

# Annual Booklet

2015 - 2016



# Table of Contents

PAGE	TITLE
1	<i>Director's address</i>
2	<i>What is COE</i>
3	<i>CMDR COE Organisation Chart</i>
4	<i>Chronicle 2015-2015</i>
9	<i>Support in Exercises</i>
10	<i>CMDR COE Available Cources</i>
11	<i>2016 Programme of Work</i>
19	<i>CMDR COE Point of View</i>
20	<i>Crisis Management Info Handling</i>
22	<i>Crisis Management is Multifaceted</i>
23	<i>Crisis Training and Simulations</i>
27	<i>CMDR COE Contacts</i>



Dear reader,

The Crisis Management and Disaster Response Centre of Excellence has commenced the third year since its establishment as an international organization. Over the past two years, we have participated, hosted and organized a number of key courses, seminars and conferences in the crisis management and disaster response domain.

I am proud to announce that on March 31, 2015 the silence procedure by NAC ended and CMDR COE achieved status as the 21<sup>st</sup> NATO Centre of Excellence and was activated as a NATO Military Body with a granted international status under Article 14 of the Paris Protocol. Our Centre has met the accreditation requirements set by the MC and it already provides valuable support to NATO transformation and to the enhancement of the Alliance's capabilities in the area of crisis management and disaster response.

Among the leading events in 2015 are the CMDR COE Third Annual Interagency Interaction Seminar as well as the host support for the Urbanisation Experiment Final Coordination Conference.

Moreover, CMDR COE in partnership with the US European Command organized a high-rank seminar Building Resiliency and Decreasing Vulnerability through Climate Change Adaptation. The Centre also hosted the Partnership Real time Information, Management and Exchange system (ePRIME) training course, organized by the Cooperation and Regional Security Division, NATO HQ International Military Staff.

Furthermore, our teams provide SME support in ongoing training exercises such as the Resolute Support and Balkan Bridges and successfully conducted courses on Crisis Management and Disaster Response. Three of them have been certified as NATO Selected.

In 2015, the Crisis Management and Disaster Response Centre of Excellence was engaged to commence the conduct of the Training Requirements Analysis (TRA) in the discipline Military Role and Tasks in Crisis Management/Disaster Relief within the EU's Common Security and Defence Policy.

During the past years, we have generated a wealth of information and expertise in the field of crisis management, disaster response, prevention, mitigation, preparedness and recovery.

Presently CMDR COE works in close cooperation with a number of well-known agencies and organizations such as CRSE NATO HQ, IMS, EARDCC, USEUCOM, Baltic Defence College, Folke Bernadotte Academy, CCOE, Marshall Center, DTRA. Together we have been able to accumulate experience and methods for implementing this useful knowledge.

Based on our common efforts up to now, I can state the CMDR COE is capable of bringing expertise to partners and collaborators in applying the comprehensive approach in crisis management and disaster response. Our permanent goal is to provide and to disseminate the relevant knowledge and competences in support of NATO transformation and engagements to global security environment.



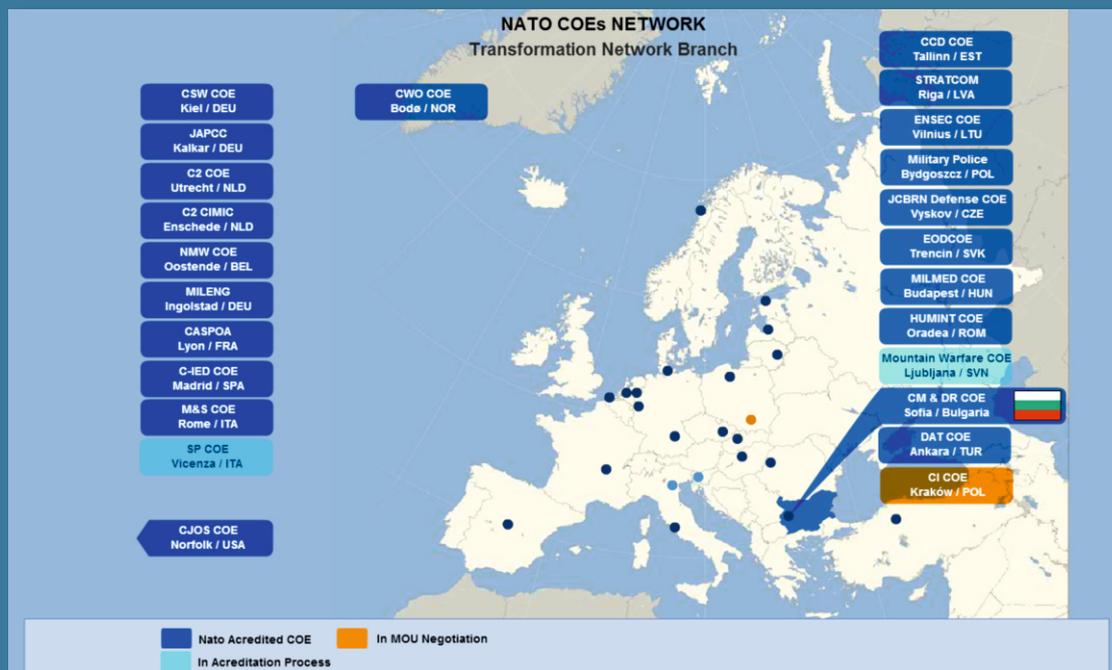
COL Vassil ROUSSINOV, BGR-A  
CMDR COE Director



# What is COE

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.

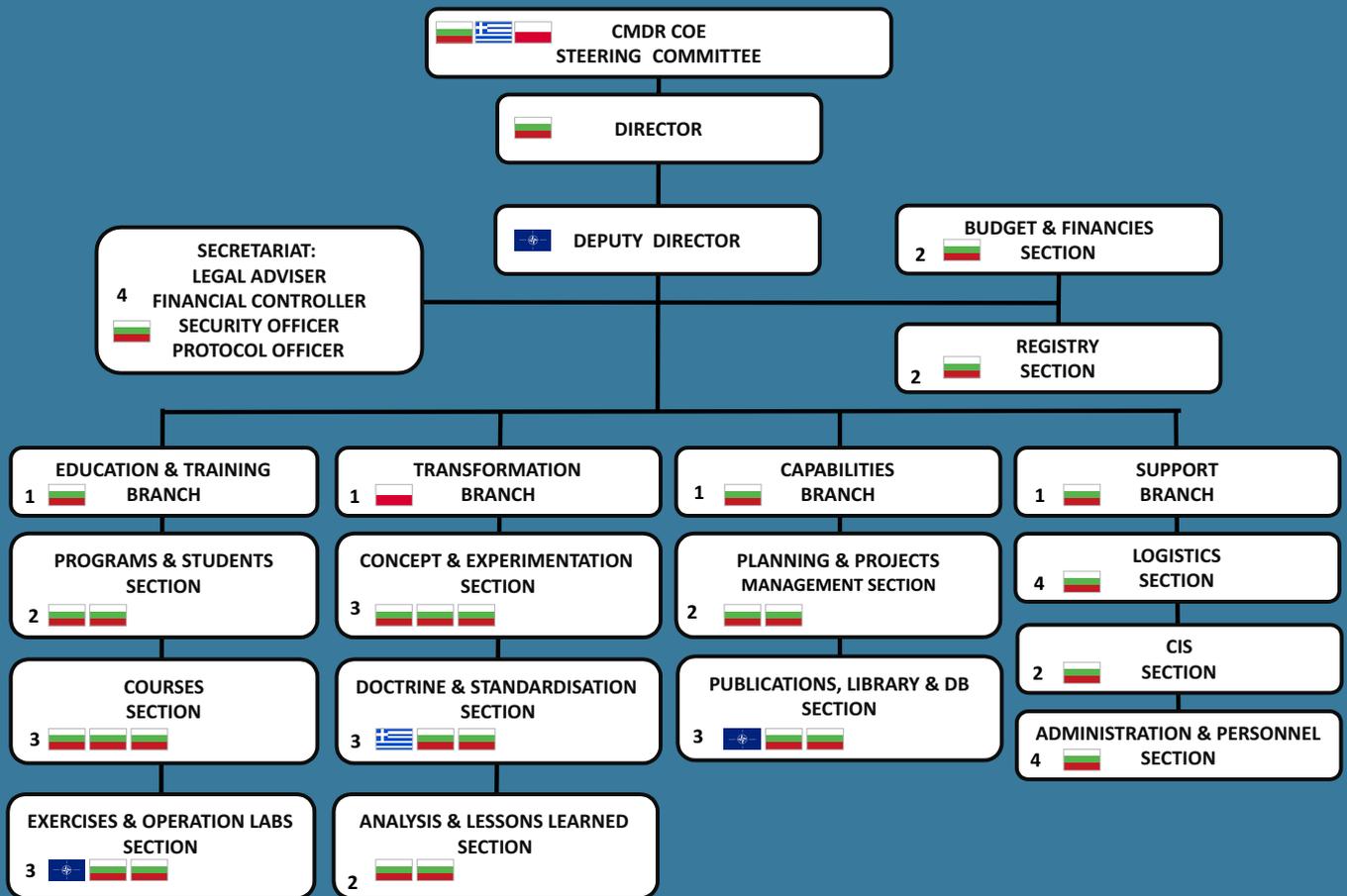


**Role of COEs** COEs generally specialize in one functional area and act as subject-matter experts in their field. They distribute their in-depth knowledge through training, conferences, seminars, concepts, doctrine, lessons learned and papers. In addition to giving NATO and partner country leaders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

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 utilization 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 in 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 COE.

# CMDR COE Organisation Chart



## CMDR COE Functions:

- Serve Nations', NATO's and partners' long-term interests by combining efforts, increasing interoperability, standardization and effectiveness in support of capability development to prepare, predict, prevent and respond to crises and disasters;
- Facilitate the Comprehensive Approach and make the best use of combined experience and capabilities of all SNs and CPs;
- Provide subject matter expertise and advice on requests pertaining to crisis management and disaster response;
- Contribute to doctrine and concept development or related documents in the crisis management and disaster response area for NATO and Nations;
- Provide crisis management and disaster response focused education and training to individuals from senior military and civilian leadership to staff level, as well as units and teams;
- Provide mobile training teams and subject matter experts to facilitate education and training of national and multinational military and civilian units;
- Provide support to the planning and conducting of NATO's, Nations', and partners' crisis management and disaster response exercises and experimentation, including the development and validation of scenarios;
- Provide a repository for International, National and NATO shared information, analysis and lessons learned in crisis management and disaster response in close cooperation with the Joint Analysis and Lessons Learned Centre (JALLC)

# Chronicle 2014 - 2015

## 2014 Main Events (Sep-Dec)

### CMDR COE Formal Opening

The Crisis Management and Disaster Response Centre of Excellence is proud to announce that its official opening ceremony was held on Wednesday, September 17, 2014 at 2.30 p.m.

The ceremony was attended by the President of the Republic of Bulgaria, the Prime Minister, ministers, ambassadors and military attaches of diplomatic missions accredited to the Republic of Bulgaria, the Chief of Defence, commanders of the Armed Forces, and representatives of other governmental and non-governmental organizations.

The launch of the International Organization CMDR COE was officially announced by the President of the Republic of Bulgaria Mr. Rosen Plevneliev. The event, which was held at Shipka hotel, Sofia, included a formal statement to the public of the willingness for greater cooperation between Bulgaria, Greece and Poland, as sponsoring nations in the crisis management and disaster response area.



### Strategic Communications Flag-level Course



Allied Command Transformation (ACT) plays a leading role in developing and conducting Strategic Communications training events. In line with this, and enabled by the combined efforts of ACT's Capability Development and Operational StratCom teams and with the StratCom COE contribution, the Crisis Management and Disaster Response COE was honoured to host the second ACT-led pilot flag-level Strategic Communications course on October 22<sup>nd</sup> and 23<sup>rd</sup>, 2014. The course was hosted on behalf of the Bulgarian MoD.

The aim of the course was to provide participants with an enhanced understanding of NATO policy and concepts in the area of StratCom, the need for consistent and credible communications by all means through comprehensive coordination as well as an insight to the StratCom 'mind-set' required to operate in the information environment. The course included up-to-date lectures from StratCom experts and relevant guided discussions with StratCom practitioners who possess a wide range of knowledge and experience. Also the Course program offered topics for consideration related to the latest trends in the integration of strategic communications in crisis management and disaster response as well as sharing best practices and lessons learned.



## Successful Accreditation Visit to CMDR COE

On November 24-25, 2014, the Crisis Management and Disaster Response Centre of Excellence (CMDR COE) hosted two important events – the 2nd Steering Committee Meeting and the Accreditation Visit from HQ SACT.

During the Steering Committee meeting on November 24, the Steering Committee members approved the proposed Program of Work 2015 of the Centre as well as the proposed CMDR COE budget estimates for FY-2015.

The second event held on November 25 was the Accreditation Visit from HQ SACT. The delegation was led by COL. Roberto Esposito, ITA-A. The other members of the team were Mr. Tony Wedge, TNB, HQ SACT and Ms. Tracy Cheasley, HQ SACT, Strategic Issues and Engagement Branch.



The ACT accreditation team congratulated CMDR COE Director and his personnel on the remarkable progress achieved on a number of major points since the last visit or as Mr. Tony Wedge put it “a huge step forward from last time”.

The second day of the Accreditation Visit was honoured by the Minister of Defence of the Republic of Bulgaria Nikolay Nenchev and the Permanent Secretary of Defence Dr.

Dobromir Totev. Minister Nenchev expressed his active support for the further development of CMDR COE and acknowledged the significant achievements in the Centre’s activities.

At the end of the visit, the ACT team met with the Crisis Management and Disaster Response Centre Of Excellence personnel.

## CMX-15 Final Adaptation Planning Conference



On Dec 16th, 2014, Bulgarian Deputy Defence Minister, Mr. Dimitar Kyumyurdzhiev formally opened the Final Adaptation Planning Conference (FAPC) for the Crisis Management Exercise (CMX) 2015. Involving 153 participants from NATO states plus Australia, Japan and Ukraine, it had the aim of finalizing and adapting the training efforts in order to successfully carry out the upcoming CMX 2015, as effectively and efficiently as possible. The FAPC stressed the importance of a comprehensive approach as the CMX-15 is planned to

incorporate a baseline of Immerse Management tools necessary for conducting the processes within the NATO Crisis Management Process. The conference proceeded with a syndicate work divided in 13 panels.

The CMX is designed to implement Alliance crisis management procedures at the strategic political level and will involve civilian and military staffs in Allied capitals, at NATO Headquarters, and in both Strategic Commands. The CMX provides a coherent and integrated training scenario, contributing directly to maintaining the capabilities and structures for the Alliance to meet its level of ambition in a rapidly evolving and uncertain security environment. Mr. Jean-Dominique Dulière, chief of Crisis Response Systems and Exercises Section, NATO HQ, who led the conference, expressed his satisfaction with the successful execution and his gratitude to CMDR COE as a host body. He pointed out the importance of the event as a combined decision making effort. The FAPC took place on 16-18 Dec at the Boyana Residence in Sofia.



### Higher Command CRO Course



The Crisis Management and Disaster Response Centre of Excellence (CMDR COE) successfully conducted the pilot Higher Command Crisis Response Operations Course from 24th to 26th February, 2015.

The aim of the course was to introduce the attendees to the competencies and tools, enabling successful application of

solutions in response to crisis in national or international environment. The objectives were fully covered over the course of three days which resulted in common understanding on NATO Crisis Management and Political-Military relations and armed the participants with proper tools for management of main activities connected to Political-Military Estimate at Strategic Level.



The participants list included experts with extensive experience and knowledge from the two NATO Joint Force Commands in Brunssum and Naples; U.S.

EUCOM; Romanian Ministry of Internal Affairs; Bulgarian Defence Staff, Joint Forces Command and Services Command; Bulgarian Ministries of Foreign Affairs and Interior, Bulgarian Red Cross, as well as representatives from "G.S. Rakovski" National Defence College.

The voice of experience was brought to the attendees by guest-speaker Mr. David Paton with the gracious support of OAKAS Ltd. This provided added value and complemented the theoretical point of view, presented by the lecturers. Practical point of view of a current crisis was provided, which further enhanced the apprehension of the audience. Special appreciation and gratitude to Associate Professor Mila Serafimova for conducting the practical task related to Strategic Communications.

The results from the end of course test, compared to the initial test, reveal significant improvement and increase of the knowledge of the participants. In the final survey, a number of participants demonstrated thorough interest in Disaster Response. Therefore, CMDR COE is planning to design a course corresponding to that interest.

### Climate Change Seminar

Following the success of the seminar Visualizing Implication of Climate Change on Military Activities and Relationships in 2013, its successor Building Resiliency and Decreasing Vulnerability through Climate Change Adaptation was unveiled on 30 March 2015. The event brought together flag-level representatives of governmental bodies from several NATO countries and 4 PfP nations. It was hosted again by CMDR COE and organized in partnership with the U.S. European Command.

The highlight of this 3-day seminar was the interactive table-top exercise (TTX) which presented a regional flooding scenario. The participants were asked to make decisions based on inputs regarding meteorology, forecasts, hydrology, and economic and political activity. The TTX used simple water and economic models so that players were able to see the impact of their decisions. Benefits of the seminar included an increased understanding of roles, responsibilities and capabilities of flood response stakeholders, as well as the

opportunity to test national response plans in a facilitated regional scenario.



This high-rank event took place from March 30 to April 1, 2015 in the Triaditza hall of Grand Hotel Sofia.

## CMDR Course

The Crisis Management and Disaster Response Course was held from 19 to 21 May 2015 by CMDR COE. The aim of the course was to provide the attendees with theoretical foundations of NATO Structure and Crisis Management. In addition, the team works allowed the participants to apply the theoretical knowledge into practice interacting with respective NATO entities.

Experts from Ministry of Foreign Affairs, Ministry of Interior, Ministry of Education and Science, National Military University, Services Commands, and Ministry of Defence could be found in the auditorium.

Special appreciation and gratitude to Ms. Lilyana Todorova, SME from Directorate General Fire Safety and Civil Protection, who presented EU Civil Protection Mechanism in details. This provided added value to the overall delivery of the course.

Assigned learning objectives were fully covered which contributed to achievement of the course aim proved by comparison of initial test and outgoing test results.



## ePRIME Course

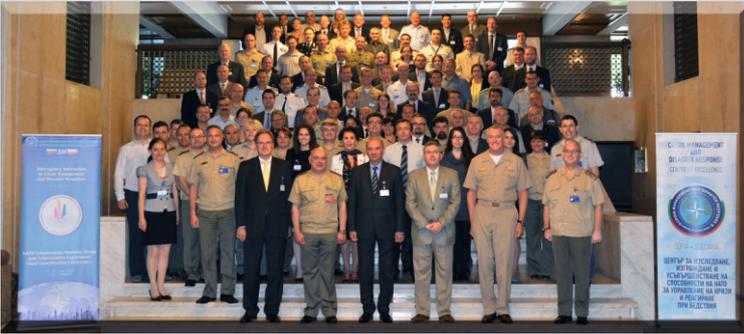
On May 27th 2015 the Bulgarian Deputy Defence Minister, Mr. Dimitar Kyumyurdzhiev formally launched the Partnership Real time Information, Management and Exchange system (ePRIME) training course. This event is organized by the Cooperation and Regional Security Division, NATO HQ International Military Staff, led by Rear Admiral Emil Eftimov. This course is hosted by the Crisis Management and Disaster Response Center of Excellence (CMDR COE).

This course was held on 27-29 May, 2015 and is designed for beginners with very little or no experience with e-PRIME system, involving 30 participants from NATO and partner nations. For the first time this course is organized off-site, away from NATO HQ and for the first time representatives from the Bulgarian company were responsible for the technical development of the ePRIME presented during the course, providing technical support and adding professional expertise.

*ePRIME started in 2001 as a collaboration between NATO and Switzerland in support of Partnership for Peace (PfP). Since the PfP members are geographically separated and used incompatible platforms, all of the information about the cooperation programs is exchanged over the Internet. Of course, ePRIME ensures that the exchange is secure and that members are protected.*



## 2015 CMDR COE Annual Seminar



The CMDR COE has carried out its third annual Interagency Interaction Seminar at Boyana Residence, Sofia, Bulgaria in the period June 8-9, 2015. The keynote speakers of the seminar were Mr. Guenter Bretschneider, head of the CEPOS, IS, NATO HQ and Rear Admiral Chris Sadler, Reserve Deputy Director, Maritime Operations U.S. Fleet Forces Command.

The Crisis Management and Disaster Response Interagency Interaction Seminar is an annual event which gathers subject matter experts, researchers and educators, planners and developers, consultants and various actors working in the crisis management and disaster response domain in order to promote a lively debate on these issues. This year, representatives of a total of 19 NATO and PfP nations took part in the annual Interagency Interaction seminar.

The seminar was held in three plenary sessions. Contributions had been sought from people active in any relevant field, and the seminar focused on key aspects, such as:

- Crisis Management and Disaster Response Policies and Interactions;
- Future Operations In Urban Environment;
- Best Practices in CMDR Education and Training.



## NATO Urbanisation Experiment FCC



The CMDR COE hosted the Urbanisation Experiment Final Coordination Conference (FCC) and Experiment Control Training. The event took place in Sofia from June 10-12, 2015 and was organized by HQ SACT and the Urbanisation Working Group for the NATO Nations in order to carry out an Urbanisation Experiment. The FCC/Training session main goal was to update the progress of the Urbanisation Project, as well as to provide academic and military presentations on the subject.

The Urbanisation Conceptual Study and Experiment aim to examine the impact on NATO military operations of potential crises situations in urban systems and consequences of Urbanisation in 2035. Participants from 17 NATO nations, 16 NATO Centres of Excellence (COE), academia, industry, and Allied Command Operations (ACO) have been researching the challenges and strategic implications of Urbanisation. It has been identified as one of the key trends in ACT's Strategic Foresight Analysis (SFA), a continual process to identify drivers of change, monitor weak signals and anticipate emerging trends that will shape the future security environment.

# Support in Exercises

## Balkan Bridges 15



This hybrid training event aimed to enhance Balkan States' capabilities to respond to a regional crisis. CMDR COE team facilitated the testing and improvement of Modeling and Simulation as to establish interconnectivity to exchange information and coordinate interaction related to E&T in a cost-effective way. Furthermore to integrate and exploit available capabilities of relevant Nations in order to

conduct combined trainings and exercises, as well as to provide required technological and technical prerequisites in order to improve and enhance the operational capabilities of HQs and units within the region.

## Resolute Support Training Event 15



CMDR COE experts served as observers in the Training Analysis Cell. The team took part in experimentation with new hardware technology for easier and faster capturing of observations. Besides, new procedures on approved NATO directives were tested and new software (Joint Exercise Management Module 3.3.1) is ready to be implemented in training upon request.

The training concentrates primarily on the functionally based 'train, advise, assist' roles assigned within the Afghan Ministries, Institutions and at the Afghan National Security Forces Corps level. Designed and delivered by the JFTC, it is a NATO phase-2 training of the pre-deployment training, prepared in close cooperation with the Joint Force Command Brunssum, the Officer Conducting the Exercise, with the aim of providing the Commander of the Resolute Support mission with uniformly trained personnel, aware of their role within a NATO-led operation and understanding functions within the HQ. The main effort is concentrated on training Individual Augmentees who will fill the operational role of RS HQ Staff. The event also provides training to advisors of several regional 'Train Advise Assist' Commands.

## Joint Reaction 15



CMDR COE gave support in the improvement and refinement of the emergency management compacts of the scenario as well as observation to identify and resolve gaps/obstacles that inhibit the collective response. The aim of the exercise was to enhance cooperation and interoperability among regional partners of the Balkan Peninsula relative to the timely and effective deployment and employment of disaster relief assets.

JR 15 is a computer-assisted simulation of a regional disaster requiring a multilateral response from regional partners. Scenario requested is based on highest probability: Earthquake (on border with neighboring countries), Fire or Flooding as secondary scenario.

JR 15 is designed to improve regional disaster relief capabilities and increasing regional stability. JR 15 is also one of many events designed to develop a deployable regional disaster relief capability for out-of-area global utilization.

Overall, Joint Reaction can be tailored to address participants' needs and desires and can combine live and simulation exercises, increasing training value.



# CMDR COE Available Courses



## Crisis Management and Disaster Response Course NATO Selected - JIA-ET-2119

**Aim:** Acquisition of basic knowledge to NATO Crisis Management fundamentals, NATO Crisis Response System, and its complementary elements - NATO Crisis Management Process, Civil Emergency Planning, and Operations Planning.

**Learning Objectives:**

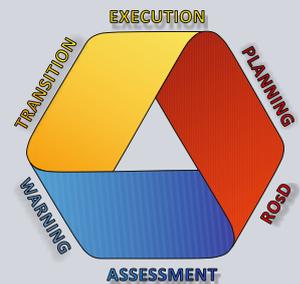
- describe NATO Crisis Management fundamentals and evolution;
- understand NATO's main structures, bodies, and actors in the crisis management field;
- depict the main International Organizations and NGOs NATO co-operates with in context of a Comprehensive Approach (CA);
- describe basic elements and characteristics of NATO Crisis Management Process, Civil Emergency Planning, Operations Planning, and NATO Crisis Response Planning in particular.

## Crisis Response Operations Planners Professional Development Course NATO Selected- JIA-ET-3319

**Aim:** Acquisition of comprehensive knowledge related to Crisis Management in NATO, functioning of NATO Crisis Response System with emphasis on NATO Crisis Response Planning at operational level.

**Learning Objectives:**

- perceive the nature of the crisis including natural and man-made disasters and the engagement space based on PMESII domain within the context of NATO's contribution to a Comprehensive Approach (CA);
- identify key issues, factors and actors influencing the crisis; possible resolution with the relevant international stakeholders within the engagement space, according to the PME of NATO Crisis Management Process;
- apply key activities and deliverables during the operational orientation within the NATO Crisis Response Planning as defined by Comprehensive Operations Planning Directive (COPD).



## Strategic Decision Making for Crisis Response Operations Course NATO Selected - JIA-ET-4419

**Aim:** Acquisition of comprehensive knowledge related to contribution to Crisis Response Operations planning across the NATO's Crisis Management within the strategic level headquarters.

**Learning Objectives:**

- identify emerging crises at strategic level, including natural and man-made disasters, to support the development of a strategic assessment within the context of NATO's contribution to a Comprehensive Approach (CA);
- assess key issues, factors, and actors influencing the crisis; possible resolution with the relevant international stakeholders within the engagement space, in order to advise decision makers during strategic assessment in accordance with NATO Crisis Response Planning;
- assist in SACEUR's strategic military advice development, through drafting of strategic assessment, while applying the Comprehensive Operations Planning Directive (COPD).

## Disaster Management Course

**Aim:** Acquisition of basic knowledge related to disasters 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.

**Learning Objectives:**

- comprehend basic theoretical foundations of man-made and natural disasters, and outline main terms and definitions of disaster management;
- describe the key processes in disaster management and risk management in accordance to UN, NATO and EU concepts;
- outline the key actors, factors, mechanisms and interactions in the disaster response domain within the context of a Comprehensive Approach (CA);
- understand military role in disaster management in UN, NATO and EU.



# 2016 Programme of Work

Srl No	Requestor	Project	Brief description	Start date	End date	COE POC
<b>NATO RFS</b>						
1-4	JFTC - TRG DIV	RS Training Event (TE) 16-01 (TE) 16-02 (TE) 16-03 (TE) 16-04	Resolut Support Training Events are designed for training RS HQs in all echelons to prep them for deployment.	20 Jan 14 Apr 14 Jul 13 Oct	5 Feb 30 Apr 30 Jul 29 Oct	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org LTC (OF-4) Yordan Trendafilov yordan.trendafilov@cmdrcoe.org Office: +359 2 92 24724/24703
5	ACT SPP SA	Framework for Future Alliance Operations (FFAO)	The Framework for Future Alliance Operations (FFAO), review and update, can aid defence planners and COEs in identifying long-term military requirements.	Jan	Dec	COL (OF-5) Jaroslaw KUBISZ jaroslaw.kubisz@cmdrcoe.org Col (OF-5) Panagiotis Aposporis panagiotis.aposporis@cmdrcoe.org Office: +359 2 92 24725/24704
6	ACT SEE	Support Capability Requirement Review 2016 (CRR16) planning process.	Provide Crises Management & Disaster Response (CMDR) Subject Matter Experts (SMEs) on the planning phases of CRR16 in order to give support to the identification of CMDR capability requirements.	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org LTC (OF-4) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 2 92 24723/24705
7	AIRCOM/A2	Education/Training	Analytical Support for threats, vulnerabilities, crisis action response when needed	As required		COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Maj (OF-3) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 2 92 24735/24703
8	ACT CAPDEV C2DS	NATO Mission Thread Concept Implementation to support the MCDC FMCM Project	Development of NATO Mission Thread Concept will occur in 2015. The Multinational Concept Development Campaign project FMN/MPE Enhancement: Civilian-to-Military (FMCM) will analyse current and alternative means to bridge the information exchange gap in ongoing operations to the humanitarian community and the affected state during a rapid onset natural disaster. The Mission Thread Concept provides a means to capture the Civilian to Military cooperation requirements for use by the FMCM project.	1 Apr	1 Nov	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705  COL (OF-5) Jaroslaw KUBISZ jaroslaw.kubisz@cmdrcoe.org Office: +359 2 92 24704  LTC (OF-4) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 2 92 24723
9	SHAPE GENAD	Integration of gender perspective into the existing curricula where and when appropriate	The NATO COEs should analyse and describe in what way and where gender will be integrated in the existing and potentially new curricula and courses/trainings. NATO COEs should to support this development and integration formally appoint a Gender Focal Point.	1 Jan	Continue	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org LTC (OF-4) Rositsa Ruseva rositsa.ruseva@cmdrcoe.org Office: +359 2 92 24732/24703
10	ACT SPP SIE	SMPC 16 Land Domain Preparatory Workshop	Purpose. To explore options for greater collaboration between the Alliance and Partners for mutual benefit specifically within the land domain. Method. Undertake a workshop in Feb 16 (location and venue tbc) with stakeholders from ACT (SPP, JFT, JETE and MPD), LANDCOM, the subject COEs (supporting subject matter expertise) and the Partner community. End State. Develop options for practical co-operation between the Alliance and its partners (within extant partnership frameworks) to enhance land domain inter-operability.	TBD 2 Day work shop	TBD	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705  LTC (OF-4) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 2 92 24723
11	ACT CAPDEV Concept Development Branch	Urbanisation Concept	To deliver a NATO Conceptual Study on Urbanisation to the NATO Military Authorities iaw IMSM - 0543 -2014 dated 28 Nov 2014. The concept examines the impact on NATO military operations based upon the potential crises and consequences of urbanisation between now and 2035. This Study will be linked to the NATO Defence Planning Process, Strategic Foresight Analysis, and Framework for Future Alliance Operations (FFAO) where urbanisation is one of the key subject areas. There will also be an Urbanisation Experiment in Sep 2016 at the M&S COE, Rome and we will need SME support from the COEs with 2 Workshops, one Working Group and experiment execution	6 Jan	31 Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705 COL (OF-5) Jaroslaw KUBISZ jaroslaw.kubisz@cmdrcoe.org Office: +359 2 92 24704 Maj (OF-3) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 2 92 24735 LTC (OF-4) Biser Zlatkov biser.zlatkov@cmdrcoe.org Office: +359 2 92 24721

Srl No	Requestor	Project	Brief description	Start date	End date	COE POC
12	ACT CAPDEV CEI Operational Experimentation Branch	The MCDC 2015-16 cycle topic is "Building and Maintaining Regional Security"	Understand To Prevent 2 (U2P2), GBR Lead Aim: The aim of U2P2 is operationalization by bringing together a multinational comprehensive team to test and develop the prevention concepts of Understand To Prevent (U2P), developed in MCDC 2013-2014, and the contributing U2P2 work strands. Central to the construct of U2P2 is the comprehensive team. The net for contributors will therefore be spread wide. We seek involvement from military, diplomatic, economic, civil society, NGO and business partners. This project will contain 4 work strands: <ul style="list-style-type: none"> <li>• The Core work strand will develop the operationalization of the prevent theme.</li> <li>• Work strand A seeks to understand protection of Civilians and Prevention of Atrocities.</li> <li>• Work strand B will develop understanding of Gender and Prevention of Sexual Violence in Conflict.</li> <li>• Work strand C will develop understanding of Security Sector Reform in an U2P context.</li> </ul>	6 Jan	31 Dec	COL (OF-5) Jarosław KUBISZ jaroslaw.kubisz@cmdrcoe.org Office: +359 2 92 24704  LTC (OF-4) Biser Zlatkov biser.zlatkov@cmdrcoe.org Office: +359 2 92 24721
13	ACT SPP SA	SFA - Strategic Foresight Analysis	The SFA identifies trends and implications in the future security environment. An interim report is planned for 2015 with a final report in 2017. COEs will be requested to support development of the SFA 2017 report. SFA writing process is expected to start in the second half of the 2016. Final product will be developed in 2017 and will be available to public.	Jan	Dec	COL (OF-5) Jarosław KUBISZ jaroslaw.kubisz@cmdrcoe.org Office: +359 2 92 24704.  Col (OF-5) Panagiotis Aposporis panagiotis.aposporis@cmdrcoe.org Office: +359 2 92 24725
14	HQ SACT CAPDEV CEI IDLL	Lessons Learned Process	Support to JALLC in conducting JALLC Analysis Reports (ARs)	Jan	Dec	COL (OF-5) Alexandar Georgiev alexandar.georgiev@cmdrcoe.org LTC (OF-4) Rositsa Ruseva rositsa.ruseva@cmdrcoe.org Office: +359 2 92 24732/24731
15	Conduct Analysis Reports (ARs) in the specific area of expertise					
17	Participate and support the annual NATO LL Conference as well as LL Workshops					
16	JALLC	NATO Lessons Learned Staff Officers Course	Support to JALLC in conducting NATO Lessons Learned Staff Officers Course.	Jan	Dec	COL (OF-5) Alexandar Georgiev alexandar.georgiev@cmdrcoe.org LTC (OF-4) Rositsa Ruseva rositsa.ruseva@cmdrcoe.org Office: +359 2 92 24732/731
18	SHAPE J9	CIMIC/CMI Steering Committee (SC) & Working Groups (WG)	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) Vassil Roussinov vassil.roussinov@cmdrcoe.org Office: +359 2 92 24700 Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705
<b>BGR MoD RFS</b>						
19	BGR MoD	CMX 16/17	The exercise is designed to test the NAC procedures at the strategic political-military level. It involves civilian and military staffs in Allied capitals, at NATO HQs and in both ACO and ACT Commands. CMDR COE should to support the concept development and the planning process of the	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705
20	BGR MoD	Concept Development & Experimentation (CD&E) annual conference	The Concept Development and Experimentation (CD&E) Conference is HQ SACT and US Joint Staffs (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.	Nov	Nov	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705  COL (OF-5) Jarosław KUBISZ jaroslaw.kubisz@cmdrcoe.org Office: +359 2 92 24704
21	BGR MoD	Additional qualification for the militaries in the area of CMDR, before leaving the active duty	Knowledge acquisition in the field of Crisis Management and Disaster Response and professional qualification for development of leadership skills to manage large complex social systems in CMDR.	Jan	Dec	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Office: +359 2 92 24703 LTC (OF-4) Yordan Trendafilov yordan.trendafilov@cmdrcoe.org Office: +359 2 92 24724

Srl No	Requestor	Project	Brief description	Start date	End date	COE POC
<b>NATO RFS</b>						
22	BGR MoD	Discipline leader in CSDP training for discipline (Military role and tasks in) Crisis Management / Disaster Relief	The EU CSDP Military 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	Jan	Dec	Col (OF-5) Oriin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705 COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Office: +359 2 92 24703
23	BGR MoD	Amendment of the Crisis Management / Disaster Law Interagency WG	Establishment of an Interagency Working Group to develop a draft for amendment of the law on the Crisis Management in Republic of Bulgaria.	Jan	Dec	Col (OF-5) Oriin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705 Maj (OF-3) Dimitar Gigov dimitar.gigov@cmdrcoe.org
24	CMDR COE	<b>Courses</b>				
24.1	CMDR COE NATO LISTED JIA-ET-2119	Crisis Management and Disaster Response Course	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.	22 Mar	24 Mar	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Office: +359 2 92 24703  Maj (OF-3) Stoyan Stoyanov stoyan.stoyanov@cmdrcoe.org Office: +359 2 92 24718
24.2	CMDR COE	Disaster Management Course	A course focused on acquisition of basic knowledge related to the disaster as phenomenon, the disaster management process and its close relation to the risk management process, as well as the main players and mechanisms in disaster response.	17 May	19 May	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Office: +359 2 92 24703 Maj (OF-3) Stoyan Stoyanov stoyan.stoyanov@cmdrcoe.org Office: +359 2 92 24718
24.3	CMDR COE NATO LISTED JIA-ET-3319	Crisis Response Operations Planners Professional Development Course	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) <i>Aim:</i> Acquisition of comprehensive knowledge related to CM in NATO, functioning of NCRS with emphasis on NCR Planning at operational level.	27 Sep	29 Sep	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Office: +359 2 92 24703  LTC (OF-4) Yordan Trendafilov yordan.trendafilov@cmdrcoe.org Office: +359 2 92 24724
24.4	CMDR COE NATO LISTED JIA-ET-4419	Strategic Decision Making for Crisis Response Operations Course	<i>Requirement for the Creation of the Course:</i> Conducting of Higher Command Crisis Response Operations Course is required by the necessity of establishment of common understanding on NATO Crisis Management and Political-Military relations. <i>Aim:</i> Acquisition of comprehensive knowledge related to contribution to Crisis Response Operations planning across the NATO's Crisis Management within the strategic level headquarters.	29 Nov	01 Dec	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Office: +359 2 92 24703  Mr. Philip Spassov philip.spasso@cmdrcoe.org Office: +359 2 92 24737
24.5	CMDR COE - Transformation Branch	M7-51- A-16 NATO Concept Development and Experimentation Course	The aim of this course is to familiarize students with NATO's concept development, experimentation structure, and processes.	9 May	13 May	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org LTC (OF-4) Biser Zlatkov biser.zlatkov@cmdrcoe.org Office: +359 2 92 24721/24703
24.6	CMDR COE - Capabilities Branch	P3-75 - A-16 NATO Crisis Response System Course for Experts	The aim of this course is to exercise NCRS Crisis Response Measure (CRM) procedures through the use of the NCRA (NATO Crisis Response Application) and its tools in order to improve the attendees' capabilities and understanding of the NCRS CRM procedures.	5 Dec	11 Dec	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Office: +359 2 92 24703 LTC (OF-4) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 2 92 24723
24.7	CMDR COE - E&T Branch	P7-55 - A - 16 NATO Exercise Planning Course	The aim of this course is to provide a fundamental knowledge of the NATO joint and multinational exercise planning process. This includes concepts, terminology, exercise logistics arrangements, scheduling, general planning considerations, documentation requirements and preparation, directives and references, exercise planning procedures, and introducing the possibility of M&S for planning and training purposes.	25 Apr	29 Apr	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Office: +359 2 92 24703  Maj (OF-3) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 2 92 24735

Srl No	Requestor	Project	Brief description	Start date	End date	COE POC
24.8	CMDR COE - E&T Branch	M7-135 -A -16 NATO Global Programming Analysis Course	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.	15 Feb	19 Feb	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org LTC (OF-4) Yordan Trendafilov yordan.trendafilov@cmdrcoe.org Office: +359 2 92 24724/24703
24.9	CMDR COE - E&T Branch	M7-136 - A - 16 NATO Analysis, Design, and Evaluation Course	The aim of the course is to educate and train those individuals involved in the design, development and evaluation of training solutions in a standardized processes to meet NATO Individual and Education Training (E&IT) requirements.	22 Feb	26 Feb	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Maj (OF-3) Stoyan Stoyanov stoyan.stoyanov@cmdrcoe.org Office: +359 2 92 24718/24703
24.10	CMDR COE - E&T Branch	M7-137 - A -16 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).	29 Feb	4 Mar	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Office: +359 2 92 24703
24.11	CMDR COE	M4-30 -B-16 Resource Management Education Programme (RMEP) Course	The aim of this course is to present a more in-depth overview of the resource management process in a detailed manner via the concept of the Military Budget (MB), NATO Security Investment Program (NSIP), and manpower.	18 Apr	22 Apr	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Office: +359 2 92 24703 MAJ Elitsa Raleva-Yordanova elitsa.raleva@cmdrcoe.org Office: +359 2 92 24708
24.12	CMDR COE - Support Branch	M4-30 -C-16 Resource Management Education Programme (RMEP) Course	The aim of this course is to present a more in-depth overview of the resource management process in a detailed manner via the concept of the Military Budget (MB), NATO Security Investment Program (NSIP), and manpower.	19 Sep	23 Sep	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Office: +359 2 92 24703 Maj (OF-3) Milen Dimov milen.dimov@cmdrcoe.org Office: +359 2 92 24741
24.13	CMDR COE - Capabilities Branch	CMCEP -Senior Course on Crisis Management and Civil Emergency Planning	The aim of the course is to provide the participants with an enhanced knowledge base and analytical tools for effective and legitimate crisis management and civil emergency planning with a focus on strategic risk- and crisis communications as an integrated part of decision-making.	13 Jun	17 Jun	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705
24.14	IMS NATO HQ Capabilities Branch	Partnership Real-time Information, Management and Exchange system (ePRIME)	Participation or organization of ePRIME course on request through the year. The course is dedicated to beginners with very little or no experience with ePRIME. Participants should be military officers, or their civilian equivalents, who would need to use ePRIME frequently	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705
24.15	CMDR COE E&T, Capabilities Branches	Creating and development of new specialized courses and programmes for Crisis management and Disaster Response through the year	The capabilities of the CMDR COE can be greatly enhanced and increased with the addition of some unique CMDR specialized courses on requests of different NATO structures, COEs, Academia. Looking for Possibilities to create new programmes in the universities and Academies in the speciality "National Security and Defence" for education of students in order to increase their knowledge in CMDR. This would greatly increase the credibility and visibility of the CMDR COE and provide a critical new capability for NATO.	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705  COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Office: +359 2 92 24703
24.16	CMDR COE To support LANDCOM efforts in MILENG	Critical Infrastructure Protection Course	The aim of the course is to educate critical awareness of critical infrastructure protection in general, and against terrorism in particular, in the context of NATO and national operations/ responsibilities. By developing awareness and understanding of Critical Infrastructure Protection against Terrorism, and NATO's associated roles; educating participants on national and multi-national CIP methods, techniques and technologies;	Jan	Mar	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24704  Maj (OF-3) Stoyan Stoyanov stoyan.stoyanov@cmdrcoe.org Office: +359 2 92 24718
24.17	CMDR COE	Crisis Mangement Orientation Course (CMOC)	This is one day course organised by NATO HQ twice per year. The aim of this course is to provide participants with the fundamentals and knowledge about NATO Crisis Management and understanding of the NATO Crisis Response System and its amendments	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705 New appointed staff in CMDR COE

Srl No	Requestor	Project	Brief description	Start date	End date	COE POC
24.18	SEEBRIG	SEEBRIG Education & Training	Enhancement of the SEEBRIG capabilities for Crisis Management and Disaster Response forecasting and planning; acquisition of professional qualification for development of leadership skills to manage large complex social systems in CMDR.	18 Apr	22 Apr	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org LTC (OF-4) Yordan Trendafilov yordan.trendafilov@cmdrcoe.org Office: +359 2 92 24724/24703
25	Different	<b>Workshops</b>				
25.1	CMDR COE - Transformation Branch	Annual Concept Development and Experimentation (CD&E) Working Group (WG)	The Concept Development and Experimentation (CD&E) WG provides a unique opportunity for the international CD&E community and stakeholders to discuss the most current issues of concept development and experimentation in the process of capability development.	TBD	TBD	COL (OF-5) Jaroslaw KUBISZ jaroslaw.kubisz@cmdrcoe.org Office: +359 2 92 24704 LTC (OF-4) Biser Zlatkov biser.zlatkov@cmdrcoe.org Office: +359 2 92 24721
25.2	CMDR COE - Capabilities Branch	NATO COE POW Workshop 1	Coordination of the 2016 COE POWs. Review of the initial inputs to 2017 COE POWs and final inputs on the second meeting. The COE POW WS 1 intends to bring together representatives from NATO HQ, SHAPE and its subordinate commands, HQ SACT and its subordinate commands and from all COEs. The aim is to promote early engagement of the participants in the 2017 COE POW development cycle. The meeting will also allow COEs to explain their capabilities to NATO Commands and better understanding of their requirements.	1Q - WS1	1Q - WS1	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705  LTC (OF-4) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 2 92 24723
25.3	CMDR COE - Capabilities Branch	NATO COE POW Workshop 2	The primary purpose of the COE POW WS 2 is for stakeholders and COEs to complete the final coordination of NATO's inputs to the 2017 COE POWs.	2Q - WS2	2Q - WS2	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org LTC (OF-4) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 2 92 24723/24705
25.4	CMDR COE All Branches	NATO S&T Organization	Participation in NATO S&T Organization Working Groups in the areas of CMDR. Participation in MSG-134 and including in other related to POW	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705
25.5	US EUCOM CMDR COE	Defense Support to Civil Authority, Implications of Climate Change on the Natural Disasters	Conducting of workshops and seminars focused on topics: Defense Support to Civil Authority and defense support to International Disaster Relief Operations. The event could be open to Allied nation attendance but all participation would be self-funded. The nature of Climate change workshop is to bring together of those individuals involved with climate change from the NATO and Bulgarian military Services, the U.S. EUCOM and ERDC/geospatial Research Laboratory U.S. Army Corps of Engineers, the academia and Universities' research and development (R&D) community, and external government partners in an initial dialogue reaffirmed that climate change effective response will require close and continuous co-operation between governmental entities, R&D communities, private sector as well as effective partnering with neighboring countries and their federal agencies.	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705
25.6	CMDR COE/ACT/EAD RCC	Development of Resource Library / participation in Ex and other EADRCC events	Creating of Resource Library with material connected to Civil military events in the area of CMDR	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705
25.7	CMDR COE - Transformation Branch	Computer Emergency Response Team (CERT) Workshop	This annual workshop is an event aimed at providing EU national/governmental CERT teams' technical specialists with a training, sharing and discussion opportunity about the latest developments and challenges with regard to CERT capabilities whilst offering the participants a chance to build and strengthen personal contacts. Participants get to know and meet their peers from different countries, and share their opinions about best practices and experiences from their daily work.	Nov	Nov	COL (OF-5) Jaroslaw KUBISZ jaroslaw.kubisz@cmdrcoe.org Office: +359 2 92 24704  Col (OF-5) Panagiotis Aposporis panagiotis.aposporis@cmdrcoe.org Office: +359 2 92 24725

Srl No	Requestor	Project	Brief description	Start date	End date	COE POC
25.8	CMDR COE - Transformation Branch	Allied Joint Doctrine Working Group (AJOD WG)	Organized by MILITARY COMMITTEE JOINT STANDARDIZATION BOARD Establish priorities for data fusion for the doctrine centres. Enable ACT to develop a "data fusion plan". Challenge and validate the doctrine proposals that are presented. Exchange ideas and information on how large national and international institutions coordinate, standardize and otherwise manage their terminology.	Spring Autumn	Spring Autumn	COL (OF-5) Jaroslaw KUBISZ jaroslaw.kubisz@cmdrcoe.org Office: +359 2 92 24704  Col (OF-5) Panagiotis Aposporis panagiotis.aposporis@cmdrcoe.org Office: +359 2 92 24725
25.9	ACT TNB/ CMDR COE	NATO COE LEGAD Workshop	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. The meeting will also allow COEs to present their capabilities and better understand the requirements of the NATO Commands.	23 Feb	25 Feb	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705  Maj (OF-3) Dimitar Gigov dimitar.gigov@cmdrcoe.org Office: +359 2 92 24707
25.10	CMDR COE	Establishing a working contact with the NATO Defense College	Courtesy visit Negotiation of a Technical Agreement btw CMDR COE and NDC	TBD	TBD	COL (OF-5) Vassil Roussinov vassil.roussinov@cmdrcoe.org Office: +359 2 92 24700
25.11						
26	Different	<b>Conferences</b>				
26.1	CMDR COE - All Branches	Interservice/Industry Training, Simulation and Education Conference (I/ITSEC), ITEC, CAX Forums	The Interservice/Industry Training, Simulation and Education Conference (I/ITSEC) 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.	May Sep Dec	May Sep Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705
26.2	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.	TBD	TBD	COL (OF-5) Vassil Roussinov vassil.roussinov@cmdrcoe.org Office: +359 2 92 24700
26.3	CMDR COE - E&T Branch	2016 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.	TBD	TBD	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Office: +359 2 92 24703  LTC (OF-4) Yordan Trendafilov yordan.trendafilov@cmdrcoe.org Office: +359 2 92 24724
26.4	CMDR COE - E&T Branch	2016 NATO School Oberammergau POC conference	The aim of the conference is to review the procedures for bidding, allocation and participation of students in courses conducted by the NSO. Discussion at the academic calendar for 2017 and new programs and courses.	TBD	TBD	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Office: +359 2 92 24704
26.5	CMDR COE - All Branches	The European Congress on Disaster Management	This international conference of experts in keeps the different decision-makers and players in the field of disaster control informed of the latest developments. The Congress promotes an active dialogue among authorities, universities and experts in the area of disaster control and civil protection. The conference is a meeting place for 800 to 1,000 participants from more than 40 nations in Bonn. Together they reflect political developments, deepen cooperation and create networks.	Sep	Sep	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705

Srl No	Requestor	Project	Brief description	Start date	End date	COE POC
26.6	CMDR COE - Transformation Branch	CyCon 2016	Organized by CCD COE. The "net" has been a tremendous success story and today it is much more than just a commodity. Looking at the figures (2.5 billion users today, 50 billion devices connected in 2020), one would think of the overwhelming influence that these technologies have and that we are only looking at the beginning of a revolution.	31 May	3 Jun	COL (OF-5) Jarosław KUBISZ jaroslaw.kubisz@cmdrcoe.org Office: +359 2 92 24704  Col (OF-5) Panagiotis Aposporis panagiotis.aposporis@cmdrcoe.org Office: +359 2 92 24725
26.7	CMDR COE - Transformation Branch	NATO ENSEC Discipline Conference	Organized by Energy Security Centre of Excellence CERT stands for Computer Emergency Response Team. A more recent term is Computer Security and Incident Response Team (CSIRT). The name explains what makes these entities so special: like a fire brigade, they are the only ones which can react when security incidents occur. Besides reactive services (incident response) they usually also provide a comprehensive portfolio of other security services for their customers, such as alerts and warnings, advisories and security training.	TBC	TBC	COL (OF-5) Jarosław KUBISZ jaroslaw.kubisz@cmdrcoe.org Office: +359 2 92 24704  Col (OF-5) Panagiotis Aposporis panagiotis.aposporis@cmdrcoe.org Office: +359 2 92 24725
26.8	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) Jarosław KUBISZ jaroslaw.kubisz@cmdrcoe.org Col (OF-5) Panagiotis Aposporis panagiotis.aposporis@cmdrcoe.org Office: +359 2 92 24725/24704
26.9	EADRCC	EADRCC Lessons Identified Conference	After successful conducted exercise in Ukraine 2015 the forum will be focused on identified Lessons Learnt and After Action Analyses. The Conference will be conducted in Sofia.	24 Jan	27 Jan	COL (OF-5) Alexandar Georgiev alexandar.georgiev@cmdrcoe.org LTC (OF-4) Yordan Trendafilov yordan.trendafilov@cmdrcoe.org Office: +359 2 92 24724/24731
<b>27</b>	<b>Different</b>	<b>Education/Training</b>				
27.1	JFT-JETE	Support the Global Approach to Training	Provide expertise in support of TRA; development of E&T solutions and delivery of E&T	Jan	Dec	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org LTC (OF-4) Yordan Trendafilov yordan.trendafilov@cmdrcoe.org Office: +359 2 92 24724/24703
27.2	BGR MoD	Project: South Eastern Europe Exercising and Training Network (SEETN)	To provide the Armed Forces and Civilian Agencies of the SE European countries with a persistent, distributed education and training capability that is able to support training, leveraging national expertise and capabilities. Focus on the need for development of a distributed and networked E&T Capability, which will integrate and enhance existing national capabilities and will focus on the education and training of forces.	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705  LTC (OF-4) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 2 92 24723
<b>28</b>	<b>Different</b>	<b>Meetings / Seminars</b>				
28.1	ACT CAPDEV TNB	COE Financial controllers meeting for 2016	Participate in a 3 day conference, hosted by the NATO MP COE for all existing and future Financial controllers of NATO COEs.	TBD	TBD	MAJ (OF-3) Elitsa Raleva-Yordanova elitsa.raleva@cmdrcoe.org Office: +359 2 92 24708
28.2	CMDR COE	Seminar: Interagency Interaction in Crisis Management & Disaster Response	The focus of the seminar is the importance of efficient interagency cooperation for crisis and emergency response. The seminar comprises lectures, discussions and presentations.	Jun	Jun	COL (OF-5) Jarosław KUBISZ jaroslaw.kubisz@cmdrcoe.org COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705/4/3
28.3	CMDR COE - Transformation Branch	Annual Transformation Working Group (WG) meetings	The Annual Transformation Working Group (WG) meetings provide a unique opportunity for the international community and stakeholders to discuss the most current issues in the area of the transformation.	Jan	Dec	COL (OF-5) Jarosław KUBISZ jaroslaw.kubisz@cmdrcoe.org Col (OF-5) Panagiotis Aposporis panagiotis.aposporis@cmdrcoe.org Office: +359 2 92 24725/704
28.4	CMDR COE - Transformation Branch	Chiefs of Transformation Conference & Round Table / Partner Round Table 2016	This Conference is the only venue where national Chiefs of Transformation (COTs) from the Alliance and Partner nations have the opportunity to interact and collaborate, not only with each other, but also with the senior leadership of ACT and with other actors involved in innovation and transformation.	TBD	TBD	COL (OF-5) Vassil Roussinov vassil.roussinov@cmdrcoe.org Office: +359 2 92 24700  COL (OF-5) Jarosław KUBISZ jaroslaw.kubisz@cmdrcoe.org Office: +359 2 92 24704

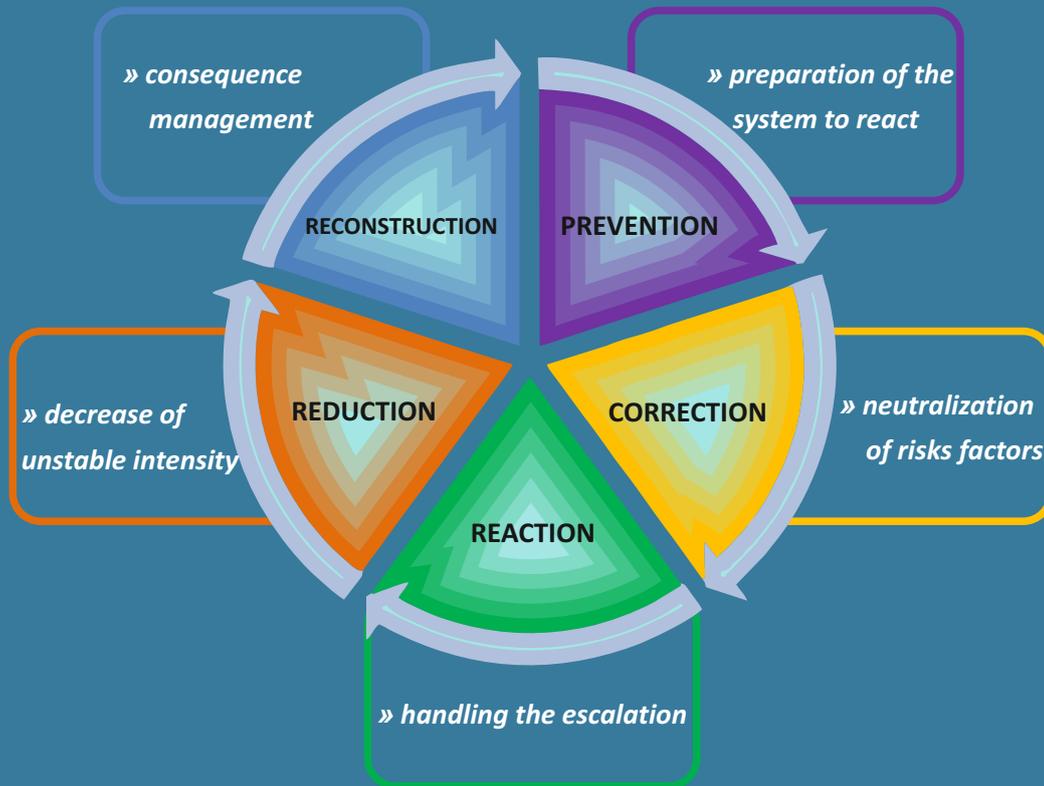
Srl No	Requestor	Project	Brief description	Start date	End date	COE POC
<b>29</b>	<b>Different</b>	<b>Concept Development / Study / Research</b>				
29.1	CMDR COE - All Branches	Stability & Reconstruction (S&R) Research	Preventive measures, Post conflict S&R Research. Using of Unmanned Air Vehicles (UAVs) for preventive measures, search and rescue operations.	2016	2018	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org LTC (OF-4) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 2 92 24723/705
29.2	CMDR COE Capabilities Branch	Modeling and Simulation Laboratory Concept. 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.	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705
<b>30</b>	<b>Different</b>	<b>Analysis / LL</b>				
30.1	HQ SACT, ACOS DP, Smart Defence Team	Review Monthly Smart Defence Project Reports	Assess monthly smart defence reports for opportunities to support or participate in projects relative to your COE functional capability area.	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org LTC (OF-4) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 2 92 24723/705
30.2	NATO HQ/OPS DIVISION/CEP Outreach Section and EADRCC	Consequence Management Exercise / Lessons Learned process	CMDR COE plays a role of an effects multiplier in EADRCC organized events providing experts to act as SMEs in Lessons Learned, Civil-Military Cooperation and Capacity Building, Education & Training and Interoperability. The overall aim is to conduct and developed common events as well projects and involvement of SMEs from CMDR and EADRCC Participation of CMDR COE SMEs in the exercises organized by EADRCC. Participation in other exercises and common events.	FEB 2016	NOV 2016	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705  LTC (OF-4) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 2 92 24723
<b>31</b>	<b>Different</b>	<b>Projects</b>				
31.1	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 developed common events as well projects and involvement of SMEs from CMDR and diferent EU institutions. In the begining of the year we expect the EU decisions for the projects where CMDR COE already participate in consortiums as: - Decision support tool for logistic operations of flood management; - European Plaza "Modern Science and Innovation Promotion"; - BES-10-2015: Information management topic 1: Civilian humanitarian mission personnel tracking; - DRS-03-2015: CM topic 3: Demonstration activity on large scale disasters and crisis management and resilience of EU external assets against major identified threats or causes of crisis	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705
31.2	COL (OF-5) Milen Milkov milen.milkov@cmdrcoe.org Office: +359 2 92 24703					
31.3	LTC (OF-4) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 2 92 24723					
31.4						
31.5	NCIA	NATO Shared Services	Working together with NCIA for acquiring new NATO systems and tools	Jan	Dec	Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705
31.6	CMDR COE - Director	Additional events through the year by CMDR Director decision	The overall aim is to participate, conduct and developed diferent events as well projects and involvement of SMEs from CMDR by request through 2016 year.	Jan	Dec	COL (OF-5) Vassil Roussinov vassil.roussinov@cmdrcoe.org Office: +359 2 92 24700 Col (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org

## 2016 CMDR COE POW

## CMDR COE Point of View

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

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



*And a 4-stage process:*

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

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

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

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

# Crisis Management Info Handling

Crisis Management gets more complex every day, and with social media, internet and ubiquitous mobile devices (with their built in cameras and videos) crises can explode dramatically almost instantly. Anyone who has viewed video footage or reporting of a train crash, or seen the driver's Facebook page boasting about how he routinely exceeds the speed limit has first-hand knowledge about how these fueled the flames of the crisis that ensued from that horrible accident.

***Sometimes mishandling of the info flow ignites crisis.***

We all wish that these things wouldn't happen, but in fact they do. Fortunately crises are not always this devastating in terms of human suffering and loss of life, but if a crisis threatens a organisation and the livelihood of its employees it is still very serious indeed.

***We advocate a 5-step approach to handle:***



**COMMUNICATE** Communication in a crisis is a multifaceted work. It needs good relation (in terms of spoken and unspoken communication) with the teams on the ground, with victims, authorities and the media.

- no matter who or how you are speaking with, unless you have taken steps to prevent it, assume you will be recorded, videotaped, overheard etc. The worst thing that can happen post-crisis is for off-the-record comments to go viral;
- as much as possible use a trained spokesperson to be the mouthpiece of your crisis staff. It is best not to have employees commenting on social media or other channels;
- be as open and honest as possible (and do not say “No Comment”) and keep messages simple. Keep them into a package “sound bites” so the media can transmit it easily;
- as much as possible align your organization/staff with the public;
- do not get defensive, this just makes it worse and casts all your comments in a negative light.

In terms of speaking with the public and the media you have no choice but to use all available channels including WWW, Facebook, Twitter etc. Most people under 25 rely on these channels for virtually all their news and communication, ignore them at your peril. It is great to have a communications platform that allows you to do this. In terms of communicating with your teams, the best rule of thumb is to have as many ways to reach them as possible: SMS, email, voice notification, Crisis Web Sites, Twitter accounts dedicated to Crisis Management, etc etc.

The reason to have many options is that depending on the crisis one or more may be knocked out (e.g. email in a hacking crisis, voice in a major natural disaster that has everyone calling family and friends, etc).

**COLLABORATE** No matter how well and sophisticated is the response plan; there will always be issues that need collaboration in case-by-case with others – colleagues, entities, voluntary tailor-made formations. If you have a chat or white-boarding tool to work with, and an online meeting tool, they can be useful. Conference call bridges (VTCs) are another way. A physical command center is great if people can access it, but having virtual ways to collaborate makes sense and is easy to do.

**COORDINATE** Coordination of the response is critical to success. One very good option to do this is to use an online tool so the people on the terrain can access. That is great to track tasks, progress, issues, etc. during the crisis and in such way all response team members can see who did what and when, what each team member needs to do, and what unforeseen issues have arisen.

**CARRY ON** No matter how serious the crisis, be sure the rest of the organization 'Carries On' with its daily routine work. The people not responsible for managing and correcting the crisis need to be counseled effectively (by appropriately trained people) and encouraged to carry on with their day to day work, otherwise the whole organization will grind to a halt. There are a number of specialists that offer professional counseling services for victims or witnesses of traumatic incidents. Find one in your area(s) and establish a connection with them before you need them.

**CORRECT** When the crisis is over, you need to take time to correct the situation that caused the crisis in the first place, if possible. If not, take the time to do a debrief on your people and look for ways to improve. Finally, put an incident management system in place that allows you to capture, investigate, close and most importantly analyze and report on incidents so you can prevent them from blowing up into crises in the first place.

*And never forget some crucial key points for application during crisis, incidents, disasters:*

**Do not panic**

Stay calm!

**Assess the situation**

Risk assessment

**Follow the 4 C's**

Confirm, Clear, Cordon then Control

**Communicate**

Communicate the plan (to your people /organisation, relevant supporting bodies and other affected parties e.g. colleagues, clients, neighbors etc.)

**Provide leadership**

Be close enough to understand the situation, but far enough as not to be directly affected by the incident/crises. In such way you can handle and deal, even command the situation providing clear directions, coordination and communication.

## Crisis Management is Multifaceted

There is no doubt that everyone is vulnerable to crisis or disaster. From earthquakes to floods, from bankruptcy to electric blackout, etc., manmade incidents and disasters can happen anytime. To not be prepared means to incur a greater amount of damage. People need to understand that without adequate preparation and readiness, the response can breakdown.

Nowadays, the Crisis Management and Disaster Response is a multifaceted process. We have to take into consideration the origin of the term 'crisis management' and it is not really a new concept. It has been around for more than forty years. It is a process in which an organization handles important events of a threatening nature. The core expression of the word is crisis. Understanding crisis as an unstable condition whose outcome may or may not be favorable would bring us into focus.

Usually a threat to an organization or the general public is present, but in addition, there is also an element of surprise. When combined, those aspects introduce a transformation process from the old to the new – way of living, composition, system. The point is that crisis is a phenomenon that is inescapable when you are running a daily routine business. Therefore the crisis management needs to be part of an overall strategy as nowadays there is a tendency to switching to a less authoritarian and more cooperative corporate model – the effective management of humans and resources means that everyone has to do their part as a team. Everyone contributes to the welfare of the society, organization, company. It is not so much about giving orders and taking orders. Instead, it is about getting the proper steps done.



### *Some thoughts on crisis management and disaster response:*

- When composing a response team, be sure to engage a proper variety of professionals. In crisis situations to think variously will help you find creative solutions to new problems.
- Take consideration to define proper procedures to react in case of emergency.
- Learning to improvise quickly is better than to demonstrate your ability to plan timely! A response to a crisis does not develop as an ordinary problem but takes unexpected turns and rhythms so you need specific managerial tools and processes.
- A usable decision on time is better than perfection too late! Once an option allows you to achieve your goal, use it immediately. Feel free to react based on your own experiences.
- Always see the opportunity in the crisis. An extraordinary situation creates new needs be forcing you to move. If you succeed, you will only be stronger.
- Do not look for responsibility for the crisis during the crisis/disaster. Just try to win together: you will settle your accounts later!
- Spend time learning from your mistakes. Often, the next crisis is born from the ashes of the previous one.

# Crisis Training and Simulations

*Ensuring that each member of your team understands what to do – and what not to do – in a crisis, is your organization's pre-crisis responsibility.*

What if reporters were to use Twitter to contact one of your employees during a crisis, would that employee know how to respond – or how not to respond? What if the inquiry was to come from one of their friends or family members within their own social graph (e.g.: on their personal Facebook page), would they unintentionally leak damaging information thinking it was safe to do so within the privacy of their personal account? The fact is that today, each and every one of your employees is a spokesperson for your brand, whether you want them to be or not - and each one of them needs to understand what is expected of them in a crisis and what their roles and responsibilities are.

CMDR COE offers staff team training, along with crisis simulation exercises and online media training. We provide these critical trainings to your C-Suite executives, frontline employees, spokespersons, marketing and PR teams – and everyone in between.

**The training services may include:**

## **Crisis Team Training**

Your crisis team needs to be fully prepared, capable and confident when it comes to crisis detection, crisis management, crisis communications and post-crisis documenting. We will provide your crisis team with a thorough training on the proper ways of working together and putting your crisis plan to use. These trainings and exercises can include anything from a basic run-through of your crisis plan and table-top exercises to in-depth crisis simulations.



## Employee Crisis Training

Due to social media you can never know who will be the first to detect a looming threat against your brand. Therefore, it is important that each member of your team understands what a crisis is and means to your organization, how to detect the red flags, and who to relay possible issues to, how and when. We will provide your staff with a half day or full day (depending on the size and needs of your organization) of interactive workshops and trainings in order to make sure that each member of your staff is crisis-ready.



## Crisis Simulations

Crisis simulations provide your crisis team and senior executives with a realistic and practical opportunity to practice and test their crisis management and communications skills. With our uniquely developed tool, we will provide your team with crisis simulations that reenact the digital and viral realities of crisis situations today, in a controlled and safe environment. These crisis simulations will help build your crisis team's confidence and experience in handling the many different types of crisis situations that risk threatening your brand – before they actually occur.

## Crisis Media Training

Dealing with the media in a crisis can be extremely stressful and easy to say the wrong things while under pressure and in the spotlight. We will provide your spokespersons and front line with crisis media training for both online and offline media interviews, crisis response and more.



## Social Media Crisis Monitoring Training

Understanding how to monitor the social web for marketing and PR purposes is one thing. Understanding how to use your monitoring tools in a crisis to detect, filter through and respond to the influx of complaints, inquiries, comments and others, is a whole other game. We will train your crisis team and frontline staff to be able to efficiently and proactively utilize your social media monitoring tools in a crisis.

# CMDR COE Contacts

CMDR COE DIRECTOR

Colonel Vassil ROUSSINOV - BGR A

+359 2 92 24700

vassil.roussinov@cmdrcoe.org



E&T BRANCH CHIEF

Colonel Milen MILKOV - BGR A

+359 2 92 24703

milen.milkov@cmdrcoe.org

CAPABILITIES BRANCH CHIEF

Colonel Orlin NIKOLOV - BGR AF

+359 2 92 24705

orlin.nikolov@cmdrcoe.org

TRANSFORMATION BRANCH CHIEF

Colonel Jarosław KUBISZ - POL A

+359 2 92 24704

jaroslav.kubisz@cmdrcoe.org

SUPPORT BRANCH CHIEF

Colonel Gavril GAVRILOV - BGR AF

+359 2 92 24706

gavril.gavrilov@cmdrcoe.org

# MULTINATIONAL COLLABORATION = SMART DEFENCE



[www.cmdrcoe.org/](http://www.cmdrcoe.org/)  
1606 Sofia, Bulgaria  
34A Totleben Blvd.

Web Page



Facebook

