

# Annual Booklet

2024 - 2025



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MEET CHALLENGES,  
SEIZE OPPORTUNITIES,  
ANTICIPATE THE FUTURE!

*Dear Reader,*

**Welcome to the CMDR COE's Annual Booklet 2024-2025!**

Here it is an overview of achievements, activities and upcoming initiatives of the Crisis Management and Disaster Response Centre of Excellence. We proudly present our continuous efforts in the later year that were dedicated to keep on providing valuable Education & Training; contributions to Concept and Doctrine development, Lessons Learned and Best Practices advice to particular leadership needs and requirements.

The Centre's thematic portfolio encompasses a wide variety of contemporary disciplines and we devote considerable effort in finding adequate and innovative solutions to the emerging challenges that stem from the international security environment.

We provide tailor-made education and training in the scope of CMDR domain expertise for senior military and civilian leaders. In such regard, the Centre has gained capabilities to dispatch in place mobile training teams and subject matter experts to facilitate trainings of national and multinational military and/or civilian units, dealing with crisis management and disaster response. CMDR COE has established an Operation Laboratory and keep on developing both software and hardware standards in support to the planning and conduct of NATO's, Allies' and Partners' exercises and experimentations. It includes the creation and validation of scenarios for disaster response. Using of mathematical models (modelling) to the accuracy and adequacy of the input data (for weather, terrain, obstacles, conditions, etc) provides visualizations of impacts of such events in virtual environment (simulations). Thus, our aim is to support the decision-making as well as the planning process and assessment of the emergency plans for reaction and response.

Since its formal accreditation in 2015, the CMDR COE has evolved a pro-active approach for delivery of valuable education and training activities,



development and enhancement of concepts, doctrines and standards, experimentation projects as well as collection of best practices, lessons-identified and lessons-learned. The appointment of the CMDR COE in 2024 as a Department Head of the Business Continuity Management Discipline in NATO serves to prove it and we are fully aware of the increasing importance of the Centre's role.

Business Continuity Management (BCM) is a newly established discipline within the Global Programming Governance Structure. However, it is very rapidly evolving thanks to the strong high-level leadership support, the close coordination among the separate NATO bodies, and the preliminary resource support.

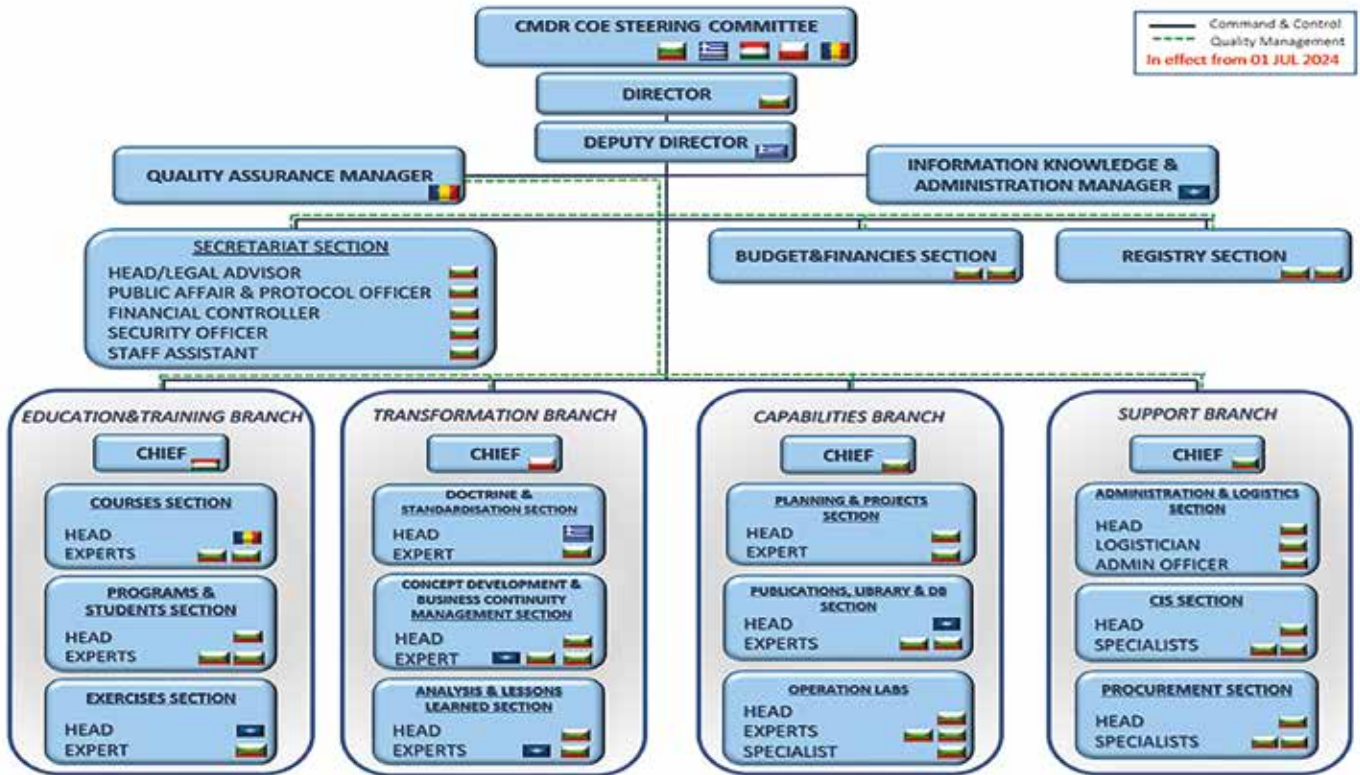
The Department Head (DH) is an institution, which is responsible for translating requirements into solutions within the Education & Training (E&T) Spectrum, as well as for ensuring the overall coordination of these solutions. The DH maintains a Discipline-related E&T Programme and strives to ensure that the selected solutions are delivered in the most effective, efficient and affordable manner through NATO, Allies, Partners and Non-NATO Entities.

Having in mind the growing responsibilities, we are determined to sustain the Centre's position as an internationally respected body, with continuing provision of value-added products, policy recommendations, and advice and commitment to support the NATO transformation and capability enhancement across the Alliance.

Welcoming you at our new annual booklet let me recall the fundamental principles that guide us: resilience, sustainability, and collaboration. In addition, I would like to particularly express my sincerest gratitude to all our contributors, partners and associates.

Thank you for taking time to explore the edition. Please reach out and visit our website [www.cmdrcoe.org](http://www.cmdrcoe.org), follow us on Facebook and LinkedIn.

## New CMDR COE Organisational Chart



### CMDR COE in brief

The Crisis Management and Disaster Response Centre of Excellence (CMDR COE) is a multi-national NATO military body sponsored by the Hellenic Republic, Hungary, the Republic of Poland, Romania, and the Republic of Bulgaria as the Framework Nation.

The Centre, located in Sofia, currently has a 40-strong team of both civilian and military experts who continuously tackle a wide range of CMDR-related issues with the ultimate goal of supporting NATO's standardisation and transformation.

The CMDR COE was founded on 28 August 2013 and received accreditation on 31 March 2015 as the 21st NATO COE with an international status under Article 14 of the Paris Protocol. The Centre has granted a NATO Quality Assurance Accreditation Certificate for Unconditional Accreditation (No. ACT/JFD/HCEIT/TT + 1548/Ser: NU) and all its certified courses are NATO-Approved as they meet the Alliance's quality requirements.

Over the years, the CMDR COE has earned international recognition not only as a centre of expertise in crisis management and disaster response but also as a hub for innovation, knowledge exchange, and best practices within the CMDR domain. Thus, the Centre has forged excellent partnerships and cooperation with key NATO and EU bodies, institutions, and agencies. Presently, the CMDR COE places emphasis on developing curriculum and critical thinking on disciplines as Crisis and Disaster management; Environmental risks; Climate change and Security; Building resilience through Preparedness; Building Integrity; Modelling & Simulation and AI Technical architecture for Decision Makers and Gender Focal Points. Additionally, the Sofia-based COE serves as platform for key NATO events, as well as for numerous CMDR-related conferences, workshops, and trainings.

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

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



## BACKGROUND

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

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

## ROLE OF COEs

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

In addition to giving NATO and partner country leaders and units the opportunity to augment their education and training, COEs also help the Alliance to expand interoperability, increase capabilities, aid in the development of doctrine and standards, conduct

analyses, evaluate lessons learned and experiment in order to test and verify concepts.

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

## **COEs MECHANISM**

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

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

## MAIN EVENTS OCTOBER-DECEMBER 2023

### Solidifying partnership



The CMDR COE Director, Colonel Orlin Nikolov met the Commandant of the Nordic Centre for Gender in Military Operations (NCGM), LtC Olov Kesselmark. Our Centre and the NCGM, NATO's Department Head for the Gender in Military Operations (GMO) discipline, have enjoyed a fruitful and long-standing cooperation. Both organisations joined forces in developing an original training solution with the aim to enable a common understanding of the role and responsibilities of gender focal points in contribution to the integration of gender perspectives. The two training institutions share the delivery of the NATO-approved Gender Focal Point course and systematically work towards maintaining its relevance and utility. Colonel Nikolov and LtC Kesselmark took stock of joint activities and charted a collaborative way ahead emphasizing continuous support for mutually beneficial initiatives, and the exchange of expertise and best practices.

### Fortifying resilience and capacities



CMDR COE in close coordination with the Institute for Security Governance (ISG), U.S. EUCOM, Bulgarian Senior Resilience Official and the Security Council Secretariat, successfully executed a Scoping Workshop in Sofia from 9 to 13 October 2023. This event convened more than fifteen institutions and agencies, facilitating an in-depth exploration of the Republic of Bulgaria's resilience capacity in direct support of NATO's collective defense mission. The discussions included plenary sessions and working groups focused on addressing NATO's Baseline Requirements for Resilience and the augmentation of national crisis management and Host Nation Support capabilities.

The five-day workshop aimed at fortifying resilience and capacities for crisis management in support of NATO's collective defense. It has centered on strategic planning and the implementation of institutional capacity-building measures of security cooperation and efforts. Besides it marked the commencement of a multi-year institutional capacity-building initiative in

alignment with the NATO Resilience security cooperation initiative.

### Developing operation planners

From 16 to 20 October 2023, the Centre delivered the Crisis Response Operations Planners Professional Development (CROPPD) Course. The beneficial combination of interactive lectures, practical tasks and case studies ensured further broadening of the course participants' knowledge of the NATO Crisis Response System (NCRS) and NATO Crisis Response Planning at the operational level. Alongside providing theoretical insights and opportunities for practical application of the required professional skills in the specific field, the course offered a forum for collaboration and active exchange of best practices among the course participants.

## Regular annual meetings of the Academic Advisory Board and Steering Committee



The Academic Advisory Board (AAB) and annual CMDR COE Steering Committee (SC) sessions are the venues where the Framework Nation and Sponsoring Nations set out all required prerequisites to be provided by the CMDR COE every year.

The AAB was led by the Chairperson Prof. Dr. Sc. Eng. Mitko Stoykov who presented a report on the supported activities 2023, and together with the members of the Board offered their contribution to the upcoming events settled in the Program of Work 2024. The AAB members assist the CMDR COE in its future academic activities and methodology for course evaluation.

The Steering Committee is the strategic governing body, responsible for the approval and management of the Centre's Programme of Work and the

shared budget. The session of the Steering Committee was opened by the Chairperson of the SC, Lieutenant General Mihail Popov, who welcomed the representative from the Framework Nation, the Republic of Bulgaria, the representatives from the Sponsoring Nations, namely the Hellenic Republic, Hungary, the Republic of Poland, and Romania, as well as the observer from the Embassy of the Republic of Türkiye.

The CMDR COE SC members acknowledged the presented CMDR COE activities for 2023, discussed the Financial Budget, noted the proposed changes on the structure and the main documents. A report on a new CMDR COE Strategic Perspective 2024-2028 was delivered to the participants at the meeting. Considering the proposed Program of Work for 2024, the Steering Committee members allocate the priorities of the activities and then task the CMDR COE Director with managing the programme execution.

These important for CMDR COE meetings were once again marked by fruitful discussions and constructive deliberations. The members have been provided with multiple examples which demonstrate the CMDR COE's readiness and preparedness to continue advancing its work in support of NATO's overall transformation, especially in the CMDR domain.

## MSG-221 Project kick-off



The Kick-off meeting, which took place on 8-9 November 2023, convened a community of interest and formally inaugurated the M&S in support of Building Resilience and Management of People Mass Movement working group. It sought to establish a shared understanding of the task, identify necessary actions, and deliberate on the optimal approaches and directions.

NATO's Scientific and Technical Organization (STO) has greenlit applied research on migrant flows, intending to predict, monitor, and effectively manage mass movements. The objective is to fortify resilience during crises and significant disasters, benefitting the Alliance and its member nations.

Uniting expertise across military, industry, defense planning, and technology development, NATO aims to highlight technological advancements and pave the way for its transition into potent military capabilities.

## Cultural Property Protection Course in MPFSEE



The residential course Cultural Property Protection/CPP was held from 7 to 9 November 2023 in the Multinational Peace Forces South Eastern Europe/MPFSEE (known also as South Eastern Europe Brigade/SEEBRIG), based in Kumanovo, Republic of North Macedonia. This educational event was attended by representatives from Nucleus Staff of SEEBRIG HQ and representatives from municipality of Kumanovo. The lectures were presented in collaboration with: United Service Institution of India; American University of Iraq, Suleimani and US Naval War College. The aim of the course was to explore the main concepts and theoretical issues associated with CPP and the role of military in response 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 explored the key concepts related to CPP as well as the overarching disaster

response framework and some political, social, cognitive, and gender factors that have shaped various approaches to CPP.

## Further step towards Business Continuity

From 15 to 16 November, our Centre hosted the NATO-wide Business Continuity Conference. The conference was preceded by a meeting of the Business Continuity (BC) Training Requirements Analysis Working Group. Both events demonstrated the significant importance of multilateral collaboration, knowledge sharing, and the collective pursuit of continuous improvement in the Business Continuity Management (BCM) area.

The group of highly-motivated and experienced conference participants shared their different perspectives, deriving from their respective field of expertise and professional tasks. What is more, the event provided venue for active discussions and exchange of best practices which contributed undoubtedly to the establishment of a common understanding of the discussed topic.



## Intensive Course on Strategic Decision-Making for CRO



In a focused and comprehensive week-long program, the CMDR COE successfully concluded an intensive course centered on the Strategic Decision Making for Crisis Response Operations. Held between November 20 and 24, 2023, the course served as a dynamic platform to equip participants with critical skills essential for adeptly managing crises and making informed decisions in high-pressure situations. With an emphasis on practicality and real-world applicability, the program occupied participants in a series of immersive sessions and practical exercises.

Upon completion, attendees expressed profound appreciation for the course's depth and relevance in enhancing their capabilities to navigate and lead during crises effectively. Many highlighted the practical tools and methodologies learned, affirming their readiness to confront and manage diverse challenges in their respective fields. The success of this program underscores the critical need for continuous education and training in crisis response, emphasizing the pivotal role of strategic decision-making in mitigating and managing crises effectively.

## Participation in I/ITSEC 2023



The Interservice/Industry Training, Simulation and Education Conference (I/ITSEC) is the world's largest modeling, simulation and training event, held in Orlando, Florida, USA, from 27 November to 1 December 2023.

The Interservice/Industry Training, Simulation and Education Conference (I/ITSEC) is the world's largest modeling, simulation and training event. I/ITSEC consists of peer-reviewed paper presentations, tutorials, special events, professional workshops, a commercial exhibit hall, a serious games competition, and STEM events for teachers and secondary students. I/ITSEC is organized and sponsored by the National Training & Simulation Association (NTSA), which promotes international and interdisciplinary cooperation within the fields of modeling and simulation (M&S), training, education, analysis, and related disciplines at this annual meeting. The NTSA is an affiliate subsidiary of the National Defense Industrial Association (NDIA). Hence, I/ITSEC also

emphasizes themes related to defence and security. The Training, Simulation and Modeling Industry has a very important job to do in providing the very best of Training Equipment and Simulation Technologies for the forces in the field as well as at home. I/ITSEC strives to meet these very important and ever changing needs.

The CMDR COE Director Colonel Orlin Nikolov and the Operational Labs Section Head Colonel Kostadin Lazarov delivered and presented an article at the Conference on the subject Refugee Flow Management and Resilience Implications, as well presented on the NATO Booth NMSG-221 Research Task Group M&S Support for Building Resilience and Mass Movement Flow.

## The CMDR Exercise Planners Training Course



From 4 to 8 December 2023 in CMDR COE premises was conducted another iteration of the Crisis Management and Disaster Response Exercise Planners Training course.

The course stands to building skills enabling the integration of comprehensive crisis management and disaster response (CMDR) and humanitarian assistance (HA) perspectives in exercise planning.

The course was conducted in hybrid mode (residential and on-line) and was consisted of interactive lectures, practical tasks, case studies, and a final hands-on task. The study method used is premised on the principles of adult learning so as to allow trainees to be actively internalising and processing new knowledge. Formative and summative assessment is made on in-class activities and has been monitored by dedicated mentors.

## MAIN EVENTS JANUARY – SEPTEMBER 2024

### Strategic Collaboration and Future Synergies

On the 18th of January 2024, the Crisis Management and Disaster Response Centre of Excellence extended a warm welcome to His Excellency Mr. Jes Brogaard Nielsen, the Ambassador Extraordinary and Plenipotentiary of Denmark to the Republic of Bulgaria, along with Mrs. Sara Gry Andersen, First Secretary at the Danish Embassy in Sofia. The meeting not only served as a platform for the exchange of information but also laid the groundwork for promising avenues of collaboration in the realms of crisis management and disaster response between Denmark and the Republic of Bulgaria.

Colonel Orlin Nikolov, the Director of CMDR COE, took the opportunity to provide a comprehensive overview to the esteemed guests. This encompassed the Center's foundational concept, its intricate responsibilities, the pivotal developmental milestones achieved, the overarching strategic goals, and a detailed exploration of its organizational structure. Ambassador Nielsen, displaying keen interest, actively engaged in discussions centered on potential future collaborations. He not only expressed interest in fostering cooperation but also put forth constructive proposals. These suggestions were aimed at creating avenues for enhanced engagement and mutual benefit, specifically targeting representatives from various ministries and organizations in Denmark.

### Broader Initiative to fortify Resilience



In partnership with the United States European Command (EUCOM) and the Government of Bulgaria, the Institute for Security Governance (ISG) convened a workshop in Sofia from January 29 to February 02, 2024. This collaborative event was hosted by our Centre and marked a crucial step in a broader initiative to fortify Bulgaria's public-private partnerships (PPPs) in support of national resilience.

This workshop gathered key stakeholders from Bulgarian national ministries and institutions and international partners to engage in strategic planning and institutional capacity building. The event included attendance by the Head of the NATO Euro Atlantic Disaster Response Coordination Center (EADRCC), as well as a virtual presentation from the Head of Business Continuity Office at NATO. The workshop, facilitated by the ISG Emergency Management and

Resilience (EM&R) team, emphasized the development of actionable strategies to transition from theory to practice in building more resilient societies and critical infrastructure. Discussions culminated in a commitment to further support capacity building for successful implementation of the national resilience goals and raising awareness at higher political level, ensuring whole-of-government approach.

### In the Industrial Day at Sofia's Tech Park

CMDR COE actively participated in the esteemed High-Level Conference and Industrial Day as the Tech Park Sofia witnessed an enlightening convergence of defence industry leaders and innovators on 6 February 2024. This significant event, themed Growing Demand for Defence Industrial Support and Innovation Opportunities, provided a platform for insightful discussions and exploration of cutting-edge solutions vital for meeting evolving defence needs. At the heart of this event, our Centre showcased its commitment to fostering collaboration and innovation within the defence sector. Collaborating with SYNERGY Simulation & Training Company, a valued partner, CMDR COE organized a stand, spotlighting synergistic efforts to enhance defence capabilities through advanced simulation and training solutions.

The participation of our Centre brought forth numerous benefits to all stakeholders involved. Through dynamic exchanges of ideas and experiences, attendees gained invaluable insights into emerging trends and best practices in defence industry support. The collaboration between CMDR COE and SYNERGY Simulation & Training Company underscored the significance of forging strategic partnerships to drive innovation and efficiency within the defence ecosystem.

### Department Head for the NATO Business Continuity Management Discipline

Upon the official approval on behalf of the NATO Military Committee, the CMDR COE was appointed as Department Head for the NATO Business Continuity Management Discipline. At the official ceremony on 20 February 2024, during the Annual Discipline Forum in Mons, Belgium, the official certificate was presented to the CMDR COE Director, Colonel Orlin Nikolov.

Business Continuity Management (BCM) is a newly-established discipline within the Global Programming Governance Structure. However, it is very rapidly evolving thanks to the strong high-level leadership support, the close coordination among the separate NATO bodies, and the preliminary resource support. The Department Head (DH) is an institution which is responsible for translating requirements into solutions within the Education & Training (E&T) Spectrum, as well as for ensuring the overall coordination of these solutions. The DH maintains a Discipline-related E&T Programme and strives to ensure that the selected solutions are delivered in the most effective, efficient and affordable manner through NATO, Allies, Partners and Non-NATO Entities.

## Participation in the Bulgaria-Japan-Western Balkans Workshop



Under the patronage of H.E. Mr. Hisashi Michigami - Ambassador of Japan to the Republic of Bulgaria, on 28-29 February was held a session of the Bulgaria-Japan-Western Balkans Workshop.

The topic of the event was improving disaster risk management understanding, which welcomed multiple guests and lecturers from the host nation, Japan, Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, and Serbia.

Multiple representatives of International Organizations (World Bank, Red Cross, UN and the European Commission) operating in the relevant field,

presented their expertise, lessons learned, vision, prediction for future development and opinion for improvement and enlarged cooperation in the face of the upcoming challenges.

Colonel Orlin Nikolov presented a brief on Prevention in Crisis and Disaster Management Context, and acknowledged the guests with the capacity and advantages of CMDR COE as educational institution. The lecture was highly appreciated by the auditorium. It was expressed an opinion that CMDR COE should seek expansion of its activity in the private sector, as well.

## Slovenian visitors



On 6 March 2024, the Centre welcomed a delegation from Ministry of Foreign Affairs of the Republic of Slovenia. To the guests were presented the concept, vision, principles, COEs network, and specifically the organization of CMDR COE. The Branch Chiefs introduced the main activities and projects performed in their Branches and the main projects they are involved in. It underlined the wide opportunities for possible contribution and collaboration. The distinguished guests again expressed interest on the opportunities for collaboration with the Centre and the possible advantages of cooperation.

## Formal visit of General Lavigne



On 8 March 2024, General Philippe Lavigne, the Supreme Allied Commander Transformation (SACT) honoured our Centre with a formal visit. The distinguished guest was warmly welcomed by the Director and Command Staff of the CMDR COE.

Colonel Orlin Nikolov presented the Centre's organization, capabilities and projects in support of the Alliance, Framework Nation and the Centre's Sponsoring Nations. A general overview has been provided in concern of current work as CMDR COE emphasis on the interagency interaction and collaboration between governmental and non-governmental bodies and organisation. The Director expressed the Centre's

ambitions on innovative critical thinking in the areas of the Crisis and Disaster management; Environmental risks; Climate change; Building resilience through Preparedness; Building Integrity; Modelling & Simulation and AI Technical architecture for Decision Makers, Gender Focal Points. In respect of its curriculum, the CMDR COE has built a 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)'. Additionally was pointed out the significant contribution of the Centre to the major ACT projects i.e. the capacity building for the Jordanian National Centre for Security and Crisis Management (NCSCM).

General Lavigne expressed his gratitude for the visit and his appreciation for all the work done by the Centre in support to the Alliance transformation.

## Valuable contributions to armed forces learning process



The first iteration of the NATO-approved Gender Focal Point (GFP) course in 2024 took place from 5 to 8 March in the premises of the Centre. The event gathered a group of military personnel from Bulgaria who practiced advocating for and support to the implementation of NATO's commitments to the Women, Peace and Security agenda as well as the importance of the Alliance's gender advisory structure. The study method premises on principles of adult learning and summative assessment tailored to the specifics of the respective functional areas in military units. The delivered lectures focused on stereotypes and biases in military contexts; identification of gender perspectives in security aspects. Our Centre states that integrated throughout the decision-making and planning processes, gender perspective enhances risk

assessments and improves the identification of opportunities, needs, and obligations when analysing possible solutions, responses or courses of action. Therefore, this leads to better plans and decisions in order to achieve the defined objectives, desired effects or end state.

## Exercise in Moldova

The Crisis Management and Disaster Response Centre of Excellence (CMDR COE) played a crucial role in supporting Moldova's efforts to enhance energy resilience against cyber and hybrid threats, culminating in the successful conclusion of the Coherent Resilience 2024 Moldova (CORE-24 M) exercise in Chisinau. NATO organized the exercise, held from 12 to 14 March 2024, in partnership with the NATO Energy Security Centre of Excellence and the Ministry of Energy of the Republic of Moldova.

Supported by a coalition of international partners including the Lithuanian Armed Forces, the European Union Joint Research Centre, the Romanian New Strategy Center, and the US Naval Postgraduate School, CORE-24 M focused on bolstering the resilience of Moldova's critical energy infrastructure. The exercise prioritized collaboration between Moldovan energy operators and cyber defenders, highlighting the importance of preparedness in mitigating non-conventional security threats. Participation from different ministries, government agencies, and the private sector underscored the significance of inter-institutional cooperation in safeguarding vital infrastructure.

## Enhancing Crisis Management Skills at BALTDEFCOL



As part of the Joint Command and General Staff Course 2023-2024, the Crisis Management and Disaster Response Centre of Excellence (CMDR COE) delivered a comprehensive 4-day METT training at the Baltic Defence College (BALTDEFCOL). The course, attended by 75 students representing 14 countries, delved into critical topics ranging from Crisis Management in NATO to the implications of Climate Change on Military Operations.

Throughout the training, participants engaged actively, showcasing a keen interest in the multifaceted aspects of crisis management. Their enthusiasm was profound, evident in the multitude of questions posed and the meticulous reports generated during practical tasks. Covering a spectrum of subjects, including Disaster Risk Reduction, Military Contribution to Disaster Response

and Humanitarian Assistance, and Resilience, the course aimed to equip military personnel with the necessary tools to navigate complex crises effectively. Hands-on sessions focused on Risk Management, Resilience, and Disaster Management provided invaluable practical experience, fostering a deeper understanding of real-world challenges and solutions.

The culmination of the course was marked by a Wargaming utilizing Simulation Systems. This exercise vividly illustrated the outcomes of various courses of action chosen by different syndicates, offering valuable insights into strategic decision-making processes in crisis scenarios.

The success of the training underscores the importance of continuous learning and collaboration in building resilient forces capable of addressing the evolving challenges of the modern world. With METT training serving as a cornerstone, BALTDEFCOL and its international partners are dignified to enhance military preparedness and crisis response capabilities across the globe.

## In support to CCOE



CMDR COE provided a SME and support during the delivery of the fourth iteration of the Resilience through Civil Preparedness Course, organised and held by the Civil-Military Cooperation Centre of Excellence (CCOE) on 18-22 March 2024 in The Hague, the Netherlands. The training audience encompassed civilian and military participants from eight nations who were introduced to the various aspects of, and perspectives on resilience, the intricate connection between the civil preparedness core tasks and the respective baseline requirements for national resilience as well as the importance of incorporating civil environment analysis into operational planning. As part of the instructors' team, Ms. Bozhidara Kiryakova, CD & E expert at the CMDR COE, provided an in-depth analysis of the academic perspective on resilience and, together with the other experience course coaches, supported the highly-

motivated students with guidance and constructive feedback. The course demonstrated once again the successful collaboration between the CMDR COE and the CCOE.

## Mark the Bulgarian accession anniversary

The CMDR COE Director, Colonel Nikolov has participated as a keynote speaker at the Bulgarian national conference titled 20 Years of Bulgaria in NATO: Because We Are Strong Together under the government's auspices. The event aimed to reflect on Bulgaria's two decades within the NATO alliance and commemorated 20 years of NATO membership. This anniversary holds profound historical significance for Bulgaria, as NATO membership has been instrumental in safeguarding the nation's independence, sovereignty, and territorial integrity. The conference was organized by the Diplomatic Institute of the Ministry of Foreign Affairs in collaboration with the Information Center of the Ministry of Defense, the Atlantic Club in Bulgaria, and the Sofia Security Forum.

## Celebrating the 9



The Crisis Management and Disaster Response Centre of Excellence (CMDR COE) celebrates the eighth anniversary of its formal accreditation as an international military organisation - on March 31. The Centre gives a reception every year on this day, except in 2024.

The reception on 5 April 2024 in the premises of CMDR COE was honoured by the presence of the Bulgarian Deputy Defence Minister, Chief of Defence and diplomatic corps from the Sponsoring nations. Ambassadors, Defence Attachés and Embassies' accredited in the Republic of Bulgaria presented as well.

Over the past nine years, the CMDR COE has actively engaged in supporting capability enhancement and transformation within NATO. Through our steadfast efforts, we have earned international recognition not only as a centre of expertise in crisis management and disaster response but also as a hub for innovation, knowledge exchange, and best practices within the CMDR domain, stated the CMDR COE Director Colonel Orlin Nikolov in his address to the ceremony.

The Crisis Management and Disaster Response Centre of Excellence (CMDR COE) was found on August 28, 2013 and received accreditation as the 21st NATO COE on March 31, 2015 upon a NAC silence procedure and was activated as a NATO Military Body with an international status under Article 14 of the Paris Protocol.

## Between security and climate change

The Climate Change and Security course was held at the CMDR COE premises. It was organized under the auspices of the European Security and Defence College, with Bulgarian Diplomatic Institute's support. In the period 8-11 April 2024, a group of over 40 international experts from diverse backgrounds, such as military and police officers, diplomats and civil experts from 14 countries took part in a series of interactive lectures on the challenges that climate change can bring to the security sector. The goal of the course was to raise awareness to climate change's primary role in building resilience, as well as its implications as a threat multiplier. The lectures were delivered by a multitude of international professionals in the fields of climate change, environment studies and international security. They addressed how NATO and the EU are paving the way by creating and implementing policies for sustainable growth based on climate change awareness and deep understanding of its effects on international security.

In order to ensure that the practical implications of the course are highlighted, the participants were divided in three working groups to facing a variety of scenarios. At the end, they prepared assessments of the factors that cause and accelerate climate change and also the direct and indirect effects of it. By acquiring a deeper knowledge of the implications climate change has on security, they were able to participate in drafting strategies and policies on managing the and mitigating negative effects of climate change, such as migrant waves and flows, civil unrest and climate induced crises and conflicts.

## Cooperation with Royal Institute for International Relations, Belgium

CMDR COE's experts contributed to a training event organized by EGMONT - The Royal Institute for International Relations, Brussels, Belgium. Even though taking part remotely our team presented NATO's Approach and understanding of Risk Management and discussed the ways this general approach to managing the risk could be integrated through the prism of the 2022 Strategic Compass for Security and Defense stress of the importance of compliance with International Human Rights Law (IHRL) and the International Humanitarian Law (IHL) and the development and in implement human rights due diligence policy in this regard.

## Disaster Response and Consequence Management for a radiological incident



This course is conducted annually and both the CMDR COE and the DOE are focused on Emergency Preparedness and Response operations and Building Partnership Capacity, which has been our approach towards NATO - filling voids of expertise, mutual cooperation, and aligning our strengths to support NATO and the nations. Most crisis response operations (both inter-state and inter-agency emergencies) have multi-dimensional causes and symptoms.

Crisis management is operationalized through various stages, principles, modelling and simulation tools, and various response requirements for efficient crisis transformation. Apart from military officers and emergency civilian leaders, foreign policy makers, security experts, as well as humanitarian and relief workers, are all recognized as essential actors in the field of crisis management. Crisis Response and Disaster Management is an extremely

complex area which requires a perfect alignment of all Emergency Preparedness and Response agencies to coordinate and work as a TEAM - ultimately saving lives. Responding to a crisis at any level or with any potential involving dangerous material involving radiation, is a very complex and stressful situation that requires not only the Whole of Government approach, but also a unified and synchronized for NATO and national formations to build strategic resilience. Therefore, radiological disaster response and consequence management has turned out to be a lead task within the context of crisis resolution.

The course gives opportunity to representatives from six nations (Bulgaria, Germany, the Czech Republic, the United States of America, Greece, and Estonia) to share their CBRN experiences, to and work side-by-side with the expertise from the Department of Energy, the Defense Threat Reduction Agency, the NATO Joint CBRN Defence Centre of Excellence, and the Slovenian Armed Forces.

## Revisiting Dimension on Crisis Diplomacy

The Centre conducted 'Revisiting Crisis Diplomacy: Civilian/Political and Military Dimension' Workshop on 8 May 2024. The aim of this workshop was to provide a brainstorming as a group problem-solving method that involves the spontaneous contribution of creative ideas and solutions. The workshop introduced the topic of crisis diplomacy within the European Security and Defence College (ESDC) training framework for 2025 with the Crisis Management in Multilateral Framework (IGOs: The role of Political/Civilian and Military Crisis Diplomacy) Course. The group of highly motivated and experienced workshop participants shared their different perspectives, deriving from their respective field of expertise and professional tasks. What is more, the event provided venue for active discussions and exchange of best practices, which contributed undoubtedly to the establishment of a common understanding of the discussed topic.

## Second GFP course

A second turn of the NATO-approved Gender Focal Point (GFP) course iteration for 2024 took place from 13 to 16 May in the premises of the Centre. Traditionally the event gathers group of specialists who practiced advocating for and support to the implementation of NATO's commitments to the Women, Peace and Security agenda as well as the importance of the Alliance's gender advisory structure. The present course delivered lectures focused on identification of gender perspectives in security areas. A balanced mixture of individual and collective exercises facilitated the study on existing policy framework and tools for gender mainstreaming, and on the role of GFPs within NATO's gender advisory structure.

## COEs Marketplace



Representatives from CMDR COE are participating to the 2024 COE Marketplace at NATO HQ in Brussels, 22-23 May 2024. The aim of the 2024 COE Marketplace was to provide an opportunity for the Centres of Excellence to share their activities to NATO leadership and the greater NATO stakeholder community. The CMDR COE had the opportunity to present its own stand to the NATO leadership, promoted the provided courses and projects. It welcomed Mr. Robert Weaver, Acting NATO Assistant Secretary General for Defence Investment, and Rear Admiral Placido Torresi, Deputy Chief of Staff Joint Force Development at NATO Headquarters Supreme Allied Commander Transformation. The importance of the topic on climate change and disaster response attracted the visitors, and highlighted the value to recognize, understand and embrace the benefit of the expertise, support and advice provided by the NATO COEs.

## Development CRO Planners

The Crisis Response Operations Planners Professional Development Course was carried out between 27 and 31 May 2024 in a hybrid mode. Its agenda was developed to cover all aspects of NATO Crisis Response Operational Planning Process, such as NATO Crisis Response System, its elements, respective phases of the planning process and the cooperation between different stakeholders in multi-dimensional environment. Moreover, the event encouraged participants to critical thinking, communication as well as problem solving. The Centre hosted experienced guest speakers and instructors who accompanied the participants in terms of navigating crucial steps and decision points.

## Day Zero Integration



CMDR COE hosted first Day Zero Integration (DZI) Workshop in close collaboration with the Strategic Alternatives Branch of NATO SACT Strategic Plans and Policy Directorate. The NATO Warfighting Capstone Concept (NWCC) identifies DZI as a Critical Enabler for developing the future Military Instrument of Power and its engagement with the Broad Partner Network (BPN). This BPN, comprised of Partner Nations, International Organizations (IOs), Non-Governmental Organizations (NGOs), industry and civil groups, including academia, is anticipated of being increasingly important as the strategic environment continues to evolve.

The workshop from 11 to 13 June 2024, welcomed an international audience and provided all participants with an excellent opportunity to actively engage in robust discussions on the development and framework of key DZI products and deliverables. The notable contribution of the CMDR COE to the successful delivery of this first DZI Workshop demonstrates its active engagement in ACT-led key activities, interlinked with the Centre's thematic portfolio and considered as highly valuable to the CMDR COE's growing Community of Interest.

## A course of importance



From 17 to 20 June 2024, the CMDR COE and the Building Integrity Team from the Defense Academy of the United Kingdom, in a collaborative effort, had the privilege of hosting and co-delivering the Building Integrity in Crisis Management and Disaster Response Course.

This residential course brought together civilian and military learners from six NATO and partner nations and provided them with a venue for the active exchange of best practices and expertise in their respective fields of activity. The course content was designed to heighten the learners' awareness of the myriad challenges to integrity in the fields of human resource management and leadership. It also expanded their understanding of the available resources and approaches that could aid them in overcoming these challenges. The course also underscored the importance of

efficient public financial management, effective use of media and strategic communications, and the risks of corruption in procurement and logistics. It further delved into the complexities of security environments, disaster relief, and civil emergencies.

## Our METT in Moldova



From 24 to 26 June, a Mobile Education and Training Team (METT) from our Centre conducted an intensive Crisis Management and Disaster Response course at the Moldavian Government House in Chisinau. Attended by 44 participants from the Parliament, the State Chancellery, the President's Office, various national services and agencies, and 12 different Moldavian ministries, it engaged in three days all them officials into a comprehensive agenda that included topics such as NATO Crisis Management and NATO Crisis Response System, Disaster Response and Humanitarian Assistance, EU Civil Protection Mechanism, Disaster Risk Reduction, Military Resilience through Civil Preparedness, the use of Apps and Tools in Support of Disaster Management and many other topics. Each afternoon, the participants engaged in syndicate work, where they collaboratively answered

questions related to crisis management. This hands-on approach was further reinforced by a mini exercise based on a specially designed scenario, culminating in a computer simulation that implemented the results of their efforts.

The successful completion of this course marks a significant step in strengthening Moldova's resilience and preparedness for crisis situations. Participants expressed their appreciation for the opportunity to gain advanced knowledge and practical skills, which will be instrumental in their respective roles. This residential course brought together a group of people with civilian (diplomatic/consular, police, judicial, intelligence, humanitarian NGO staff) and military backgrounds, having expertise and operational experience in civil protection, disaster relief and/or humanitarian assistance. Gladly, there were big interest and presence of such personnel from Partnership countries.

## Enhancing resilience to cognitive threats

In the period 1-5 July 2024, the Centre conducted its residential iteration of the Cognitive Warfare Course. The course welcomed over 30 participants from 7 countries, thus broadening the community of experts who are actively engaged with dealing with fostering resilience to cognitive threats. A team of highly experienced instructors (from NATO HQ, ACT, Partnership for Peace Consortium, OSCE, Center for the Study of Democracy, Centre for Military History and Conflict Studies at the United Service Institution of India, GlobalFocus Center in Romania, Institute for ICT to the Bulgarian Academy of Science, Hybrid COE, Bulgarian Ministry of Defence, and the Information Center of the Bulgarian Ministry of Defence) provided the course group with a general historic overview of the development of the cognitive science and its manifestations, combined with a thorough analysis of the intricate nature of hybrid and irregular warfare, the growing importance of AI, and the complexity of the contemporary information environment. Moreover, the course served as a venue for exchange of best practices and viewpoints on behalf of key public and private stakeholders linked with tackling disinformation and malign foreign influence by building resilience to cognitive threats.

## Disaster Relief in CSDP Context



This iteration of the Disaster Relief in CSDP Context course was open by H.E. Mr. Brandusa Predescu, the Ambassador of Romania to the Republic of Bulgaria, and Dr. Raed Arafat, Head of the Department for Emergency Situations (DSU) Romania. The event was attended by representatives from various civil and military structures and institutions from Bulgaria, United States of America, Hungary, Italy, Netherlands and Romania.

The aim of the course is to provide fundamental knowledge about the impact of man-made, natural, and climate-driven disasters on European Security, with a particular focus on the conduct of the Common Foreign and Security Policy (CFSP) and the Common Security and Defense Policy (CSDP). Participants will gain insights into the EU's institutional structures, mechanisms, and instruments used in disaster relief, rescue, and humanitarian activities, emphasizing the synchronization of diverse civilian and military CFSP/CSDP assets in disaster response. Additionally, the course will address the EU's partnerships and cooperation with stakeholders such as the UN, NATO, and leading humanitarian NGOs.

## In the framework of NATO SPS Programme

In the framework of the NATO Science for Peace and Security (SPS) Programme, our Centre together with the Geneva Centre for Security Policy, conducted the Advanced Research Workshop on Climate and Security Action: The Role of Civil-Military Cooperation. The event from 16 to 18 July was organised in the context of the research project on Climate and Security Action through Civil-Military Cooperation in Climate-Related Emergencies. The workshop brought together experts dealing with climate change and security from 20 NATO Allied and Partner countries and provided them with a venue for active discussions aimed at analysing the nature, extent, and effectiveness of civil-military cooperation in climate-related emergencies, as well as contributing to the enhancement of officials' and public understanding of defence and security issues, including the climate and security nexus.

## COBRA Training Course



The COBRA training course from 20 July 29 to 2 August, offered a full-scale educational program that included modules on system introduction, monitoring tools, operational picture utilization, comprehensive emergency management, customization, technical setup, and practical exercises implemented through a Table-top exercise. The training aimed to enhance the participants' understanding and capability in managing crises at tactical, command, and strategic levels, using new technology.

With the implementation of the COBRA software, CMDR COE is now better equipped to handle any crisis with increased efficiency and coordination. The software's advanced features provide the Centre with the opportunity to improve its preparedness and resilience, ensuring a rapid and effective response to any emergency.



# 2025 CMDR COE POW Highlights

No	REQUESTOR	END USER/CUSTOMER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	COE POC
<b>1. NATO RFS</b>					
1.1	HQ SACT	HQ SACT	LL related to the situation in and around Ukraine and other conflicts.	The situation in and around Ukraine developed, unfolded and is going on. In preparation of predictable necessary analysis in the future, all stakeholders in LL might be early encouraged and requested actively engage the NATO Lessons Learned (LL) process.	COL Grzegorz Czepak grzegorz.czepak@cmdrcoe.org +359 2 92 24704  LTC Daniel Bachvarov daniel.bachvarov@cmdrcoe.org +359 2 92 24747
1.2	HQ SACT	HQ SACT JALLC	ACT Lessons Learned Spring Week 2025 - Conference	COE LL POC Support to NLLC 2025 (Placeholder).	COL Grzegorz Czepak grzegorz.czepak@cmdrcoe.org +359 2 92 24704  LTC Daniel Bachvarov daniel.bachvarov@cmdrcoe.org +359 2 92 24747
1.3	HQ SACT	HQ SACT JALLC	COE Support to NATO Lessons Learned Process 2025 (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.	COL Grzegorz Czepak grzegorz.czepak@cmdrcoe.org +359 2 92 24704  LTC Daniel Bachvarov daniel.bachvarov@cmdrcoe.org +359 2 92 24747
1.4	HQ SACT	HQ SACT	Concept Development & Experimentation Campaign	Support the concept development activities (workshops), including content proposals.	COL Grzegorz Czepak grzegorz.czepak@cmdrcoe.org +359 2 92 24704  Prof. Mitko Stoykov mitko.stoykov@cmdrcoe.org +359 2 92 24742
1.5	NATO / CCOE	NATO / CCOE	Resilience through Civil Preparedness course (exchange of SMEs)	The course is delivered twice per year - first half (MAR) - by the CCOE, the CMDR COE supporting, and second half (NOV) - by the CMDR COE, the CCOE supporting.	Prof. Mitko Stoykov mitko.stoykov@cmdrcoe.org +359 2 92 24742  Ms Bozhidara KIRYAKOVA bozhidara.kiryakova@cmdrcoe.org +359 2 92 24744
1.6	HQ ACO	NCS/NFS, allied and partner nations,	Business Continuity Management (BCM) Working Group	The CMDR COE is a DH of the BCM. The aim of the 2025 BCM WG is to provide a comprehensive status and outlook of wide BC Management System (BCMS). Also, discuss subcommand BC lines of effort for 2023 and 2025.	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700
1.7	HQ SACT	NCS/NFS	Support to NATO Defence Planning Process	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.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705
1.8	ACT-SEE	NATO	Support to NATO COEs effort network (COE Directors Working Meeting) / COE Directors Conference	All COEs are requested to support ACT efforts in the Bi-SC contribution to NATO Defence Planning Process (NDPP)	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700
1.9	CMDR COE	COEs	Business meetings (55th and 56th) of the NMSG board and NSTO Working Groups	CMDR COE will support business meetings of NMSG board and NSTO Working Groups commensurate with its capabilities.	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700  COL Kostadin Lazarov kostadin.lazarov@cmdrcoe.org +359 2 92 24757
1.10	STO/NATO M&S Group	M&S Group	NMSG New Projects	The mission of the NATO Modelling and Simulation (M&S) Group (NMSG) is to promote co-operation among Alliance bodies, NATO member nations and partner nations to maximise the effective utilisation of M&S.	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700  COL Kostadin Lazarov kostadin.lazarov@cmdrcoe.org +359 2 92 24757

No	REQUESTOR	END USER/CUSTOMER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	COE POC
1.11	STO/NATO M&S Group	NATO (SHAPE, JFCs) and the NATO member countries	MSG-221 M&S in support of Building Resilience and Refugee Flow Management	The large mass of people movement is a permanent event in human history. It is related to other big-scale events like disasters or crises (including military operations). The movement itself may shift the crisis to another location or generate second-order effects. People movement management is a complex task due to the scale of the event. It is provoked by the difference in the living systems parameters. Societal Resilience is part of the characteristics. Degradation of Societal Resilience could cause a flow of people and at the same time the host country's Resilience to be affected.	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24705  COL Kostadin Lazarov kostadin.lazarov@cmdrcoe.org +359 2 92 24757  LTC Genadi Kolev genadi.kolev@cmdrcoe.org +359 2 92 24758
1.12	STO/NATO M&S Group	M&S Group	MSG-195 Modelling and Simulation as a Service	This activity establishes an (initial) M&S Ecosystem to support multi-domain operations. Specifically, it establishes a core set of MSaaS services and supports NATO and National exercises and applications with selected MSaaS services to validate the existing MSaaS framework and services, demonstrate the benefits of MSaaS to the operational community and advance the current state-of-the-art.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  LTC Genadi Kolev genadi.kolev@cmdrcoe.org +359 2 92 24758
1.13	NATO S&T Board	NCS / NFS, allies, partners	Distributed Synthetic Training (online)	Many Allied Nations are currently re-evaluating the live-synthetic balance of their operational training to address issues such as security, range/air-space and asset availability, frequency, cost, and environmental factors. The growing demand for distributed mission training in a synthetic environment exceeds Allies' current training capabilities. At this event, participants will take stock of current Distributed Synthetic Training (DST) requirements and planned capability delivery, and establish a cross-functional Joint DST Working Group to orchestrate necessary future work strands.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  LTC Genadi Kolev genadi.kolev@cmdrcoe.org +359 2 92 24758
1.14	HQ SACT SPP	NATO	Layered Resilience Concept (NWCC deliverable)	Layered Resilience Concept (LRC) deliverable under the NWCC's Warfare Development Imperative for Layered Resilience.	COL Grzegorz Czekaj grzegorz.Czekaj@cmdrcoe.org +359 2 92 24704  Ms Bozhidara KIRYAKOVA bozhidra.kiryakova@cmdrcoe.org +359 2 92 24744
1.15	ACT/CPD Branch	NATO	Support to Multi-Domain Operations (MDO)	A generic placeholder for support provided to the implementation on MDO as described in the MDO Implementation Plan. Used in absence of a more detailed RfS for specific deliverables within the MDO roadmap.	COL Grzegorz Czekaj grzegorz.Czekaj@cmdrcoe.org +359 2 92 24704  Ms Bozhidara KIRYAKOVA bozhidra.kiryakova@cmdrcoe.org +359 2 92 24744
1.16	ACT Multi-Domain Force Development (MDFD), ETPP	NATO	Understanding the Instruments of Power effects on Military IoP in Multi-Domain Operations from training perspective.	In the realm of MDO, the interaction between Instruments of Powers becomes even more challenging, requiring a deep understanding of their effects and implications. From a training perspective, it is vital to equip personnel involved in utilizing various Instruments of Power with the necessary knowledge, skills, and attributes to operate effectively in multi-domain environments. Training programs must address the challenges of integrating and synchronizing Instruments of Power across multiple domains, while also considering the advancements in technology and the evolving nature of modern warfare.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Angel Aleksandrov angel.aleksandrov@cmdrcoe.org +359 2 92 24733
1.17	ACT, Multi-Domain Force Development (MDFD), CPD	NATO	ACT Multi-Domain Force Development (MDFD) CPD Branch Coordination VTCs	COEs are requested to support CPD Coordination online meetings. Such as: 1. Directors Online Meeting 2. POW Officers Coordination Meetings 3. Pillar (CDE,DDS,ET,LLA) Coordination Meetings 4. Cluster Meetings	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700  COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705
1.18	CPD Branch	NATO	Support to NATO Doctrine	Support to NATO Doctrine Activities	COL Grzegorz Czekaj grzegorz.Czekaj@cmdrcoe.org +359 2 92 24704  LTC Dimitrios DALAKOURAS dimitrios.dalakouras@cmdrcoe.org +359 2 92 24740
1.18	CPD Branch	NATO	Support to NATO Doctrine	Support to NATO Doctrine Activities	COL Grzegorz Czekaj grzegorz.Czekaj@cmdrcoe.org +359 2 92 24704  LTC Dimitrios DALAKOURAS dimitrios.dalakouras@cmdrcoe.org +359 2 92 24740

No	REQUESTOR	END USER/CUSTOMER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	COE POC
1.19	ACT, Multi-Domain Force Development (MDFD), CPD	NATO	COE Support to NATO in the Role of the Department Head	Requesting COEs' support to NATO in the role of DH or as a DH supporter.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703
1.20	ACT, Multi-Domain Force Development (MDFD), CPD	NATO	COE Support for Education and Training Activities	Support to the NATO requests for courses run by COEs/NETFs	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703
1.21	JOINT WARFARE CENTER	NATO	STDA25 - MEL/MIL Incident Development WorkShop	Requested support for scripting injects to STDA25. Syndicates will be designed to provide injects to fill out the MEL/MIL incidents.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  COL Kostadin Lazarov kostadin.lazarov@cmdrcoe.org +359 2 92 24757
1.22	JOINT WARFARE CENTER	NATO	STDA25 - MEL/MIL Scripting WorkShop	Requested support for scripting injects to STDA25. Syndicates will be designed to provide injects to fill out the MEL/MIL incidents.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  COL Kostadin Lazarov kostadin.lazarov@cmdrcoe.org +359 2 92 24757
1.23	JOINT WARFARE CENTER	NATO	STDA25 - EMPLOYEX (E-Block)	Execution Phase of STDA25. COE support is requested for the subject matter expertise provided for the execution of the exercise. Assistance with the execution phase (E Block - EMPLOYEX) of STDA25 is requested.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  COL Kostadin Lazarov kostadin.lazarov@cmdrcoe.org +359 2 92 24757
1.24	JFC Naples	AU Countries	Enhancing African Union (AU) Countries Capacity for Crisis Management	Provide education and training to the Peace Support Operations Division (PSOD) at the African Union (AU).	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Angel Aleksandrov angel.aleksandrov@cmdrcoe.org +359 2 92 24733
<b>2.</b>	<b>Framework / Sponsoring Nations RFS</b>				
2.1	CMDR COE	CMDR COE	CMDR COE participation in National Crisis Management Exercises in 2025	CMDR COEexperts to take part as an observers in the execution phase of the different. National Crisis Management Exercises around the globe.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703
2.2	BGR MoD	BGR MoD	Visits by the delegations from NATO, NON-NATO, Partner Nations Ministry of Defense or other COEs. Official visits of partner organisations / delegations	A Delegations from the MoD of NATO, NON-NATO, Partner Nations Ministry of Defense or other COEs will pay a visits to CMDR COE.	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700
2.3	CMDR COE	CMDR COE	Military Cooperation between the CMDR COE and the SNs MODs in CMDR domain.	Training, Co-training and information exchange in the field of crisis prevention and managemnet domain.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705
2.4	SNs		Training on the NRS/RMs for SN's experts from different ministries, agencies and BGR municipalities.	NCRS is designed to be a fully integrated crisis management system, supporting the Alliance in responding to the full range of crises that might be encountered and ensures appropriate political control by the NAC over Crisis Response Measures (CRMs), while delegating the authority to take appropriate Measures to enhance flexibility and speed of response.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705
2.5	GRC MOD	CMDR COE	Workshop NATO Use of Civil Standards	The aim of this workshop is to provide awareness on the NATO Standardization Policy, Structure and Procedures, focusing on the adoption of Civil Standards in EDT's domains.	LTC Dimitrios Dalakouras dimitrios.dalakouras@cmdrcoe.org +359 2 92 24740

No	REQUESTOR	END USER/CUSTOMER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	COE POC
<b>3. Courses</b>					
3.1	CMDR COE	NATO/SN-FN-MOD/PN/NON NATO/IO-Other/COE	Disaster Response and Consequence Management for a Radiological Incident Course	Responding to a crisis at any level or with any medium (especially radiation) is a very complex and stressful situation that requires not only the Whole of Government approach, but also a unified and synchronized NATO and the national approach in compliance with building resilience.  Therefore, radiological disaster response and consequence management has turned out to be a lead task within the context of crisis resolution.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703
3.2	CMDR COE	NATO/SN-FN-MOD/PN/NON NATO/IO-Other/COE	Introduction to the planning of joint operations course - Pilot Course	The aim of this short-term course was to familiarize participants with NATO doctrines and procedures and to prepare them for the NATO planning process. The graduates of the course have gained the knowledge, which enables them to work within the Joint Operational Planning Group at the International Headquarters and to prepare operational plans that include all relevant factors for effective and successful execution of joint NATO operations and help to implement the planning processes in practice.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +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.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  Mr Doncho Doychev doncho.doychev@cmdrcoe.org +359 2 92 24732
3.4	CMDR COE	NATO/SN-FN-MOD/PN/NON NATO/IO-Other/COE	Gender Focal Point Course	Aims to enable personnel to perform successfully as GFPs by establishing a common understanding of the role and responsibilities of a GFP as regards their contribution to the integration of gender perspectives within respective functional areas. The CMDR COE is delivering the NATO GFP course at the strategy and operational levels.	LTC Hristina Hristova hristina.hristova@cmdrcoe.org +359 2 92 24754  PCC Nicoleta Primavarus nicoleta.primavarus@cmdrcoe.org +359 2 92 24720
3.6	CMDR COE	NATO/SN-FN-MOD/PN/NON NATO/IO-Other/COE	Crisis Management and Disaster Response Exercise Planners Training Course NATO LISTED NATO ETOC Code: ETE-CM-21785	The course aims at building skills enabling the integration of comprehensive crisis management and disaster response (CMDR) and humanitarian assistance (HA) perspectives in exercise planning.	LTC Mihai Ilie mihai.ilie@cmdrcoe.org +359 2 92 24730  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24739
3.7	CMDR COE	NATO/SN-FN-MOD/PN/NON NATO/IO-Other/COE	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.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  LTC Svetozar Bosilkov, svetozar.bosilkov@cmdrcoe.org +359 2 92 24735
3.8	CMDR COE	NATO/SN-FN-MOD/PN/NON NATO/IO-Other/COE	Resilience through Civil Preparedness Course (NATO Listed, NATO ETOC CODE: CMI-CM-25589)	Through increased awareness of the relation between civil preparedness and improved operational effectiveness, to provide senior civilian and military experts with a general understanding of the various aspects of resilience at a strategic level and the effects, thereafter, on the operational level.	LTC Mihai Ilie mihai.ilie@cmdrcoe.org +359 2 92 24730  Ms Bozhidara KIRYAKOVA bozhidra.kiryakova@cmdrcoe.org +359 2 92 24744
3.9	CMDR COE	NATO/SN-FN-MOD/PN/NON NATO/IO-Other/COE	Disaster Relief in CSDP Context Course - BUCHAREST, RO	The aim of the course is to provide basic knowledge about the impact of man-made, natural and climate driven disasters on the European Security (and in particular on conduct of Common Foreign and Security Policy (CFSP)/CSDP. Participants will learn about the EU institutional structures, mechanisms and instruments employed in disaster relief, rescue and humanitarian activities (with emphasis on synchronization of diverse civilian and military CFSP/CSDP assets in disaster response). In the same time, the EU partnerships and cooperation in terms of policies and practices with stakeholders in the field (UN, NATO, leading humanitarian NGO) will also be addressed.	Mr Doncho Doychev doncho.doychev@cmdrcoe.org +359 2 92 24732  LTC Mihai Ilie mihai.ilie@cmdrcoe.org +359 2 92 24730
3.10	CMDR COE	NATO/SN-FN-MOD/PN/NON NATO/IO-Other/COE	Building Integrity in Crisis Management and Disasters Response (BI CMDR) Course	Designed to assist and train the audience in building capabilities to reduce the risk of corruption by ensuring higher levels of transparency and accountability in the defence and security sector as well as to promote the collaborative approach to addressing the corruption challenge.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Angel Aleksandrov angel.aleksandrov@cmdrcoe.org +359 2 92 24733

No	REQUESTOR	END USER/CUSTOMER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	COE POC
3.11	CMDR COE	NATO/SN-FN-MOD/PN/NON NATO/IO-Other/COE/ESDC	Crisis Management in Multilateral Framework (IGOs: The role of Political/Civilian and Military Crisis Diplomacy / ESDC pilot course	Acquisition of basic knowledge on Crisis Management fundamentals with a focus on Political/Civilian and Military Diplomacy, including deployed policies, processes, tools and stakeholders.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Mihai Ilie mihai.ilie@cmdrcoe.org +359 2 92 24730
3.12	CMDR COE	NATO/SN-FN-MOD/PN/NON NATO/IO-Other/COE	Cognitive Warfare Course	The Cognitive Warfare Course aims to enhance the course participants' general knowledge about the essence and the specifics of the cognitive domain. Moreover, the history of cognitive warfare and its current importance with regard to decision-making and the complex information environment shall be subject to analysis and discussions during the course. What is more, NATO's perspective on this matter will be addressed as well as the plausible future development of Cognitive Warfare within the Alliance.	COL Grzegorz Czekaj grzegorz.czekaj@cmdrcoe.org +359 2 92 24704  LTC Svetozar Bosilkov svetozar.bosilkov@cmdrcoe.org +359 2 92 24735
3.13	CMDR COE	NATO/SN-FN-MOD/PN/NON NATO/IO-Other/COE	Continuity Risk Management Course	Development in support of the BCM Discipline	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  COL Kostadin Lazarov kostadin.lazarov@cmdrcoe.org +359 2 92 24757
3.14	CMDR COE	NATO/SN-FN-MOD/PN/NON NATO/IO-Other/COE	Risk Management to Enhance Organisational Resilience	Development in support of the BCM Discipline	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  COL Kostadin Lazarov kostadin.lazarov@cmdrcoe.org +359 2 92 24757
3.15	CMDR COE	NATO/SN-FN-MOD/PN/NON NATO/IO-Other/COE	Disaster Management Course - JADL - no costs	he 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.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24749
3.16	Baltic Defence College	NATO/SN-FN-MOD/PN/NON NATO/IO-Other/COE	Support for BALTDEFCOL JCGSC Module on Crisis Management	The Baltic Defence College and Module Coordinator AMB Shota Gvineria kindly request for support for Joint Command General Staff Course Module on Crisis Management to be delivered in BALTDEFCOL in Tartu, Estonia	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705
3.17	NATO-Moldova PDP	NATO Liaison office in Republic of Moldova	METT to Moldova		COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705
3.18	SEEBRIG HQ	SEEBRIG HQ	METT to SEEBRIG - CMDR Course	METT to SEEBRIG on the topic Crisis Management and Disaster Response. 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	LTC Svetozar Bosilkov svetozar.bosilkov@cmdrcoe.org +359 2 92 24735  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24737
3.19	CMDR COE	CMDR COE	P5-07-C-24 - NATO Information Knowledge Management (IKM) Course	NSO Obemmergau 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.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24749
3.20	CMDR COE	CMDR COE	M8-30-B-24 - Resource Management Education Programme (RMEP) Course	NSO Obemmergau course  The aim of the 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 (CF-CDGM), through the concept of the three resource pillars: Military Budget (MB), NATO Security Investment Program (NSIP), and Workforce.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24749

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3.21	CMDR COE	CMDR COE	M8-30-C-24 - Resource Management Education Programme (RMEP) Course	NSO Obemmergau course The aim of the 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 (CF-CDGM), through the concept of the three resource pillars: Military Budget (MB), NATO Security Investment Program (NSIP), and Workforce.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24749
3.22	CMDR COE	CMDR COE	M5-41-A-24 - 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.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24749
3.23	CMDR COE	CMDR COE	M3-52-B-24 - NATO Crisis Management Course	NSO Obemmergau course The aim of the course is to provide NATO members and IP partners with the foundational knowledge and skills to perform in NATO Crisis Management activities.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24749
3.24	CMDR COE	CMDR COE	P7-55-A-24 - NATO Exercise Planning Course	NSO Obemmergau course The aim of the course is to prepare NATO members to assist in exercise planning in a NATO Joint and multinational environment	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24749
3.25	CMDR COE	CMDR COE	P3-75-B-24 - NATO Response System Course	NSO Obemmergau course The aim of the course is to enable NATO members with the necessary skills and knowledge in order to successfully plan and implement NCRS process, components, and procedures.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24749
3.26	CMDR COE	CMDR COE	M3-77-A-24 - Environmental Management for Military Forces Course	NSO Obemmergau course The aim of the course is to provide Alliance members with education and individual training on environmental laws, policies, standards, regulations, and practices at the operational level in order to assess, control, and mitigate environmental impacts while enabling staff planners to integrate environmental considerations into operational planning.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24749
3.27	CMDR COE	CMDR COE	M8-103-A-24 - NATO Defence Leadership In Building Integrity Course	NSO Obemmergau course The aim of the course is to create an awareness of Building Integrity as a key element of defence and related security institution building, including the role of leadership and the principles of integrity, transparency and accountability in the management of defence resources.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24749
3.28	CMDR COE	CMDR COE	S7-126-A-24 - 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.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24749
3.29	CMDR COE	CMDR COE	S7-135-A-24 - 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).	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24749
3.30	CMDR COE	CMDR COE	S7-136-C-24 - 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.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24749

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3.31	CMDR COE	CMDR COE	S7-136-B-24 - 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.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24749
3.32	US	CMDR COE	UAS Course in coordination with Engineer Research and Development Center (ERDC), US Army Corps of Engineers (USACE)	Proposed by US representatives from ERDC and USACE.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  COL Kostadin Lazarov kostadin.lazarov@cmdrcoe.org +359 2 92 24757
3.33	CMDR COE	CMDR COE	Gender Advisor Course (GENAD)	The aim of this course is to enable personnel to successfully perform as Gender Advisors in peacetime HQs as well as in Crisis Establishments at strategic, operational and tactical levels. The course provides participants with the skills and competence required to act in a Gender Advisor role in both national and international contexts.	LTC Hristina Hristova hristina.hristova@cmdrcoe.org +359 2 92 24754  PCC Nicoleta Primavarus nicoleta.primavarus@cmdrcoe.org +359 2 92 24720
3.34	CMDR COE	CMDR COE	Essential trainer skills	This self-study online course gives participants the tools and techniques for a systematic approach to training others effectively.	LTC Hristina Hristova hristina.hristova@cmdrcoe.org +359 2 92 24754  PCC Nicoleta Primavarus nicoleta.primavarus@cmdrcoe.org +359 2 92 24720
3.35	CMDR COE	CMDR COE / PPS	Project mangement training	A training course into project management - potentially PRINCE2 Agile	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705
3.36	CMDR COE - Transformation Branch	CMDR COE A&LLS	NATO LL Staff Officers Course ETOC ETE-EV-3635	The course provides the necessary knowledge and skills for the LL Staff Officers to manage and execute an organizational LL process using NATO LL-related processes, training, tools and information sharing in order to develop a LL capability. It also imparts observation collection, basic analysis techniques, introduction of NLLP, handling a LL process in exercises and operations.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  COL Svetlin Ivanov svetlin.ivanov@cmdrcoe.org +359 2 92 24746
3.37	CMDR COE - Transformation Branch	CMDR COE	NATO Standardization Orientation Course (online)	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.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Dimitrios DALAKOURAS dimitrios.dalakouras@cmdrcoe.org +359 2 92 24740  LTC Elitsa Raleva Office: +359 2 92 24746
3.38	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.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Dimitrios DALAKOURAS dimitrios.dalakouras@cmdrcoe.org +359 2 92 24740
3.39	NMI - Defence Education Enhancement Programme (DEEP)	Iraqi Armed Forces	Curriculum Development Practitioner Course (CDPC)	The CDPC is designed to enable course planners to close another gap we are facing within the Iraqi military training facilities. It is developed as a five-module-course, focusing on the ADDIE planning process found in the E&IT Directive 075-007.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC (OF-4) Mihai Ilie mihai.ilie@cmdrcoe.org +359 2 92 24730
3.40	CMDR COE		JALLC METT Analysis and Lessons Learned Training for POCs	Based on CMDR COE requirements JALLC MET will provide 2-3 days LL&A Training to the majority of CMDR COE Staff and selected FN LL&A staff.	COL Grzegorz Czekaj grzegorz.czekaj@cmdrcoe.org +359 2 92 24704  COL Svetlin Ivanov svetlin.ivanov@cmdrcoe.org +359 2 92 24746

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3.41	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.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Margarita Kumanova margarita.kumanova@cmdrcoe.org +359 2 92 24731
<b>4.</b>	<b>Workshops</b>				
4.1	CMDR COE	EU	EUDL Workshop - Assessment of the Discipline MCDRHACP		COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC (OF-4) Mihai Ilie mihai.ilie@cmdrcoe.org +359 2 92 24730
4.2	HUN MOD	CMDR COE	Crisis Management and Disaster management system of the Hungarian Defence Forces	Annual workshop for Crisis Management and Disaster management system of the Hungarian Defence Forces.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703
4.3	BCM RA	CMDR COE	BCM Annual workshop	NATO HQ BCM Office workshop for key users and practitioners	COL Grzerorz Czekaj grzerorz.czekaj@cmdrcoe.org +359 2 92 24704  Prof. Mitko Stoykov mitko.stoykov@cmdrcoe.org +359 2 92 24742
4.4	Regional Anti-Corruption Initiative	NATO / Allies / Partners	Regional Workshop on Conflict of Interest in the Security Sector	The Regional Workshop is organized by the Centre for Security Cooperation (RACVIAC) in partnership with the Ministry of Defence of Montenegro and the Regional Anti-corruption Initiative (RAI).The objective of the Regional Workshop is to increase capacity of the relevant entities in the Ministries of Defence from the Southeast Europe about conflict of interest, as well as to increase awareness about the best practices.	COL Svilen Hristov svilen.hristov@cmdrcoe.org +359 2 92 24706
4.5	CMDR COE - Transformation Branch	ACT & NATO Standardization Office (NSO)	DFW (Data Fusion Workshop) on HA/DR/CM related AJP's	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.	COL Grzegorz Czekaj grzegorz.czekaj@cmdrcoe.org +359 2 92 24704  LTC Dimitrios DALAKOURAS dimitrios.dalakouras@cmdrcoe.org +359 2 92 24740
4.6	CMDR COE - Transformation Branch	NATO Standardization Office (NSO)	NATO Use of Civil Standards Workshop	The Workshop provides increased education and training in a practical manner to improve mutual and holistic understanding across NATO's entire standardization community, including Partners.	COL Grzegorz Czekaj grzegorz.czekaj@cmdrcoe.org +359 2 92 24704  LTC Dimitrios DALAKOURAS dimitrios.dalakouras@cmdrcoe.org +359 2 92 24740
4.7	NATO/ACT	CMDR COE	11th COE LEGAD, FINCON and Financial Procurement Expert Workshops	The NATO COE LEGAD workshop intends to bring together LEGAD representatives from all COEs to discuss and share the best practices in the legal issues related to the COEs.	COL Dimitar Gigov dimitar.gigov@cmdrcoe.org +359 2 92 24707
4.8	US EUCOM / ISG	BGR	Southeast Europe (SEE)/NATO Resilience Significant Security Cooperation Initiative (SSCI)	A five-year SSCI, designed to enhance resilience capacity through support to national implementation of NATO resilience requirements, facilitate increased CM interoperability. The SSCI will employ a Whole of Government approach and activities that enhance both military readiness and civil preparedness.  There will be 3 workshops lasting 5 days each year which will be hosted by the CMDR COE.	
4.9	NATO	NATO	IKM Discipline Workshop (TBD)	This field focuses on the effective management of information and knowledge within an organization to improve decision-making, foster innovation, and maintain a competitive advantage. It encompasses strategies, tools, and practices for collecting, organizing, sharing, and analyzing information and knowledge.	



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<b>5. Conferences</b>					
5.1	CMDR COE	NCS, NFS, Partners, IO	13-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.	COL Grzegorz Czekaj grzegorz.czekaj@cmdrcoe.org +359 2 92 24704
5.2	NATO School Oberammergau (NSO)	CMDR COE	2025 NSO Schedulers' Conference	The 2025 NSO Schedulers' conference is one of NSO's premier annual events.. It serves as a venue for all designated NATO School POCs to receive relevant information to serve effectively in this role and plan for the 2025 bidding procedure.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24737
5.3	HQ SACT ACOS, MDFD and SHAPE ACOS J7		ANNUAL Disciplines Forum	Annual Disciplines Forum incorporates the legacy of the Requirement Authority forum, the Department Head forum, and the Individual Training and Education Programming (ITEP) Planning Board (IPB) I, conducted annually as part of the management of the NATO Education, Training, Exercise, and Evaluation (ETEE) training system.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703
5.4	DH NSO		Annual Discipline Conference ETEE	In line with the NATO Global Programming battle rhythm, the Annual Discipline Conference is a fundamental event that involves a review of the NATO Education and Training (E&T) requirements related to the discipline and verifies the adequacy of the discipline specific E&T programme to satisfy the requirements.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703
5.5	DH C2COE		Annual Discipline Conference OPOAAA	In line with the NATO Global Programming battle rhythm, the Annual Discipline Conference is a fundamental event that involves a review of the NATO Education and Training (E&T) requirements related to the discipline and verifies the adequacy of the discipline specific E&T programme to satisfy the requirements.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703
5.6	DH Nordic Centre for Gender in Military Operations		Annual Discipline Conference Gender in Military Operations	In line with the NATO Global Programming battle rhythm, the Annual Discipline Conference is a fundamental event that involves a review of the NATO Education and Training (E&T) requirements related to the discipline and verifies the adequacy of the discipline specific E&T programme to satisfy the requirements.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703
5.7	CMDR COE		Annual Discipline Conference BCM	In line with the NATO Global Programming battle rhythm, the Annual Discipline Conference is a fundamental event that involves a review of the NATO Education and Training (E&T) requirements related to the discipline and verifies the adequacy of the discipline specific E&T programme to satisfy the requirements.	COL Grzegorz Czekaj grzegorz.czekaj@cmdrcoe.org +359 2 92 24704
5.8	EUMTG		Headline Goal TF (HTF) EUMTG Conferences - 2nd iteration	EUMTG contribute to the co-ordination, coherence and quality of training personnel for CSDP missions and operations and to assist in creating a better link between the personnel to be deployed, or who are already serving in CSDP missions and operations, and EU crisis management structures.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Mihai Ilie mihai.ilie@cmdrcoe.org +359 2 92 24730
5.9	NCGM		NATO Committee on Gender Perspectives (NCGP) Annual Conference	Events related to the CMDR COE GFP course and other events of partner institutions, particularly the NCGM. To account for potentially participating in METTs.	LTC Hristina Hristova hristina.hristova@cmdrcoe.org +359 2 92 24754
5.10			NATO WIDE BCM Conference	Event related to the CMDR COE engagement as a department head of BCM	COL Grzegorz Czekaj grzegorz.czekaj@cmdrcoe.org +359 2 92 24704
5.11	ACT	NATO Community	Quality Assurance Forum 2025	The Annual NATO Quality Assurance (QA) Forum is the key venue to enhance cooperation, networking and information flow between HQ SACT, all institutionally accredited Education and Training Facilities (ETF) and selected future applicants to the NATO QA Programme.	PCC Nicoleta Primavarus nicoleta.primavarus@cmdrcoe.org +359 2 92 24720
5.12	NATO International Staff (IS/PASP) and ACT		NATO Partnerships 360 Symposium	Brings together civilian and military representatives from Allies and all Partner Nations to stimulate free exchange of ideas on the future evolution of NATO's partnerships policy.	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700  Prof. Mitko Stoykov mitko.stoykov@cmdrcoe.org +359 2 92 24742
5.13	SACT		NATO Resilience Symposium	Brings together civilian and military leaders, policy makers and experts with a resilience portfolio to promote resilience as a national responsibility and a collective commitment.	COL Grzegorz Czekaj grzegorz.czekaj@cmdrcoe.org +359 2 92 24704  Prof. Mitko Stoykov mitko.stoykov@cmdrcoe.org +359 2 92 24742

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5.14	CMDR COE	CMDR COE	Executive Academic Board ESDC	The Executive Academic Board (EAB) is the College's body responsible for ensuring the quality and coherence of the ESDC training and education activities.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703
5.15	CMDR COE		NATO Response System Manual Review Conference	As with past iterations, the Conference will bring together and provide access to a wide range of partnership stakeholders, including representatives from the NATO HQ, NATO Education and Training Facilities (NETFs), Partnership Training and Education Centres (PTECs) and Centres of Excellences (COEs).	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24705  COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  COL Grzegorz Czeka grzegorz.czeka@cmdrcoe.org +359 2 92 24705
5.16	CMDR COE		Annual Military Strategic Partnership Conference 2024 (MSPC 2024)	The Euro-Atlantic Disaster Response Coordination Centre (EADRCC) on yearly basis is organizing a consequence management field exercise. The aim of the exercise is to improve interoperability in international disaster response operations.	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700  COL Grzegorz Czeka grzegorz.czeka@cmdrcoe.org +359 2 92 24704
5.17	HQ SACT	NCS, NFS, Partners	ACT Multinational Solutions Synchronisation Conference	The aim of the conference is to support (multi)national capability development by the Allies and align it with the NATO Defence Planning Process NDPP, NATO Warfare capstone Concept (NWCC) and Warfare Development Agenda (WDA), in order to synchronize allied effort and minimize duplication.	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700  COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705
5.18	CMDR COE	NCS, NFS, Partners, IO	TNA WG on BCM	Business Continuity (BC) and EU Disaster Response, Humanitarian Assistance and Civil Protection representatives are invited to exchange expertise and to discuss main lines of effort for 2024 and 2025.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703
5.19	Doctrine and Training Centre of the POL Armed Forces	CMDR COE	8th Annual International Research Conference GlobState 2025	Scientific Conference Driving Armed Forces Transformation to Win the Future Battle	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700
5.20	National Training & Simulation Association	CMDR COE	Interservice/Industry Training, Simulation and Education Conference (I/ITSEC)	Contributions to the modern principles that have fundamentally shaped the simulation and training capabilities.	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700
5.21	FINCENT, CCOE, CIDS		Co-Located ADC's of the Disciplines	NATO CIMIC, NATO Military Contribution to Peace Support and NATO Building Integrity Disciplines. To bring together the key organizations and stakeholders responsible for and involved in all disciplines, the research institutions and education and training providers related to both disciplines, in order to facilitate collective support within the Community.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Angel Aleksandrov angel.aleksandrov@cmdrcoe.org +359 2 92 24733
5.22	The NATO M&S COE	CMDR COE	20th NATO Computer-Assisted Analysis Exercise Experimentation (CA2X2) Forum	Forum is designed to get together Military, Industry, Academia, Study Groups and Subject Matter Experts to discuss M&S related topics	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700
5.23	DH STRATCOM	CMDR COE	STRATCOM Annual Discipline Conference	In line with the NATO Global Programming battle rhythm, the Annual Discipline Conference is a fundamental event that involves a review of the NATO Education and Training (E&T) requirements related to the discipline and verifies the adequacy of the discipline specific E&T programme to satisfy the requirements.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Svetozar Bosilkov, svetozar.bosilkov@cmdrcoe.org +359 2 92 24735
5.24	HQ SACT	NATO	2024 Alliance Warfare Development Conference	The event will bring together Flag/General Officers (or civilian equivalent) and decision-makers from Allied/Partner nations and NATO Commands, to consider key developments in warfare development and defence planning as a follow-on of the 2024 NATO Washington Summit.	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700
5.25	SHAPE ACOS J9 / COE	CMDR COE	Annual CIMIC Foresight Conference 2024 (ACFC24)	The ACFC24 is a forward-thinking initiative that is deeply committed to shaping the future of CIMIC by proactively addressing the complexities of the current and future operating environment.	LTC Svetozar Bosilkov svetozar.bosilkov@cmdrcoe.org +359 2 92 24735

No	REQUESTOR	END USER/CUSTOMER	PROJECT/ACTIVITY NAME	BRIEF DESCRIPTION	COE POC
<b>6. Education &amp; Training</b>					
6.1	CMDR COE	NCS, NFS	Participation in Exercise Planning Conferences in 2025	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.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Plamen Koev plamen.koev@cmdrcoe.org +359 2 92 24737
6.2	CMDR COE	CMDR COE	CMDR COE Internship programme - spring intake	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.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Angel Aleksandrov angel.aleksandrov@cmdrcoe.org +359 2 92 24733
6.3	CMDR COE	CMDR COE	CMDR COE Internship programme - autumn intake	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.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Angel Aleksandrov angel.aleksandrov@cmdrcoe.org +359 2 92 24733
6.4	NATO HQ	CMDR COE	Participation in CMX-25	The NATO Crisis Management Exercise is designed to test Alliance consultation and decision-making procedures at the strategic political-military level.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org Office +359 2 92 24705  COL Svetlin Ivanov svetlin.ivanov@cmdrcoe.org +359 2 92 24 746
6.5	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.	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  Mr Doncho Doychev doncho.doychev@cmdrcoe.org +359 2 92 24732
6.6	SEEBRIG HQ		Ex SEVEN STARS 2025	To improve SEEBRIG's overall operational capability and to enhance military interoperability between its HO and the assigned units/subunits during Peace Support Operations.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  COL Kostadin Lazarov kostadin.lazarov@cmdrcoe.org +359 2 92 24757
6.7	NATO and Partners		Ex Coherent Resilience 2025 (CORE-25)	The CORE 24 exercise will address critical infrastructure protection of the countries. It will also going to cover hybrid attacks and terrorism activities.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  COL Kostadin Lazarov kostadin.lazarov@cmdrcoe.org +359 2 92 24757
6.8			Participation in Exercises in 2025		COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  COL Kostadin Lazarov kostadin.lazarov@cmdrcoe.org +359 2 92 24757
6.9	EADRCC		EADRCC Consequence Management Field Exercise 2025	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.	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700  COL Grzegorz Czekaj grzegorz.czekaj@cmdrcoe.org +359 2 92 24704

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<b>7. Meetings / Seminars</b>					
7.1	NATO SACT		Quality Assurance Re-accreditation Visit	CMDR COE is committed to meet quality standards, maintaining its ETF institutional accreditation status, and continuously improve its processes and procedures. In this respect, CMDR COE should be assessed for Quality Assurance institutional re-accreditation.	PCC Nicoleta Primavarus nicoleta.primavarus@cmdrcoe.org
7.2	NATO SACT		ACT Periodic Assessment Visit	Allied Command Transformation periodically re-assesses Centres of Excellence in order to ensure that they continue to meet those criteria and assure continued NATO accreditation status.	COL Christos Sgouromallis christos.sgouromallis@cmdrcoe.org +359 2 92 24702
7.3	CMDR COE		Annual Internal CMDR COE Seminar	The aim of the seminar is to make an annual report of the activities carried out throughout the year and to give instructions and strategic perspectives for the implementation of the POW activities for the next year.	COL Svetlozar Neshev svetlozar.neshev@cmdrcoe.org +359 2 92 24706
7.4	CMDR COE	CMDR COE	13th Steering Committee (SC) Meeting and 6th 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.	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700  COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  COL Dimitar Gigov dimitar.gigov@cmdrcoe.org +359 2 92 24709
7.5	CMDR COE	NATO / Allies / Partners / CMDR COE	Official Affiliation of SN to CMDR COE as Sponsoring Nation	The Mission of CMDR COE is to act as a catalyst for improvement of NATO, NATO Allies' and Partners' capabilities in CMDR operations through establishing collaborative partnerships. In carrying out that 2024 Turkey is to become an associate member of CMDR COE as a Sponsoring Nation.	COL Svilen Hristov svilen.hristov@cmdrcoe.org +359 2 92 24706
7.6	Centre Interarmees de Concepts, de Doctrines et d'Experimentations (CICDE)	CMDR COE	NATO Strategic Foresight (SF) Future Operating Environment (FOE) Workshop	CICDE organizes Future Operating Environment (FOE) Workshop for SMEs from the wider community of interest to the Strategic Foresight (SF).	COL Laszlo Fekete laszlo.fekete@cmdrcoe.org +359 2 92 24703  LTC Angel Aleksandrov angel.aleksandrov@cmdrcoe.org +359 2 92 24733
7.7	HQ Supreme Allied Commander Transformation Strategic Plans and Policy Directorate	CMDR COE	Long-Term Military Strategic Shaping (LTMS) Working Group (WG) meeting	The event will provide coherent military-strategic options for decision-makers in order to shape the future strategic environment, contest adversaries within it, and counter long-term threats to NATO	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700
7.8	The International Staff, Operations Division	CMDR COE	NATO Hybrid Crisis Management Seminar 2025	National crisis management practitioners and subject matter experts share perspectives, experiences and best practices on diverse threats emanating from malign actors.	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700
7.9	CMDR COE SC	CMDR COE	External Audit	The primary goal of an external audit is to provide an objective assessment of the accuracy and fairness of the financial statements, ensuring they are free from material misstatement and in compliance with relevant accounting standards and regulations.	FINCON
7.10	BGR Logistic Support Command	MCCE	Coordination Board Meeting of the Movement Coordination Centre Europe (MCCE)	MCCE retains an observer status in all Movement & Transportation aspects related to NATO Transport Groups and Committees.	COL Svilen Hristov svilen.hristov@cmdrcoe.org +359 2 92 24706
<b>8. Concept Development / Study / Research</b>					
8.1	NATO	NATO	NATO Warfighting Capstone Concept	Part of Concept development efforts.	COL Grzegorz Czekaj grzegorz.czekaj@cmdrcoe.org +359 2 92 24704  COL Svetlin Ivanov svetlin.ivanov@cmdrcoe.org +359 2 92 24746
8.2	NATO	NATO	Layered resilience	Part of Concept development efforts.	COL Grzegorz Czekaj grzegorz.czekaj@cmdrcoe.org +359 2 92 24704  COL Svetlin Ivanov svetlin.ivanov@cmdrcoe.org +359 2 92 24747

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8.3	NATO	NATO	Cognitive warfare	Part of Concept development efforts.	COL Grzegorz Czekaj grzegorz.czekaj@cmdrcoe.org +359 2 92 24704  COL Svetlin Ivanov svetlin.ivanov@cmdrcoe.org +359 2 92 24748
8.4	NATO	NATO	Multi-domain operations (MDO) Concept	Part of Concept development efforts.	COL Grzegorz Czekaj grzegorz.czekaj@cmdrcoe.org +359 2 92 24704  COL Svetlin Ivanov svetlin.ivanov@cmdrcoe.org +359 2 92 24749
8.5	NATO	NATO	Day Zero Integration	Part of Concept development efforts.	COL Grzegorz Czekaj grzegorz.czekaj@cmdrcoe.org +359 2 92 24704  COL Svetlin Ivanov svetlin.ivanov@cmdrcoe.org +359 2 92 24750
8.6	NATO	NATO	Operational Energy Concept	Part of Concept development efforts.	COL Grzegorz Czekaj grzegorz.czekaj@cmdrcoe.org +359 2 92 24704  COL Svetlin Ivanov svetlin.ivanov@cmdrcoe.org +359 2 92 24751
<b>9.</b>	<b>Projects</b>				
9.1	CMDR COE		Project under DCB TF for Jordan - National Centre for Security and Crisis Management (NCSCM) Modelling and Simulation Capability Development	This project is to develop and enhance the modelling and simulation capabilities of the NCSCM in Jordan in order to enhancing National Crisis Management and Resilience in Jordan.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705
9.2	CMDR COE		Enhancing NATO Partners' Countries Capacity for Crisis Management	This project aims to contribute towards the PFP countries reaching a full operational capability by providing support in identifying specific needs identified by the NATO Advisory Support Team.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705
9.3	CMDR COE		Courses, Exercises Planning/ Execution and Analysis Support to Moldova under NATO-Republic of Moldova PDP (DCB TF)	The purpose of the project is to determine and analyses all observations captured during the JAF exercises and to proposed remedial actions in order to obtain valid lessons identified.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705
9.4	CMDR COE SC	CMDR COE	Development of CMDR COE Internal Environmental Protection Policy	The Policy outlines the CMDR COE's commitment to environmental sustainability and sets forth the guidelines and practices that the Centre will follow to minimize its environmental impact. The policy is designed to ensure that the CMDR COE operates in an environmentally responsible manner, complying with relevant environmental laws and regulations, and striving to reduce its ecological footprint.	COL Grzegorz Czekaj grzegorz.czekaj@cmdrcoe.org +359 2 92 24704  LTC Elitsa Raleva elitsa.raleva@cmdrcoe.org +359 2 92 24710
9.5	CMDR COE		Special Project: ERPA	In the interest of ensuring a more secure way of planning the financial and accounting records, it is beneficial for CMDR COE to continue developing and maintaining the Integrated Financial, Accounting, and Budget Planning System, which is highly recommended to comprehensively include the processes of CMDR COE budget and POW planning, requisitioning and procurement of supplies.	COL Svetlozar Neshev svetlozar.neshev@cmdrcoe.org +359 2 92 24706  LTC Hristina Hristova hristina.hristova@cmdrcoe.org +359 2 92 24754
9.6	CMDR COE		Special Project: COI	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. The Col will serve as a learning and action system where relevant stakeholders collaborate, imagine creative solutions and undertake transformative actions. In doing so, 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.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  LTC Hristina Hristova hristina.hristova@cmdrcoe.org +359 2 92 24754

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9.7	CMDR COE		Special Project: ARIS	CMDR COE as an accredited centre of excellence uses the Business Analysis software for analysis and assessment. The platform enables efficient implementation and operation of Business Process Management. Key benefits include maximum flexibility for modeling, analysing, and optimizing business processes, organizational structures, data structures, and IT structures.	COL Desislav Zmeev desislav.zmeev@cmdrcoe.org +359 2 92 24705  LTC Hristina Hristova hristina.hristova@cmdrcoe.org +359 2 92 24754
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.	COL Svilen Hristov svilen.hristov@cmdrcoe.org +359 2 92 24706  LTC Vladislav Spiridonov vladislav.spiridonov@cmdrcoe.org +359 2 92 24760
10.2	CMDR COE	CMDR COE	Moral & Welfare	The CMDR COE Morale and Welfare Program is a quality-of-life program which improves unit readiness, promotes physical fitness, builds unit morale and cohesion, enhances quality of life, and provides sport, social, and other support activities. Morale and Welfare Activities are defined as events for increasing the CMDR COE team spirit and team building process. Additionally, these events should be used as a platform for official acts as well as promotion in rank/position, farewell ceremonies etc.	COL Svilen Hristov svilen.hristov@cmdrcoe.org +359 2 92 24706  LTC Vladislav Spiridonov vladislav.spiridonov@cmdrcoe.org +359 2 92 24760
10.3	CMDR COE Support Branch	COEs/CMDR COE	Best Practices Exchanging with other COEs in Logistic and Procurement domain	CMDR COE organizes and conducts VTC meetings with other COEs in order to enhance knowledge, exchange practices and lessons learned in the areas of finance, logistics and procurement.	COL Svilen Hristov svilen.hristov@cmdrcoe.org +359 2 92 24706  LTC Vladislav Spiridonov vladislav.spiridonov@cmdrcoe.org +359 2 92 24760
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.	COL Orlin Nikolov orlin.nikolov@cmdrcoe.org +359 2 92 24700

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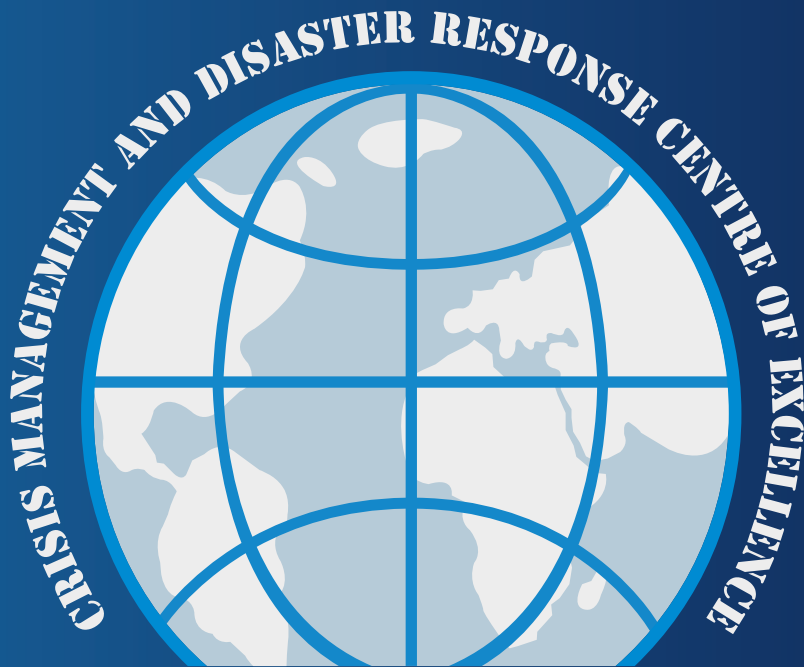
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*The CMDR COE is a multi-nationally sponsored body, which offers recognized expertise and experience to the benefit of the North Atlantic Treaty Organisation. CMDR COE is not an operational entity.*



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