

CMDR COE



**Meet Challenges
Seize Opportunities
Anticipate the Future**

CUSTOMER CATALOGUE OF SERVICE



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WELCOME TO CMDR COE



Welcome to the CMDR COE Customer Catalogue of Service. The present booklet briefly introduces the Centre's capabilities and details of its NATO Approved courses. Our Centre of Excellence (CMDR COE) provides a support to NATO's transformation by strengthening existing and creating, if necessary, new capabilities in areas of crisis

management and disaster response domain through enhanced education and training, doctrine development and concept experimentation.

On 31 March 2015, upon a NAC silence procedure, the Centre received accreditation as the 21st NATO COE and was activated as a NATO Military Body with an international status under Article 14 of the Paris Protocol. The Crisis Management and Disaster Response Centre of Excellence has earned an Unconditional Accreditation and NATO Quality Assurance Certificate (No. ACT/JFD/HCEIT/TT+1548/Ser:NU0205). The certified courses delivered by CMDR COE maintain 'NATO Approved' status as they respond to the Alliance's requirements. Presently, the CMDR COE is the Alliance's catalyst for development of the multinational level of NATO CMDR functions, in accordance with Allied Joint Publication (AJP-01(D), 2010). The Centre delivers feasible solutions in the field of CMDR education and lessons identified (LI) aspects through independent thoughts and analyses in specific areas of Doctrine, Concept Development and Experimentation. It helps NATO, Nations and Partners to improve the collective and interagency measures.

Orlin NIKOLOV, Colonel (BGR AF)
CMDR COE Director

NATO UNCLASSIFIED
Releasable to NORTH MACEDONIA



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



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

Quality Assurance Accreditation Certificate

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

UNCONDITIONAL ACCREDITATION

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

Effective: 20 June 2019 Expires: 20 June 2025

CMDR COE was found to have:

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

FOR THE SUPREME ALLIED COMMANDER TRANSFORMATION:

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

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

1
NATO UNCLASSIFIED



CMDR COE AT A GLANCE

FUNCTIONAL AREA

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

The CMDR COE acts upon Requests for Support (RFS). The gradual but steady increase in the number of RFS

from NATO and from the Centre's Sponsoring and Framework Nations bears testimony to the CMDR COE's determination and capability to firmly cement its position at the forefront of research and development on crisis management and disaster response.

We believe in an inclusive, transformative and capable crisis and disaster response and strive to provide, particularly



through constructive partnerships, opportunities for a collaborative collective approach. To anticipate the future means preparing to meet tomorrow's challenges today.

VISION

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

In fulfilling the Centre's vision we combine efforts and provide support with the aim of increasing interoperability and effectiveness, and improving standardisation in accordance with a comprehensive approach to crisis management and disaster response.

In close cooperation with the Joint Analysis and Lessons Learned Centre (JALLC) the CMDR COE serves as a repository for International, National and NATO shared information, analysis and lessons-learned on crisis management and disaster response.

MISSION

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

To accomplish our mission we provide subject-matter expertise and advice on crisis management and disaster response, and contribute to doctrine development and to concept development and experimentation.

The education and training opportunities we provide, including through mobile training teams, encompass both civilian and military experts.



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;

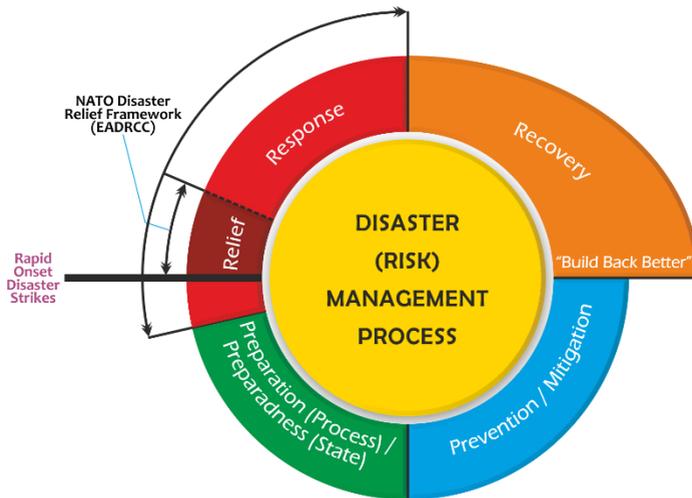
To assist in the planning and conduct of NATO's, Allies' and Partners' crisis management and disaster response exercises and experimentation, including in the creation and validation of scenarios;

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).



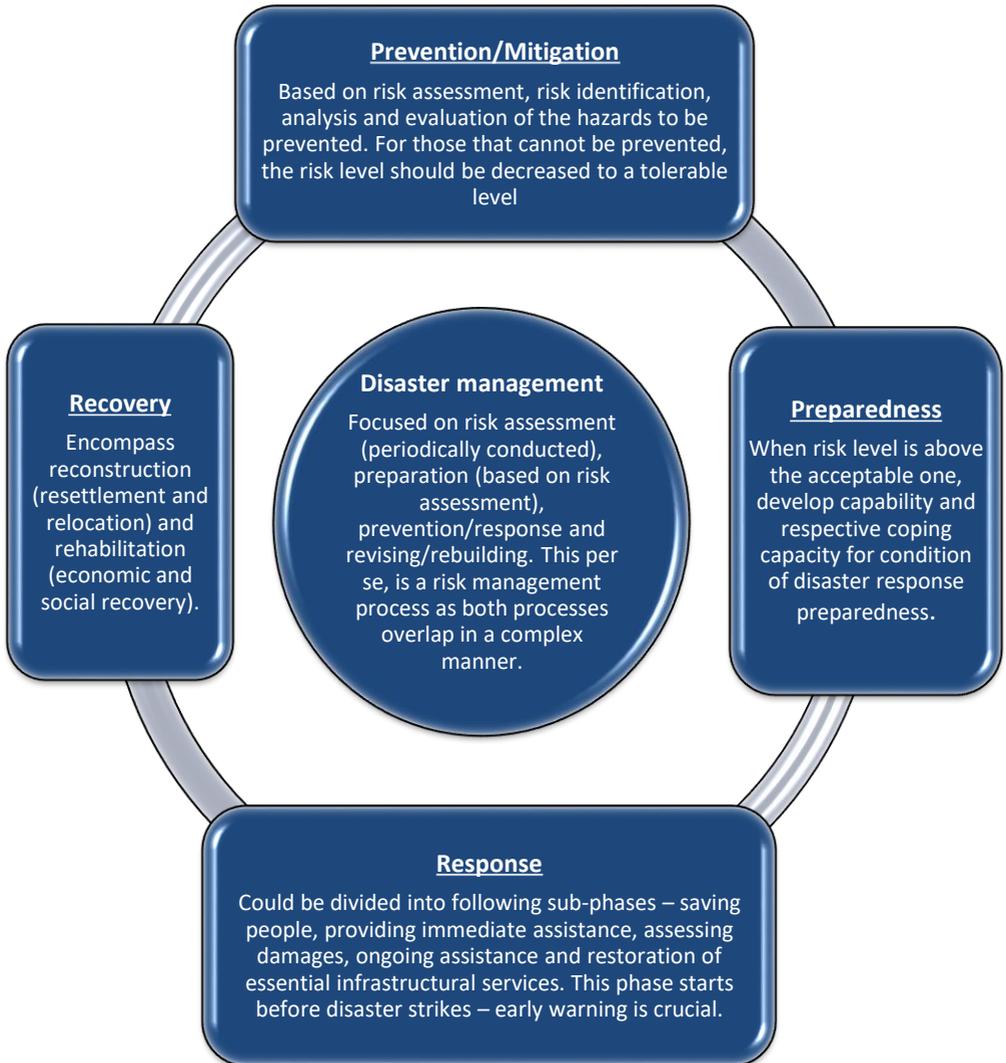
DISASTER MANAGEMENT PROCESS

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



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

DISASTER MANAGEMENT PROCESS



CMDR COE List of Services

Area	ETOC No	Course Catalogue Item	Period	What we charge
Crisis Management and Disaster Response	GEN-GO-25432	Gender Focal Point	FEBRUARY or OCTOBER	Varies
	ETE-CM-21784	Crisis Management and Disaster Response	MARCH	Varies
		Climate Change and Security	APRIL	Varies
	ETE-CM-22007	Disaster Management	MAY	Varies
		Disaster Relief in CSDP Context	JULY	Varies
	JPL-OP-31878	Crisis Response Operations Planners Professional Development	SEPTEMBER or NOVEMBER	Varies
	ETE-CM-21785	Crisis Management and Disaster Response Exercise Planners Training	OCTOBER	Varies
	ETE-CM-41879	Strategic Decision Making for Crisis Response Operations	NOVEMBER	Varies
		Building Resilience through Civil Preparedness	DECEMBER	Varies



GENDER FOCAL POINT COURSE

ETOC No: GEN-GO-25432

To adequately prepare gender focal points (GFPs) for their role and responsibilities, the CMDR COE in cooperation with the Nordic Centre for Gender in Military Operations (NCGM), NATO Department Head for Gender in Military Operations discipline have been working closely together on developing the course programme



Learning Objectives

After the course, the trainees will be able to:

- ❖ Provide advice on the integration of gender perspectives in all activities within the chain of commands' / functional area of responsibility;
- ❖ Discuss CR-SGBV in relation to chain of commands' / functional area of responsibility;
- ❖ Liaise with external organizations to assist with the implementation of gender perspectives;
- ❖ Develop working relationships, within own organization, to assist with the chain of commands' integration of gender perspectives;
- ❖ Maintain functional dialogue with GENAD;
- ❖ Maintain a monitoring function;
- ❖ Report on data in reports for integration of gender perspectives.

Audience

Military (OF-2 and higher) and/or civil experts with responsibilities in implementation of GFP in Crisis Management

Seats: Minimum 15, max. 30

Fee: €200

Venue: Sofia, BGR

Duration: 3 days

Time: February / October

POC: Ms Gergana VAKLINOVA,
+359 2 92 24 741; +359 88 937 1898
gergana.vaklinova@cmdrcoe.org



Detailed Service Descriptions

CRISIS MANAGEMENT AND DISASTER RESPONSE COURSE

ETOC No: ETE-CM-21784

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



Learning Objectives

After the course, the trainees will be able to:

- ❖ 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;
- ❖ Explain what is resilience and civil preparedness against current and future threats to security;
- ❖ Outline NATO resilience baseline requirements and related guidelines for national application;
- ❖ Work with basic criteria for evaluation of resilience

Audience

Military (OF-3 and higher) and/or civil experts with responsibilities to support NATO and nations Crisis Management

Seats: Minimum 15, max. 30

Fee: €200

Venue: Sofia, BGR

Duration: 5 days

Time: March

POC: Mrs Stanislava KRAYNOVA,
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Detailed Service Descriptions



CLIMATE CHANGE AND SECURITY COURSE

Awareness of climate change security implications through acquisition of basic knowledge related to global warming as a phenomenon and a security threat multiplier, the main factors which affect the environment, and the impact of climate change on international peace and security in short, mid and long term period



Learning Objectives

After the course, the trainees will be able to:

- ❖ Point main climate change characteristics – causes, impacts, scenarios, direct and indirect impacts;
- ❖ State the main international strategies, policies and actors in the field of Climate Change;
- ❖ Summarise the nexus between Climate Change and Security;
- ❖ Point the main EU strategies, policies and actors in Climate Change mitigation and adaptation;
- ❖ Explain the impact of climate-driven, man-made and natural disasters on security;
- ❖ Links the main direct and indirect impacts with CSDP/CFSP;
- ❖ Describe the EU organizational structures, mechanisms and instruments for international cooperation in disaster response;
- ❖ Outline the EU integrated approach in early warning and building resilience.

Audience Civil and military experts from EU Member States

Seats: Minimum 15, max. 30

Fee: €200

Venue: Sofia, BGR

Duration: 4 days

Time: April

POC: Ms Siyana MIRCHEVA,
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siyana.mircheva@cmdrcoe.org



Detailed Service Descriptions

DISASTER MANAGEMENT COURSE

ETOC No: ETE-CM-22007

Building basic knowledge on disasters and on the disaster management process and mechanisms, including on disaster risk management, and on the main disaster management stakeholders



Learning Objectives

After the course, the trainees will be able to:

- ❖ 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, United Nations and EU concepts;
- ❖ Discern key actors, factors, mechanisms and interactions in disaster management within a context of a Comprehensive Approach (CA);
- ❖ Understand the role of the military in disaster management.



Audience

Military (OF-2 and higher) and/or civil experts with responsibilities in disaster management and civil preparedness functional areas

Seats: Minimum 15, max. 30

Fee: €200

Venue: Sofia, BGR

Duration: 5 days

Time: May



POC: Ms Iliyana IVANOVA,
+359 2 92 24734; +359 89 706 7283
iliyana.ivanova@cmdrcoe.org

Detailed Service Descriptions



DISASTER RELIEF IN CSDP CONTEXT

Basic knowledge about the impact of man-made, natural and climate driven disasters on the European Security (and in particular on conduct of CFSP/CSDP)



Learning Objectives

After the course, the trainees will be able to:

- ❖ EU institutional structures, mechanisms and instruments employed in disaster relief, rescue and humanitarian activities (with emphasis on synchronization of diverse civilian and military CFSP/CSDP assets in disaster response);
- ❖ Disaster relief operations, from diplomatic and military perspectives;
- ❖ Comprehensive/integrated approach to crisis management (with emphasis to civ-mil coordination in disaster relief);
- ❖ EU partnerships and cooperation in terms of policies and practices with stakeholders in the field (UN, NATO, leading humanitarian NGO).



Audience

Military and/or civil experts from EU Member States and relevant EU Institutions and Agencies



Seats: Minimum 15, max. 30

Fee: €200

Venue: Sofia, BGR

Duration: 4 days

Time: July

POC: Ms Iliyana IVANOVA,
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iliyana.ivanova@cmdrcoe.org



Detailed Service Descriptions

CRISIS RESPONSE OPERATIONS PLANNERS PROFESSIONAL DEVELOPMENT COURSE

ETOC No: JPL-OP-31878

Building comprehensive knowledge on NATO Crisis Response and on NATO Crisis Response System (NCRS), with an emphasis on NATO Crisis Response Planning at the strategic and operational level



Learning Objectives

After the course, the trainees will be able to:

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

Audience

Military (OF-3 and higher) and/or civil experts on operational and strategic level with responsibilities to support the decision-making process within their organizations.

Seats: Minimum 15, max. 30

Fee: €200

Venue: Sofia, BGR

Duration: 5 days

Time: September

POC: Col Dimitar DIMITROV,
+359 2 92 24703; +359 89 331 5003
dimitar.dimitrov@cmdrcoe.org



CMDR EXERCISE PLANNERS TRAINING COURSE

ETOC No: ETE-CM-21785

Building skills enabling the integration of comprehensive crisis management and disaster response and humanitarian assistance perspectives in exercise planning



Learning Objectives

After the course, the trainees will be able to:

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

Audience

Military (OF-3 and higher) and/or civil experts on operational and strategic level with responsibilities to support the collective education and training.

Seats: Minimum 15, max. 30

Fee: €200

Venue: Sofia, BGR

Duration: 5 days

Time: October

POC: LtC Valeri TONEV,
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valeri.tonev@cmdrcoe.org



Detailed Service Descriptions

STRATEGIC DECISION MAKING FOR CRISIS RESPONSE OPERATIONS COURSE

ETOC No: ETE-CM-41879

Extensive knowledge on NATO Crisis Response on the politico-strategic level within a framework of a Comprehensive Approach to security



Learning Objectives

After the course, the trainees will be able to:

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

Audience

Military (OF-3 and higher) and/or civil experts on operational and strategic level with responsibilities to support the decision-making process

Seats: Minimum 15, max. 30

Fee: €200

Venue: Sofia, BGR

Duration: 5 days

Time: November

POC: Col Dimitar DIMITROV,
+359 2 92 24703; +359 89 331 5003
dimitar.dimitrov@cmdrcoe.org



BUILDING RESILIENCE THROUGH CIVIL PREPAREDNESS COURSE

ETOC No: ETE-CM-41879

Extensive knowledge on NATO Crisis Management in terms of nations' preparedness and ability to recover quickly and efficiently from crisis and to adapt their systems to the new security environment



Learning Objectives

After the course, the trainees will be able to:

- ❖ Support the development of strategic assessment within the context of NATO's contribution to a Comprehensive Approach (CA);
- ❖ Assess the key issues, factors, and actors influencing the civil preparedness to withstand to crisis;
- ❖ Based on the analysis to identify the gaps and weak points in the national systems, described in the NATO's baseline requirements;
- ❖ Assist in preparing advice to the national authorities how to improve their resilience.

Audience

Military (OF-3 and higher) and/or civil experts on operational and strategic level with responsibilities in the civil preparedness functional area.

Seats: Minimum 15, max. 30

Fee: €200

Venue: Sofia, BGR

Duration: 3 days

Time: December

POC: Ms Gergana VAKLINOVA,
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gergana.vaklinova@cmdrcoe.org



Detailed Service Descriptions

INTERAGENCY INTERACTION IN CMDR ANNUAL CONFERENCE



POW No: 5.1

A platform for information and knowledge exchange that promotes coordination of actions among key stakeholders, both military and civilian, in the CMDR domain.



Rationale

In order to facilitate interactions between different international and national bodies and agencies, the purposes of the conference are to:

- ❖ Stir dialogue on potential implications on international security and exchange of information, meetings and sharing of experience;
- ❖ Discuss future crisis and disaster response operation from a collaborative comprehensive approach perspective;
- ❖ Facilitate cooperation between research institutes and governmental and nongovernmental organisations;
- ❖ Share Lessons Identified/Lessons Learned on Interagency Interaction.

Audience

An event for all those who work in and around crisis management and disaster response from the civilian and military communities and wish to share opinion and experience, learn from, and meet with interlocutors from around the world.

Seats: Approx. 100-120

Fee: €115

Venue: Sofia, BGR

Duration: 2 days

Time: Beginning of June

POC: The Conference POC for each year– see on website www.cmdrcoe.org;

or 359 2 92 24700; 359 2 92 24705 and 359 88 849 9197
or e-mail: plamen.milanov@cmdrcoe.org



Detailed Service Descriptions

CMDR COE OpsLabs

The Ops Labs (unclassified and classified) have been established to enable the operational and strategic CMDR COE's aims and perspectives. In order to make it possible the Ops Labs are developed both in software and hardware way, dedicated regulations and SOPs for the usage and maintenance. The Ops Labs support the main strategic perspectives of the Centre 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.

Visualize, analyze and assess the impact and influence of such events in virtual environment – simulations. It allows to assess the dynamic impact of natural disaster over planned military operation, its evolution and final results;

Makes possible war gaming including crisis and disaster events, manual selection of best CoA or automatic (brute-force computation);

Supports significantly the decision making process providing dynamically generated response

plan according to the specific conditions.

Assesses the preparedness of the ANEMA/LEMA staff to perform their duties and enables realistic, objective, effective and efficient training;

Makes possible the SOPs improvement;

Assesses the current technology (enabling established response capabilities) and compare it with new erecting on the market.

In order to construct the necessary OpsLabs environment, the CMDR COE experts started to develop platform for objective and scientific test and environments of crisis and disaster events, generation of the adequate response and result evaluation. This effort has been shared with the NATO M&S Group 147 "Modelling and Simulation Support in Crisis and Disaster Management Process and Climate Change Implication", led by the Centre. The development of the platform has been supported by different simulation tools and software such as: MASA SWORD, VBS3, IBM IOC, Pitch RTI, Pitch Developer Studio, Pitch Extender, Pitch RTI and CMDR Integrated Development Environment (IDE) modules.



CMDR COE Contacts

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Support and Facilities

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

conference equipment, interactive board, whiteboard. On the second floor we have another administrative area for unclassified information containing also conference room for 30 people (Athens Hall).

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

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





Partnership



**Meet Challenges,
Seize Opportunities,
Anticipate the Future**



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