

Annual Booklet

2023 - 2024



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MEET CHALLENGES,
SEIZE OPPORTUNITIES,
ANTICIPATE THE FUTURE!

Dear Reader,

Welcome to the CMDR COE's Annual Booklet 2023-2024!

The present issue aims to provide you with an overview of our achievements, present our current activities, and outline our upcoming initiatives. Our continuous efforts are dedicated to providing valuable contributions to concept and doctrine development, lessons learned, and E&T solutions tailored to the particular needs and requirements of senior civilian and military staff. The latter serves to additionally exemplify our determination to secure and guarantee the CMDR COE's added value to the transformative advancement in the field of crisis management and disaster response at international level.

Being fully cognizant of the high complexity of the current security environment, we place emphasis on the importance of fruitful interagency cooperation. In this regard, alongside fostering the already established collaboration agreements, our Centre exerts dedicated efforts towards forging new partnerships with diverse organisations and entities that share our core values and main strategic objectives. During the past year, the CMDR COE signed new framework collaboration agreements with the following educational entities: "Carol I" National Defence University in Bucharest, Romania, the Big Data for Smart Society Institute (GATE), and the University of National and World Economy (UNWE). Furthermore, the active collaboration between the CMDR COE and several local authorities, governmental agencies and international organisations serves to illustrate the clear determination of the Centre to tackle the wide spectrum of challenges, related to crisis management and disaster response, by applying a holistic and inclusive approach.

With regard to ensuring further advancements and improvement in the CMDR domain, the valuable contribution of the CMDR COE to the continuous capability enhancement and transformation within the Alliance can be exemplified by our active presence at numerous events, focused on resilience - a deliverable that results essential in the context of the contemporary security environment. Moreover, our subject matter experts dedicate significant amount of time and efforts in providing Modelling & Simulation tools in support of building resilience and mass movement management. The continuous improvements in the Centre's physical and technical environment, alongside the dedication of the engaged experts, represent the driving force in the abovementioned advancements, thus providing novel solutions to the existing complex and multifaceted security challenges at international level.

Furthermore, CMDR COE's expertise is becoming increasingly recognised, surpassing the CMDR domain and incorporating into the Centre's thematic portfolio other key cross-cutting topics, such as societal resilience, climate change implications on military activities, application of gender perspectives



in decision-making and planning, consequence management in case of radiological incidents, crisis diplomacy, building integrity, and cognitive warfare. The acknowledgement to the Centre for its proved capacity to act as a driving force for unlocking the transformational potential of crisis and disaster management is evident through the high demand for courses, delivered by CMDR COE Mobile Education & Training Teams in different organisations and governmental entities abroad, the most recent ones being successfully conducted at the Baltic Defence College in Tartu, Estonia, and at

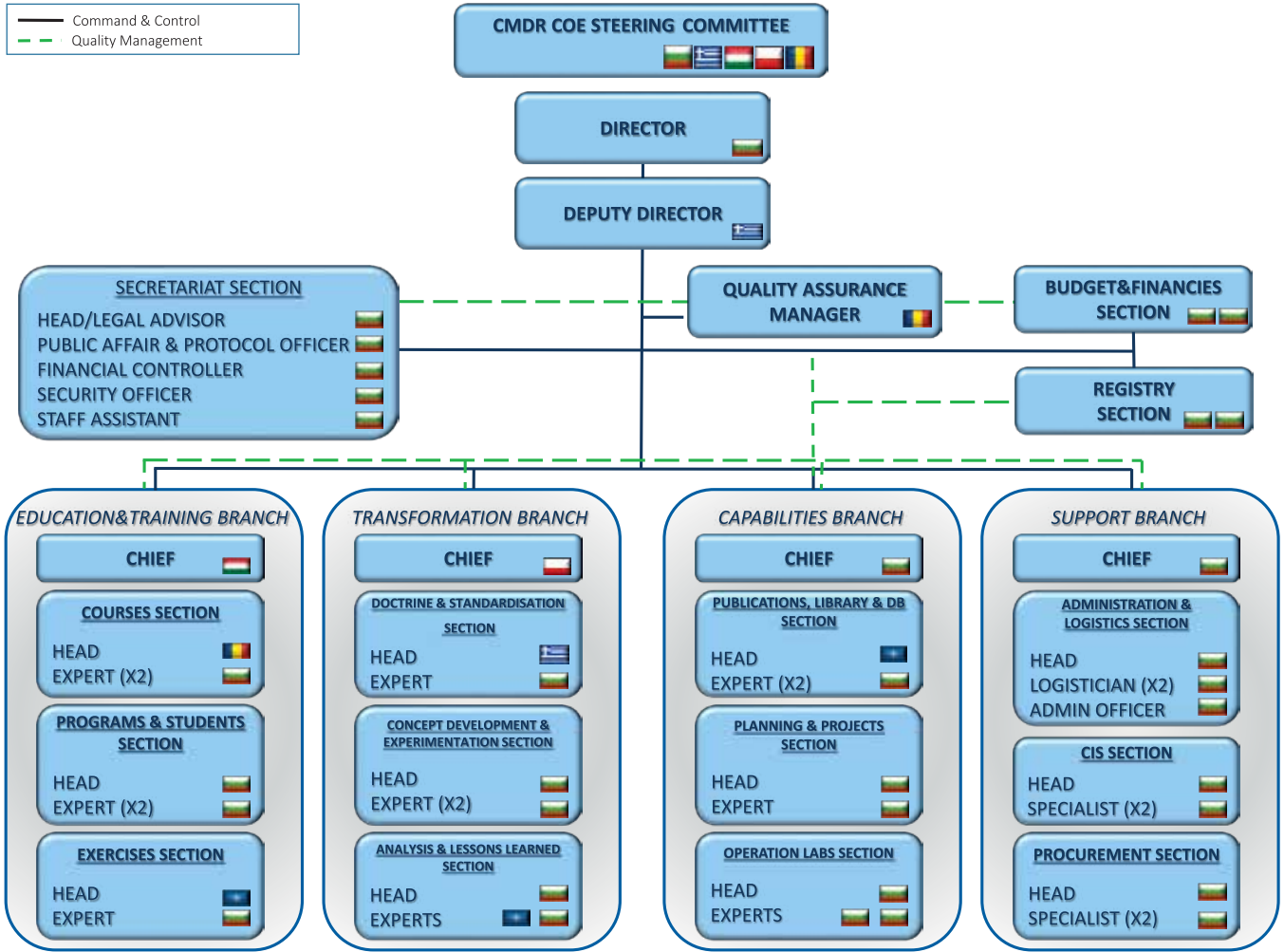
the Royal Police Academy in Amman, Jordan.

Such events demonstrate the determination and preparedness of the CMDR COE to become a widely recognised Education & Training Facility and a key enabler of the required capabilities in the context of the newly-arising worldwide threats to the Alliance. In this regard, we are proud to have successfully passed the HQ SACT Periodic Assessment in 2022. This ensures that our products and activities fulfill the applied NATO criteria, thus enhancing continuously the necessary capabilities across the CMDR domain.

Contemporary security challenges oftentimes require novel solutions. In that regard, we are aware of the significant potential young people carry and we provide them with opportunities for further enhancement of their personal and professional skills and capabilities. Through the CMDR COE's Internship Programme we manage to attract skillful and motivated young professionals to our team, thus enabling an active transfer of knowledge and encouraging the application of innovative approaches to analysing and addressing the multifaceted challenges that originate from the contemporary security environment.

The past year has proven that our level of adaptability and preparedness systematically increased, so as to meet the rising requirements across the CMDR domain. Of note, the CMDR COE was invited to submit an expression of interest for becoming NATO's Department Head for the Business Continuity Management Discipline. Looking ahead, and in line with its strategic objectives, the Centre is now awaiting official response on its application and stands ready to embark on developing the discipline in light of its continuous support to NATO's transformation.

I am confident that the upcoming year will also provide us with multiple opportunities to demonstrate our professionalism and dedication to our core mission and vision. Having in mind our long-term commitment to support the capability enhancement across NATO, we are looking forward to expanding our Community of Interest and to welcoming new Sponsoring Nations to our Centre, as we are fully cognizant of the fresh impetus this enlargement would bring to our current efforts, aimed at actively contributing to the continuous and inclusive transformation within the Alliance.



MISSION

As enshrined in the CMDR COE Concept (2016), 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 the Centre's 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.

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.

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. Designed to complement the Alliance's current resources, COEs cover a wide variety of areas, with each one focusing on a specific field of expertise to enhance NATO capabilities.



BACKGROUND

COEs trace their roots back to the reorganisation of NATO's military command structure following the Prague Summit in 2002. After the summit, Allied Command Atlantic became Allied Command Transformation (ACT). ACT became responsible for transforming the Alliance into a leaner, more efficient organisation.

Specifically, ACT ensures that the Alliance is able to face future challenges by enhancing training, conducting experiments to test new concepts and promoting interoperability within the Alliance. In line with this goal, ACT has used its links with various institutions to direct the transformation of the military structure, forces, capabilities and doctrine of the Alliance.

ROLE OF COES

COEs generally specialise in one functional area and act as subject-matter experts in their field. They distribute their in-depth knowledge through training, conferences, seminars, concepts, doctrine, lessons learned and papers.

In addition to giving NATO and partner country leaders and units the opportunity to augment their education and training, COEs also help the Alliance to expand interoperability, increase capabilities, aid in the development of doctrine and standards, conduct analyses, evaluate lessons learned and experiment in order to test and verify concepts.

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

COEs MECHANISM

There are three different types of participants for 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.

All COEs must act as a catalyst for NATO transformation and open activities to all Alliance members. COEs must not duplicate nor compete with current NATO capabilities, but instead offer an area of expertise not already found within NATO. To this end, all COEs must have subject-matter experts in their field of specialisation. ACT periodically re-assesses COEs in order to ensure that they continue to meet those criteria and assure continued NATO accreditation status. Ultimately, the Military Committee and the North Atlantic Council must approve the initial accreditation of the COE.



MAIN EVENTS OCTOBER-DECEMBER 2022

Active contribution to a computer-assisted exercise

CMDR COE and the South-Eastern Europe Brigade Headquarters (SEEBRIG HQ) actively collaborate in education and training processes. Part of this collaboration is supporting the planned exercises by SEEBRIG with subject matter experts from the CMDR COE.

The Command Post Exercise (CPX), Computer-assisted exercise (CAX) "Seven Stars 22" was the largest SEEBRIG's event for 2022 and took place in Veles, North Macedonia from 3 to 7 October 2022. The focus of the exercise was on optimizing processes, procedures, capabilities, and enriching the brigade's capabilities in peacekeeping operations.

CMDR COE provided two experts for support to the exercise as a part of the White Cell. The aim of the exercise was to improve the SEEBRIG's overall operational capabilities and to enhance military interoperability between its HQ and the assigned units/subunits during the Peace Support Operations.

Prolific course for CRO decision makers



CMDR COE executed its NATO Approved Strategic Decision Making for Crisis Response Operations Course for the time 10-14 October 2022. Centre's real and on-line premises were field for in-depth consultation and decision-making process where experts from seven countries were briefed by international experts in the area of crisis response operations. Computer simulations underpinned the strategic level of discussions and thinking and provided evaluation of all the risks and level of effectiveness of the taken decisions.

Hybrid iteration of the course provided opportunity of those who were not able to come into the Center, to experience full options of presenting and discussions while staying remotely and not losing the chance to be involved in teamwork.

Assessment visit



CMDR COE welcomed a Periodic Assessment Team from HQ SACT that conducts periodically an overall assessment of the Centre's capabilities. The PA Team included LtC Michael Maus, Section Head (COE Operations), Mr Bruce Hutchison, Staff Officer COE Coordination & AIWG COE Programme Development Branch, and Mrs Rachel Grimes MBE, Strategic Plans and Policy Liaison Officer to the UN, ICRC and NGOs, Lead on Human Security. Their 2-day visit covered constructive discussions and an in-depth review of the continuous development of the CMDR COE since the last periodic assessment. The distinguished inspection received a comprehensive information on all Centre's aspects of work by the director, Colonel Nikolov and chiefs of branches of CMDR COE.

The Academic Advisory Board (AAB) meeting



The third Academic Advisory Board meeting was held in hybrid (residential and on-line) format in the CMDR COE on 2 November 2022.

The aim of the event was to review the academic and research activities implemented by the CMDR COE through the academic year 2022 and to plan the forthcoming contributions of the Board's members in 2023.

The CMDR COE's leadership availed this opportunity to express gratitude and appreciation to the Chair of the Board, Prof. Dr. Sc. MitkoStoykov as well as to the Board's members - Assoc. Prof. Nina Dobrinkova, Dr. KonstantiosBalomenos, COL Dariusz Majchrzak, Principal Quaestor Stefan Savulescu and the observer Assoc. Prof. Dr. Vasileios Syros - all of them being representatives of the CMDR COE's Framework and Sponsoring nations.

Fruitful recommendations were made during discussions with the focus on improving the common course curricula of some of the courses during the academic year 2022/2023 and developing the content of new educational solutions regarding the most current cross-cutting topics in NATO and international community.

CMDR COE Steering Committee



The 10th CDMR COE Steering Committee meeting was held on 2 and 3 November 2022. At the Centre's premises in Sofia were welcomed representatives from the Framework Nation, the Republic of Bulgaria besides those from the Sponsoring Nations, namely the Hellenic Republic, Hungary, the Republic of Poland, and Romania, as well as the observers the Republic of North Macedonia. The SC meeting placed emphasis on the successful delivery of the tasks, assigned to the CDMR COE, and on the high quality of its products and conducted events. Furthermore, all participants stressed the importance of collaboration and partnerships, especially with regard to the work of the Centre.

The SC became familiarised with the ongoing CDMR COE's activities. The SC approved the budget and Programme of Work for 2022 as well.

The Euro-Atlantic Resilience Forum 2022



The Euro-Atlantic Resilience Forum, held 15-16 November 2022 in Bucharest, Romania, aimed to bring together the most relevant actors, key decision makers, and top experts in all aspects of resilience within the scope of NATO and EU interests.

More than 60 speakers in 12 sessions and side events, dealing with the most important areas of resilience, as set out in the strategic documents of NATO and the EU: societal and democratic resilience, resilience to emergencies and disasters, resilience to climate change, resilience to emerging and disruptive technologies, the resilience of critical infrastructures (transportation, communications), continuity of government etc.

The CDMR COE Director, Colonel Orlin Nikolov, participated as a Speaker at the Panel "Resilient Cities for the Future: Natural disasters and the Spiral of Disinformation", together with Dr. Raed Arafat, Secretary of State, Head of the Department for Emergency Situations, Ministry of Internal Affairs, Romania.

Collaboration with the Romanian National Defence University



On the 16th November 2022 was signed a Framework Collaboration Agreement between the CDMR COE and the Carol I National Defence University. Both entities have entered into the Framework Collaboration Agreement in order to promote, facilitate, and cooperate in the fields of emergency/crisis management, resilience, and disaster response. This includes, but is not limited to education and training opportunities, research and development, and providing Subject Matter Expertise (SME) based on the principles of reciprocity and mutual benefit.

Strategic rethinking conference



The CMDR COE, Sofia Security Forum and Friedrich Naumann Foundation for Freedom with the co-sponsorship of the NATO Public Diplomacy Division organized and conducted an international conference titled 'Strategic rethinking: new NATO Strategic Concept and EU Strategic Compass. Perspectives of Central and Eastern European Member States'.

The event took place on 17 November 2022. It was conducted in hybrid mode, including by physical presence in Marinela Hotel, Sofia, Bulgaria, and online. Over 100 representatives from NATO, EU, State Institutions, Think Tanks, Academia, Diplomatic Corps, Media and young professionals had the opportunity to participate in the discussions.

The main goal of the conference was to discuss the complexity of current risks and threats to the regional and global security, predominantly those arising from the Russian aggression against sovereign Ukraine. Keeping in mind the potential global dimensions of this war, the conference also discussed possible responses to the Russian hybrid warfare against the democratic world, including weaponization of the energy supplies, propaganda, fake news, cyber-attacks and others. At the same time, it took into consideration all other threats such as terrorism, migration, natural disasters, climate change and many others.

Cooperative workshop

A workshop of the project "Confrontation of CBRN-Terrorism Threats" with an acronym: `COBRA` was held on 15 and 16 November 2022 at the CMDR COE premises. The event is based on the signed memorandum of bilateral cooperation between the Institute of Information and Communication Technologies (IICT)- Bulgarian Academy of Sciences (BAS) and the CMDR COE.

The aim of the workshop was to restart the physical events of the consortia after the COVID19 pandemic situation. The main focus of this event was to update the Training Pilots, Workshop and Final Event schedules until the project end. During the workshop were discussed topics such as: Discussion on consortium issues due to COVID19 extension period; Interaction between the operational teams; Set up the dates of the Training Pilots; Set up the dates of the next Workshops and Plan the Final Event period of the project closure.

The Hungarian MOD's Annual Disaster Response conference



Upon the invitation from the State Secretary for Defence Policy and Defence Development, the CMDR COE participated for the first time in the Annual Disaster Response Conference organized by the Defence Administration Department of the Hungarian Ministry of Defence in Budapest, on 15 November 2022. The topics for discussion covered many current national and international aspects of disaster management. During the conference, the CMDR COE's representative, Colonel Laszlo Juhasz has made the audience familiar with the core business of the Centre, and more specifically with its main activities throughout the disaster response cycle.

Hybrid course iteration for exercises planners

In the period 21-25 November 2022, a hybrid (residential and online) iteration of the Crisis Management and Disaster Response Exercise Planners Training Course was conducted with 23 participants from nine countries. They got together in the Centre's premises and its Virtual Studio. The aim was the acquisition of knowledge that would help to upgrade the needed skills for planning and conducting crisis management and disaster response exercises.

In fact, this course is unique in NATO because it builds fundamental knowledge on the NATO Exercise Planning Process at strategic and operational levels with a special focus on the Crisis Management and Disaster Response, as well as incorporating in its program the best practices from the Humanitarian Assistance domain.

CASTLE-22

The Hellenic National Defense General Staff (HNDGS) organized and conducted a multinational crisis management exercise (CMX) called „Climate Change Disaster Response CASTLE-22“. The event from 28 to 30 November 2022 was held in Athens, Greece and members of the Centre participated there as observers.

Participation in I/ITSEC 2022

The Crisis Management and Disaster Response Centre of Excellence was presented at the I/ITSEC in Orlando, Florida. Our research task group on „Space Weather Environmental Modelling (SWEM)“ presented the results of its work on "AI in support of Crisis Decision Making with M&S" on 29 November.

The Centre's representatives introduced the "Modelling & Simulation Support for Building Resilience and Refugee Flows Management" on 30 November. The work is a part of the # NATO Modelling and Simulation Group NMSG Specialist Team, MSG-213.

The Interservice/Industry Training, Simulation and Education Conference (I/ITSEC) is the world's largest modeling, simulation and training event. It consists of peer-reviewed paper presentations, tutorials, special events, professional workshops, a commercial exhibit hall, a serious games competition, and STEM events for teachers and secondary students. I/ITSEC is organized and sponsored by the National Training & Simulation Association (NTSA), which is an affiliate subsidiary of the National Defense Industrial Association (NDIA). Thus, I/ITSEC also emphasizes themes related to defense and security.

Notable visit from Japan



On 14 November 2022, the Centre had the privilege to welcome a delegation from Japan led by Mr. Atsushi SAITO, Director for European Policy Division, Ministry of Foreign Affairs of Japan, and Mr. Tomoki MATSUO, Director for International Policies, Ministry of Defence.

The CMDR COE presented to the delegation the concept, vision, principles, COEs network, and specifically the organization of CMDR Centre. Additionally the Centre's Branch Chiefs introduced the main activities and projects performed in their Branches. It was underlined the wide opportunities of possible contribution and collaboration. Such process is open for all NATO and PFP members, as well for NATO's Mediterranean Dialogue and the Istanbul Cooperation Initiative, and Global partners.

The distinguished guests expressed interests on the opportunities of non-NATO nations to collaborate with the Centre and the possible advantages in cooperation.

SEESIM 22 CPX/CAX



It was the tenth in a series of exercises within the framework of the South-Eastern Europe Defense Ministerial (SEDM) process. A biannual event that strives to promote cooperation, coordination and interoperability of civil-military operations and reinforce real crisis response within and among the SEDM nations through the effective use of computer modelling and simulation (M&S)

The aim of the exercise was to implement regional emergency response procedures among SEDM member nations' Emergency operation centers (EOCs). The CMDR COE provided an environment, focused on the enhancement of the interoperability and coordination in Disaster response (DR) operations in a multinational environment under realistic conditions. Our Centre supported the TA and EXCON efforts in the frame and limitations of international HQ.

MAIN EVENTS JANUARY-SEPTEMBER 2023

Focus on the Building Integrity



In the period 23-26 January 2023, the iteration of the Building Integrity Principles for Presenters (BIPP) Course (train-the-trainers course) took place in a residential mode at the Centre premises. The BI UK Team delivered all lectures and training from the Defence Academy of the United Kingdom.

The train-the-trainer programme aims to teach future civilian and military instructors in BI subjects. This programme is organised back-to-back with the Defence Leadership in BI course. The aim is to establish a pool of specialists trained in building integrity and reducing corruption risks. In addition, these specialists will provide future training within their structures to support the prevention and reduction of corruption.

Besides, experts from several military and civil institutions completed its curriculum as attended lectures in person while others did it digitally from their offices. All lectures were delivered by the BI UK Team from the Defence Academy of the United Kingdom.

Corruption and poor governance are recognized as security challenges that undermine freedom, rule of law and economic development, and erode public trust. Therefore, the course was designed to assist and teach in building capacities and enhance institutions in the spirit of co-operative security. The aspiration is that senior leaders attend the course as representatives, then return to their paternal organisations to encourage further engagement with the objectives of the Building Integrity.

Analysis and Lessons Learned Training



The event was conducted by JALLC instructors from 31 January to 2 February 2023 in the Centre's premises with the active participation of all CMDR COE staff.

The aim of the training is to provide basic knowledge and skills to the staff members required for contribution to the Analysis and Lessons Learned (A&LL) Process. The main objective of the training has reached the CMDR COE audience with various analysis techniques and paved the way to develop skills in further LL activities and routines.

The training curriculum included theoretical lectures and practical group works. The training was completed successfully and all participants were awarded with certificates for completion by the JALLC METT leader.

Mobile Education and Training Team in Jordan



In fulfilment of a project developed in the framework of the NATO Updated Defense Capacity Building Package for Jordan (agreed by the NATO Partnerships and Cooperative Security Committee in June 2021), Mobile Education and Training Team (METT) from the CMDR COE, in close coordination with the Jordanian Public Security Directorate (PSD), planned and conducted tailored training in the field of crisis management and disaster response (CM and DR).

The five-day course conducted in the Royal Police Academy in Amman, Jordan, aimed at providing education and training for a core group of Jordanian PSD staff and key personnel from multiple ministries and institutions (Jordanian Armed Forces and Ministries of Interior, Energy and Health). It also supported the institutionalization of procedures and processes across different governmental levels. The CMDR COE team delivered advanced training and built knowledge, skills and competences, as well as clarified procedures for effective CM and DR not only in response to the regional security challenges stemming from terrorism and refugee movements, but also from the human-induced and natural disasters.

Visit and intensive dialog in Serbia

The CMDR COE Director paid a two-day working visit to Serbia where he conducted series of meetings with officials and representatives from institutions. The visit took place in Belgrade (2-3 March 2023) upon an invitation by the Serbian Ministry of Defence, aiming at identification of potential areas of military cooperation with the CMDR COE in the field of crisis management and disaster response.

Colonel Nikolov conducted a working dinner with the Acting Assistant Minister for Defence Policy, Mr. Predrag Pandic. The two officials discussed potential cooperation and support provided by the CMDR COE to the Serbian Ministry of Defence, including through participation of Serbian military and civilian staff in the educational and training activities offered by the CMDR COE to NATO Partners.

Colonel Nikolov paid a short visit to the NATO Military Liaison Office in Belgrade whereby he conducted a constructive discussion with the Head of the Office, Brigadier General Giampiero Romano. The focus of the talks was put on ensuring better coordination of efforts and synchronization of the support provided to Serbian Ministry of Defence.

Military Strategic Partnership Conference 2023



CMDR COE representatives attended the annual Military Strategic Partnership Conference, 13 - 17 March 2023, in Doha, Qatar. ACO Partnership Directorate (PD) conducts this event yearly to support the overall Allied Command Operations' (ACO) efforts to advance the NATO partnership processes and programmes. It sets planning of efforts; and provide at minimum an 80% solution to 2023/24 Partner Capitals' ambitions for Education, Training, Exercise and Evaluation (ETEE).

Parallel to the Conference, an exhibition for NATO Education and Training Facilities (NETFs), Centres of Excellences (COEs), Partnership Training and Education Centres (PTECs), and all NATO-accredited Education and Training Facilities (ETFs) engaged in supporting military partnership activities takes place. The activities and products offered by the Centre in the field of crisis management and disaster response were presented on this high forum.

Development of relations

On March 22, 2023, the Crisis Management and Disaster Response Centre of Excellence (CMDR COE) welcomed LtC Murat Payas, the military attaché of the Republic of Turkiye in Bulgaria. The meeting held in friendly atmosphere was in continuation of the formal talks between the Centre and Turkiye, established last year when General Yasar Guler, Commander of the Turkish Armed Forces visited the CMDR COE.

The CMDR COE Director presented the concept and specifically the organization of CMDR Centre whilst the Branch Chiefs introduced main activities performed in their respective areas. Special focus in discussion was on the Centre's responsibilities, the occupied positions in the organization as well as its funding and Sponsoring nations' engagements.

NATO Lessons Learned Spring Week event

The NATO LL Spring Week 202, organized by HQ SACT and hosted by the CMDR COE, took place from 28 to 30 March 2023. The event was conducted face to face in Astoria Grand Hotel, Sofia, Bulgaria. It gathered all key NATO stakeholders within the Lessons Learned (LL) domain, giving the chance for over 60 representatives from HQ SACT, SHAPE, JALLC, CMDR COE, NATO Command Structure (NCS), NATO Force Structure (NFS), NATO Centres of Excellence (COEs) and Bulgarian Armed Forces to participate.

The main goal of the NLLSW23 was to identify challenges and opportunities for improving LL collection, exploitation and sharing within NATO and with NATO-affiliated International Military Organizations (e.g. COEs, NFS HQs) and to reinvigorate the existing LL network.

During the NLLSW23 HQ SACT, SHAPE, JALLC addressed strategic LL issues and provided NCS/NFS/COEs with an update on the main BI SC LL initiatives, LL Collection Priorities for 2023 and LL Battle Rhythm for 2023 and 2024. In return, representatives from NCS, NFS and COEs provided insights on the challenges and opportunities with regard to improving LL delivery, collection and exploitation. Among the other topics discussed were: Innovations in the LL domain, key findings and takeaways from the NATO LL Conference 2022, LL Standardization, preparation for the NATO LL Fall Week and NATO LL Conference 2024. Also, the NLLSW23 participants had a valuable half-day discussion on several important LL topics.

The NLLSW23 ended with important updates about the most recent revisions of the NATO LL Policy and the BI SC Directive 075-003.

Climate Change and Security course



A 4-day course on Climate Change and Security, organized under the auspices of the European Security and Defence College and with the support of the Diplomatic Institute, was conducted from 28 to 31 March. It brought 30 military and civil experts from 12 countries into the Centre where interactive lectures on the challenges of climate change were delivered. The aim was to enhance awareness of security implications through acquisition of basic knowledge related to global warming as a phenomenon and a security threat multiplier.

The lectures were given by experts from national and international institutions that addressed the role of NATO and the EU in handling the threats caused by climate change. The participants were divided in three teams to work on two tasks that dealt with significant global issues: the factors that can help us to mitigate climate change effects and the policies that we can use to manage migrant and refugee flows.

Celebrating the anniversary



The Crisis Management and Disaster Response Centre of Excellence (CMDR COE) celebrates the eighth anniversary of its formal accreditation as an international military organisation - on March 31. The Centre gives a reception every year on this day.

The reception in the premises of CMDR COE was honoured by the presence of Ambassadors, Defence Attachés and Embassies' representatives accredited in the Republic of Bulgaria as well as representatives from the Presidency of the Republic of Bulgaria, Ministry of Defence and the Defence Staff.

"A significant amount of time and efforts have been exerted to establish the CMDR COE as an institution meeting NATO's high standards and requirements for a hub of expertise in the CMDR domain. Importantly, bringing added value to the process of the Alliance's transformation and adaptation. The CMDR COE is continuously improving its products and performance, which deserves us the appreciation of the CMDR community of interest. Our capacity to act as a catalyst for transformation in the crisis and disaster management domain is closely contingent upon the ability to forge fruitful partnerships. Therefore, we seek to build a common ground for collaboration and exchange with relevant stakeholders. Excellence more than a mission for us - it is a firm conviction in the benefits of hard work and constructive cooperation, and we spare no effort on the way forward. We will continue to grow, improve and seek to contribute to a better and more inclusive crisis and disaster management", stated the CMDR COE Director Colonel Orlin Nikolov in his address to the ceremony.

Visit in Poland



The CMDR COE Director, Colonel Orlin Nikolov, accompanied by the Education and Training Branch Chief and Transformation Branch Chief; visited the Polish garrisons of Zegrze (the location of Polish Territorial Defense Command) and Bydgoszcz (the location of 8th Territorial Defense Brigade). The main aim of the visit was the familiarization with the structure and tasks of Territorial Defence Forces and its role and mission in terms of Crisis Management and Disaster Response. During the first two days the Centre's representatives were provided with the sets of briefings, informing about all the crucial aspects connected with the specificity of duty of those commands. Those presentations were followed by equipment static displays. In addition, the delegation had the opportunity to get familiar with civilian branches and cells cooperating with the army (Territorial Defence) at the level of the Voivode. The last day of the duty trip gave also the opportunity to visit

Polish Training and Doctrines Centre and Military Police Centre of Excellence (MP CoE). In both institution, the current and future cooperation in terms of education and training was discussed in details.

Hosting a course

The CMDR COE hosted a course on Hazard Prediction and Assessment Capability (HPAC), at the request of the Joint Force Command of the Armed Forces of the Republic of Bulgaria. The course was held from 3 to 7 April 2023, and was facilitated by the Defense Threat Reduction Agency. The training was provided to a group of 19 Bulgarian Armed Forces personnel, and its primary focus was on improving their knowledge and skills related to modelling and forecasting hazards in CBRN (chemical, biological, radiological, and nuclear) incidents. The course also included training on the use of the HPAC software package, which is a critical tool for assessing and predicting the impact of CBRN incidents.

Autumn 2022 Internship end

The CMDR COE Internship Research Paper presentation took place on 20 April 2023 in front of the CMDR COE team of experts. The intern Tjard Sattler has been actively involved in the everyday tasks of the Centre of Excellence since November 2022. Besides working on his research paper that focuses on the topic of „Cognitive Warfare impact on Strategic Decision-Making in NATO“, he was contributing to the organization and smooth-running of the courses offered by the Centre.

Disaster Response and Consequence Management for a radiological incident



A pilot course of the Disaster Response and Consequence Management for a Radiological Incident was successfully carried out. The Centre together with the United States Department of Energy's Office of Nuclear Incident Policy and Cooperation (NIPC) and with the support of the JCBRN COE and the EADRC trained international military and civil experts with special equipment for detecting radiological materials and dealing with these threats to ensure public safety. The practical part of the course was executed at the Musachevo CBRN training area. The participants were able to practice what they had learned using protective equipment. The theoretical part focused on response objectives and monitoring and sampling strategies and lessons learned from past incidents such as Fukushima.

MTT in Estonia



What is NATO's crisis management process? How are strategic decisions made? What is the role of the military in humanitarian assistance and disaster relief? Why are cross-cutting topics such as gender perspectives and resilience essential components of a comprehensive approach to security? These formed the basis of discussions during the Joint Command and General Staff Course 2022-2023 / Managing Contemporary Crisis, organised by the Baltic Defence College in Tartu, Estonia. In the course of 5 days (24-28 April 2023), a CMDR COE Mobile Education and Training Team (METT) instructed a 60+ strong group of learners from different Allied and Partner nations, and engaged them in a practical exercise aimed at solidifying knowledge of key concepts and approaches. The result: constructive exchange, increased awareness, and

collective support in pursuit of common objectives.

The role of crisis diplomacy



Crisis Management in Multilateral Framework (IGOs: The role of Political/Civilian and Military Crisis Diplomacy) Course was conducted in period 9-11 May 2023. A group of 21 attendees (face-to-face and online) from 5 countries participated.

The topics presented by international civil and military experts involved the meaning of multilateralism, how perception of what is a threat has changed, the shift from multilateral to bi-lateral and mini-lateral security relationships in the world and the importance of the strategic narrative for NATO. The practical part of the course was done using a negotiations exercise. The participants were divided in teams, representing three different countries. The

negotiations covered the areas of security, diplomacy, politics, the military, social policies, and economic issues.

The course was co-organised by the CMDR COE and the Bulgarian Diplomatic Institute to the Ministry of Foreign Affairs, with the involvement of experienced lecturers from a wide range of international governmental and non-governmental institutions. The goal is to provide wider overview on the complex nature of modern crises, highlighting the challenges to the existing security system and demonstrating the importance of the diplomatic tools in prevention and management of crises. The attendees gained theoretical knowledge and practical experiences about the usage of different diplomatic tools and Lessons Identified of cooperation among involved international stakeholders.

The event succeeded in providing insights into the Crisis Management fundamentals, with a focus on Political/Civilian and Military Diplomacy, alongside the respective policies, processes, tools and stakeholders.

The GFP course

The CMDR COE was delighted to welcome a group of military and civilian learners placed at the strategic and operational levels to the NATO-approved Gender Focal Point course that took place on 15-18 May 2023. Delivering the course face-to-face is something we have been looking forward to for over 3 years.

The group of highly motivated learners identified gendered stereotypes and biases; offered ways for improved awareness and understanding of gender in security and defence, and generated a wealth of ideas for advancing gender mainstreaming within their respective organisations. Learners practiced advocating for and supporting the implementation of NATO's commitments to the Women, Peace and Security agenda and familiarised with the importance of the Alliance's gender advisory structure in facilitating collaborative exchange.

The Eleventh Annual Conference of the Centre



The CMDR COE conducted its 11th capstone event in a row. It took place from 31 May to 1 June 2023 and again was a platform for interaction and exchange among the CMDR community of interest SMEs from NATO, NATO Allies and Partners and participating organizations. This year's main topic of the conference was "Crisis Response to Newly Arising Worldwide Threats". It focused on the evolving security environment and the potential adaptive and comprehensive approach towards the arising security challenges in the Crisis Management and Disaster Response domain. Placing the focus on these themes, the annual conference paid high attention to adequate preparedness and timely adaptation within the CMDR domain.

Cooperation agreement with GATE Institute



On 6 June 2023, the director of Big Data for Smart Society Institute (GATE), Professor Silvia Ilieva signed a framework agreement with our Centre. The document establishes future cooperation in the fields of emergency and crisis management, resilience building, disaster response and innovation in security and defence.

The GATE Institute was selected in 2022 as a NATO test center in the field of big data and artificial intelligence as part of the NATO Defence Innovation Accelerator for the North Atlantic (DIANA). DIANA provides future opportunities for dual-use innovation, which will develop and strengthen the transatlantic innovation ecosystem. By cooperating with the CMDR COE, the institute will be able to gain valuable insights into NATO's latest priorities when it comes to new emerging technologies.

Practice of crisis management procedures

On 7 June 2023, a training session took place at the Bulgarian Ministry of Foreign Affairs about to practice crisis management procedures. The Situation Centre (SITCEN) Directorate organized the session, receiving support from various relevant ministries and departments. The objective of this training was to simulate a crisis scenario and evaluate the coordination and decision-making skills of the participants. Through collaboration, the aim was to identify optimal solutions and strategies to effectively address the crisis promptly. The involvement of CMDR COE in the training provided valuable opportunities for the experts to enhance their preparedness, strengthen communication channels, and establish a cohesive response framework for real-life crises.

Our Centre participated by contributing technical expertise and capabilities. The exchange of information and feedback between CMDR COE and the experts contributed to improving services and identifying emerging trends. Regular communication enabled CMDR COE to share their experiences and challenges with the experts. This ongoing training, dialogue, and feedback helped refine crisis response strategies and ensured that services were tailored to meet the evolving needs and responses in crises.

Disaster Risk Management course for the Jordanian Public Security Directorate



In the fulfilment of a project developed in the framework of the Updated Defense Capacity Building Package for Jordan (agreed by the Partnerships and Cooperative Security Committee with Jordan in June 2021), a Centre's mobile training team (MTT) conducted a five-day course in the Royal Police Academy in Amman, Jordan. For the time 11 - 16 June 2023 this Disaster Risk Management course trained a core group of Jordanian Public Security Directorate and key personnel from multiple local ministries and institutions. It was in support to the institutionalization of procedures and processes across different governmental levels. The CMDR COE team delivered advanced training and built knowledge, skills, as well as practical competences in the field of risk management, including identification, analysis and evaluation. Risk treatment, monitoring and costs estimation in the field of crisis and disaster management were also addressed.

A pilot course



CMDR COE welcomed a group of civil and military experts in a 4-day course - a pilot iteration of the Cognitive Warfare topic. The event provided and insightful overview the history and nature of the discipline. Key aspects of human cognition and contemporary info environment were addressed as well as the path to future activities, aimed at countering malign cognitive influence. Audience from four countries was actively engaged in discussions and brainstorming about countering cognitive warfare at a strategic level. Practical tasks resulted in various recommendations, which were presented to some senior governmental representatives on the last day of the course. Such demonstration places a key role of the pilot course as a starting point for further Allied common efforts aimed at countering malign cognitive influence.

A course in Bucharest – Disaster Relief in CSDP Context



Our Centre together with the Diplomatic Institute to the Minister of Foreign Affairs of Bulgaria and the Romanian National College of Home Affairs delivered the Disaster Relief in CSDP Context course. The event under the auspices of the European Security and Defence College was in the period 17 - 21 July 2023 in Bucharest.

This residential course brought together a group of people with civilian (diplomatic/consular, police, judicial, intelligence, humanitarian NGO staff) and military backgrounds, having expertise and operational experience in civil protection, disaster relief and/or humanitarian assistance. Gladly, there were big interest and presence of such personnel from Partnership countries.

Distinguished guests



On 28 August 2023, a delegation from Embassy of the Republic of Korea in Sofia led by H.E. Jongin Bae visited our Centre. The distinguished guests were introduced to the concept, vision, principles, COEs network, and specifically the organization of CMDR COE. Additionally, the Centre's branch chiefs presented the main activities and projects performed in their branches. It underlined the wide opportunities for possible contribution and collaboration. Such a process is open for all NATO and PfP members, as well as for NATO's Mediterranean Dialogue, Istanbul Cooperation Initiative, and Global partners. The guests expressed interest on the opportunities for non-NATO nations to collaborate with the Centre and the possible advantages of cooperation.

Collaboration with another university



On 14 September 2023, at the premises of the Crisis Management and Disaster Response Centre of Excellence (CMDR COE) in Sofia, Bulgaria, a Framework Collaboration Agreement has been signed between the CMDR COE and the University of National and World Economy (UNWE).

The Agreement stipulates the objectives and principles of future collaboration between the two Organisations whereas the main goal is to benefit from the academic knowledge in synergy with military expertise in order to promote, facilitate, and cooperate in the fields of emergency/crisis management, resilience, and disaster response. This includes, but it is not limited to education and training opportunities, research and development, and provision of subject matter expertise, based on the principles of reciprocity and mutual benefit.

A course for the Jordanian Public Security Directorate



In the fulfilment of a project developed in the framework of the Updated Defense Capacity Building Package for Jordan (agreed by the Partnerships and Cooperative Security Committee with Jordan in June 2021), Mobile Training Team (MTT) from the CMDR COE in close coordination with the Jordanian Public Security Directorate (PSD) conducted the „Multi-National Crisis Management Course“.

The 5-day course, conducted in the Royal Police Academy in Amman, Jordan for the time 17-21 September, 2023 aimed to train a core group of Jordanian PSD staff and key personnel from multiple ministries and institutions, as well as governorates and thus supported the institutionalization of procedures and

processes across different governmental levels.

The CMDR COE team delivered advanced training and built knowledge, skills, as well as practical competences in the field of Crisis Management with a focus on political, civil and military diplomacy, including policies, processes, tools and stakeholders. The attendees listened presentations on crisis diplomacy, deployed policies, tools and actors in the contemporary security environment, NATO's cooperation with relevant IOs and NGOs as part of a Comprehensive Approach to security.

2024 CMDR COE POW Highlights

Serial No	RE-QUEST-OR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
1. NATO RFS								
1.1	HQ SACT	HQ SACT	LL related to the situation in and around Ukraine (2024)	The situation in and around Ukraine developed, unfolded and is going on. In preparation of predictable necessary analysis in the future, all stakeholders in LL might be early encouraged and requested actively engage the NATO Lessons Learned (LL) process.	COE's are kindly requested to share Observations, Best Practices, LI and LL related to the situation in Ukraine. Deliverables should be shared in NLLP.	Jan (TBD)	Dec (TBD)	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 LTC (OF-4) Svetlin Ivanov svetlin.ivanov@cmdrcoe.org Office: +359 292 24746
1.2	HQ SACT	HQ SACT JALLC	COE Support to NATO Lessons Learned Conference 2024 (Placeholder).	COE LL POC Support to NLLC 2024 (Placeholder).	HQ SACT requests COE LL POC(s) participation & support to the NATO LL Conference in 2024. This is a Placeholder, further information (date/ location) will be updated when available.	TBD	TBD	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 LTC (OF-4) Svetlin Ivanov svetlin.ivanov@cmdrcoe.org Office: +359 292 24746
1.3	HQ SACT	HQ SACT JALLC	COE Support to NATO Lessons Learned Process (2024 Placeholder)	COE LL POC is requested to analyse an issue within the realm of the COEs specific area of expertise in order to develop an Analysis Report either in support of HQ SACT and JALLC or leading the study.	Conduct an Analysis Report (AR) in the COE specific area of expertise either in support of HQ SACT/ JALLC or by leading the activities related to the AR (Placeholder for 2024)	Jan (TBD)	Dec (TBD)	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 LTC (OF-4) Svetlin Ivanov svetlin.ivanov@cmdrcoe.org Office: +359 292 24746
1.4	HQ SACT	HQ SACT	ACT Lessons Learned Fall week 2024	COE LL POC Support to ACT LL Fall week 2024 (Placeholder).	HQ SACT requests COE LL POC(s) participation & support to the ACT LL SPRING week in 2024. This is a Placeholder, further information (date/ location) will be updated when available.	TBD	TBD	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 LTC (OF-4) Svetlin Ivanov svetlin.ivanov@cmdrcoe.org Office: +359 292 24746
1.5	NCGM	NCS / NCGM	Support for the integration of gender perspectives - Annual Discipline Conference (ADC) Gender in Military Operations (GMO) and NATO Committee on Gender Perspectives (NCGP) Annual Conference	Events related to the CMDR COE GFP course and other events of partner institutions, particularly the NCGM. To account for potentially participating in METTs.	Popularisation of the GFP course and the wider CMDR COE research portfolio on WPS; contribution to relevant topics; participation in events and organisation of event (including through METTs).	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 292 24742
1.6	HQ SACT	HQ SACT	Concept Development & Experimentation Campaign	Support the concept development activities (workshops), including content proposals.	Support concept development and experimentation activities led by ACT within CMDR COE thematic areas and focus.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704
1.7	NATO / CCOE	NATO / CCOE	Resilience through Civil Preparedness course (exchange of SMEs)	The course is delivered twice per year - first half (MAR) - by the CCOE, the CMDR COE supporting, and second half (NOV) - by the CMDR COE, the CCOE supporting.	Two annual RtCP iterations	18-Mar-24	22-Mar-24	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 292 24742
1.8	HQ ACO	NCS/NFS, allied and partner nations,	Business Continuity Management (BCM) Working Group	The CMDR COE is a DH of the BCM. The aim of the 2024 BCM WG is to provide a comprehensive status and outlook of wide BC Management System (BCMS). Also, discuss subcommand BC lines of effort for 2023 and 2024.	Refine respective BC lines of effort for 2024, aligning with results of Maturity Assessment, and wide BC resourcing efforts (training, personnel, and funding), Recommendations to ACO Directive 080-116, Business Continuity Policy and Planning Directive revision, Relationship for Survivability & Resilience and Business Continuity.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 292 24742

Serial No	RE-REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
1.9	HQ SACT	NCS/NFS	COE Marketplace 2024	The aim of this event, with the full support of the IS/IMS senior leadership, is to provide an occasion for all national delegates and NATO HQ staff to recognize, understand and embrace the value of the expertise, support and advice, provided by CMDR COE to the Alliance.	To promote the CMDR COE's work and share examples of the products and outputs the Centre deliver to NATO on behalf of the Sponsoring Nations.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 292 24700 COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705
1.10	ACT-SEE	NATO	Support to NATO Defence Planning Process	All COEs are requested to support ACT efforts in the Bi-SC contribution to NATO Defence Planning Process (NDPP)	Providing SME in support of the ongoing ACT Capability Area Group (CAG) activities within the NDPP	Jan	Dec	COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705 COL (OF-5) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 292 24757
1.11	CMDR COE	COEs	Support to NATO COEs effort network	CMDR COE cooperates with other COEs in doctrine development, identify lessons learned, improvement of interoperability and capabilities, and test and validate concepts through experimentation.	CMDR COE offers recognised expertise and experience in different events such as; WS, Seminarthat, Conferences etc. wich is of benefit to the Alliance and COE network.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704
1.12	STO/NATO M&S Group	STO/NATO M&S Group	Business meetings of the NMSG Board; NMSG -191 NATO Standards for Federated Simulation and Services for integration, verification and simulation; NMSG-187 RTG Space Weather Environmental Modelling (SWEM); NMSG-213 M&S in support of Building Resilience and Refugee Flow Management.	Participate and support NMSG- 191 related to CMDR COE operational requirements. The CMDR COE is going to chair the MSG-187, and provide M&S support to Space Weather Environmental Modelling process. People movement management is a complex task due to the scale of the event. It is provoked by the difference in the living systems parameters. Societal Resilience is part of the characteristics.	CMDR COE is to provide to STO expertise, manpower and ideas. NMSG 163 CMDR COE - proof of concept transfer of technologies. The mutual ebenfitial approach is to be assured via SMEs to participation in TG meetings (2 meetings per year - 2/3 day per meeting) and provide expertise. Building Resilience and Refugee Flow Managementshould meet the needs of NATO to predict, monitor and control the movement of large masses of people	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 292 24700 COL (OF-5) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 292 24757
1.121	STO/NATO M&S Group	STO/NATO	Business meetings of NMSG board and NSTO Working Groups	CMDR COE will support business meetings of NMSG board and NSTO Working Groups comensurate with its capabilities.	CMDR COE is to provide to STO expertise, manpower and ideas. CMDR COE is to provide to STO expertise, manpower and ideas.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 292 24700
1.122	STO/NATO M&S Group	M&S Group	MSG-187 RTG Space Weather Environmental Modelling (SWEM)	The CMDR COE is going to chair the MSG-187, and provide M&S support to Space Weather Environmental Modelling process.	Provide M&S support to Space Weather Environmental Modelling process.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 292 24700 COL (OF-5) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 292 24757
1.123	STO/NATO M&S Group	NATO (SHAPE, JFCs) and the NATO member countries	NMSG M&S in support of Building Resilience and Refugee Flow Management	The large mass of people movement is a permanent event in human history. It is related to other big-scale events like disasters or crises (including military operations). The movement itself may shift the crisis to another location or generate second-order effects. People movement management is a complex task due to the scale of the event. It is provoked by the difference in the living systems parameters. Societal Resilience is part of the characteristics. Degradation of Societal Resilience could cause a flow of people and at the same time the host country's Resilience to be affected.	This activity should meet the needs of NATO to predict, monitor and control the movement of large masses of people. It will improve the Alliance and NATO members' Resilience in particular in crisis and big-scale disasters. During the period of one year the team have to establish a framework for future project with abovementioned tasks.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 292 24700 COL (OF-5) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 292 24757

Serial No	RE-QUEST-OR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
1.12.4	NATO S&T Board	NCS / NFS, allies, partners	Distributed Synthetic Training	Many Allied Nations are currently re-evaluating the live-synthetic balance of their operational training to address issues such as security, range/airspace and asset availability, frequency, cost, and environmental factors. The growing demand for distributed mission training in a synthetic environment exceeds Allies' current training capabilities. At this event, participants will take stock of current Distributed Synthetic Training (DST) requirements and planned capability delivery, and establish a cross-functional Joint DST Working Group to orchestrate necessary future work strands.	In the spirit of fostering cross-functional collaboration for the benefit of the Alliance aSynthetic environment for training purpose will be established.	Jan	Dec	COL (OF-5) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 292 24757
2. Framework / Sponsoring Nations RFS								
2.1	CMDR COE	CMDR COE	CMDR COE participation in National Crisis Management Exercises in 2024	CMDR COE experts to take part as an observers in the execution phase of the different National Crisis Management Exercises around the globe.	Promoting the visibility of the Center and paving a way for mutual cooperation and partnership as well as affiliation of new CMDR COE member states.	Jan	Dec	COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705 COL (OF-5) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 292 24757
2.2	BGR MoD	BGR MoD	Visits by the delegations from NATO, NON-NATO, Partner Nations Ministry of Defense or other COEs.	A Delegations from the MoD of NATO, NON-NATO, Partner National Ministry of Defense or other COEs will pay a visits to CMDR COE.	Enhancing the cooperation between the NATO, NON-NATO, Partner Nations Ministry of Defense or other COEs in CMDR domain.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 292 24700
2.3	CMDR COE	CMDR COE	Military Cooperation between the CMDR COE and the SNs MODs in CMDR domain.	Training, Co-training and information exchange in the field of crisis prevention and management domain.	Enhancing the cooperation between the SNs and CMDR COE.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 292 24700
2.4	SNs		Training on the NCRS/CRMs for SN's experts from different ministries, agencies and BGR municipalities.	NCRS is designed to be a fully integrated crisis management system, supporting the Alliance in responding to the full range of crises that might be encountered and ensures appropriate political control by the NAC over Crisis Response Measures (CRMs), while delegating the authority to take appropriate Measures to enhance flexibility and speed of response.	Training on the NCRS/CRMs for the needs of the Ministry of Defense and the subordinate structures.	Jan	Dec	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3. Courses								
3.1	NATO/ ACO as an RA; NCGM as a DH	NCS/NFS, allied and partner nations, IO/ Other	Gender Focal Point Course	This course will educate and train personnel to perform successfully as Gender Focal Points in their functional area. A focus is placed on the strategic / operational levels.	2 annual iterations, max 60 participants (in-person) or 40 (online); min 30 (in-person) and 20 (online)			COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 292 24742
3.1.1	NATO/ ACO as an RA; NCGM as a DH	NCS/NFS, allied and partner nations, IO/ Other	Gender Focal Point Course (1)	This course will educate and train personnel to perform successfully as Gender Focal Points in their functional area. A focus is placed on the strategic / operational levels.	2 annual iterations, max 60 participants (in-person) or 40 (online); min 30 (in-person) and 20 (online)	13-May-24	16-May-23	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 292 24742
3.1.2	NATO/ ACO as an RA; NCGM as a DH	NCS/NFS, allied and partner nations, IO/ Other	Gender Focal Point Course (2)	This course will educate and train personnel to perform successfully as Gender Focal Points in their functional area. A focus is placed on the strategic / operational levels.	2 annual iterations, max 60 participants (in-person) or 40 (online); min 30 (in-person) and 20 (online)	01-Oct-24	04-Oct-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 292 24742

Serial No	RE-QUEST-OR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
3.2	CMDR COE	NATO/SN-FN-MOD/PN	Crisis Management and Disaster Response Course NATO APPROVED; NATO ETOC Code: ETE-CM-21784	The aim of the course is to introduce extensive overview of NATO structures and guiding principles and will arm the participants with appreciation of the Alliance Crisis Management approach. 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.	Available online throughout the year, starting on 31 March	31-Mar-24	31-Dec-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.2.1	CMDR COE	NATO/SN-FN-MOD/PN	Crisis Management and Disaster Response Course NATO APPROVED; NATO ETOC Code: ETE-CM-21784	The aim of the course is to introduce extensive overview of NATO structures and guiding principles and will arm the participants with appreciation of the Alliance Crisis Management approach. 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.	One annual iteration, 19 subsidized participants (in-person)	18-Mar-24	22-Mar-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.2.2	CMDR COE	NATO/SN-FN-MOD/PN	Crisis Management and Disaster Response Course NATO APPROVED; NATO ETOC Code: ETE-CM-21784	The aim of the course is to introduce extensive overview of NATO structures and guiding principles and will arm the participants with appreciation of the Alliance Crisis Management approach. 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.	Available online throughout the year, starting on 01 Jan	01-Jan-24	31-Dec-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.3	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other	Climate Change & Security Course	Climate Change and Security course under auspices of ESDC, supported by Bulgarian Diplomatic Institute and Rakovski National Defence College. The aim of the course is to enhance awareness of climate change security implications through acquisition of basic knowledge related to global warming as a phenomenon and a security threat multiplier, the main factors which affect the environment, and the impact of climate change on international peace and security in short, mid and long term period.	One annual iteration in a residential/hybrid mode.	08-Apr-24	11-Aug-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.4	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other/ COE	Disaster Response and Consequence Management for a Radiological Incident Course	The aim of the International consequence management (CM) course is to provide operational expertise following a radiological incident in order to mitigate the consequences to the population, public health, safety, and the environment thus increasing societal resilience.	One iteration in a residential/hybrid mode. The course is conducted jointly with US DOE.	22-Apr-24	26-Apr-24	LTC (OF-4) Svetlin Ivanov svetlin.ivanov@cmdrcoe.org Office: +359 292 24746
3.5	CMDR COE	NATO/SN-FN-MOD/PN	Crisis Response Operations Planners Professional Development Course NATO APPROVED; NATO ETOC Code: JPL-OP-31878	Conducting of Crisis Response Operations Planners Course provides knowledge on NATO Crisis Management Process (NCMP), as well as theoretical and practical cognition in functioning of NATO Crisis Response System (NCRS). Aim: Acquisition of comprehensive knowledge related to CM in NATO, functioning of NCRS with emphasis on NCR Planning at operational level.	One annual iteration in a residential/hybrid mode	24-Jan-24	28-Jan-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.6	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other	Crisis Management and Disaster Response Exercise Planners Training Course NATO APPROVED; NATO ETOC Code: ETE-CM-21785	The aim of this course is acquisition of knowledge that will help upgrading needed skills of exercise planners to incorporate CMDR in exercise planning.	One annual iteration in a residential/hybrid mode	11-Mar-24	15-Mar-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703

Serial No	RE-QUEST-OR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
3.7	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other	Strategic Decision Making for Crisis Response Operations Course NATO APPROVED; NATO ETOC Code: ETE-CM-41879	To provide participants with extensive knowledge on NATO Crisis Response on the politico-strategic level within a framework of a Comprehensive Approach to security.	One annual iteration in a residential/hybrid mode	25-Nov-24	29-Nov-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.8	CMDR COE	NCS, NFS, Partners, Non-NATO	RtCP - Resilience through Civil Preparedness Course	The course is conducted jointly with CCOE. The CMDR COE is dedicating targeted efforts to supporting NATO's efforts to increase resilience in the CM and DR domain. Responding to an identified gap in the education and training landscape, the CMDR COE and the CIMIC Center of Excellence (CCOE), NATO Department Head for CIMIC/ CMI/Civil Preparedness discipline, jointly developed and successfully piloted in DEC 2019 a tailored training and education solution - the Resilience through Civil Preparedness course.	One annual in-person iteration.	05-Nov-24	07-Nov-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.9	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other/ COE	Disaster Relief in CSDP Context Course	The course aims to harness shared perspectives and vision in disaster relief as part of the whole chain of the disaster management, including the development of critical capabilities and situational awareness in relation to tackling emergency situations.	One annual iteration in a residential mode. The course is conducted under the auspices of ESDC.	TBD	TBD	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.10	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other/ COE	Building Integrity for Senior Leaders (BISL) Course	The course is designed to enhance the understanding of the role of senior leaders in identifying corruption risk within the defence and security sector and measures that can be used to reduce those risks.	Two annual iterations in a residential/hybrid mode. The course is conducted in cooperation with the UK Defence Academy.			COL (OF-5) Svilen Hristov svilen.hristov@cmdrcoe.org Office: +359 292 24706
3.10.1	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other/ COE	Building Integrity in Crisis Management and Disasters Response (BI CMDR) Course (1)	The BI CMDR Course is designed to enhance the understanding of the role of senior leaders in identifying corruption risk within the defence and security sector and measures that can be used to reduce those risks.	BI CMDR Course second iteration in a residential/hybrid mode. The course is conducted in cooperation with the UK Defence Academy.	11-Jun-24	15-Jun-24	COL (OF-5) Svilen Hristov svilen.hristov@cmdrcoe.org Office: +359 292 24706
3.10.2	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other/ COE	Building Integrity in Crisis Management and Disasters Response (BI CMDR) Course (2)	The course BIPP is a Train-the Training Course.	BIPP Course - the iteration is in a residential mode only. The course is conducted by the UK Defence Academy.	17-Jun-24	20-Jun-24	COL (OF-5) Svilen Hristov svilen.hristov@cmdrcoe.org Office: +359 292 24706
3.11	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other/ COE	Crisis Management in Multilateral Framework (IGOs: The role of Political/Civilian and Military Crisis Diplomacy	Acquisition of basic knowledge on Crisis Management fundamentals with a focus on Political/Civilian and Military Diplomacy, including deployed policies, processes, tools and stakeholders.	One annual iteration in a residential/hybrid mode. The course is conducted jointly with the Bulgarian Diplomatic Institute/MFA.	06-May-24	09-May-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.12	CMDR COE BCM DH	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other/ COE	Cognitive Warfare Course	Aims to enhance general knowledge about the essence and the specifics of the cognitive dimension of warfare. The history of cognitive warfare and its current importance with regard to decision-making and the complex information environment shall be subject to analysis and discussions during the course as well as strategies for countering malign cognitive influence.	One annual iteration in a residential mode. The course is conducted jointly with CSD and BUL MoD	08-Jul-24	11-Jul-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.13	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other/ COE	Disaster Management Course	The course is 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.	Available online throughout the whole year	01-Jan-24	31-Dec-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703

Serial No	RE-REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
3.14	CMDR COE - Transformation Branch	CMDR COE	NATO Standardization Orientation Course	The training course is organized twice a year in order to support the primary mission of the NSO, with the scope to sustain and enhance the ability of NATO and national personnel to perform the important work accomplished in NATO standardization, especially for the newcomers in the standardization community.	Participation of DSS Staff in the two iterations as trainees: new DSS Head (Q1 2024) and the DSS Expert (Q4 2024), with the aim of comprehend standardization development process.	Q1 2024	Q4 2024	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703 COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704
3.15	CMDR COE - Transformation Branch	CMDR COE	Drafting, Production and Maintenance of NATO Standards Course	The aim of the course is to provide comprehensive knowledge to facilitate understanding of the procedures for development, production and maintenance of NATO standardization documents, including doctrines. It specifically focuses on the basic principles for drafting operational and materiel standards and covers multiple practical examples with thorough contextual explanation.	Participation of the new DSS Head and the DSS Expert as trainees, with the aim of understanding the NATO standardization development process.	10-Jun-24	14-Jun-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703 COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704
3.16	CMDR COE - Transformation Branch	CMDR COE A&LLS	NATO LL Staff Officers Course ETOC ETE-EV-3635	The course provides the necessary knowledge and skills for the LL Staff Officers to manage and execute an organizational LL process using NATO LL-related processes, training, tools and information sharing in order to develop a LL capability. It also imparts observation collection, basic analysis techniques, introduction of NLLP, handling a LL process in exercises and operations.	ALLS personnel participates in the course as trainees IOT acquire the necessary knowledge and skills required by their Job Descriptions	TBD	TBD	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 LTC (OF-4) Svetlin Ivanov svetlin.ivanov@cmdrcoe.org Office: +359 292 24746
3.17	CMDR COE TB	CMDR COE CD&ES	Project mangement training	A training course into project management - potentially PRINCE2 Agile	Improved project management capacities and skills for multiple CMDR COE initiatives	Jan	Dec	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703 COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705
3.18	CMDR COE TB	CMDR COE	Gender Training of trainers (GTot) course	The course enables trainers to successfully plan and conduct education, training and exercises with an integrated gender perspective within own functional area of expertise.	Staff training and capacity building	02-Sep-23	13-Sep-23	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 292 24742
3.19	CMDR COE TB	CMDR COE	Essential trainer skills	This self-study online course gives participants the tools and techniques for a systematic approach to training others effectively.	Skills and competencies to: identify various learning styles; conduct a needs assessment; incorporate training methods to address varying learning styles; write action-oriented, measurable learning objectives; select appropriate instructional methods based on the content and objectives; describe typical visual aids and their use; deliver training in a positive and interactive way	Jan	Dec	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.20	CMDR COE TB	CMDR COE	Conflict Analysis for Sustaining Peace	A programme introducing the core elements and principles of conflict analysis as well as their application to ensure conflict sensitivity and prevention, and sustaining peace.	Skills and competences to: explain the main concepts, core elements and phases of conflict analysis; apply conflict analysis tools in a specific case study; articulate good practices, key principles and quality criteria to conduct a conflict analysis process.	Sept	Oct	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703 COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704
3.21	NATO	NCS	GFPC METT	Organisation and delivery of the NATO-approved GFP course as an METT	Trained and certified GFPs.	Jan	Dec	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 292 24742

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3.22	CMDR COE	CMDR COE	P5-07 NATO Information Knowledge Management (IKM) Course	The aim of the course is to enable IKM personnel of the NATO Enterprise, and of Non-NATO entities participating in NATO coalitions or when handling NATO information, to perform their duties in the roles and responsibilities that are required to ensure the effective and efficient use of information resources, managing all aspects of information throughout its life-cycle, and to enable them to facilitate the building of knowledge-centric organisations.		19-Feb-24	23-Feb-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703 LTC (OF-4) Hristina Hristova hristina.hristova@cmdrcoe.org Office: +359 292 24754
3.23	CMDR COE	CMDR COE	N5-31 NATO Senior Officer Policy Course	NSO Obemmergau course The aim of the course is to present senior NATO personnel with the key factors, concepts and principles of NATO's current and future security environment while providing insight into the strategies and policy of the Alliance.		16-Sep-24	20-Sep-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703 COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705
3.24	CMDR COE	CMDR COE	M5-41 NATO European Security Cooperation Course	NSO Obemmergau course The aim of the course is to increase interoperability and collaboration between NATO and European security agencies, OSCE nations and NATO Partner countries.		05-Feb-24	09-Feb-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.25	CMDR COE	CMDR COE	S5-45 Strategic Operations Planning Course (SOPC)	NSO Obemmergau course The aim of the course is to prepare NATO and partner officers to serve within a strategic level headquarters as operations planners, applying the Comprehensive Operations Planning Directive (COPD) within the framework of a Comprehensive Approach.		10-Jun-24	14-Jun-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.26	CMDR COE	CMDR COE	M7-51 NATO Concept Development and Experimentation Course	NSO Obemmergau course The aim of the course is to provide Concept Development and Experimentation (CD&E) practitioners with the NATO programmatic approach to NATO CD&E.		20-May-24	24-May-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703 COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704
3.27	CMDR COE	CMDR COE	P7-55 Exercise Planners Training Course	NSO Obemmergau course The aim of the course is to prepare NATO members to assist in exercise planning in a NATO Joint and multinational environment.		29 Apr	03 May	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.28	CMDR COE	CMDR COE	M7-98 NATO Instructor Course	NSO Obemmergau course The aim of the course is to improve NATO Instructors' competencies in providing effective methods of instruction and presentation techniques.		03-Jun-24	07-Jun-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.29	CMDR COE	CMDR COE	P5-129 NATO Alternative Analysis Course	NSO Obemmergau course The aim of this course is to Introduce students to the principles of NATO Alternative Analysis, the application of Alternative Analysis tools and techniques in support of decision-making and problem solving. This course will also prepare the student for the role of Alternative Analysis Facilitator.		15-Jul-24	19-Jul-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.30	CMDR COE	CMDR COE	S7-135 NATO Global Programming Analysis Course	NSO Obemmergau course The aim of the course is to provide foundational knowledge and skills on Global Programming Analysis in order to manage NATO Education and Training (E&T).		15-Jan-24	19-Jan-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703

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3.31	CMDR COE	CMDR COE	S7-136 NATO Systems Approach to Training	NSO Obemmergau course The aim of the course is to produce Course Control Documents (CCDs) which support the delivery of NATO certified E&IT solutions.		22-Jan-24	26-Jan-24	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.32	CMDR COE	CMDR COE	P8-141 NATO-ACO Contingency Contracting Course	NSO Obemmergau course The aim of the course is to provide students with the knowledge and develop the skills required for a coordinated contracting approach throughout NATO to ensure sufficiently trained and qualified contracting forces for current and future operations.		04-Mar-08-Jul	08-Mar-12-Jul	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
3.33	Baltic Defence College	Baltic Defence College BALTDEFCOL	Support for BALTDEF-COL JCGSC Module on Crisis Management	The aim of the course is to provide students with the knowledge and develop the skills required for a coordinated contracting approach throughout NATO to ensure sufficiently trained and qualified contracting forces for current and future operations.	Main deliverables would be core lectures on NATO Crisis Management system and the exercise developed and organised by the CMDR COE.	Feb	Feb	COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705
3.34	CMDR COE	NATO / NCS	New Courses Development in support of the BCM Discipline (if needed)	The aim of Business Continuity Management (BCM) in NATO is to ensure the continuity of essential operations, functions, and services within the Alliance during and after a disruptive event. BCM courses will be focused on identifying potential risks, vulnerabilities, and threats that could impact NATO's ability to carry out its missions effectively.	To enable the Alliance to maintain its operational effectiveness, preserve critical functions and infrastructure, and ensure the continuity of support services, even in the face of disruptions or crises.	Jan (TBD)	Dec (TBD)	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
4.	Workshops							
4.1	CMDR COE - Transformation Branch	ACT & NATO Standardization Office (NSO)	DFW (Data Fusion Workshop) on HA/DR/CM related AJP	The work of the Doctrine and Standardization Section requires participation in meetings dedicated on standardization of NATO documents. The aim of the DFWs is to gather experts from various subject-matter areas who will provide update and revision ideas in support of NATO's Standardization Development process.	Up-to-date awareness of the status of standardisation efforts. Provision of ideas for update and revision of the Allied Joint Publications.	Jan (TBD)	Dec (TBD)	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 PCC Nicoleta Primavarus nicoleta.primavarus@cmdrcoe.org Office: +359 292 24720
4.2	CMDR COE - Transformation Branch	NATO Standardization Office (NSO)	NATO Use of Civil Standards Workshop	The Workshop provides increased education and training in a practical manner to improve mutual and holistic understanding across NATO's entire standardization community, including Partners.	The aim of this workshop is to provide awareness on the NATO Standardization Policy, Structure, and Procedures, focusing on the adoption of Civil Standards.	Feb (TBC)	Feb (TBC)	COL (OF-5) Dimitrios Dalakouras dimitrios.dalakouras@cmdrcoe.org Office: +359 292 24740
4.3	CMDR COE TB	CMDR COE / NCS	Workshops on topics within the CMDR COE CD&E thematic portfolio	Organising WS on topics within the CMDR COE CD&E thematic portfolio, i.e. gender, resilience, climate change, protection of civilians, civil preparedness	WS reports / research papers / needs analysis / policy recommendations	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704
4.4	Regional Anti-Corruption Initiative	NATO / Allies / Partners	Regional Workshop on Conflict of Interest in the Security Sector	The Regional Workshop is organized by the Centre for Security Cooperation (RACVIAC) in partnership with the Ministry of Defence of Montenegro and the Regional Anti-corruption Initiative (RAI). The objective of the Regional Workshop is to increase capacity of the relevant entities in the Ministries of Defence from the Southeast Europe about conflict of interest, as well as to increase awareness about the best practices.	It is anticipated that the participants will gain better understanding of the specific elements regarding conflict of interest.	Jan	Dec	COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705
4.5	ACT TNB/ CMDR COE	ACT	11th COE LEGAD, FINCON and Financial Procurement Expert Workshops	The NATO COE LEGAD workshop intends to bring together LEGAD representatives from all COEs to discuss and share the best practices in the legal issues related to the COEs.	COEs to present their capabilities and better understand the requirements of the NATO Commands.	TBD	TBD	COL (OF-5) Dimitar Gigov dimitar.gigov@cmdrcoe.org Office: +359 292 24707 LTC Elitsa Raleva elitsa.raleva@cmdrcoe.org Office: +359 292 24710

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4.6			Digital transformation and Resilience in Countries in Transition Workshop (WS)	The WS is closely related with the NATO ARW (Advance research Workshop) and is going to be hosted by Bulgarian University of Library, Studies and Information Technologies (ULSIT) and co-hosting by CMDR COE.	CMDR COE representative is to be keynote speaker in the event.	01-Jun-24	31-Jul-24	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 292 24742
4.7	US EUCOM / ISG	BGR	Southeast Europe (SEE)/NATO Resilience Significant Security Cooperation Initiative (SSCI)	A five-year SSCI, designed to enhance resilience capacity through support to national implementation of NATO resilience requirements, facilitate increased CM interoperability. The SSCI will employ a Whole of Government approach and activities that enhance both military readiness and civil preparedness. There will be 3 workshops lasting 5 days each year which will be hosted by the CMDR COE.	By 2028, BGR achieve select objectives established within the 7 NATO Resilience BLR, which support interoperability with the NCRS; National Resilience policy that reflects a whole-of-government approach addresses HN support requirements and is validated through domestic, regional, EUCOM and NATO exercises.	Oct 2023	Dec 2028	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 LTC (OF-4) Svetlin Ivanov svetlin.ivanov@cmdrcoe.org Office: +359 292 24746
5.	Conferences							
5.1	HQ SACT	NCS, NFS, Partners	ACT Multinational Solutions Synchronisation Conference	The aim of the conference is to support (multi)national capability development by the Allies and align it with the NATO Defence Planning Process NDPP, NATO Warfare capstone Concept (NWCC) and Warfare Development Agenda (WDA), in order to synchronize allied effort and minimize duplication.	The key deliverable is to synchronize allied efforts for future capability development, while minimizing duplication. The representatives are able to discuss their nation's interests with respect to those multinational opportunities.	Jan	Dec	COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705
5.2	CMDR COE	NCS, NFS, Partners, IO	Training requirement analysis (TRA) WG on Business Continuity Management (BCM) and Military contribution to EU Disaster Response, Humanitarian Assistance and Civil Protection Working Group (WG)	Business Continuity (BC) and EU Disaster Response, Humanitarian Assistance and Civil Protection representatives are invited to exchange expertise and to discuss main lines of effort for 2024 and 2025.	This collaborative event is to provide a comprehensive status and outlook of the BC Management System (BCMS) and Military contribution to EU Disaster Response, Humanitarian Assistance and Civil Protection	03-Jun-24	03-Jun-24	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 292 24742
5.3	CMDR COE	NCS, NFS, Partners, IO	12th CMDR COE Annual Conference on Disaster Management, Natural Hazards, Risk reduction and Building Resilience and 3-rd International Conference on ENVIRONMENTAL protection and disaster RISKS	The focus of the conference is the importance of efficient interagency cooperation for crisis and emergency response. The conference comprises lectures, discussions and presentations.	The CMDR COE Annual Conference serves as a venue for exchange of expertise among members of the COE's growing Community of Interest. It also illustrates the ongoing efforts of the Centre, aimed at contributing to NATO's continuous transformation in the CMDR domain.	04-Jun-24	06-Jun-24	COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705 LTC (OF-4) Hristina Hristova hristina.hristova@cmdrcoe.org Office: +359 292 24754
5.4	CMDR COE TB	SACT	Concept Development & Experimentation (CD&E) Annual Conference	The leading annual forum that provides a unique opportunity for the international CD&E community and stakeholders to discuss the most current developments in the CD&E domain.	Participation and contribution to CD&E discussions / developments.	Oct	Nov	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 COL (OF-5) Dimitrios Dalakouras dimitrios.dalakouras@cmdrcoe.org Office: +359 292 24740
5.5	NATO International Staff (IS/PASP) and Allied Command Transformation (ACT)		NATO Partnerships 360 Symposium	Brings together civilian and military representatives from Allies and all Partner Nations to stimulate free exchange of ideas on the future evolution of NATO's partnerships policy.	Contribution to the strengthening of partner relations.	Jan	Dec	COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705

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5.6	SACT		NATO Resilience Symposium	Brings together civilian and military leaders, policy makers and experts with a resilience portfolio to promote resilience as a national responsibility and a collective commitment.	Discussions on resilience from various perspectives and with a view to increasing understanding and improving practice.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 292 24700 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 292 24742
5.7	CMDR COE	CMDR COE	Annual Discipline Conference of the Operations Planning, Operations Assessment and Alternative Analysis Discipline	C2 COE is a DH Operations Planning, Operations Assessment and Alternative Analysis Discipline	The Conference inform the Col on discipline status, identify the requirements for CROPPD Course, coordinate possible solutions and coordinate future cooperation between different HTFs.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704
5.8	CMDR COE	CMDR COE	Executive Academic Board ESDC	The Executive Academic Board (EAB) is the College's body responsible for ensuring the quality and coherence of the ESDC training and education activities.		Jan	Dec	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
5.9	CMDR COE	CMDR COE	HTF EUMTG Conference	EUMTG contribute to the co-ordination, coherence and quality of training personnel for CSDP missions and operations and to assist in creating a better link between the personnel to be deployed, or who are already serving in CSDP missions and operations, and EU crisis management structures.	Presenting resuts, conclusions and ways ahead for the training discipline Military role and tasks in Crisis Management / Disaster Relief and proposing the adoption by the MS of different corrective measures.	Jan	Dec	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
5.10	CMDR COE	NCS, NFS, Partners, IO	Annual Discipline Conference on Military Contribution to Disaster Response, Humanitarian Assistance and Civil Protection			Jan	Dec	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
5.11	CMDR COE		Annual Military Strategic Partnership Conference 2024 (MSPC 2024)	As with past iterations, the Conference will bring together and provide access to a wide range of partnership stakeholders, including representatives from the NATO HQ, NATO Education and Training Facilities (NETFs), Partnership Training and Education Centres (PTECs) and Centres of Excellences (COEs).	MSPC24 will see the re-introduction of discussion panels on specific acute topics of interest across the Partnership Community. such as; Defining of Security Force Assistance and Capacity Building within the wider initiatives of NATO. How do we move forward? NATO Education and Training and Partners. How do we improve access and tailoring of programs to meet mutual needs? Cooperation in Maritime Security, NATO and abroad. How do we improve and expand?	TBD	TBD	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 292 24700 COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
5.12	Hun MoD	Hun MoD	Annual Military Disaster Relief Conference	Presentations from different ministries, governmental agencies, academic and scientific institutions and also military organisations about current issues in disaster management area. Case studies of disasters.	NATO and CSDP approach to disaster response. Case studies. Bulgarian national LL.	Oct (TBD)	Nov (TBD)	COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703 COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704
5.13	Centre for Integrity in the Defence Sector (CIDS)	NATO / Allies / Partners	Building Integrity Annual Discipline Conference and Seminar	The Conference will seek to update and validate the training requirements and the existing training solutions. The aim of the seminar is to engage people involved or interested in Building Integrity in the defence and related security sector in NATO- and Partner countries in a debate on how to measure progress in integrity projects with effects of the Russian aggression in Ukraine as a case study.	Participants are welcome to propose new training opportunities, which will be further scrutinised by the Department Head and potentially identified as sustainable and suitable solutions for the existing BI discipline requirements.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 292 24700 COL (OF-5) Svilen Hristov, svilen.hristov@cmdrcoe.org Office: +359 292 24706

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5.14	HQ SACT	NATO / Allies / Partners	Annual Discipline Forum	This event is co-chaired by HQ SACT ACOS JFD and SHAPE ACOS J7. The Annual Disciplines Forum incorporates the legacy of the Requirement Authority forum, the Department Head forum, and the Individual Training and Education Programming (ITEP) Planning Board (IPB) I, conducted annually as part of the management of the NATO Education, Training, Exercise, and Evaluation (ETEE) training system. The aim is to synchronize the ETEE annual process and coordinate the work of RAs, DHs and ETFs in support of the Collective and Individual Education & Training activities.	Requesting the CMDR COE's participation in the Discipline settlement process with new pilot courses and their allocation to the relevant disciplines in NATO, and accordingly establishing contact with the designated responsibilities of these disciplines, in order to ensure adequate administration of the process of integration of the relevant courses into the NATO Catalog on training and preparation (ETOS), as well as the preparation of the necessary control documentation activities.	19-Feb-24	22-Feb-24	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 292 24700 COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703
5.15	CMDR COE	NATO HQ	NATO Crisis Response System Manual Review Conference	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.	Participation and surveillance the process of NCRSM Review.	Jan	Dec	COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705
6. Education & Training								
6.1	CMDR COE	NCS, NFS	Participation in Exercises & Planning Conferences in 2024	NATO and Regional Military Exercises aim to establish, enhance and display NATO's Military Capability across the Alliance's full mission spectrum which is based on the three Alliance military missions: - Article 5 Collective Defence; - Non-Article 5 Crisis Response; and - Consultation and Co-operation.	Participate in planning phase with SME in disasters and crisis issues. Through the execution to participate distributly and to develop and conduct some disasters incidents Scenario also supports exercising a wide range of peace operations functions (e.g. rule of law, humanitarian, etc.). The Centre will provide SME support in the CMDR area for the exercise and will test initial operational capabilities on the Operational LABs.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 292 24700 COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703 COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705
6.2	EARDCC		EADRCC Consequence Management Field Exercise 2024	The Euro-Atlantic Disaster Response Coordination Centre (EADRCC) on yearly basis is organizing a consequence management field exercise. The aim of the exercise is to improve interoperability in international disaster response operations.	The CMDR COE provides its expertise in Analysis and Lessons Learned process as well as in simulation and experimentation domain.	Jan (TBD)	Dec (TBD)	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705
6.3	CMDR COE	CMDR COE	Conduct CMDR COE Internship Programme	The CMDR COE Internship Programme aims to provide bright and motivated young people with the opportunity of joining a multicultural team of experts at an international organisation, which is a hub of expertise, and an education and training facility, in the crisis management and disaster response domain.experience through practical work assignments, research, studies and participation in different projects.	The goals of the CMDR COE Internship Programme are: To provide interns with an opportunity to learn from the CMDR COE community and get acquainted with the work of the Centre; To benefit from the insights and invaluable knowledge young people have and can apply in their practical work assigned as part of specific projects and tasks in the framework of the internship; To increase the understanding of the nature of NATO COEs and on their functional and operational mechanisms.	Jan	Dec	COL (OF-5) Christos Sgouromallis christos.sgouromallis@cmdrcoe.org Office: +359 292 24702 PCC Nicoleta Primavarus nicoleta.primavarus@cmdrcoe.org Office: +359 292 24720 COL (OF-5) Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 292 24703

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7. Meetings / Seminars								
7.1	CMDR COE	CMDR COE	12-th Steering Committee (SC) Meeting and Academic Advisory Board (AAB)	The annual sessions are the venue where the Framework Nation and Sponsoring Nations set out all required prerequisites to be provided by the CMDR COE every year. The Steering Committee is the strategic governing body, responsible for the approval and management of the Centre's POW and the shared budget. Considering the POW, the Steering Committee members allocate the priorities of the activities and then task the CMDR COE Director with managing the programme execution.	Approval of the Centre's Programme of Work (POW) and the shared budget.	TBC	Oct	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 292 24700 COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705
7.2	CMDR COE - Transformation Branch	ACT & NATO Standardization Office (NSO)	AJOD (Allied Joint Operational Doctrine) Working Group plenary meetings on HA/DR/CM related AJP's (1st semi-annual meeting)	The work of the Doctrine and Standardization Section requires participation in meetings dedicated on standardization of NATO documents. The aim of the AJOD WG meetings is to gather experts from various subject-matter areas who will provide update and revision ideas in support of NATO's continuous transformation, preparedness and adaptation.	Up-to-date awareness of the status of standardisation efforts. Provision of ideas for update and revision of the Allied Joint Publications.	Q2 2024	Q2 2024	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 292 24700 COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 COL (OF-5) Dimitrios Dalakouras dimitrios.dalakouras@cmdrcoe.org Office: +359 292 24740
7.3	CMDR COE	CMDR COE	Annual Internal CMDR COE Seminar	The aim of the seminar is to make an annual report of the activities carried out throughout the year and to give instructions and strategic perspectives for the implementation of the POW activities for the next year.		Dec	Dec	COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705 COL (OF-5) Svilen Hristov, svilen.hristov@cmdrcoe.org Office: +359 292 24706
7.4	BGR MOD / Logistics Directorate	EU Member States	7th PESCO Network of Logistic Hubs in Europe and Support to Operations Project Management Committee Meeting	The Permanent Structured Cooperation (PESCO) is an EU initiative launched to strengthen the EU Member states' security and defence and to help reach the level of ambition of the EU as determined in the EU Global Strategy of 2016. The ultimate objective is to optimize the available resources and improve their overall effectiveness with a view to the most demanding missions and operations.	The aims of the project are to: establish a robust multinational network consisting of logistic hubs, simplifying the provision of multinational logistics, support the (re-)deployment process and the sustainment of troops, and optimize the logistic flow for military operations, missions and exercises.	11-Jun-24	13-Jun-24	COL (OF-5) Svilen Hristov svilen.hristov@cmdrcoe.org Office: +359 292 24706
8. Concept Development / Study / Research								
8.1	NATO	NATO	NATO Warfighting Capstone Concept	Part of Concept development efforts.	Support to concept development.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 COL (OF-5) Dimitrios Dalakouras dimitrios.dalakouras@cmdrcoe.org Office: +359 292 24740
8.2	NATO	NATO	Layered resilience	Part of Concept development efforts.	Support to concept development.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 COL (OF-5) Dimitrios Dalakouras dimitrios.dalakouras@cmdrcoe.org Office: +359 292 24740
8.3	NATO	NATO	Cognitive warfare	Part of Concept development efforts.	Support to concept development.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 LTC (OF-4) Svetozar Bosilkov svetozar.bosilkov@cmdrcoe.org Office: +359 292 24735

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8.4	NATO	NATO	Operational Energy Concept	Part of Concept development efforts.	Support to concept development.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 COL (OF-5) Dimitrios Dalakouras dimitrios.dalakouras@cmdrcoe.org Office: +359 292 24740
8.5	NATO	NATO	Multi-domain operations (MDO) Concept	Part of Concept development efforts.	Support to concept development.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 292 24704 COL (OF-5) Dimitrios Dalakouras dimitrios.dalakouras@cmdrcoe.org Office: +359 292 24740
9.	Projects							
9.1	CMDR COE		Enhancing NATO Partners' Countries Capacity for Crisis Management	This project aims to contribute towards the PFP MoI's reaching a full operational capability by providing support in identifying specific needs identified by the NATO Advisory Support Team.	CMDR COE will support this project by providing advanced-level training by subject matter experts (SME) in the field of crisis management and disaster response.	Jan	Dec	COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705
9.2			Exercises Planning, Execution and Analysis Support to Jordan Armed Forces (JAF) / NATO Partners' Countries under DCB Initiative	The purpose of the project is to determine and analyse all observations captured during the JAF exercises and to proposed remedial actions in order to obtain valid lessons identified.	CMDR COE will conduct Joint Analysis during the event/ exercise based on the analysis requirements of the OSE and/ or the OCE.	Jan	Dec	COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705
10.	Additional Events (by CMDR COE Director's decision)							
10.1	CMDR COE	CMDR COE	Celebration of CMDR COE Anniversary	On March 31, the Centre celebrates its activation as a NATO Military Body by the decision of the North Atlantic Council (NAC) for the accreditation of the CMDR COE.		31-Mar	31-Mar	COL (OF-5) Svilen Hristov, svilen.hristov@cmdrcoe.org Office: +359 292 24706 LTC (OF-4) Vladislav Spiridonov vladislav.spiridonov@cmdrcoe.org Office: +359 292 24760
10.2	CMDR COE	CMDR COE	Moral & Welfare	The aim of the project is to fulfil the tasks of CMDR COE, an extensively educated and highly motivated personnel is an absolute necessity. In order to achieve a high level of working performance, team spirit and morale of each member of CMDR COE, Social and Sport Events are to be executed. These Social and Sport Events are to be used to improve the cultural awareness, the internal teambuilding process as well as the quality of external contacts when appropriate.		Jan	Dec	COL (OF-5) Svilen Hristov, svilen.hristov@cmdrcoe.org Office: +359 292 24706 LTC (OF-4) Vladislav Spiridonov vladislav.spiridonov@cmdrcoe.org Office: +359 292 24760
10.3	CMDR COE Support Branch	COEs CMDR COE	Best Practices Exchanging with other COEs	The aim of these VTC meetings is to improve the knowledge, exchange practices and lessons learned in financial, legal and logistic domains.		Jan	Dec	COL (OF-5) Dimitrios Dalakouras dimitrios.dalakouras@cmdrcoe.org Office: +359 292 24740 LTC (OF-4) Svetlin Ivanov svetlin.ivanov@cmdrcoe.org Office: +359 292 24746
10.4	CMDR COE Director	CMDR COE	Out of cycle events	Different events, conferences, WS, meetings and others, related to the POW and important according Strategic perspectives of CMDR COE development.		Jan	Dec	COL (OF-5) Desislav Zmeev desislav.zmeev@cmdrcoe.org Office: +359 292 24705

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The CMDR COE is a multi-nationally sponsored body, which offers recognized expertise and experience to the benefit of the North Atlantic Treaty Organisation. CMDR COE is not an operational entity.



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