



**CRISIS MANAGEMENT AND DISASTER RESPONSE
CENTRE OF EXCELLENCE**

**Customer Catalogue of Services
2015**



NOVEMBER 2014

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Introduction

CMDR COE at a Glance

MISSION

The mission of the Centre is to act as the catalyst for improvement of NATO, Nations and partners capabilities in crisis and disaster response operations through collaborative partnerships.



GOALS

The goals of the Centre are:

- a. To become NATO's transformation hub of expertise in the crisis management and disaster response area;
- b. To enable close cooperation between NATO and International Organisations within the agreed frameworks, in the development of an international collaborative partnership approach to the building of crisis management and disaster response capabilities. This requires the effective application of both military and civilian means;
- c. To apply a comprehensive approach in support of NATO, Nations and partners' military and civil capability building by:
 - Improving knowledge management and developing and sharing analysis and lessons learned;
 - Promoting the effective sharing and application of civil and military best practices in crisis and disaster response operations;
 - Supporting the improvement and application of crisis response measures;
 - Providing education and training to Nations and partners' personnel in line with NATO's crisis management and disaster response policy, Standards, Tactics, Technics and Procedures.
- d. To be an internationally recognized focal point for a Community of Interest in the area of crisis management and disaster response;
- e. To foster continuous self-development of the CMDR COE by conducting results-oriented research, studies, experiments, analysis, education and training, as well as by applying lessons learned and best practices;
- f. To harmonize military and civilian capabilities for conducting exercises and experiments by defining and developing scenarios, programmes and tools in close cooperation with the Community of Interest.

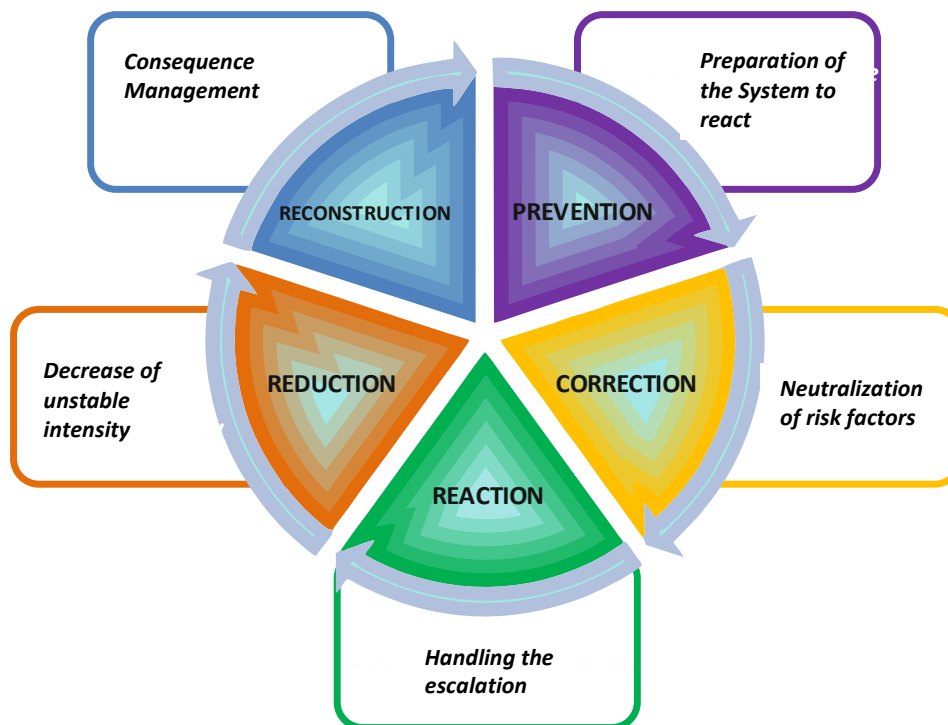
FUNCTIONS AND ACTIVITIES

- a. Serve Nations, NATO and partners' long-term interests by combining efforts, increasing interoperability, standardisation and effectiveness in support of capability development to prepare, predict, prevent and respond to crises and disasters;
- b. Facilitate the Comprehensive Approach and make the best use of combined experience and capabilities of all SNs and CPs;
- c. Provide subject matter expertise and advice on requests pertaining to crisis management and disaster response;
- d. Contribute to doctrine and concept development or related documents in the crisis management and disaster response area for NATO and Nations;
- e. Provide crisis management and disaster response focused education and training to individuals from senior military and civilian leadership to staff level, as well as units and teams;
- f. Provide mobile training teams and subject matter experts to facilitate education and training of national and multinational military and civilian units;
- g. Provide support to the planning and conducting of NATO, Nations, and partners' crisis management and disaster response exercises and experimentation, including the development and validation of scenarios;
- h. Provide a repository for International, National and NATO shared information, analysis and lessons learned in crisis management and disaster response in close cooperation with Joint Analysis and Lessons Learned Centre (JALLC);
- i. In order to perform these functions, CMDR COE will plan, organize and conduct the following activities:
 - Exercises and experiments;
 - Doctrine and concept development workshops and conferences for NATO, Nations and partners;
 - Participate in crisis management and disaster response related committees, boards and working groups;
 - Lessons Learned evaluations and analysis;
 - Academic research and projects;
 - Produce crisis management and disaster response related publications;
 - Other activities as requested and approved by the Steering Committee.

CMDR COE Point of View

NATO understanding of Crisis Management is formulated in MC 400/1 as “Coordinated actions taken to diffuse crises, prevent their escalation into armed conflict and/or contain resulting hostilities if they should result”. This tool (or even machinery) provides decision-makers with the necessary information and arrangements to use appropriate instruments (political, diplomatic, economic, and military) in a timely and coordinated manner.

CMDR COE view the crisis management and disaster response as having 5-tier skeleton:



And a 4-stage process:

PREPARATION – Many organizations spend a lot of time on preparation, and this is time and money well spent. Having processes, plans and capabilities in place will greatly improve the ability to respond and recover.

RESPONSE AND RECOVERY – obviously critical, and CMDR COE see this stage as supported by Communications, Coordination and Collaboration. It requires an effective communications capability that has a wide number of channels (voice, SMS (text), email, WWW, blog/chat and social media such as Twitter and Facebook). Effective Coordination provides the situational awareness to understand who is doing what, how, when and where. Collaboration gives the ability to work together quickly and effectively.

RETURN TO NORMAL - resuming “normality” in most common sense. Who has enough courage to figure out what normality should be after an alteration in the living life that follows a car crash or collapse in a landslide?

and **LESSONS LEARNING** (Obtaining, if you wish) - This is the key to future success. Developing a comprehensive AAR (After Action Report) with details on the crisis, do’s and don’ts from the response and recovery, and ideas for the future will help one organization to prepare for and respond to future crises, and most likely avoid some as well.

Currently NATO defines a crisis as “A national or international situation in which there is a threat to priority values, interests or goals of the parties involved”.

CMDR COE may add as a contribution to the present understanding:

- Each unexpected or expected alteration of an established functional situation caused by activities, events or natural phenomenon with consequences that insist on measures for prevention, handling and overcoming.

Annex A

List of Services

CMDR COE			Service Support Availability	
Area	Catalogue No	Catalogue Item	How we charge	What we charge
Crisis Management and Disaster Response	JIA-ET-2119	<i>Crisis Management and Disaster Response Course</i>	<i>Service Travel Accommodation</i>	<i>Varies</i>
	JIA-ET-2219	<i>Exercise Planners Training Course</i>	<i>Service Travel Accommodation</i>	<i>Varies</i>
	JIA-ET-3319	<i>Crisis Response Operations Planners Professional Development Course</i>	<i>Service Travel Accommodation</i>	<i>Varies</i>
	JIA-ET-4419	<i>Strategic Decision Making for Crisis Response Operations Course</i>	<i>Service Travel Accommodation</i>	<i>Varies</i>
	CMDR COE-26	<i>Interagency Interaction in Crisis Management and Disaster Response Seminar</i>	<i>Service Travel Accommodation</i>	<i>Varies</i>

Annex B

Detailed Service descriptions

Area:	CMDR		Catalogue No	JIA-ET-2119
CRISIS MANAGEMENT AND DISASTER RESPONSE				
Description	<p>The course is theoretically and practically oriented in the following areas:</p> <ul style="list-style-type: none"> • Theoretical, organizational and normative aspects of crisis and emergency management. • Crisis and emergency management tools. 			
Task	Course	Venue:		
Duration	5 days	Time: Sept. – Oct. 2015		
Rationale	<p>Development and conducting of Crisis Management and Disaster Response Course is required by the management need to acquire a new package of capabilities on Crisis Management and Disaster Response, for development a theoretical and practical foundation for status and functioning of the collective and national Crisis Management and Disaster Response Systems, crises and emergencies planning and management.</p>			
Ref Docs	NATO's New Strategic Concept			
Audience	Military rank: OF5-OF7 or civilian equivalent.			
Language	English	Seats: Minimum 15, max. 30		
Fee	€ per diem			
POC:	Director Col Milen Milkov, 359 2 92 24703; 359 88 9520 980 or e-mail milen.milkov@cmdrcoe.org			

Area:	CMDR	Catalogue No	JIA-ET-2219
EXERCISE PLANNERS TRAINING COURSE			
Description	<p>During the course training students have the opportunity to acquire a package of contemporary scientific knowledge on applied problems in the Crisis Management Process with an emphasis of the following areas: modern crises and emergencies theory of different types and management processes in the changed security environment; implementation of new management options for decision making and planning during the crises and emergencies. The course is theoretically and practically oriented in the following areas:</p> <ul style="list-style-type: none"> • Theoretical, organizational and practical aspects of crisis and emergency management planning. • Crisis and emergency management planning tools. 		
Task	Course	Venue:	
Duration	2 days	Time:	
Rationale	<p>The acquired knowledge and skills will help students to assume more responsibility on planners and leading both military and civilian positions during the planning and conducting exercises related to crisis management and disaster response:</p> <ul style="list-style-type: none"> • to manage large complex social systems in crises and emergencies; • to manage critical processes – development of situational awareness and shared common operational picture, qualified decision making for different situations and dynamically changing challenges, risks and threats; • to lead more effectively CMDR planning and capability building; • to utilize the advantage of new technologies and tools that support achieving strategic and information superiority; • to more effectively apply crisis and emergency management plans; • to establish more effective CMDR teams and organizations; • to develop a new organizational culture of the crisis and emergency management process. 		
Ref Docs	NATO's New Strategic Concept		
Audience	Military and civilians, expecting or appointed to take planners, commanders or management positions during the exercises in related area. Military rank: OF5-OF7 or civilian equivalent.		
Language	English	Seats: minimum 15 students, max. – 30	
Fee	€ per diem		
POC:	Course Director Colonel Nikolay Nikolov, 359 2 9224720, 359 88 491 8088, nikolay.nikolov@cmdrcoe.org		

Area:	CMDR	Catalogue No	JIA-ET-3319
CRISIS RESPONSE OPERATIONS PLANNERS PROFESSIONAL DEVELOPMENT			
Description	Education on the professional skills and organizational culture of the crisis and emergency management.		
Task	Course	Venue:	
Duration	2 days	Time:	
Rationale	<p>objectively, accurately and reliably to assess CMDR challenges, risks and threats;</p> <ul style="list-style-type: none"> • promptly to design new creative crisis and emergency management options for decision making and planning; • to make quick CMDR decisions during a substantial uncertainty, time and resource deficit; • to act flexible and adaptive, to manage risks and innovative processes; • to work intensive in changing environment with a chaotic dynamics; • to apply an effective team work based on consensus; • to work effectively in heterogeneous environment, with both civilian and military organizations; • to work in stress conditions, maintaining good psychological stability. 		
Ref Docs	NATO's New Strategic Concept		
Audience	Military rank: OF5-OF7 or civilian equivalent.		
Language	English	Seats: 30	
Fee	€ per diem		
POC:	Seminar Director Col Milen Milkov, 359 2 92 24703; 359 88 9520 980 or e-mail milen.milkov@cmdrcoe.org		

Area:	CMDR		Catalogue No	JIA-ET-4419
STRATEGIC DECISION MAKING FOR CRISIS RESPONSE OPERATIONS COURSE				
Description	<p>The course is created in accordance with Bi-SC 75-7, Education and Individual Training Directive (E&ITD), dated 27 May 2009, following its main phases: Analysis, Design and Development, Internal Evaluation, and Validation. During the first phase, a systematical analysis of the desired outcome based on NATO requirements has been made. After that, the main instructional methods have been defined, instructional guides for instructors and learners, instructional sequencing, and all necessary instructors and learners' materials have been developed. Finally, the appropriate method for data collection and for assessing the analysis, design, development and implementation phases has been developed. The Instructional system design had been developed by CMDR COE and approved by the Ministry of Defence of the Republic of Bulgaria and fully meets the requirements of Bi-SC 75-7. The design consists of five main products: Course Coordination Certificate, New Course Proposal, Course Curriculum, Course Syllabus, and Internal Evaluation Plan.</p>			
Task	Course	Venue: Sofia, BGR		
Duration	5 days, 6 classes per day	Time: January 2015		
Rationale	<p>Conducting of Strategic Decision Making for Crisis Response Operations Course is required by the necessity of establishment of common understanding on Crisis Management Process and Political-Military relations. The aim is the achievement of comprehension and competences enabling to apply solutions to crisis in national or international systems.</p>			
Ref Docs	<p>Allied Command Operations Comprehensive Operations Planning Directive (ACO COPD) - 17 December 2010; NATO Crisis Response System Manual and NATO Crisis Response System Manual NATO Restricted Releasable to PfP; AJP-01(D) Allied Joint Doctrine - December 2010; AJP-3.4(A) Allied Joint Doctrine for Non-article 5 Crisis Response Operations; AC/237 NATO Crisis Response System -D(2012)001; MC 324/2 NATO Military Command Structure, February 2010.</p>			
Audience	<p>Military officers (OF-3/5) and civil equivalent experts from state agencies, regional and national administration with BD or MD, related to the crisis and emergency management.</p>			
Language	English	Seats:		
Fee	€ per diem			
POC:	Seminar Director Col Milen Milkov, 359 2 92 24703; 359 88 9520 980 or e-mail milen.milkov@cmdrcoe.org			

Area:	CMDR	Catalogue No	
INTERAGENCY INTERACTION IN CRISIS MANAGEMENT AND DISASTER RESPONSE			
Description	Consists of three panels, each per day and divided in various topics covering the crisis management and disaster response recent knowledge`s and understandings.		
Task	Seminar	Venue: Sofia, BGR	
Duration	3 days	Time: 8 – 10 June 2015	
Rationale	<p>To facilitate interactions between different international and national bodies and agencies as exchange of information, meetings and sharing of experience.</p> <p>Aim to promote ideas in a way that will advance the common understanding as well as gain points of view that might not have been otherwise considered.</p> <p>An event for all those who work in and around crisis management and disaster response from the civilian and military communities who wish to share opinion and experience, learn from, and meet with interlocutors from around the world.</p>		
Ref Docs	National legislation and administrative documents, procedures, practices etc, concerning CMDR education and training		
Audience	The seminar is open to all civil and military bodies, IOs and NGOs		
Language	English	Seats: Approx. 100-120	
Fee	40€ per diem		
POC:	Seminar Director Col Milen Milkov, 359 2 92 24703; 359 88 9520 980 or e-mail milen.milkov@cmdrcoe.org		

Annex C

Customer Request Form

This form has to be used by Nations and Multinational Organizations for service requests

CMDR COE Customer Request Form

Please fill in your requirements & contact information below
Please return the form to the following email: office@cmdrcoe.org

1. Requestor (National Authority or Name of Organization / Department)

2. Summary of the request

3. Indicative Milestones (Start – End – Key Milestones)

4. Budget Available

5. Type of Service

- | | |
|---|--|
| <input type="checkbox"/> Subject Matter Expertise Provision | <input type="checkbox"/> Mobile Training Team Provision |
| <input type="checkbox"/> Doctrine & Concept Development Support | <input type="checkbox"/> Planning & Conducting Exercises Support |
| <input type="checkbox"/> CMDR Education & Training Provision | <input type="checkbox"/> Lessons Learned Evaluations & Analysis |
| <input type="checkbox"/> Other | <input type="text"/> |

6. Detailed Description of Request (please attach Annexes if needed)



7. Contact Details (POC & National Authority or Name of Organization / Department)

Mr. Mrs. Ms.

Name: _____

Country: _____

Organization: _____

Position and/or rank: _____

Passport No _____

POC: _____ E-mail: _____

CMDR COE Contacts

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MULTINATIONAL COLLABORATION = SMART DEFENCE



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