

Annual Booklet

2021 - 2022



Table of Contents

<i>Director's note</i>	1
<i>NATO COE Network</i>	2
<i>CMDR COE Organisation</i>	4
<i>Chronicle 2020-2021</i>	5
<i>Eastern Europe Studies Discussion</i>	5
<i>NATO Stability Policing COE Visit</i>	5
<i>CBRN Analysis Operator Course</i>	5
<i>The Online CMDR Exercise Planners Training Course</i>	6
<i>Online International Conference</i>	6
<i>A Special Iteration of the Gender Focal Point Course</i>	6
<i>Initial Planning Conference for the Jackal Stone Exercise</i>	6
<i>Distinguished Visit to CMDR COE</i>	7
<i>Commencement of MSG-187</i>	7
<i>Online Strategic Decision Making for CRO</i>	7
<i>An Assist to Iraqi National Defence College</i>	7
<i>High Level Course CSDP</i>	7
<i>First VIP visit in CMDR COE for 2021</i>	8
<i>Co-Organising and Hosting North Macedonia 2021 Online Webinar</i>	8
<i>Participation in the ACT's Online Conference</i>	8
<i>First NATO-certified GFP Course for 2021</i>	9
<i>Crisis Management And Disaster Response Course</i>	9
<i>Exercise Belene 21 Seminar</i>	9
<i>Pilot Course of Crisis Management in Multilateral Format</i>	9
<i>Support to Municipal Disaster Response</i>	10
<i>Municipal Exercise Belene 21</i>	10
<i>The Disaster Management Course</i>	10
<i>The Ninth Annual Conference of CMDR COE</i>	11
<i>Climate Change and Security Course 8-11 June 2021</i>	11
<i>Contribution to Cross-Border Early Warning for Disasters</i>	11
<i>Engaging Leadership in Discussion on Gender Perspectives</i>	12
<i>Mobile Training Team in Amman, Jordan, 19-25 June 2021</i>	12
<i>Final Stage of Belene 21 Exercise</i>	12
<i>Romania in CMDR COE Family</i>	12
<i>Flag of Romania raised at CMDR COE</i>	13
<i>New Collaboration</i>	13
<i>Building Integrity for Senior Leaders Course</i>	13
<i>Another Course in Jordan</i>	14
<i>Reflecting on COVID-19</i>	14
<i>In the Ekiden Relay Marathon Again</i>	14
<i>Promising Beginning of Bilateral Interaction with Serbian MOD</i>	15
<i>Disaster Management Course in SEEBRIG HQ</i>	15
<i>EADRCC Exercise in North Macedonia</i>	15
<i>2022 CMDR COE POW Highlights</i>	16
<i>JORDAN'S DEFENCE CAPACITY BUILDING PROJECT</i>	32

MEET challenges,
SEIZE opportunities,
ANTICIPATE the future!

Dear Reader,

**Welcome to the CMDR COE's
Annual Booklet 2021 - 2022!**

The current global events bring to light the great importance of close cooperation, coordinated actions and interaction among key crisis management and disaster response (CMDR) stakeholders. Our security environment is facing multiple challenges of distinct origin and calls for adaptive and comprehensive approach. Never before has the CMDR domain been changing in such a swift manner, nor have human organizations been so strongly interconnected. The present issue aims to provide a brief retrospect into the past year, as well as to offer an insight into the prospects of the Crisis Management and Disaster Response Centre of Excellence (CMDR COE) and its Programme of Work (PoW) for the following year.

Taking into account the intricate security environment at present, we place emphasis on innovative critical thinking, close cooperation among governmental (civilian and military) and non-governmental organizations. We also believe in continuous transformation within the Crisis Management and Disaster Response domain. With the objective to promote said values we co-organized and carried out events in cooperation with our long-term partners. The Centre's partnership with international organisations, governmental agencies and local authorities was further enhanced thanks to our participation through modelling and simulation of disaster and response efforts, decision-making support and initial surveillance by drone during workshops and joint trainings. A cooperation between our Centre and the Defence Academy of the United Kingdom was set during the Building Integrity for Senior Leaders Course, hosted by us and delivered by the BI Team from United Kingdom.

Following our top priority to provide expertise and advice in the field of crisis management and disaster response, our organisation participated in full support of the EADRCC Consequence Management Exercise North Macedonia 2021 via experts, IT equipment, modelling and simulation, MEL/MIL managing, evaluation, analysis, and lessons learned. Hence I would like to praise the achievement of building our Operation Laboratory.



It has been developed in software and hardware mode and presently enables the Centre's operational and strategic aims and perspectives and it supports daily tasks as well. Additionally, the Centre has released more than 30 Status reports since the outbreak of the COVID-19 pandemic and our Centre contributes actively to the improvement of NATO's logistics management.

With regard to the increasing demand for remote communication and education, we managed to conduct our scheduled courses online and in hybrid mode. Alongside our regular courses and events, in February we delivered our NATO-Approved Gender Focal Point course, this time especially for

the newly appointed LANDCOM GFPs, and in June our Centre organized and delivered its first Senior Leaders Seminar (SLS) on Gender Perspectives. We conducted our first webinar on COVID-19 during which we presented our general findings on the topic and we discussed the Centre's future engagement in dealing with this novel crisis.

Not only has our Centre successfully implemented and carried out the ambitious Programme of Work (PoW) 2021, but also plans an even more dynamic PoW for the following year. Moreover, we continue to improve our Internship Programme, while abiding by prevention and control protocols. We are certain that having skillful and highly-motivated young professionals on our team will play a significant role in the successful dealing with modern challenges to collective security. Therefore, we actively encourage the further enhancement of skills and capabilities, and the transfer of knowledge between and among generations. What is more, we are proud to announce that we have managed to introduce a stipend for the interns selected to join our team.

We are knowledgeable about the complexity of the security environment at present and the growing need for active collaboration, innovation and flexibility. Therefore, we are extremely happy that, although 2021 proved to be quite challenging for the entire CMDR domain, we managed to stay united, respond effectively to this new type of crisis, and thus fulfill our mission to transform the multiple challenges to security into opportunities for a better future.

Centres of Excellence (COEs) are nationally or multi-nationally funded institutions that train and educate leaders and specialists from NATO member and partner countries, assist in doctrine development, identify lessons learned, improve interoperability, and capabilities and test and validate concepts through experimentation. They offer recognized expertise and experience that is of benefit to the Alliance and support the transformation of NATO, while avoiding the duplication of assets, resources and capabilities already present within the NATO command structure.

Coordinated by Allied Command Transformation (ACT) in Norfolk, Virginia (USA), COEs are considered to be international military organizations. Although not part of the NATO command structure, they are part of a wider framework supporting NATO Command Arrangements. The ACT has overall responsibility for COEs and is in charge of the establishment, accreditation, preparation of candidates for approval, and periodic assessments of the centres. Designed to complement the Alliance's current resources, COEs cover a wide variety of areas, with each one focusing on a specific field of expertise to enhance NATO capabilities.



BACKGROUND

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

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

Role of COEs

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

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

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

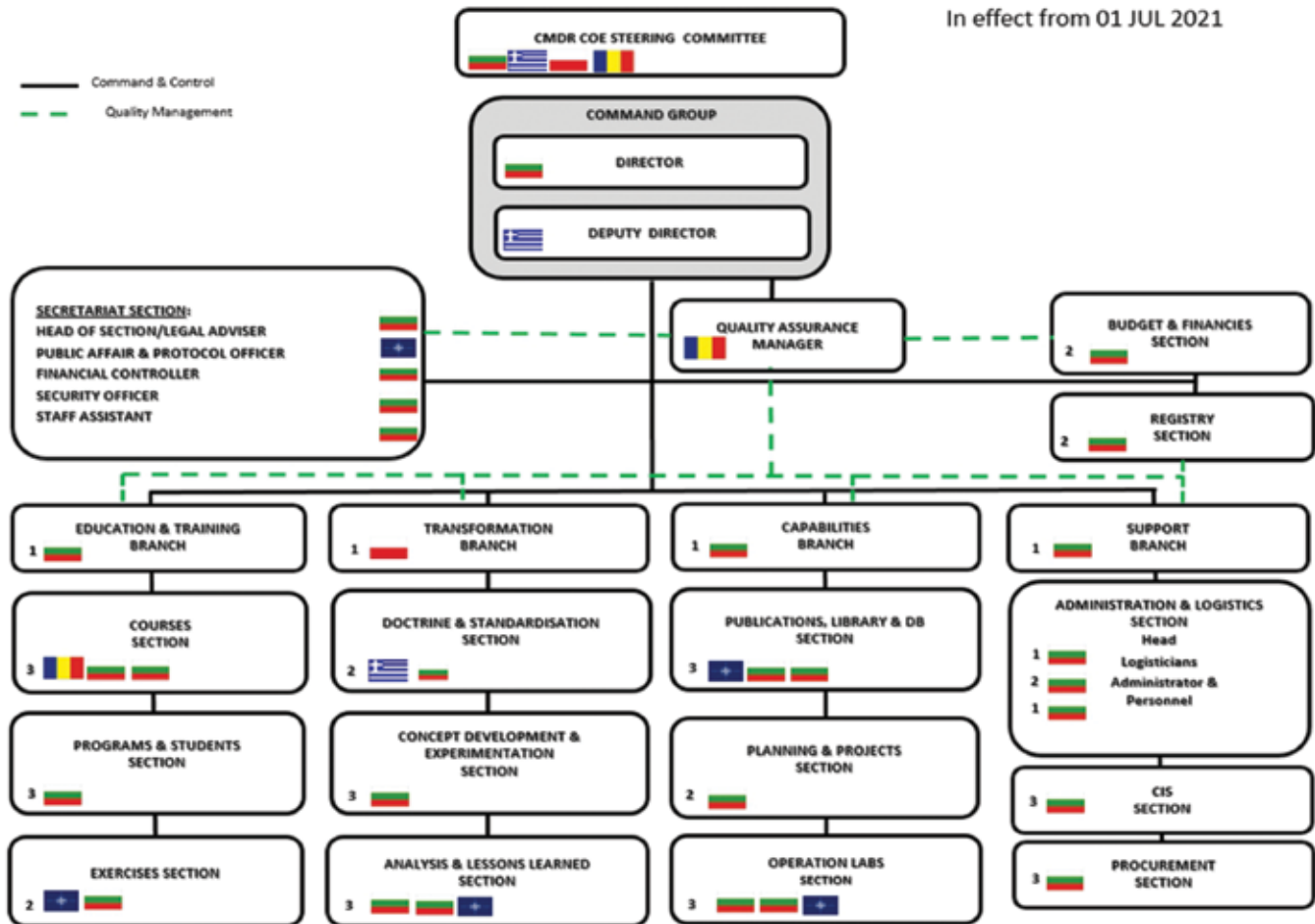
COEs Mechanism

There are three different types of participants for COEs: Framework Nations, Sponsoring Nations and Contributing Nations. Generally, a Framework Nation agrees to take on the responsibility of developing the concept and implementation of the COE. In addition, it agrees to provide physical space for the operation of the COE, as well as personnel to run the institution. Sponsoring Nations contribute financially to the COE and also provide personnel, whose salary they cover. Contributing Nations may provide financial support or some other service that is of use to the functioning of the COE.

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



In effect from 01 JUL 2021



MISSION

As enshrined in the CMDR COE Concept (2016), the mission of the CMDR COE is to act as a catalyst for the enhancement of NATO, NATO Nations' and Partners' capabilities in crisis management and disaster response operations through collaborative partnerships.

To accomplish the Centre's mission we provide subject-matter expertise and advice on crisis management and disaster response, and contribute to doctrine development and to concept development and experimentation. The education and training opportunities we provide, including through mobile training teams, encompass both civilian and military experts from senior military and civilian leadership to staff level, as well as units and teams.

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

MAIN EVENTS SEPTEMBER-DECEMBER 2020

Eastern Europe Studies Discussion



The CMDR COE experts took part as lecturers in an online discussion organized by the Eastern Europe Studies Centre in Lithuania as a part of a project funded by the NATO Public Diplomacy Division's co-sponsorship grant. The discussion, conducted on 14-15 September 2020, revolved around NATO's role in handling non-traditional threats and the opportunities for the alliance to expand its organisational scope or build deeper partnerships to handle those threats. Under the topic for conceptualising a more engaged NATO, our experts accompanied by political analysts, discussed and proposed ideas concerning how NATO approaches tasks that might fall beyond the typical domain of military activities and where, in undertaking such tasks, NATO might be able to cooperate in greater depth with partner organisations or might be able to seek further partnerships. Our contribution to the topic were highly appreciated by the organizers and they designated CMDR COE the most relevant to the whole discussion.

NATO Stability Policing COE Visit



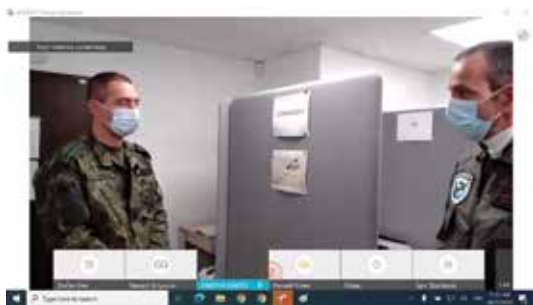
The CMDR COE hosted a delegation from the NATO Stability Policing Centre of Excellence, led by Colonel Giuseppe De Magistris, NATO Stability Policing COE Director. The distinguished guests were warmly welcomed by Colonel Orlin Nikolov, CMDR COE Director, who presented the main activities, projects and Centre's Programme of Work as well. The development of technology will undoubtedly create opportunities but also pose new challenges. That is why we need to have an understanding of the potential negative developments for security in order to be better prepared to face the challenges that lie ahead, stated Colonel Nikolov. On his turn, Colonel De Magistris introduced the mission and work of NATO Stability Policing Centre of Excellence. He expressed his gratitude for the reception and shared his view of the importance of the relationships between the two centers. The meeting discussions were mainly focused on further bilateral cooperation in projects and initiatives.

CBRN Analysis Operator Course



The Crisis Management and Disaster Response Centre of Excellence (CMDR COE) hosted CBRN Analysis Operator Course on 30 September and 1 October 2020, in collaboration with the Bulgarian Joint Force Command. A representative from Bruhn NewTech, Denmark - Mr. Henning Christensen van Brussel carried out the training. The course aimed to enhance theoretical knowledge in CBRN analysis area and gathered 42 participant from different units of the Bulgarian Armed Forces.

The Online CMDR Exercise Planners Training Course



The first online edition of the Crisis Management and Disaster Response Exercise Planners Training Course was conducted in the period 19-23 October 2020 from the virtual studio of CMDR COE. The aim of the event was the acquisition of new knowledge that would help to upgrade the needed skills of planners for planning and managing the crisis management and disaster response exercises. The course was unique in NATO because it integrated the knowledge from NATO Exercise Planning, Crisis Management and Disaster Response domains. There was also one more reason for the uniqueness of the course and it was the variety. There were a variety of participants' nationalities - Bosnia & Herzegovina, Greece, Jordan, Romania, Turkey and Bulgaria and to add up the variety of the organizations represented - both, military and civil sectors as well as educational institutions and international organizations.

Virtual Symposium of NATO Modelling & Simulation Group



Virtual symposium of NATO Modelling & Simulation Group on topic Towards On-Demand Personalized Training and Decision Support was held on 22-23 October 2020 as CMDR COE continues to focus its efforts in the conceptual and scientific part of the crisis and disaster management. The achieved deliverables are recognized by the mentioned domain's community and the academics. The article was presented by the CMDR COE's director, Colonel Orlin Nikolov during symposium of NATO Modelling & Simulation Group. The payed respect by the audience was due to the fact that apart from the reported conceptual outcomes, was shown also their practical implementation. It proves the concept and make it useful for the community. The presentation provoked numerous questions, mostly about the developed platform

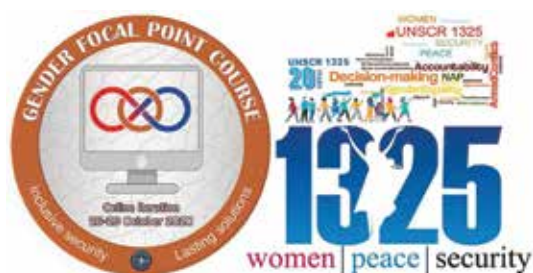
Online International Conference



The NATO Deputy Secretary General, Mr Mircea Geoana and Rear Admiral John Tammen, Deputy Chief of Staff for Strategic Plans and Policies (DCOS SPP) at NATO Headquarters, Supreme Allied Command Transformation took part in the international conference "Preparing NATO and the Allies to the future challenges" on 27 October 2020. This very prominent online conference was held by the CMDR COE in collaboration with Sofia Security Forum and Bulgarian Naval Academy and under patronage of the Ministry of Defense of the Republic of Bulgaria. It was supported by the NATO's Public Diplomacy Division and Konrad-Adenauer-Stiftung Foundation.

A range of topics were presented by key speakers across the Atlantic to the virtual participants. Conference's panels covered issues of the ongoing covid pandemic and the importance of Allied solidarity in the present situation. All lecturers placed special emphasis upon the establishment of sufficient capabilities in order to meet further challenges, notably stockpiles of medical supplies; opportunities and risks deriving from the emergence of new technologies; and the imperative for the Allied militaries and societies to increase their resilience to cyber and hybrid threats, terrorism and climate change. All speakers pointed out that further challenges to NATO and Member States will require more efficient spending, enhanced sharing of knowledge and expertise, as well as cooperation between security sector, academia and industries. Furthermore, the current crisis shows that it is extremely important to improve the synergy between military and civilian capabilities as a prerequisite for improved efficiency.

A Special Iteration of the Gender Focal Point Course



Responding to a request for support from and working in close cooperation with the NATO Allied Command Operations (ACO) Gender Advisor's office, the CMDR COE conducted a special iteration of the NATO-approved Gender Focal Point course. From 26 to 29 October 2020, a group of newly appointed ACO GFPs received tailored synchronous and instructor-guided online training aimed to enable them to support the integration of gender perspectives within their respective area of responsibility. The CMDR COE is happy and honoured to be supporting NATO's efforts to integrate gender perspectives at the strategic and operational levels.

Distinguished Visit to CMDR COE



The Crisis Management and Disaster Response Centre of Excellence (CMDR COE) had the privilege to welcome H. E. Mr. Jeong Jin-Kyu, the Ambassador Extraordinary and Plenipotentiary of the Republic of Korea to the Republic of Bulgaria. On November 4, 2020 the CMDR COE presented to the distinguished guests the concept, vision, principles, COEs network, and specifically the organization of the Sofia's Centre. The expressed interest from the representatives of the South Korean Embassy was mainly on the opportunity of non-NATO nations to join such Centres of Excellence as contributing nation and the benefits both sides would achieve. Ambassador Jin-Kyu was impressed by the products and capabilities provided by CMDR COE, and especially on the internship program and the opportunity for cooperation with South Korean military academics and experts in the broad joint endeavour of crisis management and disaster response worldwide.

Commencement of MSG-187



The MSG 187 Space Weather Environmental Modelling (SWEM) is led by the CMDR COE and aims at several scientific objectives as to determine operational modeling gaps and trace a roadmap for modeling and simulations forward. Therefore an online meeting was held on November 19, 2020, the first one from many that are going for the period September 2020 - September 2023. The co-chairman of MSG-187, Colonel Orlin Nikolov moderated this virtual event and introduced all players in the group. Additionally the objectives and administrative guidelines for future work were presented. The scientific results and expected achievements were discussed. A date is set for the next meeting - 10 December 2020, as it will be in a workshop format with external participants who will present national capabilities and resources in the area of Space Weather.

Online Strategic Decision Making for CRO

The first edition of Strategic Decision Making for Crisis Response Operations five-day course was delivered in Advanced Distributed Learning Format within 23 to 27 November 2020 from the virtual studio of the Center. The aim of this online event was to provide the attendees with extended knowledge of NATO Crisis Management with a focus on the decision making process from strategic perspective. There were 10 participants from Bulgaria and Jordan. All the trainees received a profound knowledge in the Crisis and Consequence Management through participation in the theoretical modules and in a tabletop exercise, supported by the Centre's Operational Laboratory. The results achieved by the trainees divided into two groups were tested by the deployed in the course simulation system, thus providing them with a qualified feedback as a justification of the taken decisions.

An Assist to Iraqi National Defence College

The Crisis Management and Disaster Response Centre of Excellence (CMDR COE) and Crisis Response Systems and Exercises (CRSE) section in the NATO HQ Operations Division in Brussels, Belgium have been identified as having the appropriate expertise to advise the Iraqi National Defence College (NDC) on planning and conducting crisis management exercises. The aim of the workshop was to advise the NDC instructors who will act as facilitators during the NDC's crisis management exercise on the methodology for planning, conducting and evaluating their annual crisis management exercise, carried out as part of the NDC Course. During the workshop the NDC instructors received an information on the principles of NATO's approach to strategic-level crisis management exercises; to consider potential shortfalls in the planning, conduct and evaluation of their own crisis management exercise; to think of possible mitigation measures; and to conduct a de-risking exercise in relation to the execution of the NDC's own crisis management exercise.

High Level Course CSDP

The Module 4 of the 15th edition of Altiero Spinelli High-Level Course (HLC) in European Common Security and Defence Policy (CSDP) took place in the period 14-18 December 2020, entirely conducted online. The CMDR COE supported the event by providing moderators and speakers on a variety of security and defence-related topics such as climate change, crisis and disaster management, and gender in military operations. Moreover, the Centre ensured the technical realisation of the course by leveraging its modern fully-equipped recording studio. The aim of the HLC is to prepare selected senior experts from EU Member States, candidate countries and EU institutions for leadership positions in the application and development of CSDP policies and crisis management capabilities. Module 4 is designed to deepen the participants' understanding of the role of relevant EU CSDP institutions while also providing a practical exercise into Common Foreign and Security Policy (CFSP) procedures.

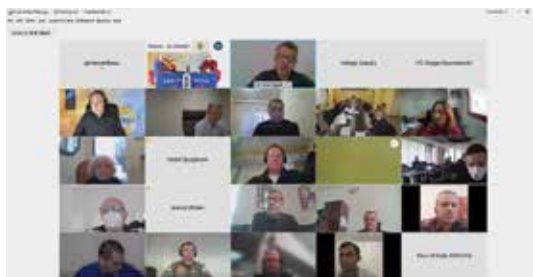
MAIN EVENTS JANUARY-SEPTEMBER 2021

First VIP visit in CMDR COE for 2021



The newly appointed Defence Attaché of the French Republic, Colonel Daniel Parpaillon paid a visit to the Crisis Management and Disaster Response Centre of Excellence (CMDR COE) on January 14, 2021. The distinguish guest was introduced to the mission, vision, principles, COEs network, and specifically the organization of CMDR Centre, the ongoing projects and provided courses. Colonel Parpaillon was impressed by the spectrum of the program of work which not interrupted by the recent COVID-19 pandemic. Indeed, the capabilities of the Centre were enhanced meeting highest standards of quality assurance. The French Defence Attaché appreciated highly the CMDR COE achievements and highlighted the importance of the existence and performance of such Centres of Excellence, especially in nowadays challenges, crises and various threats.

Co-Organising and Hosting North Macedonia 2021 Online Webinar



As one of milestones directing towards preparation for exercise North Macedonia 2021, the EADRCC together with CMDR COE organized Online Webinar on January 27, 2021. It was dedicated to acquaint nations with requirements, possibilities and challenges connected with Consequence Management Exercise. The Webinar was opened by the exercise director, Mr. Marc Di Paolo from NATO HQ and Mr. Urim Vejseli, representor of the Republic of North Macedonia. Coordinators presented short video clips showing in visual way exercise scenario, exercise sites and planned base of operation. Head of Evaluation and Chief of DISTAFF introduced and presented questioners related to evaluation and DISTAFF position. Mr. Wim Vanahmme

presented intended national participation questionnaire. All presentations were followed by Q/A sessions moderated by Colonel Orlin Nikolov and Colonel Dariusz Dobron from CMDR COE.

Participation in the ACT's Online Conference



The NATO's Centres of Excellence, coordinated by Allied Command Transformation, are providing vital support to NATO missions and operations during the pandemic, while also collecting all relevant data for future post pandemic analysis. Hence the CMDR COE joined the on-line conference with the Allied Commander Transformation (ACT), Centre of Excellence Defense Against Terrorism, Ankara (COE-DAT). It was conducted on February 18, 2021 as the ACT is looking at ways to improve logistics management, pandemic analysis and Information Environment Assessment capabilities of NATO. General Paolo Ruggiero, the Deputy Supreme Allied Commander Transformation, pointed out that responding to the COVID-19 pandemic is the main challenge for the Alliance. The challenge that required innovative solutions to support the decision-making of military leaders; deliver logistics and supplies to isolated individuals and teams; identify false information and mitigate its effects on NATO operations. Allied

Command Transformation is drawing upon a vast network of military and civilian professionals from Centres of Excellence, nations, scientists, medical professionals and military experts to position the Alliance during this pandemic. The focus of Command work is to innovate solutions to warfare development, coordinate work with Centres of Excellence and analyze NATO's posture with recommendations for necessary adjustments.

First NATO-certified GFP Course for 2021

Responding to a request for support from, and working in close cooperation with, the NATO LANDCOM Gender Advisor's office, the CMDR COE conducted a special iteration of the NATO-approved Gender Focal Point (GFP) course. Thus from 22 to 25 February 2021, a group of newly appointed LANDCOM GFPs received tailored synchronous and instructor-guided online training aimed to enable them to support the integration of gender perspectives within their respective area of responsibility and chain of command. Stepping up the delivery of the GFP course, the CMDR COE is happy and honoured to be supporting NATO's efforts to integrate gender perspectives at the strategic and operational levels.

Crisis Management And Disaster Response Course



From 22 March to 26 March 2021, CMDR COE successfully conducted the Crisis Management and Disaster Response course. The aim of this online event was to provide the attendees with basic knowledge to NATO Crisis Management, NATO Crisis Response System, its complementary elements - NATO Crisis Management Process, Civil Emergency Planning and Operations Planning and Building Resilience through Civil Preparedness. It is the Center's overarching course giving the whole picture of the Crisis and Disaster Management processes within the International community and particular - in NATO. The course participants highly appreciated the lectures of guest

instructors from OSDIFE (Observatory on Security and CBRN Defense) - Mr Stefano Scaini and from NATO MILMED COE, Dr Silke Ruhl. All the trainees received a profound knowledge on the Crisis and Consequence Management of CBRN and IED (Improvised Explosive Devices) threats, and in addition they got the perspective on Infectious diseases, Outbreaks, Epidemics and Pandemics. The course was attended by representatives of different civil and military structures and institutions from Azerbaijan, Belgium, Bosnia and Herzegovina, Bulgaria, Czech Republic, Greece, Germany, Jordan, Morocco, Poland, Romania, Ukraine and United Kingdom. The course objectives were achieved and complemented by detailed and productive teamwork in a virtual classroom reality.

Exercise Belene 21 Seminar



CMDR COE team participated in a seminar, held in the town of Belene, Bulgaria. It was for the preparation of a municipal exercise to improve the interaction and coordination of the components of the Unified Rescue System and the executive authorities for disaster response exercise Belene 21. Partners of the CMDR COE in conducting the Municipal exercise are: District Administration, Fire Safety and Civil Protection Regional Directorate-Pleven and the Center for Research. In addition, members from the Directorate of River Administration - Ruse, Directorate National System Call 112 -Sofia, Regional Service of Military Police-Pleven, Bulgarian Land Forces Command, and 55th Engineer Regiment also took part in the event. The presentations that were presented are the basis for good planning for the upcoming exercise in concern of the local response to natural disasters and incidents.

Pilot Course of Crisis Management in Multilateral Format



The Crisis Management and Disaster Response COE in cooperation with our long-term partner, Diplomatic Institute-Bulgaria co-organized and carried out a pilot course on Crisis Management in Multilateral Frameworks (IGOs): The Role of Political/Civilian and Military Crisis Diplomacy in the period 11-13 May 2021. The training was conducted online broadcasted from the Centre's multimedia studio. The event was opened by Mrs. Tanya Mihailova and Colonel Orlin Nikolov, respectively directors of the two bodies and both underlined the role of multilateral diplomacy in conflict prevention and peacebuilding. The program of the pilot course included topics related to the management of international and regional crises in the context of the UN, NATO and EU visions and the relationship between civilian and military crisis diplomacy for peacekeeping.

Support to Municipal Disaster Response



A team of experts from CMDR COE has participated in full support of the exercise Belene 21, in the municipality of Belene, Bulgaria. Participated also representatives from the local administration of the town of Belene, Regional Directorate and Regional Service Fire Safety and Civil Protection, Regional Police Department, militaries from the 55th Engineer regiment, Branch for Emergency Medical Aid from the local hospital, water supply and sewerage company, electric company. The activities in the second stage were observed in person by chiefs and experts from Pleven Province agencies and governmental bodies. The training event was divided in two stages for the period 18-19 May 2021. The first part was dedicated to the training of assembly and activation of the Municipal disaster response HQ. Here CMDR COE experts sustained discussions and consultation in concern of the exercise scenario execution as planned - reaction to an earthquake and floodings

in consequence. As an inseparable part of the whole planning process, CMDR COE carried out responsibilities for implementation of MEL/MIL besides the scenario creation and management. The second phase of the Belene 21 exercise has contained demonstration of the capabilities of the key elements in the exercise. There were trainings in alpine evacuation, firefighting, drainage of contaminated zone and water purification as well as explosive ordinance disposal. The Municipal disaster response HQ was deployed supported by CMDR COE Operational Laboratory. It provided modelling and simulation of calamities and support to the activities assessment.

Municipal Exercise Belene 21



This training event was first of its kind and tested municipal and regional capabilities for decision-making and coordination of activities in case of natural disaster. The focus was on interaction between civil and military stakeholders and improvement of their interoperability. The exercise fulfilled its goals to train the actions of the municipal headquarters for the implementation of the municipal disaster response plan.

The CMDR COE contribution to the successful exercise execution was consisted by expertise, IT equipment, modelling and simulation, MEL/MIL managing, evaluation, analysis, lessons learned, etc. Based on the gained experience and lessons learned (LL), the Centre has provided full support to the Regional Crisis Response System in the preparation of Contingency Plans of Belene Municipality, their test and validation.

The Disaster Management Course

Recognizing the increasing role of physical and human induced disasters in contemporary and future security environment, from 24 May to 28 May 2021, CMDR COE conducted its Disaster Management Course. Due to the COVID-19 pandemic situation the event was held both at the Center's premises in Sofia, Bulgaria and online. The course aim is acquisition of basic knowledge related to disasters as phenomenon, the disaster management process and its close relation to the risk management process, as well as the main players and mechanisms in disaster response. The event included various briefings and practical works covering the following topics: Disaster Fundamentals, Disaster Environment and Disaster Risk Management, Risk and Vulnerability Assessment, National Disaster Risk Reduction Planning, UN Role in Disaster Relief, EU Civil Protection Mechanism, NATO Civil Emergency Planning, Civil-Military Coordination in HA/DR, etc.

The Ninth Annual Conference of CMDR COE



The annual conference on Crisis Management and Disaster Response (CMDR) provided a wide platform for interaction and exchange among the CMDR community of interest SMEs from NATO, NATO Allies and Partners, the academia and the private and non-governmental sectors. The 2021's discussions set focus on Climate Change as a global trend, threat implicating on all aspects of life, and space weather environmental modelling. Speakers highlighted of climate change on the individual, state actors and non-state actors and of course - on military activity. It was stressed attention to the fact that information on future conditions is complex and limited (e.g., modeling, uncertainty) and there are cascading impacts which add a second layer of complexity that's often ignored nowadays. In addition pointed that the threat multiplier characteristic of climate change will increase problems such as government instability, the spreading of diseases, conflicts

over material supplies, strengthening of radicalism globally, and widespread migration as well.

Climate Change and Security Course 8-11 June 2021



CMDR COE under the auspicious of the European Security and Defence College (ESDC), with the support of the Diplomatic Institute to the Minister of Foreign Affairs of the Republic of Bulgaria, organised and conducted a hybrid Climate Change and Security course. The course took place from 08 to 11 June 2021 at the CMDR COE premises and online. It offered an ample opportunity for acquiring new knowledge and for constructive exchange of good practices. A diverse group of representatives from NATO Allies, the Istanbul Cooperation Initiative and Partners Across the Globe, who work on climate change mainstreaming policy development and implementation at the national or regional, and international levels, as well as such involved in civilian protection, disaster protection and humanitarian assistance capacity building took part in the course. The aim of the course was achieved by describing global

warming as a phenomenon and a security threat multiplier, discussing the main factors which affect the environment, assessing the impact of climate change on international peace and security in short, mid and long term period and considering integrated policy options to address these climate-security challenges.

Contribution to Cross-Border Early Warning for Disasters



Following the outright success of the Belene 21 Disaster Response Exercise, in the period 9-11 June 2021 CMDR COE experts participated in a workshop and joint training for the implementation of the project Effective Approach to Fire Prevention in a Cross-Border Region. Sponsored by the EU's cross-border cooperation program INTERREG - IPA Bulgaria - Turkey, the exercise has put the culmination point of the long term transborder efforts in searching of higher effectiveness in risk management, capacity building and the integration of the response against natural disasters. An early warning siren system for an imminent threat has already working in three villages - Tsarevo, Ahtopol and Lozenets - in Strandzha Mountains (in Thrace, South East Bulgaria). The system is based on this project for cross-border cooperation between the interior ministries of Bulgaria and Turkey. Our Centre also have played a

key role in its implementation. The CMDR COE have contributed through modelling and simulation of the disaster and response efforts, decision-making support and initial surveillance by drone. Such activities lead to deepening the Centre's partnership with the Bulgarian Ministry of Interior and local authorities.

Engaging Leadership in Discussion on Gender Perspectives

In response to a request for support by the NATO Communication and Information Systems Group (NCISG), the CMDR COE organised and delivered its first Senior Leaders Seminar (SLS) on Gender Perspectives. The SLS took place on 21 June 2021 and saw senior NCISG staff discuss gender mainstreaming and gender equality in relation to organisational and operational effectiveness. The SLS agenda was tailored to the specific needs and requirements of the requesting entity and aimed at providing a platform for a fruitful discussion on integration challenges, opportunities and lessons-learned. The CMDR COE was kindly supported by SMEs from the Nordic Centre for Gender in Military Operations (NCGM) and the Norwegian Defence Staff.

Mobile Training Team in Amman, Jordan, 19-25 June 2021



A mobile training team (MTT) from the Centre conducted a CMDR Exercise Planners Training Course in Amman, Jordan from 19 to 25 June 2021. Its goal was to enhance the skills and knowledge of the Jordanian National Center for Security and Crisis Management (NCSCM). Representatives from Jordanian NCSCM, ministries and state agencies took part in the course. The event comprised a theoretical part and syndicate works. During the theoretical part, the experts from CMDR COE provided a large spectrum of briefings to the attendees. Throughout the syndicate works, the course participants had the opportunity to apply the just acquired knowledge. The Vice Chairman of NCSCM Brigadier General Hatem Alzoubi and Bulgarian Military Attache COL Stoyan Uzunov participated in the closing ceremony. During his speech Brigadier Alzoubi expressed his highly gratification from CMDR COE's expertise

and congratulated all Jordanian attendees for the successful completion of the course.

Final Stage of Belene 21 Exercise

An Analysis and Reporting meeting and results evaluation were held on 30 June 2021 as the last stage in completion of the organizational cycle of the Belene 21 crisis response exercise. The purpose was to determine whether the exercise succeeded in achieving the Exercise Objectives and the Training Objectives, as well as to analyse all observations captured during the previous phases and to validate the proposed remedial actions in order to obtain valid lessons identified on both operational and exercise issues. Representatives of all the participating institutions got together for this last event, which marked the end of a year period of planning and execution of the Municipal Disaster Response Exercise Belene 21.

Romania in CMDR COE Family



On 29 June 2021, the Ministry of Internal Affairs of Romania signed a Note of Joining to participate in the Memorandum 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 of the Crisis Management and Disaster Response Centre of Excellence. The Ministry of Internal Affairs of Romania have decided to broaden its participation in NATO's overall crisis management and disaster response transformation efforts. The Joining could have a determining role in the sharing of expertise in the fields of crisis management, disaster response, civil protection and resilience.

Flag of Romania raised at CMDR COE



The flag of Romania was raised at the Crisis Management and Disaster Response Centre of Excellence (CMDR COE) headquarters during a ceremony welcoming the country's accession to the CMDR COE. On July 1, 2021, Romania officially joined the Crisis Management and Disaster Response Centre of Excellence (CMDR COE) and became the third Sponsoring Nation of the Sofia-based military international organization dedicated 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.



The Ambassador of Romania to the Republic of Bulgaria, H.E. Ms. Brandusa Ioana Predescu, Police Superintendent Alexandru Iorgulescu, Home Affairs (Police) attache, attended in person the ceremony to hoist the flag with the Romanian military attache, Colonel George-Adrian Enache. The Minister of Defence of Bulgaria, Mr Georgi Panayotov, and Deputy Chief of Defence Lieutenant General Dimitar Iliev, congratulated the special event marked also with the presence of the Ambassador Extraordinary and Plenipotentiary of the Republic of Albania to the Republic of Bulgaria, H.E. Dr. Donika Hoxha; the Ambassador Extraordinary and Plenipotentiary of the Kingdom of Morocco to the Republic of Bulgaria, HE Mrs. Zakia El Midaoui; and the Ambassador of the Republic of Serbia to Bulgaria, HE Mr. Zeljko Jovic. The defence and military attaches of Greece, Poland, Serbia, Turkey and the USA attended the ceremony.

New Collaboration



A Framework Collaboration Agreement has been signed between CMDR COE and Protection and Rescue Directorate of North Macedonia on 5 July 2021. It has been elaborated to promote, facilitate and consolidate the cooperation in education, training, research and development, based on the principles of reciprocity and mutual benefit. In the official meeting for signing, the Director of the Protection and Rescue Directorate of the Republic of North Macedonia, Mr. Bekim Maksuti presented the structure, responsibilities, activities and tasks of his organization. As members of the Disaster Preparedness and Prevention Initiative or South Eastern Europe, Bulgaria and North Macedonia, cooperate actively in the domain of crisis management and disaster response.

Building Integrity for Senior Leaders Course

CMDR COE hosted the Building Integrity for Senior Leaders Course delivered by the BI UK Team at the Defence Academy of the United Kingdom. It was an online iteration that took place from 13 to 15 July 2021. The aim was to raise awareness of corruption risks and enhance understanding of measures and practices to minimize, stop and mitigate the impact of corruption on defence and security sectors and tackle issues of mismanagement of public assets. The course programme encompassed the elements of the NATO Building Integrity Policy, as endorsed at the NATO Summit 2016 in Warsaw, as well as a number of real-life case studies contributing for fruitful discussions and sharing opinions and experience. Corruption and poor governance are recognized as security challenges that undermine freedom, rule of law and economic development, and erode public trust. The principles of integrity, transparency and accountability are paramount and necessitate strong mindset and compliance with a high-standard Code of Conduct. Thus Building Integrity is to be considered at all stages of crisis management and disaster relief operations.

Another Course in Jordan



In the period from 11 to 15 July 2021, the National Center for Security and Crisis Management (NCSCM) in Amman, Jordan, hosted for a third consecutive time a mobile training team from CMDR COE. It conducted a course as a part of the NATO Defense Capability Building Project for Jordan. The topic was Disaster Relief Operations / Disaster Management and provided the trainees with the theoretical foundations about disasters, humanitarian crises and complex emergencies in the context of NATO crisis and disaster management process. The course participants from NCSCM and from different Jordanian agencies and ministries had the opportunity to train into practice the main processes related to a disaster relief coordination and risk assessment during the practical part of the course. The aim of the event to enhance the professional skills and knowledge of the trainees and to strengthen the NCSCM's capacity within the

above area was fully achieved. The course was organized as an interactive training comprising a theoretical part and syndicate tasks during which the participants were actively working on a specific scenario, learning how to process and derive specific information in order to manage with the different tasks as a part of a disaster management staff. During the closing ceremony, the Vice Chairman of NCSM Brigadier General Hatem Alzoubi and Bulgarian Military Assistant Attache major Lazar Nikolov greeted the participants and the CMDR COE's team for the successful completion of this cooperative event. During his speech, the Brigadier Alzoubi expressed his gratitude to the CMDR COE's team for their support to the capability development process and the desire for continuing this fruitful cooperation in the future.

Reflecting on COVID-19

On 19 July 2021, the CMDR COE conducted its first Webinar focusing on the novel coronavirus. The 'Reflecting on Covid-19: Lessons Identified and Ways Ahead' Webinar aimed to present the CMDR COE's general findings on Covid-19, based on 30+ Reports produced since early March 2020, and to discuss the Centre's future engagement with and activities on the subject. A moderated panel discussion enabled CMDR COE staff members and representatives from other NATO COEs to deliberate on solutions for improved planning for prevention, preparedness, response and recovery from health crises. The active participation of the audience made the exchange all the more valuable. Serving itself to exemplify fruitful cooperation, the Webinar highlighted the importance of strengthened information sharing and coordination in the face of complex global threats with multiple reverberating effects across different spheres of life. The findings of the discussion will serve to support the CMDR COE in identifying future paths for its analytical work on Covid-19.

In the Ekiden Relay Marathon Again



The CMDR COE Team won third place in the category Governmental Institutions at the 7th Sofia Ekiden (Relay) Marathon on 6 September 2021. Six members of the CMDR COE ran alongside representatives of several governmental and non-governmental institutions, as well as teams representing corporate organizations. The CMDR COE team covered the total marathon distance of 42.195 km, divided in six legs (relay positions) - 5km, 10km, 5km, 10km, 5km, 7.195km. This year's Marathon marked 136 years of Bulgarian Unification and our team demonstrated evident team spirit and high motivation.

Promising Beginning of Bilateral Interaction with Serbian MOD



A delegation from the Directorate for European Integration and Project Management of the Defense Policy Sector of the Ministry of Defense of the Republic of Serbia visited CMDR COE for expert talks on project management activities. The event provided information and knowledge exchange among civilian and military experts, and promoted coordination of actions in the crisis management and disaster response domain. The delegation was led by Mr. Milan Milutinovic, Head of the European Integration Group. Together with Ms. Jelena Krdzavac-Skacic, Head of the Project Management Group and Mr. Slobodan Stanojlovic from the Sector for Defense Policy of Serbian Ministry of Defense were welcomed by Colonel Orlin Nikolov, CMDR COE Director. He presented to the guests different aspects of the ongoing projects and provided courses by the Centre. Additionally the Centre's branch heads introduced the

visitors with the routines of their respective subordinated branches. The Serbian delegation expressed interest on the opportunities of a non-NATO nation to join the Centre's activities and projects as well as the benefits both sides would achieve. Colonel Orlin Nikolov underlined the wide opportunities of possible contribution and collaboration as the CMDR COE is open for all NATO and PfP members, as well for NATO's Mediterranean Dialogue and the Istanbul Cooperation Initiative, and Global partners.

Disaster Management Course in SEEBRIG HQ



From 14 to 17 September 2021 a Mobile Education and Training Team (METT) from CMDR COE conducted a Disaster Management Course. It was held at South-Eastern Europe Brigade (SEEBRIG) HQ, Kumanovo, Republic of North Macedonia. The aim of the event was acquisition of basic knowledge related to disasters as phenomenon, as well as the main players and mechanisms in disaster relief in order to facilitate the use of SEEBRIG ETF tool in such operations. Twenty attendees from SEEBRIG HQ participating nations and representatives of Kumanovo Municipality took part and successfully completed the course. Numerous aspects of the disaster risk assessment as well as planning of disaster response operations and missions were trained during the team works. As a result of the syndicate sessions a short briefing was presented to the Chief of SEEBRIG HQ. All course learning objectives were covered and the course aim

was fully achieved. During their closing remarks, CMDR COE's Team and SEEBRIG Commander expressed their mutual desire for the continuation of the fruitful cooperation and collaboration into the future.

EADRCC Exercise in North Macedonia



The CMDR COE participated in the NATO EADRCC Consequence Management Exercise North Macedonia 2021. It was held in the town of Ohrid, Republic of North Macedonia from 20 to 23 September 2021. This huge training event aimed to train and exercise procedures for the local Emergency Management Authority (LEMA) besides the UN models for the On-Site Operation Coordination Center (OSOCC), as well as the Urban Search and Rescue Coordination Cell (UCC) and the Emergency Medical Teams Coordination Cell (EMTCC). The training audience were liaison officers and team leaders assigned in consequence management teams. The team from CMDR COE actively participated in the execution phase of the exercise and contribute significantly to the whole organization and conduct. The Centre provided expertise in the Evaluation and Analysis. The table-top part of the

exercise was supported via CMDR COE's Operational Laboratory with created Virtual Reality environment. The teams were actively involved in the exercise by VR, all training objectives were covered and the aim of the exercise was fully achieved. Additionally the Centre enabled the broadcast of the opening ceremony and VIP symposium.

2022 CMDR COE POW Highlights

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
1.	NATO RFS							
1.1	HQ SACT	HQ SACT	Support NATO COVID-19 LL Campaign	Support ACT efforts in regards to the NATO Covid-19 Lessons Learned Campaign.	CMDR COE LL POC are requested to support the NATO COVID-19 Lessons Learned Campaign in their area of expertise and nations.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Rumen Manchev rumen.manchev@cmdrcoe.org Office: +359 2 92 24747
1.2	HQ SACT JDLL and CPD Branch	HQ SACT, JALLC	COE Support to NATO Lessons Learned Conference 2022 (Placeholder).	COE LL POC Support to NLLC 2022 (Placeholder).	HQ SACT requests COE LL POC(s) participation & support to the NATO LL Conference in 2022. This is a Placeholder, further information (date/ location) will be updated when available.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Rumen Manchev rumen.manchev@cmdrcoe.org Office: +359 2 92 24747
1.3	HQ SACT JDLL and CPD Branch	ACT	Hosting of ACT Lessons Learned SPRING week 2022	CMDR COE will host ACT LL SPRING week 2022 (Placeholder).	HQ SACT requests COE LL POC(s) participation & support to the ACT LL SPRING week in 2022. This is a Placeholder, further information (date/ location) will be updated when available.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Rumen Manchev rumen.manchev@cmdrcoe.org Office: +359 2 92 24747
1.4	HQ SACT JDLL and CPD Branch	ACT	ACT Lessons Learned FALL week 2022	COE LL POC Support to ACT LL FALL week 2022 (Placeholder).	HQ SACT requests COE LL POC(s) participation & support to the ACT LL FALL week in 2022. This is a Placeholder, further information (date/ location) will be updated when available.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Rumen Manchev rumen.manchev@cmdrcoe.org Office: +359 2 92 24747
1.5	HQ SACT JDLL Branch	HQ SACT and JALLC	COE Support to NATO Lessons Learned Process (2022 Placeholder)	COE LL POC is requested to analyse an issue within the realm of the COEs specific area of expertise in order to develop an Analysis Report either in support of HQ SACT and JALLC or leading the study.	Conduct an Analysis Report (AR) in the COE specific area of expertise either in support of HQ SACT/ JALLC or by leading the activities related to the AR, in accordance with PARL (Placeholder for 2022).	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Rumen Manchev rumen.manchev@cmdrcoe.org Office: +359 2 92 24747
1.6	SACT SPP Strategic Foresight Branch	JWC	Long Term Military Transformation (LTMT)	Foresight Topical Paper Development and Review – Black Sea	Focus of this foresight work strand is centered on an assessment of challenges and opportunities the Black Sea region may present the Alliance out to 2040 and beyond. Scope of request for support includes participation in a workshop (either virtual or physically in Romania – TBD likely in Q4 2021), and review/commenting on the draft paper via a commenting matrix. The report is anticipated to be 15-20 pages in length. In the assessment field, please list the COE POC for this initiative.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Efthimios Greven-topoulos efthimios.grevenopoulos@cmdrcoe.org Office: +359 2 92 24744 LTC (OF-4) Tsvetan Panovski tsvetan.panovski@cmdrcoe.org Office: +359 2 92 2746
1.7	JFC Naples J9 Military Partnership Branch	JFC Naples J9 Military Partnership Branch	Partnership Outreach MTTs	Providing training support to partner countries if requires.	Provide MTT to partner countries (PPP/ICI/MD), and associated costs (beyond travel).	Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
1.8	SHAPE J9	SHAPE J9	CIMIC/CMI Steering Committee	To coordinate all CMI and CIMIC related activities.	Discussing and developing of procedural approaches to current CMI-related challenges within NATO.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24699
1.9	HQ SACT	COEs	COE Marketplace	The aim of this event, with the full support of the IS/IMS senior leadership, is to provide an occasion for all national delegates and NATO HQ staff to recognize, understand and embrace the value of the expertise, support and advice, provided by CMDR COE to the Alliance.	To promote the CMDR COE's work and share examples of the products and outputs the Centre deliver to NATO on behalf of the Sponsoring Nations.	Jun	Jun	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700 COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
1.10	SHAPE J9	SHAPE J9	CIMIC/CMI WG / CIMIC/ CMI COI (Synergy)	To coordinate all CMI and CIMIC related activities, including the harmonisation of CMI and CIMIC conducted in and by the different operational level HQs and to incorporate the lessons learned from ongoing operations into the doctrine revision process. As well as, Exchanging expertise for the development of a joint modeling and simulation modular design. It tends to enhance Experimentation, Education, Training and Exercises (EETE) with understanding of civil environment and response mechanisms from the operational perspective.	Discussing and developing of procedural approaches to current CMI-related challenges within NATO. Joint Modeling and Simulation Tool available to courses, exercises and NATO events	Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731 COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705 LTC (OF-4) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 2 92 24757
1.11	NATO/ CCOE	NATO/ CCOE	Resilience through CP (exchange of SMEs)	The CMDR COE is dedicating targeted efforts at supporting NATO's efforts to increase resilience in the crisis management and disaster response domain. Responding to an identified gap in the education and training landscape, the CMDR COE and the CIMIC Center of Excellence (CCOE), NATO Department Head for CIMIC/CMI/Civil Preparedness discipline, jointly developed and successfully piloted in DEC 2019 a tailored training and education solution - the Resilience through Civil Preparedness course.	The two ETF have devided the demand for RtCP in two annual iterations - one per each institution. CMDR COE representatives take part as instructors in both iterations.	Mar	May	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24740
1.12	STO/NATO M&S Group	STO/NATO M&S Group	CMDR COE contribution to NSTO: - NMSG -163 Evolution of NATO Standards for Federated Simulation - MSG-187 RTG Space Weather Environmental Modelling (SWEM)	Participate and support NMSG- 163 related to CMDR COE operational requirements. The CMDR COE isgoing to chair the MSG-187, and provide M&S support to Space Weather Environmental Modelling process.	CMDR COE is to provide to STO expertise, manpower and ideas. NMSG 163 CMDR COE - proof of concept transfer of technologies. The mutual ebenfital approach is to be assured via SMEs to participation in TG meetings (2 meetings per year - 2/3 day per meeting) and provide expertise.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700 COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 LTC (OF-4) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 2 92 24757 MAJ (OF-3) Genadi Kolev genadi.kolev@cmdrcoe.org Office: +359 2 92 24758
1.13	JALLC Plans and Programming Division	JALLC	SME support for Joint Analysis Projects	SME support for Joint Analysis Projects	SME support for Joint Analysis Projctcs.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Rumen Manchev rumen.manchev@cmdrcoe.org Office: +359 2 92 24747
1.14	HQ SACT	HQ SACT	Concept Development & Experimentation Campaign	Concept development and experimentation is at the heart of transformation. It is based on assessing the security environment by developing capabilities and refining concepts and doctrines in order to meet future security challenges. Developed a concept proposal on Climate change implications on military activities. Participating in the development of the NWCC. Participate in the experimentation of CoRe concept. Participate in newly developed concepts within area of responsibility.	Support concept development and experimentation activities led by ACT providing knowledge and SME.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
1.15	CMDR COE	NATO	Climate change and Security: future CR / DR operations.	Part of CD&E campaing: organisation of WS and seminars to establish a Col and continue collecting and analysising exisiting information on the subject.	WS reports / seminar briefs/ improved data collection and analysis: state-of-affairs report.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
1.16	HQ SACT		HQ SACT Periodic Assessment for CMDR COE (Re-accreditation)	HQ SACT has the obligation in MCM 236-03 to perform a periodic assessment of all accredited COEs. The purpose of such an assessment is to ensure that COEs still meets the MC approved criteria for accreditation as a NATO Centre of Excellence.	Complition of the detailed NATO CMDR COE Periodic Assessment Questionnaire based on IMSM-0416-04.	Apr	May	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
1.17	JWC, JFTC	JWC, JFTC	SME Support to NCS/ NFS HQs for Trainings and Exercises (Place holder)	CMDR COE to provide SME support to NCS/NFS HQ for training (i.e. NMI-TE) and exercises (Incident Development and Scripting Workshops in the domain of CMDR) activities in the CMDR domain, if requested.	Online/Deployed support to NCS/ NFS HQ effort with CMDR SMEs (up to 2 pax) for 2022 NATO Training and Exercises events.	Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
1.18	NATO / NCGM	NATO / NCGM	Integration of gender perspective into the existing curricula where and when appropriate Community of Interest on Gender, including a METT event	Events related to the CMDR COE GFP course and other events of partner institutions, particularly the NCGM. To account for potentially participating in METTs.	Popularisation of the GFP training solution. Firmly establishing the Centre as a ETF on the discipline within NATO.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
1.19	ACT C2DC/ CMDR COE Transformation Branch	ACT C2DC/ CMDR COE Transformation Branch	NATO Warfighting Capstone Concept (NWCC) development	Concept development process for NWCC.	Providing SME in support of the concept development activities (workshops), including content proposals.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741 LTC (OF-4) Sasho Aleksandrov sasho.aleksandrov@cmdrcoe.org Office: +359 2 92 24742
2.	Framework / Sponsoring Nations RFS							
2.1	Bulgarian Red Cross (BRC)	Bulgarian Red Cross	Participation in exercises of the Bulgarian Red Cross with observers and analysts	In the past few years, cooperation between the Bulgarian Red Cross and CMDR COE has intensified. Experts from both organisations work actively and willingly in the implementation of various common events. Collaborative efforts contribute and will contribute to increasing the readiness of responding adequately to crisis situations and disaster mitigation.		Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705
2.2	BGR MoD	BGR MoD	Implementation of different events and activities in line with the NATO Capability Goal S 1702 N - Capabilities in Support of Complex Emergencies	Develop capabilities to act, without delay, in response to requests in case of complex emergencies resulting from natural and/or man-made disasters.		Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705
2.3	BGR MoD Operations and Training Directorate	BGR MoD	Training on the NCRS/ CRMs for BGR experts from different ministries and agencies.	#NCRS is designed to be a fully integrated crisis management system, supporting the Alliance in responding to the full range of crises that might be encountered and ensures appropriate political control by the NAC over Crisis Response Measures (CRMs), while delegating the authority to take appropriate Measures to enhance flexibility and speed of response.	Training on the NCRS/CRMs for the needs of the Ministry of Defense and the subordinate structures.	Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
2.4	CMDR COE	CMDR COE	CMDR COE participation in National Crisis Management Exercises in 2022	CMDR COE experts to take part as an observer in the execution phase of the different National Crisis Management Exercises around the globe.	Promoting the visibility of the Center and paving a way for mutual cooperation and partnership as well as affiliation of new CMDR COE member states.	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705 COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
2.5	Bulgarian Academy of Science (BAS), CMDR COE	BAS	Consolidating of the national expertise in CMDR area	Based on the Technical Agreement between BAS and CMDR COE, a number of projects, workshops and meetings will be conducted.	Improvement of the national CMDR expertise in conjunction with BAS latest scientific researches.	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705
2.6	Balkan Peninsula States	Balkan Region States	Support to Balkan Region Initiatives (SEDM, BCHOD Initiative, etc.)	CMDR COE to provide SME support to Balkan States for training and exercises (Seven Stars, SEESIM, Balkan Bridges, etc.) activities in the CMDR domain, if requested.	Participation in Exercise Planning Conferences, Exercise Conduct and Analysis and Lessons Learned Processes.	Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
2.6 1	South-East Europe Defense Ministerial (SEDM) Process/ SEEBRIG	SEDM Process Nations / HQ SEEBRIG	Support to SEDM Process Exercises (SEESIM, SEVEN STARS, etc.)	This major SEDM exercise is conducted by SEEBRIG, it aims to improve operational capabilities through exercising HQ SEEBRIG, the assigned units as well as coordination and collaboration with relevant organisations in Crisis Management domain, developing a common understanding of Peace Support Operations (PSO), Humanitarian Assistance and Disaster Response Operations. In addition, in 2021, CMDR COE has proposed updated exercise framework to the SEDM Nations. The proposal include CMDR COE to play the role of a permanent Officer Directing the Exercise as a support to the Exercise Host Nation.	Participation in Exercise Planning Conferences, Exercise Conduct and Analysis and Lessons Learned Processes.	Apr	May	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705 COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
2.6 2	BGR MoD	Balkan Region States	Support to Balkan CHOD Initiative (Ex Balkan Bridges 22)	Ex Balkan Bridges is a Balkan States' CHOD Initiative exercise which aims to improve and enhance the interoperability of Balkan States' Armed Forces, and their capabilities to adequately apply NATO procedures and comprehensive approach to any security concerns and risks related to a regional crisis in joint environment.	Participation in Exercise Planning Conferences, Exercise Conduct and Analysis and Lessons Learned Processes.	Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
2.6 3	CMDR COE	BGR Mol	Support to BGR Municipal Level CMX	CMDR is to contribute and support to the development and the execution of a National (municipality level) mid-scale CMX, which is to test the coordination between local and governmental institutions involved in the Disaster Management and the involved Decision Making process. CMDR COE to direct the exercise planning process IAW NATO Bi-SC Directive 75-03.	CMDR COE to provide SME support to: 1. Exercise Planning Conferences (IPC, MPC, FCC) 2. Workshops and coordination meetings for the development of exercise planning deliverables 3. Execution phase 4. Analysis & Lessons Learned Process.	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705 COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
2.7	BGR MOD	BGR MoD and National Center for Security and Crisis Management (NCSCM) in Jordan	Enhancing Jordan's Capacity for Crisis Management	This project aims to contribute towards the Jordan's National Centre for Security and Crisis Management (NCSCM) reaching a full operational capability by providing support in two of the priorities identified by the NATO Advisory Support Team.	CMDR COE will support this project by providing advanced-level training by subject matter experts (SME) in the field of crisis management and disaster response government, which will be provided in Jordan and Bulgaria.	Jan	Feb	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705 COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
2.8	BGR MOD	BGR MoD	Support to NATO CMX 22/23	The basis of the Crisis Management Exercise (CMX) is to test the NATO Crisis Response System's (NCRS) elements with the aim of maintaining and improving NATO capabilities for the entire spectrum of conducted operations. CMDR COE is open for hosting CMX 23 FCC.	Participation in the events related to the preparation and adoption of CMX 22 related documents. Provision of SME on the issues focussed on Disaster Management. - CMX 22 Execution - CMX 23 IPC - CMX 23 MPC - CMX 23 FCC (Hosting)	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705 COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
2.9	BGR MoD	BGR MoD	Visits by the delegations from NATO, NON-NATO, Partner Nations Ministry of Defense or other COEs.	A Delegations from the MoD of NATO, NON-NATO, Partner Nations Ministry of Defense or other COEs will pay a visits to CMDR COE.	Enhancing the cooperation between the NATO, NON-NATO, Partner Nations Ministry of Defense or other COEs in CMDR domain.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700
3.	Courses							
3.1	NATO - ACO as an RA; NCGM as a DH	NCS/NFS, allied and partner nations, IO/ Other	Gender Focal Point Course	This course will educate and train personnel to perform successfully as Gender Focal Points in their functional area. A focus is placed on the strategic / operational levels.	4 annual iterations, max 100 GFPs trained per annum, min 40.	21-Feb (online) 23-May (resident) 5-Sep (resident) 5-Dec (online)	24-Feb (online) 26-May (resident) 8-Sep (resident) 8-Dec (online)	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24740
3.1 1	NATO - ACO as an RA; NCGM as a DH	NCS/NFS, allied and partner nations, IO/ Other	Gender Focal Point Course (1)	This course will educate and train personnel to perform successfully as Gender Focal Point in Crisis management.	Two annual online iterations and two annual resident iterations.	21-Feb (online)	24-Feb (online)	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24740

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
3.1 2	NATO - ACO as an RA; NCGM as a DH	NCS/NFS, allied and partner nations, IO/ Other	Gender Focal Point Course (2)	This course will educate and train personnel to perform successfully as Gender Focal Point in Crisis management.	Two annual online iterations and two annual resident iterations.	23-May (resident)	26-May (resident)	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24740
3.1 3	NATO - ACO as an RA; NCGM as a DH	NCS/NFS, allied and partner nations, IO/ Other	Gender Focal Point Course (3)	This course will educate and train personnel to perform successfully as Gender Focal Point in Crisis management.	Two annual online iterations and two annual resident iterations.	5-Sep (resident)	8-Sep (resident)	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24740
3.1 4	NATO - ACO as an RA; NCGM as a DH	NCS/NFS, allied and partner nations, IO/ Other	Gender Focal Point Course (4)	This course will educate and train personnel to perform successfully as Gender Focal Point in Crisis management.	Two annual online iterations and two annual resident iterations.	5-Dec (online)	8-Dec (online)	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24740
3.2	CMDR COE	NCS, NFS, Partners	Crisis Management and Disaster Response Course NATO APPROVED; NATO ETOC Code: ETE-CM-21784	The aim of the course is to introduce extensive overview of NATO structures and guiding principles and will arm the participants with appreciation of the Alliance Crisis Management approach. After completion of the course the participants will: possess basic knowledge with regard to main concepts, terms, and definitions in NATO CMDR area; understand and summarize main NATO CMDR documents; distinguish and categorize CMDR challenges, risks and threats; make quick decisions in CMDR context; be able to work as an effective team based on consensus.		21-Mar	25-Mar	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731
3.3	CMDR COE	NCS, NFS, Partners, IO/ Other	Climate Change and Security Course	Climate Change and Security course under auspices of ESDC, supported by Bulgarian Diplomatic Institute.	Conduct the course ICCW ESDC and BDI	03-Apr	08-Apr	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Siyana Mircheva siyana.mircheva@cmdrcoe.org Office: +359 2 92 24733
3.4	CMDR COE	NCS, NFS, Partners	Disaster Management Course (NATO ETOC CODE: ETE-CM-22007) - ADL (Prerequisite to CMDR Course)	A course is focused on acquisition of basic knowledge related to the disaster as phenomenon, the disaster management process and its close relation to the risk management process, as well as the main players and mechanisms in disaster response.		16-May ADL	20-May ADL	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731
3.5	CMDR COE	NCS, NFS, Partners	Crisis Response Operations Planners Professional Development Course NATO APPROVED; NATO ETOC Code: JPL-OP-31878	Conducting of Crisis Response Operations Planners Course is required by the need of acquiring new knowledge on NATO Crisis Management Process (NCMP), as well as theoretical and practical cognition in functioning of NATO Crisis Response System (NCRS). Aim: Acquisition of comprehensive knowledge related to CM in NATO, functioning of NCRS with emphasis on NCR Planning at operational level.		19-Sep	23-Sep	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731
3.6	CMDR COE	NCS, NFS, Partners	Crisis Management and Disaster Response Exercise Planners Training Course NATO APPROVED; NATO ETOC Code: ETE-CM-21785	The aim of this course is acquisition of knowledge that will help upgrading needed skills of exercise planners to incorporate CMDR in exercise planning.		10-Oct	14-Oct	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 LTC Deyan Ivanov deyan.ivanov@cmdrcoe.org Office: +359 2 92 24735
3.7	CMDR COE	NCS, NFS, Partners	Strategic Decision Making for Crisis Response Operations Course NATO APPROVED; NATO ETOC Code: ETE-CM-41879	Requirement for the Creation of the Course: Conducting of Strategic Decision Making for Crisis Response Operations Course is required by the necessity of establishment of common understanding on NATO Crisis Management and Political-Military relations. Aim: Acquisition of comprehensive knowledge related to contribution to Crisis Response Operations planning across the NATO's Crisis Management within the strategic level headquarters.		21-Nov	25-Nov	ECOL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
3.8	CMDR COE	NCS, NFS, Partners, Non-NATO	RtCP - Resilience through Civil Preparedness Course	Course is conducted jointly with CCOE. The CMDR COE is dedicating targeted efforts at supporting NATO's efforts to increase resilience in the CM and DR domain. Responding to an identified gap in the education and training landscape, the CMDR COE and the CIMIC Center of Excellence (CCOE), NATO Department Head for CIMIC/ CMI/Civil Preparedness discipline, jointly developed and successfully piloted in DEC 2019 a tailored training and education solution - the Resilience through Civil Preparedness course.		07-Nov	11-Nov	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
3.9	ESDC, EU Military Staff		Disaster Relief in CSDP context	The course is designed for personnel with civilian (diplomatic/consular, police, judicial, intelligence of humanitarian NGOs' staff) and military backgrounds, 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. The experts from the CSDP Missions and Operations or those from EU Member States, relevant EU institutions and agencies and the EU Delegations that can be deployed in Fact Finding Missions in disaster stricken areas as teams of EEAS/EUMS or DG ECHO, are encouraged to attend.	CMDR COE is going to conduct the course and will deliver the academic part in close cooperation with the Bulgarian Diplomatic Institute.	5-Jul	7-Jul	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Siyana Mircheva siyana.mircheva@cmdrcoe.org Office: +359 2 92 24733
3.10	BGR MoD / CMDR COE	NCS, NFS, Partners	Building Integrity for Senior Leaders Course	Building Integrity is a key element of Alliance activities. The importance of implementing measures to improve integrity building, anti-corruption and good governance applies to NATO, Allies and partners alike. Allies and partners are committed to support and promote the principles and implementation of integrity, transparency and accountability in accordance with international norms and practices established for the defence and related security sector.	To be promoted all elements of Building Integrity, that to include the concepts of integrity, transparency and accountability in resources management. Building Integrity could have a preventive effect and should be considered in all stages of Crisis Management.	27-Jun	1-Jul	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705
3.11	CMDR COE and Bulgarian Diplomatic Institute, MFA		The Role of Political/ Civilian and Military Crisis Diplomacy	Crisis management has been defined as provision of military and civilian (incl. police, diplomatic, humanitarian) personnel within the bi-lateral and multilateral settings of IGOs to restore and consolidate peace and stability in crisis regions by use of various tools incl, crisis prevention, conflict resolution and peace building for lasting armed conflicts.	CMDR COE is going to conduct the course and will deliver the academic part in close cooperation with the Bulgarian Diplomatic Institute.	11-Apr	15-Apr	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
3.12	CMDR COE	CMDR COE	P3-75-A NATO Crisis Response System Course	The aim of the course is to provide students with a strong foundational knowledge of the NATO Crisis Response System (CRS) and to exercise the the Crisis Response Measure (CRM) and information exchange procedures through practical use of the NATO Crisis Response Tracking Application (NCRTA) and the NCRS Message Drafting Application (NCRS MDA).		28-Nov	2-Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
3.13	CMDR COE	CMDR COE	P5-07-A/C NATO Information Knowledge Management (IKM) Course	The aim of this course is to prepare students for their duties in the planning and execution of IKM functions and services for NATO.		3-Feb 16-May	25-Feb 20-May	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
3.14	CMDR COE - Transformation Branch	CMDR COE	M7-51-A NATO Concept Development and Experimentation Course	The aim of this course is to provide students with the knowledge and develop the skills required for a coordinated contracting approach throughout NATO to ensure sufficiently trained and qualified contracting forces for current and future operations.		2-May	6-May	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
3.15	CMDR COE - Capabilities Branch	CMDR COE	P7-55-A NATO Exercise Planning Course	The aim of the course is to provide students with a strong foundational knowledge of the NATO exercise planning process in accordance with Bi-SC 075-003.		11-Apr	15-Apr	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 MAJ (OF-3) Genadi Kolev genadi.kolev@cmdrcoe.org Office: +359 2 92 24758
3.16	CMDR COE - E&T Branch	CMDR COE	M7-135-A NATO Global Programming Analysis Course	The aim of the course is to provide students foundational knowledge and skills in contributing & managing NATO's Education and Training requirements in Global Programming, as described in BI-SC 75-2 NATO Education and Training (E&T) Directive.		10-Jan	14-Jan	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 QA Manager
3.17	CMDR COE - E&T Branch	CMDR COE	M7-126-B NATO e-Learning Instructional Designing Course	The aim of this course is to provide participants with the knowledge required to implement of e-learning process with support of the Bi-SC EDUCATION AND TRAINING DIRECTIVE 75-2.		03-Oct	21-Oct	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 LTC Deyan Ivanov deyan.ivanov@cmdrcoe.org Office: +359 2 92 24735
3.18	CMDR COE	CMDR COE	M4-92-C NATO Logistic Operational Planning Course	The aim of this course is to prepare students for their duties as J4 planners within a larger Joint Operational Planning Group (JOPG), or as a member of a Logistic Operational Planning Group (LOPG).		14-Nov	25-Nov	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
3.19	CMDR COE	CMDR COE	S5-45-A Strategic Operations Planning Course	The aim of this course is to provide a platform for a broad understanding of NATO Strategic Planning Process.		28-Nov	2-Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 LTC (OF-4) Nikolay Parvanov nikolay.parvanov@cmdrcoe.org Office: +359 2 92 24750
3.20	CMDR COE	CMDR COE	M7-98-C NATO Instructor Course	The aim of this course is to prepare students to utilize effective teaching methods and presentation techniques in the delivery of academic instruction.		27-Jun	1-Jul	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
3.21	CMDR COE	CMDR COE	M6-108-B Network Security Course	The aim of this course is to provide students with in depth knowledge and skill of the bits-in-transit aspect of network security, including defining a network, exploring routers, routing & ACL basics, traffic analysis, perimeter defence & NIDS weaknesses, authentication, and virtual private networks.		15-Aug	21-Oct	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 LTC (OF-4) Ivelina Ivanova ivelina.ivanova@cmdrcoe.org Office: +359 2 92 24743
3.22	CMDR COE	CMDR COE	S7-136-B NATO Systems Approach to Training	To produce Course Control Documents (CCDs) which support the delivery of NATO certified E&IT solutions.		7-Nov	11-Nov	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 QA Manager
3.23	CMDR COE, University of California (UCI), Irvine, USA	UCI, CMDR COE	Support to Capacity Building International / University of California, Irvine	Deliver COE Courses online at UCI in support of their Master and Bachelor Programs.		Feb (Spring iter) Sep (Fall iter.)	May (Spring iter) Nov (Fall iter.)	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
3.24	SEEBRIG, CMDR COE	SEEBRIG	Provide METT to HQ SEEBRIG	This mobile training is planned to enhance SEEBRIG expertise on Climate Change implications on security with the aim to acquire professional qualification for development of leadership skills to manage large complex social systems in CMDR.	Enhancement of the SEEBRIG capabilities for Crisis Management and Disaster Response forecasting and planning; acquisition of professional qualification for development of leadership skills to manage large complex social systems in CMDR.	12-Sep	16-Sep	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Siyana Mircheva siyana.mircheva@cmdrcoe.org Office: +359 2 92 24733
3.25	CMDR COE	NFS	Deliver Mobile Education Training	Mobile Education Training is a course or seminar conducted by a CMDR COE training team at an offsite location upon a specific request of a governmental or eligible organization. Mobile Education Training Teams (METTs) are designed to provide customers with an established resident CMDR COE course at their location. METTs are typically more cost effective for an organization where there is a large group requiring training, thereby saving travel and per diem costs. METTs are supplementary to resident CMDR COE courses and are arranged to meet the specific needs of a requesting organisation.		Jan	Dec	ECOL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
3.26	CMDR COE, JFC NP		Humanitarian Assistance and Response Training Course (HART) with Key Leader Engagement	JFC NP supported by Centre for Excellence in Disaster Management and Humanitarian Assistance (CFE-DMHA) and with involvement of CMDR COE are going to conduct HART course for JFC NP staff with Key Leader Engagement.	CMDR COE is going to conduct the course and will deliver the academic part of the course as well.	Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731
3.27	CMDR COE	CMDR COE	A2519 MS-SharePoint 2013 Functional Administrator Course	The purpose of the course is to provide military and civilian personnel with the knowledge and skills required to be able to personalise and customise their responsible SharePoint Site areas based on specific criteria. The course is tailored to the NATO environment.	* Understand the basic SharePoint Technology; * Create new Lists and Libraries and maintain them; * Asset-, Document-, Picture-, and Report Libraries, etc.	Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 LTC (OF-4) Ivelina Ivanova ivelina.ivanova@cmdrcoe.org Office: +359 2 92 24743
3.28	CMDR COE - Transformation Branch	CMDR COE	Allied Joint Doctrine Development Course	The course provides knowledge of the Allied Joint Doctrine for NATO, the process for the development of Allied Joint Doctrine and understanding the relationship between NATO policy and Allied Joint Doctrine Development.	Participate in the course as a trainee for the new comers in DSS (new Section Head) with the aim of comprehend Allied Joint Doctrine Development Process.	TBD	TBD	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 LTC (OF-4) Tsvetan Panovski tsvetan.panovski@cmdrcoe.org Office: +359 2 92 2746
3.29	CMDR COE - Transformation Branch	CMDR COE	NATO Standardisation Orientation Course	The main focus of the course is standardization policy and organization, the standard development process, responsibilities of a WG chairman, secretary and custodian, terminology procedures, administrative support, current issues and future challenges.	Participate in the course as a trainee for the new comers in DSS (new Section Head) with the aim of comprehend Standardisation Development Process.	TBD	TBD	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 COL (OF-5) Efthimos Greventopoulos efthimos.greventopoulos@cmdrcoe.org Office: +359 2 92 24744
3.30	CMDR COE - Transformation Branch	GCSP CMDR COE	Human Rights & Conflict Transformation Course, SwissPeace	Human rights and conflict transformation are instrumental for achieving sustainable peace and development. Despite wide recognition that the fields of human rights, peacebuilding and development work in and on similar contexts, they are often perceived as distinct disciplines. This course seeks to go beyond this divide and aims at exploring how human rights and conflict transformation offer different types of insights to similar contexts, and exploring how they can complement one another both practically and conceptually. It also recognizes that certain challenges and dilemmas arise when linking human rights and conflict transformation, and considers strategies for addressing these.	Become familiar with human rights and conflict transformation in terms of important concepts, focus areas, and strategies in the two fields; Understand the relevance of linking human rights and conflict transformation and identify ways in which you can do so practically in the context of your own work; Gain skills and confidence in incorporating elements from both perspectives in your analysis of conflict-related situations; Understand challenges and dilemmas relating to linking human rights and conflict transformation and explore strategies for addressing these; Critically reflect on your own frame of reference and professional identity and the implications thereof for your engagement with the complex interplay of human rights and conflict transformation: Exchange experiences and become part of a community of practice.	TBD	TBD	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
4.	Workshops							
4.1	ACT TNB/ CMDR COE	ACT	9th COE LEGAD and FINCON Workshops	The NATO COE LEGAD workshop intends to bring together LEGAD representatives from all COEs to discuss and share the best practices in the legal issues related to the COEs.	COEs to present their capabilities and better understand the requirements of the NATO Commands.	17-Mar	18-Mar	COL (OF-5) Dimitar Gigov dimitar.gigov@cmdrcoe.org Office: +359 2 92 24707
4.2	CMDR COE	ACT	Part of CD&E campaign: researching CC and security	Organising WS on CC and Security with the aim of support CD&E and actively participating and fostering a dedicated Col.	WS reports / research papers / policy recommendations	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
4.3	SACT JFD HCEIT	NCS, NFS	Quality Assurance Workshop	The WS aims to share information on the overall Quality Assurance (QA) process between NATO's subject matter experts (SMEs). The focus is on the revision of NATO's QA Conceptual Framework, NATO QA Program Planning, Program execution and QA Monitoring and Reporting Process.	The benefits for this WS to CMDR COE's activities are: - support to CMDR COE's future re-accreditation; - improved networking; - opportunity for new ideas / deeper insights; - improved relationships to other ETFs and QA Team of Experts (ToE), - ETF's reputation in a national and international context, - it also counts as contribution to NATO.	TBD	TBD	CPT(N) (OF-5) George Tzavaras george.tzavaras@cmdrcoe.org Office: +359 2 92 24702 Quality Manager CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731
4.4	CMDR COE	EU MTG	Standing DL tasks for Military Contribution to EU DR, HA and Civil Protection Discipline	CMDR COE is the DL for Discipline Military Contribution to EU Disaster Response, Humanitarian Assistance and Civil Protection in EU Military Training Program. This requires constant performance of number of tasks such as Training Requirements Analysis, conduct of Annual Discipline Leader Conference, Sharing experience in support of possible future cooperation between EU and NATO in the E&T area, etc. IOT identify gaps, deficiencies and redundant training, in order to highlight the appropriate corrective measures necessary to meet the training requirements for the specific CSDP military training discipline. In addition, CMDR COE is applying for new Discipline Leader in the EU Military Training area.	1. Perform Military TRA. 2. Organize ADL Conference. 3. Share Experience, BP and LL.	Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 LTC Valeri Tonev valeri.tonev@cmdrcoe.org Office: +359 2 92 24736
5.	Conferences							
5.1	CMDR COE	NCS, NFS, Partners, IO	10-th ANNUAL CONFERENCE: Environmental Risk	The focus of the conference is the importance of efficient interagency cooperation for crisis and emergency response. The conference comprises lectures, discussions and presentations.		06-Jun	10-Jun	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
5.2			Annual Discipline Leader Conference (ADL) Conference for discipline Military Contribution to EU Disaster Response, Humanitarian Assistance and Civil Protection	ADL Conference aims to review and update the training requirements and validate or adjust the E&T solutions on annual basis and to coordinate SMEs support to EU E&T for this particular discipline.	Conduct ADL Conference	09-Jun	10-Jun	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 LTC Valeri Tonev valeri.tonev@cmdrcoe.org Office: +359 2 92 24736
5.3	SHAPE J9, CCOE-DH	SHAPE J9	CIMIC/CMi Annual Discipline Conference	To define all E&T issues of the CIMIC/CMi NATO Training Discipline and to coordinate SMEs support to NATO CIMIC E&T.	Participate to the CIMIC/CMi ADC and provide briefing, if requested.	Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731
5.4	JFD, NSO-DH	ACT	ETEE Annual Discipline Conference	To define all E&T issues of the ETEE NATO Training Discipline and to coordinate SMEs support to NATO E&T.		Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731
5.5	CMDR COE	BGR MoD	NATO International Internal Auditors Conference	The conference will focus on the valuable strategic perspective that internal audit can provide.	To enhance professional development and address current issues/trends, best practices, and insights for the future.	19-Sep	23-Sep	COL (OF-5) Svilen Hristov svilen.hristov@cmdrcoe.org Office: +359 2 92 24706

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
5.6	CMDR COE - Capabilities Branch	CMDR COE	International Training Technology Exhibition and Conference (IT ² EC), CAX Forums, users conferences	From 2020 onwards, ITEC will be known as the International Training Technology Exhibition & Conference (IT ² EC). Held annually, IT ² EC is Europe's primary forum for representatives from across the military, civil sector, industry and academia to connect and share knowledge about simulation, training and education. The IT ² EC 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 multi-service programs. Efforts are now focused on bringing the international training and simulation community back together at IT ² EC 2021. The event is scheduled to take place on 25-27 May in Seville, the first time Spain has hosted the event with IT ² EC set to return to London in 2022.	Presented results from MSG 147 project and conduct face to face meeting on the group, Disseminate the results and looking for industrie and organization to invlove in the CMDR COE projects. These days the CMDR COE is both client and creator, due to the unique operational requirements and needs. The founded gaps in our certain area gave us the opportunity for creative and fruitful process. Therefore, we not only made efforts to understand the matter but established productive relationships with other organizations and companies, also.	TBD	TBD	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705 LTC (OF-4) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org +359 2 92 24757
5.7	CMDR COE - Transformation Branch	SACT	Concept Development & Experimentation (CD&E) Annual Conference & Working Group	The Concept Development and Experimentation (CD&E) Conference is HQ SACT and US Joint Staff's (US JS) leading annual forum which provides a unique opportunity for the international CD&E community and stakeholders to discuss the most current issues of CD&E in the process of capability development.	Participation and surveillance the process of NATO transformation processes.	Sep	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741 CIV Svilena Darova svilena.darova@cmdrcoe.org Office: +359 2 92 24742
5.8	IMS / HQ BXL	NATO HQ	NATO Committee on Gender Perspectives (NCGP) Annual Conference	The most notable NATO event on gender mainstreaming at a very high political level.	Set trends and desired outcomes for the Gender in Mil Operations Discipline. Closely related to the ADC on the same discipline.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
5.9	OSCE	OSCE	OSCE Cooperation - Security Days Conference	OSCE Security Days gather prominent experts from government, think tanks and academic institutions, civil society, youth, and media, to engage with each other and with the OSCE participating States and Partners for Co-operation in an informal and interactive discussion on 21st-century security threats and challenges.	OSCE Security Days look at select security issues from many different viewpoints in line with the OSCE's comprehensive approach to security and in keeping with the diversity of contexts in the OSCE area and neighbouring regions. They are intended as a platform for sharing experience and good practices, and offer an opportunity to examine emerging trends and priorities for action. In order to continue cooperating with the Organisation, the CMDR COE should take part in OSCE-sponsored events and this one is the biggest, within our professional purview, for the year.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
5.10	NCGM	NCGM	Gender in Military Operations Annual Discipline Conference	To define all E&T issues of the Gender in Military Operations NATO Training Discipline and to coordinate SMEs support to NATO E&T.	Exchange of ideas and contacts within the Community of Interest. Promoting the CMDR COE as a ETF supporting NATO's efforts, in close cooperation with the NCGM, on gender mainstreaming in military contexts.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
5.11	CMDR COE - Transformation Branch	SACT	Chiefs of Transformation Conference 2022	The Concept Development and Experimentation (CD&E) Conference is HQ SACT and US Joint Staff's (US JS) leading annual forum which provides a unique opportunity for the international CD&E community and stakeholders to discuss the most current issues of CD&E in the process of capability development.	Participation and surveillance the process of NATO transformation processes.	Dec	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
5.12	CMDR COE - ACT TNB	SACT	COEs Director Conference	The overall aim of the COE Director Conference 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. It will also discuss Best Practices and way ahead for COEs MOU/TA.	Sharing Best Practices and way ahead for COEs MOU/TA.	TBD	TBD	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700
5.13	CMDR COE	NATO HQ	NATO Crisis Response System Manual Review	In accordance with changes in the security environment, NATO is conducting a NCRS review. NCRS Conferences is convened at least once a year which serves as the forum to exchange views and experience on crisis management.	Participation and surveillance the process of NCRSM Review.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705
5.14	CMDR COE	CMDR COE	NATO COE Network	The NATO COE Network aims to participate in different forums WS, Conferences proposed by other COEs related with CM&DR domain.	Acquisition of knowledge and raise awareness in terms of CM&DR topics.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Efthimios Greven-topoulos efthimios.greventopoulos@cmdrcoe.org Office: +359 2 92 24744 LTC (OF-4) Tsvetan Panovski tsvetan.panovski@cmdrcoe.org Office: +359 2 92 24746
5.15	EADRCC	EADRCC	EADRCC Lessons Identified Conference EX North Macedonia 2021	As a part of post execution phase of EX North Macedonia 2021 lessons identified / lessons learned conference lead by EADRCC and hosted by CMDR COE.	Collection and exchange of experiences / remarks / conclusions coming from EX.	24-Jan	26-Jan	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Rumen Manchev rumen.manchev@cmdrcoe.org Office: +359 2 92 24747 OF-4 (OF-4) Dobromir Damakov dobromir.damakov@cmdrcoe.org Office: +359 2 92 24748
5.16	FedCSIS	CSIS	Conference on Computer Science and Information Systems FedCSIS 2022	The FedCSIS Conference Series is to provide a presentation, discussion and a reputable publication forum in computer science and information systems. The forum invites researchers and practitioners from around The world to contribute their research results focused on their scientific and professional interests in a chosen conference track.	CMDR COE is to participate the in FedCSIS Conference Series and to provide a presentation.	TBD	TBD	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 LTC (OF-4) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 2 92 24735 LTC (OF-3) Genadi Kolev genadi.kolev@cmdrcoe.org Office: +359 2 92 24768
6.	Education & Training							
6.1	CMDR COE	NCS, NFS	Participation in Exercise Planning Conferences in 2022	NATO and Regional Military Exercises aim to establish, enhance and display NATO's Military Capability across the Alliance's full mission spectrum which is based on the three Alliance military missions: - Article 5 Collective Defence; - Non-Article 5 Crisis Response; and - Consultation and Co-operation.	Participate in planning phase with SME in disasters and crisis issues. Through the execution to participate distributly and to develop and conduct some disasters incidents Scenario also supports exercising a wide range of peace operations functions (e.g. rule of law, humanitarian, etc.). The Centre will provide SME support in the CMDR area for the exercise and will test initial operational capabilities on the Operational LABs.	Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
6.2	CMDR COE		Training on different software products related to p. 8.2 Modeling and Simulation Laboratory. Technical Platform for conducting Crisis and Disaster Management Exercises	The rotation of staff in 2021 necessitates the training of new employees on the various software products used by the Center such as MASA SWORD and PITCH.	Acquiring knowledge and skills to work with the flexible simulation software focused on training solution for scenario training, mission rehearsal and more.	Jul	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705 MAJ (OF-3) Genadi Kolev genadi.kolev@cmdrcoe.org Office: +359 2 92 24758

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
6.3	JFD/Discipline DH	NATO IPB	Participate in the NATO IPB	The NATO Individual Training and Education Planning Board (IPB) aims to determine whether NATO's E&IT provides the Alliance with the capabilities to undertake the full spectrum of Alliance missions, noting the responsibilities for NATO and Nations for E&IT through the exchange of information and open discussion. The contribution of CMDR COE as an ETF is to inform the Board about the educational solutions it provides and could develop in the future in order the CMDR COE's E&IT status to be included in the Production Planning Process as a part of NATO Global Programming. Based on this information, all courses and iterations of CMDR COE have to be annually updated on the e-ITEP platform.	All courses and relevant iterations provided by CMDR COE have to be updated on the e-ITEP platform.	Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731
6.4	CMDR COE	ESDC	European security defense college executive academic board (ESDC EAB)	The European Security and Defence College (ESDC) was established in 2005, with the aim of providing strategic-level education in European Security and Defence Policy, now Common Security and Defence Policy (CSDP). It followed thorough need analysis and experimentation phases. The creation of the ESDC was to give the Common Security and Defence Policy a training and education instrument which actively promotes a European security culture.	CMDR COE is a member of the ESDC EAB. The ESDC is a network college. Several national universities, academies, colleges and institutes contribute to the success of the ESDC. The network members are well known civilian and military educational and research institutions in Europe. Participation in ESDC work allows CMDR COE to provide Member States and EU Institutions with knowledgeable personnel able to work efficiently on CSDP matters. In pursuing this objective, the College makes a major contribution to a better understanding of CSDP in the overall context of CFSP and to promoting a common European security culture.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 2470 COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
6.5	CMDR COE	CMDR COE	Conduct CMDR COE Internship Programme	The CMDR COE Internship Programme aims to provide bright and motivated young people with the opportunity of joining a multicultural team of experts at an international organisation, which is a hub of expertise, and an education and training facility, in the crisis management and disaster response domain. experience through practical work assignments, research, studies and participation in different projects.	The goals of the CMDR COE Internship Programme are: To provide interns with an opportunity to learn from the CMDR COE community and get acquainted with the work of the Centre; To benefit from the insights and invaluable knowledge young people have and can apply in their practical work assigned as part of specific projects and tasks in the framework of the internship; To increase the understanding on the nature of NATO COEs and on their functional and operational mechanisms.	Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731
6.6	CMDR COE		Project Management and Business analysis training	The primary purpose of this training is to provide the essential project management concepts and techniques to effectively plan for the creation of the business analysis deliverables and activities and manage the requirements process and BA activities.	Implementation of business analysis concepts and techniques in to CMDR COE SOPs, JDs etc.	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
6.7	EADRCC		EADRCC Consequence Management Field Exercise Mauretania 2022	The Euro-Atlantic Disaster Response Coordination Centre (EADRCC) on yearly basis is organizing a consequence management field exercise. The aim of the exercise is to improve interoperability in international disaster response operations.	The CMDR COE provides its expertise in Analysis and Lessons Learned process as well as in simulation and experimentation domain.	TBD	TBD	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704
6.8	Swedish Armed Forces		Exercise Viking 22	Computer assisted command post exercise, which will be jointly developed, implemented and evaluated to ensure that a comprehensive approach is applied throughout the exercise.		28 Mar	7 Apr	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
7.	Meetings / Seminars							
7.1	CMDR COE	CMDR COE	Quality Assurance semi-annual review	In support of the whole internal Quality Management Proces meetings and visits for sharing experience and best practices, as well as better understanding and implementation of the NATO QA standards.		Jan	Dec	CPT (N) (OF-5) George Tzavaras george.tzavaras@cmdrcoe.org Office: +359 2 92 24702 Quality Manager COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
7.2	HQ SACT	COEs	NATO COEs CIS Specialists & Security Officers Annual Meeting	The aim is to establish a yearly meeting, gathering the CIS/IT and Security experts of all NATO COEs, IOT facilitate networking, experience and best practices sharing as well as cooperation in the common areas of the CIS/IT and security.	1) Outputs that don't affect the COEs POW (sharing of best practices, networking, etc.); 2) Proposals that have/may have a fallout on the COEs POW and that require the Directors' concurrence; 3) Identification of shortfalls, especially in the Security domain, that require NATO to take action or to be consulted through the Chairmanship of the COE Directors Conference.	TBD	TBD	LTC (OF-4) Ivelina Ivanova ivelina.ivanova@cmdrcoe.org Office: +359 2 92 24743 CIV Kalcho Atanasov kalcho.atanasov@cmdrcoe.org Office: +359 2 92 24709
7.3	CMDR COE	CMDR COE	10-th Steering Committee (SC) Meeting and Academic Advisory Board (AAB)	The annual sessions are the venue where the Framework Nation and Sponsoring Nations set out all required prerequisites to be provided by the CMDR COE every year. The Steering Committee is the strategic governing body, responsible for the approval and management of the Centre's Programme of Work (POW) and the shared budget. Considering the POW, the Steering Committee members allocate the priorities of the activities and then task the CMDR COE Director with managing the programme execution.	Approval of the Centre's Programme of Work (POW) and the shared budget.	18-Oct	22-Oct	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705 COL (OF-5) Svilen Hristov svilen.hristov@cmdrcoe.org Office: +359 2 92 24706
7.4	CMDR COE		Key Leader Seminar Gender, NCGM	The Key Leader seminar focuses on how to implement gender perspectives in military operations and how this will contribute to the achievement of the overall political, military strategic and operational objectives.	Increase key leader's knowledge on how to integrate gender perspectives into operations planning, execution and evaluation at strategic and operational level and how to argue in favour of integrating gender perspectives at political- and military strategic level.	TBD	TBD	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
7.5	CMDR COE	Doctrine & Training Centre of the Polish Armed Forces	Annual International Research Conference GLOBEState	The aim is to enhance discussion on new developments in the security environment both the global and regional perspective.	Strengthening mutual contacts in the field of academic council and exchange of lecturers and students.	TBD	TBD	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700 COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704
7.6	CMDR COE	CMDR COE	Annual Internal CMDR COE Seminar	The aim of the seminar is to make an annual report of the activities carried out throughout the year and to give instructions and strategic perspectives for the implementation of the POW activities for the next year.		Dec	Dec	COL (OF-5) Svilen Hristov svilen.hristov@cmdrcoe.org Office: +359 2 92 24706
7.7	CMDR COE	NCGM Hawaii HART COE FINCENT	Coordination meetings with partner institutions / organisations.	To ensure continuous and further strengthened cooperation through partnerships, regular coordination meetings should be held with current and potential counterparts / stakeholders 1 (if necessary 2) events per year (CMDR COE hosting). Example: - NCGM; - Hawaii HART COE; - FINCENT - to establish partner relations and host a delegation from the Centre; - other.	Smoother work flow, better understanding and coordination.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24740 CIV Boris Guenov boris.guenov@cmdrcoe.org Office: +359 2 24756

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
7.8	CMDR COE	NCS / NFS, allies, partners	Senior Leaders Seminar	Increase senior leaders' awareness and knowledge on gender perspectives to improve implementation of NATO's commitments on the Women, Peace and Security agenda.	Theoretical framework Gender Mainstreaming Gender topics inside the management			COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
8.	Concept Development / Study / Research							
8.1	CMDR COE	CMDR COE	Climate change implications on military activities	The CMDR COE continues to examine implications of climate change on security and intends to expand its research scope through the conduct of seminars and workshops.	Foster a community of interest, build a pool of relevant SMEs and produce research papers.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
8.2	CMDR COE Capabilities Branch		Modeling and Simulation Laboratory. Technical Platform for conducting Crisis and Disaster Management Exercises. Maintainance and upgrade based on Artificial Intelligence.	The capabilities of the CMDR COE can be greatly enhanced and increased with the additional of some unique crisis management and disaster response tools, software and simulation systems. The additional of this M&S Laboratory would enable the CMDR COE to provide NATO with a unique comprehensive training and analytical capability unmatched anywhere in the world. This M&S Laboratory would be able to support large scale crisis management and disaster response distributed exercises and analysis with specific crisis management and disaster response tools and simulations. The rotation of staff in 2020 and 2021 necessitates the training of new employees on the various software products used by the Center such as MASA SWORD, PITCH and VBS3.	Acquisition of new Software and Hardware. Software/Hardware maintenance, licences and development. Acquiring knowledge and skills to work with the flexible simulation software focused on training solution for scenario training, mission rehearsal and more.	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 LTC (OF-4) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 2 92 24735 LTC (OF-3) Genadi Kolev genadi.kolev@cmdrcoe.org Office: +359 2 92 24768
8.3	CMDR COE	NATO	Research visit - NATO operation / mission	A research visit, which to enable exchange of LI and LL on the conduct of operations and missions and to result in recommendations for gender and resilience in military operations.	A research paper / report.	TBD	TBD	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
8.4	HQ SACT SPP	NATO	NATO Concept for Layered Resilience	Layered Resilience Concept (LRC) deliverable under the NWCC's Warfare Development Imperative for Layered Resilience.	NATO Concept for Layered Resilience, focused on Military Instrument of Power, that considers both Civil and Military resilience layers, the Interdependencies between them, and associated considerations for Warfare Development. LRC will follow the NATO CD&E process commencing 3Q22 for completion 4Q25 and approval mid-2026. Initiation will be through a Concept Proposal to be drafted by end-2021. COE contribution to the Concept proposal will be invited through activity in Oct 21 (virtual) and Nov 21 (live workshop). The proposal will map the subsequent programme of work, including opportunities for COE contributions. See SACT initial Alliance Warfare Development Agenda (iWDA) for further detail.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 LTC (OF-4) Sasho Aleksandrov sasho.aleksandrov@cmdrcoe.org Office: +359 2 92 24742

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
8.5	CMDR COE	SACT	NATO Standardisation Office (NSO) Board and Working Group meetings on HA/DR/CM-related AJP	The work of the Doctrine and Standardisation Section requires participation in meetings dedicated on standardisation of NATO documents. The aim of the NSO Board and WG meetings is to gather experts from various subject-matter areas who to be in a position to provide update and revision ideas in support of NATO's continuous transformation, preparedness and adaptation.	Up-to-date awareness of the status of standardisation efforts. Provision of ideas for update and revision of relevant (to the work domain of the CMDR COE) standardisation documents (doctrines). Improved overall visibility of the CMDR COE.	TBD	TBD	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Efthimios Greventopoulos efthimios.greventopoulos@cmdrcoe.org Office: +359 2 92 24744 LTC (OF-4) Tsvetan Panovski tsvetan.panovski@cmdrcoe.org Office: +359 2 92 2745
9.	Projects							
9.1	CMDR COE / EDA	EDA, EUMS, ESDP	Development and conducting of Common projects and events with European commission, EDA, EUMS, ESDC	The overall aim is to conduct and to develop common events as well projects and involvement of SMEs from CMDR and different EU institutions.		Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705 COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
9.2	CMDR COE	NCS, NFS,	Support NATO Science for Peace and Security (SPS) and other projects funded by external organisations-	The focus of this SPS project is on raising awareness and providing platform for the follow up project in building capacities on threats from HAZMAT, CMDR to the region of South East Europe.	Speakers and SMEs to support entire events.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24705 COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
9.3	NCIA		NATO Shared Services - ACT Communicators Meetings	Working together with NCIA for acquiring new NATO systems and tools.		Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org Office: +359 2 92 24705
9.4	CMDR COE		Content-Based e-Learning System (CBELS)	The critical aspect of the inability for conducting E&T events, which are significant part of the Centre's POW, is reducing the opportunities for the CMDR COE to reach its primary goal to become an internationally recognized NATO CMDR capability developer in the respective domain despite the considerable efforts put in that direction. In response to this crisis and in an effort to provide learning opportunities and flexibility for all NATO and Partner nations and organizations, CMDR COE as the responsible authority for the content of courses in CMDR domain started developing a web-based platform for delivering a content-based e-Learning.	To provide capabilities for synchronous and asynchronous e-Learning. synchronous learning is learning that takes place at the same time between the learner the instructor where interaction is in a specific virtual place (virtual classroom), through a specific e-learning medium, at a specific time similar To traditional classroom Learning. Methods of synchronous e-learning learning include video conferencing, teleconferencing, live chatting, and live-streaming lectures.	Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
9.5	DAT COE	NCS, NFS,	Critical Infrastructure Security & Resilience Vol 2	Collaborative Research & Book Project of COE-DAT & U.S. Army War College on Critical Infrastructure Security and Resilience with a Special Focus on Terrorist Threat Volume 2	The CISR volume 2 is a continuation of the current volume 1 project in collaboration with the US Army War College (with the involvement of special experts, researchers, and academia) to develop a best practices on CISR. COE-DAT requests the participation of the CMDR COE to write specified chapter - Natural Disasters (regarding impacts on food/water infrastructure). DAT COE will host several working groups throughout the year with a final draft conference held 26-27 April 2022. COE funded	Jan	Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Siyana Mircheva siyana.mircheva@cmdrcoe.org Office: +359 2 92 24733

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
10.	Additional Events (by CMDR COE Director's decision)							
10.1	CMDR COE	CMDR COE	Celebration of CMDR COE anniversary	CMDR COE was built by virtue of the Memorandum of Understanding between the Ministry of Defence of the Republic of Bulgaria, the Ministry of National Defence of the Hellenic Republic and the Minister of National Defence of the Republic of Poland and the Allied Command Transformation (ACT), signed on 28 August 2013 in Norfolk, United States of America. On March 31, the Centre celebrates its activation as a NATO Military Body by the decision of the North Atlantic Council (NAC) for the accreditation of the Crisis Management and Disaster Response Centre of Excellence.		31-Mar	31-Mar	COL (OF-5) Svilen Hristov svilen.hristov@cmdrcoe.org Office: +359 2 92 24706
10.2	CMDR COE	CMDR COE	Moral & Welfare	The aim of the project is to fulfil the tasks of CMDR COE, an extensively educated and highly motivated personnel is an absolute necessity. In order to achieve a high level of working performance, team spirit and morale of each member of CMDR COE, Social and Sport Events are to be executed. These Social and Sport Events are to be used to improve the cultural awareness, the internal teambuilding process as well as the quality of external contacts when appropriate.		Jan	Dec	COL (OF-5) Svilen Hristov svilen.hristov@cmdrcoe.org Office: +359 2 92 24706
10.3	CMDR COE Support Branch	COEs CMDR COE	Best Practices Exchanging with other COEs in Logistic and Procurement domain	The aim of these meetings is to improve the knowledge, exchange practices and lessons learned in financial, legal and logistic domains. Hosting of other COE members and visits to other COEs.		Jan	Dec	COL (OF-5) Svilen Hristov svilen.hristov@cmdrcoe.org Office: +359 2 92 24706
10.4	CMDR COE Director	CMDR COE	Out of cycle events	Different events, conferences, WS, meetings and others, related to the POW and important according Strategic perspectives of CMDR COE development.		Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700



Since 2018, as part of Jordan's Defence Capacity Building (DCB) initiative, the Crisis Management and Disaster Response Centre of Excellence (CMDR COE) has been involved in a process that aims at improving the structures and procedures of the National Centre for Security and Crisis Management (NCSCM) of the Hashemite Kingdom of Jordan.

The project develops Jordan's capacity in crisis management by assisting in the training and preparation of experts involved in decision-making in the field of security and crisis management in the country, through a series of specific activities of the CMDR COE (courses, seminars, exercises, and analyzes).

As a result of the collaboration between the CMDR COE, NATO HQ, and NCSCM, our Centre developed a plan that outlines the main areas of support for NCSCM's work in crisis planning and decision-making, including the participation of Jordanian trainees in events organized or co-organized by CMDR COE, provision of MTTs, training seminars for instructors, etc.

The development of this project involves the DCB Trust Fund under the DCB to finance the

CMDR COE project activities under the Fund's objectives and requirements. All was coordinated and approved by the IS, NATO HQ.

Meanwhile as a result of the restrictive measures related to the coronavirus pandemic and to continue the implementation of the project, the Center timely adapted its activities. Hence, the activities planned for 2020 were rescheduled for 2021. They were coordinated with NCSCM and formally approved by NATO HQ. In this respect, the Center has carried out the following activities with the Jordanian site since the very beginning of the project:

- ❖ STRATEGIC DECISION-MAKING COURSE FOR CRISIS RESPONSE OPERATIONS in the period from 18 to 22 November 2019.
- ❖ RESILIENCE THOUGHT CIVIL PREPAREDNESS WORKSHOP in the period from 17 to 19 December 2019.
The workshop was conducted in Amman, the capital of Jordan and provided by a Centre's mobile training team (MTT).

Due to the restrictions imposed by the coronavirus pandemic, the following courses were conducted entirely online in 2020:

- ❖ CRISIS MANAGEMENT AND DISASTER RESPONSE COURSE (ADL course), in the period from 22 to 26 June 2020.
- ❖ CRISIS MANAGEMENT AND DISASTER RESPONSE EXERCISE PLANNERS TRAINING COURSE (ADL course), in the period from 19 to 23 October 2020.
- ❖ STRATEGIC DECISION-MAKING COURSE FOR CRISIS RESPONSE OPERATIONS COURSE (ADL course), in the period from 23 to 27 November 2020.

In 2021 the Centre provided Mobile Education and Training Teams (METT) to carry out all re-scheduled events as follow:

- ❖ CMDR EXERCISE PLANNERS TRAINING COURSE in Amman, Jordan from 19 to 25 June 2021.
- ❖ DISASTER RELIEF OPERATIONS / DISASTER MANAGEMENT COURSE from 11 to 15 July 2021 at the National Center for Security and Crisis Management (NCSCM) in Amman.
- ❖ STRATEGIC PLANNING FOR CRISIS RESPONSE OPERATIONS COURSE from 26 to 29 September 2021 at the National Center for Security and Crisis Management (NCSCM) in Amman.



CMDR COE Contacts

FOGO Champion - HQ SACT
Brigadier General Tony L. Wright
Office: +1 (757) 747 3798
tony.wright@act.nato.int

SME POC - HQ SACT
CDR (N)John GRAY
Office: +1 (757) 747 4339
john.gray@act.nato.int

CMDR COE Director
Colonel Orlin NIKOLOV, PhD - BGR AF
Office: + 359 2 92 24700
Mobile phone: + 359 88 799 7540
orlin.nikolov@cmdrcoe.org



Chief of Education & Training Branch
Colonel Plamen ILIEV - BGR AF
Office: + 359 2 92 24703
Mobile phone: + 359 89 331 5003
plamen.iliev@cmdrcoe.org

Chief of Capabilities Branch
Colonel Plamen MILANOV - BGR A
Office: + 359 2 92 24705
Mobile phone: + 359 88 849 9197
plamen.milanov@cmdrcoe.org

Chief of Transformation Branch
Colonel Robert JURSKI- POL A
Office: + 359 2 92 24704
Mobile phone: + 359 88 557 3554
robert.jurski@cmdrcoe.org

Chief of Support Branch
Colonel Svilen HRISTOV - BGR A
Office: + 359 2 92 24706
Mobile phone: + 359 88 952 0980
svilen.hristov@cmdrcoe.org



CRISIS MANAGEMENT AND DISASTER RESPONSE CENTRE OF EXCELLENCE

1606 Sofia, Bulgaria, 34A Tottleben Blvd.

www.cmdrcoe.org

+359 2 92 24701

MEET CHALLENGES - SEIZE OPPORTUNITIES - ANTICIPATE THE FUTURE

