CMDR COE

CRISIS MANAGEMENT AND DISASTER RESPONSE
CENTRE OF EXCELLENCE

Meet Challenges
Seize Opportunities
Anticipate the Future

CUSTOMER CATALOGUE OF SERVICE
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Welcome to CMDR COE

Welcome to the Customer Catalogue of Service of the Crisis Management and Disaster Response Centre of Excellence (CMDR COE). It is a pleasure to present you as it tends to provide some support and guidance prior to CMDR COE major events. The trainings and education in the sphere of crisis management and disaster response bring more complexity nowadays as with social media, internet and mobile devices (with their built in cameras and videos) emergency situations can explode dramatically and almost instantly take a turn to an abrupt crisis. Considering the CMDR Training as a multi-facet process, our Centre provides several forms of educational events duly listed here. There can be on-topic seminars, a weekly course, or even a mobile training team visit. It doesn’t matter so long as effective leadership skills in CMDR are taught.

Over the past years, our organisation participated, hosted and organized a number of key courses, seminars and conferences in the crisis management and disaster response domain. 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. In such regard I am very pleased to announce that we have earned an Unconditional Accreditation and NATO Quality Assurance Certificate (No. ACT/JFD/HCEIT/TT+1548/Ser: NU). All 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.

Welcome once again and thank you for interest.

Orlin NIKOLOV, Colonel (BGR AF)
CMDR COE Director
NATO UNCLASSIFIED
NORTH ATLANTIC TREATY ORGANIZATION
ORGANISATION DU TRAITE DE L’ATLANTIQUE NORD
HEADQUARTERS, SUPREME ALLIED COMMANDER TRANSFORMATION
7857 BLANDY ROAD, SUITE 100
NORFOLK, VIRGINIA, 23501-2490

ACT/JFD/HCEIT/TT-1548/Ser.NU 0205

TO: Director of NATO Crisis management and Disaster Response
    Centre of Excellence (CMDR COE)

SUBJECT: NATO QUALITY ASSURANCE (QA) ACCREDITATION OF
         CMDR COE

DATE: 5 June 2019

REFERENCES:
A. CMDR COE Application for Institutional Accreditation, dated
   08 Jan 2018.
C. Bi-SC Directive 75-7 (Education and Individual Training
   Directive), dated 10 SEP 15.

1. Thank you for your contribution to produce high quality NATO Education and Training. Your continued efforts to set the conditions for quality improvements of education and individual training through effective planning and problem-solving, and ultimately raising the level of quality progressively, are commendable.

2. CMDR COE’s core processes were reviewed and identified as elements that are aligned with NATO Quality Standards. Specifically, the institution was found to have:
   a. Sound internal procedures for the assurance of quality;
   b. Procedures 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.

3. Your institution has earned an Unconditional Accreditation, in part because of the commitment to continuous improvement. Through accepting this Unconditional Accreditation, CMDR COE takes responsibility to continue to strive for improvements of internal quality assurance by continuing to implement the recommendations included in the evaluation report (Annex A), as well as by maintaining and further developing the identified best practices.

4. As a result of your Unconditional Accreditation, in accordance with the course certification procedure described in Reference C, the certified courses delivered by CMDR COE will maintain the “Approved” status as long as they respond to NATO requirements reflected within the appropriate Training Requirements Analysis Reports and/or Discipline Alignment Plans.

5. Inevitably, your practices, policies and procedures will change over the next years. Continued improvement is essential and any change of your policies, directives, procedures and practices shall be implemented immediately. CMDR COE is expected to inform HQ SACT JFD annually about its progress and improvements by submitting Annual QA Reports during the validity period of this accreditation.

6. Your efforts are commendable and are appreciated. A representative of the QA Team of Experts is available to answer any questions you may have regarding this letter or details provided in the Annexes. You may contact my representatives by email at: ftsa@act.nato.int.

FOR THE SUPREME ALLIED COMMANDER TRANSFORMATION:

[Signature]

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

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

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 from senior military and civilian leadership to staff level, as well as units and teams.
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).
**Prevention/Mitigation**
Based on risk assessment, risk identification, analysis and evaluation of the hazards to be prevented. For those that cannot be prevented, the risk level should be decreased to a tolerable level.

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**Recovery**
Encompass reconstruction (resettlement and relocation) and rehabilitation (economic and social recovery).

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**Disaster management**
Focused on risk assessment (periodically conducted), preparation (based on risk assessment), prevention/response and revising/rebuilding. This process is a risk management process as both processes overlap in a complex manner.

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**Preparedness**
When risk level is above the acceptable one, develop capability and respective coping capacity for condition of disaster response preparedness.

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**Response**
Could be divided into following sub-phases – saving people, providing immediate assistance, assessing damages, ongoing assistance and restoration of essential infrastructural services. This phase starts before disaster strikes – early warning is crucial.
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Detailed Service Descriptions

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;

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
CRISIS MANAGEMENT AND DISASTER RESPONSE COURSE

ETO C 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,
+359 2 92 24731; +359 89 369 8423
stanislava.kraynova@cmdrcoe.org
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,
+359 2 92 24733; +359 89 449 7585
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 Siyana MIRCHEVA,
+359 2 92 24733; +359 89 449 7585
siyana.mircheva@cmdrcoe.org
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: LtC Deyan IVANOV,
+359 2 92 24733; +359 89 706 7283
deyan.ivanov@cmdrcoe.org
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;
Applying 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,
+359 2 92 24736; +359 88 947 0189
valeri.tonev@cmdrcoe.org
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

CMDR COE Customer Catalogue of Service 17
BUILDING RESILIENCE THROUGH CIVIL PREPAREDNESS COURSE

ETO 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,
+359 2 92 24 741; +359 88 937 1898
ergana.vaklinova@cmdrcoe.org
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.

Fee: €115  Seats: Approx. 100-120
Publication: €35  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
Advanced Distributed Learning

CMRD COE has the capacity to deliver its educational products in e-learning format. We have adopted two approaches –

- **Asynchronous** – delivered in an Advanced Distributed Learning (ADL) format as a student self-covered online course accessed via Centre’s web platform. The ADL is usually a prerequisite for some of the courses delivered either as residential or online. The CMRD COE provides an ADL prerequisite course for Crisis Management and Disaster Response Course (NATO Approved - ETE-CM-21784), using the same ADL as a prerequisite for Crisis Response Operations Planners Professional Development Course (JPL-OP-31878) and for Strategic Decision Making for Crisis Response Operations (NATO Approved - ETE-CM-41879).

- **Synchronous** – a complete substitute of respective residential courses usually using Cisco Webex Teams platform, where online lectures and team-works are broadcasted via a virtual studio and classrooms for each syndicate. Instructors and students are in a direct action online. These courses are usually 5-day process with lectures in the morning and scenario-based practical work in the afternoons. All CMRD COE courses are currently being converted in a synchronous online format, with Crisis Management and Disaster Response Course and Gender Focal Point Course (GEN-GO-25432) having been already conducted in this format.

When successfully completed, both type e-learning courses are pronounced with the respective certifications, automatically delivered in e-format.
CMDR COE Ops Lab

The CMDR COE Operation Laboratory have to enable the operational and strategic CMDR COE’s aims and perspectives. In order to make it possible the Ops Lab is developed both in software and hardware way, dedicated regulations and SOPs for the usage and maintenance. The Ops Lab already supports the daily job of the CMDR COE, but additional efforts and work on the capabilities generation should be done in the future.

Furthermore, the development process will be unstoppable due to the fact that the Ops Lab is a part of the innovative cycle. The Ops Lab supports 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. The output is dynamic, depending on the time, space and other conditions and has the all relevant and important parameters for the specific event (crisis or disaster).
- 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. This plan is based on the implemented rudimentary response measures, preliminary set target list, prediction of the event evolution, the available forces and resources;
- Assesses the adequacy of the National Emergency Management Authority/Local Emergency Management Authority (NEMA/LEMA) plan for reaction and response and support the development the planning process;
- Assesses the preparedness of the NEMA/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 erected on the market.
Support and Facilities

In order to organize all events in 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.
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Seize Opportunities,
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