

The Crisis Management and Disaster Response Centre of Excellence (CMDR COE) was found on August 28, 2013.

CMDR COE received accreditation as the 21st NATO COE on March 31, 2015 upon a NAC silence procedure and was activated as a NATO Military Body with an international status under Article 14 of the Paris Protocol.

Located in Sofia, Bulgaria, the Centre is established upon Memoranda of Understanding (MOU): the Operational MOU between the Participating Nations and the Functional MOU between the Participating Nations and NATO Supreme Allied Commander Transformation Headquarters (HQ SACT).

The Centre is a multi-nationally sponsored organization, which offers recognized expertise and experience to the benefit of the Alliance, especially in support of transformation. CMDR COE is part of NATO COE's Network but outside the Command Structure (NCS), while forms a part of the wider NATO Command Arrangements (NCA). CMDR COE is a member of the European Security and Defence College (ESDC).

CMDR COE currently has four Sponsoring Nations – the Hellenic Republic, Hungary, the Republic of Poland, and Romania along with a Framework Nation - the Republic of Bulgaria.

CMDR COE is not an operational entity.

CMDR COE AT A GLANCE



Welcome to the Customer Catalogue of Service of the Crisis Management and Disaster Response Centre of Excellence (CMDR COE). It is my pleasure to present it to you as its primary goal is to provide guidance and informational support prior to CMDR COE key events.

The CMDR COE offers a large variety of courses and other educational events, including an annual conference, several trainings and exercises, as well as workshops and seminars. Some of the courses delivered by CMDR COE are offered online, while others remain hybrid or residential. By foreseeing and overcoming diverse obstacles, which derive from the current challenging situation, we ensure the fulfillment of our main objective to contribute to the enhancement of NATO's crisis management and disaster response capabilities.

Expertise and advice provision in the field of crisis management and disaster response stands as top priority for CMDR COE. So as to succeed in our mission, we additionally focus on the communication of knowledge and exchange of good practices in the fields covered by our thematic portfolio. Hence, I would like to emphasize that we have been granted a NATO Quality Assurance Accreditation Certificate for Unconditional Accreditation (No. ACT/JFD/HCEIT/TT+1548/Ser: NU) and all our certified courses are NATO-Approved as they meet the Alliance's quality requirements.

Apart from striving to maintain the established collaborative partnerships, we also contribute actively to the areas of Doctrine, Concept Development and Experimentation. Thus, we succeed in fulfilling the Centre's mission to provide opportunities for a collaborative collective approach.

Welcome once again and thank you for your interest.

Orlin NIKOLOV, Colonel (BGR AF)
CMDR COE Director



NATO UNCLASSIFIED
Releasable to NORTH MACEDONIA

NORTH ATLANTIC TREATY ORGANIZATION
ORGANISATION DU TRAITE DE L'ATLANTIQUE NORD
HEADQUARTERS, SUPREME ALLIED COMMANDER TRANSFORMATION
7857 BLANDY ROAD, SUITE 100
NORFOLK, VIRGINIA, 23551-2430



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

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

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

DATE: 25 June 2019

REFERENCES: A. CMDR COE Application for Institutional Accreditation, dated
08 Jan 2018.
B. CMDR COE Self-Assessment Report, dated 02 APR 2019.
C. Bi-SC Directive 75-7 (Education and Individual Training
Directive), dated 10 SEP 15.

1. Thank you for your contribution to produce high quality NATO Education and Training. Your continued efforts to set the conditions for quality improvements of education and individual training through effective planning and problem-solving, and ultimately raising the level of quality progressively, are commendable.
2. CMDR COE's core processes were reviewed and identified as elements that are aligned with NATO Quality Standards. Specifically, the institution was found to have:
 - a. Sound internal procedures for the assurance of quality;
 - b. Procedures applied effectively at each level to ensure the quality of education and training;
 - c. Effective and regular processes of reviewing the curriculum and implementing required changes and enhancements;
 - d. Accurate, complete and reliable information about its curriculum.
3. Your institution has earned an **Unconditional Accreditation**, in part because of the commitment to continuous improvement. Through accepting this Unconditional Accreditation, CMDR COE takes responsibility to continue to strive for improvements of internal quality assurance by continuing to implement the recommendations included in the evaluation report (Annex A), as well as by maintaining and further developing the identified best practices.
4. As a result of your Unconditional Accreditation, in accordance with the course certification procedure described in Reference C, the certified courses delivered by CMDR COE will maintain the "Approved" status as long as they respond to NATO requirements reflected within the appropriate Training Requirements Analysis Reports and/or Discipline Alignment Plans.
5. Inevitably, your practices, policies and procedures will change over the next years. Continued improvement is essential and any change of your policies, directives, procedures and practices shall be implemented immediately. CMDR COE is expected to inform HQ SACT JFD annually about its progress and improvements by submitting Annual QA Reports during the validity period of this accreditation.
6. Your efforts are commendable and are appreciated. A representative of the QA Team of Experts is available to answer any questions you may have regarding this letter or details provided in the Annexes. You may contact my representatives by email at: jtqa@act.nato.int.

FOR THE SUPREME ALLIED COMMANDER TRANSFORMATION:

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

FUNCTIONAL AREA

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



the field of crisis management and disaster response is a top priority, and our essential success indicators are the ability to establish and foster collaborative partnerships.

The CMDR COE acts upon Requests for Support (RFS). The gradual but steady increase in the number of RFS from NATO and from the Centre's Sponsoring and Framework Nations bears testimony to the CMDR COE's determination and capability to firmly cement its position at the forefront of research and development on crisis management and disaster response.

We believe in an inclusive, transformative and capable crisis and disaster response and strive to provide, particularly through constructive partnerships, opportunities for a collaborative collective approach. To anticipate the future means preparing to meet tomorrow's challenges today.

VISION

As enshrined in the CMDR COE Concept (2016), the vision of the Centre is to

become an internationally recognized and respected body, which contributes significantly to research on and development of NATO, NATO Nations' and Partners' crisis management and disaster response military and civilian capabilities.

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

MISSION

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



The mission of the CMDR COE is to act as a catalyst for the enhancement of NATO, NATO Nations' and

Partners' capabilities in crisis management and disaster response operations through collaborative partnerships.

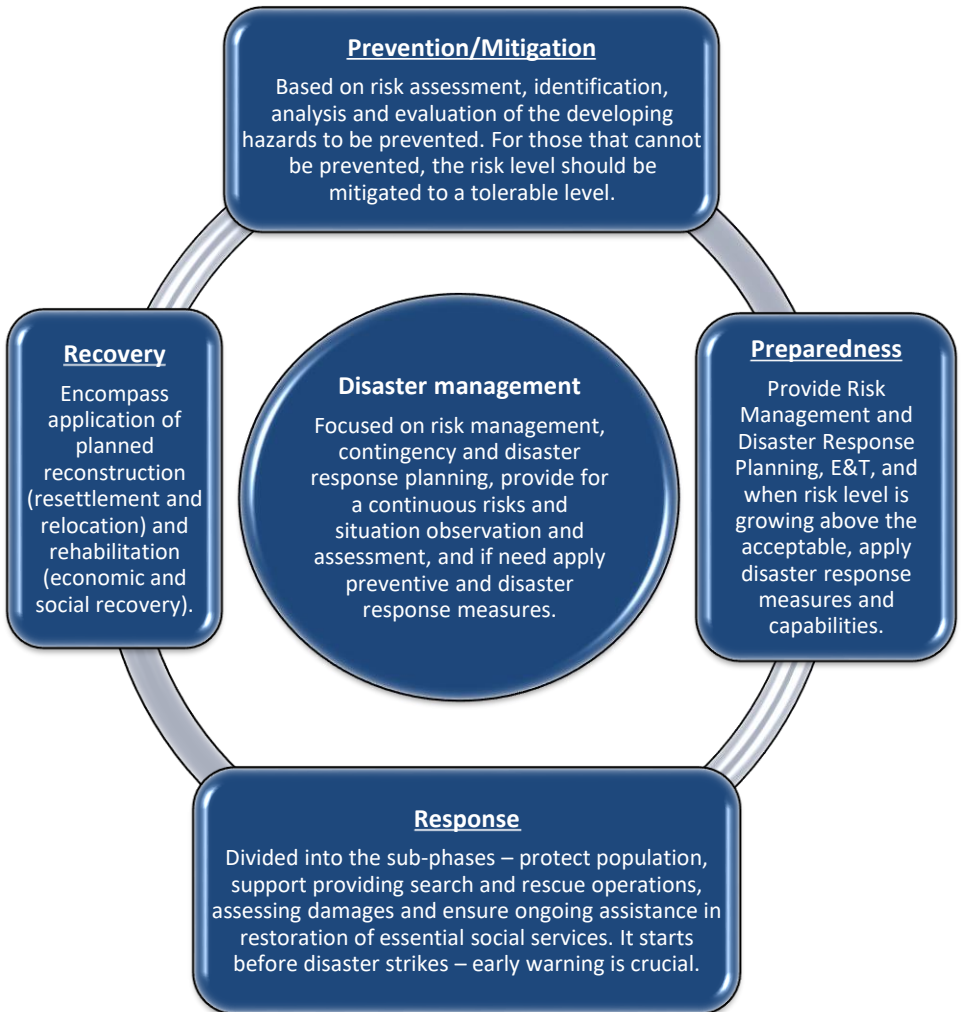
To accomplish our mission we provide subject-matter expertise and advice on crisis management and disaster response, and contribute to doctrine development and to concept development and experimentation.

The education and training opportunities we provide, including through mobile training teams, encompass both civilian and military experts from senior military and civilian leadership to staff level, as well as units and teams.

The Crisis Management and Disaster Response COE:

- © Contributes to NATO's transformation and to serve in NATO's, Allies' and Partners' long-term interests by combining efforts, increasing interoperability, standardisation and operational effectiveness in support of capability development to prepare, predict, prevent and respond to crises and disasters;
- © Facilitates the implementation of a Comprehensive Approach in order to make the best use of combined experience and capabilities of all SNs and CPs;
- © Serves as a Department Head for NATO Business Continuity Management Discipline as solutions provider for subject matter expertise, individual and collective education and training;
- © Provides, upon request, Business Continuity Management, crisis management and disaster response-related; subject matter expertise and advice;
- © Supports NATO and Allies in the process of doctrine and concept development, as well as in the elaboration of other relevant policy documents, in the crisis management and disaster response domain;
- © Provides tailored Business Continuity Management, crisis management and disaster response education and training for individuals from the senior military and civilian leadership level to the staff level, including for units and teams;
- © Enhances the efforts of the Alliance with respect to gender mainstreaming and the implementation of gender perspectives in all crisis management and disaster response activities;
- © Delivers mobile training teams and subject matter experts to facilitate tailor-made education and training of national and multinational military and civilian units;
- © Assists in the planning and conduct of NATO's, Allies' and Partners' crisis management and disaster response exercises and experimentation, including in the creation and validation of scenarios;
- © Serves as a platform for information exchange, analysis and lessons learned in crisis management and disaster response, in close cooperation with the Joint Analysis and Lessons Learned Centre (JALLC).

PROMOTING THE PROCESS



ITEM No	LIST OF RESIDENTIAL COURSES	ITERATION
ETE-CM-21784 NATO Approved	<i>Crisis Management and Disaster Response via JADL Platform</i>	All year Online
ETE-CM-22007 NATO Listed	<i>ADL-241 Disaster Management Course via JADL Platform</i>	All year Online
NATO Listed	<i>Business Continuity Risk Management to Enhance Organizational Resilience</i>	MAR
ESDC	<i>Climate Change and Security</i>	APR
Pilot	<i>Uncrewed Aerial Systems</i>	APR
NATO Listed	<i>Disaster Response and Consequence Management for a Radiological Incident Course</i>	APR
ESDC	<i>Crisis Management in Multilateral Frameworks: Role of Political/Civilian And Military Crisis Diplomacy</i>	MAY
GEN-GO-25432 NATO Approved	<i>Gender Focal Point</i>	MAY / NOV
NATO Listed	<i>Building Integrity in Crisis Management and Disasters Response</i>	JUN
NATO Listed	<i>Cognitive Warfare</i>	JUN
Pilot	<i>BCM: Business Impact Analysis in Public Organisations and Institutions</i>	JUL
ESDC	<i>Disaster Relief in CSDP Context</i>	JUL
Pilot	<i>Business Continuity Management Contingency Planning in Public Organizations</i>	SEP
ETE-CM-25589 NATO Listed	<i>Resilience through Civil Preparedness</i>	OCT
ETE-CM-41879 NATO Approved	<i>Strategic Decision Making for Crisis Response Operations</i>	NOV
ETE-CM-21785 NATO Approved	<i>CMDR Exercise Planners Training</i>	NOV

Detailed Service Descriptions



CRISIS MANAGEMENT AND DISASTER RESPONSE COURSE via JADL

ETOC No: ETE-CM-21784

Accumulate basic knowledge and raise the awareness of NATO Crisis Response fundamentals, NATO Crisis Response System (NCRS) and its complementary elements - NATO Crisis Response Process (NCRP), and Civil Emergency Planning - civil preparedness and resilience in a collective defence and deterrence context.



Learning Objectives

After the course, the trainees will be able to:

- ❖ Describe NATO Crisis Response fundamentals;
- ❖ Understand NATO's structure and main CMDR actors;
- ❖ Describe NATO's cooperation with relevant IOs and NGOs as part of a Comprehensive Approach (CA) to security;
- ❖ Describe basic elements and characteristics of NCRP;
- ❖ Explain what is resilience and civil preparedness against current and future threats to security;
- ❖ Outline NATO resilience baseline requirements and related guidelines for national application;
- ❖ Work with basic criteria for evaluation of resilience

Audience

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

Seats:

Fee: €200

Participants from
Framework/Sponsoring
Nations are exempted

Venue: Via JADL platform
On demand, residential

Duration:

Time: All year online

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ADL 241 DISASTER MANAGEMENT via JADL

ETOC No: ETE-CM-22007



Online course iteration using Joint Advanced Distributed Learning (JADL) platform provides basic knowledge on the disaster management process and mechanisms, including on disaster risk management and main disaster management stakeholders.



Rationale

The online iteration of the course is a prerequisite for following crisis management and disaster response courses.

- ❖ Comprehend definition and classification of disasters;
- ❖ Main disaster management terms and definitions;
- ❖ Key disaster management and disaster risk management processes in line with the concepts of NATO, UN and EU;
- ❖ Discern key actors, factors, mechanisms and interactions in disaster management within a context of a Comprehensive Approach (CA);
- ❖ Understand the role of the military in disaster management.

Audience

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

Seats:

Fee: €200

Venue: Online

Duration:

Iteration Time: All year

POC: LtC Margarita KUMANOVA,
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margarita.kumanova@cmdrcoe.org



BUSINESS CONTINUITY RISK MANAGEMENT TO ENHANCE ORGANIZATIONAL RESILIENCE

Aim to provide basic knowledge and essential expert skills for the application of business continuity and risk management techniques in order to increase organizational resilience and support an uninterrupted organizational functionality and provision the organizational services.



Rationale

- ❖ Recognize the theoretical fundamentals of Risk Management, Business continuity Management and Resilience.
- ❖ Know basics of NATO Business continuity Management and Resilience policy, organizational structures, decision-making bodies and procedures, mechanisms, elements.
- ❖ Encapsulate Business Continuity Risk Management methodology and principles in their organizational environment
- ❖ Successfully apply basic principles and requirements of International Standards in the area of Risk management and Business Continuity Management and Resilience

Audience

Civil and military experts from NATO Member States, European Union and partners

Seats: Minimum 15, max. 30

Fee: €200

Venue: CMDR COE, Sofia

Duration: 4 days

Iteration Time: March

POC: Prof. Mitko STOYKOV,
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mitko.stoykov@cmdrcoe.org

CLIMATE CHANGE AND SECURITY COURSE



Acquisition of basic knowledge related to climate change security implications and main factors which affect the environment, and the impact of climate change on international peace and security in short, mid and long term period.



Learning Objectives

After the course, the trainees will be able to:

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

Audience

Civil and military experts from EU Member States

Seats: Minimum 15, max. 30

Fee: Free

Venue: CMDR COE, Sofia

Duration: 4 days

Iteration Time: April

POC: Mr. Doncho DOYCHEV,
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doncho.doychev@cmdrcoe.org



UNCREWED AERIAL SYSTEMS

Designed to empower participants with comprehensive knowledge and practical expertise in the deployment of uncrewed aerial systems (UAS) for data-driven decision-making across operational, civilian, and emergency contexts.



Learning Objectives

After the course, the trainees will be able to:

- ❖ Understand the capabilities, limitations, and components of uncrewed aerial systems (UAS);
- ❖ Operate UAS effectively in diverse scenarios, including reconnaissance and emergency response;
- ❖ Collect, process, and analyze data using specialized UAS software;
- ❖ Apply UAS in real-world scenarios such as infrastructure monitoring and disaster management;
- ❖ Ensure safety and regulatory compliance during UAS operations;
- ❖ Develop leadership and teamwork skills for managing UAS missions;
- ❖ Integrate UAS into operational strategies and broader technological frameworks.

Audience

Civil and military personnel, seeking to enhance their skills in operating and integrating uncrewed aerial systems (UAS) for mission planning, reconnaissance, and emergency response.

Seats: Minimum 15, max. 30

Fee: Free

Venue: CMDR COE, Sofia

Duration: 4 days

Iteration Time: April

POC: Col Kostadin LAZAROV,
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kostadin.lazarov@cmdrcoe.org

DISASTER RESPONSE AND CONSEQUENCE MANAGEMENT FOR RADIOLOGICAL INCIDENTS



Conducted jointly with US DOE aiming 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.



Learning Objectives

After the course, the trainees will be able to:

- ❖ Familiarization with the fundamentals of radiological consequence management and resilience.
- ❖ Basic understanding of the NATO/EU crisis management procedures, mechanisms, elements, and decision-making bodies.
- ❖ Understanding emergency management Terms of Reference and its application to crisis resolution and consequence management.
- ❖ Familiarization with different types of radiation detection equipment and best practices of environment sampling techniques.
- ❖ Collect, analyze and present CM data for operational understand and decision making using modelling and simulation tools and software.
- ❖ Maximize hands-on training and participant engagement activities.

Audience

Public safety/health operational level SMEs (civilian/military) involved in the emergency response of a radiological incident (military up to OF-4, no lower OR-8)

Seats: Minimum 20, max. 30

Fee: €300

Venue: Sofia, BGR

Duration: 5 days

Iteration Time: April

POC: LtC Plamen KOEV,
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plamen.koev@cmdrcoe.org

CRISIS MANAGEMENT IN MULTILATERAL FRAMEWORKS: THE ROLE OF POLITICAL/CIVILIAN AND MILITARY CRISIS DIPLOMACY

Explore the basics of crisis management fundamentals by focusing on civilian and military diplomacy, deployed policies, processes, tools and stakeholders in the crisis management and disaster response domain



Rationale

- ❖ Understanding the necessity to coordinate all tools and actors into consolidated crisis management/crisis diplomacy strategy;
- ❖ Application of cross-linked and integrated policy approach;
- ❖ Apprehension the provision of military and civilian (incl. police, diplomatic, humanitarian) personnel within the bilateral and multilateral settings of IGOs to restore and consolidate peace and stability in crisis regions by use of various tools including, crisis prevention, conflict resolution and peace building for lasting armed conflicts.



Audience

Military officers and civil experts, assigned to NATO HQs and agencies, UN and OSCE missions and operations; EU and any other international and intergovernmental organizations.



Fee: €300

Seats: Max 20

Venue: CMDR COE, Sofia

Duration: 4 days

Iteration Time: May

POC: Mr. Doncho DOYCHEV,
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doncho.doychev@cmdrcoe.org

GENDER FOCAL POINT COURSE

ETOC No: GEN-GO-25432



The course enables staff to perform successfully as GFPs by establishing a common understanding of their role and responsibilities in support of the integration of gender perspectives within respective functional areas

Learning Objectives

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

Audience

Military (OF-2 and higher) and/or civil staff assigned to NATO HQs and agencies, missions and operations; NATO Ally and Partner nations' Ministry of Defence and subordinated HQs; Ministry of Interior, and Ministry of Foreign Affairs.

Seats: In person –minimum 15, max. 30

Online – minimum 10, max. 20

Fee: €300

€200 - online

Venue: in person (CMDR COE, Sofia) and online

Duration: 4 days

Iteration Time: May (in-person)
November (online)

POC: LtC Hristina HRISTOVA,
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hristina.hristova@cmdrcoe.org



BUILDING INTEGRITY IN CMDR

Raising awareness, sharing best practices, processes and methodologies, as well as at increasing interoperability and promoting international co-operation, all of which are important tools in achieving a more secure environment.



Learning Objectives

After the course, the trainees will be able to:

- ❖ Apply knowledge and skills on theoretical-applied basis for analysis of indicators for areas of possible corruption;
- ❖ Demonstrate new capabilities for corruption forecasting and preventive measures planning;
- ❖ Describe NATO's approach to building integrity;
- ❖ Assess key issues and factors, influencing the social environment and behavior in times of crisis consequences and recovery;
- ❖ Identify gaps and weak points in a national system, deteriorated by doubtful practices;



Audience

Military, law enforcement and civil juridical experts involved in crisis response, assigned to NATO HQs and agencies, UN and OSCE missions and operations, EU and any other international and intergovernmental organizations.

Seats: Minimum 15, max. 30

Fee: €300

Venue: CMDR COE, Sofia

Duration: 4 days

Iteration: June



POC: LtC Angel ALEKSANDROV,
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angel.aleksandrov@cmdrcoe.org

COGNITIVE WARFARE COURSE



This new warfare domain has emerged and been put to use alongside the four military domains defined by their environment (maritime, air and space) and the cyber domain that connects them all,



Learning Objectives

- ❖ Awareness of key aspects related to the Cognitive Warfare Concept;
- ❖ Identify the different factors shaping approaches to Cognitive Dimension;
- ❖ Recognising the threat of persistent cognitive attacks and the resulting risk to the Military Instrument of Power (MIoP);
- ❖ Better Situational understanding as a prerequisite for Cognitive Superiority.
- ❖ Outline dimensions of the effective leadership and NATO approach;
- ❖ Stress the importance of military preparedness in a dimension where adversaries persistently attack the Alliance below the threshold of Armed Conflict, with malign intent to undermine cohesion, trust and democratic values.
- ❖ Knowing typical strategies of cognitive warfare.



Audience

Personnel only (OF-4 and higher and/or civil equivalent) assigned to NATO HQs and agencies, missions and operations; NATO members' Ministries of Defence and subordinated HQs.



Seats: Minimum 15, max. 30

Venue: CMDR COE, Sofia

Fee: €300

Duration: 3 days

Iteration Time: June

POC: LtC Svetozar BOSILKOV,
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svetozar.bosilkov@cmdrcoe.org

BCM: BUSINESS IMPACT ANALYSIS IN PUBLIC ORGANIZATIONS & INSTITUTIONS



Gain basic knowledge and essential expert skills for the application analytical methodologies and techniques in public organizations and institutions that support identification their basic and critical functions and planning strategies.

Learning Objectives

After the course, the trainees will be able to:

- ❖ Recognize the theoretical fundamentals of Business Continuity Management and Business Impact Analysis
- ❖ Know basics of NATO BCM policy, organizational structures, and decision-making bodies
- ❖ Recognise the general principles and concepts for the application of Business Impact Analysis in public organizations
- ❖ Practice BIA techniques including planning, collecting, analysing and assessment data, and embedding results in practical solutions .
- ❖ Support the organizational management to identify disruptions and prioritise risk identification and mitigating measures, as well to apply recovery measures for organizational basic functions and services

Audience

Civil and military experts from NATO Member States, European Union and partners.

Seats: Minimum 15, max. 30

Fee: Free

Venue: CMDR COE, Sofia

Duration: 4 days

Time: July

POC: Prof. Mitko STOYKOV,
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DISASTER RELIEF IN CSDP CONTEXT

Gain basic knowledge about the impact of man-made, natural and climate driven disasters on the European Security and in particular on the conduct of CFSP/CSDP.



Learning Objectives

- ❖ EU institutional structures, mechanisms and instruments employed in disaster relief, rescue and humanitarian activities;
- ❖ Disaster relief operations, from diplomatic and military perspectives;
- ❖ The Comprehensive/Integrated approach to crisis management (placing emphasis on the civil-military coordination in disaster relief);
- ❖ EU partnerships and cooperation in terms of policies and practices with stakeholders in the field (UN, NATO, leading humanitarian NGOs).

Audience

Civilian (diplomatic/consular, police, judicial, intelligence of humanitarian NGOs' staff) and military personnel, having expertise and operational experience in civil protection, disaster relief and/or humanitarian assistance. The course is open to participants from Third Countries, with a focus on the participation of experts from the Eastern Partnership countries.

Seats: Minimum 15, max. 30

Fee: Free

Venue: Bucharest, ROU

Duration: 5 days

Iteration Time: July

POC: Mr Doncho DOYCHEV,
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BUSINESS CONTINUITY MANAGEMENT CONTINGENCY PLANNING IN PUBLIC ORGANIZATIONS

Gain basic knowledge and essential expert skills for development and implement robust Business Continuity Management (BCM) plans in public organizations and institutions that provides essential methodologies, tools, and instruments for managing their functionality and products when preventing and respond to disruptions, emergency and crisis situations.



Learning Objectives

- ❖ Support planning, development and training disruption, disaster and crisis management organizational structures and contingency incident management and recovery plans;
- ❖ Possess basic knowledge to support development resilient business continuity strategies for preserving and reconstructing after potential disruptions and emergencies.
- ❖ Recognise general principles and concepts for the application of Business Continuity, Emergency and Crisis management planning in public organizations;
- ❖ Practice BCM planning techniques;
- ❖ Successfully apply basic principles and requirements of International Standards in the area of Business Continuity Management contingency planning.

Audience

Civil and military experts from NATO Member States, European Union and partners.

Seats: Minimum 15, max. 30

Fee: Free

Venue: CMDR COE, Sofia

Duration: 4 days

Time: September

POC:

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Maj. Ralica Bakalova
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Detailed Service Descriptions



RESILIENCE THROUGH CIVIL PREPAREDNESS COURSE

ETOC No: ETE-CM-25589

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

Learning Objectives

After the course, the trainees will be able to:

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

Audience

NATO personnel only (OF-2 and higher and/or civil equivalent) assigned to NATO HQs and agencies, missions and operations; NATO members' Ministries of Defence and subordinated HQs; Ministries and State Agencies functioning within the fields of Civil Preparedness in terms of Crisis Management (CM).

Seats: Minimum 15, max. 30

Fee: €300

Venue: CMDR COE, Sofia

Duration: 3 days

Iteration Time: October

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Detailed Service Descriptions



STRATEGIC DECISION MAKING FOR CRISIS RESPONSE OPERATIONS

ETOC No: ETE-CM-41879

Gain extensive knowledge of NATO Crisis Response at the politico-strategic level within a framework of a Comprehensive Approach to security.



Learning Objectives

After the course, the trainees will be able to:

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



Audience

Military (OF-3 and higher) and/or civil experts with prior responsibilities to support the decision-making process in crisis management at a politico-strategic level.

Seats: Minimum 15, max. 30

Fee: €300

Venue: CMDR COE, Sofia

Duration: 5 days

Time: November

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CMDR EXERCISE PLANNERS TRAINING COURSE

ETOC No: ETE-CM-21785

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



Learning Objectives

After the course, the trainees will be able to:

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

Audience

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

Seats: Minimum 15, max. 30

Fee: €300

Venue: CMDR COE, Sofia

Duration: 5 days

Time: November

POC: LtC Mihai ILIE,
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CMDR ANNUAL CONFERENCE

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



Rationale

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

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

Audience

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

Fee: €115

Seats: Approx. 100-120

Publication: €35

Venue: Sofia, BGR

Duration: 2 days

Time: Beginning of June

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

× **MSG-235 Space Weather Data Processing for Improving Resilience Models**

NATO's increasing reliance on space-based systems for communications, surveillance, navigation, and intelligence gathering makes it vulnerable to space weather phenomena such as solar flares, geomagnetic storms, and coronal mass ejections (CMEs). These events can disrupt satellite communications, navigation systems, and sensor platforms, potentially affecting mission-critical operations. The ability to understand and anticipate the effects of space weather on military assets is crucial for maintaining NATO's operational readiness. By advancing data-driven AI correlation mining, this proposal seeks to offer NATO new insights into how space weather impacts systems on Earth, including critical infrastructure, which could influence command and control, communications, and surveillance capabilities. The AI-driven correlation mining from this project will lead to significant operational advantages, enabling NATO to anticipate and mitigate space weather impacts. These results will be widely applicable, driving both military and civilian innovations in space weather forecasting and response strategies.



× **MSG-221 Modelling and Simulation in Support of Building Resilience and Mass Movement Management**

Focused on the potential benefits of developing an effective and efficient people mass movement management theory for NATO and its member states. The study identifies several key reasons why such a theory could be useful, including its potential to facilitate humanitarian assistance and protection, enhance stability and security, foster international cooperation, promote public diplomacy, and address the consequences of military operations on civilian populations. Emphasizes the importance of addressing the complex and multifaceted challenges of flows to enhance the relevance and effectiveness of NATO as a global security organization.

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