

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

Customer Catalogue of Services

CMDR COE



**Meet Challenges
Seize Opportunities
Anticipate the Future**

2020

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Introduction

CMDR COE at a Glance

FUNCTIONAL AREA

The CMDR COE's main objective and principle *raison d'être* is to support and contribute to the enhancement of NATO's crisis management and disaster response capabilities, and as a corollary – to improve the Alliance's interoperability. Our education and training activities, research and analyses, concept and doctrine development, experimentation, and lessons-learned make up the Centre's operational toolkit specifically tailored to achieving the afore-mentioned objective. Maintaining our stand as an indispensable expertise and advice provider in the field of crisis management and disaster response is a top priority, and our essential success indicators are the ability to establish and foster collaborative partnerships.

The CMDR COE acts upon Requests for Support (RFS). The gradual but steady increase in the number of RFS from NATO and from the Centre's Sponsoring and Framework Nations bears testimony to the CMDR COE's determination and capability to firmly cement its position at the forefront of research and development on crisis management and disaster response.

We believe in an inclusive, transformative and capable crisis management and disaster response and strive to provide, particularly through constructive partnerships, opportunities for a collaborative collective approach. To anticipate the future means preparing to meet tomorrow's challenges today. Doing this in a cooperative manner only maximizes efforts and minimizes costly waste.

VISION

As enshrined in the CMDR COE Concept (2016), the vision of the CMDR COE is to become an internationally recognized and respected body, which contributes significantly to research on and development of NATO, NATO Nations' and Partners' crisis management and disaster response military and civilian capabilities.



In fulfilling the Centre's vision we combine efforts and provide support with the aim of increasing interoperability and effectiveness, and improving standardisation in

accordance with a comprehensive approach to crisis management and disaster response.

MISSION

The mission of the CMDR COE is to act as a catalyst for the enhancement of NATO, NATO Nations' and Partners' capabilities in crisis management and disaster response operations through collaborative partnerships.

To accomplish the Centre's mission we provide subject-matter expertise and advice on crisis management and disaster response, and contribute to doctrine development and to concept development and experimentation. The education and training opportunities we provide, including through mobile training teams, encompass both civilian and military experts from senior military and civilian leadership to staff level, as well as units and teams.

FUNCTIONS

- a. To contribute to NATO's transformation and to serve in NATO's, Allies' and Partners' long-term interests by combining efforts, increasing interoperability, standardisation and operational effectiveness in support of capability development to prepare, predict, prevent and respond to crises and disasters;
- b. To facilitate the implementation of a Comprehensive Approach and to make the best use of combined experience and capabilities of all SNs and CPs;
- c. To provide, upon request, crisis management and disaster response-related; subject matter expertise and advice;
- d. To support NATO and Allies in the process of doctrine and concept development, as well as in the elaboration of other relevant policy documents, in the crisis management and disaster response domain;
- e. To provide tailored crisis management and disaster response education and training for individuals from the senior military and civilian leadership level to the staff level, including for units and teams;
- f. To further the efforts of the Alliance with respect to gender mainstreaming and the implementation of gender perspectives in all crisis management and disaster response activities;
- g. To dispatch mobile training teams and subject matter experts to facilitate education and training of national and multinational military and civilian units;

- h. To assist in the planning and conduct of NATO's, Allies' and Partners' crisis management and disaster response exercises and experimentation, including in the creation and validation of scenarios;
- i. To serve as a platform information exchange, analysis and lessons learned in crisis management and disaster response, in close cooperation with the NATO Command Structurer and NATO Force Structures.

Annex A

List of Services

CMDR COE				
Area	ETOC No	Catalogue Item	Period	What we charge
Crisis Management and Disaster Response	GEN-GO-25432 NATO APPROVED	Gender Focal Point Course	05 – 07 FEB 06 – 08 OCT	Varies
	ETE-CM-21784 NATO APPROVED	Crisis Management and Disaster Response Course	23 – 27 MARCH	Varies
	Under Auspicious of ESDC	Climate Change and Security Course	21 – 23 APRIL	Varies
	ETE-CM-22007 NATO LISTED	Disaster Management Course	18 – 22 MAY	Varies
	Under Auspicious of ESDC	Disaster Relief in CSDP Context	JULY	Varies
	JPL-OP-31878 NATO APPROVED	Crisis Response Operations Planners Professional Development Course	21 – 25 SEP or 16 – 20 NOV	Varies
	ETE-CM-21785 NATO APPROVED	Crisis Management and Disaster Response Exercise Planners Training Course	19 – 23 OCT	Varies
	ETE-CM-41879 NATO APPROVED	Strategic Decision Making for Crisis Response Operations Course	23 – 27 NOV	Varies
	Conducted together with CIMIC COE	Building Resilience through Civil Preparedness	08 – 10 DEC	Varies

Annex B

Detailed Service descriptions

Area:	Gender in Military Operations	ETOC No GEN-GO-25432 <i>NATO APPROVED</i>
GENDER FOCAL POINT COURSE		
Description	The CMDR COE is dedicating targeted efforts at supporting NATO's gender mainstreaming in the crisis management and disaster response domain. In order to institutionalize gender perspectives in every activity, it is necessary to establish a sound and functioning Gender Advisory Structure consisting of dedicated dual-hatted experts. To adequately prepare gender focal points (GFPs) for their role and responsibilities, and to ensure they provide relevant and practical information, the CMDR COE in cooperation with the Nordic Centre for Gender in Military Operations (NCGM), NATO Department Head for Gender in Military Operations discipline, have been working closely together on developing a GFP course programme.	
Task	Course	Venue: Sofia, BGR
Duration	3 days	Time: 05 – 07 FEB 2020
Rationale	<p>After the course, the trainees will be able to:</p> <ul style="list-style-type: none"> - Provide advice on the integration of gender perspectives in all activities within the chain of commands' / functional area of responsibility; - Discuss CR-SGBV in relation to chain of commands' / functional area of responsibility; - Liaise with external organizations to assist with the implementation of gender perspectives; - Develop working relationships, within own organization, to assist with the chain of commands' integration of gender perspectives; - Maintain functional dialogue with GENAD; - Maintain a monitoring function; - Report on data in reports for integration of gender perspectives; - Contribute to the lessons learned process. 	
Audience	Military officers (OF-2 and higher) and/or civil experts with responsibilities in implementation of gender issues in NATO and nations Crisis Management.	
Language	English	Seats: Minimum 15, max. 30
Fee	€ 200	
POC:	Course Director (CD): CIV Gergana VAKLINOVA, +359 2 92 24 741; +359 88 937 1898 or e-mail: gergana.vaklinova@cmdrcoe.org	

Area:	Crisis Management and Disaster Response	ETOC No <i>ETE-CM-21784</i> <i>NATO APPROVED</i>
CRISIS MANAGEMENT AND DISASTER RESPONSE COURSE		
Description	Building basic knowledge and awareness on NATO Crisis Response fundamentals, NATO Crisis Response System (NCRS), and its complementary elements - NATO Crisis Response Process (NCRP), and Civil Emergency Planning - civil preparedness and resilience in a collective defence and deterrence context, according to NATO “baseline requirements”.	
Task	Course	Venue: Sofia, BGR
Duration	5 days	Time: 23 – 27 MARCH 2020
Rationale	<p>After the course, the trainees will be able to:</p> <ul style="list-style-type: none"> - Describe NATO Crisis Response fundamentals; - Understand NATO’s structure and main CMDR actors; - Describe NATO’s cooperation with relevant IOs and NGOs as part of a Comprehensive Approach (CA) to security; - Describe basic elements and characteristics of NCRP, in particular - Civil Emergency Planning, and Crisis Response Planning; - Explain what is resilience and civil preparedness against current and future threats to security; - Outline NATO resilience baseline requirements and related guidelines for national application; - Work with basic criteria for evaluation of resilience. 	
Audience	Military officers (OF-3 and higher) and/or civil experts with responsibilities to support NATO and nations Crisis Management.	
Language	English	Seats: Minimum 15, max. 30
Fee	€ 200	
POC:	CD: CIV Stanislava KRAYNOVA, +359 2 92 24731; +359 89 369 8423 or e-mail: stanislava.kraynova@cmdrcoe.org	

Area:	Crisis Management and Disaster Response	ETOC No <i>Under Auspicious of ESDC</i>
CLIMATE CHANGE AND SECURITY COURSE		
Description	To enhance awareness of climate change security implications through acquisition of basic knowledge related to global warming as a phenomenon and a security threat multiplier, the main factors which affect the environment, and the impact of climate change on international peace and security in short, mid and long term period.	
Task	Course	Venue: Sofia, BGR
Duration	4 days	Time: 21 – 24 APRIL 2020
Rationale	<p>After the course, the trainees will be able to:</p> <ul style="list-style-type: none"> - Point main climate change characteristics – causes, impacts, scenarios, direct and indirect impacts; - State the main international strategies, policies and actors in the field of Climate Change; - Summarise the nexus between Climate Change and Security considering the impact of climate change on international peace and security, and implications on the military activities; - Point the main EU strategies, policies and actors in Climate Change mitigation and adaptation; - Explain the impact of climate-driven, man-made and natural disasters on security; - Links the main direct and indirect impacts with CSDP/CFSP; - Describe the EU organizational structures, mechanisms and instruments for international cooperation in disaster response, including Union Civil Protection -Mechanism (UCPM), the Integrated Political Crisis Response Arrangements of the Council of the EU and the European External Action Service (EEAS) structures; - Outline the EU integrated approach in early warning and building resilience; - Explain the relevance of co-operation and networking with the various actors in the field. 	
Audience	Civil servants and military from EU Member States and relevant EU Institutions and Agencies.	
Language	English	Seats: Minimum 15, max. 30
Fee	€ 200	
POC:	CD: CIV Siyana MIRCHEVA, +359 2 92 24733; +359 89 449 7585 or e-mail: siyana.mircheva@cmdrcoe.org	

Area:	Crisis Management and Disaster Response	ETOC No <i>ETE-CM-22007</i> <i>NATO APPROVED</i>
DISASTER MANAGEMENT COURSE		
Description	Building basic knowledge on disasters and on the disaster management process and mechanisms, including on disaster risk management, and on the main disaster management stakeholders.	
Task	Course	Venue: Sofia, BGR
Duration	5 days	Time: 18 – 22 MAY 2020
Rationale	After the course, the trainees will be able to: <ul style="list-style-type: none"> - Comprehend definition and classification of disasters; - Comprehend main disaster management terms and definitions; - Describe key disaster management and disaster risk management processes in line with NATO, UN, and EU concepts; - Discern key actors, factors, mechanisms and interactions in disaster management within a context of a Comprehensive Approach (CA); - Understand the role of the military in disaster management. 	
Audience	Military officers (OF-2 and higher) and/or civil experts with responsibilities in disaster management and civil preparedness functional areas.	
Language	English	Seats: Minimum 15, max. 30
Fee	€ 200	
POC:	CD: CIV Iliyana IVANOVA, +359 2 92 24734; +359 89 706 7283 or e-mail: iliyana.ivanova@cmdrcoe.org	

Area:	Crisis Management and Disaster Relief	ETOC No <i>Under Auspicious of ESDC</i>
DISASTER RELIEF IN CSDP CONTEXT COURSE		
Description	Basic knowledge about the impact of man-made, natural and climate driven disasters on the European Security (and in particular on conduct of CFSP/CSDP).	
Task	Course	Venue: Sofia, BGR
Duration	4 days	Time: July 2020
Rationale	<p>After the course, the trainees will acquire knowledge about:</p> <ul style="list-style-type: none"> - EU institutional structures, mechanisms and instruments employed in disaster relief, rescue and humanitarian activities (with emphasis on synchronization of diverse civilian and military CFSP/CSDP assets in disaster response); - Disaster relief operations, from diplomatic and military perspectives; - Comprehensive/integrated approach to crisis management (with emphasis to civ-mil coordination in disaster relief); - EU partnerships and cooperation in terms of policies and practices with stakeholders in the field (UN, NATO, leading humanitarian NGO). 	
Audience	Civil servants and military from EU Member States and relevant EU Institutions and Agencies.	
Language	English	Seats: minimum 15 students, max. – 30
Fee	€ 200	
POC:	CD: CIV Iliyana IVANOVA, +359 2 92 24734; +359 89 706 7283 or e-mail: iliyana.ivanova@cmdrcoe.org	

Area:	Joint Operations Planning	ETOC No <i>JPL-OP-31878</i> <i>NATO APPROVED</i>
CRISIS RESPONSE OPERATIONS PLANNERS PROFESSIONAL DEVELOPMENT COURSE		
Description	Building comprehensive knowledge on NATO Crisis Response and on NATO Crisis Response System (NCRS), with an emphasis on NATO Crisis Response Planning at the strategic and operational level.	
Task	Course	Venue: Sofia, BGR
Duration	5 days	Time: 21 – 25 SEP 2020
Rationale	<p>After the course, the trainees will be able to:</p> <ul style="list-style-type: none"> - Develop a comprehensive understanding of a crisis and of the engagement space through an inclusive and broad PMESII analysis; - Tackle key issues, determine factors, and identify and cooperate with actors bearing influence on crisis response, including through cooperation with relevant international stakeholders, in line with NATO Crisis Response Process (NCRP); - Perform key activities and deliver on key tasks during the operational orientation within NCRP, as defined by NATO's Comprehensive Operations Planning Directive (COPD). 	
Audience	Military officers (OF-3 and higher) and/or civil experts on operational and strategic level with responsibilities to support the decision-making process within their organizations.	
Language	English	Seats: Minimum 15, max. 30
Fee	€ 200	
POC:	CD: COL Dimitar DIMITROV, +359 2 92 24703; +359 89 331 5003 or e-mail: dimitar.dimitrov@cmdrcoe.org	

Area:	Crisis Management and Disaster Relief	ETOC No <i>ETE-CM-21785</i> <i>NATO APPROVED</i>
CRISIS MANAGEMENT AND DISASTER RESPONSE EXERCISE PLANNERS TRAINING COURSE		
Description	Building skills enabling the integration of comprehensive crisis management and disaster response (CMDR) and humanitarian assistance (HA) perspectives in exercise planning.	
Task	Course	Venue: Sofia, BGR
Duration	5 days	Time: 19 – 23 OCT 2020
Rationale	<p>After the course, the trainees will be able to:</p> <ul style="list-style-type: none"> - Within the area of CMDR and HA, develop the concept, aim, and objectives, and identify the training audience and respective responsibilities in support of an illustrative Training / Exercise Specifications (EXSPEC); - Summarize fundamental NATO documents related to CMDR and HA training and exercise planning; - Provide military contribution to CMDR and HA through: Planning and MEL/MIL scripting; Exercise objectives; Conduct and Evaluation; - Explain the main concepts, terms, and definitions in CMDR and HA exercises planning; - Apply the National & International Crisis Response Interagency Framework; - Demonstrate flexible, creative, and adaptive thinking during the exercise planning process. 	
Audience	Military officers (OF-3 and higher) and/or civil experts on operational and strategic level with responsibilities to support the collective education and training.	
Language	English	Seats: minimum 15 students, max. – 30
Fee	€ 200	
POC:	CD: Lt COL Valeri TONEV, +359 2 92 24736; +359 88 947 0189 or e-mail: valeri.tonev@cmdrcoe.org	

Area:	Crisis Management and Disaster Relief	ETOC No <i>ETE-CM-41879</i> <i>NATO APPROVED</i>
STRATEGIC DECISION MAKING FOR CRISIS RESPONSE OPERATIONS COURSE		
Description	To provide participants with extensive knowledge on NATO Crisis Response on the politico-strategic level within a framework of a Comprehensive Approach to security.	
Task	Course	Venue: Sofia, BGR
Duration	5 days	Time: 23 – 27 NOV 2020
Rationale	<p>After the course, the trainees will be able to:</p> <ul style="list-style-type: none"> - Support the development of strategic assessment within the context of NATO's contribution to a Comprehensive Approach (CA); - Assess key issues, factors, and actors influencing crisis management; - Identify cooperation opportunities with relevant international stakeholders within the engagement space with the aim of supporting strategic assessment within NATO Crisis Response Planning; - Assist in SACEUR's strategic military advice development by performing drafting of strategic assessment, while applying the Comprehensive Operations Planning Directive (COPD). 	
Audience	Military officers (OF-3 and higher) and/or civil experts on operational and strategic level with responsibilities to support the decision-making process.	
Language	English	Seats: minimum 15 students, max. – 30
Fee	€ 200	
POC:	CD: COL Dimitar DIMITROV, +359 2 92 24703; +359 89 331 5003 or e-mail: dimitar.dimitrov@cmdrcoe.org	

Area:	Crisis Management and Disaster Relief	ETOC No <i>ETE-CM-41879</i> <i>Conducted together with CIMIC COE</i>
BUILDING RESILIENCE THROUGH CIVIL PREPAREDNESS COURSE		
Description	To provide participants with extensive knowledge on NATO Crisis Management in terms of nations' preparedness and ability to recover quickly and efficiently from crisis and to adapt their systems to the new security environment.	
Task	Course	Venue: Sofia, BGR
Duration	3 days	Time: 08 – 10 DEC 2020
Rationale	<p>After the course, the trainees will be able to:</p> <ul style="list-style-type: none"> - Support the development of strategic assessment within the context of NATO's contribution to a Comprehensive Approach (CA); - Assess the key issues, factors, and actors influencing the civil preparedness to withstand to crisis; - Based on the analysis to identify the gaps and weak points in the national systems, described in the NATO's baseline requirements; - Assist in preparing advice to the national authorities how to improve their resilience. 	
Audience	Military officers (OF-3 and higher) and/or civil experts on operational and strategic level with responsibilities in the civil preparedness functional area.	
Language	English	Seats: minimum 15 students, max. – 30
Fee	€ 200	
POC:	CD: CIV Gergana VAKLINOVA, +359 2 92 24740; +359 89 270 1004 or e-mail: gergana.vaklinova@cmdrcoe.org	

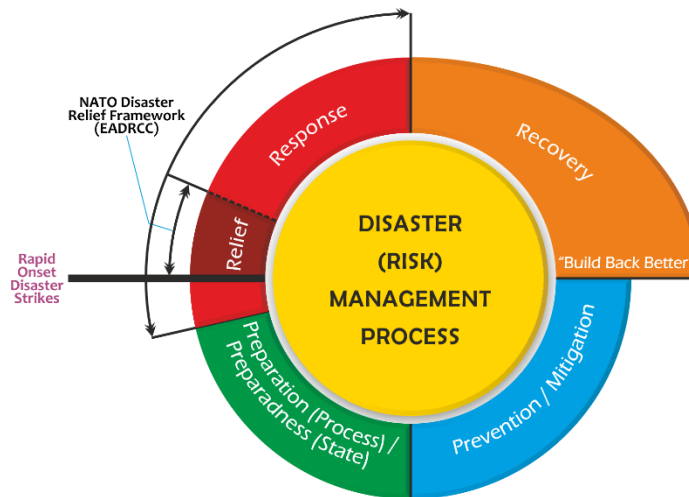
Area:	CMDR	Catalogue No	CMDR COE-5.1
INTERAGENCY INTERACTION IN CRISIS MANAGEMENT AND DISASTER RESPONSE CONFERENCE			
Description	The CMDR COE Annual Conference serves as a platform for information and knowledge exchange and promotes coordination of actions among key stakeholders, both military and civilian, in the CMDR domain. Each year the event addresses specific issues from the latter domain and gathers experts from across NATO Allied and Partner countries.		
Task	Conference	Venue: Sofia, BGR	
Duration	2 days	Time: 3 – 4 June 2020	
Rationale	<p>To facilitate interactions between different international and national bodies and agencies as exchange of information, meetings and sharing of experience.</p> <p>The purpose of the conference is to:</p> <ul style="list-style-type: none"> – Stir dialogue on potential climate change implications on international security and by extension – to the conduct of operations; – Discuss future crisis and disaster response operation from a collaborative comprehensive approach perspective; – Facilitate cooperation between research institutes and governmental and nongovernmental organisations; – Provide participants with the opportunity to share their ideas through the Call for Papers initiative; – Share Lessons Identified/Lessons Learned on Interagency Interaction in CMDR; – Foster a Community of Interest in the CMDR domain. <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	NATO and National legislation and administrative documents, procedures, practices etc, concerning CMDR education and training		
Audience	The conference is open to all civil and military bodies, IOs and NGOs		
Language	English	Seats: Approx. 100-120	
Fee	115 €		
POC:	Conference POC, 359 2 92 24705; 359 88 849 9197 or e-mail plamen.milanov@cmdrcoe.org		

Area:	CMDR	Catalogue No	CMDR COE-5.2
Operations Laboratory (OpsLab)			
Description	<p>Developing an all-hazards approach to threat and risk assessment: guidelines for disaster management are to be drawn up, national approaches are to be developed, cross-sectoral overviews of possible risks are to be established together with overviews of current threats, an initiative on health security is to be developed, and a risk management policy is to be established;</p> <p>Linking the different situation awareness: links between sector-specific early warning and crisis cooperation systems are to be improved, and a proposal for better coordination of unclassified and classified information between NATO and EU institutions and bodies is to be adopted;</p> <p>Developing a CMDR COE Emergency Response Capacity for tackling crisis and disasters (potentially as disaster module or as multi-national capacity in support of national operations or international operations).</p>		
Task	Experiments, Tests, Validations	Venue: Sofia, BGR	
Duration	Through the year	Time: Additional allocated	
Rationale	<p>In the Laboratories is developed a technical architecture capable of supporting and conducting crisis management and disaster response exercises, forecast and analysis, as well as training of decision-makers. It has been established with several federated crisis management and disaster response models, tools and simulations that are unique and enable military and non-military type operations during natural disasters and crises. The intended values added in relation to the project's scopes are to elaborate the theoretical, methodological and technical framework required for the establishment of a holistic crisis decision-making support mechanism, analysis and planning, as well as training and education.</p> <p>Technical architecture includes:</p> <ul style="list-style-type: none"> - MASA SWORD - VBS3 - PITCH Software and tools - IBM Intelligent Operational Centre (C2) - CMDR COE Integrated Operational Environment - Different disaster models (CBRN, Flooding, Wild fire, etc.) - GIS - Other supporting software and tools <p>Support contingency planning</p> <ul style="list-style-type: none"> - Risk Management: <ul style="list-style-type: none"> o Risk assessment - computation of the risk according to local threads, possibilities and developed resilience; o Modelling of disaster events – most dangerous and most probable scenario; 		

	<ul style="list-style-type: none"> ○ Prevention – proposal of specific measures and test of them in virtual simulated environment; ○ Preparedness – training at strategic, operational and tactical level. - Test and Validation of the Response Plan <ul style="list-style-type: none"> ○ War-gaming performed by the computer with all counter measures implemented in advance in virtual model of the environment; ○ War-gaming performed by operator with full access to the procedures and communication in virtual model of the environment;
Ref Docs	National legislation and administrative documents, procedures, practices etc, concerning CMDR education and training
Audience	The Laboratories are open to all civil and military bodies, IOs and NGOs
Language	English Seats: to Labs up to 20 person
Fee	According the tasks
POC:	Laboratory POC, 359 2 92 24705; 359 888 499 197 or e-mail plamen.milanov@cmdrcoe.org

Disaster Management Process

Disaster management process is managerial approach to direct the unacceptable conditions that may appear in certain desired direction in order to achieve new stable/normal security environment/level. Disaster management process, through risk management process, should be considered as an organization of responsibilities for resource management in addressing, before, during and after, of an undesired condition of the security environment that affects/decreases national security level.



Disaster management process could be divided into four illustrative phases – prevention/mitigation, preparation (resulting in response preparedness state), response, recovery.

Prevention/mitigation. Based on risk assessment, which includes risk identification, analysis and evaluation, concrete actions are taken some of the hazards to be prevented. For those that cannot be prevented, the risk level should be decreased to a tolerable level.

Preparation/Preparedness. For all hazards, which risk level above the acceptable one, the government should develop capability and respective coping capacity for achieving a state/condition of disaster response preparedness.

Response phase could be divided into following sub-phases – saving people, providing immediate assistance, assessing damages, ongoing assistance and restoration of essential infrastructural services. It is worth mentioning that the response phase starts before disaster strikes – early warning could be crucial for a disaster or an emergency prevention.

Recovery phase could encompass reconstruction (resettlement and relocation) and rehabilitation (economic and social recovery). Vital for the new normality achieved if to set a state for increasing the national security level, based on lessons learned and using of new disaster management approaches.

Furthermore, disaster management process should be focused on risk assessment (periodically conducted), preparation (based on risk assessment results), prevention/response and revising/rebuilding phase. Disaster management process, per se, is a risk management process as both processes overlap in a complex manner.

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Meet Challenges, Seize Opportunities, Anticipate the Future



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