

Annual Booklet

2019 - 2020



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MEET CHALLENGES,
SEIZE OPPORTUNITIES,
ANTICIPATE THE FUTURE!

Dear Reader,

Welcome to the CMDR COE's Annual Booklet 2019 - 2020!

The issue provides a retrospect into the year past and sets the prospects for the year ahead, while clearly presenting the aspects, which we will guide our undertakings in pursuit of the CMDR COE's vision. What remains unchanged are the continuous efforts to cement and sustain the Centre's position as a primary source of expertise and education and training opportunities, and as a custodian of good practices and lessons-learned in the crisis management and disaster response (CMDR) domain. In achieving the latter, we strive to abide by, and also set, ever higher standards of performance, which was formalised in June 2019, when the CMDR COE received an unconditional NATO Quality Assurance certification.



Our mission, in the pursuit of which we are assisted by our research products and education and training (E&T) initiatives, is to support CMDR practitioners in the constructive exchange of knowledge and experience within cooperative networks premised on a common understanding, shared awareness, and best practices in the CMDR domain. We have significantly revamped and calibrated our E&T curriculum to ensure that our trainings remain relevant and responding to the imperatives of a complex and uncertain security environment. A concrete step was to firmly embed in our teaching methods the principles of adult learning, which allow for, and call for, the active engagement of trainees in the creation and transfer of knowledge. Bearing testimony to the added value of our efforts, the mobile education and training teams (METTs) receive a growing number of request for providing tailored trainings.

We have extended our focus on climate change to include and study implications on military activities, particularly concerning operations and missions in the CMDR domain. We premise our analysis on the understanding that climate change impacts on the magnitude, scope and intensity of natural and human-induced disasters straining state and institutional capacity for provision of humanitarian assistance and disaster relief. It further impacts societal resilience thus precipitating displacement, conflict, and migration.

Furthermore, inequality has become a catalyst for crises as it impacts and fractures societies, instils conflict potential and provides fertile breeding ground for grievances. Prolonged conflicts, in which civilians and critical, predominantly, civilian infrastructure are deliberately targeted, create an atmosphere of despair and entrenches societies in a vicious circle of violence. Responding to this challenge, we have strengthened our work on promoting a full-spectrum approach to building resilience and supporting civil preparedness.

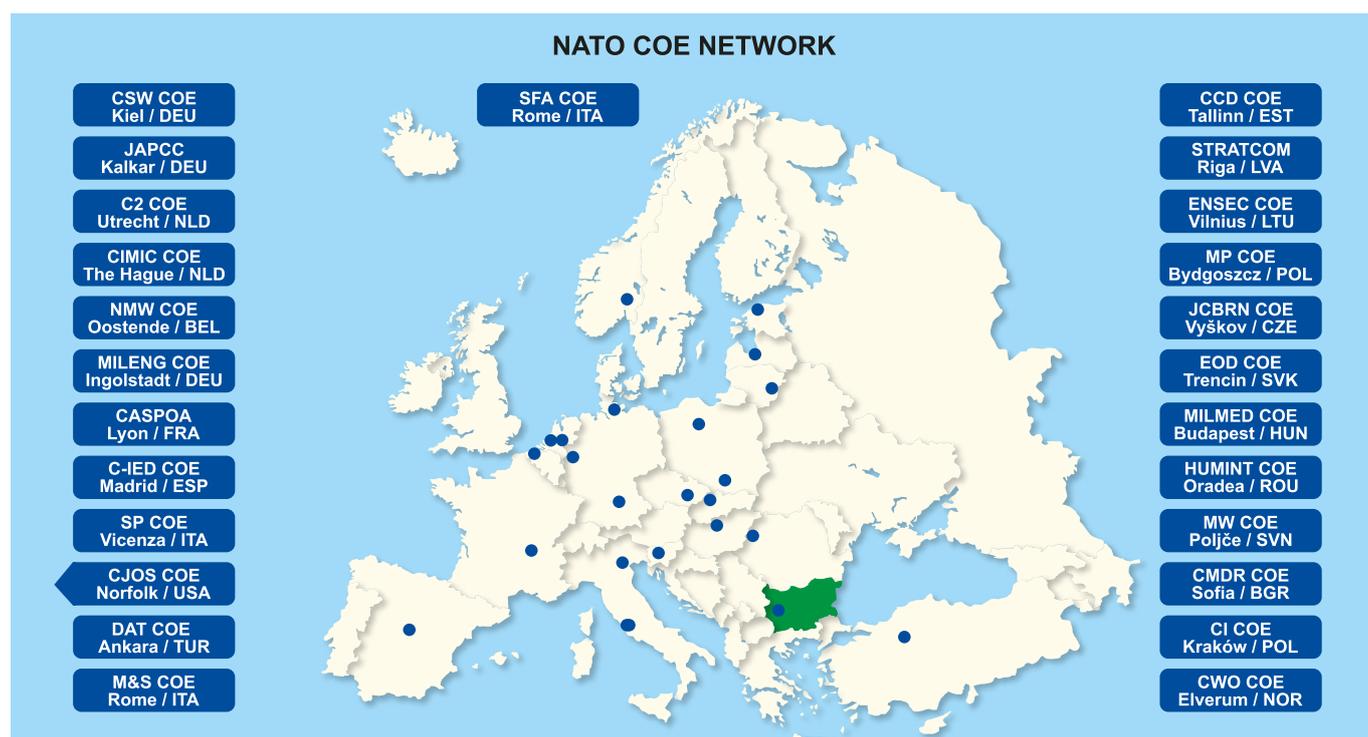
Thus, alongside our well-established resident courses, 2019 saw the development and internalisation of three new training solutions, two of which - the Gender Focal Point and the Climate Change and Security courses, are now well placed within the Centre's curriculum, the former having a NATO-approved status. The third one is the currently in its final development stage Resilience through Civil Preparedness course, which is an excellent example of a collaborative endeavour between the CMDR COE and the Civil-Military COE (CCOE). Resilience is a not a new area of interest for the CMDR COE, but within the year past, we have steadily positioned ourselves as key stakeholders, notably through our active participation in the elaboration of the Collaborative Resilience Concept. Moreover, and in line with our focus on fostering collaborative partnerships and supporting interoperability between various, both military and civilian, crisis management and disaster response stakeholders, our Annual Conference featured a panel dedicate to resilience in CMDR.

Attaining and sustaining 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 to enable prudent planning and efficient utilisation of resources. Furthermore, we are applying modelling and simulation technology with the aim of fostering our predictive and pre-emptive capacity in designing, improving and fostering our products and projects.

By means of concluding, I would like to emphasise that 2019 was a year of adaptation and substantive growth for the CMDR COE - all staff members exerted great efforts to prime the Centre for entering 2020 ever stronger, more united and resolved to bring out a positive change premised on an inclusive collaborative approach to CMDR.

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.

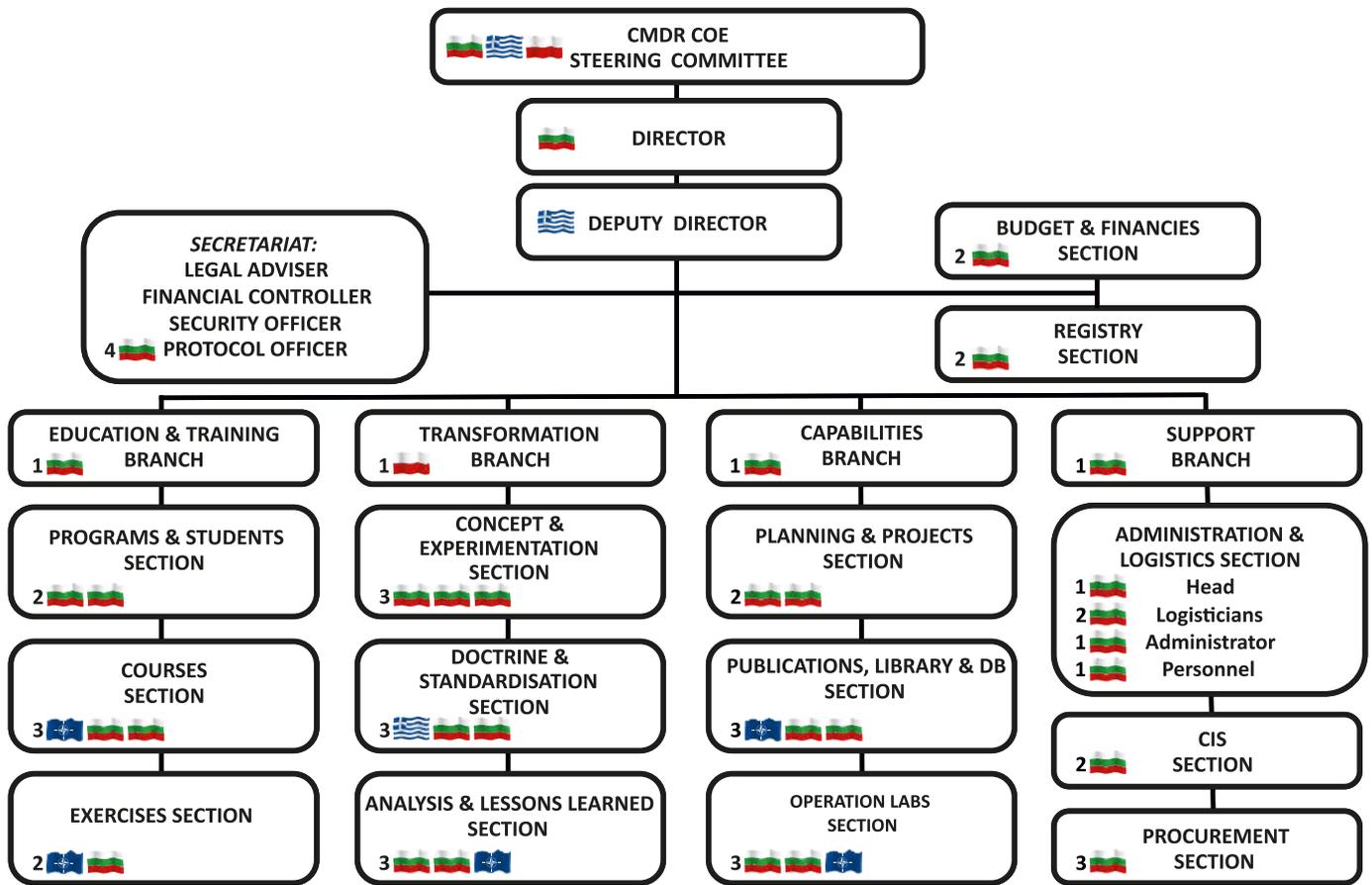


Role of COEs NATO COEs generally specialise in one functional area and act as subject-matter experts in their field. They distribute their in-depth knowledge through training, conferences, seminars, concepts, doctrine, lessons learned and papers. In addition to giving NATO and partner country leaders 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).

2018 Main Events (Sep-Dec)

CoRe Concept Workshop



The CMDR COE is supporting NATO's Collaborative Resilience (CoRe) Concept development process, which is sponsored by Allied Command Transformation (ACT). Following through on the latter commitment, on 10-12 Sept 2018, the Centre hosted and actively participated in the Second Collaborative Resilience Workshop (CoRe WS2), which gathered 42 participants from 19 countries, both civilian and military staff members, from NATO structures, NATO nations and NATO partners.

Building on the results from the CoRe WS1, and following the CoRe concept and capability development programme of work, the event enabled further discussion on CoRe analysis requirements and methodology elaboration, which to include a wide range of relevant stakeholders and their respective contributions to an enhanced resilience within a complex and uncertain security environment.

CAX Forum 2018



The city of Sofia hosted the 13th NATO Computer Assisted Exercise (CAX) Forum on 25 - 27 September 2018. The CAX Forum, organised by NATO Modelling and Simulation Centre of Excellence (NATO M&S COE) in cooperation with the CMDR COE, gathered more than 180 participants from 22 countries, 34 organisations and companies, including 13 governmental bodies.

The Forum was further supported by the Bulgarian Ministry of defence, by Sofia Municipality, and Leonardo and Anticyp. CAE, MASA, Bonemia Interactive, Pitch, 4CStrategies, BULSIM and M&S COE conducted life demonstrations.

The Forum focused mainly on technical and operating procedures for simulation-based exercises and training support, promoting the exchange of information and best practices among NATO and Allies simulation and training centres.

An essential outcome from the Forum is the introduction of important modification within NATO Command Structure Adaptation process, which attach increased relevance to M&S for training purposes, operational analysis, and warfare development.

Visit of a delegation from the Romanian Parliamentary Committee for Defence



The CMDR COE held a productive meeting with a delegation from the Romanian Parliamentary Committee for Defence, Public Order and National Security, led by Mr. Dorel-Gheorghe CĂPRAR (Chairperson). The Chairperson of the Bulgarian Parliamentary Defence Committee - Mr. Konstantin POPOV, and the Deputy Minister of Defence of the Republic of Bulgaria - Mr. Atanas ZAPRYANOV also took part in the meeting.

The meeting was conducted in a spirit of mutual respect and cooperative partnership. The discussion focused on possible exchange of good practices in the crisis management and disaster response domain and on joint initiatives between the three parties in relevant areas.

6th Steering Committee Meeting



The CMDR COE Programme of Work (PoW) and related budget for 2019 was approved at the 6th CMDR COE Steering Committee (SC) Meeting, which took place on 24-25 October 2018.

In her capacity as a Framework Nation representative, the Director of Defence Policy Directorate, BGR MoD - Mrs Rositsa Dimitrova, introduced the new Director-elect of the CMDR COE - COL Orlin Nikolov, former Head of CMDR COE Capabilities Branch, who is to succeed the directorship of the Centre as 11 January 2019.

The outgoing CMDR COE Director - COL Vassil Roussinov, was praised for his professionalism and achievements in furthering the vision and mission of the Centre.

Strategic Decision-Making for Crisis Response Operations Course



The CMDR COE conducted its resident, NATO SELECTED, Strategic Decision-Making for Crisis Response Operations (SDMCRO) Course on 26-30 Nov 2018. The course methodology was premised on adult learning - a method enabling the active involvement of trainees in the process of learning by encouraging critical thinking, communication, and problem solving based on individual approach and creativity.

Engaging trainees in the „creation“ of knowledge, the CMDR COE seeks to foster the capacity to draw on past experience so as to facilitate the internalization - storage and retrieval, of new knowledge through, inter alia, the use of audio-visual and hands-on techniques.

The Centre was delighted to host trainees from seven NATO Ally and Partner nations - Australia, Bulgaria, Greece, Italy, Poland, South Korea, and the USA.

HQ SACT TNB Periodic Assessment Visit



During a visit of HQ SACT representative on 5 - 6 December 2018, the CMDR COE demonstrated compliance with both the MC Concept for Centres of Excellence (MCM-236-03, dated 04 Dec 03) and the NATO Centres of Excellence Accreditation Criteria (IMSM-0416-04, dated 11 Jun 04).

Based on the results of this Periodic Assessment, Transformation Network Branch (TNB), on behalf of HQ SACT, concludes that the products and services provided by the CMDR COE remain consistent with the quality, standards, practices and procedures within NATO and, therefore, recommends its continued accreditation as a NATO Centre of Excellence.

Stress Management and Resilience Training Course



State Secretary of the Serbian MoD, Aleksandar Zivkovic opened a 4-day training for psychologists from the Serbian Ministry of Defence and Army titled Training for the management of stress and resilience, expressing his appreciation for the work of psychological services in all segments.

The pilot course aims at enhancing military psychologists' knowledge on stress management for professional soldiers, particularly in crisis contexts.

The course was jointly organised by NATO Science for Peace and Security (SPS) Programme, the Serbian MoD and the CMDR COE.

2019 Main Events (Jan-Aug)

NATO Crisis Response System Course for BGR Experts



The CMDR COE opened the academic year with the NATO Crisis Response System Course for Bulgarian experts, which took place on 29-31 January.

The course gathered more than 30 trainees from the Ministry of Defence, the Ministry of Interior, the Ministry of Communications, and the Ministry of Regional Development, as well as state agencies working in the field of crisis response, who discussed the effective implementation of NATO Crisis Response System and related processes, components, procedures, and mechanisms at the national level.

EADRCC Exercise "SRBIJA 2018" Lessons Identified



The Euro-Atlantic Disaster Response Coordination Centre (EADRCC) and the CMDR COE held a post-exercise Lessons Identified Conference for exercise "SRBIJA 2018" on 29 - 31 January 2019 in Sofia, Bulgaria.

In line with the aims of the exercise, the objectives of the conference were to identify and share observations with particular focus on the support to national authorities in building resilience through improved disaster preparedness, planning, prevention and response, thereby strengthening their capability to manage potential civil emergencies. Additionally, the event looked into topics related to the EADRCC procedures and capabilities for improving collaboration during a consequence management operation, including response to chemical, biological or radiological (CBRN) incidents.

Gender Focal Point Pilot Course



Delivering on its commitment to support the integration of gender perspectives in NATO crisis management, the CMDR COE conducted the first NATO Gender Focal Point (GFP) pilot course on 5 - 7 February 2019 in Sofia. The GFP pilot is an original training solution to an identified training and education gap within NATO, and marks a culminating point in the joint collaborative efforts of the CMDR COE and the Nordic Centre for Gender in Military Operations (NCGM) - NATO Department Head for Gender in Military Operations.

The GFP course builds gender mainstreaming skills, sensitivity to conflict related sexual and gender-based violence (CR-SGBV), and showcases the importance of integrating gender perspectives in a systematic, informed, and cooperative manner in every activity. Therefore, the course provides knowledge and understanding on how a GFP supports and contributes to gender mainstreaming within their respective chain of command, and within larger organisational efforts.

With two iterations per year, the next NATO-Approved resident GFP course will take place in April 2020 with registration now open for applicants. The target audience includes 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.



Crisis Management and Disaster Response Course

CMDR COE conducted its resident Crisis Management and Disaster Response Course on 18 - 22 March 2019. The 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“. The 2019 iteration welcomed for the first time trainees from Afghanistan, Egypt, Pakistan, Tunisia and United Arab Emirates.

Climate Change and Security Course



After the pilot last year, the CMDR COE conducted the first resident iteration of the Climate Change and Security course on 23-25 April 2019. The event is under the auspices of the European Security and Defence College (ESDC) and is supported by the Bulgarian Diplomatic Institute.

The course took place at the newly renovated CMDR COE premises and offered ample opportunities for acquiring new knowledge and for constructive exchange of good practices.

A diverse group of representatives from NATO Allies, the Istanbul Cooperation Initiative and Partners across the Globe, who work on climate change mainstreaming policy development and implementation at the national, regional, and international levels, as well as such involved in civilian protection, disaster protection and humanitarian assistance capacity building took part in the course.

The main topics discussed included global warming as a security threat multiplier, the impact of climate change on international peace and security, and the necessity of integrated policy options to address these climate-security challenges.

A unique component of the course was the conduct of a specialised Climate Change Strategic Game.



High-Level Visit of the Croatian Deputy Prime Minister and Minister of Defense



The CMDR COE was pleased to welcome a delegation from the Republic of Croatia. The visit, which took place on 5 May 2019 was led by the Deputy Prime Minister and Minister of Defence of Croatia - Mr. Damir Krstičević.

COL Orlin Nikolov, CMDR COE Director, presented activities and projects aiming at supporting CMDR efforts on the Balkan Peninsula. Mr. Krstičević expressed appreciation for the role of CMDR COE in strengthening and furthering cooperation between Balkan countries.

Disaster Management Course



The 2019 resident Disaster Management course took place on 13-17 May 2019, and parallel to the NATO Quality Assurance Process for the Centre.

Climate change, resilience, anticipatory capacity and preparedness were in the focus of the 2019 edition of the course. Participants from 10 countries took an active part in theoretical deliberations on disaster risk reduction and disaster management strategies as well as in providing practical examples supporting the transfer of knowledge and the sharing of good practices.

Climate change, resilience through the lens of adaptation and preparedness were among the topics widely discussed against the backdrop of a changing and ever more interdependent and connected global environment.

Quality Assurance Accreditation



The CMDR COE was pleased to welcome HQ SACT Quality Assurance Team of Experts as part of the institutional accreditation of the Centre. The visit aimed at verifying the quality of education and training products and services provided by the CMDR COE.

The 4-strong team of HQ SACT experts was led by LTC Cristian Ivanescu, Staff Officer Education & Training, and LTC Jerzy Kania, Staff Officer Plans & Policy. The distinguished guests were welcomed by the CMDR COE Director - COL Orlin Nikolov, and by the CMDR COE Quality Management Team.

The 2-day meeting looked into the adequacy of internal practices and procedures as against pre-defined set of NATO quality assurance standards.

Both sides concluded the meeting on a highly positive note with official decision expected by the end of the first half of 2019.

Tennessee National Guard Visit



The CMDR COE welcomed a team from the Tennessee National Guard led by LTC Timothy W Shubert on 25 July 2019

Col Nikolov, CMDR COE Director, presented the Centre's current projects, training activities, education capabilities and strategic perspectives. The Tennessean team was particularly interested in CMDR COE's engagement in support of NATO's CBRN and Cyber Defence projects as well as in recent developments of joint modelling and simulation infrastructure. Col Nikolov expressed his willingness to continue strengthening the collaboration with the Tennessee National Guard and the Tennessee Emergency Agency (TEMA). The honorable guests shared experience in the sphere of emergency management and civil emergency planning describing capabilities, preparatory actions and planned responses to an unexpected event.

7th Annual Interagency Interaction in CMDR Conference



The 7th Annual Conference on Interagency Interaction in CMDR was held on June 5-6 in the Central Military Club in the Bulgarian capital. It brought together subject matter experts, researchers and educators, planners and developers, advisers and various actors, working in the crisis management and disaster response domain and promoted a lively debate on pressing security issues.

More than 100 representatives of over 14 countries, including Bulgaria, Greece, Poland, France, Germany, Italy, Sweden, the United Kingdom and the United States took part in the event. The CMDR COE was honoured to welcome representatives of NATO HQ, ACT, the European Security Defence College, NATO COEs, SEEBRIG, BGR Ministry of Defense, BGR AF Command, Rakovski National Defence College, Bulgarian Academy of Sciences, academia, as well as business and industry representatives.

The 2019 CMDR COE Annual Conference was divided in three panels, namely:

- Conceptualising Resilience - Enabling Future CMDR;
- Implication of Global Changes on Security, and
- Collaborative Interaction - Implications on Security.

The keynote speakers at the 7th Interagency Interaction in CMDR Conference included BG Philippe BOISGONTIER Deputy Assistant Chief of Staff, ACT Staff Element Europe; LtG Atanas ZAPRYANOV (Ret.) Deputy Minister of Defence, BGR; Mr. Dirk DUBOIS Head of the European Security Defence College, Brussels; Vice Admiral Emil EFTIMOV Deputy Chief of Defence, BGR; Mr Patrick ANDREWS NATO HQ, Brussels; Col Dariusz MAJCHRZAK, Assoc. Prof. Vice rector of War Studies University, Warsaw.

The Conference created an enabling environment which allowed a genuine and constructive exchange of ideas and knowledge, lessons-learned and best practices among members of the CMDR community. The event also provided a good networking opportunity for governmental, non-governmental and academic organisations.



Gender Focal Point General Awareness Seminar - Gori, Georgia



Firmly cementing its position within the community of interest on gender in military contexts, the CMDR COE designed a tailored, yet premised on the CMDR COE resident GFP course, Gender Focal Point General Awareness Seminar for the Georgian security and defence sector. Responding to an invitation to support a joint NCGM - UNWomen project aimed at capacity-building, institutional support and technical expertise, the CMDR COE led the work on content development, and formed a Mobile Education and Training Team (METT) of subject-matter experts, who conducted the seminar on 6-8 Aug 2019 at the National Defence Academy in Gori, Georgia. The aim of the event was two-fold - on one hand, to raise awareness on the GFPs' role in facilitating gender mainstreaming within respective chain of command, and thus, on the other - to support the creation of a sustainable GFP structure.

2020 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.	01 Jan	31 Dec	Transformation branch 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 an 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	CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741 CIV Svilena Darova svilena.darova@cmdrcoe.org Office: +359 2 92 24742
1.3	SHAPE J9	CIMIC/CMI Steering Committee (SC)	To coordinate all CMI and CIMIC related activities.	Jan	Dec	Col (OF-5) Orin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700
1.4	JFTC Training Division	Resolute Support TE 20-1	RS TE is a combined RS HQ and TAAC level Staff and advisory training, preparing soldiers for a mission in Afghanistan	21 Jan	30 Jan	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
1.5	JFTC Training Division	Resolute Support TE 20-2	RS TE is an exercise preparing personnel to be assigned to Afghan mission that is train assist and advise	21 Jul	30 Jul	
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 your COEs to the Alliance.	Jul	Jul	Col (OF-5) Orin 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 20-1	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.	15 Apr	24 Apr	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
1.8	JFTC Training Division	NATO Mission Iraq TE 20-2	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.	06 Oct	15 Oct	
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	HQ SACT C2DS	Collaborative Resilience (CoRe) Concept	CoRe aims to recognize, assess and quantify (inter) dependencies between the three sector (MIL, CIV, PRV) and understand how they influence, are supported and/or disrupted from strategic shocks involving Civilian capabilities, infrastructure and assets. Main lines of efforts are the following:	23 Jul 2018	30 Jun 2020	CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741 CIV Svilena Darova svilena.darova@cmdrcoe.org Office: +359 2 92 24742
1.11	JFTC	EXCON Training and Sub-Phase IIIB LOLE20	LOYAL LEDA (LOLE) is a Land tactical-level CAX/CPX which will use the same scenario, plans and appropriate orders as developed for TRIDENT JUPITER (TRJU).	3 Nov	20 Nov	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
1.12	Joint Warfare Centre	STJU-JA20 Sub-Phase IIB	STJU-JA20 is Steadfast Jupiter Jackal 20 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	15 May	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
1.13	Joint Warfare Centre	STJU-JA20 MEL/MIL Incident Development WS	STJU-JA20 is Steadfast Jupiter Jackal 20 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.	22 Jun	26 Jun	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
1.14	Joint Warfare Centre	STJU-JA20 MEL/ MIL Scripting WS	STJU-JA20 is Steadfast Jupiter Jackal 20 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.	14 Sep	25 Sep	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
1.15	Joint Warfare Centre	STJU-JA20 Sub-Phase IIIB including EXCON Training	STJU-JA20 is Steadfast Jupiter Jackal 20 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.	26 Nov	10 Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
1.16	JALLC Plans and Programming Division	SME support for Joint Analysis Projets	SME support for Joint Analysis Projets	01 Jan	31 Dec	Transformation Branch, A&LL Section
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. Possibilities to develop new concept "Disasters and Climate change Implications on Military Activities" or chapter to the new NATO Concept "Warfighting Capabilities Building"	Jan	Dec	CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741 LTC Sasho Aleksandrov sasho.aleksandrov@cmdrcoe.org +359 2 92 24742
1.18	SACT CAP-DEV CEI IDLL	Lessons Learned Process	Analyse an issue of the specific area of expertise and provide an AR	Jan	Dec	Transformation Branch, A&LL Section
1.19	SACT CAP-DEV CEI IDLL	Lessons Learned Conference	Participate and support the annual NATO LL Conference	May	May	Transformation Branch, A&LL Section
1.20	SACT CAP-DEV CEI IDLL	Lessons Learned Workshop Spring	The purpose of the workshop is to improve the interaction and coordination of the exchange of information between the NATO OCEs and NCS. During the meeting, participants will be informed about the achievements in the application of NATO LL from practice after the initial implementation of the LL Optimization Plan	Feb	May	Transformation Branch, A&LL Section
1.21	SACT CAP-DEV CEI IDLL	Lessons Learned Workshop Fall	The purpose of the workshop is to improve the interaction and coordination of the exchange of information between the NATO OCEs and NCS. During the meeting, participants will be informed about the achievements in the application of NATO LL from practice after the initial implementation of the LL Optimization Plan	Sep	Nov	Transformation Branch, A&LL Section
1.22	NATO	Building Societal Resilience	For the purpose of building resilient society, the main priority of the international community and its main efforts should be directed against hybrid threats and in particular terrorism, which exploits the vulnerability of the democratic societies and in particular the individual through spreading fear.	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
1.23	HQ SACT SPP Directorate Strategic Foresight Branch	Long Term Military Transformation (LTMT) -SFA/FFAO	All COEs are requested to support joint SFA/FFAO Workshops in 2020. These workshops will focus on development SFA 2021 and FFAO 2022 reports.	Spring Autumn	Spring Autumn	LTC Anastasios Vasileiou (GRC A) anastasios.vasileiou@cmdrcoe.org +359 2 92 24743 OF-3 Svetozar Bosilkov svetozar.bosilkov@cmdrcoe.org Office: +359 2 92 24743
1.24	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 OF-4 Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 2 92 24757
1.25	STO/NATO M&S Group	Task-Groups NMSG-147	M&S Support for Crisis and Disaster Management Processes and Climate Change Implications	Jan	Mar	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

Srl No	Requestor	Project	Brief description	Start date	End date	CMDR COE POC
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.	May / Jun Sep Jan Jan	May / Jun Sep Dec Dec	COL 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 Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
2.3	BGR MoD	PACE 19/20	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.	4 Feb	5 Feb	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
2.5	BGR MOD	Crisis Management Exercises (CMX, SEESIM, etc.)	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	Jan	Dec	COL Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
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 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 Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
2.8	BGR MOD	Integrating gender perspectives in the BGR military - contributing to the development of a NAP on WPS.	Activities related to the popularisation of the GFP. Potentially contribute to the initiation and development of a Bulgarian National Action Plan on the integration of gender perspectives.	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
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 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 - MPC - ECC - FCC	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 Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
2.11	BGR MoD and ESP MoD (Emergency Military Unit)	ECC Canarias 2020	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 Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org +359 2 92 24703

Srl No	Requestor	Project	Brief description	Start date	End date	CMDR COE POC
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.	7 Apr 6 Oct	9 Apr 8 Oct	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.	23 Mar	27 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.	21 Apr	24 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.	18 May	22 May	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CIV Iliyana Ivanova iliyana.ivanova@cmdrcoe.org Office: +359 2 92 24734
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.	21 Sep	25 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.	19 Oct	23 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.	23 Nov	27 Nov	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CIV Iliyana Ivanova iliyana.ivanova@cmdrcoe.org Office: +359 2 92 24734
3.8	CMDR COE	Resilience through Civil Preparedness Course. Course is conducted jointly with CCOE	New course design. Based on the NATO commitment to continue to enhance its resilience and to maintain and further develop its individual and collective capacity to resist any form of armed attack, as well as other courses' participants interest on the topic we will start to work on new course design and delivery	3 Nov	6 Nov	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
3.9	CMDR COE	M5-41-B NATO European Security Cooperation Course	Aim: To increase understanding of the contemporary European security environment and build confidence and mutual trust among officers and defence civilians of NATO and Partner Nations. This is a two week course.	07 Sept	19 Sep	"COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
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.	6 Apr	10 Apr	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703

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3.11	CMDR COE - Transformation Branch	M7-51-A 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.	4 May	8 May	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 LTC (OF-4) Sasho ALEKSANDROV sasho.aleksandrov@cmdrcoe.org Office: +359 2 92 24742
3.12	CMDR COE - Capabilities Branch	P3-75 NATO Crisis Response System Course for Experts	The aim of the course is to provide students with a strong foundational knowledge of the NATO Crisis Response System (CRS) and to exercise the the Crisis Response Measure (CRM) and information exchange procedures through practical use of the NATO Crisis Response Tracking Application (NCRTA) and the NCRS Message Drafting Application (NCRS MDA).	30 Nov	4 Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 Col (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705
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.	6 Jan	10 Jan	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CPT (N) (OF-5) Georgios TZAVARAS george.tzavaras@cmdrcoe.org Office: +359 2 92 24702
3.14	CMDR COE - E&T Branch	M7-136 - A NATO Systems Approach to Training	The aim of this course is to provide participants with the knowledge required to implement or support the Bi-SC EDUCATION AND TRAINING DIRECTIVE 75-2.	13 Jan	17 Jan	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CPT (N) (OF-5) Georgios TZAVARAS george.tzavaras@cmdrcoe.org Office: +359 2 92 24702
3.15	CMDR COE - E&T Branch	M7-137 - A NATO Quality Assurance Course	The aim of this course is to provide participants with the knowledge and skills required to develop and implement a Quality Management System at education and training institutions in order to meet the Quality Standards for NATO education and training, as outlined in the Bi-SC Directive 75-7 EDUCATION and INDIVIDUAL TRAINING (E&ITD).	20 Jan	24 Jan	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CPT (N) (OF-5) Georgios TZAVARAS george.tzavaras@cmdrcoe.org Office: +359 2 92 24702
3.16	CMDR COE -	M3-52-A NATO Crisis Management Course	The aim of this course is to provide a platform for networking and a broad understanding of NATO Protocol guidance to anyone whose job requires managing people, communicating, networking and socializing in the Alliance or the global market place.	27 Jan	31 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
3.17	CMDR COE E&T, Transformation and Capabilities Branches	University of Architecture, Civil Engineering and Geodesy master's programme - Disaster management Engineering Support	Participation in University of Architecture, Civil Engineering and Geodesy master's program with lecturers and SMEs	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	Apr	Apr	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
3.19	CMDR COE	Mobile Education Training (MTT)	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 organisation.	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

Srl No	Requestor	Project	Brief description	Start date	End date	CMDR COE POC
3.21	ESDC, CMDR COE	Common Security and Defence Policy High-Level Course - the fourth module	The course will address the main CFSP/CSDP policies, developments and trends, and will provide a forum for in-depth debate on current and emerging CSDP issues for senior civilian and military officials. It will look at the future challenges that the European Union faces, in particular also in light of the 10 commitment of the Sibiu Declaration of 2019. The course consists of four residential modules of one week each, to be held in Brussels, Berlin, Athens and Sofia, with each of the modules preceded by an e-learning phase. The overall interactive approach of the course will provide participants with clear understanding of the different aspects of the CSDP within the larger framework of the CFSP.	8 Jun	12 Jun	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.	13 Jan	17 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-SharePoint 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
4.	Workshops					
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 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/CMI Synergy	Attending a WS developing a joint modeling and simulation modular design would 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 OF-4 Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 2 92 24757
4.3	ACT C2DC/ CMDR COE Transformation Branch	Participation in development of the new ACT Concept	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
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 year's 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	LtCol (OF-4) Dimitar Gigov dimitar.gigov@cmdrcoe.org Office: +359 2 92 24707
4.5	ACT TNB/ CMDR COE	7th 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	LtCol (OF-4) Dimitar Gigov dimitar.gigov@cmdrcoe.org Office: +359 2 92 24707
5.	Conferences					
5.1	CMDR COE	8th ANNUAL CONFERENCE: Inter-agency 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.	3 Jun	4 Jun	COL Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 COL (OF-5) Dariusz Dobron dariusz.dobron@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
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

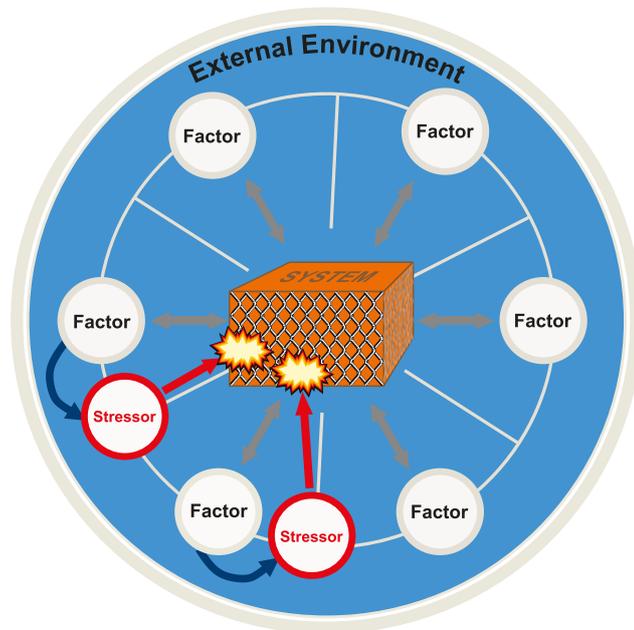
Srl No	Requestor	Project	Brief description	Start date	End date	CMDR COE POC
5.3	JFD, NSO-DH	ETEE Annual Discipline Conference	To define all E&T issues of the ETEE NATO Training Discipline and to coordinate SMEs support to NATO E&T.	Jan	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
5.4	CMDR COE	NATO International Internal Auditors Conference	NATO International Internal Auditors Conference			COL Nikolay Nikolov nikolay.nikolov@cmdrcoe.org Office: +359 2 92 24706
5.5	CMDR COE E&T Branch	2020 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	Interservice/Industry Training, Simulation and Education Conference (IITSEC), ITEC, CAX Forums, users conferences	Computer-assisted exercises are irreplaceable part of the military training, concept and doctrines development, and OPLAN assessment. The importance of the CAX is so immense, because of the effects of the appliance – reduced human-lives risk, reduced costs and expenses, flexible time, space and Area of Interest conditions. 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. The Interservice/Industry Training, Simulation and Education Conference (IITSEC) 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.	TBD ITEC TBD CAX TBD IITSEC	TBD ITEC TBD CAX TBD IITSEC	Col (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705
5.7	CMDR COE - Transformation Branch	Concept Development & Experimentation (CD&E) Annual Conference & Working Group	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.	Sep	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
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	CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741 CIV Svilena Darova svilena.darova@cmdrcoe.org Office: +359 2 92 24742
5.9	OSCE	OSCE Cooperation - Security Days Conference	The Interservice/Industry Training, Simulation and Education Conference (IITSEC) 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.	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
5.10	NCGM	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) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
5.11	European Commission	2020 European Civil Protection Forum (ECPF)	Bringing together European civil protection and disaster management community as well as from neighbouring and partner countries.	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
5.12	CMDR COE - Transformation Branch	Chiefs of Transformation Conference 2020	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

Srl No	Requestor	Project	Brief description	Start date	End date	CMDR COE POC
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.	Jun	Jul	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) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24738
5.15	CMDR COE	Sessions of the Intergovernmental Panel on Climate Change (IPCC)	Aim of the sessions is a broad and in depth discussion on climate change related issues.	TBD	TBD	LTC (OF-4) Anastasios Vasileiou anastasios.vasileiou@cmdrcoe.org Office: +359 2 92 24743 OF-4 Tsvetan Panovski tsvetan.panovski@cmdrcoe.org Office: +359 2 92 2745 OF-3 Svetozar Bosilkov svetozar.bosilkov@cmdrcoe.org Office: +359 2 92 24743
6.	Education & Training					
6.1	CMDR COE	Participation in planning conferences and execution for exercises to be conducted in 2020	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
6.2	CMDR COE	Training on different software products related to 8.4	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, PITCH and VBS3.	Jul	Dec	COL Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 LTC (OF-4) Ivelina Ivanova ivelina.ivanova@cmdrcoe.org Office: +359 2 92 24743
6.3	JFD/Discipline DH	ITEP Planning Board (IPB)	ITEP Planning Board (IPB)	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) 20	DORR 20 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 20 (TRJU 20) and certification for NRF21.	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 Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
6.6	CMDR COE	Internship Programme	Internship Programme	Jan	Dec	COL (OF-5) Dimitar Dimitrov dimitar.dimitrov@cmdrcoe.org Office: +359 2 92 24703
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 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

Srl No	Requestor	Project	Brief description	Start date	End date	CMDR COE POC
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	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
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	8th 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 Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 COL Nikolay Nikolov nikolov@cmdrcoe.org Office: +359 2 92 24706
7.4	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) per year (CMDR COE hosting). Example: - NCGM - Hawai HART COE - FINCENT - to establish partner relations and host a delegation from the Centre - other	Jan	Dec	CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24740
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.	TBD	TBD	LTC (OF-4) Anastasios Vasileiou anastasios.vasileiou@cmdrcoe.org Office: +359 2 92 24743 OF-4 Tsvetan Panovski tsvetan.panovski@cmdrcoe.org Office: +359 2 92 2745 OF-3 Svetozar Bosilkov svetozar.bosilkov@cmdrcoe.org Office: +359 2 92 24743
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 Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700
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 Nikolay Nikolov nikolov@cmdrcoe.org Office: +359 2 92 24706
8. Concept Development / Study / Research						
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 Transformation Branch / C&ES	Climate change concept development support	Proposing and supporting, either as a custodian, or, and more likely and feasible, as supporting the custodian (i.e. ACT), the development of a Climate Chamate change in military operations - specifically, such in response to crises and disasters.	Jan	Dec	CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24740 CIV Svilena Darova svilena.darova@cmdrcoe.org Office: +359 2 92 24742

Srl No	Requestor	Project	Brief description	Start date	End date	CMDR COE POC
8.3	CMDR COE Transformation Branch / C&ES	Gender Mainstreaming NATO Military Operations Concept	Proposing and supporting, either as a custodian, or, and more likely and feasible, as supporting the custodian (i.e. ACT), the development of a of concept which to look into response to crises and disasters.	Jan	Dec	CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24740 CIV Svilena Darova svilena.darova@cmdrcoe.org Office: +359 2 92 24742
8.4	CMDR COE Capabilities Branch	Modeling and Simulation Laboratory. Technical Platform for conducting Crisis and Disaster Management Exercises	However, 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 2019 and 2020 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 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
9.	Projects					
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 SPS project	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 Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
10.	Additional Events (by CMDR COE Director's decision)					
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 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 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 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

Interdependence and interconnectedness in the era of globalisation and technological innovations make internal instability an external security matter often with widespread international repercussions. Fragile, failed states and war-torn societies create fertile breeding ground for the exploitation of underlying closely intertwined political, economic, social, ethnic, and religious grievances. The changing nature of conflicts and crises on one hand, and peace and security on the other, coupled by the multiplicity of actors and stakeholders involved bring to the fore the absolute necessity of comprehensive collaborative responses.



As part of the wider network of NATO Centres of Excellence, the CMDR COE contributes to the Alliance's transformation and adaptation by serving as a hub of expertise, a pool of experts and a platform for information, knowledge, and good practices exchange in one of NATO's core tasks - crisis management. The CMDR COE acts as a catalyst in the process of enhancing and fostering NATO's capabilities, and thus, in improving overall operational effectiveness.

Crisis management must be premised on a firm theoretical basis providing answers to the essential practical questions of what, how, why, and who. Key to the understanding, and thereafter, to the management of a crisis, in all of its phases and at all levels, is a clear yet encompassing definition of: 1) crisis and 2) crisis management.

Since its accreditation as a NATO COE, the CMDR COE has participated, hosted and organised an array of training courses, seminars, workshops and conferences on crisis management and disaster response (CMDR) and thus, generated and fostered a wealth of information and expertise in CMDR field. This, alongside an in-depth research on and work with existing crisis and crisis management definitions, including, but not limited to, NATO, EU, and UN ones, has enabled the Centre to elaborate the following original, and already officially approved by the CMDR COE Command Group, working definitions:

CRISIS: *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.*

A system is understood as: „A set of things working together as parts of a mechanism or an interconnecting network; a complex whole.“(Oxford Dictionary) or as the principles or methods by which something is organised.

The effects of major non-routine events, caused by either internal or external to the system stressor factors, i.e. serious threat or difficulty, could be measured on a continuum from changes, through transformation to serious or total disruption of the affected system and its established procedures. The system itself 'communicates' with the external environment and with other systems, for that matter. What makes the difference between its normal state and a state of crisis is its overall level of resilience. It prevents external factors from turning into external stressor factors. Crises, depending on their scope, intensity, magnitude and direction of impact/effects, necessitate commensurate measures for diffusing, containing, controlling, or otherwise recovering.

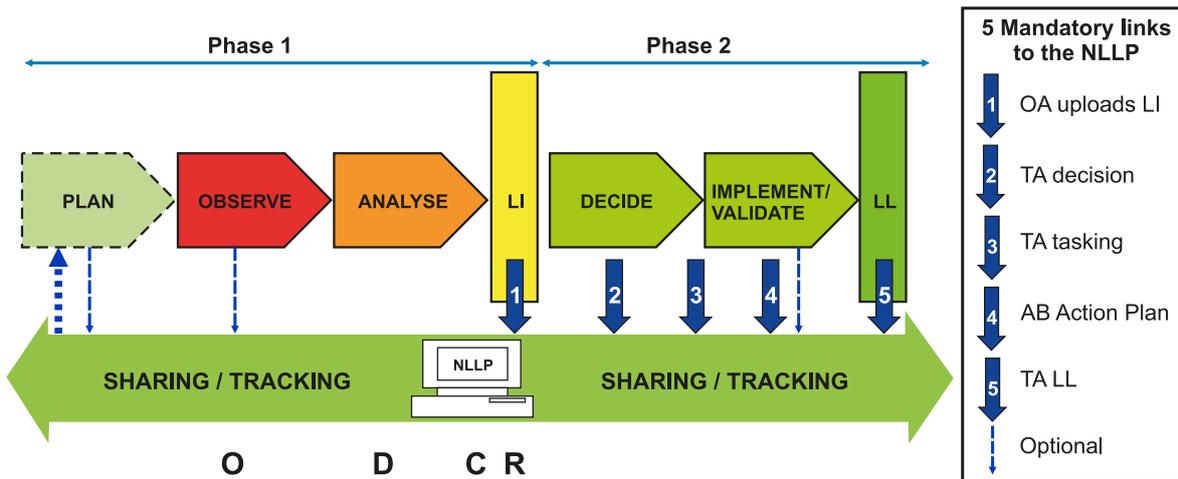
CRISIS MANAGEMENT: *An iterative process of organised and coordinated actions, by and among all responsible stakeholders at the local, national, regional and international levels, aimed at handling a crisis at all its phases.*

Crisis management entails specific expertise, skills and techniques for analysis as well as developed measures for defining routine (normality) and hence, identifying deviations from this routine, which could lead a system to a state of a crisis. Specific and tailored arrangements should also be in place guiding the work through all crisis phases - from prevention (before), through occurrence (during), to recovery (after), with a clear vision and strategy for a final outcome.

The CMDR COE places utmost importance on a Comprehensive approach to CMDR, which entails combined civilian and military efforts in tackling crises. Hence, the definitions proposed here-above intentionally refrain from stressing either purely military or civilian aspects of a crisis thus, leaving both possibilities open and available for the subsequent process of deciding and mobilising the respective, and required, means for each of the crisis phases.

The term Lessons Learned (LL) is broadly used to describe people, things and activities related to the act of learning from experience to achieve improvements. The idea of Lessons Learned in an organization is that through a formal approach to learning, individuals and the organization can reduce the risk of repeating mistakes and increase the chance that successes are repeated. In the military context, this means reduced operational risk, increased cost efficiency, and improved operational effectiveness. In a complex and rapidly changing security environment lessons needs to be learned fast. Some lessons are spontaneously discovered without preparations while others are collected based on a guided plan made in advance.

CMDR COE IMPLEMENTED NATO LL PROCESS



Phase 1: The Analysis Phase

Plan. Based on the Commander’s guidance and priorities a plan for collection of lessons may be developed by the authority responsible/leading the activity.

Observe: An observation has to describe what the issue is observed that may be improved or describe a successful observation that may be a potential best practice (BP). Observations (including the ones originating from a collection plan) is to be uploaded to the NATO Lessons Learned Portal (NLLP) by an originator.

Analyze: Describe the context in which the issue or problem was observed. Discuss why the issue happened and what can be done to avoid or to improve the issue. Assess the options. Identify Lessons Identified (LI) or BP for endorsement and upload in the NLLP.

Lessons Identified (LI): The LI should be uploaded in the NLLP and forwarded through the chain of command.

Phase 2: The Implementation Phase

Decide: The Tasking Authority (TA) decides to approve or note on the recommendation and remedial action in the LI and provides feedback to the OA and uploads the decision to the NLLP. If a LI is approved, the TA tasks an Action Body to implement it and uploads the tasking in the NLLP.

Implement: The Action Body develops an Action Plan for TA approval, uploads the Action Plan in the NLLP, implements, validates when required and reports to the TA. TA is responsible for changing status from LI to LL.

Establishing and sustaining a robust Lessons Learned capability and the associated means and tools to implement change is a visible indication of the willingness of NATO to adapt, develop and transform. NATO’s capacity for change in the face of strategic problems suggests that its operations are becoming better suited for increasingly dynamic conflict environments. Clear sign of this is the recently developed NATO Lessons Learned Optimization Action Plan (NLLOAP).

A comprehensive approach to CMDR – gender perspectives at a glance

Out of any doubt, the changing and ever more complex security environment puts to the fore the requirement, and certain necessity, of innovative critical thinking, and coordination in a framework of as inclusive as possible an approach to peace and security.

At the juncture of adapting both civilian and military capabilities and expertise to the imperatives of what is before and ahead of us, a comprehensive approach to peace and security provides a *modus operandi* bridging and harmonising a broad spectrum of closely intertwined tasks and responsibilities in a highly congested operational environment.

Flexibility in ensuring interoperability and mutual understanding are key to crisis management and disaster response as military and civilian personnel is operating side by side, and this is to be premised on complementary and mutual assistance. The latter should be looked at simultaneously from two perspectives - internal - interagency interaction and cooperation, and external - reaching out and involving local stakeholders thus empowering local ownership. Therefore, knowing who the agents are, within what structures (organisations) they operate and on what dominant modes of operation; what relationships lie at the heart of power and distribution mechanisms (specifically for local agents) allows for coherence and effective use of resources.

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

An important multi-level, multi-dimensional, and multi-layered understanding tying together underlying complex political, economic, and social dynamics is the nuanced inclusive perspective of gender mainstreaming.

Differing vulnerabilities, degrees of resilience, and consequently - varying coping mechanisms, predispose women, men, boys, and girls to experience conflict and security differently. Despite seemingly intuitive, this understanding is built through dedicated awareness. Gender mainstreaming is the strategy to acquaint with gender - with the social construction of the self. Built through cultural, political and social practices the individual gender defines and places relative value on the social attributes (roles) of women, girls, men and boys; sets barriers or opens opportunities and privileges; precludes responsibilities and relations; provides or hinders access to and control over (societal / power) resources.

Gender equality is the tread tying together development and prosperity within the social fabric of society. Accounting for persisting gender inequalities allows for a better understanding of underlying grievances - potential triggers of instability. Increasing general situational awareness improves not only general management but also anticipatory capacity. Furthermore, accounting for gender perspectives carries an enormous, often untapped, creative transformative potential to challenge and change unequal and outright harmful societal dynamics. This window of opportunity, nevertheless, requires a delicate balance between assistance and support, and (local) ownership and empowerment of the processes. Noteworthy, gender mainstreaming is not an instant solution to crises and disasters, nor is it a kind of a short cut to peace and security. Rather, gender perspectives bridge ambition and reality, needs and capacities, actors and tools. Gender awareness makes a cut into society leading crisis and disaster managers to the heart of societal organisation and behaviour by providing intimate knowledge of existing (dominant) social conventions.

The CMDR COE is dedicating targeted efforts to support NATO's gender mainstreaming in the crisis management and disaster response domain. To that end, the Centre has spared no effort in building and fostering the required combined expertise and, at present, has four certified gender trainers and a dedicated dual-hatted expert serving as the Centre's Gender Advisor. Supported by all CMDR COE staff members, the Transformation Branch alongside the Education and Training Branch are leading the work on gender mainstreaming. Gender is fully integrated into the CMDR COE's daily activities and, by extension, in its course curriculum. Approaching the topic from an adult learning perspective allows us to tap into individual capacities and expertise and thus - create an enabling environment - one premised on transactional learning.

In February 2019, the CMDR COE successfully piloted the first NATO GFP course for senior level military and civilian CMDR experts. The GFP is now a resident NATO-Approved course with two annual iterations.

Focusing on the importance and value added of collaboration and reach-out, the CMDR COE continuously strengthens its constructive partnership with the Nordic Centre for Gender in Military Operations (NCGM) through joint endeavours aimed at facilitating the integration of gender perspectives in military context. Noteworthy, the CMDR COE was recently invited to support a joint NCGM - UNWomen project aimed at capacity-building, institutional support and technical expertise for the Georgian security and defence sector. To this effect, a Mobile Education and Training Team (METT) consisting of instructors from the CMDR COE and the NCGM conducted a tailored NATO GFP General Awareness Seminar in Georgia in support of a sustainable GFP structure in the country.

Motivated by results achieved, we set ever-higher standards and goals for our gender mainstreaming activities ultimately seeking to contribute to wider efforts aimed at an enabling, protective, and participatory security for all.

CMDR COE Gender Mainstreaming POCs:

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Email: svilena.darova@cmdrcoe.org

CIV Boris GUENOV, Gender Focal Point (Capabilities Branch)

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CIV Iliyana IVANOVA, Trainer / Instructor (Education and Training Branch)

Email: ilyana.ivanova@cmdrcoe.org

Resilience is a relative novelty to international relations and one that is decisively gaining traction in the fields of conflict, crisis, and disaster management, with a notable proliferation within the (Euro-Atlantic) body of research since the 2000s. It is perhaps all but a coincidence that this productivity runs in parallel with an increasing interconnectedness and interdependence within and between systems on a global scale. Complexity and uncertainty strain the capacity to calculate risks and respond to threats within a (fragile) balance between robustness and flexibility, elasticity and adaptation. Tracing resilience in complex systems, through a preparedness perspective and within a crisis and disaster management context, begs the question(s): what is *that* which is to be *protected*, and better yet - what is *that* which should be *resilient*.

Within a context of complexity and uncertainty, there exists no straightforward answer to either, and many more, of the conundrums the latter questions foment. However, there exist efforts aimed at studying, hence applying, the principles and mechanisms, which lie at the heart of resilience and which enable a comprehensive response to contemporary, and future, security challenges. The 2016 Warsaw Summit marks NATO's formal confirmation of the commitment to „*continue to enhance [...] resilience and to maintain and further develop [...] individual and collective capacity to resist any form of armed attack*“ (NATO, 2016, paragraph 73). Further to that, civil preparedness was recognised as „*a central pillar of Allies' resilience and a critical enabler for Alliance collective defence*“ (Ibid). Despite a national responsibility, NATO, and by extension the Alliance's community of interest on resilience at large, supports national efforts at enhancing resilience and strengthening civil preparedness.



Source: U.S. Mission to NATO: <https://nato.usmission.gov/commitment-enhance-resilience/>

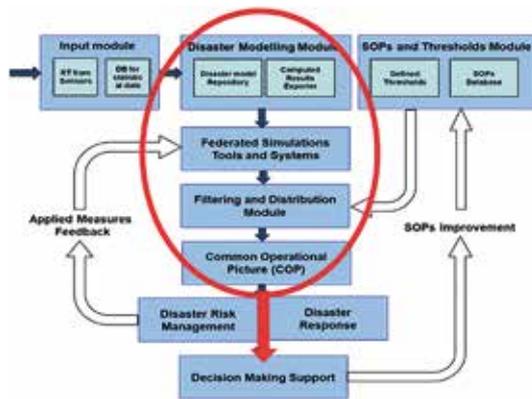
On its part, the CMDR COE forms part and contributes to before-mentioned community particularly through its active involvement in the development process for NATO's Collaborative Resilience (CoRe) Concept. Furthermore, the pursuit of collaborative interactions, which to enable improved awareness and mutual understanding, is what motivates the CMDR COE and the Civil-Military Centre of Excellence (CCOE) to join forces in developing a course, which to fill an identified gap in CMI/CIMIC and crisis management training and education. Elaborating on *Resilience through Civil Preparedness*, the course is designed to provide senior military and civilian experts with knowledge and, hence, increased strategic awareness of the civil environment, which to better inform NATO Operations Planning Process (OPP) at the strategic singular of levels. The pilot iteration is scheduled for December 2019 and will be conducted at the CMDR COE in Sofia.

In addition, our research work also contributes to furthering resilience in the CMDR domain. Commensurate with the goal to enable a comprehensive and engaging discussion, our most prominent collaborative platform for information and knowledge exchange -the 2019 CMDR COE Annual Conference on Interagency Interaction in CMDR, discussed various resilience aspects within a panel dedicated to exploring the concept of resilience in light of future crisis management and disaster response (CMDR). This discussion resulted in a research article¹, which was both the input to and output from the moderated panel discussion on *Conceptualising Resilience - Enabling Future CMDR*. It is premised on a cross-disciplinary investigation into the growing body of research on resilience in international relations examined through the lens of the role of the military in a changing security environment.

¹ Vaklinova, G. (2019). Tracing resilience – a context of uncertainty, a trajectory of motion. *CMDR COE 2019 Proceeding*, pages 5-38, ISSN 2367-766X

CMDR COE concentrates efforts and resources for experimentation, testing and execution of exercises where to apply new models, simulation systems and software in the field of crisis management and disaster response.

Appropriate architecture and tools are currently not available to significantly support NATO disaster and crisis management decision-making process. Even though NATO possesses considerable crisis management capabilities, the lack of comprehensive and standardised process hampers mission performance, reduces force protection and survivability as well as sustainability of operations in light of any given crisis. The lack of a comprehensive and accepted M&S analysis methodology as well as the non-existence of an institutionalised decision-making support process also hampers the applicability of NATO crisis management capabilities to their fullest extent. In order face these challenge, NATO has established the M&S Group 147 "Modeling and Simulation Support for Crisis and Disaster Management Processes, and Climate Change Implications".

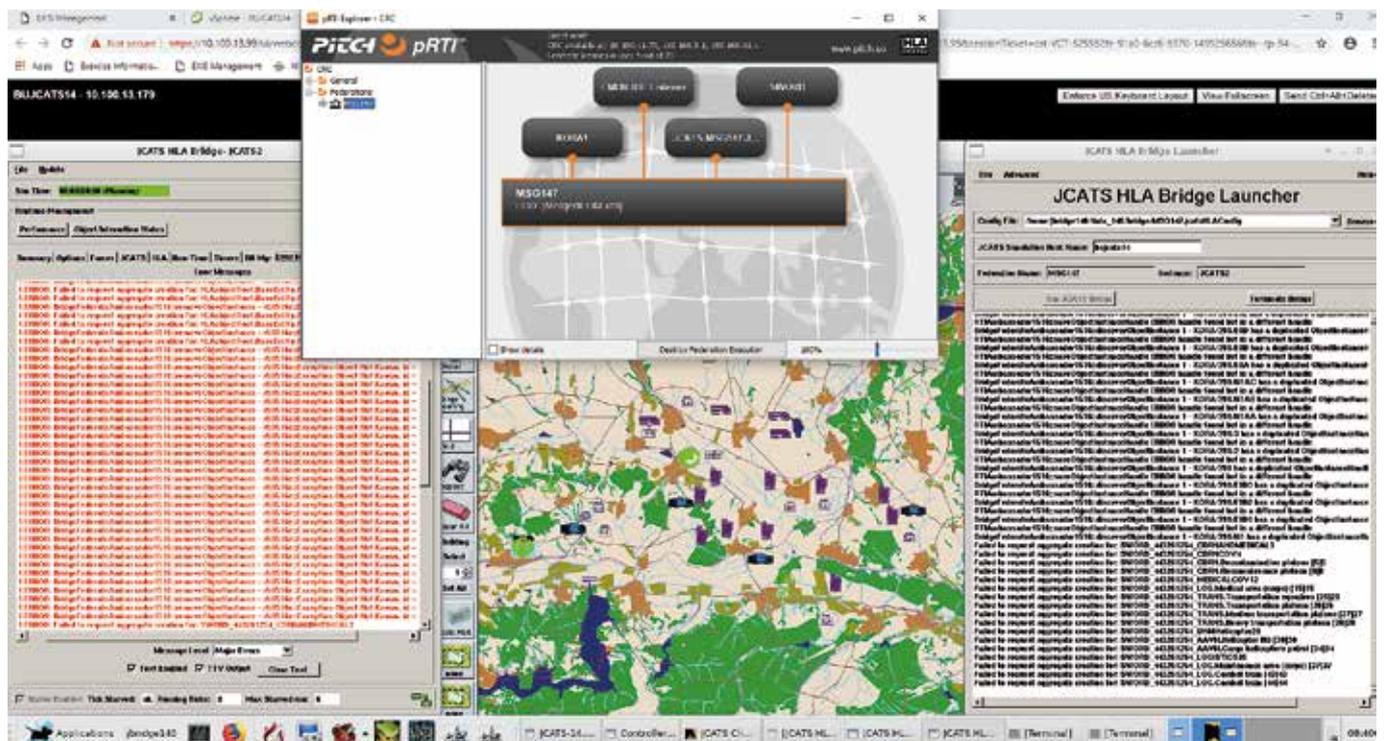


Upon the CMDR COE's initiative, the MSG-147 project commenced in 2015. The purpose is to study and refine NATO's risk analysis and crisis management processes in case of a natural and man-made disaster. Additionally the MSG-147 project develops a technical platform capable of supporting and conducting crisis management and disaster response exercises, analysis and preparatory training, that enables prompt, reasonable and effective tests of Crisis/Disaster and Climate Change Implication (CCI) Response plans.

Experiments have been planned to test the interaction of existing simulation tools and systems for natural and man-made disasters. As an important part of the project development process, a number of Limited Objective Experiments (LOEs) were conducted in 2017 and 2018 testing parts of the technical capabilities required to support decision-making process, such as: prediction; disaster modelling, transferring of the computer forecast to federation, and visualising the computed disasters impact by the federated simulations on Common Operational Picture (COP) and C2 software. The

final experiment LOE3 is scheduled for early 2020 aiming to cover the following tasks:

- Test the simulation and federation capabilities of the technical platform at CMDR COE in regard to disasters (CBRN/Flooding/Wildfire);
- Test simulation of disasters for combined NATO and national domain disaster training;
- Test the connection/federation between predictive and simulations tools;
- Test the connection between simulations (incl. predictive model effects) and C2-systems, Test the visualization of simulation effects in C2-systems



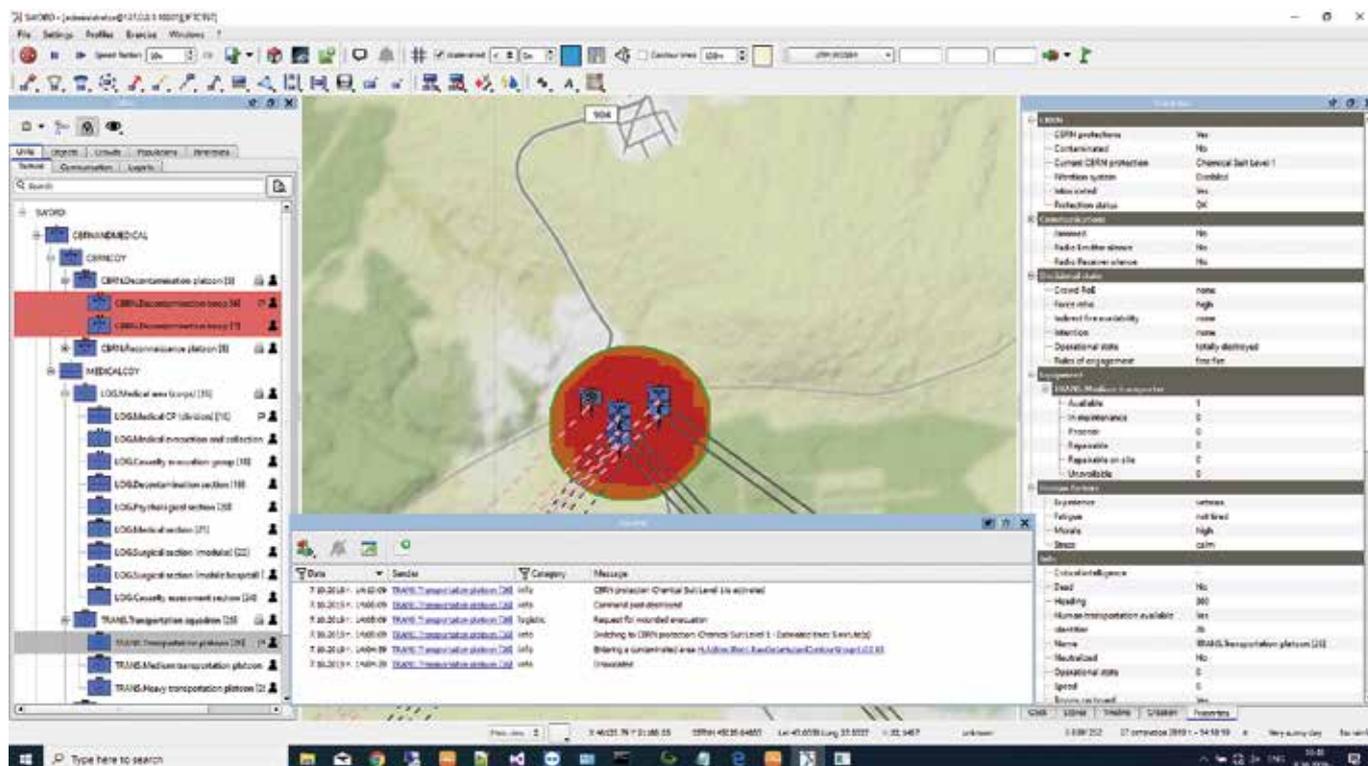
MSG-147 is a project also closely related to the CMDR COE Ops Lab establishment. During the experiments the Centre had opportunities to validate the developed Ops Lab concept, to test the software solutions and to build a technical platform which to support the „decision making“ process for the courses, workshops and exercises organised by the Centre. The development of the platform has been supported by different simulation tools and software owned by the Centre: MASA SWORD, VBS3, Pitch RTI, Pitch Developer Studio - HLA interface generator, Pitch Extender and CMDR Integrated Development Environment (IDE) modules (IDE Disaster Module and IDE Listener).

The main Ops Lab goal is to enable the operational and strategic CMDR COE's aims and perspectives. In order to make it possible the Ops Lab is being developed both in classified and non-classified way, dedicated regulations and SOPs for the usage and maintenance. The OpsLabs already supports the daily job of the CMDR COE, but additional efforts and work on the capabilities generation should be done in the future. Furthermore, the development process will be unimpeded due to the fact that the Ops Lab is an integral part of the innovative cycle of the CMDR COE.

The Ops Lab has been designed to supports the main strategic perspectives of the CMDR COE providing capabilities and services at operational and tactical level which includes:

- Modeling different disasters and events with impact over human society forces and objects. It is made using mathematical models and the results are objective and realistic up to the accuracy and adequacy of the models and the input data;
- Visualising, analysing and assessing the impact and influence of such events in virtual environment - simulations. It allows to assess the dynamic impact of a natural disaster over planned military operation, its evolution and final results;
- Making possible war gaming including crisis and disaster events, manual selection of best CoA or automatic (brute-force computation);
- Supporting significantly the decision-making process providing dynamically generated response plan according to the specific conditions. This plan is based on the implemented rudimentary response measures, preliminary set target list, prediction of the event evolution, the available forces and resources;
- Assessing the adequacy of the National Emergency Management Authority/Local Emergency Management Authority (NEMA/LEMA) plan for reaction and response and support the development the planning process;
- Improving SOPs;
- Assessing the current technology (enabling established response capabilities) and compare it with new erecting on the market.

The mid-term (5 years) future perspectives for the Ops Lab focusses to building of Centre's capabilities in support of NATO operations (ops reach back oriented) in the CMDR domain.



Since its establishment in 2015, the CMDR COE has significantly developed its capabilities and has increased its operational capacity, as well. Along with the qualitative improvement of the human factor, which is crucial for every organisation, 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 organise all events in accordance with highest standards, the facility of the 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 (Sofia Hall) for 20 people is on the same floor. The security zone on the first floor encompasses a meeting room (Warsaw Hall) for 30 people which is designed to work with unclassified information and fully equipped for conducting workshops, courses and other events. One very useful asset is the Video-Conference hall (VTC). On the second floor we have another administrative area for unclassified information containing also conference room (Athens Hall) for 30 people.

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 and other events.

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 provides good conditions for accommodation, dining and sports.





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:

- Support the development of strategic assessment within the context of NATO's contribution to a Comprehensive Approach (CA);
- Assess key issues, factors, and actors influencing crisis management;
- Identify cooperation opportunities with relevant international stakeholders within the engagement space with the aim of supporting strategic assessment within NATO Crisis Response Planning;
- Assist in SACEUR's strategic military advice development by performing drafting of strategic assessment, while applying the Comprehensive Operations Planning Directive (COPD).



CRISIS MANAGEMENT AND DISASTER RESPONSE COURSE



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

Aim:

The CMDR course aims to build 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; Ministry of Interior, and Ministry of Foreign Affairs.

Learning Objectives:

- Describe NATO Crisis Response fundamentals;
- Understand NATO's structure and main CMDR actors;
- Describe NATO's cooperation with relevant IOs and NGOs as part of a Comprehensive Approach (CA) to security;
- Describe basic elements and characteristics of NCRP, in particular - Civil Emergency Planning, and Crisis Response Planning;
- Explain what is resilience and civil preparedness against current and future threats to security;
- Outline NATO resilience baseline requirements and related guidelines for national application;
- Work with basic criteria for evaluation of resilience.



DISASTER MANAGEMENT COURSE



(NATO ETOC CODE: ETE-CM-22007)

Aim:

The course aims to build basic knowledge on disasters and on the disaster management process and mechanisms, including on disaster risk management, and on the 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:

- Comprehend definition and classification of disasters;
- Comprehend main disaster management terms and definitions;
- Describe key disaster management and disaster risk management processes in line with NATO, UN, and EU concepts;
- Discern key actors, factors, mechanisms and interactions in disaster management within a context of a Comprehensive Approach (CA);
- Understand the role of the military in disaster management.



CRISIS RESPONSE OPERATIONS PLANNERS PROFESSIONAL DEVELOPMENT COURSE



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

Aim:

The course aims to build comprehensive knowledge on NATO Crisis Response and on NATO Crisis Response System (NCRS), with an emphasis on NATO Crisis Response Planning at the operational level.

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, including representatives from the European Union (EU).

Learning Objectives:

- Develop a comprehensive understanding of a crisis and of the engagement space through an inclusive and broad PMESII analysis;
- Tackle key issues, determine factors, and identify and cooperate with actors bearing influence on crisis response, including through cooperation with relevant international stakeholders, in line with NATO Crisis Response Process (NCRP);
- Perform key activities and deliver on key tasks during the operational orientation within NCRP, as defined by NATO's Comprehensive Operations Planning Directive (COPD).



CRISIS MANAGEMENT AND DISASTER RESPONSE EXERCISE PLANNERS TRAINING COURSE



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

Aim:

The course aims to build skills enabling 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:

- Within the area of CMDR and HA, develop the concept, aim, and objectives, and identify the training audience and respective responsibilities in support of an illustrative Training / Exercise Specifications (EXSPEC);
- Summarize fundamental NATO documents related to CMDR and HA training and exercise planning;
- Provide military contribution to CMDR and HA through: Planning and MEL/MIL scripting; Exercise objectives; Conduct and Evaluation;
- Explain the main concepts, terms, and definitions in CMDR and HA exercises planning;
- Apply the National & International Crisis Response Interagency Framework;
- Demonstrate flexible, creative, and adaptive thinking during the exercise planning process.

CLIMATE CHANGE AND SECURITY COURSE



Aim:

To enhance awareness of climate change security implications by providing basic knowledge on global warming as a security threat multiplier, the main factors which affect the environment, and the impact of climate change on international peace and security in general, and on military activities in particular.

Training Audience:

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

Learning Objectives:

- Point 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 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;
- Link the main direct and indirect impacts with CSDP/CFSP;
- Describe the EU organisational 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 cooperation and networking with the various actors in the field.



GENDER FOCAL POINT COURSE



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

Aim:

To enable personnel to perform successfully as a GFP within strategic and operational organizations. The course provides the trainees with the GENAD Advisory Structure and the knowledge of how their role as a GFP contributes to larger organizational efforts to institutionalize the application of gender perspectives in all activities. 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 organisations to assist with the implementation of gender perspectives.
- Develop working relationships, within own organisation, 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.

Standardisation is defined within NATO as the process of developing and implementing concepts, **doctrines**, procedures and designs to achieve and maintain the compatibility, interchangeability and commonality which are necessary to attain the required level of **interoperability**, or to optimise the use of resources, in the fields of operations, material and administration. Shortly after the establishment of NATO, it was recognised that the co-ordinated development of policies, procedures and equipment of the member nations held great potential for enhancing the military effectiveness and efficiency of the fledgling Alliance.

Standardisation

As a whole standardisation is the process of developing and implementing standards, based on consensus of different parties which can help maximise the compatibility, interoperability, safety, repeatability, or quality. NATO standardisation is the development and implementation of procedures, designs and terminology to the level necessary for the interoperability required by Allies, or to recommend useful practices in multinational cooperation. For reaching that level of interoperability, standardization requires an overarching and systemic approach starting with the definition of requirements, followed by the development of solutions, their implementation and validation. The primary products of this process and NATO's tools for the enhancement of interoperability are NATO standards covered by Standardization Agreements (STANAGs) between the member nations. Those agreements are with huge importance in the process of strengthening Alliance defence capabilities and enhancing the Alliance's operational effectiveness and efficiency.

Depending on whether the process concerns conceptual requirements, common technical requirements or administrative facilitation, the Alliance differs three fields of standardization - operational, materiel and administrative.

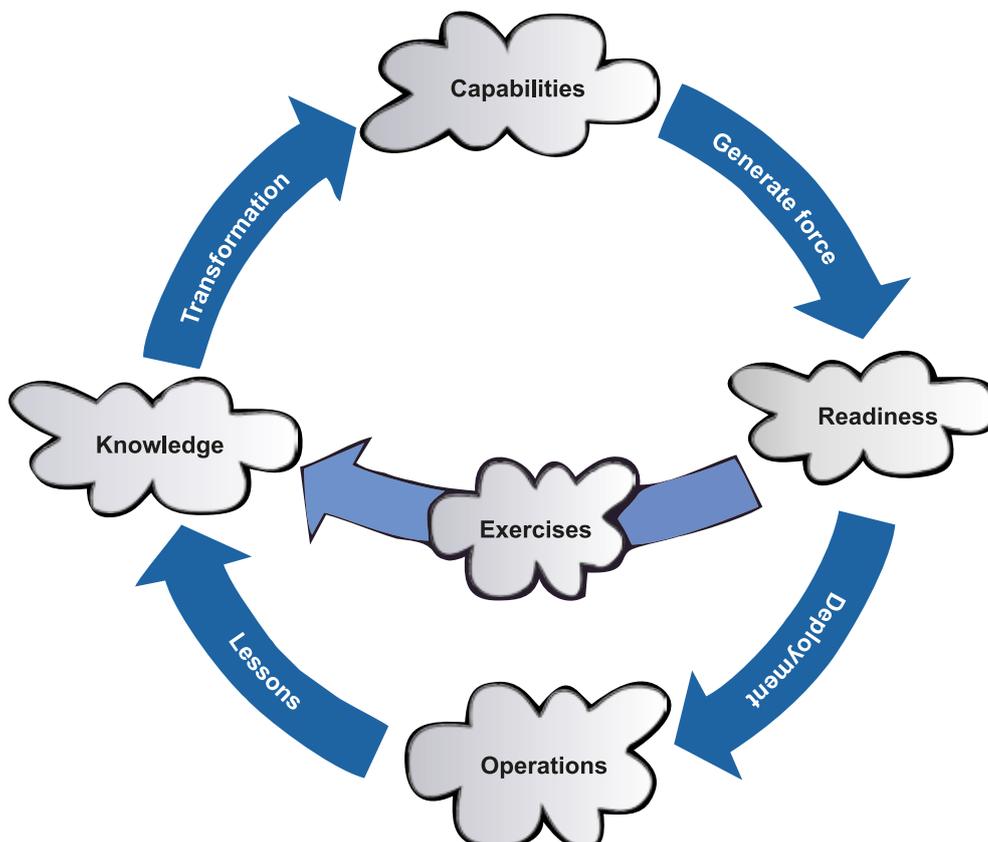
Interoperability

The **effectiveness** of Allied forces in peace, crisis or in conflict depends on the ability of the provided forces to operate together coherently, effectively and efficiently. In the core of interoperability lies the smooth and close cooperation among national, multinational and NATO structures, forces and assets. Interoperability of formations and units of a joint and multinational force has three dimensions: technical, procedural and human. Forces commit to information sharing through the lessons learned process, in particular lessons about interoperability shortfalls. Allied joint doctrine enhances the interoperability of Alliance forces.

Doctrines

The principal purpose of doctrine is to provide Alliance forces conducting operations with a framework of guidance to achieve a common objective and to help commanders and their staffs think, plan and operate.

Allied joint doctrine improves the interoperability of NATO forces by linking 'ends' (what must be accomplished), 'ways' (how) for joint forces to achieve military strategic and operational objectives, and the 'means' (capabilities) to do it. Also, Allied joint doctrine



is one of several factors that contributes to developing **interoperable joint forces**. NATO doctrine, as a common language for operations, is essential to interoperability. At the intellectual level, doctrine allows commanders from different nations to apply a common approach to operations, while at the procedural level, it enables Allied forces to operate together (for example, land forces from one nation can request and direct air support from another). Allied joint doctrine becomes an operational standard upon **promulgation**.

Lessons obtained from operations and exercises contribute to the body of knowledge that informs NATO policy which, in turn, provides the basis for developing NATO's future capability needs. The figure shows this cyclical relationship, which is known as the joint force development cycle. Allied joint doctrine is an important element of '**capabilities**' component within this cycle also shows that Allied joint doctrine gains input from knowledge, readiness, exercises and operations.

Capabilities

The required capabilities for operations in NATO are identified by the NATO defence planning process. The aim of this process is to provide a framework within which national and Alliance defence planning activities can be harmonized to meet agreed goals in the most effective way. It should facilitate timely identification, development and delivery of the necessary range of forces that are interoperable and adequately prepared, equipped, trained and supported.

Training

As an essential elements in interoperability development training, education and exercise are framed by foundation given by Allied joint doctrine (AJD). AJD creates a common baseline that assists commanders and their staffs to develop standards for conducting joint training and exercises.

CMDR COE in NATO Standardisation

CMDR COE collaborate with ACT as ensures expertise, knowledge and resources to support doctrine development efforts. Upon ACT request the CMDR COE takes part in Review phase in doctrine development process by providing proposals, comments relevant lessons.

CMDR COE has already contributed to the following NATO publication development:

Strategic Foresight Analysis (SFA) and Framework for Future Alliance Operations (FFA) reports 2017 and 2018 respectively. Similarly, on the preparation of SFA and FFAO reports 2020 and 2021. Together, the SFA and FFAO are designed to improve the Alliance's long-term perspective of the security environment to support the NATO Defence Planning Process (NDPP).

Allied Joint Publications (AJPs). Namely:

- AJP-3.10 for Information Operations;
 - AJP- 2.7 for Joint Intelligence, Surveillance And Reconnaissance (JISR);
 - AJP -3.16 for Security Force Assistance (SFA);
 - AJP-3.4.4 for Counter Insurgency (COIN);
 - AJP-3.11 for Meteorological and Oceanographic Support to Joint Forces;
 - AJP -3.22, Allied Joint Doctrine for Stability Policing (SP);
- SHAPE ACO Force Standards. Volume II (Land Forces);

Elaboration and officially approved by CMDR COE Command Group working definitions for **CRISIS** and **CRISIS MANAGEMENT**.

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MEET CHALLENGES, SEIZE OPPORTUNITIES, ANTICIPATE THE FUTURE!



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