

## CIVIL-MILITARY COOPERATION (CIMIC) PRE-DEPLOYMENT AND ORIENTATION COURSES IN EUROPE – PART 1.

In this article I would like to give a short summary about CIMIC pre-deployment and orientation courses available in Europe, and in the European Union at different institutions and training centers. The descriptions are based on some personal experience, also some are collected across interviews from other participants, and of course via open sources, like course catalogues. The aim of the article is to collect the special kind of courses and demonstrate the wide range of similarities as fact of integration and harmonization, but also try to highlight some small differences. I would like to make a short list of institutions, course thematic, lecturers and duration of these courses. There are no scientific result in this article as standing alone, but my wider research area a comparative essey on the European Union member states and compare their relation to Common Security and Defence Policy, their participation in EUFOR (ongoing, military) missions, CIMIC activity and institutions and try to find the similarities and differences.

Recognizing the fact, that a CIMIC activity and the role of CIMIC team and CIMIC liaison officers are became like a „trademark”, CIMIC activity is having an enhanced impact for the peace support operations (PSO). While PSO is unimaginable without cooperation with the civilian environment, CIMIC has to be examined in the complex operational theatre and as an individual element as well. Before deployment CIMIC team members has to be prepared not only for the military context but personal skills, their proper education (that are the CIMIC Courses), their training (exercise participation), their language skills (English) and their capability of using interpreters. CIMIC has an important role in secure the operational environment. I would like to give a short review of these Educational and Training Centers incomplete, across random examples to see, what do these CIMIC courses offer as pre-deployment training for military persons/civilians.

The article contains the below-listed institutions and places:

1. CIMIC Centre of Excellence (CCOE), Enschede, The Netherlands
2. Multinational CIMIC Group (MNCG), Motta di Livenza, Italy
3. Peace Support Operations Training Center (PSOTC), Camp Butmir, Sarajevo, Bosnia and Hercegovina

### 1. CIMIC CENTRE OF EXCELLENCE (CCOE), ENSCHEDE, THE NETHERLANDS.<sup>1</sup>

The main purpose of the courses are to enable participants, Officers and Non-Comissioned Officers (NCOs), in some of the cases also civilians 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 secondary purpose is to create awareness for those organisations and individuals who have a vested interest in CIMIC activities.

The courses help to understand negotiation mechanism across all levels of engagement throughout utilizing meeting and communication techniques, the establishment of a CIMIC Assessment, Liaison Matrix 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 the Civil Military Interaction and contribution to the management of CIMIC activities. Courses can also include procedures and Decision Making Process (DMP), introduction to Information Management and Common Operational Picture, establishment of the Extended Liaison Matrix (ELM) in order

<sup>1</sup> in: <http://www.cimic-coe.org/te/ncfwc.php>, time of download: 135006DEC2012

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to utilize contacts and key leaders identified, the Evaluation and Management of CIMIC activities, the use of Interpersonal Communication Skills across all levels of engagement, and all information to raise cultural/situational and genderawareness.

If the course is part of a modular system, prerequisite can contain an online Advanced Learning<sup>2</sup> entry as well, before the residential course.

Prerequisites for the courses based on the English language proficiency: students must have fluent in STANAG 6001 – listening: good/3, speaking: good/3, reading: good/3, writing: fair. CCOE as North Atlantic Treaty Organisation (NATO) accredited, multinational sponsored, subject matter expertise on CIMIC for both civilian and military consumers. Focuses on the enhanced education and training along with conceptual and doctrinal development. In the course landscape several CIMIC courses are available, mostly each type from twice to four times a year.

a. CIMIC FIELD WORKER COURSE<sup>3</sup>

This type of course has six iterations per year. The duration is two weeks. Maximum twenty-eight seats are available. Tuition fee is 275 Euros for sponsoring nations and 375 Euros for non-sponsoring nations<sup>4</sup>. Focuses of the course: core functions of CIMIC, CIMIC documents, levels of responsibility, „Tactics, Techniques and Procedures” (TTPs), negotiation with interpreters, civil-military interaction, Host Nation Support (HNS), Human Terrain System (HTS), CIMIC Support Unit (CSU), gender and cultural awareness, CIMIC activities, Reporting.

b. CIMIC STAFF WORKER COURSE<sup>5</sup>

This type of course has six iterations per year. The duration is two weeks. Maximum twenty-eight seats are available. Tuition fee is 275 Euros for sponsoring nations and 375 Euros for non-sponsoring nations<sup>6</sup>. Focuses of the course: CIMIC in the framework of governance, development and diplomacy, decision making process, information management, identification of key leaders and contacts, cooperation within the staff, CIMIC Centre and CIMIC Projects, CIMIC relations to other staff functions (LEGAD – legal advisor, POLAD – political advisor, INTEL – Intelligence, MP- Military Police, GA – Gender Advisor etc.), Reporting.

c. CIMIC LIAISON COURSE<sup>7</sup>

This type of course has four iterations per year. The duration is one week. Maximum twenty-four seats are available. Tuition fee is 175 Euros for sponsoring nations and 275 Euros for non-sponsoring nations<sup>8</sup>. Focuses of the course: principles and purpose of CIMIC liaison, coordination architecture, Liaison Officer (LO) activities and work, CIMIC Centre, purpose and characteristics of the meetings, CIMIC Liaison Team (CLT), Liaison matrix, Locally Hired Interpreters (LHI), Liaison with Military Forces, Advice for the Commander (CDR), Reporting.

d. CIMIC FUNCTIONAL SPECIALIST (FS) COURSE

This type of course has three iterations per year. The duration is one week. Maximum twenty-eight seats are available. Tuition fee is 150 Euros for sponsoring nations and 250 Euros for non-sponsoring nations<sup>9</sup>. Focuses of the course:

<sup>2</sup> in: <https://jadr.act.nato.int> is a registry obligated intranet website can join only with official (military, governmental university e-mail address)

<sup>3</sup> in: <http://www.cimic-coe.org/te/ncfwc.php>, time of download: 145006DEC2012

<sup>4</sup> 2012 year fees

<sup>5</sup> in: <http://www.cimic-coe.org/te/ncswc.php>, time of download: 152006DEC2012

<sup>6</sup> 2012 year fees

<sup>7</sup> in: <http://www.cimic-coe.org/te/ncfsc.php>, time of download: 1555006DEC2012

<sup>8</sup> 2012 year fees

<sup>9</sup> 2012 year fees

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principles and purpose of CIMIC liaison, coordination architecture, Liaison Officer (LO) activities and work, CIMIC Centre, purpose and characteristics of the meetings, CIMIC Liaison Team (CLT), Liaison matrix, Locally Hired Interpreters (LHI), Liaison with Military Forces, Advice for the Commander (CDR), Reporting. Main aim is to raise the knowledge about CIMIC and indicate the interconnection between military and civil expertise on different areas.

e. CIMIC HIGHER COMMAND COURSE<sup>10</sup>

This type of course has two iterations per year. The duration is two weeks. Maximum twenty-eight seats are available. Tuition fee is 275 Euros for sponsoring nations and 375 Euros for non-sponsoring nations<sup>11</sup>. Focuses of the course: make the participants (military and non-military as well) familiar with the mechanism of modern conflict situation and humanitarian relief on full spectrum of military engagement. To assess political-military context, to interact with political parties, and the process of planning and evaluation at all levels (Strategic, Joint Force and Component Command Level). Subjects of the course also contain the evaluation of the CIVMIL implications, identification of common interest as field of interaction, evaluation of the impacts, supporting staff synchronisation process, generation of CIVMIL training and education.

At CCOE the number of the students graduated in the period of 2009-2012 years<sup>12</sup>:

- CIMIC Field Worker Course: 96
  - CIMIC Staff Worker Course: 72
  - CIMIC Liaison Module Course: 56
  - CIMIC Functional Specialist Course: 59
  - CIMIC Higher Command Course: 44
- Grand total: 327

## 2. MULTINATIONAL CIMIC GROUP (MNCG), MOTTA DI LIVENZA, ITALY<sup>13</sup>

MNCG Training and Education Branch offers specialized education and training, in order to enhance the general knowledge about CIMIC, and to enable military and civil operators to conduct CIMIC related tasks in different missions and scenarios, while simultaneously contributing to the lessons learned process. CIMIC personnel working in a field or staff position need to have knowledge to be able to execute CIMIC related activities in order to support the commander's mission. Courses are open for different target audiences with different priorities and percentages: military and civilian personnel of MNCG Group, NATO and International Organisations/Non-Governmental Organisations (IOs/NGOs) or Governmental personnel. Instructors are in the CIMIC Instructor support and mobile training team, providing lectures for several courses at different institutions worldwide. About security clearance: the course contents are NATO/European Union unclassified, releasable for course attendees. If the course is part of a modular system, prerequisite can contain an online Advanced Learning<sup>14</sup> entry as well (same as at CCOE), before the residential course. Prerequisites for the courses based on the English language proficiency: students must have fluent in IAW STANAG 6001 – listening: good/3, speaking: good/3, reading: good/3, writing: fair.

<sup>10</sup> in: <http://www.cimic-coe.org/te/nchcc.php>, time of download: 1615006DEC2012

<sup>11</sup> 2012 year fees

<sup>12</sup> Data arrived via e-mail from Mr. Gabor Hangya (CCOE) for the author's request.

<sup>13</sup> in: <http://mncg.org/index.php/en/courses/training-a-education-branch>, time of download: 1915007DEC2012

<sup>14</sup> in: <https://jadr.act.nato.int> is a registry obligated intranet website can join only with official (military, governmental university e-mail address)

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5. évfolyam 2. száma. CIMIC BASIC COURSE<sup>15</sup>

The complete course is two weeks (10 working days / 72 hours) contains seven days of class studying and syndicate work, and three days of field exercise. Tuition fee for MNCG contributing countries is: 300 Euros, for the remaining countries is: 400 Euros. Minimum number of students: 15, maximum of the seats are 25. The primary purpose of the course is to enable military participants to accomplish the complete range of Field and Staff Level (Tactical and Operational) CIMIC activities across the full spectrum of military engagement in a modern operational environment. Secondary purpose is to create awareness for those organizations and individuals who have a vested interest in CIMIC activities. Subjects covered: CIMIC doctrines (NATO, UN), Governance and Development dynamics; CIMIC Interaction with civil dimension: Social and Economic Systems; Cultural and Gender awareness as key CIMIC Operational tools; Human terrain and atmospherics; CIMIC interrelations with PSYOPS and INFOPS; CIMIC meetings; Civil Dimension and Security support to civil agencies. International Law of Armed Conflicts (IHL); IO, NGOs and GOs landscape by civil actors; Assessment and reporting of CIMIC information, CIMIC projects; Advice military staff on various local/cultural aspects to raise cultural/situational awareness. Field Training Exercise based on an imaginary scenario on a complex crisis in a failed state.

b. CIMIC FUNCTIONAL SPECIALIST (FS) COURSE<sup>16</sup>

One week (five working days / 36 hours) course organized in class lectures and syndicate work. Tuition fee for MNCG contributing countries is: 150 Euros, for the remaining countries is: 200 Euros. Minimum number of students: 15, maximum of the seats are 30. Functional Specialists are military or civilian personnel with an expertise in different fields as: Civil Administration, Civil Infrastructure, Humanitarian Affairs, Economy, and Commerce, Cultural Affairs, Sanitary, Water supply, Education. Aim is to provide general understanding of principle tasks, functions and organisation of CIMIC and working framework for Functional Specialist and make him/her capable to fulfil the duty as an element of CIMIC Assets, especially in Crises Response Operations (CRO). Subjects covered: doctrines, organisations and procedure, civil environment, country study, area survey, village profile, operational report, civil sources, planning and implementation of projects, CIMIC skills, field experiences as FS, lead and run of Tactical Support Team, lead and run CIMIC Centre, initiate and develop CIMIC project, support the CDR mission, establish and conduct CIMIC meeting at tactical level.

c. CIMIC LIAISON MODULE COURSE<sup>17</sup>

The complete course is 4 working days – from Monday to Thursday / 32 hours. Tuition fee for MNCG contributing countries is: 120 Euros, for the remaining countries is: 160 Euros. Minimum number of students: 10, maximum of the seats are 20. Course is organized in class lectures and in syndicate work, basically provide former CIMIC Basic Course's participants with knowledge, skills and tools needed to improve their Liaison capabilities. Learning Objective: CIMIC doctrines and TTPs, active listening, reading and comprehension, relation with media, CIMIC Liaison Officer's profile, task and responsibilities, field experience, cultural and gender awareness, communication and negotiation will remain anyhow pivotal in the course curricula.

<sup>15</sup> in: [http://mncg.org/images/PDF/ncbc%20re\\_%20mncg%202012%20course%20description.pdf](http://mncg.org/images/PDF/ncbc%20re_%20mncg%202012%20course%20description.pdf), time of download: 135009DEC2012

<sup>16</sup> in: <http://mncg.org/images/PDF/fsc%20mncg%202012%20course%20description.pdf>, time of download: 135010DEC2012

in: <http://mncg.org/index.php/en/courses/training-a-education-branch>, time of download: 123010DEC2012

<sup>17</sup> in: <http://mncg.org/images/PDF/clm%20mncg%202012%20course%20description.pdf>, time of download: 1350012DEC2012

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5. évfolyam 2. számd. CIMIC MISSION SPECIFIC PRE-DEPLOYMENT COURSE (CMSPC)<sup>18</sup>

The complete course is 3 working days / 24 hours. Tuition fee for MNCG contributing countries is: 120 Euros, for the remaining countries is: 160 Euros. Minimum number of students: 10, maximum of the seats are 20. Aim of the Course: is to ensure personnel deploying to ISAF Afghanistan and Provincial Reconstruction Team (PRT) become familiar with the country's environment. Subjects covered: gender issues, cultural awareness, CIMIC Centre, Afghan law and sharia, TTP's, International Organisations (IO) and Non-Governmental Organisations (NGO) operation on the area of operation (AoO), Assessment working group, case studies and simulations, CIMIC situation awareness in Herat Province, Afghan National Security Forces (ANA, ANP), reporting and chain of command.

e. CIMIC FEMALE ENGAGEMENT TEAM COURSE (FET)<sup>19</sup>

The complete course is 4 working days / 32 hours. Tuition fee for MNCG contributing countries is: 120 Euros, for the remaining countries is: 160 Euros. Minimum number of students: 10, maximum of the seats are 30. Female Engagement Teams (FETs) are battle field enablers who influence, inform and interact with the local population, primarily women, to achieve their Battle Space Owners (BSO) counterinsurgency (COIN) objectives and to build enduring trust, confidence and increased support of COIN. Course is designed to train the appointed Female Engagement Teams (FETs) to provide guidance and direction for implementing coordinated cooperation with local females, and reporting in order to identify lessons learned and best practice. Course material is covered: gender perspective, woman role, prominent women personalities in present day, CIMIC and FET, working with interpreters, field experience from FET Teams, medical best practices and approach for Medical Civil Affairs Program (MedCap).

f. CIMIC AWARENESS COURSE (CAC)<sup>20</sup>

The complete course is 3 working days / 24 hours. Tuition fee for MNCG contributing countries is: 120 Euros, for the remaining countries is: 160 Euros. Minimum number of students: 1, maximum of the seats are 5.

The CAC course is upon specific request on behalf of governmental or eligible organization. There are standard or tailor-made CAC courses according to negotiation. The aim of the CAC is to support transformation, partnership and cooperation goals in CIMIC matter. The benefits are: training requirements are fully met, professionally organized education, best and full updated lectures available, transparent costing includes complete training materials and certificates. CAC represents one of the most important lines of effort in CIMIC cooperation. While CAC is for request, in planning phase (4-12 month prior to execution) there is a feasibility check, decision and an official offer with draft curriculum, costs and technical agreement. In preparation phase (4-6 weeks prior to execution) there is a site survey, the calling up of speakers, and preparation of materials. Last phase is the execution (3 days) when lecturers hold their classes, syndicates work in groups on the case studies, and an evaluation and closing ceremony.

g. CIMIC MOBILE EDUCATION AND TRAINING TEAMS (METT)<sup>21</sup>

The complete course vary: can be 3 working days type / 24 hours or one week type with 36 hours. Tuition fee for MNCG contributing countries is: 120 / 150 Euros, for the remaining countries is: 160 / 200 Euros. The maximum of the seats are 25. There are standard or tailor-made type, details has to negotiated, but open for NATO, Partnership for Peace (PfP), Mediterranean Dialogue (MD) and Istanbul Cooperation Initiative (ICI) personnel and civilians who are interested in humanitarian activities. Aim of the Course: is to support an operational need, provide CIMIC educational awareness to

<sup>18</sup> in: <http://mncg.org/images/PDF/cmspc%20%20mncg%202012%20course%20description.pdf>, time of download: 101016DEC2012

<sup>19</sup> in: <http://mncg.org/images/PDF/fet%20%20mncg%202012%20course%20description.pdf>, time of download: 141016DEC2012

<sup>20</sup> in: <http://mncg.org/images/PDF/cac.pdf>, time of download: 162016DEC2012

<sup>21</sup> in: <http://mncg.org/images/PDF/mett.pdf>, time of download: 215016DEC2012

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the requestors, support transformation goals, access and integration process in CIMIC matter, support partnership and cooperation goals in CIMIC matter. The benefits are: training requirements are fully met, professionally organized education, best and full updated lectures available, transparent costing includes complete training materials and certificates. MATT represents one of the most important lines of effort in CIMIC cooperation. While MATT is for request, in planning phase (4-12 month prior to execution) there is a feasibility check, decision and an official offer with draft curriculum, costs and technical agreement. In preparation phase (4-6 weeks prior to execution) there is a site survey, the calling up of speakers, and preparation of materials. Last phase is the execution (3 days) when lecturers hold their classes, syndicates work in groups on the case studies, and an evaluation and closing ceremony.

At MNCG the number of the students graduated up till now is significant<sup>22</sup>:

- CIMIC Basic Course: 454
- Functional Specialist CIMIC Course: 386
- CIMIC Liaison Module Course: 100
- Female Engagement Team Course: 106
- CIMIC Mission Specific Pre-Deployment Course: 81
- Grand total: 1127

### 3. PEACE SUPPORT OPERATIONS TRAINING CENTER (PSOTC), SARAJEVO, BOSNIA AND HERCEGOVINA

Peace Support Operations Training Center is situated in Camp Butmir, Sarajevo. PSOTC is a basically UK MoD-led (Ministry of Defence, United Kingdom) training and education center for NATO/PfP officers, junior staff and for those civilians who are interested in Peace Support Operations (PSO) and humanitarian operations. The PSOTC is a regional training center, from 2013 lead by Bosnia and Hercegovina<sup>23</sup> (but still retain its international teaching staff – from the United Kingdom, Germany, Turkey, Croatia, Republic of Serbia, Republic of Macedonia).<sup>24</sup> Graduates encompass 27 countries, including from the South Caucasus and Central Asia, and some from the Mediterranean Dialogue countries. The PSOTC work is not only one-way, but across the Mobile Training Team, during 2011, worked in Albania, Montenegro, Serbia, Sweden, Turkey, Kazakhstan and Kyrgyzstan.<sup>25</sup> PSOTC meets with the following goals: maintain physical and intellectual environment which inspires learning, interaction, integration, consensus reaching and creative thinking; integrate into international and regional network of training and education centers; maintain and develop its associations with international and national training and education organizations, centers and academic institutions.<sup>26</sup> The content of the courses is fully in the line with lessons learned and best practices of full spectrum operations (offensive, defensive, stability operations) in a complex environment, where boundaries between conventional, irregular, terrorist and criminal acts are indistinct.

An environment, where that requires a multinational, joint, cross-governmental and inter-agency solutions where the military are likely to operate among the people rather than around the people. These courses, which include practical exercises, are supported by Subject Matter Experts from within the Centre and distinguished Academic Partners worldwide. And another reason to come to PSOTC is to share the real experience of internationality.<sup>27</sup>

<sup>22</sup> in: <http://mncg.org/index.php/en/component/search/?searchword=staff&ordering=&searchphrase=all>, time of download: 222016DEC2012

<sup>23</sup> in: [http://www.psotc.org/index.php?option=com\\_content&task=view&id=5&Itemid=6](http://www.psotc.org/index.php?option=com_content&task=view&id=5&Itemid=6), time of download: 102017DEC2012

<sup>24</sup> in: [http://www.psotc.org/index.php?option=com\\_content&task=view&id=486&Itemid=77](http://www.psotc.org/index.php?option=com_content&task=view&id=486&Itemid=77), time of download: 104017DEC2012

<sup>25</sup> in: [http://www.psotc.org/documents/111013\\_PSOTCcc2012.pdf](http://www.psotc.org/documents/111013_PSOTCcc2012.pdf) p. 3., time of download: 121017DEC2012

<sup>26</sup> in: [http://www.psotc.org/index.php?option=com\\_content&task=view&id=368&Itemid=72](http://www.psotc.org/index.php?option=com_content&task=view&id=368&Itemid=72), time of download: 103017DEC2012

<sup>27</sup> in: [http://www.psotc.org/documents/111013\\_PSOTCcc2012.pdf](http://www.psotc.org/documents/111013_PSOTCcc2012.pdf) p. 3., time of download: 121017DEC2012

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The working language in PSOTC is English and it is English language environment for staff and students. The courses requires NATO STANAG 6001 SLP 3-2-3-2.<sup>28</sup> Courses has NATO and United Nations (UN) accreditation and certification– POTI<sup>29</sup> & COTIPSO<sup>30</sup>, and some of the courses are ECTS<sup>31</sup> compatible (author's comment: ETCS can be an added value for Master or PhD students).

a. PEACE SUPPORT OPERATIONS STAFF NON-COMMISSIONED OFFICER COURSE (PSOSNCOC)<sup>32</sup>

The course is 7 weeks / 36 hours a week. Minimum number of the students: 15, the maximum seats are: 25 (15 AF BiH, 10 international NCOs).<sup>33</sup> PSOTC currently charges only for accommodation and meals and no fee for the course. Course tuition is sponsored by the international partners<sup>34</sup>. (Comment of the author: as far as can be known, from 2013, PSOTC will be led by the Armed Forces of Bosnia and Hercegovina – AF BiH, and there will be course fee). Travel to and from the centre is the responsibility of the course participants. The aim of the course is: to educate and train NCOs in practices, process and deliver skills set that enables them to support staff functions in national posts or multi national employments / deployments in Peace Support Operations. Course subjects includes: essential staff skills, Leadership, Integrity Building and gender equalities, Civil Military Cooperation, Military and Media (M&M), Military English – STANAG 3.3.3.3, Physical Training (PT), Field Exercise with Map Reading Exercise (MAPEX).

b. CIMIC ORIENTATION COURSE<sup>35</sup>

The course is 2 weeks / 72 hours. First week is held in classrooms. Lectures are given by BiH and international lecturers on the first week. Second week is in containers: dividing for two days student's presentations with summary of the lectures, and preparation for exercise in syndicates. These last three days are field work, following an imaginary scenario with role players, interpreters, functional specialists, local authorities, and NGOs. Last day is for the evaluation and final report with creating advise for the commander according to the imaginary scenario played, the distributed background information and documentation, the team and own researches and the (recce) reconnaissance-reports.<sup>36</sup> Minimum number of the students at CIMIC Orientation Course: 10, the maximum seats are: 25 (Officers, NCOs from AF BiH and region, civilians from any related organisation). PSOTC currently charges only for accommodation and meals and no fee for the course. Course tuition is sponsored by the international partners<sup>37</sup>. (Comment of the author: as far as can be known, from 2013, PSOTC will be led by the Armed Forces of Bosnia and Hercegovina – AF BiH, and there will be course fee). Travel to and from the centre is the responsibility of the course participants. The aim of the course is: to familiarize military participants with CIMIC activities at tactical level. Enabling equivalent civilians from IOs/NGOs to achieve a deep understanding of CIMIC from a military point of view. Course subjects: introduction to CIMIC, operating in a CIMIC centre, operating in CIMIC unit, Tactics, Techniques and Procedures (TTPs), CIMIC liaison, civil dimension, working with IO/NGOS, CIMIC assessments (Traffic Light System), legal aspects, conducting of meetings, working with interpreters, negotiation, cultural and gender awareness, role of functional specialist.

<sup>28</sup> in: [http://www.psotc.org/documents/111013\\_PSOTCcc2012.pdf](http://www.psotc.org/documents/111013_PSOTCcc2012.pdf) p.6., time of download: 121517DEC2012

<sup>29</sup> POTI – UN's Peace Operations Training Institute, in: <http://www.peaceopstraining.org/poti/>, time of download: 124007DEC2012

<sup>30</sup> COTIPSO – Certificate of Training in United Nations Peace Support Operations, in: <http://www.peaceopstraining.org/e-learning/cotipso/>, time of download: 124517DEC2012

<sup>31</sup> ECTS – European Credit Transfer System, in: [http://ec.europa.eu/education/lifelong-learning-policy/ects\\_en.htm](http://ec.europa.eu/education/lifelong-learning-policy/ects_en.htm), time of download: 125017DEC2012

<sup>32</sup> in: [http://www.psotc.org/documents/111013\\_PSOTCcc2012.pdf](http://www.psotc.org/documents/111013_PSOTCcc2012.pdf) p.13., time of download: 132017DEC2012

in: [http://www.psotc.org/index.php?option=com\\_content&task=view&id=512](http://www.psotc.org/index.php?option=com_content&task=view&id=512), time of download: 132517DEC2012

<sup>33</sup> in: [http://www.psotc.org/index.php?option=com\\_content&task=view&id=512](http://www.psotc.org/index.php?option=com_content&task=view&id=512), time of download: 141017DEC2012

<sup>34</sup> in: [http://www.psotc.org/documents/111013\\_PSOTCcc2012.pdf](http://www.psotc.org/documents/111013_PSOTCcc2012.pdf) p.24., time of download: 140017DEC2012

<sup>35</sup> in: [http://www.psotc.org/documents/111013\\_PSOTCcc2012.pdf](http://www.psotc.org/documents/111013_PSOTCcc2012.pdf) p.18., time of download: 173017DEC2012

in: [http://www.psotc.org/index.php?option=com\\_content&task=view&id=517](http://www.psotc.org/index.php?option=com_content&task=view&id=517), time of download: 173517DEC2012

<sup>36</sup> By the authors personnel experience, while graduating at the 4-15th June 2012 CIMIC Orientation Course.

<sup>37</sup> in: [http://www.psotc.org/documents/111013\\_PSOTCcc2012.pdf](http://www.psotc.org/documents/111013_PSOTCcc2012.pdf) p.24., time of download: 140017DEC2012

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At PSOTC the number of the students graduated from the opening up till now is: 4138 (residential staff courses, Mobile Training Courses and Seminars included).

The number of the graduated at the above mentioned type of courses, in the period of 2011-2012 years<sup>38</sup>:

- CIMIC Orientation Course: 12
- PSOSNCOE Course: 96
- Grand total: 108

## OVERALL VIEW AND SUMMARY

The institutions I described above with their CIMIC related courses have common elements, and similarities in the lecture structure, and in the field exercise system, but also vary according some tailor-made elements. Unfortunately I did not had the opportunity to visit personally all of the courses and institutions, but the aim of the article was to collect and summarize the vary of the possibilities for pre-deployment CIMIC courses.

Because of the lenght limit the article will be published in two parts, and after the CCOE in the Netherlands, the MNCG in Italy, and PSOTC in Bosnia and Hercegovina, I would like to continue the describing among others with Hellenic Multinational Peace Support Operations Training Center (MPSOTC) in Greece, Hungarian Defence Forces Civil-Military Cooperation and Psyops Operations Center (CMCPOC), and PKOCs (Peace Keeping Operations Center) in Serbia and Bulgaria inside their Military Academy.

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<sup>38</sup> Data arrived via e-mail from Ms. Dejana Pantic (PSOTC) for the author's request.

**HADTUDOMÁNYI SZEMLE****Csilla VARGA****Budapest, 2012.  
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