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SUBJECT: **CIVIL MILITARY COOPERATION AND CIVIL MILITARY  
INTERACTION TRAINING REQUIREMENTS ANALYSIS  
REPORT**

DATE: 2019

REFERENCE(S): A. BI-SC Education and Training Directive 075-002, dated 06  
September 2016.  
B. P0(2015)0440-AS1, NATO CIMIC & CMI Strategic Training  
Plan, dated 1 Sep 2015.  
C. 7000/TSC-TTX-0400/TT-150782/Ser: NU 1094, NATO CIMIC &  
CMI Training Requirements Analysis, dated 13 Nov 2015.

1. **General.**

a. As per References A and B, the second Training Requirements Analysis (TRA) on NATO Civil-Military Cooperation (CIMIC) and Civil-Military Interaction (CMI) was conducted from 18-20 December 2018. With this NATO CIMIC & CMI TRA report, Reference C. is no longer a validated document for NATO CIMIC & CMI Education and Training (E&T).

b. The NATO CIMIC & CMI TRA was conducted in order to examine the NATO CIMIC & CMI training landscape for the NATO Command Structure (NCS) and the NATO Force Structure Headquarters (NFS HQs). The NATO CIMIC & CMI TRA aims to unify and synchronize E&T related to CIMIC & CMI, by identifying the right E&T required and to set the conditions to provide flexible, adaptive and high quality CIMIC & CMI E&T, that can fulfil all NATO E&T requirements through an institutionalized approach to find the most collaborative, effective, efficient and affordable training solutions possible.

c. In addition to purely NATO CIMIC & CMI Education and Training (E&T) requirements, this TRA also covers NATO Civil Preparedness requirements.

d. The cross cutting topics, as identified in the AJP-3.19 (Allied Joint Doctrine for Civil-Military Cooperation), are not in detail addressed in this NATO CIMIC & CMI TRA report, assuming they are covered by other disciplines within Global Programming. The identified cross cutting topics are:

- (1) protection of Civilians;
- (2) children and armed conflicts;
- (3) women, peace and security;
- (4) cultural property protection;
- (5) building integrity.

e. This NATO CIMIC & CMI TRA report lists the NATO E&T requirements for which NATO E&T is likely to be required. Any NATO E&T must be considered as complementary to the national E&T. Therefore, it does not cover CIMIC & CMI competencies for which NATO member and partner Nations are responsible.

## 2. **NATO CIMIC & CMI Governance Structure.**

a. **Requirements Authority (RA).** SACEUR appointed SHAPE ACOS J9 CIMIC Division as the RA for CIMIC & CMI to collect current and future NATO CIMIC & CMI E&T requirements.

b. **Department Head (DH).** The CIMIC COE (CCOE) acts as the DH. It is the institution with CIMIC and CMI expertise, able to overview, coordinate and synchronize the NATO CIMIC and CMI E&T solutions.

c. **HQ SACT DCOS Joint Force Development (DCOS JFD).** DCOS JFD is responsible for directing, coordinating, accrediting and certifying education and individual training, as well for managing collective training and exercises. DCOS JFD is also responsible for the overall coordination and management of Global Programming.

d. **E&T solution providers.** NATO E&T requirements are answered by E&T solutions that satisfy the identified performance gaps, efficiently using NATO Education and Training Facilities (NETFs), NATO accredited Centres of Excellence (COEs), NATO recognized Partnership Training and Education Centres (PTECs), NCS and NFS HQs, National Training Institutions (NTIs) from NATO nations and ETFs from partners and Non-NATO Entities (NNEs).

3. **Aim.** The aim of this NATO CIMIC & CMI TRA was to identify training gaps, potential duplications and redundancies through an analysis of the NATO CIMIC & CMI discipline related target audience and existing E&T opportunities.

4. **Purpose.** The purpose of the NATO CIMIC & CMI TRA is to collect and share information on validated NATO E&T requirements and E&T opportunities across all NATO CIMIC & CMI E&T activities, in order to provide a holistic training landscape. The analysis and the overview provide a more comprehensive solution on how to structure NATO E&T over the long term.

5. **Objectives.** HQ SACT, the RA and the DH agreed on a list of specific objectives for the NATO CIMIC & CMI TRA:

- a. Initiate the development of holistic NATO E&T solutions for all personnel who will undertake NATO CIMIC & CMI discipline related functions within the current and future NCS/NFS and other NATO entities, on the Political/Military, Strategic, Operational and Tactical levels;
- b. Collect and map E&T opportunities currently offered;
- c. Match the E&T opportunities with the NATO E&T requirements in order to avoid duplication, redundancies and identify training gaps;
- d. Establish the NATO CIMIC & CMI E&T programme under the auspices of the RA and the DH.

6. **Methodology.** The NATO CIMIC & CMI TRA workshop took place at the CCOE from 18-20 December 2018. The chosen methodology for the NATO CIMIC & CMI TRA workshop was plenary discussions. The participants in the NATO CIMIC & CMI TRA workshop were representatives from SHAPE, HQ SACT, HQ JFCBS, HQ JFCNP, HQ LANDCOM, HQ MARCOM, MND-SE, CCOE, FINCENT, SWEDINT and MPSOTC.

7. **Results.** In accordance with Reference A, the result of the NATO CIMIC & CMI TRA is presented in detail by level and sub-level, divided into functional areas with their related NATO specific performance statements and the required proficiency level. The performance statements, once agreed, were matched against the existing E&T opportunities and were colour-coded, based on; matched solution, partial solution, no solution (gap) status, or no training applicable. The detailed outcome of the NATO CIMIC & CMI TRA is documented in Annex A.

8. **Findings:** (See Annex A)

- a. For the Political-Military level, there are no individual training solutions identified. The collective training solution is the NATO Crisis Management Exercise (CMX).
- b. Overall for the CIMIC & CMI community within the NCS and NFS HQs, the CIMIC & CMI individual and collective training solutions are available and well connected.
- c. For the Civil Preparedness functional area, there are no individual training solutions identified. To cover the collective training requirements, the existing NATO exercises need to be adjusted to capture the Civil Preparedness E&T requirements.
- d. The ADL 143, NATO CIMIC & CMI Awareness Course (NCAC), is a pre-requisite for all CCOE and NATO School Oberammergau provided CIMIC & CMI courses.

e. The ADL 143, NATO CIMIC & CMI Awareness Course (NCAC), is also proposed as a stand-alone solution, but is not as such advertised in the Education and Training Opportunities Catalogue (ETOC). The old version of the CMI-CM-11701, NATO CIMIC Field Worker Course (NCFWC) and the NATO CIMIC Staff Worker Course (NCSWC) in ETOC needs to be updated accordingly.

f. The NATO E&T requirements for the Cross Cutting Topics are not yet synchronized with the other E&T disciplines (MC2PS, Gender, and Building Integrity).

9. **Recommendations.** The following is a list of agreed-upon recommendations in order to provide a more comprehensive view to structure NATO CIMIC & CMI E&T in the long term.

a. Close the identified gaps (red boxes) and fix the shortfall areas by applying DH-led Training Needs Analyses (TNAs), to adjust the existing individual and collective solutions and for the development of new solutions. (See Annex A.)

b. Analyse further in detail the identified shortfalls (yellow boxes) to adjust existing opportunities and to avoid duplications and redundancies. (See Annex A)

c. It is recommended that the RA synchronizes the NATO E&T requirements for the Cross Cutting Topics with the other E&T disciplines (MC2PS, Gender in Military Operations, and Building Integrity).

d. The DH to synchronise solutions amongst the other disciplines, in order to fill the identified gaps and avoid potential cross-functional redundancies or duplications.

e. Education and Training facilities are encouraged to upload their relevant E&T opportunities into the ETOC, and keep the course data up-to-date.

f. Nations are encouraged to adequately educate and train personnel assigned to a NATO position.

g. Nations are encouraged to use the ETOC offered interoperability E&T opportunities, to satisfy their national E&T requirements and responsibilities.

h. The DH to conduct an Annual Discipline Conference (ADC) for NATO CIMIC & CMI E&T, with all stakeholders to review requirements, integrate lessons identified, prioritize E&T efforts, etc. The purpose of this conference is to address two aspects: To update the status of solution development and to provide information on upcoming changes in the Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities and Interoperability (DOTMLPFI) spectrum so that the concerned institutions can anticipate change. This information is used by the DH to prepare the Discipline Alignment Plan (DAP) (which includes the E&T Programme: the up-to-date status of requirements and solutions) for submission to DCOS JFD.

10. **Other Areas for Further Work.**

- a. Since there is a significant amount of time and work involved in filling gaps and refining partial solutions, the RA needs to set the priorities.
- b. The results of the analysis should have a direct effect on the update of job descriptions in terms of the NATO E&T requirements of personnel who are preparing to report to a NATO organization for duty.
- c. New and transformative means of educational delivery should be explored, alongside traditional residential delivery. Blended approaches, modelling & simulation, virtual reality and synchronous delivery represent potentially large opportunities for monetary savings for NATO and Nations in terms of reducing travel and per diem requirements, as well as potential improvement in the educational experience. The DH is encouraged to explore these elements of E&T transformation with the appropriate institutions.
- d. For more information about NATO training, visit TRANSNET, our website on the following link: <https://portal.transnet.act.nato.int/Pages/home.aspx>.

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ANNEXES:

A. NATO CIMIC & CMI E&T Programme

DISTRIBUTION:

External-

NATO UNCLASSIFIED  
Releasable To PfP, ICI, MD, PatG

Action:

SHAPE J7  
CIMIC COE

Information:

SHAPE COS

List II: ACT Commands

List VIII: NATO Accredited Centres of Excellence (COEs)

List IX: Partnership Training and Education Centres (PTECs)

List X: NCS

List XI: NETFs

List XII: Other Entities

List XIV: Graduated Readiness Forces (land)

List XV: NATO HQ

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