Table of Content

I. Introduction

1.1. NATO and a comprehensive approach
   1.1.1 Comprehensive approach
   1.1.2 NATO's contribution to a comprehensive approach

1.2 Civil-military interaction
   1.2.1 Levels of interaction
   1.2.2 Civil-military interaction principles

1.3 CIMIC in operations
   1.3.1 Combat
   1.3.2 Crisis response

II. NATO organization and other military actors

2.1 NATO CIMIC
   2.1.2 Fundamentals
   2.1.3 CIMIC core functions

2.2 CIMIC Organization
   2.2.1 CIMIC assets
   2.2.2 Generic staff functions
   2.2.3 CIMIC within naval forces

2.3 Integration/relations
   2.3.1 Strategic communications
   2.3.2 Information operations
   2.3.3 Psychological operations
   2.3.4 Special operations
   2.3.5 Chemical, biological, radiological, and nuclear defence
   2.3.6 Electronic warfare
   2.3.7 Counter improvised explosive devices (C-IED)
   2.3.8 Force protection
   2.3.9 Targeting
   2.3.10 CIMIC input to staff functions
   2.3.11 Staff Advisory Group

2.4 Civil Affairs
   2.4.1 US Civil Affairs (CA) Breakdown “The What, the Who, and the Where”
   2.4.2 US CA core competencies and functions (CCFs – Broken Down) “The How”
   2.4.3 Doctrinal Matchup / Comparison “The Why”

2.5 CIMIC and non NATO military organizations
   2.5.1 European Union (EU) forces
   2.5.2 UN forces

III. Non-military actors

3.1 International Organizations
   3.1.1 United Nations Liaison
   3.1.2 European Union

3.2 International Red Cross and Red Crescent Movement

3.3 Non-governmental organizations

3.4 Governmental organizations

3.5 Law enforcement agencies

3.6 Civil defense organizations

3.7 Local actors and authorities

3.8 Private sector
IV. Knowledge development

4.1 Aim
   4.1.1 Understanding the civil environment
   4.1.2 The knowledge development process overview

4.2 Information
   4.2.1 How to collect
   4.2.2 How to analyse
   4.2.3 How to access
   4.2.4 Knowledge transfer

V. Planning and assessment

5.1 Introduction

5.2 Planning
   5.2.1 Initial situational awareness (Phase 1)
   5.2.2 Appreciation of the environment (Phase 2)
   5.2.3 Operational/tactical estimate (Phase 3)
   5.2.4 OPLAN Development (Phase 4)
   5.2.5 Execution (Phase 5)
   5.2.6 Transition (Phase 6)

5.3 Assessment
   5.3.1 PMESII & Technology, Environment (TE) – ASCOPE
   5.3.2 CIMIC estimate/operations assessment
   5.3.3 Indicator / factor deduction

VI. Execution

6.1 General
   6.1.1 CIMIC activites
   6.1.2 Information sharing
   6.1.3 CIMIC and media
   6.1.4 Working with Interpreters

6.2 Liaison
   6.2.1 Liaison and coordination architecture
   6.2.2 CIMIC centre
   6.2.3 Liaison Officer
   6.2.4 Interpersonal Communication Skills for a meeting

6.3 Reporting
   6.3.1 Reports and returns (R2)
   6.3.2 Working groups

6.4 CIMIC staff and field elements
   6.4.1 Cooperation within the Staff/HQ
   6.4.2 CIMIC contribution to HQ R2/CCIR
   6.4.3 CIMIC contribution to de-confliction of civilian mass movements
   6.4.4 Host Nation Support
   6.4.5 Project management

VII Gender awareness and Cross Cutting Topics (CCT)

7.1 Introduction

7.2 Gender awareness

7.3 Protection of civilians

7.4 Children and armed conflict

7.5 Women, peace and security

7.6 Cultural property protection

7.7 Building integrity
VIII Annex (downloads)

8.1 Annex
8.1.1 Structures/manning
8.1.2 Non-military actors
8.1.3 Risk Analysis
8.1.4 SWOT Analysis
8.1.5 Actors diagram
8.1.6 CIMIC sites of significance
8.1.7 System analysis

8.2 Factsheets

8.3 CCOE “Makes sense” publications

8.4 Reference documents
8.2.1 NATO
8.2.2 UN
8.2.3 US CA

8.5 Templates
8.5.1 Checklist for establishing a CIMIC centre
8.5.2 Checklist for CIMIC meeting
8.5.3 Checklist for an interview
8.5.4 Checklist critical indicators
8.5.5 Reports
8.5.6 Assessments

IX Annex (downloads)

9.1 Definitions
9.1.1 Measures of effectiveness (MoE) and measures of performance (MoP)

9.2 Glossary