



# CIMIC INTERCULTURAL ADVANCED LIAISON COURSE

CIAL 01/23 2 – 6 OCT. 2023

Motta di Livenza (Italy)

## Course Description

### 1. Aim of the Course

The course is aimed to fully engage participants in the complex dimension of the current and more relevant geo-strategic scenarios and to enhance CIMIC personnel skills & capabilities to comprehend the cross cultural dimension of modern Theatres of Operations thus enabling the establishment of a liaison rapport between military actors and the ample complex and cross-cultural domain of non-military actors across the whole area of operation. The course also analyzes the challenges of bridging different professional “cultures” especially when liaising the military dimension to the complex and diverse dimension of the international and national organizations and agencies all committed in the response to a crisis. As this course is considered an advanced educational module, course attendees are required to attend the CIMIC Liaison Course (CLC) prior to applying to the CIAL.

### 2. Description

The CIMIC Intercultural and Advanced Liaison Course (CIAL), built in close cooperation with relevant academic actors, is designed to remain flexible and modular in nature to better adapt to the new constantly and rapidly evolving scenarios. Additionally, the course will also benefit from the experience of subject matter experts who have performed liaison activities in cross-cultural scenarios.

The four, intertwined pillars of this educational tool are:



Educational methodology is based on theoretical lectures aimed to achieve an interactive participation, case study analysis both in the individual and group forms, topic discussion in syndicate groups and plenary sessions, application of techniques through the development of practical exercise in syndicate groups. The student's evaluation will be based upon the results of the practical exercises and a final written test.

### 3. Type of Application:

Class interactive presentations, open guided discussions, syndicate work.

### 4. Location

MNCG HQs – via Riviera Scarpa, 75  
31045 Motta di Livenza (Italy)

### 5. Course Dates & Working hours (residential):

CIAL 01/2 2 – 6 OCT. 2023

08.00-16.30 from Monday to Thursday  
08.00-12.00 on Fridays

### 6. Applications:

not later than: **23<sup>rd</sup> Aug. 2023**

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.



## 7. Tuition fee:

Full course Tuition fee is:

- **€ 150,00** for military & civilian MoD personnel coming from MNCG contributing Nations;
- **€ 200,00** for remaining personnel.

It includes Guest Speakers allowances, course materials, group photo, stationery, admin and protocol support, use of training facilities and a shared internet access point in the classroom.

Transportation from and to airport/railway-station on arrival and departure days (\*), daily shuttle service from/to hotels (\*)(\*\*), social ice-breaker (\*), coffee breaks(\*), will also be included and supported by MNCG.

(\*) if allowed by standing covid19 safety procedures.

(\*\*) only hotels listed by MNCG

## 8. Coordination:

### Additional info can be requested to:

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| <ul style="list-style-type: none"><li>- LTC Vito SAMARELLI</li><li>- Phone: 0039 0422 280 166</li><li>- E-mail: <a href="mailto:vito.samarelli@cimicgs.nato.int">vito.samarelli@cimicgs.nato.int</a></li></ul> | <ul style="list-style-type: none"><li>- CWO Antonio COLIA</li><li>- Phone: 0039 0422 130</li><li>- E-mail: <a href="mailto:antonio.colia@cimicgs.nato.int">antonio.colia@cimicgs.nato.int</a></li><li>- <a href="mailto:cj7@cimicgs.nato.int">cj7@cimicgs.nato.int</a></li></ul> |
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## 9. Subjects Covered:

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| <ul style="list-style-type: none"><li>- NATO challenges and perspective of the current geo-strategic context;</li><li>- Social anthropology Principles;</li><li>- Applied Anthropology (CIMIC implication of building &amp; management of a Social network);</li><li>- Geographical and socio-cultural dynamics;</li><li>- Case study and in-depth analysis on specific Geo Strategic areas – Balkans;</li><li>- Case study and in-depth analysis on specific Geo Strategic areas – Middle East;</li><li>- Case study and in-depth analysis on specific Geo Strategic areas – North Africa and Sahel;</li><li>- Case study and in-depth analysis on other potential specific Geo Strategic areas of interest;</li><li>- Advanced communication strategies and &amp; Negotiation techniques;</li><li>- Communication &amp; Negotiation across intercultural contexts;</li><li>- Intercultural Communication &amp; Negotiation applied to CIMIC context;</li></ul> | <ul style="list-style-type: none"><li>- Intercultural Communication through a Language Assistant;</li><li>- The importance of active listening, from empathy to exotopy;</li><li>- The biological and cultural basis of human behavior;</li><li>- The importance of gestures in different cultures;</li><li>- Understand main factors of stress connected to the specific role. Learn how to discover and handle stress factors;</li><li>- Capability to read own and other emotions, understand and identify the emotional impact during an activity, effectively develop and manage a relation in accordance to the specific context</li><li>- NATO Civil Military Cooperation liaison concept and establishment of a liaison architecture;</li><li>- Understanding the notification system used by humanitarian and development actors and other non-military actors;</li><li>- Liaison between different professional “cultures”;</li><li>- Case studies on cross-cultural liaison in mission areas.</li></ul> |
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## 10. Methodology:

**Theory:**  
Formal/informal lectures of 50 minutes aimed at the second and third cognitive level of instruction.

**Practice:**  
Syndicate work in the form of a discussion / exercise covering the daily subjects.

**External contributions:**  
  
Guest Speakers  
Guest Instructors

## 11. Learning Objectives:

Upon completion of the course students must be able to:

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| <ul style="list-style-type: none"><li>- Define the NATO challenges in the current geo-strategic context;</li><li>- Understand cross-cultural domains in specific geo-strategic areas;</li><li>- Develop an effective liaison and relationship across different human and professional</li></ul> | <ul style="list-style-type: none"><li>- Balance cleverly empathy &amp; isotopy as communication tools;</li><li>- Interact with the civil dimension making use of communication and negotiation principles &amp; techniques;</li><li>- Increase communication and negotiation strategies in cross-cultural environments;</li><li>- Cooperate with the military staff using integrated</li></ul> |
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<p>cultures on behalf of the military contingents;</p> <ul style="list-style-type: none"> <li>- Apply an anthropological model to build &amp; manage a social network;</li> </ul>	<p>procedures together with communication &amp; negotiation principles.</p>
<b>12. Pre-requisites</b>	
<ul style="list-style-type: none"> <li>- The nominees should be military (OR5 and above) or equivalent civilian personnel who are or will be appointed to a CIMIC assignment (liaison) from tactical to strategic level. The course is also open to civilians with a vested interest in civil military liaison and interaction and intercultural communications;</li> <li>- Previous attendance of the CIMIC liaison course or equivalent liaison module;</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>- English language proficiency as depicted below IAW STANAG 6001: SLP (3/3/3/2).</li> </ul>	
<b>13. Personal Qualifications</b>	
<p>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.</p> <p>Civilian students should have a comparative degree of education:  Priority 1 will be given to IOs/GOs/NGOs Representatives.</p> <p>Any other application will be scrutinized on a case by case base. CVs are suggested to help the selection process. No sponsorship programs exist for this course.</p>	
<b>14. 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 outcome of the final test (multiple choice, based on the Course content) and the student performance evaluated by the Instructors.</b></p>	
<b>15. Accommodation:</b>	
<p><b>Hotel booking remains a student responsibility.</b> MNCG can assist the booking process, providing a list of Hotels which grant special fares to MNCG students. <b>The Hotels listed by MNCG will be connected to the course premises by a free daily shuttle bus <sup>(*)</sup>.</b></p> <p>Italian military personnel will be accommodated in Barracks Quarters unless differently requested <sup>(*)</sup>;</p>	
<b>16. Transportation:</b>	
<ul style="list-style-type: none"> <li>- 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.</li> <li>- Special transportation instructions in accordance with the standing covid-19 safety procedures will be issued in due time;</li> </ul>	
<b>17. 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>18. Security Clearance:</b>	
<p>The Course content is: <b>Non sensitive information releasable to the public.</b></p>	
<b>19. Visa Requirements</b>	
<p><b>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;</b></p>	
<b>20. Medical Assistance:</b>	
<ul style="list-style-type: none"> <li>- 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).</li> <li>- Non EU Citizens are advised to stipulate a Medical insurance for the whole period.</li> </ul>	

