



# NATO CIMIC STAFF WORKER COURSE (NCSWC)

NCFWC 02/20: 5<sup>th</sup> to 16<sup>th</sup> October 2020  
Motta di Livenza (Italy)

## Course Description

<b>1. Bottom Line Up Front</b>										
NATO CIMIC Staff Worker Course (NCSWC) is a new educational architecture which allows students to attend a modular course through an initial Advanced Distributed Learning module (M1.2) and a final residential phase (M2.2 and M4).										
<b>2. Description</b>										
The NCSWC is conducted in parallel with the NATO CIMIC Field Worker Course (NCFWC). Prior to the course, students are to attend <u>on-line</u> an initial ADL warm-up module (M1.2). Then, during the first week, Field Worker & Staff Worker students will jointly attend a common phase based on <b>e-learning</b> lectures and syndicate work (M2.2). The third and final stage is the 2 <sup>nd</sup> residential week, focused on field training experiences/lessons learned followed by a 3 days field training exercise based on a complex crisis in a failed State (M4). <u>NCSWC is an evolution of the previous NCBC and tailored to the requirements of NATO and UN CROs, Peace Keeping and modern operational environments.</u> NCSWC provides students the opportunity to increase their CIMIC knowledge and practical skills through Syndicate work as well as better experience the CIMIC operator's job at tactical/operational level from a staff perspective.										
<b>3. Aim of the Course:</b>										
<u>Primary purpose:</u> To enable military participants to accomplish the complete range of <b>Staff Level CIMIC activities</b> across the full spectrum of military engagement in a modern operational environment. <u>Secondary purpose:</u> to create awareness for those organizations and individuals who have a vested interest in CIMIC activities.										
<b>4. Course Architecture:</b>										
<table><tr><td><b>NCFWC</b></td><td><b>NCSWC</b></td></tr><tr><td><b>M1.2</b> ADL</td><td><b>M1.2</b> ADL</td></tr><tr><td><b>M2.2</b> Basic</td><td><b>M2.2</b> Basic</td></tr><tr><td><b>M3</b> Field Level</td><td><b>M4</b> Staff Level</td></tr></table>	<b>NCFWC</b>	<b>NCSWC</b>	<b>M1.2</b> ADL	<b>M1.2</b> ADL	<b>M2.2</b> Basic	<b>M2.2</b> Basic	<b>M3</b> Field Level	<b>M4</b> Staff Level	<u>Modular structure:</u> - 1 <sup>st</sup> step: ADL Module (M1.2) is mandatory and needs to be successfully completed <b>on-line</b> by the students before the NCFWC residential part (in common with NCFWC); - 2 <sup>nd</sup> step: Basic Module (M2.2) <b>e-learning</b> , basic CIMIC knowledge, classrooms lectures + syndicate work (in common with NCFWC); - 3 <sup>rd</sup> step: Field level (M4), residential, field training exercise dedicated to NCSWC; <u>Modular entry:</u> 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. One of the following and additional pre-requisites must be met: Attendance of the NCBC (courses before 2006 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.	
<b>NCFWC</b>	<b>NCSWC</b>									
<b>M1.2</b> ADL	<b>M1.2</b> ADL									
<b>M2.2</b> Basic	<b>M2.2</b> Basic									
<b>M3</b> Field Level	<b>M4</b> Staff Level									
<b>5. Type of Application:</b>		<b>6. Location</b>								
Class studying, syndicate work and a 3-days field exercise.		MNCG HQs – via Riviera Scarpa, 75 31045 Motta di Livenza (Italy)								
<b>7. Course Dates &amp; Working hours (residential phase):</b>										
<b>NCFWC 02/20: 5th to 16th October 2020</b>		08.00-16.30 from Monday to Thursday 08.00-12.00 on Fridays								
<b>8. Applications:</b>										
Return the application form plus the Questionnaire (available @ <a href="http://www.cimicgroup.com">www.cimicgroup.com</a> ) not later than:  <b>30<sup>th</sup> Aug. 2020</b>  to: <a href="mailto:cj7@cimicqs.nato.int">cj7@cimicqs.nato.int</a> ;										

Note: "first come, first served" policy applies; nevertheless, Course Director maintains overall responsibility on student selection process in accordance with NATO and MNCG priorities. The submission of an application does not guarantee a place in the course.

### 9. Tuition fee:

Full course Tuition fee is:

- € 200 for military & civilian MoD personnel coming to MNCG contributing Nations;
- € 300 for remaining personnel.

M3 Module Tuition fee only:

- € 100 for military & civilian MoD personnel belonging to MNCG contributing Nations;
- € 150 for remaining personnel.

It includes transportation from and to airport/railway-station on arrival and departure days (see paragraph 20), course materials, group photo, shuttle service from/to hotels<sup>(\*)</sup>, social ice-breaker, coffee breaks, stationery, admin and protocol support, use of training facilities and a shared internet access point in the classroom.

<sup>(\*)</sup> only from hotels listed by MNCG

**N.B.: No sponsorship programs are available for this course.**

### 10. Coordination:

**Additional info can be requested to:**

<ul style="list-style-type: none"> <li>- LTC Bruno BENEDEUCE</li> <li>- Phone: 0039 0422 280 115</li> <li>- E-mail: <a href="mailto:bruno.beneduce@cimicgs.nato.int">bruno.beneduce@cimicgs.nato.int</a></li> </ul>	<ul style="list-style-type: none"> <li>- CWO Antonio COLIA</li> <li>- Phone: 0039 0422 280 130</li> <li>- E-mail: <a href="mailto:cj7@cimicgs.nato.int">cj7@cimicgs.nato.int</a></li> </ul>
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### 11. Subjects Covered:

<ul style="list-style-type: none"> <li>- ADL warm up;</li> <li>- Catch up on <b>NATO CIMIC Policy and Doctrine</b> – NATO CIMIC Forces;</li> <li>- NATO contribution to <b>Comprehensive approach</b> to CROs;</li> <li>- <b>Governance and Development</b> dynamics;</li> <li>- CIMIC Interaction with <b>Civil Dimension</b>: Social and Economic Systems;</li> <li>- <b>Cross Cultural Competence</b> and <b>Gender awareness</b> as key CIMIC Operational tools;</li> <li>- Human terrain and atmospherics;</li> <li>- CIMIC interrelations with PSYOPS /INFOPS / Public Affairs;</li> <li>- Working with <b>Language assistants</b>, training and techniques of employment;</li> <li>- CIMIC meetings;</li> <li>- <b>Communication/Negotiation</b> principles and techniques applied to the Civilian and Military Interaction context;</li> </ul>	<ul style="list-style-type: none"> <li>- International Law of Armed Conflicts (IHL);</li> <li>- IO, NGOs and GOs landscape by civil actors;</li> <li>- <b>Liaison</b>, principles and techniques to engage IO, NGOs and GOs;</li> <li>- Establishment of the Extended Liaison Matrix;</li> <li>- <b>Assessment</b> and reporting of CIMIC information;</li> <li>- Use of interpersonal communication skills across all levels of engagement;</li> <li>- CIMIC <b>projects</b>;</li> <li>- CIMIC contribution to the Comprehensive Operational <b>Planning Process</b>;</li> <li>- Contribution to the <b>Information Management</b> and Common Operational Picture;</li> <li>- Evaluation and Management of CIMIC activities;</li> <li>- CIMIC Field work and contribution to the Force Commander <b>Decision Making Process (DMP)</b>;</li> <li>- CIMIC field experiences from ISAF and UNIFIL missions;</li> <li>- Field Training Exercise based on a complex crisis in a failed state.</li> </ul>
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### 12. Methodology:

<p>Theory:</p> <p>Formal/informal lectures of 50 minutes aimed at the second and third cognitive level of instruction.</p>	<p>Practice:</p> <p>Syndicate work in the form of a discussion / exercise covering the daily subjects.</p> <p>Field training exercise.</p>	<p>External contributions:</p> <p>Guest Speakers</p> <p>Guest Instructors</p>
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### 13. Learning Objectives:

<p>Upon completion of the course students must be able to:</p> <ul style="list-style-type: none"> <li>- Handle CIMIC doctrine and associated concepts.</li> </ul>	<ul style="list-style-type: none"> <li>- Establish a Liaison Matrix architecture to maximize networking capabilities with civil actors</li> <li>- Interact with the civil dimension making use of</li> </ul>
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<ul style="list-style-type: none"> <li>- Describe the CIMIC capabilities currently existing in NATO;</li> <li>- Perform the full range of the CIMIC activities at Staff level in support of the Force Commander's mission: Liaison with Civil dimension, CIMIC assessments, Knowledge &amp; Info management, Comprehensive Planning, etc;</li> </ul>	<ul style="list-style-type: none"> <li>communication and negotiation principles &amp; techniques;</li> <li>- Cooperate with the military staff making using integrated procedures also together with communication &amp; negotiation principles.</li> </ul>
<b>14. Pre-requisites</b>	
<ul style="list-style-type: none"> <li>- The nominees should be military (<b>OR9 and above</b>) or equivalent civilian personnel who are or will be appointed to a CIMIC Staff assignment at tactical or operational level. The course is also open to civilians, who are or will be Staff workers within a civilian Organization that might co-operate or interact with NATO forces.</li> <li>- <b>The ADL module must have been successfully accomplished to be eligible for the residential phase</b> (Details about the ADL account will be forwarded together with the confirmation message);</li> <li>- Cost-effectiveness: Maximum number of students is 25 and the minimum is 15. These numbers are considered sufficient for answering current NATO training needs in this domain;</li> <li>- <b>English language proficiency</b> as depicted below IAW STANAG 6001: <b>SLP (3/3/3/2);</b></li> </ul>	
<b>15. Personal Qualifications</b>	
<ul style="list-style-type: none"> <li>- Course is open to NATO, Partnership for Peace, Mediterranean Dialogue, Istanbul Initiative personnel and Civilian personnel with a vested interest in Civilian and Military Coord Issues;</li> <li>- Military attendees must have attended a military school / academy: Priority 1 will be given to military personnel assigned or selected for assignment to a CIMIC or CIMIC related appointment in a deployed NATO HQ or unit - Priority 2 will be given to military personnel assigned or selected for assignment to a CIMIC or CIMIC related appointment in a static NATO HQ or unit; Priority 3 will be given to military personnel assigned or selected for assignment to a CIMIC or CIMIC related appointment in a National HQ or unit.</li> <li>- Civilian students should have a comparative degree of education: Priority 1 will be given to IOs/GOs/NGOs Representatives.</li> <li>- <b>Any other application will be scrutinized on a case by case base. CVs are encouraged to support the selection process. No sponsorship programs exist for this course.</b></li> </ul>	
<b>16. Assessment &amp; Grading Policy:</b>	
<p>All participants are expected to uphold the following classroom requirements:</p> <ol style="list-style-type: none"> <li>1. Active participation in class and all group work assignments;</li> <li>2. On - time attendance of all sessions (waivers authorized by the Course Director);</li> <li>3. A multiple choice test based on the Course content will be held during the course.</li> </ol> <p><b>The final grading list will be issued by the Course Director based on the score of the ADL course, the outcome of the final test (multiple choice, based on the Course content and the student performance evaluated by the Instructors.</b></p>	
<b>17. Accommodation:</b>	
<p>Unless different agreements apply, Hotel booking remains a student responsibility. MNCG Protocol Office (<a href="mailto:protocol@cmicgs.nato.int">protocol@cmicgs.nato.int</a>) can assist the booking process, providing a list of Hotels which grant special fares to MNCG students. <b>The Hotels listed by MNCG Protocol Office will be connected to the course premises by a free daily shuttle bus.</b></p> <p>Italian military personnel will be accommodated in Barracks Quarters unless differently requested;</p>	
<b>18. Dress Code:</b>	
<ul style="list-style-type: none"> <li>- Combat uniform for military personnel, smart casual/casual for civilians.</li> <li>- On the last day military personnel is allowed to attend the course in civil clothes.</li> </ul>	
<b>19. Security Clearance:</b>	
<p>The Course content is non sensitive info releasable to course attendees.</p>	
<b>20. Transportation:</b>	

- Travel arrangements and costs are a student responsibility, including visa arrangement procedures for non EU citizens; we recommend you to contact your National Authorities to find out what immigration provision applies to you.
- On the Sunday before the course starts, Military Shuttle buses will be available to transport students to the Barracks / Hotels as follows:
  - Venice Int. Airport departures: h.13:00 and h. 19:00 local time;
  - Treviso Int. Airport departures: h.14:30 and 18:00 local time;
  - Venice/Mestre Railway Station dep. : h: 13:30 and 18:00 local time;
 if requested through the Admin form (check arrangements with MNCG Protocol Office [protocol@cimicgs.nato.int](mailto:protocol@cimicgs.nato.int)).
- Daily Shuttle service from Hotels to the Course premises is provided by MNCG during the course (see para 17)

## 21. Visa Requirements

**Every participant is required to check with his/her country's appropriate authorities whether he/she needs a VISA for entering Italy. No invitation letters can be provided by this HQ;**

## 22. Medical Assistance:

- Medical Assistance is granted free of charge for EU nationals through the European Health Insurance Card or through proper document (contact your own National Health Service).
- Non EU Citizens are advised to stipulate a Medical insurance for the whole period.