

# Annual Booklet

2014



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Dear reader,

In 2015 the Crisis Management and Disaster Response Centre of Excellence (CMDR COE) will enter into its third year since its establishment. Over the last two years the organization has actively participated and organized various events in the vitally important field of crisis management and disaster response, both at national and international level. The Centre has expanded to include new international staff members and engaged in new ambitious projects and courses. Nearing the end of 2014 we can look back and proudly say that it has been a successful year, directed at acquiring accreditation from NATO Allied Command Transformation (ACT).



I would like to express our sincere gratitude to our partners from the US European Command, George C. Marshall European Center for Security Studies, the US Army Corps of Engineers, Swedish Armed Forces and Folke Bernadotte Academy, Croatian Defense Academy, Tennessee Emergency Management Agency (TEMA), as well as to ACT and all the other COEs for the continued cooperation and contribution.

The leading event of this year was the Interagency Interaction Annual Seminar of the Centre, in which more than 120 representatives from 16 countries and more than 20 organizations took part. The Seminar is held every year in the month of July and it is focused on facilitating a meeting of experts and sharing of experience among bodies dealing with crisis management and disaster response.

Standout examples of our team's positive work and efforts in 2014 were the participation of COE's experts in the 2014 CAPSTONE Exercise; Saber Guardian 2014 exercise simulation, which involved approximately 700 military and civilian personnel from twelve participating nations; the VIKING 2014 computer assisted exercise; and the Civil-Military Interaction: Disaster Preparation and Response Workshop conducted under the patronage of George C. Marshall European Center for Security Studies and co-hosted by the CMDR COE.

Earlier in 2014, in Zagreb, Croatia, a Mobile Training Team from the CMDR COE conducted Crisis Management and Disaster Response Courses. In April, the Centre hosted the Military Medical Response in Disaster Management Workshop.

The Centre also received outstanding recognition from Major General Terry M. Haston, the Adjutant General Tennessee National Guard, during an official visit in August 2014.

All these occasions have provided our team with invaluable international experience, enhanced knowledge and new friends. We will continue our efforts for acquiring accreditation from NATO and for achieving full operational capabilities.

I am delighted with the work done so far and remain optimistic looking into the future.

A handwritten signature in black ink, appearing to read 'V. Roussinov', written in a cursive style.

Col. Vassil ROUSSINOV

Director

Crisis Management and Disaster Response Centre of Excellence

# WHAT IS COE

NATO COEs originated in MC 324/1 “The NATO Military Command Structure” dated 14 May 2003. The MC refined this idea and agreed the accreditation criteria.

COE is a nationally or multi-nationally sponsored entity, which offers recognized expertise and experience to the benefit of the Alliance, especially in support of transformation. It provides opportunities to enhance education and training, to improve interoperability and capabilities, to assist in doctrine development and/or to test and validate concepts through experimentation. A COE is not part of NATO Command Structure (NCS), but forms a part of the wider NATO Command Arrangements (NCA).



COEs are at no cost to NATO and are open for participation by all Allies. They should not duplicate assets and resources or compete with capabilities already existing in NATO. The Strategic Commands (with ACT in lead) form relationships with COEs through specific Memorandum of Understanding (MOU) arrangements developed between the Sponsoring Nations (SN) and NATO. The current number of NATO COEs is 18 with 3 others in the development phase.

**The vision** of the CMDR COE is to become an internationally recognized and respected body, which contributes significantly to research, building and development of NATO, Nations and partners' crisis management and disaster response military and civilian capabilities.

**The mission** of the Centre is to act as the catalyst for improvement of NATO, Nations and partners' capabilities in crisis and disaster response operations through collaborative partnerships.

## 2013 Main Events

### ***CMDR COE MOUs Signing Ceremony***

The Operational and Functional Memoranda of Understanding among the Ministries of Defence of the Republic of Bulgaria, the Hellenic Republic and the Republic of Poland concerning the establishment, administration and operation, as well as the functional relationship regarding the CMDR COE were signed on 28 August 2013 in ACT, Norfolk, Virginia. The SACT HQ is party to the Functional MoU of the Centre.



This important step forward has brought the CMDR COE even closer to receiving accreditation by the NAC as the first in Bulgaria NATO accredited International Military Organization. Bulgaria is Framework Nation and provides the Centre's infrastructure, physical security and logistic support, as well as 21 of 30 expert positions. 9 positions are expected to be occupied by experts from other NATO Nations. The CMDR COE will be the Alliance's major hub for expertise in CMDR area. After the Signing Ceremony, the National institutions of the Sponsoring Nations have adopted the acts of ratification in order to enter into force.



### ***First Steering Committee Meeting***



Following the official ceremony for the signing of the CMDR COE Memoranda of Understanding held in ACT, Norfolk, Virginia (28 of August 2013), Sofia hosted the First CMDR COE Steering Committee Meeting (11-12 September).

The agenda of the meeting was focused on key issues concerning the functioning of the Centre, such as the CMDR COE Concept, job descriptions and personnel, the 2014 Programme of Work and budget, as well as other administrative issues. The participants in the meeting also discussed and outline the strategic perspective for the CMDR COE, the cooperation policy and communication strategy.

The Steering Committee is the main body for guidance, oversight and decisions on all matters concerning the administration, policies and operation of the CMDR COE. The SC provides the long-term strategic perspective and monitors the performance of the mission and tasks of the CMDR COE.

Core SC responsibilities and tasks during its first meeting are the approval of the budget and POW for forthcoming fiscal year, Financial Accounting Procedures (FAP), annual financial statements and directives for the operation of the CMDR COE, as well as other functions related to finance, budget, personnel, legal and administrative issues.

The SC will meet at least once a year.

## *Climate Change International Workshop*

On 11-12 December 2013, the CMDR COE co-hosted together with US European Command (USEUCOM) and the US embassy in Bulgaria the workshop Visualizing Implications of Climate Change on Military Activities and Relationships.

The speakers included representatives of the US Army Corps of Engineers' Engineering Research and Development Centre (ERDC), USEUCOM, CMDR COE, the National Institute for Hydrology and Meteorology at the Bulgarian Academy of Science, BGR Armed Forces Meteorological Centre, BGR National Military University, BGR High School of Civil Engineering and Directorate General Fire Safety and Civil Protection at BGR Ministry of Interior.

The two-day workshop focused on topics related to on-going research on climate change in the US and Bulgaria, hydrological modelling, available geospatial tools for visualizing climate change, socio-cultural aspects of water security and implications of climate change on military activities. The researchers from US and Bulgaria had the opportunity to present their work and to share experience with other scientists working in the same field. The interesting discussions during each session touched upon important issues like sharing data between researchers in different countries, cooperation between research institutes and governmental organisations, the application of hydrological and meteorological research for the planning of disaster prevention activities and many other.



## *2014 Main Events*

### *Disaster Preparation and Response Workshop*



A welcoming speech of the Ambassador of the Federal Republic of Germany, His Excellency Matthias Hoepfner opened the Civil-Military Interaction: Disaster Preparation and Response Workshop, 11-13 February 2014. The event was under the patronage of George C. Marshall European Center for Security Studies and co-hosted with the Crisis Management and Disaster Response Centre of Excellence (CMDR COE). The workshop was attended by representatives from civilian and military structures from 11

countries – Albania, Bosnia and Herzegovina, Bulgaria, Germany, Greece, FYROM, Kosovo, Romania, Croatia, Montenegro and USA. In addition on the American side taking part were delegations from the National Guard of the states of Vermont, Maine, Maryland, Minnesota, New Jersey and Tennessee as part of the State Partnership Program.

In his speech HE Ambassador Hoepfner stressed the importance of the interaction between civilian and military organizations in disaster response. As a concrete example he pointed out the engagement of the Bulgarian institutions concerning the flood at Biser Village and handling the crisis of Syrian refugees.

The seminar lasted three days with the participants divided into syndicates to discuss problematic issues related to the mechanisms of interaction between institutions in their different countries and also in the framework of the Euro-Atlantic cooperation. On the last day the groups conducted a disaster response planning exercise.



## Crisis Management Workshop



A Mobile Training Team (MTT) from CMDR COE conducted a Crisis Management Workshop at the South-Eastern Europe Brigade (SEEBRIG) HQ in Larissa, Greece, 17-19 February 2014. The main goal of the event was to establish good relations with the HQ and to trace the route for further joint activities. However CMDR COE team provided educational information and details for the NATO crisis management understanding and the NATO COEs Network.

The Commander of SEEBRIG, Brigadier General Hakan Eser made a reception and discussed with the CMDR COE MTT issues of common interest and especially the cooperation between both sides. The MTT informed the COMSEEBRIG about the upcoming events organized by the CMDR COE in accordance with the Programme of Work (POW) 2014.

## Exercise Planner's Training Course

CMDR COE Mobile Training Team (MTT) conducted an Exercise Planners' Training Course in conjunction with the exercise SEESIM 14, 31 Mar – 1 Apr 2014 in Zagreb, Croatia. The course was designed to enhance the theoretical knowledge and practical skills of NATO and Partners' Exercise Planners and was attended by 46 participants from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Georgia, Romania, Montenegro, the Former Yugoslav Republic of Macedonia, USA, Greece, and SEEBRIG. The participants were familiarized with the NATO and EU approaches in crisis management and disaster response as well the main exercise planning documents and stages. Presentations "Introduction to Exercise Planning Process", "NATO and EU Crisis Management Systems and Mechanisms", "Main Stages in NATO Exercise Planning Process", "Computer Assisted Exercises and Simulations", and "NATO Crisis Management and Operations Planning" was included in the main part of the course.



## Ex Saber Guardian 14



The CMDR COE took part in the exercise "Saber Guardian 2014" (SG14) as a co-founder of an exercise simulation cell together with the U.S. Army Europe representatives. The exercise (24 March – 4 April) involved approximately 700 military and civilian personnel from twelve participating nations including Armenia, Azerbaijan, Belgium, Bulgaria, Georgia, Moldova, Poland, Romania, Serbia, Ukraine, Turkey and the USA; as well as representatives from NATO Allied Land Command. The Saber Guardian 2014 was with a scenario intended to prepare entities to assist one another as requested, during potential humanitarian assistance or disaster response mission in ongoing PSO. The CMDR COE participation in SG14 was to facilitate and observe the testing of contingency planning as a proposed capability for the militaries to systematically assess and plan for the needs and contributions of civil partners and then incorporate these factors during steady-state and complex operations.





SME team from CMDR COE participated in the computer assisted exercise VIKING 2014, 1-10 April 2014. It was co-chaired by the Swedish Armed Forces and the Folke Bernadotte Academy, Sweden. The aim of exercise was to train and educate participants – civilians, military and police – to meet the challenges of current and future multidimensional crisis response and peace operations. This included planning and conducting a UN mandated peace operation based on a comprehensive approach, focusing on co-operation and co-ordination with all relevant actors.

The representatives of CMDR COE took part in the exercise as Role Players in the Exercise Response Cell. They worked in close cooperation with the Exercise Control (EXCON) and the Training Audience (TA), providing not only EXCON injections but also report TA's feedback and reactions.

### ***Military Medical Response Workshop***

The Crisis Management and Disaster Response Centre of Excellence (CMDR COE) hosted the Military Medical Response in Disaster Management Workshop, on 28-30 April 2014. It was sponsored by US European Command (USEUCOM) and the Bulgarian Ministry of Defence. The 3-day sessions were focused on topics related to principles and practices of medical and psychological support in military missions as well as in operations in response of disasters. The workshop was attended by more than 25 participants from the Bulgarian Military Medical Academy, Joint Force Command, Land Forces, Air Force, medical experts from the services HQs, and Bulgarian Red Cross. Informative presentations delivered by instructors of 212-th Combat Support Hospital and Military Medical Academy and fruitful discussions during each session treated of important issues like framework of disaster planning process, components of basic and contingency plans, psychological aspects of disaster reaction and preventive medicine.



### ***First International Assignment***



The first international representative was appointed at CMDR COE from among the countries signed a memorandum of accession to the Center. Colonel Panagiotis Aposporis is a Hellenic Air Force officer and he takes position in the Transformation Branch as a Section Head. Colonel Aposporis graduated from Air Force War Academy/Junior Officers and from the Supreme Joint War College. He holds a Master's Degree in Computer Science (Network Security) from the Naval Postgraduate School (California, USA). He served at Hellenic Air Force General Staff, Informatics Directorate as Head of almost all the sections and serving most of the time as the Deputy

Director and Acting Director of the Informatics Directorate. Later on he took up his duties as Commander of the Information Center of the Hellenic Air Force General Staff. He has been awarded with all medals, decorations and commendations stipulated for an officer of his rank and seniority.





On 26-27 May 2014, a Mobile Training Team (MTT) from the Crisis Management and Disaster Response Centre of Excellence (CMDR COE) conducted the Crisis Management and Disaster Response Course, hosted by the Croatian Defence Academy „Peter Zrinski“ and sponsored by the US European Command (USEUCOM) and Bulgarian Ministry of Defence. It was focused on topics related to the principles and practices of establishment, management and prior activities of the crisis management bodies and disaster response units in NATO.

The course was attended by participants from Bosnia and Herzegovina, FYROM and Montenegro besides Croatia as a NATO member country. Therefore its program has been designed to enhance the theoretical knowledge of NATO PfP Partners and consisted of presentations as Theoretical Foundations of the Crisis: Nature, Emergence and Development; NATO Crisis Response System; NATO Crisis Response Planning and Civil Emergency Planning; NATO and EU Crisis and Disaster Response Operations; and CDMR Exercises, Planning, Conducting and Simulation Techniques.

### Ex Capstone 14

Crisis Management and Disaster Response Centre of Excellence delegation was in Nashville, Tennessee to attend the four-day 2014 CAPSTONE exercise (16-19 June 14) led by the Tennessee Emergency Management Agency (TEMA). The purpose of this visit was to make acquaintance with the TEMA procedures and practices of designing and conducting disaster response exercises. The current one was on a scenario of an earthquake with magnitude 7.7 resulting into severe impacts in 8 states. During the exercise were briefings and presentations concerning the organization and responsibilities of the state's entities in response of a disaster.



CMDR COE team held meetings with representatives from the private sector and Red Cross & Red Crescent who present their engagements in case of emergencies. The CMDR COE delegation was well received by MGen Terry M. Haston, commissioner of the Tennessee Department of Military as he praised the successful partnership between CMDR COE and the State of Tennessee. He also highlighted ideas for further cooperation as more significant contributions by civilian organizations from NATO countries.



## CMDR COE Annual Seminar

CMDR COE hosted its 2nd Annual Seminar, which is designed to facilitate meeting of experts and sharing of experience among bodies dealing with crisis and disaster response. The event took place from 1st to 3rd July, 2014 in Sofia.



Interagency interaction in crisis management and disaster response was the main topic of the seminar. "...If we are united and share our common experiences we will be ready to tackle the different and sometimes unexpected crises and disasters. Crucial for this is the interagency cooperation..." pointed out Rear Admiral Petev in his opening speech.



As a key note speaker, the Deputy Minister of Defence Mr. Ivan Ivanov said that he has a particular interest in crisis management and disaster response because he has been committed by the Ministry of Defence for the construction and operation of the Crisis Management and Disaster Response Centre of Excellence.

In his lecture he emphasized on three aspects. The first aspect is related to the foundations of the policies and practice of crisis management. The second aspect is: Why crisis management and disaster response and why this problem area is so important? And the third point is: What should be the response to a crisis?

More than 120 representatives from 16 countries and more than 20 organizations participated in the event as it shows the importance of the seminar subject on international level. This annual event, second in a row, enables SMEs from NATO and Partner nations to share their views and thoughts in perspectives on cooperation and collaboration issues of common interest. The CMDR COE intent is to facilitate the exchange of ideas regarding transformation throughout the trans-Atlantic community by creating a common understanding in the sphere of crisis management and disaster response. Lectures and presentations were held in a very caring and friendly atmosphere.



"...We need to identify and learn lessons. We need to collect and share expertise and experience. We need to determine the best practices and to focus our efforts in their effective implementation in order to reduce negative consequences of such kind of challenges. This is the main goal of the CMDR COE and the main purpose of this seminar", mentioned colonel Roussinov, CMDR COE Director in his closing remarks.

CMDR COE would like to express sincere thanks for the significant contributions of all participants toward the success of the Crisis Management and Disaster Response Interagency Interaction Seminar.

# 2014 UPCOMING EVENTS

## **17 SEPTEMBER**

Official opening of the International Organization Crisis Management and Disaster Response COE by the President of the Republic of Bulgaria, Mr. Rosen Plevneliev.

## **22-26 SEPTEMBER**

Exercise SEESIM 14 - The Exercise promotes the coordinated, rapid, interagency response of SEDM nations to real world threats – both natural and man-made – to our individual and collective security. The main goals of SEESIM 14 are to standardize and improve national, SEEBRIG HQ and regional processes and procedures in emergency response situations; improve interoperability among the SEDM nations and SEEBRIG HQ; Encourage development of national and regional modeling and simulation capabilities; The Centre will provide SME support in the CMDR area for SEESIM exercise.

Location - Republic of Croatia.

Participants: The CMDR COE will participate with personnel (5) in SEESIM 14, including working meetings.

## **22-23 OCTOBER**

Strategic Communications Flag-level Course - The course offers an insight into NATO StratCom, providing students with a unique opportunity to get first-hand information from both StratCom capability developers and practitioners. The aim of the course is to provide participants with an enhanced understanding of NATO policy and concepts in the area of StratCom, the need for consistent and credible communications by all means through comprehensive coordination as well as an insight of the StratCom "mindset" required to operate in the information environment. The course includes up-to-date lectures from StratCom experts and relevant guided discussions with StratCom practitioners who possess a wide range of knowledge and experience. The course is organized by ACT/BGR MoD/CMDR COE .

## **26-28 NOVEMBER**

Crisis Response Operations Planners Professional Development Course (pilot) - Third level CM Course, organized by CMDR COE. Students category – officer level OF3-OF5 (equivalent for civilians), expecting or appointed to take management positions in state agencies, central and local administration and companies and organizations managers.

## **8-10 DECEMBER**

Strategic Decision Making for Crisis Response Operations Course (pilot) - Fourth Level CM Course, organized by CMDR COE. The aim of the course is Achievement of comprehension and competences enabling to apply solutions to crisis in national or international systems.

Conducting of Strategic Decision Making for Crisis Response Operations Course is required by the necessity of establishment of common understanding on Crisis Management Process and Political-Military relations.

## **19 DECEMBER**

Crisis Management Exercise 15 (CMX 15) Final Coordination Conference - CMX supports the transformation of NATO procedures for crisis management through the practical application of current concepts and procedures as well as experimentation of new concepts through cooperation with international organizations in accordance with the participation of NATO's comprehensive approach to operations.

## 2015 PROGRAM OF WORK

Srl No	PROJECT / EVENT	BRIEF DESCRIPTION	DATE	POC
1	Lessons Learned process	Support to JALLC in conducting JALLC analysis reports. Conduct Analysis Reports in their area of expertise	Jan - Dec	COL Panagiotis Aposporis NCN: 24725 panagiotis.aposporis@cmdrcoe.org
2	Identify opportunities for Multinational Capability Development.	Analyze Allies' and NATO's defence requirements and 2015 NDPP outputs relative to your COE functional capability area to identify potential areas for cooperation and potential participants for multinational solutions. Highlight and bring visibility to these potential solutions and facilitate Allies efforts to develop them.	1 Jan - 30 Sep	COL Orlin Nikolov NCN: 24705 orlin.nikolov@cmdrcoe.org
3	Review Monthly Smart Defence Project Reports	Assess monthly smart defence reports for opportunities to support or participate in projects relative to your COE functional capability area.	Jan - Dec	COL Orlin Nikolov NCN: 24705 orlin.nikolov@cmdrcoe.org
4	Conduct an Annual Discipline Conference	Execute the functions of Department Head by conducting an Annual Discipline Conference in order to ensure E&T programmes and courses continue to satisfy needs for the disciplines assigned.	Annual	COL Milen Milkov NCN: 24704 milen.milkov@cmdrcoe.org
5	Support the Global Approach to Training	Provide expertise in support of TRA; development of E&T solutions and delivery of E&T	Jan - Dec	COL Milen Milkov NCN: 24704 milen.milkov@cmdrcoe.org
6	Framework for Future Alliance Operations	The Framework for Future Alliance Operations, builds on SFA by identifying military implications that can aid defence planners in identifying long-term military requirements during step two of the NATO Defence Planning Process.	Jan - Dec	COL Panagiotis Aposporis NCN: 24725 panagiotis.aposporis@cmdrcoe.org
7	Strategic Foresight Analysis 2017	The SFA identifies trends and implications in the future security environment. An interim report is planned for 2015 with a final report in 2017.	Jan - Dec	COL Panagiotis Aposporis NCN: 24725 panagiotis.aposporis@cmdrcoe.org
8	RSM TEs	RS TE 15-01 Exec. RS TE 15-02 Exec. RS TE 15-03 Exec. UE 16/RS 15-04 Ex.	27Jan-5Feb 20 - 30 Apr 14 - 23 Jul October	LTC Yordan Trendafilov NCN: 24734 yordan.trendafilov@cmdrcoe.org CIS officer in support branch
9	LC-G9CM01	How to estimate the cost of a Disaster Aid Operation. Develop a procedure to quick analyze the costs of personnel, means and logistics required for an operation.	2015	LTC Aleksander Georgiev NCN: 24731 aleksander.georgiev@cmdrcoe.org
10	LC-G9CM02	Disaster Means - How to estimate the real needs of a Disaster Operation. The different factors that have to be analyzed to estimate the means of a future operation.	2015	LTC Aleksander Georgiev NCN: 24731 aleksander.georgiev@cmdrcoe.org

No	PROJECT / EVENT	BRIEF DESCRIPTION	DATE	POC
99	LC-G9CM03	Due to geographical location, geology and topography, Turkey is subject to suffer different natural disaster such as floods, landslides and snow avalanches. The analysis must identify all NATO capabilities that might be used in support of Izmir authorities in the management of emergency situations caused by natural risks. The Plan and analysis model should also be extrapolated to other regions in Turkey. The plan should foresee how NATO land forces could plug into National Crisis Management for Disaster Response Plans.	2015	LTC Aleksander Georgiev NCN: 24731 aleksander.georgiev@cmdrcoe.org
12	LC-G9CM04	Support in scenario development for exercises. MEL/MIL and Evaluation support	2015	LTC Yordan Trendafilov NCN: 24734 yordan.trendafilov@cmdrcoe.org
13	Ex COMPACT EAGLE	HIW exercise to train Corps and subordinated units' HQs	16 - 27 Nov	COL Orlin Nikolov NCN: 24705 orlin.nikolov@cmdrcoe.org
14	CIMIC seminar II	Ex COMPACT EAGLE, CREVAL	27 - 29 Oct	COL Milen Milkov NCN: 24704 milen.milkov@cmdrcoe.org
15	Future Operations Planning and Execution Management Requiriements Validation Experiment	Validate and refine the operational requirements as well as investigate alternative solutions to capability gaps.	2014- 2015	MAJKostadin Lazarov NCN: 24735 Kostadin.Lazarov@cmdrcoe.org
16	Urbanisation Concept	To deliver a Study to the NATO Military Authorities that examines the impact on NATO military operations based upon the potential crises and consequences of urbanisation between now and 2035. This Study will be linked to the NATO Defence Planning Process, Strategic Foresight Analysis, and Framework for Future Alliance Operations (FFAO) where urbanisation is one of the key subject areas.	Jan - Dec	COL Nikolay Nikolov NCN: 24725 nikolay.nikolov@cmdrcoe.org
17	LANDCOM_14 Comprehensive Cooperation Capability Concepts Comparison and Standardization:  Analysis of NCS and NFS Land HQs different models for implementing DOTMLPFI activities IOT interact and cooperate with Non NATO Actors (NNA) in peace, conflict prevention, conflict, and post-conflict	A study is required to conduct the following: a. Examine HQs responsibilities, processes and requirements to establish and maintain liaison with relevant NNAs and information exchange between higher, adjacent, and subordinate HQs; b. Identify and assess best practices applied by those HQs who have established a Comprehensive Cooperation Capability; c. Analyze efficiency of NCS and NFS HQs DOTMLPFI approaches and recommendations issued in support of comprehensive cooperation.	2015	COL Panagiotis Aposporis NCN: 24725 panagiotis.aposporis@cmdrcoe.org (Georgi Michev)
18	NRDC TUR_03_ Civil-Military Interaction	- Application of CMI in JTF HQs - Application of the Comprehensive Approach	2015	COL Panagiotis Aposporis NCN: 24725 panagiotis.aposporis@cmdrcoe.org (Georgi Michev)

No	PROJECT / EVENT	BRIEF DESCRIPTION	DATE	POC
19	Revision of Joint Task Force (JTF) HQ Standard Operation Procedures (SOP)	JTF HQ SOPs were issued as Working Version 20 Aug 13. A new review will start late 2014 and continue until a final version will be issued Aug 15.	Jan – Aug	COL Orlin Nikolov NCN: 24705 orlin.nikolov@cmdrcoe.org
20	NATO's Approach to Space (MCM 0108-212)	Develop a report to: (1) Define space data & services required to support CMDR operations and dependencies on such capabilities to accomplish a NATO-led mission. (2) Identify coordination required to obtain space data & services in a NATO-led mission. Is it accomplished through national C2 and/or NATO C2 structure/processes? (3) How could/does CMDR benefit from space data & services? (4) Analyse TTPs to determine how CMDR would conduct operations if space data & services were lost and/or unavailable for an indeterminate period of time? Do redundant capabilities exist for back-up procedures should such a situation occur and what are the potential impacts to mission success?	2015	COL Orlin Nikolov NCN: 24705 orlin.nikolov@cmdrcoe.org
21	COE Financial controllers meeting for 2015	Participate in a 3 day conference, hosted by the NATO MP COE for all existing and future Financial controllers of NATO COEs.	Spring 2015 (Duration of 3 days)	CMDR COE Financial Controller - TNB
22	Connection of NATO and National training Capabilities (CFI Activity). Connection of COE's training capabilities	Implement Bi-SC Concept on the connection of NATO and national training capabilities (expected by end 2014). The Concept will include recommendations for the connection of the COEs for training and exercise purposes.	Jan - Dec	COL Orlin Nikolov NCN: 24705 orlin.nikolov@cmdrcoe.org
23	CIMIC seminar	1a) Minorities in Eastern Europe 1b) Africa (Central Africa) SA 1c) AFG LL 2) CIMIC SOP/SOI review	7 - 9 Oct	COL Milen Milkov NCN: 24704 milen.milkov@cmdrcoe.org
24	MEL/MIL WS 2 for EX COMPACT EAGLE	2 level (tbc) HIW EX to train Corps and subordinated HQ's units	31 Aug - 11 Sep	COL Orlin Nikolov NCN: 24705 orlin.nikolov@cmdrcoe.org

## 2015 POW Additional Events

25	Crisis Management and Disaster Response Course First Level	The course is focused on acquisition of knowledge and skills of theoretical-applied basis for analysis and application of CMDR tools in the new security environment; development of new capabilities for CMDR forecasting and planning; acquisition of professional qualification for development of leadership skills to manage large complex social systems in CMDR.	Apr - May	LTC Dimitar Dimitrov NCN: 24704 dimitar.dimitrov@cmdrcoe.org
26	Seminar: Crisis Management and Disaster Response Interagency Interaction	The focus of the seminar is the importance of efficient interagency cooperation for crisis and emergency response. The seminar comprises lectures, discussions and presentations.	First week of June	LTC Dimitar Dimitrov NCN: 24704 dimitar.dimitrov@cmdrcoe.org

No	PROJECT / EVENT	BRIEF DESCRIPTION	DATE	POC
27	Exercise Planners Training Course	Exercise Planners Course addresses the need to acquire a new package of capabilities on CMDR planning and management. These skills are key factors that support exercise planners' orientation to the complex set of conditions and factors that affect changes in today's complicated security environment. The acquired new knowledge will help to form and upgrade the needed skills of to plan and manage the Crisis Response Operations, including all needed capabilities to participate in Alliance Crisis and Emergency Response Operations. The course program promote modern methods and approaches to the crisis and emergency planning and will help them in building the expertise to address key issues for Crisis and Emergency Management.	Feb - Mar	COL Milen Milkov NCN: 24704 milen.milkov@cmdrcoe.org
28	Crisis Response Operations Planners Professional Development Course Second Level CMDR Course	Second level CM Course (possible cooperation with CIMC COE) Students category – officer level OF3-OF5 (equivalent for civilians), expecting or appointed to take management positions in state agencies, central and local administration and companies and organizations managers, media. Level of qualification after training course o Interaction between levels of the system for command and control (C2) in the operations planning process (all levels); o organization of work in Joint NATO HQs in Operations planning process; o Unified terminology of Operations planning; Responsibilities of staff members in Operations planning	Sep - Oct	COL Milen Milkov NCN: 24704 milen.milkov@cmdrcoe.org
29	Strategic Decision Making For Crisis Response Operations Course Third Level CMDR Course	High level CM Course (possible cooperation with CIMC COE) Students category – officer level OF4-OF6 (equivalent for civilians), expecting or appointed to take management positions in state agencies, central and local administration and companies and organizations managers. Level of qualification after training course: - Interaction between levels of the system for command and control (C2) in the decision to respond to a Crisis situation (political, strategic, operational); - Organization of work in the strategic HQs at the time of the security environment and develop options for response; - Responsibilities of the political and military level to conduct the process of politico-military assessment.	Nov - Dec	COL Milen Milkov NCN: 24704 milen.milkov@cmdrcoe.org

No	PROJECT / EVENT	BRIEF DESCRIPTION	DATE	POC
	Stabilization and Reconstruction Course	The course is focused on acquisition of knowledge and skills of theoretical-applied basis for analysis and application of S&R operations in the new security environment; development of new capabilities for S&R forecasting and planning; acquisition of professional qualification for development of leadership skills to manage large complex social systems in S&R	Jan - Dec	COL Milen Milkov NCN: 24704 milen.milkov@cmdrcoe.org
31	CMX 15/16 Information& Communication Technologies Management (ICTM) Assessment for NATO HQ NATO Crisis Management Policy (NCMP) Processes. (Planning meetings)	The Crisis Management Exercise in 2015 (CMX-15) is planned to incorporate a baseline of IM tools necessary for conducting the processes within the NCMP. This experiment will incorporate the results of a study to help broaden the assessment of the business model measured against previous improvement recommendations to generate a more robust baseline, which will be used to assess their applicability and viability for use within the NCMP	Jan - Dec	COL Orlin Nikolov NCN: 24705 orlin.nikolov@cmdrcoe.org
32	Exercise CAPSTONE 15	The CAPSTONE Exercise 2014 will enable federal stakeholders to demonstrate operational coordination and information sharing capabilities with the private sector and other non-traditional partners as well as fulfill mandated exercise requirements or internal assessments to validate capabilities and identify key issues or potential shortfalls. The exercise will also encourage senior-level participation from all stakeholders, ensuring effective COLlaboration of decision-makers across the whole community. The CAPSTONE Exercise 2014 is a complex emergency preparedness exercise comprised of five distinct, but linked, component events.	Jun 2015	COL Orlin Nikolov NCN: 24705 orlin.nikolov@cmdrcoe.org
33	Project: South Eastern Europe Exercising and Training Network (SEEETN)	To provide the Armed Forces and Civilian Agencies of the South Eastern European countries with a persistent, distributed education and training capability that is able to support training, leveraging national expertise and capabilities. Focus on the need for development of a distributed and networked Exercise and Training (E&T) Capability, which will integrate and enhance existing national capabilities and will focus on the education and training of forces in order to prepare them to execute different kinds of missions.	Jan - Dec	COL Orlin Nikolov NCN: 24705 orlin.nikolov@cmdrcoe.org
34	Crisis Management/ Disaster Relief - future: internal or external civil emergency missions; use of the military and civil defence assets in complex emergencies and natural disasters	Military Training and Education in the EU to define the EU military training requirements for CSDP and an associated structured process for their management as well as to propose a package of prioritized military training disciplines on which further analysis should be conducted by the EUMTG	Jan - Dec	COL Orlin Nikolov NCN: 24705 orlin.nikolov@cmdrcoe.org



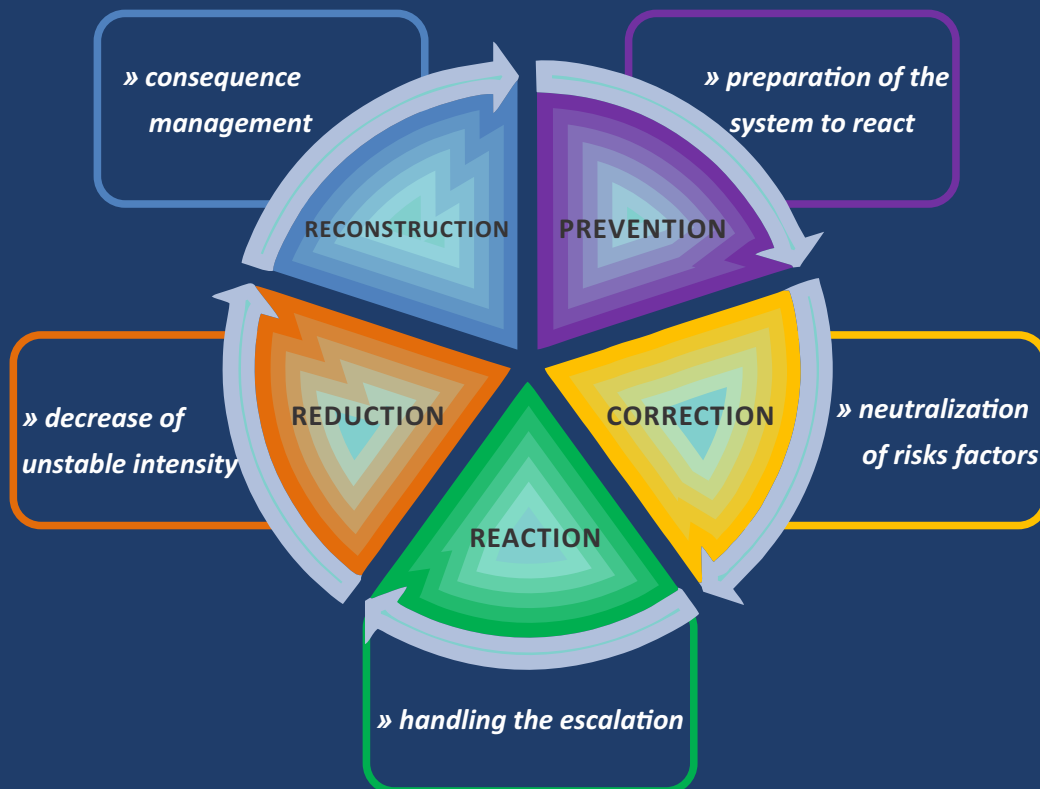
No	PROJECT / EVENT	BRIEF DESCRIPTION	DATE	POC
٣٥	Participation in Seminars, Conferences, Working Groups, Workshops, Meetings:		Jan - Dec	All Staff
35.1	Comprehensive Operations Planning Course (COPC)	The aim of the course is to prepare students to contribute to operations planning.	19 - 30 Jan	LTC Dimitar Dimitrov NCN: 24715 dimitar.dimitrov@cmdrcoe.org
35.2	NATO Crisis Response System Course for Experts	The aim of the course is to exercise NCRS Crisis Response Measure (CRM) procedures through the use of the NATO Crisis Response Application and its Tools in order to improve the attendees capabilities and understanding of the NCRS CRM procedures.	7 - 11 Dec	MAJ Stoyan Stoyanov NCN: 24718 stoyan.stoyanov@cmdrcoe.org
35.3	Annual Transformation Working Group (WG) meetings		Jan - Dec	TBD COL Panagiotis Aposporis NCN: 24725 panagiotis.aposporis@cmdrcoe.org
35.4	NATO Transformation Seminar 2015		Jan - Dec	TBD COL Panagiotis Aposporis NCN: 24725 panagiotis.aposporis@cmdrcoe.org
35.5	Chiefs of Transformation Conference & Round Table / Partner Round Table 2015		Jan - Dec	COL Vassil Roussinov NCN: 24700 vassil.roussinov@cmdrcoe.org (+ additional person from TB, TBD)
35.6	Annual Concept Development and Experimentation (CD&E) Working Group (WG)		Jan - Dec	COL Nikolay Nikolov NCN: 24725 nikolay.nikolov@cmdrcoe.org
35.7	International CD&E Conference 2015		Jan - Dec	COL Nikolay Nikolov NCN: 24725 nikolay.nikolov@cmdrcoe.org
35.8	CD&E Course in NATO School		Jan - Dec	All Section Staff
35.9	NATO Lessons Learned Staff Officer Course		Jan - Dec	All Branch Staff
35.10	CyCon 2015		Jan - Dec	COL Panagiotis Aposporis NCN: 24725 panagiotis.aposporis@cmdrcoe.org
35.11	NATO COE Lessons Learned Workshop & Conference	The NATO Lessons Learned WS & Conference provides the opportunity for exchange of information within the NATO Lessons Learned community. In doing so, it stimulates discussions on best and suitable practices for improving the Joint Analysis and Lessons Learned process, enabling the continuous improvement of the Alliance.	Jan - Dec	COL Panagiotis Aposporis NCN: 24725 panagiotis.aposporis@cmdrcoe.org

Srl No	PROJECT / EVENT	BRIEF DESCRIPTION	DATE	POC
و و ئی	CMDR COE Knowledge Management Project	Focused on acquisition of knowledge and skills of theoretical-applied basis for analysis and application of knowledge management in the new security environment; development of new capabilities for CMDR experts for forecasting and planning.	Jan - Dec	COL Panagiotis Aposporis NCN: 24725 panagiotis.aposporis@cmdrcoe.org
35.13	Comprehensive Approach to Crisis Response Operations – Allied and National Dimensions		Jan - Dec	LTC Aleksander Georgiev NCN: 24731 aleksander.georgiev@cmdrcoe.org
35.14	NATO COE Workshop	The purpose of the COE WS is to facilitate discussion between the requesters and COEs in order to finalize the NATO inputs to the 2015 COE POWs. The finalized inputs will be included in the centres' 2015 POWs as NATO Requests for Support (RFS)	2015	COL Orlin Nikolov NCN: 24705 orlin.nikolov@cmdrcoe.org
35.16	COEs Best Practice meeting	To share experience and COE best practices in order to ensure COE collective knowledge retention and institutional memory, and to promote networking among the new members of the COE community.	2015	COL Orlin Nikolov NCN: 24705 orlin.nikolov@cmdrcoe.org
35.17	NATO CD&E Conference	The CD&E Conference is to review the past and monitor the current CD&E activities and assess the CD&E proposals for the next Plan, identify opportunities for synergy and assess the technical validity of ACT experiment proposals in order to make recommendations to HQ SACT.	2015	COL Panagiotis Aposporis NCN: 24725 panagiotis.aposporis@cmdrcoe.org
35.18	Interservice/Industry Training, Simulation and Education Conference (IITSEC)	The Interservice/Industry Training, Simulation and Education Conference (IITSEC) promotes cooperation among the Armed Services, Industry, Academia and various Government agencies in pursuit of improved training and education programs, identification of common training issues and development of multiservice programs.	2015	COL Orlin Nikolov NCN: 24705 orlin.nikolov@cmdrcoe.org
35.19	COEs Director Conference	The overall aim of the COE DIR is to discuss, determine a way ahead and facilitate networking in order to increase the effectiveness of the centres. Focuses on the mid-term perspective of COE development. Via series of direct engagements with ACT senior leaders, will focus on status quo and future of ACT - COE cooperation.	2015	COL Vassil Roussinov NCN: 24700 vassil.roussinov@cmdrcoe.org
<b>OTHER PROJECTS</b>				
36	Project: Operations Planning	Cooperate with ACT Operation Analysis Branch to investigate new methods of operations planning. Possibilities for operations planning are to be more adaptive, evolutionary based or moving away from traditional ways.	Jan - Dec	Transformation Branch
37	Project G 4255	Developing Supporting Activities for Host Nation Support requirements and training related to support in disaster situations.	Jan - Dec	Transformation Branch
38	Civil Military Interaction – Immersive Training Environment	Continue Development of a virtual E&T tool to familiarize civilian and military personnel with their counterparts, culture, guidelines, structure and coordination mechanisms.	Jan - Dec	Capabilities, Education & Training Branches

## CMDR COE POINT OF VIEW

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

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



And a 4-stage process:

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

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

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

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

## CRISIS MANAGEMENT INFO HANDLING

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

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

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

We advocate a 5 step approach to handle:

**Communicate**

**Collaborate**

**Coordinate**

**Carry On**

**Correct**

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

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

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

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

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

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

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

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

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

**Do not panic**

Stay calm!

**Assess the situation**

Risk assessment

**Follow the 4 C's**

Confirm, Clear, Cordon then Control

**Communicate**

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

**Provide leadership**

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

## CRISIS MANAGEMENT is MULTIFACETED

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

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

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

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

- When compose a response team, be sure to engage a proper variety of professionals. In crisis situations to think variously will help you find creative solutions to new problems.
- Take consideration to define proper procedures to react in case of emergency.
- Learn to improvise quickly is better than that to demonstrate your ability to plan timely! A response of crisis does not develop as an ordinary problem but takes unexpected turns and rhythms so you need specific managerial tools and processes.
- A usable decision on time is better than perfection too late! Once an option allows you to achieve your goal, use it immediately. Feel free to react based on your own experiences.
- Always see the opportunity in the crisis. An extraordinary situation creates new needs be forcing you to move. If you succeed, you will only be stronger.
- Look no responsibility for the crisis during the crisis/disaster. Just look to win together: you will settle your accounts later!
- Spend time learning from your mistakes. Often, the next crisis born from the ashes of the previous one.

## CRISIS TRAINING AND SIMULATIONS

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

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

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

### **The training services may include:**

#### ***Crisis Team Training***

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



### ***Employee Crisis Training***

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

### ***Crisis Simulations***

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



### ***Crisis Media Training***

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

### ***Social Media Crisis Monitoring Training***

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



# CMDR COE Contacts



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# MULTINATIONAL COLLABORATION = SMART DEFENCE



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