

Annual Booklet

2022 - 2023



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MEET challenges,
SEIZE opportunities,
ANTICIPATE the future!

Dear Reader,

**Welcome to the CMDR COE's Annual Booklet
2022 - 2023!**

In this issue, we look back at year past, outline our future priorities and present on-going and upcoming initiatives. We set our ambition high for 2023 in line with our intent to continuously increase the CMDR COE's added value to transformative advancement in crisis and disaster management. We stress on our research and analysis and the goal of identifying interdisciplinary linkages and establishing cross-institutional synergies. We exemplify how we transform the latter into targeted contributions to concept and doctrine development, lessons-learned, and into tailored E&T products for senior military and civilian staff.

A key priority in 2022 was the gradual re-introduction of resident events in an improved physical and technical environment. We will continue to offer the option for hybrid participation in selected events or to deliver these entirely online. Our goal is to allow for diverse and wide participation from across NATO, its member and partner nations, to minimise travel and related environmental footprint, and save time and resources while maintaining high standards of quality.

Our capacity to act as a catalyst for transformation in the crisis and disaster management domain is closely contingent upon the ability to forge fruitful partnerships. Therefore, cooperation rests at the heart of the Centre and underpins the realisation of our strategic objectives. We seek to build a common ground for collaboration and exchange with relevant stakeholders. For instance, the Centre has since 2018 been involved in capacity building for the Jordanian National Centre for Security and Crisis Management (NCSCM). This project, part of NATO's Defence Capacity Building (DCB) Trust Fund initiative, has been developed and coordinated by the NATO International Staff. The CMDR COE also continuously strengthens its fruitful collaboration with the European Security and Defence College (ESDC) and with the EU Military Training Group (EUMTG) particularly in its capacity as a Department Head (DH) for the discipline on „Military Contribution to EU Disaster Response (DR), Humanitarian Assistance (HA) and Civil Protection (CP)“. We have successfully developed and piloted two courses and conducted a Training Requirements Assessment for the aforementioned discipline. Currently, the CMDR COE is supporting the development of a project on civil-military cooperation in climate-related emergencies and will continue to foster and expand its partnership network including within the framework of a reinvigorated Community of Interest (Col) on crisis and disaster management.

We **revamped the concept for our Col** further emphasizing exchange of knowledge and good practices, result-oriented engagement in projects and initiatives, and continuous expansion. We initiated the development of **an entirely new platform** to better meet the needs of that extended collaboration in an improved virtual environment.

We keep up developing our knowledge base and expertise on resilience, gender mainstreaming, human security, protection of civilians, civil preparedness, building integrity and climate



change - our aim being contributing meaningfully to a 360-degree approach to security. For instance, our research on climate change **implications on military activities, including such related to humanitarian assistance and disaster relief**, examines the triple nexus of climate change, security and gender. We advocate for the systematic integration of **gender perspectives** in the study and practice of planning and decision-making. We further explore **resilience** and particularly **societal resilience** as a critical component in the process of preventing crises and emergencies including such

precipitated by climate change and environmental degradation.

The CMDR COE keeps enriching its thematic scope to reflect as well as to anticipate developments in the security environment. We are currently following developments in and seeking avenues for productive cooperation on cultural property protection, consequence management, and emerging technologies, particularly artificial intelligence.

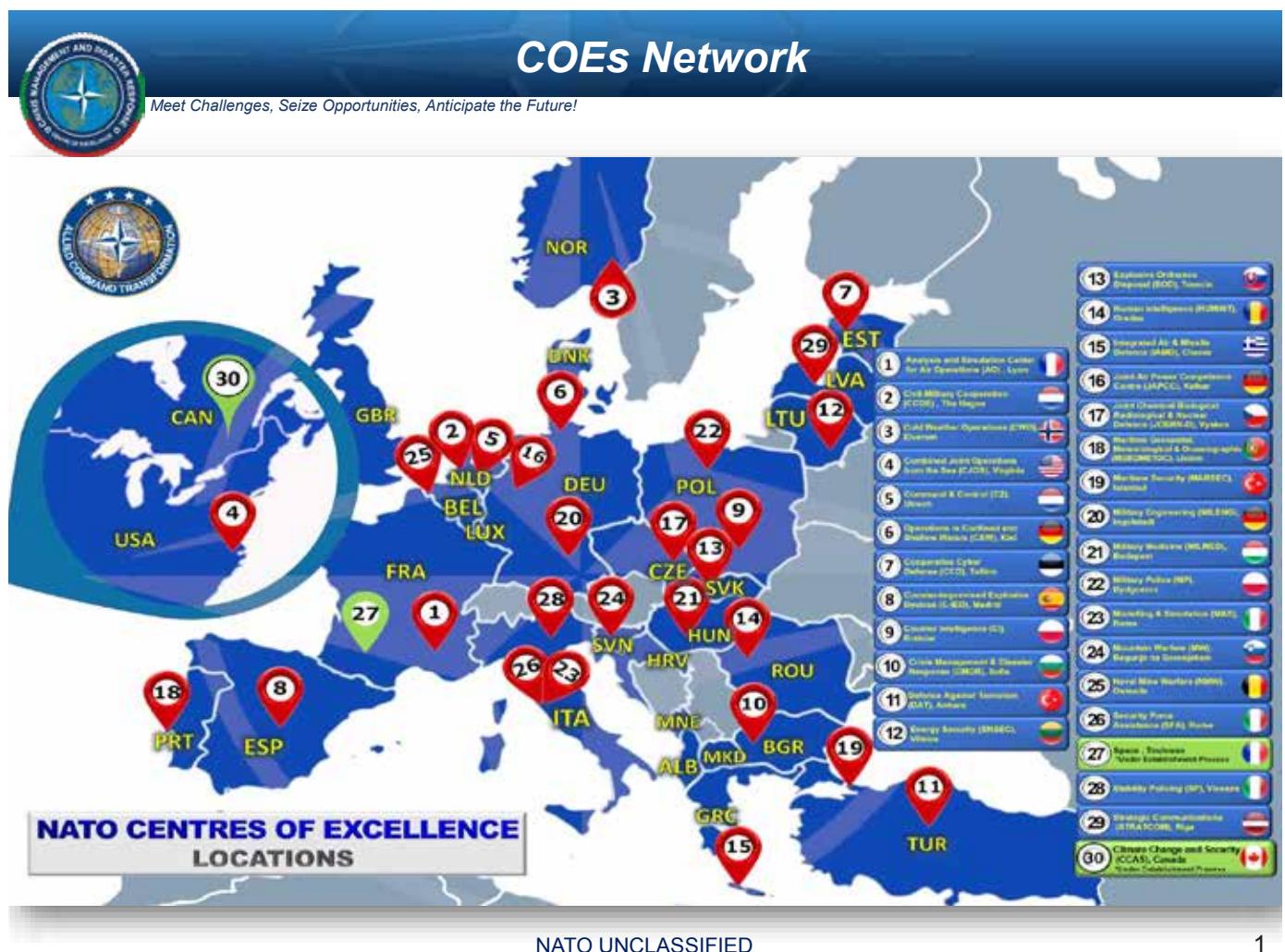
Retaining a capacity to anticipate the intricate interplay of political, social, technological, economic and environmental challenges necessitates efficient allocation and utilisation of resources, especially within a growing level of ambition. We utilise Business analysis models to help us deliver on our objectives. Furthermore, we leverage our modelling and simulation capabilities to improve our products and projects. The Centre's Operational Laboratory (OpsLab) has substantially contributed to various research initiatives and to the improvement of training materials, particularly scenarios.

To anticipate the future requires preparing for tomorrow's challenges today. Doing so invariably involves tapping into the vast potential young people carry by providing them with opportunities for personal and professional advancement while benefiting from their skills and competences. The **CMDR COE's Internship Programme** allows us to cooperate with the brightest of minds and the most skilful and motivated of young professionals determined to be part of a team transforming challenges to collective security into opportunities for a more inclusive and safer future. We have been systematically improving our **paid Internship Programme** convinced that the transfer of knowledge between and among generations is critical to prosperity and progress.

The year past is, as I am confident - the year ahead will continue to be a true example of professionalism and dedication to cementing the CMDR COE's position as a front-runner in the crisis and disaster management domain, and as a stakeholder in critical transversal topics. Excellence more than a mission for us - it is a firm conviction in the benefits of hard work and constructive cooperation, and we spare no effort on the way forward. Our strides become ever more confident as our team grows - we were delighted to welcome consecutively two new Sponsoring nations - Romania and Hungary, and we look forward to continuing this process of enlargement and to further contributing to inclusive transformation.

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).

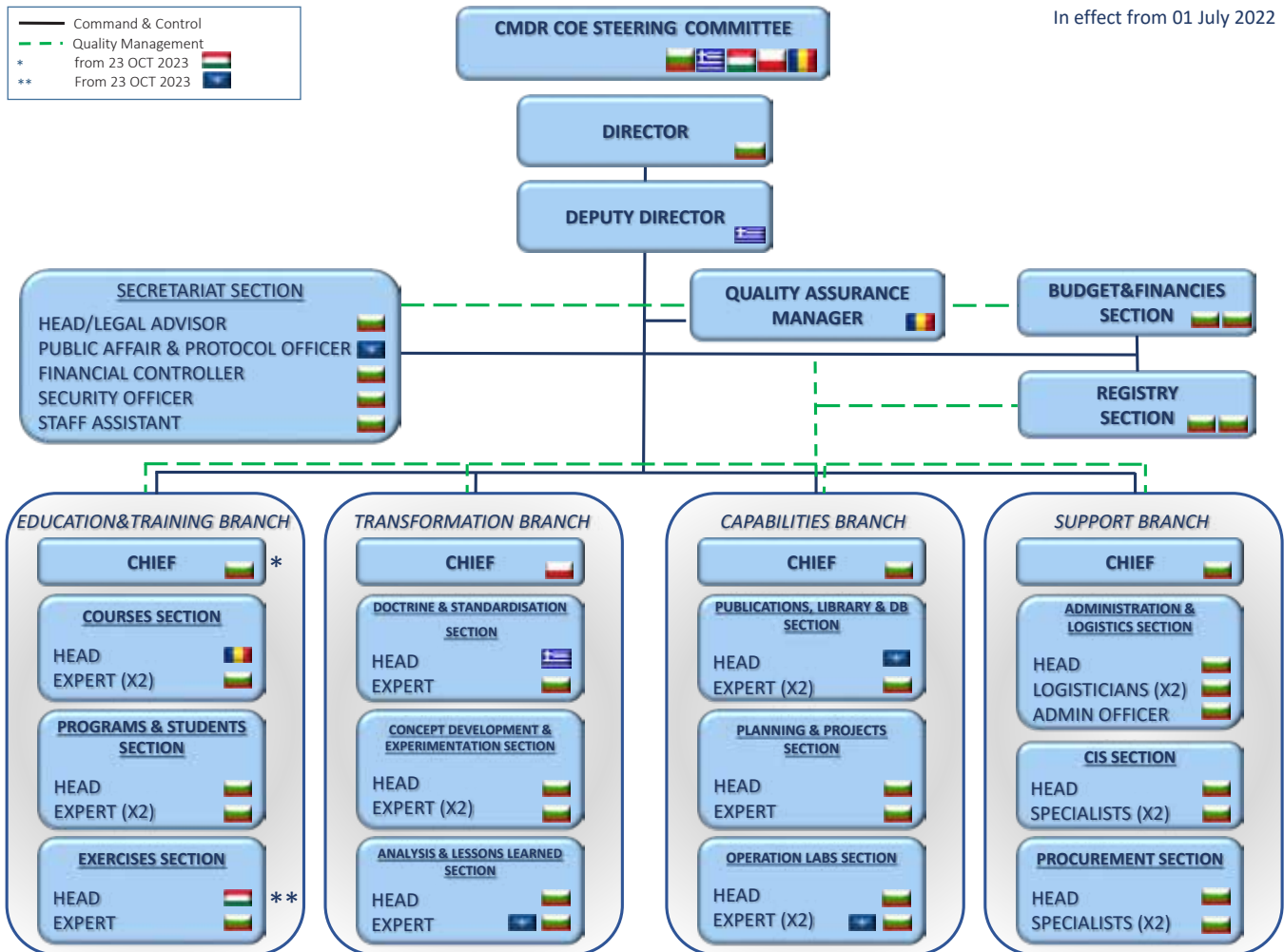
COEs MECHANISM

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 July 2022



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 2021

A course in Jordan for planning crisis response operations



From 25 to 30 September 2021, the National Center for Security and Crisis Management (NCSCM) in Amman, Jordan, hosted the fourth consecutive training event delivered by a mobile training team from CMDR COE. A course in "Strategic Planning for Crisis Response Operations" was conducted as part of the NATO Defense Capability Building Project for Jordan. The topic of the course provided the trainees with theoretical knowledge and practical training regarding the decision-making process within the NATO crisis response planning at a strategic level. The training audience consisted of representatives from NCSCM and several Jordanian agencies and ministries. The course placed emphasis on the main processes related to the strategic assessment, political-military estimation, response options and course of action development. As an integral part of the NATO Defense Capability Building Project for Jordan, this event succeeded in enhancing the professional skills and knowledge of the trainees as well as in strengthening NCSCM's capacity with regard to the

forementioned area.

At the closing ceremony, the Vice Chairman of NCSCM, Brigadier General Hatem Alzoubi, and the Bulgarian Military Attaché, COL Stoyan Uzunov, congratulated the participants and CMDR COE's team for the successful completion of this cooperative event. Alongside his gratitude to CMDR COE's team for the support provided to the capability development process, Brigadier Alzoubi expressed his desire for continuing this fruitful cooperation in the future.

Expanding the GFP Network

The third iteration of the Gender Focal Point (GFP) course took place online in October 2021. The event provided a platform for constructive exchange of knowledge and experience among a group of 20 learners from the NATO International Military Staff (IMS), other NATO entities, and NATO members' Ministries of Defence.

The GFP course enables personnel successfully to perform the support in the integration of gender perspectives within their functional area and respective chain of command. A balanced mixture of live interactive lectures and individual and collective exercises facilitated deliberations on existing policy framework and tools for gender mainstreaming, and on the role of GFPs within NATO's gender advisory structure.

A hybrid edition of CRO planners professional development



The first hybrid iteration of the Crisis Response Operation Planners Professional Development Course took place from 4 to 8 October 2021 through the CMDR COE Virtual Studio.

The interest to this course has continued to grow and representatives from different civil and military structures and institutions from Bulgaria, Greece, Jordan and Poland attended this particular iteration. The course participants appreciated highly the lectures given by experienced instructors, including LtC Dempsey from SHAPE/J5 and Assoc. Prof. Mila Serafimova, who shared their experience and expertise with the training audience, thus broadening the participants' knowledge about the course topic.

First Academic Advisory Board (AAB) Meeting



The Crisis Management and Disaster Response Centre of Excellence (CMDR COE) organised and hosted the 1st Academic Advisory Board (AAB) Meeting, which took place on 19 October 2021 on CMDR COE premises in Sofia, Bulgaria. The list of members of the AAB includes Prof. Dr. Sc. Eng. Mitko Stoykov and Assoc. Prof. Dr. Nina Dobrinkova representing the Republic of Bulgaria, Colonel Dariusz Majchrzak representing the Republic of Poland, and Quaeator Stefan Savulescu representing Romania. Additionally, Assoc. Prof. Dr. Vasileios Syros, CDR Royal UK Navy John Gray from the ACT HQ, Colonel Attila Ferenc Varga and Major Gőbor Erki from Hungary, and Mr. Toni Petreski from the Republic of North Macedonia took part in the event as observers.

After adopting the CMDR COE AAB Terms of Reference, the Academic Advisory Board members appointed Prof. Dr. Sc. End. Mitko Stoykov as Chairperson. A key point of the event was that a mutual agreement was reached among the AAB members, concerning the specific events from the CMDR COE POW, which shall be subject to monitoring and evaluation from the AAB. This marks the beginning of a fruitful and promising collaboration between CMDR COE and multiple academic and governmental institutions.

CMDR COE Steering Committee



The 9th CMDR COE Steering Committee (SC) meeting was held from 20 to 21 October 2021 on the CMDR COE premises in Sofia, Bulgaria. The event was opened by the Chairman of the CMDR COE Steering Committee (SC), Lieutenant General Dimitar Iliev, Deputy Chief of Defence of the Republic of Bulgaria. In his opening remarks, Lieutenant General Iliev welcomed the representative from the Framework Nation, the Republic of Bulgaria, as well as the representatives from the Sponsoring Nations, namely the Hellenic Republic, the Republic of Poland, and Romania, to the meeting. Lieutenant General Iliev highlighted the great success of the fruitful collaboration between the Framework and Sponsoring Nations of CMDR COE. Furthermore, the Chairman of the SC congratulated CMDR COE for maintaining the high-quality standards of its products and conducted activities, and for successfully

adapting to the novel challenges, posed by the current global pandemic.

Alongside SC members, who represented the Framework and the Sponsoring Nations, a representative from NATO's Allied Command Transformation (ACT) was present at the event as an advisor, while representatives from Hungary, the Republic of Poland, and the Republic of North Macedonia took part as observers. As such, they were given the opportunity to familiarise themselves with the activities and projects carried out by CMDR COE, as well as to actively engage in discussions about current trends in the crisis management and disaster response domain. Moreover, proposals concerning the collective responsibility of the Framework and Sponsoring Nations were discussed in order to further enhance the quality of services provided by CMDR COE.

During the meeting, the SC members approved the CMDR COE Budget for 2022 and the Programme of Work (POW) 2022.

The course for exercise planners training

The first hybrid iteration of the Crisis Management and Disaster Response Exercise Planners Training Course took place from 18 to 22 October 2021. It was conducted through the CMDR COE Virtual Studio and succeeded in broadening the participants' knowledge on the planning and management of exercises in the CMDR domain.

During the closing ceremony, the CMDR COE Director placed emphasis on the uniqueness of this event, which integrates the knowledge from NATO Exercise Planning, Crisis Management and Disaster Response domains. Additionally, the course brings together participants from a variety of countries (Azerbaijan, Jordan, Portugal, Greece and Bulgaria) as well as from multiple organisations - Greek Army, NFIU Poland, Portuguese Joint Operations Center, Jordanian National Center for Security and Crisis Management, Bulgarian Ministry of Interior, Bulgarian Ministry of Foreign Affairs, Bulgarian Ministry of Defense, Bulgarian Navy HQ, Bulgarian Military Police, Bulgarian Land Forces HQ, Bulgarian National Military University and Bulgarian Air Force Academy.

Resilience through Civil Preparedness Course



From 2 to 4 November 2021 the Crisis Management and Disaster Response Centre of Excellence (CMDR COE), in collaboration with the CIMIC Centre of Excellence (CCOE), conducted an online iteration of the Resilience through Civil Preparedness Course. Representatives of different civil and military structures and institutions from Albania, Bulgaria, Greece, Hungary and the USA attended the event.

Through the joint efforts on behalf of CMDR COE, CCOE and NATO's Department Head for CIMIC/CMI/Civil Preparedness discipline, the event was successfully developed piloted in December 2019.

The course provides senior civilian and military experts with an understanding of the various aspects of resilience at the state strategic level and the effects, thereafter, on the operational level, with a focus on the connection between civil preparedness and improved operational effectiveness.

This iteration welcomed several inspiring instructors from the Hague University, NATO International Staff, SHAPE / J9, the European External Action Service, Allied Command Transformation and CIMIC COE, who provided valuable insights into the Resilience through Civil Preparedness area.

CMDR COE in support of a high-level training



The Jordanian National Level Exercise Darb Al-Aman 2021 took place in Amman, Hashemite Kingdom of Jordan from 7 to 11 November 2021. The aim of this important training event was to enhance the Jordanian National-Level Crisis Management Capability by strengthening the response and planning capacity in face of a national-level crisis such as a terrorist attack, environmental pollution and severe weather conditions. The training audience included essential Jordanian Leadership, the Jordanian National Centre for Security and Crisis Management (NCSCM), Relevant National government and Non-government agencies (NGA) and partners (39 ministries and agencies in total).

As an important part of the DCB TF project for Jordan, the CMDR COE dispatched a team of experts, led by Centre's Director, to participate in the execution phase of the exercise. The CMDR COE observed the exercise with the aim to provide external, independent and objective feedback about the conduct of Darb Al-Aman 2021. The CMDR COE expertise was focused mostly in the areas of the exercise evaluation, analysis and organisation of the Lessons Learned process, as well as the use of the IT technologies for organisation, conduct and management of the exercise. Nevertheless, the observation team was also able to gather valuable observations in other areas, such as: Real Life Support and exercise administration; exercise design and exercise documents; the execution of the exercise, including the Communications, Information and Knowledge Management, set up the Operational Centre, exercise Battle Rhythm, MEL/MIL, etc. As a result of its observations, the CMDR COE will submit to the NCSCM leadership a First Impression Report about the execution phase of the exercise with conclusions and recommendations for improvements.

Online international conference addressing global challenges



An international conference on NATO's response to global challenges and, in particular, to climate change took place on 17 November 2021 in hybrid mode - at the CMDR COE premises and virtually through WebEx platform and YouTube. The conference was co-organised by Sofia Security Forum and CMDR COE, with the kind sponsorship of NATO Public Diplomacy Division.

This event provided a forum for discussions about the need of prompt and decisive response to climate change on behalf of NATO and Allied Nations. As climate change is considered a threat multiplier that affects Allied security, both in the Euro-Atlantic area and in the Alliance's broader range, NATO needs to increase its awareness and develop effective adaptation and mitigation measures with regard to this challenge. In addition, credible deterrence and defence posture needs to be ensured, by placing emphasis on the safety of

NATO military personnel.

Distinguished briefers and panelists took an active part in the event, including the current NATO Deputy Assistant Secretary General for Emerging Security Challenges - Mr. James Appathurai, one of his predecessors - Mr. Jamie Shea, the Deputy Director General of the European Union Military Staff (EUMS) - Lt. Gen. Giovanni Manione, the Head of the United Nations Liaison Office for Peace and Security (UNLOPS) - Mr. Rory Keane, and other civilian and military executives alongside climate and security experts, representatives from non-governmental organizations, think-tanks and the academia.

A course for decision-makers

CMDR COE successfully conducted a 5-day Strategic Decision Making for Crisis Response Operations course. From 22 to 26 November 2021 it provided general knowledge related to the strategic level of taking decisions, as well as the main players and mechanisms in crisis response operations from NATO and national perspective.

The attendees were introduced to numerous topics related to crisis management, capability development, gender perspectives, strategic communications and the leadership psychology in crisis response through lectures, practical teamwork and subsequent student presentations.

Participants from Bulgarian Ministry of Defense, Bulgarian Air Force, Bulgarian Red Cross, Hellenic Ministry of National Defence, Hellenic Army General Staff, Hungarian Ministry of Defense, Ukrainian State Emergency Service and the General Staff of the Armed Forces of Ukraine took part actively.

In addition, CMDR COE expresses special appreciation and gratitude to the guest-lecturers from the Bulgarian Ministry of Defense and the National Defense College.

Important visit



A delegation from the Republic of North Macedonia paid an official visit to CMDR COE from 6 to 8 December 2021. During discussions, the delegation from the North Macedonian Ministry of Defence presented its perspective on the possible future collaboration with CMDR COE. Additionally, the delegation members took part in an international conference, jointly organised by CMDR COE and Sofia Security Forum, on „The future of transatlantic relations: Turning a new page on enhanced cooperation amid new security challenges“. The visit concluded with a discussion about the possibilities for future joint projects on a bilateral basis, and for future accession of the Republic of North Macedonia as a Sponsoring Nation to CMDR COE.

Future of Transatlantic Relations Conference



An international conference on topic „The Future of Transatlantic Relations: Turning a New Page on Enhanced Cooperation amid New Security Challenges“ was held on 7 December 2021 in hybrid mode and live-streamed on the official CMDR COE YouTube channel. The event was co-organised by Sofia Security Forum, Konrad Adenauer Foundation and CMDR COE.

It succeeded in providing a forum for discussions about potential strategies for addressing and dealing with the most pressing security challenges at present in the context of the reinvigorated transatlantic partnership. In that regard, the possible pathways for development of the relationship between the European

Union and the US Administration were also analysed in detail on behalf of the participating experts and practitioners in the respective field.

Participants from the audience had the privilege to exchange views and ask questions to distinguished briefers and panelists, such as Ambassador Todor Churov - the former Deputy Minister of Foreign Affairs of Bulgaria, Sedat Önal - Deputy Minister of Foreign Affairs of Turkey, Dănuț Sebastian Neculăescu - State Secretary of the Ministry of Foreign Affairs of Romania, and other representatives from non-governmental organisations, think-tanks and the academia.

Last GFP iteration for 2021

The Gender Focal Point (GFP) course took place online from 06 to 10 December 2021 and provided a platform for constructive exchange of knowledge and experience among a group of learners from the NATO command structure, and NATO Allied and Partner nations' armed forces. It served as a venue for active discussions on the link between gender, conflict and security, the significance of gender mainstreaming to operational effectiveness, and on the ways to integrate gender perspectives in planning and decision-making.

MAIN EVENTS JANUARY-SEPTEMBER 2022

Commence the 2022 internship year



As usual, the CMDR COE announced again in the beginning of the year its Internship Programme. The Centre has the pleasure of providing the interns with an opportunity for further personal and professional advancement in an international environment. As part of the Programme, each intern works on a research project, related to CMDR COE's portfolio and field of expertise. Besides, they are engaged in the everyday activities in the Centre. Thus, the interns get an invaluable insight into the crisis management and disaster response domain, while actively contributing to the events, organised and held by the Centre.

Committed to broader efforts at fair treatment and adequate remuneration for young professionals at the beginning of their career paths the CMDR COE Internship Programme aims to provide motivated young people with the opportunity of joining the organisation, where they can find an international hub of expertise and education in the crisis management and disaster response domain.

GFP Course first in 2022



The first course for the year 2022 took place from 21 to 24 February 2022. The iteration of the NATO-approved Gender Focal Point (GFP) course saw a diverse group of military and civilian experts at the strategic and operational levels actively engage with the role of GFPs in support of the integration of gender perspectives within various areas of responsibility.

Whether identifying and challenging gendered stereotypes producing harmful biases in relation to the rights, opportunities and responsibilities of women, men, girls, and boys, or critically analysing gender mainstreaming in the security and defence sector, GFPs exercised constructive dialogue in favour of gender equality. They practiced advocating for and supporting the implementation of NATO's commitments to

the Women, Peace and Security agenda and recognised the importance of the Alliance's gender advisory structure in facilitating collaborative exchange.

Mobile Training Team in BALTDEFCOL



From 7 to 11 March 2022 the Baltic Defense College in Tartu, Estonia welcomed for the first time a Mobile Education and Training Team (METT) from CMDR COE. 3 experts in Crisis Management and one Modelling & Simulation specialist delivered a module training as part of the Joint Command and General Staff Course (JGCSC). The operational course, which brings together many different nations each year, places additional emphasis on the Allied Joint Operations across the full spectrum of operations.

The dean of the College, COL (ret) Dr. Zdzislaw Sliwa, expressed his gratitude to the Centre's team and his optimism with regard to future joint activities with CMDR COE. Additionally, the METT received an outstanding support on

behalf of AMB Shota Gvineria.

Since 1999, the Baltic Defense College serves as a Professional Military Education institution, which applies the latest educational principles and promotes international cooperation in the research on security and defense policies in order to meet the defence and security needs of Estonia, Latvia and Lithuania.

The Crisis Management course delivered by the CMDR COE's team welcomed 71 trainees as part of the BALTDEFCOL training program for the academic year 2021-2022. The interactive course was comprised of a theoretical part and a table top exercise, and succeeded in engaging the training audience in active discussions and exchange of expertise and best practices related to the main topic of the event.

Initiating JADL Platform



From 14 March 2022, CMDR COE implemented the online iteration of the Disaster Management Course using the Joint Advanced Distributed Learning (JADL) platform. 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 course includes various briefings 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.

A workshop of Project MSG-187



From 15 to 17 March 2022 the CMDR COE conducted the MSG-187 Space Weather Environmental Modelling Workshop. The Workshop was held as a hybrid event. Its main objective was to enable a discussion about the results, which have been achieved so far, and about the adjustments, which could be introduced. The technical team during the Workshop consisted of CMDR COE staff members from the Operations Laboratory together with OF-2 Gautier Nguyen - Direction G n rale de l'Armement (DGA). The technical team provided a conceptual definition of the group task, by introducing two main directions and finding the linkage between them. Furthermore, the team succeeded in setting the framework for further development.

Cooperation with the Department of Energy, USA

From 22 to 23 March 2022 Mr. Andrae Brooks and Mr. Robert Augdahl, Specialists from the Office of Nuclear Incident Policy and Cooperation (NIPC), presented the US DOE perspective for future cooperation with the CMDR COE. It was pointed out that their office focused on Building Partnership Capacity and this has been their approach towards NATO - filling voids/gaps related to insufficient expertise, enhancing cooperation, and aligning their strengths to support the Alliance, by providing specialized training. The CMDR COE Director presented the network of COEs alongside the concept, vision, principles and specifically the organization of the Crisis Management and Disaster Response Centre of Excellence. The discussion mainly focused on the perspectives for potential future cooperation and common projects and activities between both organizations. In this regard, a foundation on a new initiative, namely an International Crisis Response and Consequent Management Course for NATO Member and Partnership Countries was established. The aforementioned initiative shall provide an opportunity for incorporating the crisis response „chain of concern“ into a course, which will demonstrate NATO’s approach to natural disasters, accidents with CBRN material, media and NATO vs national responsibilities. The pilot course is expected to be launched in April-May 2023.

Consecutive successful CMDR course

The Crisis Management and Disaster Response Course took place from 21 to 25 March 2022 when welcomed representatives from civil and military institutions from Bulgaria, Georgia, Greece, Italy, Poland, Tunisia and USA. The course succeeded in enhancing the trainees’ knowledge about and raising their awareness of NATO Crisis Response fundamentals, NATO Crisis Response System (NCRS), and its complementary elements - NATO Crisis Response Process (NCRP), and Civil Emergency Planning, according to NATO „baseline requirements“.

The insightful lectures were delivered by inspiring instructors, such as Mr. Stefano Scaini from OSDIFE (Observatory on Security and CBRN Defense), Dr. Silke Ruhl from the NATO MILMED COE, Mr. Stefan Delchev from CEPC, Prof. Maciej Marszałek from the War Studies University in Poland, Mr. Teemu Tammikko from EEAS, LTC Dariusz Dobron from the Polish MoD and Mr. Peter Bonev from the European Commission.

Celebrating the anniversary



On 31 March 2022, CMDR COE celebrated its 7th Anniversary. On this occasion, the Centre was honored by the presence of Ambassadors and Defence Attaches from Embassies accredited in the Republic of Bulgaria (Albania, Egypt, France, Georgia, Germany, Greece, Hungary, Morocco, the Netherlands, Poland, Romania, Spain, Turkey, the United Kingdom of Great Britain and Northern Ireland, and the United States of America), the Deputy Minister of Defence of the Republic of Bulgaria - Mr. Yordan Bozhilov, the Deputy Chief of Defence - Lieutenant General Dimitar Iliev, the Advisors of the President of the Republic of Bulgaria on Security and Defence - Mr. Iliya Milushev and Mr. Stefan Godzhevargov, the Member of the Parliament - Mr. Hristo Simeonov, among others.

the Centre for their support and cooperation, and highlighted the importance of Allied security, solidarity and cohesion. Furthermore, the Deputy Chief of Defence highlighted the long-standing cooperation between CMDR COE and the Bulgarian Ministry of Defence, pointed



out the contribution of the Centre's Sponsoring Nations to the enhancement of NATO's defence and security capabilities, and expressed gratitude to the dedication and professionalism of the CMDR COE staff members. On behalf of the President of the Republic of Bulgaria, his Advisor on Security and Defense placed emphasis on the high level of ambition, expertise and capabilities of CMDR COE, and congratulated the Centre's leadership and staff on the occasion of the Anniversary of the Centre, by wishing them all the best, good health and strength to accomplish their mission.

Intelligence Service, Rakovski National Defence College, Central Office of Military Districts, NATO Force Integration Unit in Bulgaria, Bulgarian Armed Forces Women Association, partners, and former colleagues.

Contribution to the largest UN exercise



Team of experts from CMDR COE provided support to the Viking 2022 Computer Assisted Exercise held from 30 March to 7 April 2022. This year more than 3500 participants - civilian, military and police - took part in the multinational staff exercise, which aims to train them how to meet the challenges deriving from the current and future multi-dimensional crisis response and peace operations. The exercise, led by the Swedish Ministry of Defence, follows the objectives outlined in NATO's Partnership for Peace (PfP) programme.

The event took place on different sites in Brazil, Bulgaria, Finland, Qatar and Sweden. It is a training platform, which aims to prepare civilians, military personnel and police officers to participate in peace-promoting efforts.

As part of the world's largest UN peace operation exercise, the scenario covered the deployment of a UN peace-enforcement mission as well as the deployment of a NATO crisis response operation (Small Joint) in the fictitious country. A JTF HQ including CC level and 5 brigade HQs trained simultaneously on sites located in Bulgaria, Finland and Sweden.

Hybrid iteration of the Climate Change and Security course

Another successful hybrid iteration of a course took place from 5 to 8 April 2022. The Climate Change and Security course was simultaneously broadcasted online and held in presence at Centre's premises in Sofia, and online. The course was conducted under the auspices of the European Security and Defence College (ESDC) and in collaboration with the Diplomatic Institute to the Ministry of Foreign Affairs of the Republic of Bulgaria. Essential topics related to global warming and its role as a threat multiplier, the impact of climate change on public health, international peace and security, and the necessity of an integrated approach to climate and security challenges were covered.

During the course, participants from Algeria, Austria, Bulgaria, Denmark, Germany, Greece, Portugal, Romania, Spain, Sweden, and the United States of America were actively engaged in thought-provoking discussions, by exchanging good practices and broadening their knowledge about the topic.

The JFCNP ACOS J9 Visit



On April 14, 2021, the Assistant Chief of Staff J9 (ACOS J9) of the Allied Joint Force Command Naples (JFCNP), Brigadier General Marcus Ellermann paid a visit to the Crisis Management and Disaster Response Centre of Excellence (CMDR COE). The distinguish visitor was briefed on the COEs network as well as on the mission, vision, principles organisation of CMDR COE. Additionally, the ongoing projects and the courses provided by the Centre were presented accordingly. This meeting provided a unique venue for exchange of ideas, by outlining possible paths for future cooperation and joint endeavours.

Note of joining of Hungary to CMDR COE



The Note of Joining of Hungary to CMDR COE was signed at the Headquarters of the Allied Command of Transformation on April 25, 2022. The Ministry of Defence of Hungary has decided to broaden its participation in NATO's overall crisis management and disaster response efforts.

The Ministries of Defence of Bulgaria, Greece, Poland, and the Ministry of Internal Affairs of Romania welcomed the expressed commitment and welcomed the Ministry of Defence of Hungary as a Participant in CMDR COE.

The 2022 COE Marketplace



The Command Group of CMDR COE participated in the 2022 COE Marketplace, held in Brussels, Belgium, from 9 to 11 May 2022. Colonel Nikolov, Captain Navy Tzavaras, Colonel Jurski and Colonel Milanov presented the work and activities of Centre to the NATO HQ authorities and shared best practices with other participants in this event.

The aim of 2022 COE Marketplace is to provide an opportunity for all staff and national personnel at NATO HQ to meet representatives from all 28 NATO-accredited Centres of Excellence (COEs) in order to recognise, understand and embrace the value of the expertise, support and advice provided by these NATO-affiliated organisations. The event has received full support on behalf

of NATO's leadership and represents an excellent opportunity for the COEs to promote their work by sharing their products and the outputs delivered by their Sponsoring Nations with regard to the common efforts of the Alliance.

The role of crisis diplomacy



An online iteration of the Crisis Management in Multilateral Frameworks (IGOs): The Role of Political/Civilian and Military Crisis Diplomacy Course took place from 17 to 19 May 2022 through the CMDR COE Virtual Studio.

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

The course welcomed several inspiring instructors, including Dr. Simona SOARE from the European Union Institute for Security Studies (EUISS), Prof. Vasilios Syros from the Medici Archive Project, Assoc. Prof. Doncho DOYCHEV from the Bulgarian Ministry of Defense, LTC Gurban SWISTEK from the German Institute for International and Security Affairs.

Representatives from different civil and military structures and institutions from Bulgaria, Greece, Italy, Netherlands, Poland, Portugal and USA took part in the course, as well as the three interns from CMDR COE. They enhanced their knowledge about multilateral diplomacy, rebuilding post-conflict societies, EU-NATO cooperation in crisis management, key crisis management actors, the UN Crisis Diplomacy, and the military aspect of crisis diplomacy.

The second GFP course in 2022

The second NATO Gender Focal Point (GFP) course iteration for 2022 took place from 23 to 26 May and CMDR COE was pleased to welcome a group of newly certified GFPs to the wider NATO gender advisory network!

A balanced mixture of live interactive lectures and individual and collective exercises facilitated deliberations on existing policy framework and tools for gender mainstreaming, and on the role of GFPs within NATO's gender advisory structure.

This final day of the course saw senior military and civilian staff engage in a role play as part of their summative assessment - putting to the test the knowledge generated throughout the course and practicing support for the integration of gender perspectives.

CMDR COE and the entire course team should like to wish the GFPs best of success in their important role in supporting the advancement of the Women, Peace and Security agenda.

Seminar on Crisis Response System



A seminar on topic "Crisis Response System" was conducted on May 27 May. Organised upon request from Ms. Rosina Stanislavova, mayor of Krasno Selo District, it laid foundations of future collaborations between CMDR COE and local authorities and the delivery of a simulation training related to the Crisis Response mechanisms. Such trainings are essential to the adequate preparation and training of the logistic and operational staff with regard to conducting a proper assessment of crisis situations and risks.

The seminar succeeded in enhancing the training audience's knowledge about the National Disaster Protection Plan and the National Unified Rescue System, which were presented by Commissioner Iliya Georgiev from the Fire Safety and Civil Protection General Directorate. Additionally, the seminar addressed

the administrative capacity for effective response to disasters and highlighted the importance of civil preparedness and disaster relief.

The Chief of Defence of Türkiye visited CMDR COE



On 31 May 2022, General Yaşar Güler, Commander of the Turkish Armed Forces, paid an official visit to CMDR COE. In his introductory remarks, the Centre's Director placed additional emphasis on the importance of collaboration and exchange of expertise in the CMDR domain. Furthermore, he highlighted the Centre's role in forging productive partnerships in support of NATO's transformation efforts in the aforementioned field.

On his part, General Güler expressed his sincere gratitude for the opportunity to visit CMDR COE and underlined the importance of interoperability among NATO Allies and Partner nations. The official visit concluded with an exchange of gifts.

UK and US Embassies shared a visit to CMDR COE

On 31 May 2022, the Centre welcomed distinguished guests, representatives from the British Embassy in Bulgaria and the U.S. Embassy in Bulgaria. After a briefing on CMDR COE's products and projects, all participants in the meeting expressed willingness to continue the cooperation on topics such as Strategic communications. Both sides expressed their ambition to continue the mutual dialogue and partnerships in order to enhance the general knowledge about STRATCOM.

Another distinguished visit



On 9 June 2022, Major General Tony Wright, Deputy Chief of Staff for Strategic Plans and Policies (DCOS SPP) at NATO Headquarters, Supreme Allied Command Transformation (Norfolk, VA) and CMDR COE FOGO Champion, paid an official visit to the Crisis Management and Disaster Response Centre of Excellence. This special visit was closely related to the closing ceremony of the 10th Annual CMDR COE Conference and 2nd International Conference on Environmental Protection and Disaster Risks. In that regard, Major General Tony Wright highlighted the Centre's active contribution to topics, which are of significant importance to NATO.

The tenth Annual Conference of the Centre



The 10th Annual Conference on Crisis Management and Disaster Response and the 2nd International Conference on EnviroRISks 2022 took place in hybrid mode from 6 to 9 June 2022 on the CMDR COE premises in Sofia. This key event was conducted in close cooperation with the Bulgarian Academy of Sciences (BAS).

The conference provided an excellent venue for interaction and exchange of information among the Centre's Community of Interest as well as between Subject Matter Experts from NATO, NATO Allies and Partners, the academia and participating organisations. Specialised panels were dedicated to different aspects of the overarching CMDR-related main theme of the event. The conference succeeded in raising awareness about the need for adequate

preparedness and in contributing to NATO's continuous transformation in the field of Crisis Management and Disaster Response.

Focus on the Building Integrity



From 27 to 30 June 2022 the second iteration of the Building Integrity for Senior Leaders Course took place in CMDR COE in a hybrid mode. During the event a distinguished guest paid a visit to CMDR COE as a special guest speaker to the course - Dr. Rob Dixon, Her Majesty's Ambassador to Bulgaria, who pointed out how building integrity issues have turned out to be major challenges within the context of crisis management.

Corruption and poor governance are recognized as security challenges that undermine freedom, rule of law and economic development, and erode public trust. Therefore, the course was designed to assist and teach in building capacities and enhance institutions in the spirit of co-operative security.

The aim of the course was to raise awareness of corruption risks and to underline the best practices with regard to minimising and mitigating the impact of such risks on the security sector and public assets. Thus, the lectures, delivered by the BI UK Team from the Defence Academy of the United Kingdom, placed emphasis on integrity, accountability, counter-corruption and transparency.

Hungarian flag-raising ceremony at CMDR COE



On 5 July 2022, a flag-raising ceremony marked the accession of Hungary to the Crisis Management and Disaster Response Centre of Excellence. Hungary officially joined the organisation on 1 July 2022, after signing a Note of Joining to participate in the Memorandum of Understanding of the establishment, administration and operation of the Centre.

The formal ceremony in front of CMDR COE's headquarters was attended by Mr Dragomir Zakov, Minister of Defence of the Republic of Bulgaria, and Lieutenant General Dimitar Iliev, Deputy Chief of Defence. In the presence of Mr. Erik Csernovitz, Chargé d'Affaires a.i. of the Embassy of Hungary, and LtC Ede Nagygyurgy, Military and Air Attaché of Hungary, Colonel Attila Ferenc Varga and Major Jozsef Papp hoisted the Hungarian flag in front of CMDR COE

premises. Hungary became the fourth Sponsoring Nation of the Crisis Management and Disaster Response Centre of Excellence.

In a NATO symposium



CMDR COE took part in the NATO Partnership 360 Symposium, which brought together civilian and military representatives from NATO Allies and Partner Nations with the aim to trace NATO's partnerships programmes. This year's symposium featured five in-depth breakout sessions, addressing Capacity Building, Innovation, Interoperability, Human Security, and the Rules-Based International Order. The event, co-organized by Allied Command Transformation and the International Staff Political Affairs and Security Policy Division, engaged the partnership network and community in Geneva, Switzerland from 11 to 13 July 2022.

An award from the Bulgarian Diplomatic Institute



On the occasion of the Bulgarian Diplomatic Service Day July 19, the Crisis Management and Disaster Response Centre of Excellence was awarded with an honorary prize. This is a sign of an honor for significant contribution to diplomacy and is presented by the Diplomatic Institute to the Ministry of Foreign Affairs of the Republic of Bulgaria. The CMDR COE has actively contributed to the Diplomatic Institute activities as the two institutions have more than once collaborated in the field of security and defense within the framework of NATO and the EU.

The Director of the Centre, Colonel Orlin Nikolov, accepted the award on behalf of the entire CMDR COE staff. In his gratitude speech, he pointed out that the collaboration between the CMDR COE and the Bulgarian Diplomatic Institute dates back to 2015, when the two institutions signed a contract for bilateral cooperation regarding the exchange of information as well as the organisation of conferences, scientific and

educational projects. In recent years, both institutions have been cooperating at a high level by exchanging lecturers and students, while also conducting joint courses with the European Security and Defence College (ESDC).

Disaster Relief in CSDP Context Course

The second edition of the Disaster Relief in CSDP Context Course took place from 19 to 22 July 2022 on the CMDR COE premises. This course focused on the impact of man-made, natural and climate driven disasters on the European Security (and in particular on the conduct of the Common Foreign and Security Policy (CFSP)/CSDP. The course participants from Bulgaria, Germany, Egypt, Great Britain, Jordan, Poland, Romania, Tunisia and USA broadened their knowledge of the EU institutional structures, mechanisms and instruments employed in disaster relief, the humanitarian activities. In particular, the synchronisation of diverse civilian and military CFSP/CSDP assets was highlighted with regard to disaster response. Additionally, the course addressed the partnerships and cooperation in terms of policies and practices between EU and other key stakeholders in the field, such as UN, NATO and leading humanitarian NGOs.

Mr. Joerg Einemann, Head of Integrated Border Management Unit, Law Enforcement Agencies Component, Operations Department, Coordinator of Border Support Activities project, shared the EUAM experience and action, and related challenges in the aftermath of the ongoing humanitarian crisis in Ukraine as the most relevant example of CSDP in action. Mr. Einemann presented the topics 'EU External Action in Practice - CSDP Instruments in Support of Disaster Relief' and 'EU Member States and EUAM Ukraine's Actions in the Aftermath of the Humanitarian Crisis in Ukraine'. Mr. Markijan Zelak from the Governance Component was among the participants in the audience. The course concluded with briefings on the Euro-Atlantic Centre for Resilience, located in Romania. The content of the presentations and the extremely relevant topics triggered thought-provoking and rewarding discussions between the participants and the experts.

The 2022 interns successfully complete their terms

On 29 July 2022 the CMDR COE Internship Research Paper presentations were delivered in front of expert audience from the Centre. Three interns were contributing to the COE's activities and everyday tasks related to crisis management and disaster response processes for more than five months as part of the first iteration of the 2022 Internship Programme. Ms. Siyana Pavlova worked on topic 'The Energy Transition In the Military', Ms. Nina Tatarska developed 'The Nato-Russia Relations In A Dynamic Security Environment' while Ms. Bozhidara Kiryakova presented her research on 'Communicating Strategically to Enhance Resilience Against Disinformation'. Certificates of appreciation were presented to the interns by the CMDR COE Director in recognition of their successful completion of the Internship Programme as well as in appreciation of their work on the research papers, and their dedicated work.

Hosting the 17th Conference on Computer Science And Intelligence Systems



The FedCSIS Conference provided a venue for presentations and discussions as well as opportunities for publishing of materials related to computer science and intelligence systems. From 4 to 7 September 2022, the forum gave the floor to researchers and practitioners from around the world to share their research results in their respective scientific and professional fields.

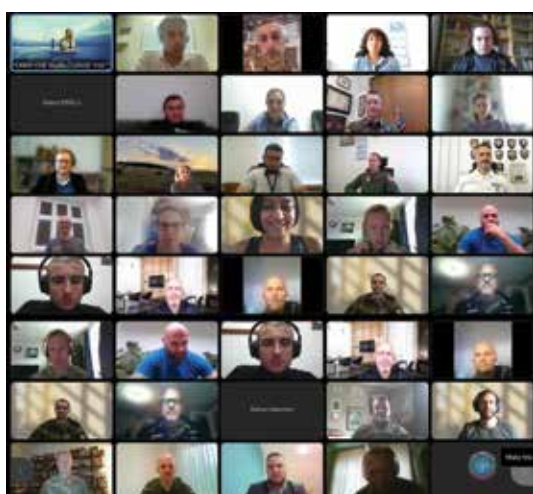
A course for planners development



The hybrid (residential and online) edition of the Crisis Response Operation Planners Professional Development Course was carried out from 12 to 16 September 2022. This year the CMDR COE accommodated course participants from Azerbaijan, Bosnia and Herzegovina, Georgia, Hungary, Italy, Netherlands, Poland, Romania, Tunisia and Bulgaria. The course provides the participants with basic knowledge of and raises awareness of the specifics of the operational planning process within the comprehensive approach used by NATO for collaborate with the International community. The course covered all aspects of the NATO Crisis Response Operational Planning Process, by presenting the NATO Crisis Response System and its elements, respective phases of the planning process and the cooperation between different stakeholders in this multi-dimensional environment.

The CRO Planners Professional Development Course is one of CMDR COE's specialised courses, strictly designed according to the NATO quality standards for E&T, and it aims to broaden the participants' knowledge of the crisis management process. In that regard, the focus is on the specific area of the crisis response operations planning at operational level, as laid down in the course curriculum.

Cultural Property Protection Course



An online pilot course Cultural Property Protection and Crisis Management was held by the CMDR COE from 27 to 29 September 2022 in collaboration with The Medici Archive Project (Florence, Italy).

This educational event explored the main concepts and theoretical issues associated with CPP and the role of the military with regard to the increasing awareness within NATO and other international organizations of the importance of cultural heritage as one of the foundations of world civilization and the need to design new modes of CPP.

The course examined case studies of CPP (ancient Greece and Mesopotamia, Roman Empire etc.) from world history through the prism of modern leadership theories, as well as recent case studies in the context of post-conflict societies, especially Iraq, Ukraine, and Afghanistan. The course was attended by representatives of various civil and military organizations from 13 countries, including Bulgaria, Canada, the Czech Republic, France, Greece, Germany, India, Iraq, Italy, the Netherlands, Poland, the United Kingdom, and the United States of America. The course participants benefited from the expertise of

distinguished guest instructors from The Medici Archive Project, the Hellenic Multinational Peace Support Operations Training Center of the Hellenic National Defence General Staff (Greece), the U.S. Naval War College (USA), the Centro Superior de Estudios de la Defensa Nacional (Spain), the Consulate General of Greece in Erbil, the Ministry of Peshmerga (Iraq), the American University of Iraq, Sulaimani, the University of Basel (Switzerland), Jawaharlal Nehru University (India), and the Hellenic Organization for Cultural Resources Development (Greece). The trainees became acquainted with the cultural, historical, political, social, and religious factors that have shaped various approaches to CPP as well as the impact of military activities and operations. They garnered in-depth knowledge about the nexus of CPP and crisis management at the strategic and operational levels within the framework of a Comprehensive Approach to the preservation of cultural heritage, peace, and security.

Deputy Director Handover/Takeover Ceremony



Captain (Navy) George Tzvaras (GRC-N) handed over his duties as a CMDR COE Deputy Director to his successor Colonel Christos Sgouromallis (GRC A). The ceremony was held on September 30, 2022 at the CMDR COE premises in the presence of the invited guests and personnel from the Centre.

The farewell party was a unique occasion the CMDR COE team to express their gratitude and appreciation to Captain (N) Tzavaras for the dedicated work in his 3-years term of service. On behalf of the Centre's family, Colonel Orlin Nikolov, CMDR COE Director, cordially thanked Captain (N) for his

engagement in Centre's everyday duties, great professionalism and enthusiasm.

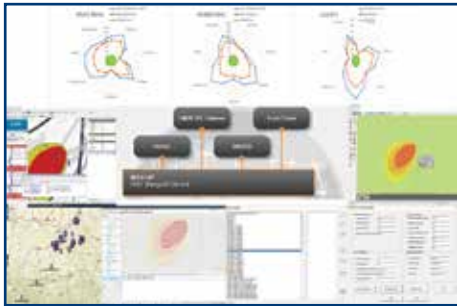
Also the CMDR COE family warmly welcomed newcomers on board - Colonel Laszlo Juhasz as a head of the Exercise Section as well as LtC Vladislav Spiridonov, LtC Svetozar Bosilkov, LtC Daniel Bachvarov and LtC Plamen Koev.



CMDR COE'S OPERATIONAL LABORATORY

The CMDR COE works in different directions trying to find conceptual solutions, train and educate, test and validate the existing options. The primary goal is the development of innovations in the Crisis Management and Disaster Response domain. Presently, the most freed unit in the creative perspective in the Centre structure is the Operational laboratory (OpsLab). Still encouraged to be creative at their maximum, the other branches are naturally and core encoded limited by their duties and responsibilities in their creativity. The OpsLab is set as a cutting-edge science-technology body capable of dealing with many problems without strict regulatory limitations. There is a specific deviation between the NATO capabilities term definition and what is expected as products and processes from the OpsLab. This is due to the innovative and creative part of the OpsLab routine.

Primary aims of the OpsLab development are capabilities to envision issues, analysing them, searching for effective and efficient resolutions to protect and secure alongside building resilience. Thus very important is to predict eventual threats and innovative solutions. Such ambitions can be fulfilled by building capabilities in three directions - acquisition of the necessary hardware and software, precise selection of personnel and implementation of the products in the activities of the Centre.



Hardware and software capabilities

Independent internal network. A dedicated internet line was provided by the CIS to the unclassified OpsLab hall. Additionally, some network devices were used in order to configure the local laboratory network. Such an approach allows flexible switching of the network architecture and secure connectivity with external M&S partners.

Network-attached storage (NAS). It is a file-level computer data storage server connected to a computer network providing data access to a heterogeneous group of clients. The NAS is specialized for serving files either by its hardware, software, or configuration. Network-attached storage removes the responsibility of file serving from other servers on the network. It provides access to files using network file-sharing protocols such as NFS, SMB, or AFP. The device is at a high level of the small business class devices. It was installed in the unclassified OpsLab hall and connected to the dedicated internal network.

Fire Wall. It is a CISCO network security system that monitors and controls the incoming and outgoing network traffic based on predetermined security rules. The firewall establishes a barrier between a trusted internal network and an untrusted external network, such as the Internet. The procured device is with adequate parameters for the OpsLab needs and requirements. It facilitates a secure environment and at the same time the necessary external access points. It is also used as a router and switch for the lower network levels.

Tree high-speed Wi-Fi routers. The procured routers are with high bandwidth allowing the fast exchange of information. It is possible because of the new technology and the powerful processor embedded. Such parameters are required by federated modelling and simulation applications. The Wi-Fi technology allows usage in the mobile version of the OpsLab.

Tree workstations and a server. Four three machines are the backbone of the OpsLab. All software solutions are installed and configured to work properly in it. One of these workstations is equipped with two NVIDIA A100 Tensor Core GPUs that deliver unprecedented acceleration-at every scale-to power the world's highest-performing elastic data centres for AI, data analytics, and high-performance computing (HPC) applications.

From a software point of view, we found that there is no one solution to solve such kinds of complex tasks as they are in our domain. We choose a couple of products which are capable to cover our needs namely Virtual Battlespace, MASA SWORD, IBM IOC, PitchRTI Technology and CMDR COE Integrated development environment which is a product of the centre. All this specially developed and unique modelling architecture provides models of different disasters and events with an impact on human society forces and objects. It is made using mathematical models and the results are objective and realistic up to the accuracy and adequacy of the models and the input data. The output is dynamic, depending on the time, space and other conditions and has the all relevant and important parameters for the specific event (crisis or disaster). Visualize, analyze and assess the impact and influence of such events in a virtual environment - simulations. It allows for example to assess the dynamic impact of natural disasters over the planned military operation, its evolution and final results. It makes possible war gaming including crisis and disaster events, manual selection of the best course of action or automatic (brute-force computation) and supports significantly the decision-making process by providing dynamically generated response plans according to the specific conditions. This plan is based on the implemented rudimentary response measures, preliminary set target list, prediction of the event evolution, and the available forces and resources.

Dedicated staff - The dedicated staff is the personnel with three or more years span of duty. At the conceptual level, the staff requirements are for experts with specific abstract and creative thinking. The dedicated staff is supported by external scientists and experts collaborating on common projects. On the other hand, the training of the dedicated staff is the main tool to provoke their innovative thinking and expertise. Our training and education program is flexible and dynamic. For 2022 the personnel was involved in more than 10 specific courses in the area of Artificial intelligence, Different programming languages, Computer science etc.

In support of CMDR COE's activities - The operational laboratory is capable of supporting almost all processes of the centre and this has been proven over the years. For 2022, it supports 7 specialized courses, supports a number of exercises (SEVEN STARS, SEESIM, etc) with the necessary expertise, and actively participates in NATO workshops with various assignments. (Distributed Synthetic Training, NMSG-187, exercise planning events, etc.). Conferences are an integral part of the laboratory and a field for acquiring up-to-date information.

Projects such as NMSG -187Space Weather Environmental Modelling (SWEM) are one of the key activities of the OpsLab. The Operations Laboratory, together with other members of the group, is working hard to create a space weather model with artificial intelligence-based prediction features.

2023 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 JFD JDLL Branch	HQ SACT	NATO Lessons Learned from the situation in and around Ukraine	Support ACT efforts in compiling/disseminating LL from situation in and around Ukraine	LL in own area of expertise and nationall LL (if 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
1.2	HQ SACT JDLL and CPD Branch	HQ SACT, JALLC	ACT Lessons Learned Spring Event 2023 (NATO Lessons Learned Conference + COE LL meeting/WS)	COE LL POC Support to NLLC 2023 (Placeholder).	HQ SACT requests COE LL POC(s) participation & support to the NATO LL Conference in 2023. This is a Placeholder, further information (date/ location) will be updated when available.	April	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 2023	CMDR COE will host ACT LL SPRING week 2023 (Placeholder). If there is not NATO LL Conference during 2023, HQ SACT requests CMDR COE to host, support and participate to the ACT LL SPRING WEEK in 2023. This event includes two/three-day COE LL meeting/WS. This is a Placeholder; further information (date/ participants) will be updated when available.	HQ SACT requests COE LL POC(s) participation & support to the ACT LL SPRING week in 2023. This is a Placeholder, further information (date/ location) will be updated when available.	April	May	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 Branch	HQ SACT and JALLC	COE Support to NATO Lessons Learned Process (2023 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 2023).	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	JALLC Plans and Programming Division	JALLC	SME support for Joint Analysis Projects	SME support for Joint Analysis Projects	SME support for Joint Analysis Projects.	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	NATO / NCGM	NATO / NCGM	Support for the integration of gender perspectives and the Gender in Military Operations Discipline (NATO).	Events related to the CMDR COE GFP course and other events of partner institutions, particularly the NCGM. To account for potentially participating in METTs.	Popularisation of the GFP course and the wider CMDR COE research portfolio on WPS; contribution to relevant topics; participation in events and organisation of event (including through METTs).	Jan	Dec	COL (OF-5) Robert JURSK robert.jurski@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
1.7	HQ SACT	HQ SACT	Concept Development & Experimentation Campaign	Support the concept development activities (workshops), including content proposals.	Support concept development and experimentation activities led by ACT within CMDR COE thematic areas and focus.	Jan	Dec	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 CIV Gergana Vaklinova gergana.vaklinova@cmdrcoe.org Office: +359 2 92 24741
1.8	NATO/ CCOE	NATO/ CCOE	Resilience through CP (exchange of SMEs)	The CMDR COE supporting NATO's efforts at conceptualising and operationalising resilience. The CCOE (DH CIMICO) and the CMDR COE jointly developed and successfully piloted in DEC 2019 a tailored training and education solution - the Resilience through Civil Preparedness course. The course is delivered twice per year - first half (MAR) - by the CCOE, the CMDR COE supporting, and second half (OCT or NOV) - by the CMDR COE, the CCOE supporting.	Two annual RtCP 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
1.9	CMDR COE	NATO / Allies / Partners	Climate Change and Security	R&A on CC, human security, disaster relief, particularly humanitarian assistance, gender perspectives, resilience.	R&A (papers); WS reports / seminar briefs/ improved data collection and analysis.	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 24740

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
1.10	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
1.11	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
1.12	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 +359 2 92 24705 LTC (OF-4) Kostadin Lazarov kostadin.lazarov@cmdrcoe.org Office: +359 2 92 24757
1.13	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
1.14	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
1.15	STO/NATO M&S Group	STO/NATO M&S Group	NMSG -191 and business meetings of NMSG board MSG-187 RTG "Space Weather Environmental Modelling (SWEM)	Participate and support NMSG- 191 related to CMDR COE operational requirements. The CMDR COE is going to chair the MSG-187, and provide M&S support to Space Weather Environmental Modelling process."	CMDR COE is to provide to STO expertise, manpower and ideas. NMSG 163 CMDR COE - proof of concept transfer of technologies. The mutual beneficial 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 TTC (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
1.15.1	STO/NATO M&S Group	STO/NATO	Business meetings of NMSG board and NSTO Working Groups	CMDR COE will support business meetings of NMSG board and NSTO Working Groups commensurate with its capabilities.	CMDR COE is to provide to STO expertise, manpower and ideas. CMDR COE is to provide to STO expertise, manpower and ideas.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700 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
1.15.2	STO/NATO M&S Group	M&S Group	MSG-187 RTG "Space Weather Environmental Modelling (SWEM)	The CMDR COE is going to chair the MSG-187, and provide M&S support to Space Weather Environmental Modelling process.	provide M&S support to Space Weather Environmental Modelling process.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700 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

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
1.16	HQ SACT SPP	NCS, NFS	Layered Resilience Concept (NWCC deliverable)	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
1.17	Joint Warfare Centre	NCS, NFS	COE Support for STJU23 Incident Development WS	STEADFAST JUPITER 2023 (STJU23) is a SHAPE sponsored strategic, operational, and tactical-level Major Command Post and Computer Assisted Exercise (CPX/CAX) that will train SHAPE, NRF24 package, JFCBS, NCS JFAC, JSEC, Multi-corps (MC) LCC and Theatre Component Commands, in planning for and conducting an Article 5 multi-JOA operation. The scope will range from SJO to MJO+ in different JOAs with a continued focus on Modern C2, Joint Fires and Enablement, for high intensity warfighting against a peer/near-peer adversary.	CMDR COE - 1 PAX, CM SME in support of Advisory Team	5 Jun	9 Jun	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 MAJ (OF-3) Genady Kolev genadi.kolev@cmdrcoe.org Office: +359 2 92 24758
1.18	Joint Warfare Centre	NCS, NFS	COE Support for STJU23 MEL MIL SCRIPTING WS	STEADFAST JUPITER 2023 (STJU23) is a SHAPE sponsored strategic, operational, and tactical-level Major Command Post and Computer Assisted Exercise (CPX/CAX) that will train SHAPE, NRF24 package, JFCBS, NCS JFAC, JSEC, Multi-corps (MC) LCC and Theatre Component Commands, in planning for and conducting an Article 5 multi-JOA operation. The scope will range from SJO to MJO+ in different JOAs with a continued focus on Modern C2, Joint Fires and Enablement, for high intensity warfighting against a peer/near-peer adversary.	CMDR COE - 1 PAX, 1 SME in support of Advisory Team	26 Jun	7 Jul	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 MAJ (OF-3) Genady Kolev genadi.kolev@cmdrcoe.org Office: +359 2 92 24758
1.19	Joint Warfare Centre	NCS, NFS	COE Support for STJU23 EXECUTION Sub-Phase (Phase IIIB) - EXCON	STEADFAST JUPITER 2023 (STJU23) is a SHAPE sponsored strategic, operational, and tactical-level Major Command Post and Computer Assisted Exercise (CPX/CAX) that will train SHAPE, NRF24 package, JFCBS, NCS JFAC, JSEC, Multi-corps (MC) LCC and Theatre Component Commands, in planning for and conducting an Article 5 multi-JOA operation. The scope will range from SJO to MJO+ in different JOAs with a continued focus on Modern C2, Joint Fires and Enablement, for high intensity warfighting against a peer/near-peer adversary.	CMDR COE - 1 PAX, 1 SME in support of Advisory Team	5 Oct	19 Oct	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 MAJ (OF-3) Genady Kolev genadi.kolev@cmdrcoe.org Office: +359 2 92 24758
1.20	Joint Warfare Centre	NCS, NFS	STJA23 MEL/MIL INCIDENT DEVELOPMENT WORKSHOP	STJA23 Incident Development Workshop	Support Training Audience in MEL/MIL Incident Development. Especially in specialist themes that require subject matter expertise in each field.	12 Jun	16 Jun	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
1.21	Joint Warfare Centre	NCS, NFS	STJA23 MEL/MIL Scripting Workshop	STJA23 MEL/MIL Scripting Workshop COE support.	Requested support for scripting injects to STJA23. Syndicates will be designed to provide injects to fill out the MEL/MIL incidents. COE support is requested to provide subject matter expertise for each of these injects in order to ensure correct detail and accuracy for the realism of the exercise.	11 Sept	22 Sept	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703

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1.22	Joint Warfare Centre	NCS, NFS	STJA23 PhIIIB	Execution Phase of STJA23. COE support is requested for the subject matter expertise provided for the execution of the exercise.	Assistance with the execution phase (PhIIIB) of STJA23 is requested. Each SME from a COE will assist in the execution of the incidents and injects constructed during previously supported workshops.	23.11.202	7.дек	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
1.23	Multinational Peace Support Operations Centre (MPSOTC),	MPSOTC, CMDR COE	Cultural Property Protection (CPP) Training Initiative	Provide train of trainers activities with regard to Cultural property protection course	Exchange of expertise with MP-SOTC with regard of providing CPP course to requesting institutions.	Jan	Dec	CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731
1.24	CMDR COE	COEs	Support to NATO COEs effort network	Provide train of trainers activities with regard to Cultural property protection course	CMDR COE offers recognised expertise and experience in different events such as; WS, Seminar that, Conferences etc. which is of benefit to the Alliance and COE network.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700
1.25			Enhancing PFP Mol's Capacity for Crisis Management	This project aims to contribute towards the Jordan's Mol 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	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
1.26		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.	Jan	Dec	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700
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 +359 2 92 24705
2.2	"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
2.3	CMDR COE	CMDR COE	CMDR COE participation in National Crisis Management Exercises in 2023	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
2.4	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 +359 2 92 24705 COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703

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2.5	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
2.6	CMDR COE	CMDR COE	Military Cooperation between the CMDR COE and the SNs MOD sin CM & DR domain.	Training, Co-training and information exchange in the field of crisis prevention and managemnet domain.	Enhancing the cooperation between the SNs and CMDR COE.	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
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 (1)	This course will educate and train personnel to perform successfully as Gender Focal Points in their functional area. A focus is placed on the strategic / operational levels.	2 annual iterations, max 60 participants (in-person) or 40 (online); min 30 (in-person) and 20 (online)	20 Feb	23 Feb	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 Points in their functional area. A focus is placed on the strategic / operational levels.	2 annual iterations, max 60 participants (in-person) or 40 (online); min 30 (in-person) and 20 (online)	20 Feb	23 Feb	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
3.1.2	NATO/ ACO as an RA; NCGM as a DH	NCS/NFS, allied and partner nations, IO/ Other	Gender Focal Point Course (2)	This course will educate and train personnel to perform successfully as Gender Focal Points in their functional area. A focus is placed on the strategic / operational levels.	2 annual iterations, max 60 participants (in-person) or 40 (online); min 30 (in-person) and 20 (online)	2 Oct	5 Oct	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	NATO/SN-FN-MOD/PN	Crisis Management and Disaster Response Course NATO APPROVED; NATO ETOC Code: ETE-CM-21784	The aim of the course is to introduce extensive overview of NATO structures and guiding principles and will arm the participants with appreciation of the Alliance Crisis Management approach. Acquisition of basic knowledge to NATO Crisis Management fundamentals, NATO Crisis Response System, and its complementary elements - NATO Crisis Management Process, Civil Emergency Planning, and Operations Planning.	One annual iteration in a residential/hybrid mode.	13 Mar	17 Mar	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
3.3	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other	Climate Change & Security Course	Climate Change and Security course under auspices of ESDC, supported by Bulgarian Diplomatic Institute and Rakovski National Defence College. The aim of the course is to enhance awareness of climate change security implications through acquisition of basic knowledge related to global warming as a phenomenon and a security threat multiplier, the main factors which affect the environment, and the impact of climate change on international peace and security in short, mid and long term period.	One annual iteration in a residential/hybrid mode.	28 Mar	31 Mar	COL Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
3.4	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other/ COE	International Consequence Management (I-CM) Course	The aim of the International consequence management (CM) course is to provide operational expertise following a radiological incident in order to mitigate the consequences to the population, public health, safety, and the environment thus increasing societal resilience.	One pilot iteration in a residential/hybrid mode. The course is conducted jointly with US DOE.	24 Apr	28 Apr	COL Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24704
3.5	CMDR COE	NATO/SN-FN-MOD/PN	Crisis Response Operations Planners Professional Development Course NATO APPROVED; NATO ETOC Code: JPL-OP-31878	Conducting of Crisis Response Operations Planners Course provides knowledge on NATO Crisis Management Process (NCMP), as well as theoretical and practical cognition in functioning of NATO Crisis Response System (NCRS). Aim: Acquisition of comprehensive knowledge related to CM in NATO, functioning of NCRS with emphasis on NCR Planning at operational level.	One annual iteration in a residential/hybrid mode	16 Oct	20 Oct	COL Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24705

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
3.6	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other	Crisis Management and Disaster Response Exercise Planners Training Course NATO APPROVED; NATO ETOC Code: ETE-CM-21785	The aim of this course is acquisition of knowledge that will help upgrading needed skills of exercise planners to incorporate CMDR in exercise planning.	One annual iteration in a residential/hybrid mode	26 Jun	30 Jun	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24705
3.7	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other	Strategic Decision Making for Crisis Response Operations Course NATO APPROVED; NATO ETOC Code: ETE-CM-41879	To provide participants with extensive knowledge on NATO Crisis Response on the politico-strategic level within a framework of a Comprehensive Approach to security.	One annual iteration in a residential/hybrid mode	20 Nov	24 Nov	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24706
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.		Nov	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 CIV Stanislava KRAYNOVA stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731
3.9	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other/ COE	Disaster Relief in CSDP Context Course	The course aims to harness shared perspectives and vision in disaster relief as part of the whole chain of the disaster management, including the development of critical capabilities and situational awareness in relation to tackling emergency situations.	One annual iteration in a residential mode. The course is conducted under the auspices of ESDC.	17 Jul	21 Jul	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703"
3.10	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other/ COE	Building Integrity for Senior Leaders (BISL) Course	The course is designed to enhance the understanding of the role of senior leaders in identifying corruption risk within the defence and security sector and measures that can be used to reduce those risks.	Two annual iterations in a residential/hybrid mode. The course is conducted in cooperation with the UK Defence Academy.			COL (OF-5) Svilen Hristov svilen.hristov@cmdrcoe.org Office: +359 2 92 24706
3.10.1	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other/ COE	Building Integrity for Senior Leaders (BISL) Course (1)	The course is designed to enhance the understanding of the role of senior leaders in identifying corruption risk within the defence and security sector and measures that can be used to reduce those risks.	First iteration in a residential/ hybrid mode. The course is conducted in cooperation with the UK Defence Academy.	17 Jan	20 Jan	COL (OF-5) Svilen Hristov svilen.hristov@cmdrcoe.org Office: +359 2 92 24706
3.10.2	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other/ COE	Building Integrity for Senior Leaders (BISL) Course (2)	The course is designed to enhance the understanding of the role of senior leaders in identifying corruption risk within the defence and security sector and measures that can be used to reduce those risks.	Second iteration in a residential/ hybrid mode. The course is conducted in cooperation with the UK Defence Academy.	26 Jun	29 Jun	COL (OF-5) Svilen Hristov svilen.hristov@cmdrcoe.org Office: +359 2 92 24706"
3.11	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other/ COE	Crisis Management in Multilateral Framework (IGOs: The role of Political/Civilian and Military Crisis Diplomacy	Acquisition of basic knowledge on Crisis Management fundamentals with a focus on Political/Civilian and Military Diplomacy, including deployed policies, processes, tools and stakeholders.	One annual iteration in a residential/hybrid mode. The course is conducted jointly with the Bulgarian Diplomatic Institute/MFA.	15 May	18 May	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
3.12	Early Modern Greek Culture Program Headquarters in US	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other/ COE	Cultural Property Protection (CPP) Course	The course aims to explore the key concepts related to the cultural, historical, and religious factors that have shaped various approaches to CPP.	One annual iteration in a residential/hybrid mode. The course is conducted jointly with the Medici Archive Project.	26 Sep	28 Sep	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
3.13	CMDR COE	NATO/SN-FN-MOD/PN/ NON NATO/ IO-Other/ COE	Disaster Management Course	The course is focused on acquisition of basic knowledge related to the disaster as phenomenon, the disaster management process and its close relation to the risk management process, as well as the main players and mechanisms in disaster response.	Available online throughout the whole year	1 Jan	31 Dec	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
3.14	CMDR COE	COE	S7-135 NATO Global Programming Analysis Course	NSO Obemmergau course The aim of the course is to provide foundational knowledge and skills on Global Programming Analysis in order to manage NATO Education and Training (E&T).	1st and third iterations are residential second iteration is on-line (two weeks)	9-Jan 29-May 30-Oct	13-Jan 9-Jun 3-Nov	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24704

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
3.15	CMDR COE	COE	S7-136 NATO Systems Approach to Training	NSO Obemmergau course The aim of the course is to produce Course Control Documents (CCDs) which support the delivery of NATO certified E&IT solutions.		16-Jan 12-Jun 6-Nov	20-Jan 16-Jun 10-Nov	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24705
3.16	CMDR COE	COE	S7-137 NATO Quality Assurance Course	NSO Obemmergau course The aim of the course is to support the alignment of performance requirements in order to meet the NATO Quality Standards for ETFs' institutional accreditation.		23-Jan 26-Jun 13-Nov	27-Jan 6-Jul 17-Nov	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24706
3.17	CMDR COE	COE	N7-163 NATO Lessons Learned Management Course	NSO Obemmergau course The aim of the course is to develop a LL Management Capability within the NATO Alliance which allows LL professionals to execute and manage their organizational roles and responsibilities as LL Staff Officers in accordance with the structure, process, tools, and training defined in the Bi-SC Directive 080-006 for LL.		16 Oct	20 Oct	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24707
3.18	CMDR COE	COE	M5-41 NATO European Security Cooperation Course	NSO Obemmergau course The aim of the course is to increase interoperability and collaboration between NATO and European security agencies, OSCE nations and NATO Partner countries.		18 Sept	22 Sept	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24708
3.19	CMDR COE	COE	M7-51 Concept&Experimentation Course	NSO Obemmergau course The aim of the course is to provide Concept Development and Experimentation (CD&E) practitioners with the NATO programmatic approach to NATO CD&E.		9 Oct	13 Oct	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24709
3.20	CMDR COE	COE	M7-126 NATO eLearning Instructional Design Course	NSO Obemmergau course The aim of the course is to enable NATO members to design, deliver, implement and evaluate e-learning solutions in support of NATO E & IT requirements.		6 Feb	24 Feb	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24710
3.21	CMDR COE	COE	M8-30 Resource Management Education Programme (RMEP) Course	NSO Obemmergau course The purpose of this course is to provide NATO and National personnel with education and individual training on resource management processes, including the Common Funded Capability Delivery Governance Model (CFCDGM), through the concept of the three resource pillars: Military Budget (MB), NATO Security Investment Program (NSIP), and Workforce.		27. Mar	31 Mar	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24711
3.22	CMDR COE	COE	S5-45 Strategic Operations Planning Course (SOPC)	The purpose of this course is to provide NATO and National personnel with education and individual training on resource management processes, including the Common Funded Capability Delivery Governance Model (CFCDGM), through the concept of the three resource pillars: Military Budget (MB), NATO Security Investment Program (NSIP), and Workforce.		13 Feb	17 Feb	"COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24712
3.23	CMDR COE	COE	XX-161 Big Data Analytics Course	NSO Obemmergau course		27 Mar	2 June	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24713

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
3.24	CMDR COE	COE	P5-07 NATO Information Knowledge Management (IKM) Course	NSO Obermergau course The aim of the course is to enable IKM personnel of the NATO Enterprise, and of Non-NATO entities participating in NATO coalitions or when handling NATO information, to perform their duties in the roles and responsibilities that are required to ensure the effective and efficient use of information resources, managing all aspects of information throughout its life-cycle, and to ensure the identification and preservation of information of permanent value, as set out in the Primary Directive on Information Management (PDIM), and to enable them to facilitate the building of knowledge-centric organisations.		16 Oct	20 Oct	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24714
3.25	Baltic Defence College	Baltic Defence College BALTDEFCOL	Support for BALTDEF-COL JCGSC Module on Crisis Management	The aim of the course is to enable IKM personnel of the NATO Enterprise, and of Non-NATO entities participating in NATO coalitions or when handling NATO information, to perform their duties in the roles and responsibilities that are required to ensure the effective and efficient use of information resources, managing all aspects of information throughout its life-cycle, and to ensure the identification and preservation of information of permanent value, as set out in the Primary Directive on Information Management (PDIM), and to enable them to facilitate the building of knowledge-centric organisations.	Main deliverables would be core lectures on NATO Crisis Management system and the exercise developed and organised by the CMDR COE.	7 Mar	11 Mar	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
3.26	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.		9 Oct	13 Oct	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
3.27	CMDR COE - Transformation Branch	CMDR COE	P5-129 ACT.532 NATO Alternative Analysis Course	The aim of this course is to introduce students to the principles of NATO Alternative Analysis, the application of Alternative Analysis tools and techniques in support of decision-making and problem solving. This course will also prepare the student for the role of Alternative Analysis Facilitator.		17 Apr	21 Apr	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
3.28	CMDR COE - Transformation Branch	CMDR COE	NCGM Gender Training of trainers course	The course enables trainers to successfully plan and conduct education, training and exercises with an integrated gender perspective within own functional area of expertise. The course provides the students with a background of frameworks and guidelines regulating gender in military operations and provides participants with practical examples and best practices of how to teach on gender in the military.		Sept	Sept	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
3.29	CMDR COE - Transformation Branch	CMDR COE	NATO Standardization Orientation Course	The training course is organized twice a year in order to support the primary mission of the NSO, with the scope to sustain and enhance the ability of NATO and national personnel to perform the important work accomplished in NATO standardization, especially for the newcomers in the standardization community.	Participation of DSS Staff in the two iterations as trainees: LTC Tsvetan Panovski (Q1 2023) and the new DSS Head (Q4 2023), with the aim of comprehend standardization development process.	01 2023 04 2023	01 2023 04 2023	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 COL (OF-5) Efthymios Greventopoulos efthymios.greventopoulos@cmdrcoe.org Office: +359 2 92 24744 LTC (OF-4) Tsvetan Panovski tsvetan.panovski@cmdrcoe.org Office: +359 2 92 2746

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
3.30	CMDR COE - Transformation Branch	CMDR COE	Drafting, Production and Maintenance of NATO Standards Course	The aim of the course is to provide comprehensive knowledge to facilitate understanding of the procedures for development, production and maintenance of NATO standardization documents, including doctrines. It specifically focuses on the basic principles for drafting operational and materiel standards and covers multiple practical examples with thorough contextual explanation.	Participation of the new DSS Head as trainee, with the aim of comprehend standardization development process.	2 Oct (TBC)	6 Oct (TBC)	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 COL (OF-5) Efthymios Greventopoulos efthymios.greventopoulos@cmdrcoe.org Office: +359 2 92 24744
3.31	CMDR COE - Transformation Branch	CMDR COE LL&AS	NATO LL Staff Officers Course ETOC ETE-EV-3635	The course provides the necessary knowledge and skills for the LL Staff Officers to manage and execute an organizational LL process using NATO LL-related processes, training, tools and information sharing in order to develop a LL capability. It also imparts observation collection, basic analysis techniques, introduction of NLLP, handling a LL process in exercises and operations.	ALLS personnel participates in the course as trainees IOT acquire the necessary knowledge and skills required by their Job Descriptions	Jan (TBD)	Dec (TBD)	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org
3.22	CMDR COE	COE	S5-45 Strategic Operations Planning Course (SOPC)	NSO Obemmergau course		13 Noem	17 Noem	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24712
3.33	SEEBRIG	SEEBRIG	Cultural Property Protection (CPP) Course - MTT together with MPSOTC	The aim of the course is to prepare NATO and partner officers to serve within a strategic level headquarters as operations planners, applying the Comprehensive Operations Planning Directive (COPD) within the framework of a Comprehensive Approach.	Main deliverables would be development and delivery to SEEBRIG of a joint course on Cultural Property Protection, organized by the CMDR COE and MPSOTC.	Sep	Sep	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703 CIV Stanislava Kraynova Office: +359 2 92 24731 stanislava.kraynova@cmdrcoe.org
3.34	CMDR COE	NATO/SN-FN-MOD/PN/NON NATO/IO-Other/COE	Building Integrity Principles for Presenters (BIPP) Course	The course is designed to enable trainers to successfully plan and conduct education, training and exercises with in identifying corruption risk within the defence and security sector and measures that can be used to reduce those risks. The course provides the students with a background of frameworks and guidelines regulating building integrity and provides participants with practical examples and best practices of how to teach on Building Integrity.	One annual iteration in a residential/hybrid mode. The course is conducted in cooperation with the UK Defence Academy.	23 Jan	26 Jan	COL (OF-5) Svilen Hristov svilen.hristov@cmdrcoe.org Office: +359 2 92 24706
4.	Workshops							
4.1	ACT TNB/ CMDR COE	ACT	10th COE LEGAD,FIN-CON and Financial Procurement Expert Workshops	The NATO COE LEGAD workshop intends to bring together LEGAD representatives from all COEs to discuss and share the best practices in the legal issues related to the COEs.	COEs to present their capabilities and better understand the requirements of the NATO Commands.	20 Jun	24 Jun	COL (OF-5) Dimitar Gigov dimitar.gigov@cmdrcoe.org Office: +359 2 92 24707
4.2	CMDR COE	ACT / ACO / Nations	Climate change and security / Resilience / Human security / Gender / PoC	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
4.3	CMDR COE	EU MTG - 1	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 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
4.4	CMDR COE - Transformation Branch	SACT & NATO Standardization Office (NSO)	DFW (Data Fusion Workshop) on HA/DR/CM related AJP (estimated 3 annual meetings)	The work of the Doctrine and Standardization Section requires participation in meetings dedicated on standardization of NATO documents. The aim of the DFWs is to gather experts from various subject-matter areas who will provide update and revision ideas in support of NATO's Standardization Development process.	Up-to-date awareness of the status of standardisation efforts. Provision of ideas for update and revision of relevant (to the work domain of the CMDR COE) Allied Joint Publications (Doctrines).	Jan	Dec (TBD)	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Efthymios Greventopoulos efthymios.greventopoulos@cmdrcoe.org Office: +359 2 92 24744 LTC (OF-4) Tsvetan Panovski tsvetan.panovski@cmdrcoe.org Office: +359 2 92 2746
4.5	SACT JFD HCEIT	NCS, NFS	Quality Assurance Workshop	Different events, conferences, WS, meetings and others, related to the POW and important according Strategic perspectives of CMDR COE development.	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.	Jan	Dec (TBD)	CMDR COE Deputy Director Office: +359 2 92 24702 Quality Manager CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731
5.	Conferences							
5.1	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
5.2	CMDR COE - Transformation Branch	SACT	Concept Development & Experimentation (CD&E) Annual Conference & Working Group	The Concept Development and Experimentation (CD&E) Conference is the leading annual forum that provides a unique opportunity for the international CD&E community and stakeholders to discuss the most current developments in the CD&E domain.	Participation and 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
5.3	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
5.4	CMDR COE	NCS, NFS, Partners, IO	11-th CMDR COE ANNUAL CONFERENCE	The focus of the conference is the importance of efficient interagency cooperation for crisis and emergency response. The conference comprises lectures, discussions and presentations.		6 Jun	8 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
5.5	ACT TNB/ CMDR COE		NATO COEs CIS Specialists & Security Officers Annual Meeting	The NATO COEs CIS Specialists & Security Officers Annual Meeting intends to bring together CIS Specialists & Security Officers from all COEs to discuss and share the best practices in the security and CIS issues related to the COEs.	COEs to present their capabilities and better understand the requirements of the NATO Commands.	Jan	Dec	LTC (OF-4) Ivelina Ivanova ivelina.ivanova@cmdrcoe.org Office: +359 2 92 24765 CIV Kalcho Atanasov kalcho.atanasov@cmdrcoe.org Office: +359 2 92 24709
5.6	CMDR COE/ BGR MOD Internal Audit Directorate	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.	18 Sep	21 Sep	COL (OF-5) Svilen Hristov svilen.hristov@cmdrcoe.org Office: +359 2 92 24706
5.7	CMDR COE	NATO HQ	NATO Crisis Response System Manual Review Conference	In accordance with changes in the security environment, NATO is conducting a NCRS review. NCRS Conferences is convened at least once a year which serves as the forum to exchange views and experience on crisis management.	Participation and surveillance the process of NCRSM Review.	Jan	Dec	COL (OF-5) 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
5.8	CMDR COE - Transformation Branch	SACT	Alliance Warfare Development Conference (AWDC) 2023	The AWDC replaces the former Chiefs of Transformation Conference (COTC) and is organized to bring together senior leadership from NATO Nations responsible for warfare development in order to promote and explain NATO's warfare development activity, help align National warfare development efforts, build Communities of Interest and exchange best practice.	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
5.9	CMDR COE - ACT TNB	SACT	COEs Directors 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.	Jan (TBD)	Dec (TBD)	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 24700
5.10	FedCSIS	CSIS	Conference on Computer Science and Information Systems FedCSIS 2023	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.	Jan (TBD)	Dec (TBD)	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 24735 LTC (OF-3) Genadi Kolev genadi.kolev@cmdrcoe.org Office: +359 2 92 24768
5.11	CMDR COE - Capabilities Branch	CMDR COE	International Training Technology Exhibition and Conference (ITEC, ITSEC), CAX Forums, users conferences)	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 CAX forum is the event spotting the new trends and directions, giving the floor to all players in the Modelling and Simulation Domain, matching the needs and the opportunities of the developers and customers. ITSEC	"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.	Jan (TBD)	Dec (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
6.	Education & Training							
6.1	CMDR COE	NCS, NFS	Participation in Exercise Planning Conferences in 2023	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

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6.2	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.	<p>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.</p> <p>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.</p>	Jan Sep	Dec Oct	<p>COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org Office: +359 2 92 2470</p> <p>COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703</p>
6.3	CMDR COE	CMDR COE	Conduct CMDR COE Internship Programme	The CMDR COE Internship Programme aims to provide bright and motivated young people with the opportunity of joining a multicultural team of experts at an international organisation, which is a hub of expertise, and an education and training facility, in the crisis management and disaster response domain. experience through practical work assignments, research, studies and participation in different projects.	<p>The goals of the CMDR COE Internship Programme are:</p> <p>To provide interns with an opportunity to learn from the CMDR COE community and get acquainted with the work of the Centre;</p> <p>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;</p> <p>To increase the understanding on the nature of NATO COEs and on their functional and operational mechanisms.</p>	Jan	Dec	<p>COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703</p> <p>CIV Stanislava Kraynova stanislava.kraynova@cmdrcoe.org Office: +359 2 92 24731</p>
6.4	NATO Energy Security Centre of Excellence (NSEC COE)		TTX, COHERENT RESILIENCE 2023 GEORGIA (CORE 23-G)	COHERENT RESILIENCE 2022 GEORGIA (CORE 23-G) is one of a series of tabletop exercises (TTXs) aimed at enhancing the resilience of energy systems. The Table Top Exercise (TTX) Coherent Resilience 2023 (CORE 23-CEPS) is co-organized by the NATO ENSEC COE, Central Europe Pipeline System Programme Office (CEPS PO) and the US Naval Postgraduate School. This TTX focuses on the resilience of the CEPS regarding cyberattacks and cyber threats. Its aim is to assess the CEPS's ability to mitigate the impact of a cyber-incident while managing to maintain the Caucasus region in delivering energy to the military as well as non-military customers.	TTX-CORE 23-G is a good venue for moderators to be involved. It expands knowledge of Crisis Management and moderators' skills to manage in a good manner. Developing moderator's skills of CMDR COE personnel enhance the quality of conducting CMDR COE courses. This is one of the core tasks of CMDR COE and all experts who participate in courses are obliged to maintain and develop those skills.	Jun	Jul	COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
6.5	BGR MoD	NCS	Participation in NATO CMX 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.	Participation in the events related to the preparation and adoption of CMX 23 related documents. Provision of experts on the issues focussed on crisis prevention and management.	Mar	Mar	<p>COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705</p> <p>COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703</p>
6.6	BGR MoD	NCS	Participation in NATO Short notice Exercise (SNEX) in relation with CMX 23	NATO SNEX is one day exercise, it serves as a prerequisite to CMX 23	Provision of experts on the issues focussed on crisis prevention and management.	Nov	Dec	<p>COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705</p> <p>COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703</p>

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
6.7	CMDR COE		Training on different software products related to p. 8.5 Modeling and Simulation Laboratory. Technical Platform for conducting Crisis and Disaster Management Exercises	The rotation of staff in 2022 necessitates the training of new employees on the various software products used by the Centre 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 +359 2 92 24705 MAJ (OF-3) Genadi Kolev genadi.kolev@cmdrcoe.org Office: +359 2 92 24758
6.8	EARDCC		EADRCC Consequence Management Field Exercise 2023	The Euro-Atlantic Disaster Response Coordination Centre (EADRCC) on yearly basis is organizing a consequence management field exercise. The aim of the exercise is to improve interoperability in international disaster response operations.	The CMDR COE provides its expertise in Analysis and Lessons Learned process as well as in simulation and experimentation domain.	Jan (TBD)	Dec (TBD)	COL (OF-5) Orlin Nikolov orlin.nikolov@cmdrcoe.org COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org +359 2 92 24704
7.	Meetings / Seminars							
7.1	CMDR COE	CMDR COE and SNS	External financial audit (FY-2021-2022)	A financial audit is conducted to provide an opinion whether financial statements are fairly stated in accordance with accounting standards and procedures.	External audit is to be conducted periodically based on SC decision and FAP.	Jun	Jul	LTC (OF-4) Elitsa Raleva elitsa.raleva@cmdrcoe.org Office: +359 2 92 24710
7.2	CMDR COE	NCGM Ha-wai 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
7.3	CMDR COE	NCS / NFS, allies, partners	Senior Leaders Seminar on Gender perspectives in Crisis and Disaster management	Increase senior leaders' awareness and knowledge on gender perspectives to improve implementation of NATO's commitments.	Theoretical framework Gender Mainstreaming Gender topics inside the management	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
7.4	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	CMDR COE Deputy Director Office: +359 2 92 24702 Quality Manager COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
7.5	CMDR COE - Transformation Branch	SACT & NATO Standardization Office (NSO)	AJOD (Allied Joint Operational Doctrine) Working Group plenary meetings on HA/DR/CM related AJP's (2 semi-annual meetings)	The work of the Doctrine and Standardization Section requires participation in meetings dedicated on standardization of NATO documents. The aim of the AJOD WG meetings is to gather experts from various subject-matter areas who will provide update and revision ideas in support of NATO's continuous transformation, preparedness and adaptation.	Up-to-date awareness of the status of standardisation efforts. Provision of ideas for update and revision of relevant (to the work domain of the CMDR COE) Allied Joint Publications (Doctrines).	02 2023 04 2023	02 2023 04 2023	COL (OF-5) Robert Jurski robert.jurski@cmdrcoe.org Office: +359 2 92 24704 COL (OF-5) Efthymios Greventopoulos efthymios.greventopoulos@cmdrcoe.org Office: +359 2 92 24744 LTC (OF-4) Tsvetan Panovski tsvetan.panovski@cmdrcoe.org Office: +359 2 92 2746

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
7.6	CMDR COE	CMDR COE	11-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.	Oct (TBD)	Oct (TBD)	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 COL (OF-5) Svilen Hristov svilen.hristov@cmdrcoe.org Office: +359 2 92 24706
7.7	BGR MoD	NCS	Seminar on a key NCRS topic in relation with CMX 23	Seminar on a key NCRS topic serves as a prerequisite to CMX 23	Build up knowledge on the crisis prevention and management related topics.	Jan	Feb	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 COL (OF-5) Plamen Iliev plamen.iliev@cmdrcoe.org Office: +359 2 92 24703
8.	Concept Development / Study / Research							
8.1	NATO/ACT	NATO	NATO Warfighting Capstone Concept	Concept development.	Support to concept development.	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 24740"
8.2	NATO/ACT	NATO	Layered resilience	Concept development .	Support to concept development.	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 24740
8.3	NATO /ACT	NATO	Cognitive warfare	Concept development	Support to concept development.	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 24740
8.4	NATO /ACT/ ENSEC COE	NATO	Operational Energy Concept	Concept development	Support to concept development.	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 24740
8.5	"CMDR COE Capabilities Branch"		Modeling and Simulation Laboratory. Technical Platform for conducting Crisis and Disaster Management Exercises. Maintenance 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

Serial No	REQUESTOR	END USER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	DELIVERABLE	Start date	End date	COE POC
8.6	CMDR COE	CMDR COE	CMDR COE required Human Resources for Concept Development Study Research	CMDR COE is going to provide experts in support of CD&E researches upon request, commensurate with its capabilities.	Participation and providing support in different CD&E researches by CMDR COE experts.	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 +359 2 92 24705
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	CMDR COE	CMDR COE COI Upgrade & Development Project	The CMDR COE defines a Community of Interest (Col) as a group of subject-matter experts in the CMDR domain and the wider CMDR COE thematic portfolio, who share a common interest on and / or passion about current or future developments in the respective field of knowledge and practice, and who wish to improve and deepen their knowledge on and expertise in the topic by interacting on a voluntary and regular basis.	Members of the CMDR COE Col will contribute to the development of standards, the creation of new and innovative tools, and the further advancement of a dedicated network of subject-matter experts.	Jan	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705 LTC (OF-4) Hristina Hristova hristina.hristova@cmdrcoe.org Office: +359 2 92 24754
9.3		USCOM, CBI, ISG	Strategic Cooperative initiative for South-Eastern Europe	CMDR COE will organize, participate and host events throughout the year with focus on societal resilience, human security and wartime resilience.		Mar	Dec	COL (OF-5) Plamen Milanov plamen.milanov@cmdrcoe.org +359 2 92 24705
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

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