Content | ADL-Lecture | CCOE SME (T&E) |
| | | | | 8 | CIMIC Symbols | Introduction, Aim, Affiliation, CIMIC Symbols, Additional Symbols, Summary | Aim, Affiliation, CIMIC Symbols, Additional Symbols | Not covered during first week | Not covered during second week | TTP 9 | Be aware of the existing CIMIC symbols | Content | ADL-Lecture | CCOE SME (T&E) |
| | | 5g. | Assess the impact of military activities on the civil environment | 29 | Establish a CIMIC assessment, analysis and estimate | Introduction, Aim, CIMIC assessment of the civil environment, CIMIC contribution to the HQ assessment process incl. MoEs and MoPs and CIMIC reporting (R2), Best Practice (L/LL) Mission Experience, Summary | CIMIC supports joint assessment, Key characteristics for any CIMIC assessment, MoEs / MoPs, CIMIC assessment of the Civil Environment | CIMIC assessment of the civil environment, CIMIC contribution to the HQ assessment process incl. MoEs and MoPs | Vignet F3a, Vignet F5d | AJP 3.4.9 CIMIC, TTP1, CCOE CIMIC Field Handbook | Assessments IAW Reference | Accuracy, Consistency, Relevance, Continuity, Cooperativeness, Timeliness | ADL-Lecture, Lecture, Syndicate Work, Exercise | CCOE SME (T&E) |
| | | | | 31 | Counter Insurgency | Introduction to COIN, CIMIC role in COIN environment, Best practice (L/LL) / Mission experience, Summary | Introduction to COIN | Introduction to COIN, CIMIC role in COIN environment, Best practice (L/LL) / Mission experience, Summary | Not covered during second week | COIN doctrine | Understanding of COIN and the role of CIMIC in a COIN environment | Accuracy, Relevance, Timeliness, Scenario | ADL-Lecture, Lecture | CCOE SME (T&E/CIC) |
| | | 5h. | Be aware of humanitarian concepts and principles | 15 | addressed in LO 5, EO 5d | addressed in LO 5, EO 5d | addressed in LO 5, EO 5d | addressed in LO 5, EO 5d | addressed in LO 5, EO 5d | addressed in LO 5, EO 5d | addressed in LO 5, EO 5d | addressed in LO 5, EO 5d | addressed in LO 5, EO 5d | addressed in LO 5, EO 5d |
| | | 5i. | Provide support to civil actors | 28 | CIMIC's contribution to associated and other concepts | Introduction, Aim, CEP, HNS, MAHE: CMCOORD; CA; Support to civil actors, CIMIC contribution, Summary, Best practice (L/LL) / Mission experience | Introduction, Aim, CEP, HNS; MAHE: Civil Affairs (CA); Civil Military Operations (CMO) | Not covered during first week | Not covered during second week | CIMIC Field Handbook, CEP, HNS, MAHE-Concepts | Be aware of associated concepts | | ADL-Lecture, Lecture | CCOE SME (CIC) |
| | | | | 5 | addressed in LO 5, EO 5d, 5f, 5g | addressed in LO 5, EO 5d, 5f, 5g | addressed in LO 5, EO 5d, 5f, 5g | addressed in LO 5, EO 5d, 5f, 5g | addressed in LO 5, EO 5d, 5f, 5g | addressed in LO 5, EO 5d, 5f, 5g | addressed in LO 5, EO 5d, 5f, 5g | addressed in LO 5, EO 5d, 5f, 5g | addressed in LO 5, EO 5d, 5f, 5g | addressed in LO 5, EO 5d, 5f, 5g |
| | | 5j. | Establish a CIMIC Centre | 26 | CIMIC Centre | Introduction, Aim, Functions, CIMIC centre as a part of the liaison structure, Establishing a CIMIC centre, Potential challenges, Best practice (L/LL) / Mission experience, Summary | Definition and purpose, key functions, principles for establishing a CIMIC centre, Key factors when establishing a CIMIC centre | Potential challenges, Best practice (L/LL) / Mission experience | Vignet F2a, Vignet F2b | TTP 5 | Established and operate a CIMIC centre | Timeliness, Cooperativeness, Behavior | ADL-Lecture, Lecture, Exercise, Role Play | CCOE SME (T&E) |
| | | | | 5k. | Run a CIMIC Centre | | | | Vignet F2c | | | | | |
| 6 | Manage CIMIC related projects. | 6a. | Identify the need of a project | 27 | CIMIC Projects | Introduction, Aim, Project characteristics, Project stages, Legal framework, Summary, Best practice (L/LL) / Mission experience, Summary | Project characteristics, Project stages, Legal framework, Best practice (L/LL) / Mission experience | Project characteristics, Project stages, Legal framework, Best practice (L/LL) / Mission experience | Vignet F6b, Vignet F6d | TTP 8, CCOE CIMIC Field Handbook, CAP Facilitation Kit (2009), DFID QIP Handbook | Project proposal, project assessment checklist | Timeliness, Cooperativeness, Relevance, Impact | ADL-Lecture, Lecture, Syndicate-Work, Exercise | CCOE SME (T&E) |
| | | 6b. | Define the end state of a project | | | | | | | | | | | |
| | | 6c. | Monitor a project | | | | | | | | | | | |
| | | 6d. | Execute a project | | | | | | | | | | | |
| | | 6e. | Evaluate a project | | | | | | | | | | | |