

# Annual Booklet

2020 - 2021



# Table of Contents

<i>Director's note</i>	1
<i>CMDR COE 5TH Anniversary</i>	2
<i>NATO COEs</i>	4
<i>CMDR COE Organisation</i>	5
<i>CMDR COE Cooperation</i>	6
<i>Chronicle 2019-2020</i>	7
<i>NATO Modelling &amp; Simulation Group 147 (NMSG-147) -</i>	
<i>Final Coordination Conference and Pre-test for Limited Object Experiment</i>	7
<i>Crisis Management and Disaster Response Exercise Planners Training (CMDREPT) Course</i>	7
<i>Balkan Bridges'2019</i>	7
<i>Strategic Decision-Making for Crisis Response Operations (SDMCRO) Course</i>	8
<i>Resilience Through Civil Preparedness Pilot Course</i>	8
<i>Training and Education for Jordanian National Center for Security and Crisis Management</i>	8
<i>NATO Modelling &amp; Simulation Group 147 (NMSG-147) last practical experiment</i>	9
<i>Initial Planning Conference for the Jackal Stone Exercise</i>	9
<i>On-line CMDR COE Conference 2020- The implications of COVID-19 pandemic on security</i>	10
<i>Transatlantic Security Jam: Securing the Post-COVID19 Future</i>	10
<i>A talk on NATO, Cooperative Security and the youth</i>	11
<i>CMDR course in Advanced Distributed Learning Format</i>	11
<i>Internship period completion</i>	11
<i>On-line discussion on the COVID-19 Biological Threat-Military Medical Challenges</i>	12
<i>Coorganization in Exercise for Contingency Plan Development</i>	12
<i>GFP Course Online Iteration</i>	12
<i>International Conference on Environmental protection and disaster risks</i>	13
<i>iHELP Project</i>	13
<i>CMDR COE developed COVID 19 related reports</i>	13
<i>2021 CMDR COE POW Highlights</i>	14
<i>Explaining Crisis</i>	24
<i>Climate Change and Security</i>	25
<i>CMDR Comprehensive Approach - Gender Perspective</i>	26
<i>CMDR COE Ops Labs</i>	27
<i>CMDR COE Courses</i>	30
<i>Strategic decision making for crisis response operations course</i>	30
<i>Crisis management and disaster response course</i>	30
<i>Disaster management course</i>	31
<i>Crisis response operations planners professional development course</i>	31
<i>Crisis management and disaster response exercise planners training course</i>	32
<i>Climate change and security course</i>	32
<i>Gender focal point course</i>	33
<i>Resilience through civil preparedness course</i>	33
<i>CMDR COE Advanced Distributed Learning (ADL)</i>	34
<i>CMDR COE Internship</i>	35
<i>CMDR COE Support Capabilities</i>	36

**MEET CHALLENGES,  
SEIZE OPPORTUNITIES,  
ANTICIPATE THE FUTURE!**

Dear Reader,

## Welcome to the CMDR COE's Annual Booklet 2020 - 2021!

The issue provides a retrospect into a year marked by a global pandemic, which has altered and continues to challenge security paradigms simultaneously introducing new requirements vis-a-vis the methods and means by which comprehensive security is ensured. With this publication we also look into the prospects for the year ahead while being fully cognizant of the challenges before us and standing well-prepared for calibrating our *modus operandi*.

And while the security environment changes at a rapid pace and demands maximum flexibility and adaptive capacity, what remains constant are the continuous efforts to cement and sustain the Centre's position as a primary source of expertise, education and training opportunities, and a pool of good practices and lessons learned in the crisis management and disaster response (CMDR) domain. We have planned an ambitious Programme of Work (PoW) for 2021 aligned with an overall vision of an increased value added to the security and defence sector and particularly to crisis and disaster management. In achieving the latter, we strive to abide by, and also set, ever higher standards of performance especially in light of the CMDR COE's NATO Quality Assurance status.

Now that we are faced with an increased demand for remote, i.e. online, alternatives and solutions for interaction in line with COVID-19 prevention and control requirements, our mission is to continue generating and communicating knowledge and good practices on CMDR and related fields. A key priority in 2020 was the initiation and smooth finalisation of the transfer of our activities to an online environment, while preserving the same high standards for quality and performance which had thus far enabled us to firmly position ourselves as a key stakeholder within the CMDR domain.

In order to fulfil the said transfer in a seamless manner, we initiated a rigorous research into tools enabling the conduct of different types of online learning solutions and also embarked on improving our existing IT and technical capabilities. Our aim was to ensure that E&T needs and requirements we have identified are met and we provide our training audience with a rewarding online learning experience. Simultaneously, we significantly revamped and calibrated our E&T curriculum to ensure that our trainings remain relevant and abiding by the principle of actively engaging the training audience in the creation and transfer of knowledge, irrespective of the medium for delivery.

We also improved the navigation and utility of both our website and our Community of Interest (Col) space to enable an uninterrupted exchange of good practices and knowledge among our valued Col members, while also enabling the continuous expansion of the Community.

We tested our improved technical capabilities in May with the first online Annual Conference on CMDR - an event which gathered a wide variety of participants from across the globe with the aim of deliberating on critical developments within the field.

By the end of the first half of 2020 we had developed two Advanced Distribute Learnings (ADL) on Crisis Management and Disaster Response Exercise Planners and on Crisis Management and Disaster Response. These ADLs will serve as course prerequisite for the online iterations, i.e. for the e-courses, of two of the CMDR COE certified courses of the same name. Furthermore, we developed an ADL specifically tailored to the requirements of the CMDR COE's Gender Focal Point (GFP) course. In September, we also conducted the first e-GFP delivering the course entirely online. We are happy to receive an increased amount of requests for conducting online tailored GFP trainings for NATO and for partner structures and organisations.

We continue to strengthen our partnerships with relevant CMDR stakeholders and to pay particular attention to the academic community in promoting advancements in the field. For instance, the CMDR COE organised in cooperation with the Bulgarian Academy of Science (BAS) an online conference discussing



environmental security challenges in a context of climate change and growing demand for a focus on human security.

We also continue to expand our thematic portfolio. After embarking on studying the implications of climate change on military activities, particularly on the planning and execution of operations and missions in the CMDR domain, we also initiated a project on supporting building integrity in the security and defence sector and have initiated planning on developing a specialised course on the subject in 2021. We also actively monitor, analyse and report on the spread of the novel corona virus,

producing information briefs, which we share with the wider security and defence community through our website, and which are also published on the NATO Lessons-Learned portal.

Alongside broadening our thematic areal, we remain focused on topics essential to ensuring lasting security. COVID-19 has surfaced a painful reality where, despite the existence of political and legal frameworks on the integration of gender perspectives in all spheres of the political, economic and social life, structural changes enabling gender equality have still not taken roots. In a situation of a crisis inequality turns into a threat multiplier exacerbating existing exclusion and discrimination within societies. The lack of proper awareness, particularly at higher political and strategic levels, on the critical role gender perspectives have on increasing societal resilience and improving operational effectiveness is a major setback on the way to achieving sustainable results regarding peace and security. The CMDR COE combines efforts and seeks to bridge cross-cutting and closely intertwined matters promoting a full-spectrum approach to promoting inclusive and resilient societies.

Attaining a capacity to anticipate the intricate interplay of future political, social, technological, economic and environmental challenges, are only possible via long-term adaptation. Fully understanding this imperative, we have introduced a specialised Business Analysis software which facilitates planning and efficient utilisation of resources, particularly in light of our growing level of ambition. We also continue to systematically improve our modelling and simulation capabilities, which have proven particularly useful in the analysis of the spread of the novel corona virus.

During these difficult times of global pandemic, and while abiding by strict prevention and control protocols, the CMDR COE never forgot about the added value of engaging young people in its core work on supporting NATO's transformation and adaptation. Through the CMDR COE's Internship Programme the Centre is capable of selecting the brightest of minds and the most skillful and motivated of young professionals determined to be part of a team transforming challenges to collective security and prosperity into opportunities for a better, smarter, and brighter future. Being an organisation, which supports innovation and manages transformation demands that the CMDR COE nurtures and harnesses knowledge and skills. Therefore, we have been systematically improving our Internship Programme convinced that the transfer of knowledge between and among generations is critical to prosperity and progress. Our ambition is to soon be able to congratulate ourselves with the possibility of introducing a stipend for successful candidates joining our team.

2020 has shown that engaging with the complexity of the security environment requires cooperation and interaction at various levels and by diverse stakeholders. COVID-19 has brought enormous suffering, has strained already limited capacities, at places beyond the point of a bounce-back, and yet - has also shown that we need to bring about a new smarter and more inclusive normal.

We are extremely happy to have managed to stay united in purpose and action despite being physically separated by necessity. And we have worked hard to enable the afore-mentioned synergy - building our team and supporting our work with all the necessary and required equipment so that we stay connected and focused on our common objective - advancing the CMDR COE and continuously improving our role within the ever growing CMDR community of interest.

**NATO UNCLASSIFIED**  
Releasable to NORTH MACEDONIA



**NORTH ATLANTIC TREATY ORGANIZATION**  
**ORGANISATION DU TRAITÉ DE L'ATLANTIQUE NORD**  
HEADQUARTERS, SUPREME ALLIED COMMANDER TRANSFORMATION  
7857 BLANDY ROAD, SUITE 100  
NORFOLK, VIRGINIA, 23551-2490



ENCLOSURE TO  
ACT/JFD/HCEIT/TT+1548/Ser:NU0205  
DATED: 25 JUN 19

## Quality Assurance Accreditation Certificate

The core processes and procedures of the Crisis Management and Disaster Response Centre of Excellence (CMDR COE) were reviewed and identified as being aligned with NATO Quality Standards. Therefore the Institution qualifies for

### UNCONDITIONAL ACCREDITATION

Certificate No: ACT/JFD/HCEIT/TT+1548/Ser:NU

Effective: 20 June 2019      Expires: 20 June 2025

CMDR COE was found to have:

- a. sound internal procedures for the assurance of quality;
- b. procedures that are applied effectively at each level to ensure the quality of education and training;
- c. effective and regular processes of reviewing the curriculum and implementing required changes and enhancements;
- d. accurate, complete and reliable information about its curriculum.

FOR THE SUPREME ALLIED COMMANDER TRANSFORMATION:

A handwritten signature in black ink, appearing to read 'Stefano Vito Salamida'.

Stefano Vito Salamida  
Major General, ITA AF  
Deputy Chief of Staff Joint Force Development

## 5th ANNIVERSARY OF CRISIS MANAGEMENT AND DISASTER RESPONSE COE

Since its accreditation as the 21-st NATO's Centre of Excellence in 2015, the CMDR COE has been incessantly improving its capacity to serve as a hub of crisis management and disaster response expertise within a cooperative Community of Interest in support of NATO's adaptive transformation. Our 2019 Quality Assurance certified by NATO SACT has brought us pride in our progress yet made us ever more cognisant of the responsibility for setting and upholding ever higher standards of performance and achievements.



The CMDR COE's area of responsibility, clearly seen through the lens of the complexity of the present security environment, and the absolute necessity of as comprehensive as possible an approach to tackling challenges, is of critical importance for the Alliance, also forming part of its strategic core tasks. The CMDR COE has solidified its position as a constructive partner and as a valuable tool for enhancing civilian and military CMDR capabilities within NATO, Allies', and Partners' crisis management systems.



During these 5 years, the Centre has generated a wealth of information, has identified lessons-learned, and recorded and shared good practices in an ever increasing effort of improving interoperability and strengthening collaborative partnerships among key CMDR stakeholders. Likewise, the CMDR COE has participated in, hosted, organised, and co-organised an array of events among which its resident courses; workshops; seminars, and conferences. The CMDR COE staff members are continuously building their personal expertise so as to be in a position to confidently share it within our Community of Interest.

Inter alia, the CMDR COE's Education & Training initiatives on resilience; on gender mainstreaming; on climate change; the research products on mass migration, gender equality, and climate change are indicative of the CMDR COE's understanding of the importance of cross-cutting matters within a framework of a comprehensive approach to peace and security. The Centre also successfully capitalises on modern technology having a fully operational modelling and simulation (M&S) laboratory.

Through its Annual Conference on Interagency Interaction, the CMDR COE nurtures collaborative partnerships premised on good practices and constructive exchange.

We are continuously improving our resident course and developing new training solutions, including recently launching our Advanced Distributed Learning platform with courses already open for registration. Our mobile training teams have been involved in a number of exercises and trainings in different countries. We are serving as a Discipline leader in CSDP training for discipline Military Contribution to EU Disaster Response, Humanitarian Assistance and Civil Preparedness.

Over the years, the Centre has established close cooperation within NATO and the EU, noteworthy with the Supreme Allied Command Transformation, SHAPE, the Euro-Atlantic Disaster Response Coordination Centre (EADRCC), the Allied Joint Force Command - Naples, the European Commission's Humanitarian Aid and Civil Protection Department (ECHO), and with other relevant stakeholders such as the US European Command, the George Marshall Centre, US Federal Emergency Management Agency.

With the unwavering support of our Framework and Sponsoring Nations, the CMDR COE stands ready to meet challenges and seize opportunities which to take us ahead on our mission to contribute to shaping better, more inclusive and integrated NATO capabilities.



NATO Centres of Excellence (COEs) are nationally or multi-nationally funded institutions that train and educate leaders and specialists from NATO member and partner countries, assist in doctrine development, identify lessons learned, improve interoperability, and capabilities and test and validate concepts through experimentation. They offer recognized expertise and experience that is of benefit to the Alliance and support the transformation of NATO, while avoiding the duplication of assets, resources and capabilities already present within the NATO command structure.

Coordinated by Allied Command Transformation (ACT) in Norfolk, Virginia (USA), COEs are considered to be international military organizations. Although not part of the NATO command structure, they are part of a wider framework supporting NATO Command Arrangements. The ACT has overall responsibility for COEs and is in charge of the establishment, accreditation, preparation of candidates for approval, and periodic assessments of the centres.

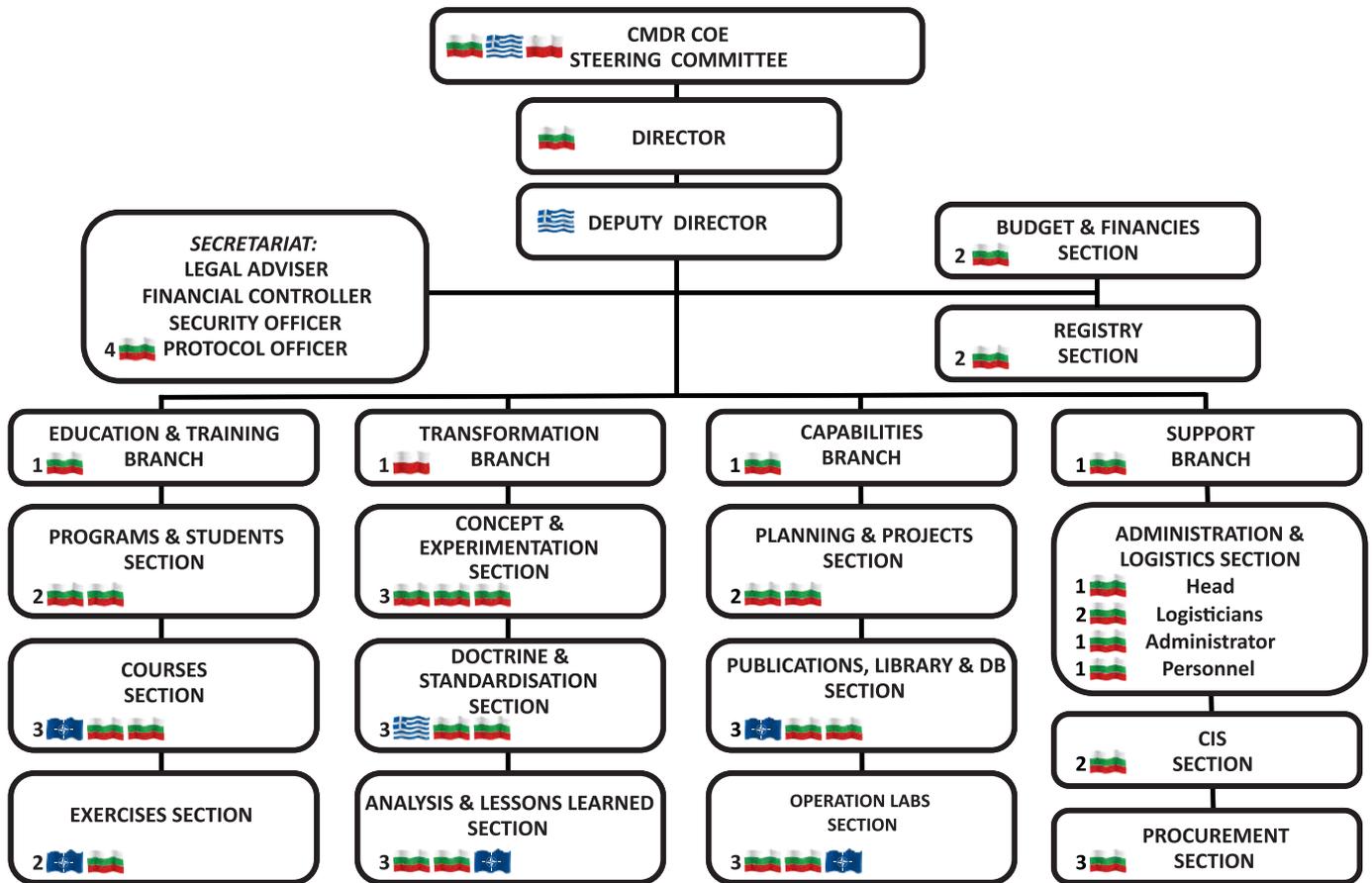


**Role of COEs** NATO COEs generally specialise in one functional area and act as subject-matter experts in their field. They distribute their in-depth knowledge through training, conferences, seminars, concepts, doctrine, lessons learned and papers. In addition to giving NATO and partner country leaders and units the opportunity to augment their education and training, COEs also help the Alliance to expand interoperability, increase capabilities, aid in the development of doctrine and standards, conduct analyses, evaluate lessons learned and experiment in order to test and verify concepts.

NATO COEs work alongside the Alliance even though NATO does not directly fund them and they are not part of the NATO command structure. They are nationally or multi-nationally funded and are part of a supporting network, encouraging internal and external information exchange to the benefit of the Alliance. The overall responsibility for COE coordination and utilisation within NATO lies with Allied Command Transformation (ACT), in coordination with the Supreme Allied Commander Europe (SACEUR).

**COEs Mechanism** There are three different types of participants for NATO COEs: “Framework Nations”, “Sponsoring Nations” and “Contributing Nations”. Generally, a Framework Nation agrees to take on the responsibility of developing the concept and implementation of the COE. In addition, it agrees to provide physical space for the operation of the COE, as well as personnel to run the institution.

Sponsoring Nations contribute financially to the COE and also provide personnel, whose salary they cover. Contributing Nations may provide financial support or some other service that is of use to the functioning of the NATO COE.



## CMDR COE Functions

- 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;
- To facilitate the implementation of a Comprehensive Approach and to make the best use of combined experience and capabilities of all SNs and CPs;
- To provide, upon request, crisis management and disaster response-related; subject matter expertise and advice;
- 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;
- 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;
- 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;
- To dispatch mobile training teams and subject matter experts to facilitate education and training of national and multinational military and civilian units;
- 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;
- To serve as a platform information exchange, analysis and lessons learned in crisis management and disaster response, in close cooperation with the Joint Analysis and Lessons Learned Centre (JALLC).



## FRAMEWORK COLLABORATION AGREEMENT

Between

**Crisis Management and Disaster Response Centre of Excellence**  
Sofia, Bulgaria

And

**Capacity Building International (Institute)**  
Delaware, United States

Crisis Management and Disaster Response Centre of Excellence (CMDR COE), represented by Colonel Orlin Nikolov, who is fully authorized to execute this Agreement in his position as Director of CMDR COE,

and

Capacity Building International (CBI), also known as Capacity Building Institute, represented by Mr. Kyle King, who is fully authorized to execute this Agreement in his position as the Founder of CBI.

## AGREEMENT FOR COOPERATION WITH THE BULGARIAN MINISTRY OF INTERIOR

On October 1, 2019, CMDR COE Director Colonel Nikolov and Mr Mladen Marinov, Minister of Interior of the Republic of Bulgaria signed the Framework Agreement for Cooperation between the two institutions.

The Agreement establishes the legal framework for the Centre to participate in the joint research, development and execution of trainings and educational courses in order to enhance capabilities of the Bulgarian Interior ministry in its areas of interests. This covers any activity, project and programme which will be considered feasible and desirable as subject of mutual consent.

The modes include joint research and development, education and qualification, joint training activities, joint participation in workshops,

seminars and conferences. In addition to stipulating the relevant collaborations, the agreement establishes annual joint meetings as means for determining the engagements in projects including ones from NATO and EU. The agreement will be in force for three years.

## AGREEMENT WITH CAPACITY BUILDING INTERNATIONAL INSTITUTE, USA

The Crisis Management and Disaster Response Centre of Excellence has signed a Collaboration Framework Agreement with the Capacity Building International Institute, based in Delaware, USA.

The idea to enter into such collaboration is in order to promote and facilitate education and training opportunities as well as to cooperate in the fields of emergency/crisis management and disaster response. Areas of agreement cover any activity, project and programme that will be considered feasible and desirable as subject of mutual consent. The modes include joint research and development, education and qualification, joint training activities, joint participation in workshops, seminars and conferences. The agreement will be in force for five years.

## AGREEMENT WITH THE WAR STUDIES UNIVERSITY WARSAW

The Crisis Management and Disaster Response Centre of Excellence has signed a Framework Collaboration Agreement with the War Studies University Warsaw, Poland.

The purpose of this bi-lateral cooperation is 'to promote, facilitate and consolidate the cooperation in education, training, research and development based on the principles of reciprocity and mutual benefit. The areas of agreement cover projects and programmes which will be considered feasible and desirable on either side. Besides the modes of joint research and trainings, educational and qualification curriculum, additionally mentorship or consultancy will be provided in the respective competency spheres.

The agreement with the War Studies University Warsaw will last for five years and if neither of the sides express anything different then it will be extended for another 5-year term.

## FRAMEWORK COLLABORATION AGREEMENT WITH THE BULGARIAN ACADEMY OF SCIENCE

The CMDR COE has signed a Framework Collaboration Agreement with the Bulgarian Academy of Science (BAS) in order to promote, facilitate and consolidate cooperation in education, training, research and development based on the principles of reciprocity and mutual benefit. The areas of cooperation include any activity, project or programme at either Organisation considered feasible and desirable for both side and aimed to further foster and develop collaborative relations.



## 2019 Main Events (Oct-Dec)

### NATO Modelling & Simulation Group 147 (NMSG-147) – Final Coordination Conference and Pre-test for Limited Object Experiment



As a leader of the Modelling and Simulation group 147 (MSG-1747), the CMDR COE organised and concocted the Final Coordination Conference and Pre-test for the scientific and technical Limited Object Experiment (LOE3). The conference was hosted by the JFTC in Bydgoszcz, Poland in the period 7-11 October 2019.

The event's aim was to summarise and analyse the results of the previous conferences and set conditions and prerequisites for the preparation of the concept, scenario, events, incidents and software products for the next project experiment. A Pre-test experiment was successfully conducted in order to facilitate and support the technical process leading to LOE 3.

### Crisis Management and Disaster Response Exercise Planners Training (CMDREPT) Course



From 14 to 18 October 2019 the CMDR COE conducted its Crisis Management and Disaster Response Exercise Planners Training (CMDREPT) Course. It was a unique event, first, because of the variety of participants' nationalities - Afghanistan, Bosnia & Herzegovina, Bulgaria, Colombia, Egypt, Jordan, Romania and Spain. Secondly, because of the variety of organizations represented - from both, the military and civil sectors as well as educational institutions and international organizations. Last but not least, because of the diversity of lecturers, coming from SHAPE (Mons, Belgium), Joint Forces Training Center (Bydgoszcz, Poland), Nicolae Bălcescu Land Forces Academy (Sibiu, Romania), Land Forces Command (Sofia, Bulgaria), General Fire Safety and Civil Protection Directorate at the Ministry of Interior (Sofia, Bulgaria) and from the CMDR COE.

### Balkan Bridges'2019



From 30 September to 4 November, the CMDR COE took part and played an important role in one of the biggest regional multinational computer assisted command and staff exercise, Balkan Bridges'2019 conducted. Almost 200 military and civilian personnel from Albania, Bosnia and Herzegovina, Bulgaria, Greece, Montenegro, North Macedonia, Romania, Serbia and Turkey participated in it.

As a recognised entity in NATO, the CMDR COE involvement in the exercise was tangible and bifold. Primarily the Centre conducted a couple of experiments with its own developed Disaster Management Platform in support of decision makers during the whole Disaster Management Cycle by providing disaster models, simulations, C2 systems, SOP database, etc. Therefore the Centre's experts facilitated the training and education of commanders about

the implications of climate change and natural disasters in operational environment. In addition, the Centre hosted the so-called "White Cell" (simulations of IOs/NGOs/Local Law Enforcement/Media and etc.) of the exercise and provided SMEs for its role plays.

## Strategic Decision-Making for Crisis Response Operations Course



On 18-22 November the CMDR COE conducted its resident NATO APPROVED Strategic Decision-Making for Crisis Response Operations (SDMCRO) Course, which gathered trainees from NATO Allied and Partner nations - Afghanistan, Bosnia and Herzegovina, Bulgaria, Colombia, Greece, Hungary, Jordan, Ukraine, and the United Arab Emirates. In accordance with NATO E&T standards, the course provided trainees with a depth of knowledge (DoK) at level 400, and focuses on NATO Crisis Response on the strategic level within a framework of a Comprehensive Approach to security. The SDMCRO course emphasised strategic thinking as the foundation of decision-making for crisis response operations and provided for interactive engagement and collaboration within the framework of team-works and practical exercises, particularly through the conduct of a strategic game.

## Resilience Through Civil Preparedness Pilot Course



On 10-12 December 2019 the CMDR COE hosted a 3-day pilot course looked into resilience from a multidisciplinary perspective to stimulate creative and critical thinking on specific requirements for NATO. A 28-strong group of military and civilian experts from NATO structures and NATO Allies joined forces in an attempt to increase awareness and create common understanding on, hence - move closer to operationalizing resilience for military contexts. The RtCP pilot course was under an evaluation and NATO accreditation procedure.

## Training and Education for Jordanian National Center for Security and Crisis Management



The CMDR COE provided a Mobile Education and Training Team, which conducted a part of NATO Defense Capability Building Project for Jordan. The National Center for Security and Crisis Management (NCSCM) in Amman, Jordan hosted the workshop for the experts from Jordanian ministries and state agencies on 17-19 December 2020. The event was designed as an interactive training, comprising a theoretical part and tabletop exercise and acquainted the participants with the latest developments within the civil preparedness as a part of the societal resilience. One innovative mechanism that the participants experienced as a result of the table-top exercise, was the simulation of the scenario, providing opportunity to the participants later on to see the practical reflection of their chosen response options to a complex crisis.

In closing remarks, His Excellence the Vice Chairman of NCSCM, Brigadier General Walid Qashha expressed his satisfaction of the CMDR COE support for the capability development process and a desire for the continuation of the fruitful cooperation and collaboration.

## 2020 Main Events (Jan-Sep)

### NATO Modelling & Simulation Group 147 (NMSG-147) last practical experiment and Final Report Development



CMDR COE was proud to announce the successful conclusion of the third and last practical experiment of MSG-147. The precisely planned and organized last experiment was the natural and material representation of the vivid and vital developed concept. In the 5-day event (20-24 January) participated 14 core members of the research group - representatives of Bundeswehr, Military Academy, JCBRND COE and IABG.

For the last four years, CMDR COE has contributed and researched innovative concepts and theory, together with colleagues from universities, government organizations and industry. CMDR COE led key role in the nowadays well recognized project under NATO Science and Technology Organization.



Lately from 17 to 20 February 2020 the NMSG-147 project team worked on preparation of final documentation. It was fruitful process totally concentrated to the most important outcome of the project concept. In addition, it found gaps, achieved conclusions and food for further development. All researches were discussed and documented. The practical results and established tools are significantly beneficial, but the most valuable is the innovative idea of objective risk management and disaster management support. It is a contribution for the NATO, its members and the humanitarian oriented societies.

The Centre has also focused its efforts to several additional projects led by STO:



MSG-163 is dealing with the standard use of HLA and certification process. The CMDR COE participation in this project was provoked by the practical results achieved in the work of the MSG-147 Modeling and Simulations Group, and in particular by CMDR COE in the field of natural disaster modeling and crisis planning support.

MSG-187 is a group led by the CMDR COE and focused on Space Weather Environmental Modelling (SWEM). The importance of the research is grounded by the necessity to know more about the recently defined operational domain - the space. The results will serve to the whole NATO community and the Alliance to achieve superiority in this valuable domain.

### Initial Planning Conference for the Jackal Stone Exercise



CMDR COE hosted the Initial Planning Conference of the exercise Jackal Stone 2020. The event was held from 11 to 13 February 2020 in Brussels Hall of the Centre.

The US EUCOM conducts the exercise annually to ensure its' ability to rapidly response to terrorism related crisis within a specific global are of responsibility. In the year of 2020 was planned to be a counter-terrorism drill focused on utilizing assigned forces in cooperation with US government interagency partners and host nation forces to defeat a specific threat in a rapidly evolving crisis.

## On-line CMDR COE Conference 2020 - The implications of COVID-19 pandemic on security

Adapting to the requirements of a global pandemic, the CMDR COE leveraged on modern technology to transfer its annual Conference on Interagency Interaction in Crisis Management and Disaster Response to an online environment enabling a constructive social interaction on „The implications of COVID-19 pandemic on security“. This was the first time the CMDR COE organised and conducted a live online event, moreover - a Conference, which necessitated quick routine rearrangements and flexibility.

As with its resident annual iterations, the aim of the online Conference was to provide a wide platform for information and knowledge exchange within the CMDR COE's community of interest.

The Conference, jointly organised with the NATO MILMED COE, took place on 14 May 2020 and examined COVID-19 from multiple (military and civilian) perspectives (medical, economic, political, and social, including gender) and disciplines to ensure that a comprehensive and inclusive knowledge of impacts is generated and shared among participants. The larger goal of the Conference was to contribute to a scientific data-and knowledge-based approach to the pandemic, which to inform and strengthen future planning and decision-making for collective recovery efforts.

Some of the topics delivered by participants from Greece, Hungary, Jordan, Italy, Netherlands, Poland and USA included national examples on virus containment measures. Others put accent to the spread of facts and myths about Covid-19 as well as impacts on future missions and security and EAD-RCCs role there. Covered were the implications and opportunities in Emergency Preparedness Cooperation; economic impacts; psychological impacts; COVID-19 from a gender perspective, and education and training solutions during a pandemic.

The Conference, live-streamed on YouTube and Facebook, was followed by more than 1000 accounts from NATO Allied and Partner Nations with an average watch time of 1 h and 15 minutes.



## Transatlantic Security Jam: Securing the Post-COVID19 Future



From 12 to 14 of May experts from CMDR COE participated continuously in a virtual event Transatlantic Security Jam together with colleagues from the NATO Defence College, Friends of Europe, the Center for a New American Security (CNAS), Center for Strategic & International Studies (CSIS) and George C Marshall Center. It was a three-day virtual global brainstorm on international security challenges, hosted by IBM and coordinated by The Partnership for Peace Consortium.

The Security Jam focused on the overarching topic of 'Securing the Post-COVID Future'. This massive global brainstorm was held entirely online for 72-hour nonstop, bringing together hundreds of experts from all over the world, from politics and the military, to civil society organisations and universities, the media and business via written contributions and interactions. It summarized in a report the attitudes, perceptions and innovative ideas of participants on how to secure the Post-Covid future. The jam panels were interacted directly with VIPs and speakers from around the world.

## A talk on NATO, Cooperative Security and the youth



The CMDR COE Director, Colonel Orlin Nikolov participated in an online talk part of the NATO Youth Ambassadors initiative of the Atlantic Club in Bulgaria. On June 3, 2020, he spoke about Bulgaria's role in NATO's cooperative security and crisis management efforts. He emphasised the role of the Alliance in ensuring collective defence through strong cohesion and adherence to shared standards, and exemplified NATO's involvement in the mitigation of COVID-19.

Colonel Nikolov discussed the development of the pandemic and touched upon preliminary lessons identified highlighting that a sound analysis is to be produced to enable long-term targeted and tailored improvements in anticipation and preparedness, particularly in the face of current and new threats and challenges to global security.

## CMDR course in Advanced Distributed Learning Format



The first edition of Crisis Management and Disaster Response 5-day course was delivered in an Advanced Distributed Learning Format within 22 to 26 June 2020 from the virtual studio of the Center.

The aim was to provide the attendees with basic knowledge to NATO Crisis Management, NATO Crisis Response System, its complementary elements - NATO Crisis Management Process, Civil Emergency Planning and Operations Planning and Building Resilience through Civil Preparedness.

The course was virtually attended by representatives of different civil and military structures and institutions from Bulgaria, Greece, Italy, Jordan, Poland, Spain and Ukraine. All the trainees received a profound knowledge

on the Crisis and Consequence Management of CBRN and IED (Improvised Explosive Devices) threats, and in addition, they got the perspective on how the most powerful international organizations contribute to managing disaster response complexity all over the world.

## Internship period completion



Two students from the Rakovski National Defence College delivered presentations in front of CMDR COE audience as to close their internship period (22 June - 3 July 2020). Their scholar papers cover topics

on „The Phenomenon Fake News and COVID-19 Pandemic Crisis“ and „Disasters and Vulnerable Groups of Population“. During the intern period they also took part in the ADL Crisis Management and Disaster Response Course, 22-26 June 2020.

## On-line discussion on the COVID-19 Biological Threat-Military Medical Challenges

On 22 July 2020 the CMDR COE conducted an on-line discussion on „COVID-19 Biological Threat-Military Medical Challenges“. Guest speaker in the event was Professor Rostislav Kostadinov, MD, PhD, DSc from the Medical University of Plovdiv. He covered the following aspects of the crisis: the health risk level, the status of the healthcare systems' resilience, what courses of action could be required - national vs international and what could be the role of Armed Forces in the pandemic response, including the Military Medical Teams Tasks and the way ahead - to find out the most probable scenarios for pandemic development. The discussion has been broadcasted through the CMDR COE YouTube channel.



## Coorganization in Exercise for Contingency Plan Development



As military-scientific organisation, CMDR COE (Centre) is focused on theoretical development of Crisis and Disaster expertise, algorithms and their practical implementation. The focus is on interaction and cooperation between civil and military stakeholders and improvement of the coordination and interoperability. Furthermore, because of the gained experience, knowledge and LL, CMDR COE is capable to support the Regional and Municipality Crisis Response System in the preparation, testing and validation of Contingency Plans.

The CMDR COE Ops Labs technical capabilities (including CMDR IDE) allows also, assessment of the preparedness level of the responsible staff. The aim of the CMDR COE is to develop comprehensive standard procedure applicable and flexible to cover municipalities' needs and requirements in Crisis and Disaster Management. The potential users of such services are all municipalities of the NATO and PfP countries.

A stage in the process of working on this project, the Center will take an active role in the entire cycle of organizing, planning, conducting and analyzing a municipal exercise for protection of the population in case of disasters. The exercise Belene'2021 is planned to be held in the spring of 2021, and will be hosted by the Municipality of Belene, Pleven District.

## GFP Course Online Iteration



Responding and adapting to COVID-19, the CMDR COE swiftly managed to prime its E&T solutions for the requirements of adequate prevention and protection. Thus, on 7 -10 September 2020, the Centre conducted its first synchronous e-GFP course, which remains NATO-approved and meets the same requirements and standards of quality and certification as per its face-to-face version.

The online GFP iteration took trainees from various locations and time zones on a journey from theory to practice in a series of live interactive and instructor-guided meetings, and collective syndicate assignments breakout sessions. Formative and summative assessments were tailored to the specificities of the online environment to enable the transfer of knowledge, good practices and personal experience.

The CMDR COE is pleased to welcome the newly certified GFPs to the growing community of interest on Women, Peace and Security (WPS), and gender in military contexts particularly.

Good luck on your mission to support the integration of gender perspectives within your own organisations thus contributing to larger efforts aimed at achieving gender equality!



The first on-line International Conference on Environmental protection and disaster risks was jointly organized and conducted on 29 and 30 September 2020 by the National Geo information Center (NGIC) of the Republic of Bulgaria and Crisis Management and Disaster Response Centre of Excellence (CMDR COE). Some of the topics were focused on natural hazards and risks, air pollution, climate and health, water resources, human activities and management, biodiversity, biotechnology for environmental management, informatics, remote sensing, high performance computing and GIS for environmental monitoring and management.

The conference received high appreciation by the stakeholders interested in this domain. The papers presented, will be subsequently selected and published within Springer series: „Studies in Systems, Decision and Control“.

## iHELP Project



From the beginning of 2020, the CMDR COE has actively supported the ACT Project Team in development of Intelligent Holistic Emergency Logistics Platform (iHELP) Project. It is a simulation-based Decision Support System that enables emergency response managers to optimize distribution of relief, resources and personnel across a multi mode transportation network in case of disasters and humanitarian crises. The Centre has co-leading role in the development process and has become potential end user of the developed software - iHELP. The project is envisaged to be finalized by the end of 2020.

## CMDR COE developed COVID 19 related reports

The novel COVID-19 pandemic constitutes an unprecedented challenge with very severe socio-economic consequences. We as part of the wider network of NATO arrangements we are committed to do everything necessary, commensurate with our capabilities in support to NATO and partners to meet this challenge. Supporting this endeavour, the CMDR COE has been providing regular weekly COVID-19 report since the onset of the crisis. The Centre analyses the situation in the affected countries on a daily basis and summarizes the information, prepares a weekly (bi-weekly from beginning of July) analysis with suggestions and conclusions. It includes mathematical analysis of the situation related to COVID 19, using a technical platform related to the Crisis and Disaster Management Processes and Climate Change Implications. The respective reports has been uploaded on NATO Lessons Learned Portal (NLLP) in cooperation with Joint Analysis and Lessons Learned Centre (JALLC), which can be used by whole NATO community. The reports are available on the CMDR COE web page.

# 2021 CMDR COE POW Highlights

Srl No	Requestor	Project	Brief description	Start date	End date	CMDR COE POC
1. NATO RFS						
1.1	SHAPE J9	Non-kinetic functional area synchronisation	Concept development for implementation of JALLC recommendations regarding non kinetic functional areas synchronisation.	Jan	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704  LTC Sasho Aleksandrov sasho.aleksandrov@cmdrcoe.org +359 2 92 24742
1.2	NATO / NCGM	Integration of gender perspective into the existing curricula where and when appropriate Community of Interest on Gender, including a METT event	Events related to the CMDR COE GFP course and other events of partner institutions, particularly the NCGM. To account for potentially participating in METTs.	Jan	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704  CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
1.3	"SHAPE J9 "	CIMIC/CMI Steering Committee (SC)	To coordinate all CMI and CIMIC related activities.	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700
1.4	JFTC Training Division	Resolute Support TE 21-1	RS TE is a combined RS HQ and TAAC level Staff and advisory training, preparing soldiers for a mission in Afghanistan.	Jan	Jun	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
1.5	JFTC Training Division	Resolute Support TE 21-2	RS TE is an exercise preparing personnel to be assigned to Afghan mission that is train assist and advise.	Jul	Dec	
1.6	HQ SACT	COE Marketplace	The aim of this event, with the full support of the IS/IMS senior leadership, is to provide an occasion for all national delegates and NATO HQ staff to recognize, understand and embrace the value of the expertise, support and advice, provided by CMDR COE to the Alliance.	Jul	Jul	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700  COL Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
1.7	JFTC Training Division	NATO Mission Iraq TE 21-1	Aim of NMI TE is to educate the Training Audience in the specifics of the mission , to train those assigned to advisory roles and to create condition for team building, The event will offer both academic and practical engagement.	Jan	Jun	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
1.8	JFTC Training Division	NATO Mission Iraq TE 21-2	Aim of NMI TE is to educate the Training Audience in the specifics of the mission , to train those assigned to advisory roles and to create condition for team building, The event will offer both academic and practical engagement.	Jul	Dec	
1.9	SHAPE J9	CIMIC/CMI Working Groups (WG) CIMIC/CMI Community of Interest	To coordinate all CMI and CIMIC related activities, including the harmonisation of CMI and CIMIC conducted in and by the different operational level HQs and to incorporate the lessons learned from ongoing operations into the doctrine revision process.	Jan	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
1.10	NATO/ CCOE	Resilience through Civil Preparedness (exchange of SMEs)	The CMDR COE is dedicating targeted efforts at supporting NATO's efforts to increase resilience in the crisis management and disaster response domain. Responding to an identified gap in the education and training landscape, the CMDR COE and the CIMIC Center of Excellence (CCOE), NATO Department Head for CIMIC/CMI/Civil Preparedness discipline, jointly developed and successfully piloted in DEC 2019 a tailored training and education solution - the Resilience through Civil Preparedness course.	Jan	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703  CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24740
1.11	HQ SACT	Support NATO COVID-19 LL Campaign	Support ACT efforts in regards to the NATO Covid-19 Lessons Learned Campaign.	Jan	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704  COL (OF-5) Rumen Manchev rumen.manchev@cmdrcoe.org Office: +359 2 92 24747
1.12	Joint Warfare Centre	STJU-JA21 Sub-Phase IIB	STJU-JA21 is Steadfast Jupiter Jackal 21 and it is a SHAPE sponsored strategic, operational and tactical-level, joint command post exercise/ computer assisted exercise that will train and evaluate selected NATO command structure and NATO force structure HQs in planning for and executing an out of area non-article 5 crises response operation at regional scale in NATO Strategic Direction South.	4 May	May	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
1.13	HQ SACT CPD Branch	COVID-19 Crisis Status Update	COEs are to inform HQ SACT on their status during COVID-19 crisis.	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
1.14	STO/NATO M&S Group	NMSG -163 and business meetings of NMSG board	Participate and support NMSG- 163 related to CMDR COE operational requirements.	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700  COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705  TTC (OF-4) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 2 92 24757  MAJ (OF-3) Genadi Kolev genadi.kolev@cmdrcoe.org Office: +359 2 92 24758

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1.15	NATO M&S Coordination Office	MSG-187 RTG "Space Weather Environmental Modelling (SWEM)"	The CMDR COE is going to chair the MSG-187, and provide M&S support to Space Weather Environmental Modelling process.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700 COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 LTC (OF-4) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 2 92 24757 MAJ (OF-3) Genadi Kolev genadi.kolev@cmdrcoe.org Office: +359 2 92 24758
1.16	JALLC Plans and Programming Division	SME support for Joint Analysis Projects	SME support for Joint Analysis Projects.	01 Jan	31 Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 COL Rumen Manchev rumen.manchev@cmdrcoe.org Office: +359 2 92 24747
1.17	HQ SACT	Concept Development & Experimentation Campaign	Concept development and experimentation is at the heart of transformation. It is based on assessing the security environment by developing capabilities and refining concepts and doctrines in order to meet future security challenges. Developed a concept proposal on "Climate change implications on military activities". Participating in the development of the NWCC. Participate in the experimentation of CoRe concept. Participate in newly developed concepts within area of responsibility.	Jan	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
1.18	HQ SACT JDLL Branch	Support to NATO Lessons Learned Process	CMDR COE LL experts is requested to analyze an issue within the realm of the COEs specific area of expertise in order to develop an Analysis Report either in support of HQ SACT and JALLC or leading the study.	Jan	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Rumen Manchev rumen.manchev@cmdrcoe.org Office: +359 2 92 24747
1.19	HQ SACT JDLL and CPD Branch	NATO Lessons Learned Conference Participation	HQ SACT highly appreciates all COE LL POC(s) attendance to the NATO LL conference in 2021.	Sep	Nov	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Rumen Manchev rumen.manchev@cmdrcoe.org Office: +359 2 92 24747
1.20	HQ SACT JDLL and CPD Branch	ACT Lessons Learned SPRING week	HQ SACT highly appreciates all COE LL POC(s) attendance to the ACT LL SPRING week in 2021.	Mar	May	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Rumen Manchev rumen.manchev@cmdrcoe.org Office: +359 2 92 24747
1.21	HQ SACT JDLL and CPD Branch	ACT Lessons Learned FALL week participation	HQ SACT highly appreciates all COE LL POC(s) attendance to the ACT LL FALL week in 2021.	Oct	Nov	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 COL Rumen Manchev rumen.manchev@cmdrcoe.org Office: +359 2 92 24747
1.22	NATO	Building Resilience	Participating in larger efforts aimed at understanding and building resilience and strengthening civil preparedness, particularly in terms of hybrid threats.	Jan	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
1.23	CMDR COE	Long Term Military Transformation (LTMT) -SFA/FFAO Strategic Foresight Analysis (SFA)	All COEs are requested to support joint SFA/FFAO Workshops in 2021. These workshops will focus on development SFA 2021 and FFAO 2022 reports.	Jan Apr Jul"	Jan Apr Jul"	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 LTC (OF-4) Efthimios Greventopoulos efthimios.greventopoulos@cmdrcoe.org Office: +359 2 92 24744 LTC (OF-4) Tsvetan Panovski tsvetan.panovski@cmdrcoe.org Office: +359 2 92 2746
1.24	HQ SACT	HQ SACT Periodic Assessment for CMDR COE (re-accreditation)	HQ SACT has the obligation in MCM 236-03 to perform a periodic assessment of all accredited COEs. The purpose of such an assessment is to ensure that COEs still meets the MC approved criteria for accreditation as a NATO Centre of Excellence.	Oct	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705

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2.	Framework / Sponsoring Nations RFS					
2.1	Bulgarian Red Cross (BRC)	Participation in exercises of the Bulgarian Red Cross with observers and analysts	In the past few years, cooperation between the Bulgarian Red Cross and CMDR COE has intensified. Experts from both organisations work actively and willingly in the implementation of various common events. Collaborative efforts contribute and will contribute to increasing the readiness of responding adequately to crisis situations and disaster mitigation.	Jan	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24738 COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
2.2	BGR MoD	Implementation of different events and activities in line with the NATO Capability Goal S 1702 N - Capabilities in Support of Complex Emergencies	Develop capabilities to act, without delay, in response to requests in case of complex emergencies resulting from natural and/or man-made disasters.	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
2.3	BGR MoD	PACE 21	The objective of the Parallel and Coordinated Exercise (PACE) is to enhance preparedness and evaluate the effectiveness of EU instruments and mechanisms in case of an eventual attack, as well as to improve the synchronisation of crisis response activities between EU and NATO.	Jan	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24738
2.4	BGR MoD Operations and Training Directorate	Training on the NCRS/CRMs for BGR experts from different ministries and agencies.	NCRS is designed to be a fully integrated crisis management system, supporting the Alliance in responding to the full range of crises that might be encountered and ensures appropriate political control by the NAC over Crisis Response Measures (CRMs), while delegating the authority to take appropriate Measures to enhance flexibility and speed of response.	Jan	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
2.5	BGR MoD and ESP MoD (Emergency Military Unit)	ECC Canarias 2021	An Emergency Military Unit (UME) annual basis exercise aiming to putting into practice, the capacity of the Central State, to react to a great emergency and set in full collaboration with both organizations and agencies, either civilian or military; public or private; local, regional, national or even international.	Mar	Apr	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705 Col (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org +359 2 92 24703
2.6	Bulgarian Academy of Science (BAS), CMDR COE	Consolidating of the national expertise in CMDR area	Based on the Technical Agreement between BAS and CMDR COE, a number of projects, workshops and meetings will be conducted.	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
2.7	BGR MoD, CMDR COE	Discipline leader in EU Military Training for the discipline Military Contribution to EU Disaster Response, Humanitarian Assistance and Civil Protection	The EUMTG Training Requirements Analysis is a structured process of identifying gaps, deficiencies and redundant training, in order to highlight the appropriate corrective measures necessary to meet the training requirements for a specific CSDP military training discipline Applying for new Discipline Leader in EUMTG	Jan	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
2.8	BGR MOD	Integrating gender perspectives in the Bulgarian security and defence sector	Activities related to the popularisation of the GFP and increasing the number of certified GFPs within the Bulgarian security and defence sector. Participation in discussions on the Bulgarian National Action Plan on WPS.	Jan	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
2.9	BGR MOD	Enhancing Jordan's Capacity for Crisis Management	This project aims to contribute towards the Jordan's National Centre for Security and Crisis Management (NCSCM) reaching a full operational capability by providing support in two of the priorities identified by the NATO Advisory Support Team.	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
2.10	BGR MOD	CMX 21/22 CMX 21 Execution - CMX 21 IPC - CMX 22 MPC - CMX 22 ECC	The basis of the Crisis Management Exercise (CMX) is to test the NATO Crisis Response System's (NCRS) elements with the aim of maintaining and improving NATO capabilities for the entire spectrum of conducted operations	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org +359 2 92 24703
2.11	BGR MoD	Hosting CMX 22 FCC	The basis of the Crisis Management Exercises is to test the NATO and Regional Crisis Response Systems' elements and procedure with the aim of maintaining and improving capabilities for the entire spectrum of conducted operations.	Oct	Dec	COL Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
2.12	South-East Europe Defense Ministerial (SEDM) Process/ SEEBRIG	Crisis Management Exercises (SEESIM, SEVEN STARS etc.)	This major exercise is conducted by SEEBRIG, it aims to improve operational capabilities through exercising HQ SEEBRIG, the assigned units as well as coordination and collaboration with relevant organisations in Crisis Management domain, developing a common understanding of Peace Support Operations (PSO), Humanitarian Assistance and Disaster Response Operations.	Apr	May	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org +359 2 92 24703
2.13	BGR MoD	Belene Municipality - Crisis Management Exercise - MPC - FCC - Execution	It will be a mid-scale exercise, which will test the coordination between institutions involved in disaster management in the municipality and the decisions taken by them - Belene Municipality, Regional Police Department - Belene, Fire safety and security - Belene, Military formation 28880, Prison - Belene, etc.	Jan	June	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705

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3.	Courses					
3.1	CMDR COE	Gender Focal Point Course	This course will educate and train personnel to perform successfully as Gender Focal Point in Crisis management.	10 Feb (e-course) 7 Apr (F2F) 15 Sept (e-course) 6 Oct (F2F)	12 Feb (e-course) 9 Apr (F2F) 17 Sept (e-course) 8 Oct (F2F)	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24740
3.2	CMDR COE	Crisis Management and Disaster Response Course NATO APPROVED; NATO ETOC Code: ETE-CM-21784	The aim of the course is to introduce extensive overview of NATO structures and guiding principles and will arm the participants with appreciation of the Alliance Crisis Management approach. After completion of the course the participants will: possess basic knowledge with regard to main concepts, terms, and definitions in NATO CMDR area; understand and summarize main NATO CMDR documents; distinguish and categorize CMDR challenges, risks and threats; make quick decisions in CMDR context; be able to work as an effective team based on consensus.	7 Apr (F2F)	26 Mar	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731
3.3	CMDR COE	Climate Change and Security Course	Climate Change and Security course under auspices of ESDC, supported by Bulgarian Diplomatic Institute and Rakovski National Defence College.	15 Sept	22 Apr	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CIV Siyana Mircheva siyana.mircheva@cmdrcoe.org Office: +359 2 92 24733
3.4	CMDR COE	Disaster Management Course NATO ETOC CODE: ETE-CM-22007	A course focused on acquisition of basic knowledge related to the disaster as phenomenon, the disaster management process and its close relation to the risk management process, as well as the main players and mechanisms in disaster response.	17 May	21 May	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
3.5	CMDR COE	Crisis Response Operations Planners Professional Development Course NATO APPROVED; NATO ETOC Code: JPL-OP-31878	Conducting of Crisis Response Operations Planners Course is required by the need of acquiring new knowledge on NATO Crisis Management Process (NCMP), as well as theoretical and practical cognition in functioning of NATO Crisis Response System (NCRS). Aim: Acquisition of comprehensive knowledge related to CM in NATO, functioning of NCRS with emphasis on NCR Planning at operational level.	20 Sep	24 Sep	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731
3.6	CMDR COE	Crisis Management and Disaster Response Exercise Planners Training Course NATO APPROVED; NATO ETOC Code: ETE-CM-21785	The aim of this course is acquisition of knowledge that will help upgrading needed skills of exercise planners to incorporate CMDR in exercise planning.	18 Oct	22 Oct	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 LTC (OF-4) Valeri Tonev valeri.tonev@cmdrcoe.org Office: +359 2 92 24736
3.7	CMDR COE	Strategic Decision Making for Crisis Response Operations Course NATO APPROVED; NATO ETOC Code: ETE-CM-41879	"Requirement for the Creation of the Course: Conducting of Strategic Decision Making for Crisis Response Operations Course is required by the necessity of establishment of common understanding on NATO Crisis Management and Political-Military relations. Aim: Acquisition of comprehensive knowledge related to contribution to Crisis Response Operations planning across the NATO's Crisis Management within the strategic level headquarters. "	22 Nov	26 Nov	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
3.8	CMDR COE	RtCP - Resilience through Civil Preparedness Cours	Course is conducted jointly with CCOE. The CMDR COE is dedicating targeted efforts at supporting NATO's efforts to increase resilience in the crisis management and disaster response domain. Responding to an identified gap in the education and training landscape, the CMDR COE and the CIMIC Center of Excellence (CCOE), NATO Department Head for CIMIC/CM/Civil Preparedness discipline, jointly developed and successfully piloted in DEC 2019 a tailored training and education solution - the Resilience through Civil Preparedness course.	2 Nov	5 Nov	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CIV Gergana VAKLINOVA gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741 CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731"
3.9	CMDR COE	M4-30-A Resource Management Education Program Course	Aim: To increase understanding of the resourcing of the E&T process within NATO ETFs.	07 Sept	19 Sep	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 LTC (OF-4) Valentin Parvanov valentin.parvanov@cmdrcoe.org Office: +359 2 92 24760
3.10	CMDR COE	P5-07-A NATO Information Knowledge Management (IKM) Course	The aim of this course is to prepare students for their duties in the planning and execution of IKM functions and services for NATO.	5 Apr	9 Apr	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 MAJ (OF-3) Hristina Hristova hristina.hristova@cmdrcoe.org Office: +359 2 92 24754
3.11	CMDR COE - Transformation Branch	M7-51-A/B NATO Concept Development and Experimentation	The aim of this course is to provide students with the knowledge and develop the skills required for a coordinated contracting approach throughout NATO to ensure sufficiently trained and qualified contracting forces for current and future operations.	3 May "	7 May	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741 LTC (OF-4) Sasho ALEKSANDROV sasho.aleksandrov@cmdrcoe.org Office: +359 2 92 24742

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3.12	CMDR COE - Capabilities Branch	P7-55-A NATO Exercise Planning Course	The aim of the course is to provide students with a strong foundational knowledge of the NATO exercise planning process in accordance with BI-SC 075-003.	30 Nov	4 Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 MAJ (OF-3) Genadi Kolev genadi.kolev@cmdrcoe.org Office: +359 2 92 24758
3.13	CMDR COE - E&T Branch	M7-135-A NATO Global Programming Analysis Course	The aim of the course is to provide students foundational knowledge and skills in contributing & managing NATO's Education and Training requirements in Global Programming, as described in BI-SC 75-2 NATO Education and Training (E&T) Directive.	5 Jan	9 Jan	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 2470 MAJ (OF-3) Dian Ivanov dian.ivanov@cmdrcoe.org Office: +359 2 92 24733
3.15	CMDR COE - E&T Branch	M1-117 - A NATO Protocol Course or S5-44 Public Affairs in Operations Course.	The aim of this course is to provide participants with the knowledge and skills required for NATO protocol staff.	20 Jan	24 Jan	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 MSG (OR8) Ralitsa Nenova ralitsa.nenova@cmdrcoe.org Office: +359 2 92 24701
3.16	CMDR COE -	S5-45-A Strategic Operations Planning Course	The aim of this course is to provide a platform for a broad understanding of NATO Strategic Planning Process.	27 Jan	31 Jan	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 LTC (OF-4) Nikolay Parvanov nikolay.parvanov@cmdrcoe.org Office: +359 2 92 24750
3.17	CMDR COE E&T, Transformation and Capabilities Branches University of California, Irvine, USA	University of Architecture, Civil Engineering and Geodesy master's programme - Disaster management Engineering Support Bachelor programme for University of California, Irvine	Participation in University of Architecture and, Civil Engineering and Geodesy master's program with lecturers and SMEs. University of California, Irvine	Jan	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
3.18	SEEBRIG, CMDR COE	SEEBRIG Education & Training	This mobile training is planned to enhance SEEBRIG expertise on Climate Change implications on security with the aim to acquire professional qualification for development of leadership skills to manage large complex social systems in CMDR.	22 Feb	25 Feb	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
3.19	CMDR COE	Mobile Education Training Team (METT)	Mobile Education Training is a course or seminar conducted by a CMDR COE training team at an offsite location upon a specific request of a governmental or eligible organization. Mobile Education Training Teams (METTs) are designed to provide customers with an established resident CMDR COE course at their location. METTs are typically more cost effective for an organization where there is a large group requiring training, thereby saving travel and per diem costs. METTs are supplementary to resident CMDR COE courses and are arranged to meet the specific needs of a requesting organization.	Jan	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
3.20	ESDC, EU Military Staff	Disaster Relief in CSDP context	The course is designed for personnel with civilian (diplomatic/consular, police, judicial, intelligence of humanitarian NGOs' staff) and military backgrounds, having expertise and operational experience in civil protection, disaster relief and/or humanitarian assistance. The course is open to participants from Third Countries, with a focus on the participation of experts from the Eastern Partnership countries. The experts from the CSDP Missions and Operations or those from EU Member States, relevant EU institutions and agencies and the EU Delegations that can be deployed in Fact Finding Missions in disaster stricken areas as teams of EEAS/EUMS or DG ECHO, are encouraged to attend.	Jul  Sep /Res/	Jul	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CIV Siyana Mircheva siyana.mircheva@cmdrcoe.org Office: +359 2 92 24733
3.21	Military Emergency Unit (UME), Spain Madrid	UME Crisis Management Course, Madrid, Spain		March	March	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
3.22	CMDR COE, JFC NP	Humanitarian Assistance and Response Training Course (HART) with Key Leader Engagement	JFC NP supported by Centre for Excellence in Disaster Management and Humanitarian Assistance (CFE-DMHA) and with involvement of CMDR COE are going to conduct HART course for JFC NP staff with Key Leader Engagement.	18 Jan	22 Jan	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731
3.23	BGR MoD / CMDR COE	A2519 MS-Share Point 2013 Func Admin Course	The purpose of the course is to provide military and civilian personnel with the knowledge and skills required to be able to personalise and customise their responsible SharePoint Site areas based on specific criteria. The course is specially tailored to the NATO environment.	Jan	Dec	LTC (OF-4) Ivelina Ivanova ivelina.ivanova@cmdrcoe.org Office: +359 2 92 24743
3.24	BGR MoD / CMDR COE	Building Integrity residential course	Building Integrity is a key element of Alliance activities. The importance of implementing measures to improve integrity building, anti-corruption and good governance applies to NATO, Allies and partners alike. Allies and partners are committed to support and promote the principles and implementation of integrity, transparency and accountability in accordance with international norms and practices established for the defence and related security sector.	28 Jun	2 Jul	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 COL Nikolay Nikolov nikolov@cmdrcoe.org Office: +359 2 92 24706
3.25	Military Academy of Lithuania (MAL)	Support for the Disaster Management Course of the Master Study Programme run by MAL	The Disaster Management Course is a new one designed for the military personnel in Lithuania and aims to develop officers' competence and critical thinking. As the MAL has limited possibilities to provide comprehensive training in NATO Crisis Management, it has requested CMDR COE to provide instructors.	Sept	Nov	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703

Srl No	Requestor	Project	Brief description	Start date	End date	CMDR COE POC
3.26	CMDR COE - Transformation Branch	Gender, Conflict & Peacebuilding Course, Geneva Centre for Security Policy (GCSP)	This course examines the relationship between gender, violent conflict, and peacebuilding. Participants will consider how war and militarism are highly gendered phenomena that impact men and women differently, and relatedly, how peacebuilding processes account for gendered dynamics.	3 Mar	5 Mar	OL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
3.27	CMDR COE - Transformation Branch	Allied Joint Doctrine Development Course	The course provides knowledge of the Allied Joint Doctrine for NATO, the process for the development of Allied Joint Doctrine and understanding the relationship between NATO policy and Allied Joint Doctrine Development.	TBD	TBD	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Efthimios Greventopoulos efthimios.greventopoulos@cmdrcoe.org Office: +359 2 92 24744
3.28	CMDR COE - Transformation Branch	NATO Standardisation Orientation Course	The main focus of the course is standardization policy and organization, the standard development process, responsibilities of a WG chairman, secretary and custodian, terminology procedures, administrative support, current issues and future challenges.	TBD	TBD	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 LTC (OF-4) Efthimios Greventopoulos efthimios.greventopoulos@cmdrcoe.org Office: +359 2 92 24744 LTC (OF-4) Tsvetan Panovski tsvetan.panovski@cmdrcoe.org Office: +359 2 92 2746
3.29	CMDR COE - Transformation Branch	Human Rights & Conflict Transformation Course, Geneva Centre for Security Policy (GCSP)	Human rights and conflict transformation are instrumental for achieving sustainable peace and development. Despite wide recognition that the fields of human rights, peacebuilding and development work in and on similar contexts, they are often perceived as distinct disciplines. This course seeks to go beyond this divide and aims at exploring how human rights and conflict transformation offer different types of insights to similar contexts, and exploring how they can complement one another both practically and conceptually. It also recognizes that certain challenges and dilemmas arise when linking human rights and conflict transformation, and considers strategies for addressing these.	9 Jun	11 Jun	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
3.30	CMDR COE - Transformation Branch	FINCENT - NATO - UN POC - Approaches to the Protection of Civilians Course in NATO and UN Peace Operations	The aim of the NATO and UN Approaches to the Protection of Civilians course is to develop a practical understanding among civilian and military participants of the role of the UN and NATO as protection actors in operations. The course focuses on how to protect civilians from threats of physical violence, including harm from their own actions. The course also enhances the military's understanding of how military options impact civilians, and how the military can support other non-kinetic actions to minimise the negative impacts of conflict on civilians. Other outcomes include an analysis of civilian vulnerabilities, prevention and response to conflict-related sexual and gender-based violence, and cross-cutting topics such as gender, children and youth. The course will also analyse complex threats such as those arising from political violence, criminal activity, violent extremism and terrorism, and how they affect civilian populations in areas of operations.	Jan	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
4.	<b>Workshops</b>					
4.1	BGR MoD, CMDR COE	Discipline leader in the military training discipline Military Contribution to EU Disaster Response, Humanitarian Assistance and Civil Protection within CSDP annual workshop	Discipline Leader reviews and updates requirements and validate or adjust the E&T solutions on annual basis and to coordinate SMEs support to EU E&T for this particular discipline.	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
4.2	CMDR COE / CCOE	CMDR-CIMIC/CMIS Synergy	Exchanging expertise for the development of a joint modeling and simulation modular design. It tends to enhance Experimentation, Education, Training and Exercises (EETE) with understanding of civil environment and response mechanisms from the operational perspective.	Jan	Sep	COL Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 LTC (OF-4) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 2 92 24757
4.3	ACT C2DC/ CMDR COE Transformation Branch	NATO Warfiting Capstone Concept (NWCC) development	Concept development process for NWCC.	Jan	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741 LTC (OF-4) Sasho Aleksandrov sasho.aleksandrov@cmdrcoe.org Office: +359 2 92 24742
4.4	ACT TNB/ CMDR COE	NATO Legal Practitioners Workshop	The NATO Legal Practitioners' workshop builds on the strong tradition of the NATO legal conferences and is the natural follow-up from last years' Workshop. The aim of the workshop is to create a forum of active participation and experience sharing on the many legal issues facing us as a NATO legal community.	TBD	TBD	LTC (OF-4) Dimitar Gigov dimitar.gigov@cmdrcoe.org Office: +359 2 92 24707
4.5	ACT TNB/ CMDR COE	8th COE LEGAD and FINCON Workshops	The NATO COE LEGAD workshop intends to bring together LEGAD representatives from all COEs to discuss and share the best practices in the legal issues related to the COEs.	TBD	TBD	LTC (OF-4) Dimitar Gigov dimitar.gigov@cmdrcoe.org Office: +359 2 92 24707

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5.	Conferences					
5.1	CMDR COE	9 th ANNUAL CONFERENCE: Interagency Interaction in Crisis Management and Disaster Response	The focus of the conference is the importance of efficient interagency cooperation for crisis and emergency response. The conference comprises lectures, discussions and presentations.	2 Jun	3 Jun	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 2470
5.2	SHAPE J9, CCOE-DH	CIMIC/CMI Annual Discipline Conference	To define all E&T issues of the CIMIC/CMI NATO Training Discipline and to coordinate SMEs support to NATO CIMIC E&T.	Jan	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
5.3	JFD, NSO-DH	ETEE Annual Discipline Conference	To define all E&T issues of the ETEE NATO Training Discipline and to coordinate SMEs support to NATO E&T.	Jan	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
5.4	CMDR COE	NATO International Internal Auditors Conference		Sep	Sep	COL (OF-5) Nikolay Nikolov nikolay.nikolov@cmdrcoe.org Office: +359 2 92 24706
5.5	CMDR COE E&T Branch	2021 NATO TSC Programming Training	The development and programming is conducted through the execution of three Programming Boards and the Training Synchronisation Conference. The purpose is to develop, schedule, synchronise and publish the approved ITEP and MTEP. The NATO TSC is an excellent forum to bring together E&T specialists from the NATO Command Structure and NATO Force Structure HQs, together with Allied and Partner Nations to brief and discuss the latest developments across the whole spectrum of E&T.	Feb	Mar	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
5.6	CMDR COE - Capabilities Branch	International Training Technology Exhibition and Conference (IT <sup>2</sup> EC) , CAX Forums, users conferences	From 2020 onwards, ITEC will be known as the International Training Technology Exhibition & Conference (IT <sup>2</sup> EC). Held annually, IT <sup>2</sup> EC is Europe's primary forum for representatives from across the military, civil sector, industry and academia to connect and share knowledge about simulation, training and education. The IT <sup>2</sup> EC promotes cooperation among the Armed Services, Industry, Academia and various Government agencies in pursuit of improved training and education programs, identification of common training issues and development of multiservice programs. Efforts are now focused on bringing the international training and simulation community back together at IT <sup>2</sup> EC 2021. The event is scheduled to take place on 25-27 May in Seville, the first time Spain has hosted the event with IT <sup>2</sup> EC set to return to London in 2022. The CAX forum is the event spotting the new trends and directions, giving the floor to all players in the Modelling and Simulation Domain, matching the needs and the opportunities of the developers and customers.	25 May	27 May	Col (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705 LTCl (OF-4) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org +359 2 92 24757
5.7	CMDR COE - Transformation Branch	Concept Development & Experimentation (CD&E) Annual Conference & Working Group	The Concept Development and Experimentation (CD&E) Conference is HQ SACT and US Joint Staff's (US JS) leading annual forum which provides a unique opportunity for the international CD&E community and stakeholders to discuss the most current issues of CD&E in the process of capability development.	Sep	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741 CIV Svilena Darova svilena.darova@cmdrcoe.org Office: +359 2 92 24742
5.8	IMS / HQ BXL	NATO Committee on Gender Perspectives (NCGP) Annual Conference	The most notable NATO event on gender mainstreaming at a very high political level.	Jan	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
5.9	OSCE	OSCE Cooperation - Security Days Conference	OSCE Security Days gather prominent experts from government, think tanks and academic institutions, civil society, youth, and media, to engage with each other and with the OSCE participating States and Partners for Cooperation in an informal and interactive discussion on 21st-century security threats and challenges.	Jan	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
5.10	NGCM	Gender in Military Operations Annual Discipline Conference	To define all E&T issues of the Gender in Military Operations NATO Training Discipline and to coordinate SMEs support to NATO E&T.	Jan	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
5.11	European Commission	2021 European Civil Protection Forum (ECPF), Brussels	Bringing together European civil protection and disaster management community as well as from neighbouring and partner countries.	Dec	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741 CIV Svilena Darova svilena.darova@cmdrcoe.org Office: +359 2 92 24742
5.12	CMDR COE - Transformation Branch	Chiefs of Transformation Conference 2021	The Concept Development and Experimentation (CD&E) Conference is HQ SACT and US Joint Staff's (US JS) leading annual forum which provides a unique opportunity for the international CD&E community and stakeholders to discuss the most current issues of CD&E in the process of capability development.	Dec	Dec	Col (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704

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5.13	CMDR COE - ACT TNB	COEs Director Conference	The overall aim of the COE Director Conference is to discuss, determine a way ahead and facilitate networking in order to increase the effectiveness of the centres. Focuses on the mid-term perspective of COE development. Via series of direct engagements with ACT senior leaders, will focus on status quo and future of ACT/COE cooperation. It will also discuss Best Practices and way ahead for COEs' MOU/TA.	25 Jan	29 Jan	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700
5.14	CMDR COE	NATO Crisis Response System Review	In accordance with changes in the security environment, NATO is conducting a NCRS review. NCRS Conferences is convened at least once a year which serves as the forum to exchange views and experience on crisis management.	Jan	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705
5.15	CMDR COE	Sessions of the Intergovernmental Panel on Climate Change (IPCC ) or other relevant to CC influence over security international meetings	Aim of the sessions is a broad and in depth discussion on climate change related issues.	Jan	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741 LTC (OF-4) Sasho ALEKSANDROV sasho.aleksandrov@cmdrcoe.org Office: +359 2 92 24742
5.16	NATO Stability Policing (SP) COE	SP Doctrine Forum	The forum aims at triggering discussions and brainstorming among doctrine makers, planners and practitioners in order to clarify concepts, frameworks and perspectives to address SP issues within NATO doctrine.	March	April	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 LTC (OF-4) Efthimios Greventopoulos efthimios.greventopoulos@cmdrcoe.org Office: +359 2 92 24744 OF-4 Tsvetan Panovski tsvetan.panovski@cmdrcoe.org Office: +359 2 92 2746
5.17	EADRCC	EADRCC Lessons Identified Conference EX „North Macedonia 2021	As a part of post execution phase of EX "North Macedonia 2021" lessons identified / lessons learned conference lead by EADRCC and hosted by CMDR COE.	19 OCT	20 OCT	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Rumen Manchev rumen.manchev@cmdrcoe.org Office: +359 2 92 24747 OF-4 (OF-4) Dobromir Damakov dobromir.damakov@cmdrcoe.org Office: +359 2 92 24748
6.	<b>Education &amp; Training</b>					
6.1	CMDR COE	Participation in planning conferences and execution for exercises to be conducted in 2021	NATO and Regional Military Exercises aim to establish, enhance and display NATO's Military Capability across the Alliance's full mission spectrum which is based on the three Alliance military missions: - Article 5 Collective Defence; - Non-Article 5 Crisis Response; and - Consultation and Co-operation.	Jan	Dec	COL Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
6.2	CMDR COE	Training on different software products related to p. 8.3 Modeling and Simulation Laboratory. Technical Platform for conducting Crisis and Disaster Management Exercises	The rotation of staff in 2019 necessitates the training of new employees on the various software products used by the Center such as MASA SWORD and PITCH.	Jul	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 LTC (OF-4) Genadi Kolev genadi.kolev@cmdrcoe.org Office: +359 2 92 24758
6.3	JFD/Discipline DH	ITEP Planning Board (IPB)	The NATO Individual Training and Education Planning Board (IPB) aims to determine whether NATO's E&IT provides the Alliance with the capabilities to undertake the full spectrum of Alliance missions, noting the responsibilities for NATO and Nations for E&IT through the exchange of information and open discussion. The contribution of CMDR COE as an ETF is to inform the Board about the educational solutions it provides and could develop in the future in order the CMDR COE's E&IT status to be included in the Production Planning Process as a part of NATO Global Programming. Based on this information, all courses and iterations of CMDR COE have to be annually updated on the e-ITEP platform.	Jan	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731
6.4	MN CIMIC Group	Ex Double River (DORR) 21	DORR 21 will be a Command Post / Computer Assisted Exercise and LIVEX which will test the MNCG HQ(-) capabilities at conducting CIMIC activities in a wide spectrum and will be the largest exercise for this year, in preparation of Trident Jupiter 21 (TRJU 21) and certification for NRF22.	Mar	May	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
6.5	CMDR COE	European security defense college executive academic board (ESDC EAB)	The European Security and Defence College (ESDC) was established in 2005, with the aim of providing strategic-level education in European Security and Defence Policy, now Common Security and Defence Policy (CSDP). It followed thorough need analysis and experimentation phases. The creation of the ESDC was to give the Common Security and Defence Policy a training and education instrument which actively promotes a European security culture.	Jan	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
6.6	CMDR COE	Internship Programme	The CMDR COE Internship Programme aims to provide bright and motivated young people with the opportunity of joining a multicultural team of experts at an international organisation, which is a hub of expertise, and an education and training facility, in the crisis management and disaster response domain. Experience through practical work assignments, research, studies and participation in different projects.	Jan	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703

Srl No	Requestor	Project	Brief description	Start date	End date	CMDR COE POC
6.7	"CMDR COE "	Project Management and Business analysis training	The primary purpose of this training is to provide the essential project management concepts and techniques to effectively plan for the creation of the business analysis deliverables and activities and manage the requirements process and BA activities.	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
6.8	CMDR COE, CFE – DMHA	CMDR E&T training expertise exchange	Based on the mutual scope of interest on crisis management and disaster response, the CMDR COE and CFE-DMHA initiate a process of cooperation by sharing lessons learned and best practices in the CMDR research and education area.	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700
6.9	EADRCC	EADRCC Consequence management Field Exercise "North Macedonia 2021"	The Euro-Atlantic Disaster Response Coordination Centre (EADRCC) on yearly basis is organizing a consequence management field exercise. The aim of the exercise is to improve interoperability in international disaster response operations.	MAY	MAY	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org COL COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
7.	Meetings / Seminars					
7.1	CMDR COE	Quality Assurance semi-annual review	In support of the whole internal Quality Management Proces meetings and visits for sharing experience and best practices, as well as better understanding and implementation of the NATO QA standards.	Jan	Dec	CPT (N) (OF-5) Georgios TZAVARAS george.tzavaras@cmdrcoe.org Office: +359 2 92 24702 COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
7.2	HQ SACT	NATO COEs CIS Specialists & Security Officers Annual Meeting	The aim is to establish a yearly meeting, gathering the CIS/IT and Security experts of all NATO COEs, IOT facilitate networking, experience and best practices sharing as well as cooperation in the common areas of the CIS/IT and security.	TBD	TBD	LTC (OF-4) Ivelina Ivanova ivelina.ivanova@cmdrcoe.org Office: +359 2 92 24743 CIV Kalcho Atanasov kalcho.atanasov@cmdrcoe.org Office: +359 2 92 24709
7.3	CMDR COE	9th Steering Committee (SC) Meeting	The annual sessions are the venue where the Framework Nation and Sponsoring Nations set out all required prerequisites to be provided by the CMDR COE every year. The Steering Committee is the strategic governing body, responsible for the approval and management of the Centre's Programme of Work (POW) and the shared budget. Considering the POW, the Steering Committee members allocate the priorities of the activities and then task the CMDR COE Director with managing the programme execution.	Oct	Oct	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 COL (OF-5) Nikolay Nikolov nikolay.nikolov@cmdrcoe.org Office: +359 2 92 24706
7.4	CMDR COE	Key Leader Seminar Gender, NCGM	The Key Leader seminar focuses on how to implement gender perspectives in military operations and how this will contribute to the achievement of the overall political, military strategic and operational objectives.	TBD	TBD	"COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
7.5	CMDR COE	NATO Standardisation Office (NSO) Board and Working Group meetings on HA/DR/CM-related AJP	The work of the Doctrine and Standardisation Section requires participation in meetings dedicated on standardisation of NATO documents. The aim of the NSO Board and WG meetings is to gather experts from various subject-matter areas who to be in a position to provide update and revision ideas in support of NATO's continuous transformation, preparedness and adaptation	Jan	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 LTC (OF-4) Efthimios Greventopoulos efthimios.greventopoulos@cmdrcoe.org Office: +359 2 92 24744 OF-4 Tsvetan Panovski tsvetan.panovski@cmdrcoe.org Office:+359 2 92 2745
7.6	CMDR COE	Yearly meeting with didactic authorities from War Studies University in Warsaw.	The War Studies University in Warsaw continues the heritage of The Higher War College in the country and in exile (1919-1946). The university educates officers for the needs of commands, staffs, military and civilian institutions connected with state defence. It also prepares civilian students to perform tasks in the domain of national security and crisis response systems.	TBD	TBD	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700 COL (OF-5)L Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704
7.7	CMDR COE	Annual Internal CMDR COE Seminar	The aim of the seminar is to make an annual report of the activities carried out throughout the year and to give instructions and strategic perspectives for the implementation of the POW activities for the next year.	Dec	Dec	COL (OF-5) Nikolay Nikolov nikolay.nikolov@cmdrcoe.org Office: +359 2 92 24706
7.8	CMDR COE	Coordination meetings with partner institutions / organisations.	To ensure continuous and further strengthened cooperation through partnerships, regular coordination meetings should be held with current and potential counterparts / stakeholders 1 (if necessary 2) events per year (CMDR COE hosting). Example: - NCGM; - Hawaii HART COE; - FINCENT - to establish partner relations and host a delegation from the Centre; - other.	Jan	Dec	"COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24740
7.9	CMDR COE	Financial audit (2019-2020)	A financial audit is conducted to provide an opinion whether financial statements are fairly stated in accordance with accounting standards and procedures.	Mar	Jul	COL (OF-5) Nikolay Nikolov nikolay.nikolov@cmdrcoe.org

Srl No	Requestor	Project	Brief description	Start date	End date	CMDR COE POC
<b>8. Concept Development / Study / Research</b>						
8.1	ACT C2DC / CMDR COE Transformation Branch	Collaborative Resilience (CoRe) Concept Experiment	Progressing the Warsaw Summit commitments, NATO Allied Command Transformation's (ACT) has been tasked to develop a Collaborative Resilience (CoRe) military concept, which will be focused on the enablement and sustainment of military activity, within the overall bounds of helping to enhance Alliance Resilience.	Jan	Dec	CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741 CIV Svilena Darova svilena.darova@cmdrcoe.org Office: +359 2 92 24742
8.2	CMDR COE	Climate change implications on military activities	The CMDR COE has developed a concept proposal for the elaboration of a Climate Change Implications on Military Activities (particularlry CMDR operations / missions) - CLIMA - concept. An essential aspect of the concept development process is the organisation and conduct of dedicated workshops.	Jan	Dec	COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
8.3	CMDR COE Capabilities Branch	Modeling and Simulation Laboratory. Technical Platform for conducting Crisis and Disaster Management Exercises	The capabilities of the CMDR COE can be greatly enhanced and increased with the additional of some unique crisis management and disaster response tools, software and simulation systems. The additional of this M&S Laboratory would enable the CMDR COE to provide NATO with a unique comprehensive training and analytical capability unmatched anywhere in the world. This M&S Laboratory would be able to support large scale crisis management and disaster response distributed exercises and analysis with specific crisis management and disaster response tools and simulations. The rotation of staff in 2020 and 2021 necessitates the training of new employees on the various software products used by the Center such as MASA SWORD, PITCH and VBS3.	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 LTC (OF-4) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 2 92 24735 LTC (OF-4) Ivelina Ivanova ivelina.ivanova@cmdrcoe.org Office: +359 2 92 24743"
<b>9. Projects</b>						
9.1	CMDR COE - EDA All Branches	Development and conducting of Common projects and events with European commission, EDA, EUMS, ESDC	THE OVERALL AIM IS TO CONDUCT AND TO DEVELOPE COMMON EVENTS AS WELL PROJECTS AND INVOLVEMENT OF SMEs FROM CMDR AND DIFERENT EU INSTITUTIONS.	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705 COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
9.2	CMDR COE All Branches	Support NATO Science for Peace and Security (SPS) and other projects funded by external organisations-	The focus of this SPS project is on raising awareness and providing platform for the follow up project in building capacities on threats from HAZMAT, CMDR to the region of South East Europe.	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705 COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
9.3	NCIA	NATO Shared Services	Working together with NCIA for acquiring new NATO systems and tools.	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
9.4	CMDR COE	Content-Based e-Learning System (CBELS)	The critical aspect of the inability for conducting E&T events, which are significant part of the Centre's POW, is reducing the opportunities for the CMDR COE to reach its primary goal to become an internationally recognized NATO CMDR capability developer in the respective domain despite the considerable efforts put in that direction. In response to this crisis and in an effort to provide learning opportunities and flexibility for all NATO and Partner nations and organizations, CMDR COE as the responsible authority for the content of courses in CMDR domain started developing a web-based platform for delivering a content-based e-Learning.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705 COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
9.5	SACT CAP-DEV INNOV BR	iHELP Project -Intelligent Holistic Emergency Logistics Platform	Project intends to support Crisis Response Operations. COE plays a major role in the development of the tool acting as a User and final Customer. COE will also collaborate in the testing phase as well as in the E&T.	Jan	Mar	"COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org LTC (OF-4) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 2 92 24735
<b>10. Additional Events (by CMDR COE Director's decision)</b>						
10.1	CMDR COE	Celebration of CMDR COE accreditation anniversary	CMDR COE was built by virtue of the Memorandum of Understanding between the Ministry of Defence of the Republic of Bulgaria, the Ministry of National Defence of the Hellenic Republic and the Minister of National Defence of the Republic of Poland and the Allied Command Transformation (ACT), signed on 28 August 2013 in Norfolk, United States of America. On March 31, the Centre celebrates its activation as a NATO Military Body by the decision of the North Atlantic Council (NAC) for the accreditation of the Crisis Management and Disaster Response Centre of Excellence.	31 Mar	31 Mar	COL (OF-5) Nikolay Nikolov nikolay.nikolov@cmdrcoe.org Office: +359 2 92 24706
10.2	CMDR COE	Moral & Welfare	The aim of the project is to fulfil the tasks of CMDR COE, an extensively educated and highly motivated personnel is an absolute necessity. In order to achieve a high level of working performance, team spirit and morale of each member of CMDR COE, Social and Sport Events are to be executed. These Social and Sport Events are to be used to improve the cultural awareness, the internal teambuilding process as well as the quality of external contacts when appropriate.	Jan	Dec	COL (OF-5) Nikolay Nikolov nikolay.nikolov@cmdrcoe.org Office: +359 2 92 24706
10.3	CMDR COE Support Branch	Best Practices Exchanging with other COEs in Logistic and Procurement domain	The aim of these meetings is to improve the knowledge, exchange practices and lessons learned in financial, legal and logistic domains. Hosting of other COE members and visits to other COEs.	Jan	Dec	COL (OF-5) Nikolay Nikolov nikolay.nikolov@cmdrcoe.org Office: +359 2 92 24706
10.4	CMDR COE Director	Out of cycle events	Different events, conferences, WS, meetings and others, related to the POW and important according Strategic perspectives of CMDR COE development.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700

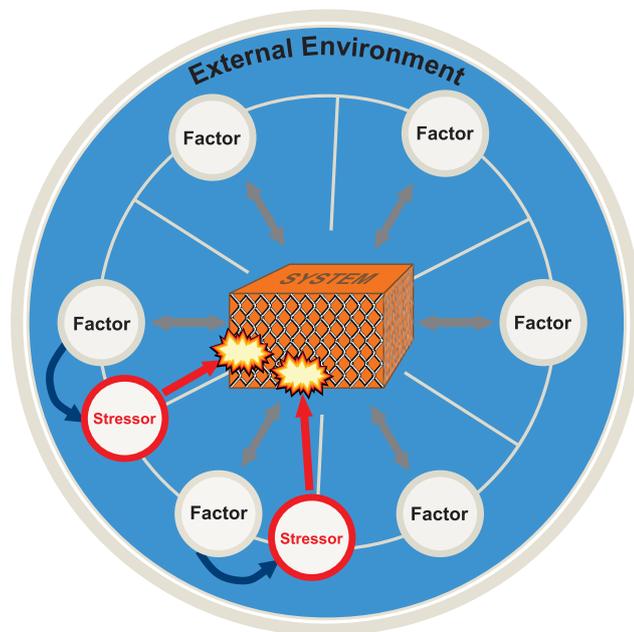
## CMDR COE's perspective on crisis and disaster

Interdependence and interconnectedness in the era of globalisation and technological advancement make the internal-external distinction in relation to threats to security indiscernible and perhaps - irrelevant. While close attention is to be paid to fragile states and war-torn societies, where underlying closely intertwined political, economic, social, ethnic, and religious grievances provide a breeding ground for conflict, violence, and crime, health and an endangered environmental balance warrant a closer look likewise.

The global crisis triggered by the spread of the novel coronavirus is unprecedented in that it unfolds in a highly open and interconnected global society. Existing research however, confronts the notion that the pandemic was unexpected reminding of extant warnings

about the high probability and intensity of a likely spread of a virus in the said conditions of openness and interconnectedness. An original stress test, COVID-19 has surfaced shortcomings related to coping and recovering mechanisms concerning not only underdeveloped, poor or war-torn countries, but likewise - the most advanced (economically and technologically) members of the global community. The pandemic has strained response and mitigation capacities across the globe and has clearly emphasised a prominent lack of much required preparedness in the face of a health crisis. COVID-19 has thus showcased the importance of resilience - from personal, through societal, to organisational, but also of shared responsibility and collective efforts in managing crises which can no longer be confined to a single special and temporal boundary.

Anticipation and planning for crisis management are based on a sound understanding of its characteristics and on calculated projections of development paths of the threat at hand. Decision-making is therefore contingent upon a rigorous analysis of what constitutes a crisis. The CMDR COE defines crisis as a time-bound state of (objective or subjective) uncertainty and major non-routine events putting to the test the overall resilience and preparedness of a system and its established procedures and emphasises on a much underestimated aspect of emergencies - the different experiences of



insecurity. Resilience prevents external factors from turning into external stressor factors as a system, understood as a „set of things working together as parts of a mechanism or an interconnecting network; a complex whole“ , ‘communicates’ with the external environment and with other systems.

Relatedly, crisis management is described by the CMDR COE as an iterative process of organised and coordinated actions, by and among all responsible stakeholders at the local, national, regional and international levels, aimed at handling a crisis at all its phases, and entails specific expertise, skills and techniques for analysis as well as tailored arrangements guiding the work through all phases of a crisis - from prevention (before), through occurrence (during), to recovery (after), with a clear vision and strategy for a final outcome.

The CMDR COE's understanding of a disaster as a sudden change or failure in collective routines caused by an extreme event - natural or human-induced, or a multitude of events, which disturb system functions and thereby necessitate urgent collaborative intervention to reinstate routine or to adapt to disruption underlines the social nature of any emergency situation. A disaster inherently involves a hazard factor, which, in its interaction with populaces (human systems / social systems and structures), makes critical underlying vulnerabilities surface. In their totality, these vulnerabilities cause or aggravate social disruption. The speed of onset, scope, duration, and magnitude of impacts are therefore contingent upon societal resilience. Social relations, particularly equality and cohesion, play a crucial role for overall preparedness.

Responding to a disaster hence involves the coordinated, targeted, tailored, and timely decisions and (re)actions during and/or immediately following a disaster taken by disaster management actors with the aim of expediently coping with immediate effects. Disaster response is an immediate (re)action, mostly in the form of expedient mitigation (i.e. clearing debris, containing hazardous materials), emergency assistance (evacuation, search and rescue, medical care and shelter) and relief (items) aimed to prevent aggravation (further loss of life and property), maintain life (contain or mitigate impact) and improve living conditions (restore order and return to normality). There is a high multiplicity of actors involved in any given emergency situation, both local and regional / international, state and non-state (i.e. NGOs), nevertheless, first responders are usually state and local authorities who possess the instruments and tools for immediate response (fire, police, and emergency medical services agencies). Effective and efficient response is contingent upon a risk-informed preparedness, including information dissemination coupled with a culture of preparedness, institutional memory and engagement in practical cooperation to facilitate deployment of response elements. Disaster response exist in a cycle with the other phases of disaster management - preparedness, recovery and reconstruction.

Crises and disasters share an apparent commonality manifesting in that they challenge the functioning of a given system while testing overall resilience and preparedness. Furthermore, their intricacy call for collaborative management approaches. Likewise, the outcome of disasters, much like this of crises, might also carry a creative potential for constructive change and improvement. Therefore, change and adaptation could become constitutive elements of disruption, with anticipatory capacity playing a significant role in damage control. Cooperation and standardisation serve as a foundation for response and mobilisation of resources.

## Resilience and climate change

The CMDR COE has a long-standing commitment to supporting NATO's efforts at building resilience, particularly with regard to the operationalisation of the concept for the purposes of improving existing and developing required new capabilities. Testifying to the afore-stated is the jointly developed, in cooperation with the Civil-Military COE (CCOE), and successfully piloted in December 2019 Resilience through Civil Preparedness course. The latter provides senior military and civilian experts with knowledge on and supports an increased strategic awareness of the civil environment, which to better inform NATO Operations Planning Process (OPP). The first resident iteration, scheduled in March 2020 at the CCOE in The Hague, was cancelled due to considerations related to the spread of the novel coronavirus. A re-scheduled face-to-face iteration is envisaged for late November 2020 at the CMDR COE but the course teams at both Centre's remain conscious of the continuing spread of COVID-19 and are considering the transfer of the course to an online environment to enable a wide range of potential trainees to join this learning experience. Research and analysis on resilience particularly in relation to military activities continues and is closely intertwined with another topic, part of the CMDR COE's thematic portfolio.

Climate change is a global trend which implicates on all aspects of life and on every human activity. Conversely, climate change is precipitated by human activity and this vicious cycle threatens the future of not only human, but all species on the planet. Pollution and environmental degradation are aggravating the effects of climate change and thereby significantly impairing on the health and well-being of people across the globe. A reality, which is becoming particularly worrying when current trends are projected in the longer-term and point to an increase in frequency and intensity of catastrophic events. Already, COVID-19 is highlighting the immediate need for improved environmental management. The CMDR COE has been continuously expanding its interest in climate change and particularly in climate change implications on the operational environment, and thereby - on military activities. In 2017, and as a result of an Advanced Research Workshop (ARW) under the NATO Science for peace and Security Programme, the CMDR COE produced a publication addressing regional considerations on the implications of climate change and disasters on military activities. Furthermore, and in close cooperation with European Security and Defence College, the Centre developed a topical Climate Change and Security course, which explores ways of addressing this growing in importance and relevance nexus by improving awareness and enhancing decision-making.

In 2020 the Centre continued mapping existing analysis and research within the afore-mentioned parameters and plans to further engage in organising a number of related events, including workshops and seminars in 2021. The CMDR COE aims to establish a dedicated community of interest, which to advance proposals in support of adequate and targeted actions. For achieving the latter, the Centre leverages the capabilities of its fully-functional Operational Laboratory, where modelling and simulation based on the most advanced of existing software provides a foresight into potential courses of action.



Figure 1: Source: CMDR COE logo: IMPLICATIONS OF CLIMATE CHANGE AND DISASTERS ON MILITARY ACTIVITIES, Advanced Research Workshop under the NATO Science for Peace and Security Programme.



Figure 2: CMDR COE resident course. For further information on application, please visit: [https://www.cmdrcoe.org/menu.php?m\\_id=40](https://www.cmdrcoe.org/menu.php?m_id=40)

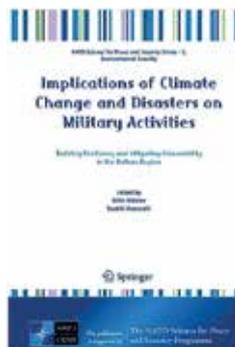


Figure 3: Publication available here: <https://www.springer.com/gp/book/9789402410709>

## Advancing the Women, Peace and Security Agenda - gender perspectives at the CMDR COE.

CMDR COE WPS POCs:

CIV Gergana VAKLINOVA, Gender Advisor (Transformation Branch)

Email: [gergana\\_vaklinova@cmdrcoe.org](mailto:gergana_vaklinova@cmdrcoe.org)

The CMDR COE has a long-standing, and continuously growing, commitment to supporting gender mainstreaming in the security and defence sector, particularly in the crisis management and disaster response domain. Building and fostering the required combined expertise in pursuit of the latter aim, the Centre has a dedicated GENAD and three certified gender trainers. Research and analysis on the Women, Peace and Security (WPS) agenda and relatedly - the integration of gender perspectives in military contexts, is a continuous process which informs planning, policy elaboration, and education and training (E&T) development at the CMDR COE.

The Transformation and the E&T branches are joining forces and coordinating efforts in advancing gender perspectives and gender mainstreaming is a critical aspect of and a well-

embedded activity into the CMDR COE's daily business and course curriculum. Each CMDR COE NATO-certified course features a module on gender exploring its relevance for and importance to various CMDR activities. Gender training, as with all CMDR COE learning solutions, is premised on the principles of adult learning with an emphasis on hands-on experience and cooperative exchange of knowledge and expertise.

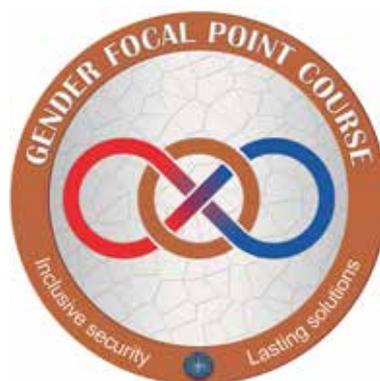
The NATO-certified Gender Focal Point (GFP) course has grown in demand and improved in quality since its pilot iteration in February 2019 with the CMDR COE receiving an ever increasing amount of requests for conducting special iterations for NATO strategic and operational commands. The course aims to support the establishment of a sound and functioning Gender Advisory Structure consisting of dedicated dual-hatted experts - gender focal points (GFPs), who facilitate the integration of gender perspectives within their respective chain of command supporting the institutionalisation of gender-sensitive approaches to planning and decision-making.

Due to the spread of the novel corona virus and with a view to exercising utmost caution as regards the health and well-being of trainees, instructors, and all staff members, the CMDR COE cancelled both its scheduled resident and mobile GFP iterations, only to prepare for transferring those learning solutions to an online environment.

Thus, responding and adapting to COVID-19 imperatives, as of 2021 the CMDR COE will begin offering four annual GFP iterations - two resident and two online. In September 2020, the Centre conducted its first synchronous instructor-guided online GFP course (e-GFP). The e-GFP meets the same requirements and standards of quality and certification as the ones applicable to its face-to-face version. The e-course consists of live sessions with instructors in a virtual classroom; breakout syndicate rooms; self-paced and facilitator-guided individual and /or collective tasks. The study method continues to be premised on the principles of adult learning and formative and summative assessment are tailored to the specifics of the online environment.

The global pandemic has regrettably exhibited significant shortcomings in the systematic integration of gender perspectives across the political, economic, social, and technological spheres. COVID-19 has demonstrated that structural inequalities not only continue to exist but are often institutionalised and interpreted as part of organisational or occupational culture. These findings reverberate across the WPS community and call for immediate collective actions. As a dedicated member of the said community, the CMDR COE continues to monitor developments in the field and to suggest original and innovative solutions for an environment enabling inclusive and participatory security.

.....gender perspectives bridge ambition and reality,  
needs and capacities, actors and tools.



## Crisis Management and Disaster Response Integrated Development Environment (IDE)

The importance of the disaster events, their influence and severe impact over human life is indisputable and largely taken under consideration. The planning process and performance of NATO military operations also do not exclude disaster management.

The significant unpredictability, concerning the time and space of occurrence, and the event parameters, makes the risk management and disaster management a difficult and resource consuming process. The evaluation of the dynamic impact over a planned and performed military operation is almost impossible without the usage of appropriate M&S tools and software. Such applications are military oriented software allowing realistic wargaming and based on the implemented military units model database and behavior.

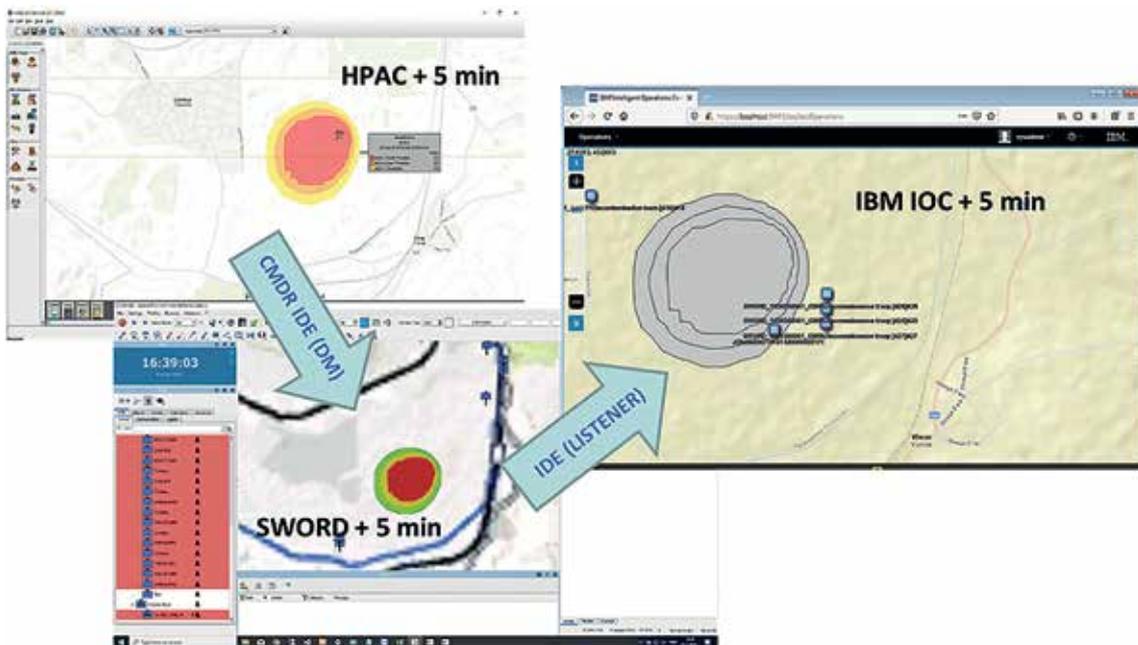
During the first phase of the MSG-147 project it was recognized that there is no existing military-oriented simulation on the market capable to accurately model and simulate all variety of disaster types. In addition, it was realized that the few models (flooding for example) built-in are inaccurate and with deviation from one to another simulation.

This renders the creation of simulation federation, wargaming, and following analyses regarding disaster events during military operations impossible.

In order to improve the decision-making process and to increase the objectivism a Disaster Module application was developed. It is software with unique capabilities. It can compute and model different disaster events using its own or external mathematical models and publish the achieved results as standard for the simulation object with all predefined characteristics and attributes. These attributes defining the disaster simulation object are updated frequently. In such a manner, the Disaster Module could distribute one or more disaster objects to many simulations connected to a federation, using standard HLA interface. The mathematical model computing the event is external to the simulations and its responsibility is to estimate the impact over military units, civil society and infrastructure. The Disaster Module provides the software engine for calculations and the necessary operator interface to tune and change parameters.

Later on, to the Disaster Module other modules with different functionalities were attached. Such functionality was the mentioned bridge service allowing transfer of data from not HLA compliant applications to federation. In that regard, the necessity of services capable to inject information in the Command and Control System, to generate the Situational Awareness Report, to propose Response Measures and to visualize them again in the C2 environment was recognized. Something more, a development of SOP Database started and the first disassembled to rudimentary measures SOPs were provided by SEEBRIG for tests and training support during Balkan Bridges 19 exercise.

It changed the focus of the application. In addition, the interface was not that friendly and understandable. A decision to make different modules representing the conceptual schema was taken and the name of the software was transformed to Crisis Management and Disaster Response Integrated Development Environment (IDE). It elaborates much better not only the current implemented capabilities and functionalities, but also describes the concept of the product. It is necessary to emphasize again the strictly followed standard interface approach of the development reference architecture. It allows to connect different software and applications with different functionalities and capabilities. Thus, increases significantly the chance for cohesion coordination or synergy.



The CMDR IDE has two main roles. The first one is to connect useful and relevant existing applications like military simulations for example. In such a manner, CMDR IDE configures the necessary framework capable to run wargaming, to publish into the network disaster events of different types, to collect reports about the impact, behavior and development of the crisis, to run the information through Command and Control systems, etc.

This is done through rising interconnections to the clients of the framework. Because of the project big scale, it was confirmed that the time-saving approach is to use what is currently available like simulation systems, command and control systems, networks for information exchange. It was realized that it not only improved significantly the development velocity, but also gave highly advantageous flexibility. Nowadays the CMDR IDE could connect many clients and could transform the final schema easily. Such an open architecture allows for the interoperability with different applications, which are proportional to the potential synergy. It could be elaborated as a function of common domain of interest and different capabilities.

In the beginning of the project, the schema of the reference architecture was proposed, covering the cycle of Crisis and Disaster Management. CMDR IDE provides the necessary components to build it. By attaching different tools and software to the framework, the entire architecture or just a part of it could be activated. For example, the wargaming process could start without the usage of the module for the dynamic plan generation.

This part of the CMDR IDE has a module for transferring of modelled data (computed disaster as an object with specific parameters) to the reference architecture.

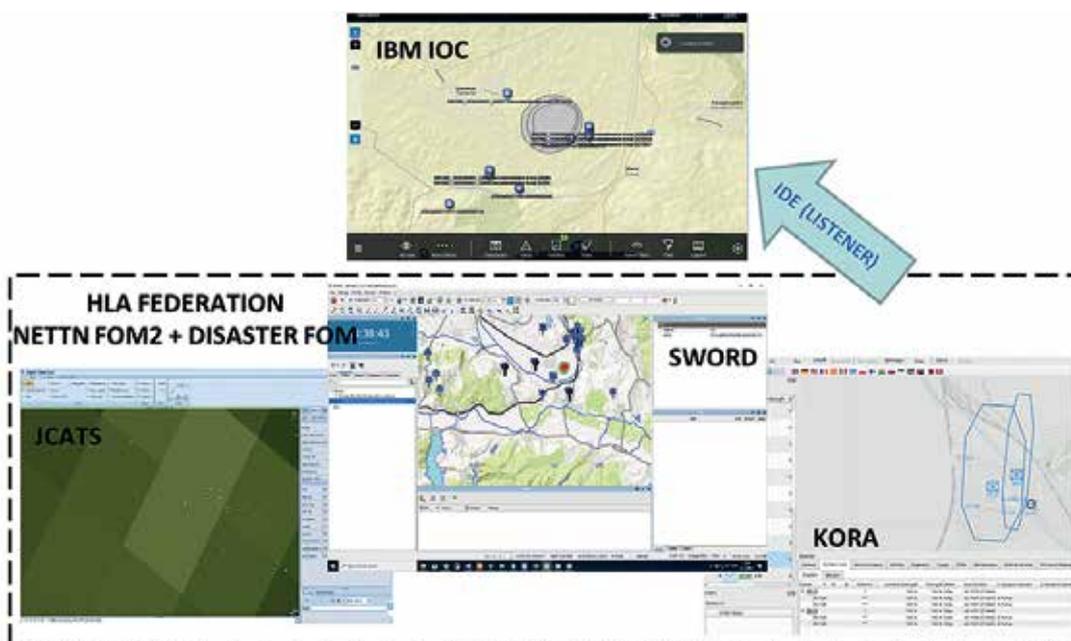
This interface is capable to transform data from different sources into the simulation compatible. It is possible because the module can receive data in various formats. Most of the time the synchronization depends on operator manipulation, which actually is an advantage and makes the module more flexible.

Another interface is the simulation-C2 system gateway. It could transfer information from the simulation system to the C2 and vice versus. It is HLA-REST API based and connects many simulations and C2 systems making a large number of possible combinations. As an example, during writing the current version of the concept under development, it is an interface connecting the CMDR IDE with EXIS. It will allow the connections with many C2 systems used currently by NATO and its members.

The second role of CMDR IDE is related to the innovative part of the project. It was necessary to build a few new applications as additional modules in order to rise the invented architecture.

The operator interface allows to control some of the coefficients of the mathematical models, to set up the initial parameters (e.g. weather conditions). The simulation network gateway is no more a part of the module and is now a part of the Interface Module.

The Module for Information feeding publishes information into the Command and Control System. It is used to transfer data from people on the ground in case of a disaster or from EXCON if the reference architecture is used for training. It has a simple interface which currently is based on Common Alerting Protocol. During the performed experiments, the module had simple interface and functionality. Now, the next version of the module is under development. In it the EXCON could have a list of preplanned injects making the duties easier and replicable. It saves time and efforts.







### STRATEGIC DECISION MAKING FOR CRISIS RESPONSE OPERATIONS COURSE



(NATO APPROVED; NATO ETOC CODE: ETE-CM-41879)

**Aim:**

To provide participants with extensive knowledge on NATO Crisis Response on the politico-strategic level within a framework of a Comprehensive Approach to security.

**Training Audience:**

Military officers (OF-3 and higher) and/or civil equivalent assigned to NATO HQs and agencies; NATO Ally and Partner nations' Ministry of Defence and subordinated HQs; Ministry of Interior, and Ministry of Foreign Affairs, dealing with crisis management at a politico-strategic level.

**Learning Objectives:**

- Compose 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 aimed at supporting strategic assessment during 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).



### CRISIS MANAGEMENT AND DISASTER RESPONSE COURSE



(NATO APPROVED; NATO ETOC CODE: ETE-CM-21784)

**Aim:**

The CMDR course aims at 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“.

**Training Audience:**

Military officers (OF-3 to OF-5) and/or civilian equivalent, involved in crisis response, assigned to NATO HQs and agencies, missions and operations; NATO Ally and Partner nations' Ministry of Defence and subordinated HQs; all ministries and state agencies involved in crisis resolution.

**Learning Objectives:**

- Describe NATO Crisis Response fundamentals;
- Identify 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;
- Discuss basic elements and characteristics of NCRP;
- Explain what is resilience and civil preparedness against current and future threats to security;
- Summarize NATO resilience baseline requirements and related guidelines for national application;
- Work with basic criteria for evaluation of resilience.



## DISASTER MANAGEMENT COURSE



(NATO ETOC CODE: ETE-CM-22007)

### Aim:

The course aims at building basic knowledge on disasters and disaster management process and mechanisms, including disaster risk management, and main disaster management stakeholders.

### Training Audience:

Military officers (OF-2 to OF-5) and/or civilian equivalent, involved in disaster management, assigned to NATO HQs and agencies, NATO Ally and Partner nations' Ministry of Defence and subordinated HQs; Ministry of Interior, and Ministry of Foreign Affairs; regional and municipal administration, as well as other representatives with responsibilities or special interest in the disaster management domain.

### Learning Objectives:

- Explain definitions and classifications of disasters;
- Memorize main disaster management terms and definitions;
- Describe key disaster management and disaster risk management processes in line with NATO, UN, and EU concepts;
- Discuss key actors, factors, mechanisms and interactions in disaster management within a context of a Comprehensive Approach (CA);
- State the role of the military in disaster management.



## CRISIS RESPONSE OPERATIONS PLANNERS PROFESSIONAL DEVELOPMENT COURSE



(NATO APPROVED; NATO ETOC CODE: JPL-OP-31878)

### Aim:

To build comprehensive knowledge on NATO Crisis Response Planning at strategic and operational level and its interconnections with NATO Crisis Response System (NCRS).

### Training Audience:

Military officers (OF-3 to OF-5) and/or civilian equivalent, involved in crisis response planning, assigned to: NATO HQs and agencies; NATO Ally and Partner nations' Ministry of Defence and subordinated HQs; Ministry of Interior, and Ministry of Foreign Affairs, other ministers and state agencies engaged with that process, including representatives from the European Union (EU).

### Learning Objectives:

- Demonstrate a comprehensive understanding of a crisis and of the engagement space through an inclusive and broad PMESII analysis;
- Apply 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 NATO Crisis Response Planning;
- Perform activities in support of the decision-making process.



## CRISIS MANAGEMENT AND DISASTER RESPONSE EXERCISE PLANNERS TRAINING COURSE



(NATO APPROVED; NATO ETOC CODE: ETE-CM-21785)

### **Aim:**

Building skills in order to enable the integration of comprehensive crisis management and disaster response (CMDR) and humanitarian assistance (HA) perspectives in exercise planning.

### **Training Audience:**

Military officers (OF-3 to OF-5) and/or civilian equivalent, involved in crisis management and disaster response exercise planning, assigned to: NATO HQs and agencies; NATO Ally and Partner nations' Ministry of Defence and subordinated HQs; Ministry of Interior, and Ministry of Foreign Affairs; European Union (EU) agencies and institutions; regional and municipal administration, including private sector representatives with responsibilities or special interest in the CMDR and exercise planning domain.

### **Learning Objectives:**

- Formulate aim, and objectives, and identify the training audience and respective responsibilities in support of an illustrative Training / Exercise within the area of CMDR and HA;
- Support the development of Exercise Specifications (EXSPEC);
- Summarize fundamental NATO documents related to CMDR and HA training and exercise planning;
- Plan the 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.



## CLIMATE CHANGE AND SECURITY COURSE

### **Aim:**

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.

### **Training Audience:**

The course is open to civil servants and military from EU Member States and relevant EU Institutions and Agencies.

### **Learning Objectives:**

- Define the 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.



## GENDER FOCAL POINT COURSE



(NATO APPROVED; NATO ETOC CODE: GEN-GO-25432)

### **Aim:**

The GFP Course aims to enable personnel to perform successfully as a GFP within strategic and operational organisations. The course provides trainees with the GENAD Advisory Structure and the knowledge of how their role as a GFP contributes to larger organisational efforts to institutionalize the application of gender perspectives in every activity. Course emphasis is on enabling the GFP to support their chain of command in mainstreaming gender perspectives within their own area of responsibility.

### **Training Audience:**

Military officers (OF-2 and higher) and/or civil equivalent assigned to NATO HQs and agencies, missions and operations; NATO Ally and Partner nations' Ministry of Defence and subordinated HQs; Ministry of Interior, and Ministry of Foreign Affairs.

### **Learning Objectives:**

- 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.

### **Prerequisites:**

- ADL 169 - Improving Operational Effectiveness by Integrating Gender Perspective;
- ADL 171 - Gender Focal Point;
- Solid experience within own occupational field.



## RESILIENCE THROUGH CIVIL PREPAREDNESS COURSE

### **Aim:**

To provide senior civilian and military experts with an understanding of the various aspects of resilience at the strategic level and the effects, thereafter, on the operational level through increased awareness of the relation between civil preparedness and improved operational effectiveness.

### **Training Audience:**

NATO structures and agencies and NATO members only.

OF-2 and higher and/or civil equivalent assigned to NATO HQs and agencies, missions and operations; NATO members' Ministries of Defence and subordinated HQs; Ministries and State Agencies functioning within the fields of Civil Preparedness in terms of Crisis Management (CM).

### **Learning Objectives:**

- Explain the relation between resilience and civil preparedness and the effects on military activities / operations.
- Support the integration of resilience aspects into the medium/long term planning within respective chain of command.
- Support strategic advice on different aspects of Resilience through Civil Preparedness and its impact on military operations.

### **Prerequisites:**

Trainees are strongly encouraged to undergo the following online courses / modules:

1. NATO ADL 051 - NATO Civil Emergency Planning - An Overview
2. NATO ADL 169 - Improving Operational Effectiveness by Integrating Gender Perspective.
3. NATO CMI/CIMIC Awareness Course available at: <https://www.cimic-coe.org/products/training-education/course-landscape/nato-cmi-cimic-awareness-course/>



As an Education and Training Facility (ETF), CMDR COE has the capacity to develop and deliver its educational products in e-learning format. The institution has adopted two approaches in this direction - asynchronous and synchronous e-learning.

**Asynchronous e-learning** is delivered in an Advanced Distributed Learning (ADL) format as a student self-covered on-line course accessed via CMDR COE web platform. The ADL is usually a prerequisite for some of the courses delivered either as residential or on-line. The ADLs focus moreover on the theoretical part (introducing the necessary terminology and definitions) to smoothly warm up the students' introductory knowledge required for the practical part of the course.

The CMDR COE provides an ADL prerequisite course for *Crisis Management and Disaster Response Course* (NATO Approved - ETE-CM-21784), using the same ADL as a prerequisite for *Crisis Response Operations Planners Professional Development Course* (JPL-OP-31878) and for *Strategic Decision Making for Crisis Response Operations* (NATO Approved - ETE-CM-41879).

The second ADL is developed as a prerequisite for the *Crisis Management and Disaster Response Exercise Planners Training Course* (NATO Approved - ETE-CM-21785).

**Synchronous e-learning** is a complete substitute of the respective residential course. Usually it is held using the on-line Cisco Webex Teams platform, where the live on-line lectures and team works are implemented via a virtual studio and classrooms for each syndicate, where the course instructors and students are in a direct on-line contact. Synchronous on-line courses are usually five-day educational process with the lectures in the morning session and scenario-based practical work in the afternoons.

All CMDR COE courses are currently being converted in a synchronous on-line format, with *Crisis Management and Disaster Response Course* and *Gender Focal Point Course* (GEN-GO-25432) having been already conducted in this format.

When successfully completed, both type e-learning courses are certified with the respective certification document, received automatically as a PDF document by the student after the successful completion (for the ADL courses) and sent to students' e-mails by the Course Director (for the regular synchronous on-line courses).



## CMDR COE Internship

At the CMDR COE, we believe in an inclusive, transformative and capable crisis management and disaster response. The role of young people in achieving the afore-mentioned is critical as young people possess the energy, capacity and determination to contribute to efforts aimed at ensuring a collaborative collective approach to peace and security. To anticipate the future means preparing for tomorrow's challenges today, and doing so also invariably involves tapping into the vast potential young people carry by providing them with opportunities for personal and professional advancement.

The CMDR COE Internship Programme aims to provide bright and motivated young people with the opportunity of joining a multicultural team of experts at an international organisation, which is a hub of expertise, and an education and training facility, in the crisis management and disaster response domain.

The goals of the CMDR COE Internship Programme are:

1. To provide interns with an opportunity to learn from the CMDR COE community and get acquainted with the work of the Centre;
2. To benefit from the insights and invaluable knowledge young people have and can apply in their practical work assigned as part of specific projects and tasks in the framework of the internship;
3. To increase the understanding on the nature of NATO COEs and on their functional and operational mechanisms.

### Duration:

In general, the duration of the CMDR COE's internships is no less than 2 (two) and no more than 6 (six) months. Extensions are possible on a case-by-case basis, and depending on the availability and duration of individual projects.

Working hours for interns correspond to the official working hours for all CMDR COE Staff members - i.e. from 0800 until 1630, from Monday to Friday - 8 (eight) hours per day, 40 (forty) hours per week, with half an hour (30 min) lunch break. Flexibility is possible upon CMDR COE Deputy Director's approval.

### Application and selection:

Applications for the CMDR COE Internship Programme will be accepted as either responses to specific calls for applications or as spontaneous applications.

- Calls for internship - applications past the announced deadlines will not be considered;
- Spontaneous application - should be made no less than 4 (four) months in advance of the desired internship start date.

### All applications should consist of the following:

1. Filled-in application form (available on CMDR COE website at <https://www.cmdrcoe.org/files/docs/Application-Form-CMDR-COE-Internship-GV.docx>);
2. Curriculum vitae (Europass Format in English);
3. At least one, but no more than three, recommendation letter from an academic or professional institution;
4. A one-page Concept Note providing details on the applicant's 1) motivation for undergoing an internship; 2) preferences and justification for specific positioning within Branch/Section; 3) expectations of the internship; 4) any other information considered relevant to the selection process.

Applications should be sent via e-mail to [george.tzavaras@cmdrcoe.org](mailto:george.tzavaras@cmdrcoe.org), alternatively by fax at +359 2 92 24755



## CMDR COE Support Capabilities

Since its establishment in 2015, the CMDR COE has significantly developed its capabilities and has increased the operational capacity, as well. Along with the qualitative improvement of the human factor, which is a crucial thing for every organization, the CMDR COE also continuously improves its technical basis and infrastructure. The Centre has expanded its current premises on three floors while at the same time improved the security, communication and information system and connectivity in accordance with NATO requirements.

In order to organize all events in a high standards the facility of CMDR COE is divided into functional areas. The administrative area on the ground floor includes spaces designed to hold conferences, seminars, workshops and other events. There is a conference hall for 120 people (Brussels hall) with adjustable capacity depending on the scale of the event. Visitor's room for 20 (Sofia Hall) people is on the same floor. Both are air-conditioned and equipped with furniture, telephone, audio, visual, computer equipment and Wi-Fi network. Security zone on the first floor encompasses a meeting room for 30 people (Warsaw Hall) which is designed to work with unclassified information and fully equipped for conducting workshops, courses, etc. One very useful asset is the Video-Conference hall (VTC) equipped with a desk, office box, chairs, conference table with 10 seats, document cabinets, monitors, video conference equipment, interactive board, whiteboard. On the second floor we have another administrative area for unclassified information containing also conference room for 30 people (Athens Hall).

The CMDR COE has capabilities to transport a mobile team up to 10 people and the appropriate material for conducting external courses or taking part in other events such as seminars, conferences, etc. Its car fleet already includes a Peugeot 508 car (4 + 1 seats), Peugeot Partner (4 + 1 seats) and Peugeot Boxer (14 + 1 seats) with additional rack.

The CMDR COE premises are located in a communicative area in the downtown of Sofia with fast and easy access to various types of public transport. Its immediate proximity to the military hotel SHIPKA which provides good conditions for accommodation, dining and sports.



# CMDR COE Contacts

**FOGO Champion - HQ SACT**  
Rear Admiral John W. TAMMEN  
Office: +1 (757) 747 3957  
john.tammen@act.nato.int

**SME POC - HQ SACT**  
CDR (N)John GRAY  
Office: +1 (757) 747 4339  
john.gray@act.nato.int

**CMDR COE Director**  
Colonel Orlin NIKOLOV, PhD - BGR AF  
Office: + 359 2 92 24700  
Mobile phone: + 359 88 799 7540  
orlin.nikolov@cmdrcoe.org

**CMDR COE Deputy Director**  
Captain (N) Georgios TZAVARAS - GRC Navy  
+ 359 2 92 24702  
+ 359 89 552 7070  
george.tzavaras@cmdrcoe.org



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SCAN ME

**Chief of Education & Training Branch**  
Colonel Dimitar DIMITROV - BGR A  
Office: + 359 2 92 24703  
Mobile phone: + 359 89 331 5003  
dimitar.dimitrov@cmdrcoe.org

**Chief of Transformation Branch**  
Colonel Dariusz DOBRON - POL A  
Office: + 359 2 92 24704  
Mobile phone: + 359 88 557 3554  
dariusz.dobron@cmdrcoe.org

**Chief of Capabilities Branch**  
Colonel Plamen MILANOV - BGR A  
Office: + 359 2 92 24705  
Mobile phone: + 359 88 849 9197  
plamen.milanov@cmdrcoe.org

**Chief of Support Branch**  
Colonel Nikolay NIKOLOV - BGR AF  
Office: + 359 2 92 24706  
Mobile phone: + 359 88 952 0980  
nikolay.nikolov@cmdrcoe.org

MEET CHALLENGES, SEIZE OPPORTUNITIES, ANTICIPATE THE FUTURE!



CRISIS MANAGEMENT AND DISASTER RESPONSE CENTRE OF EXCELLENCE

1606 Sofia, Bulgaria, 34A Totleben Blvd. [www.cmdrcoe.org](http://www.cmdrcoe.org) +359 2 92 24701