2017
COE CATALOGUE



NATO ACCREDITED CENTRES OF EXCELLENCE

"COEs play a critical role in supporting and improving todays operational capability , understanding and shaping the future, and bridging the two."

General Denis Mercier
Supreme Allied Commander Transformation

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NORTH ATLANTIC TREATY ORGANISATION

SUPREME ALLIED COMMANDER TRANSFORMATION



Let me take this opportunity to extend my gratitude for the outstanding support and contribution NATO is receiving from the Centres of Excellence (COEs) and their Sponsoring Nations. COEs are an essential part of NATO's wider framework and key contributors to the transformation of the Alliance. They provide tangible benefit to NATO by developing and delivering real capabilities while being a hub for Subject Matter Expertise in their particular field. Amongst other things, they provide in-depth studies and research in key areas, subject matter expertise to Training and Exercises, they support the gathering and dissemination of Lessons Learned, contribute to Doctrine development and offer relevant courses to NATO and Partner Nations.

COEs offer NATO recognised expertise and experience ready available for the Alliance and its member nations. COEs possess the subject matter expertise to go to the core of an issue, they can provide in-depth academic research on relevant topics and their independent status from NATO allows them to think out of the box and suggest innovative solutions. I therefore, encourage allied and partner nations as well as NATO entities to recognise the COE community as part of our federated network from which they can draw knowledge.

NATO's Strategic Military Intent is to develop the capacity and posture required to achieve Strategic Military Effects now and in the future. We need to strengthen the credibility of the Alliance's deterrence and defence posture today through innovation at all levels. Innovative ideas are required throughout the Alliance to help develop new capabilities while securing interoperability with legacy systems to bridge the future with today. COEs are a critical player in building this interoperability and resilience.

I encourage the use of COEs' capabilities, collectively or individually to look for innovative solutions using a multitude of resources. The complexity and uncertainty of the strategic environment, the interrelated nature of crises and the growing challenges to our human capital and technological edge, require a holistic approach. By working in a federated network and collaborative way, and in cooperation with scholars, civilian and military Subject Matter Experts, government and non-government agencies, industry, and academia across NATO entities, COEs, your Sponsoring NATO nations and contributing Partner nations can pioneer new solutions for NATO challenges.

NATO's desire for multinational knowledge hubs such as COEs originates from identified capability shortfalls derived from ACT's work on NATO's Strategic Foresight Analysis and Framework for Future Alliance Operations. It is a pleasure to observe that our NATO family of COEs is continuing to grow as we have received several offers to establish new NATO COEs. I would like to provide my sincere expression of appreciation to Nations for your willingness to continue contributing additional resources and expertise to NATO by offering to host and sponsor NATO COEs.

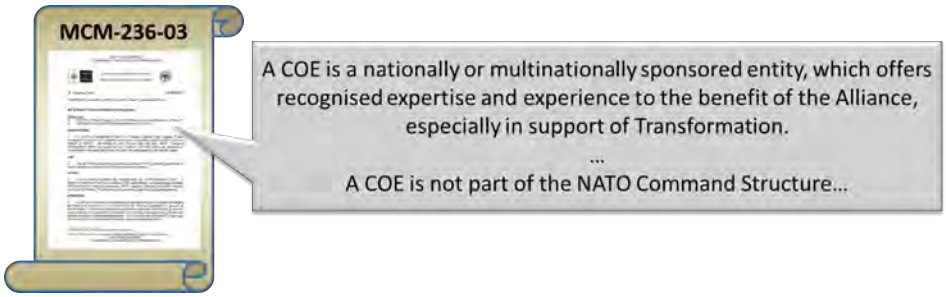
Finally, the contribution and support from the COEs continue to play a critical role in supporting and improving today's operational capability, understanding and shaping the future, and bridging the two. I look forward to continuing our fruitful cooperation.

Denis Mercier
General, French Air Force
Supreme Allied Commander Transformation

What is a NATO COE?

Background

The idea for NATO COEs originated in MC 324/1, "The NATO Military Command Structure," dated 14 May 2003. The Military Committee refined this idea into MCM-236-03; "MC Concept for Centres of Excellence (COE)" dated 04 Dec 2003. Once the idea and the concept were firmly established, the accreditation criterion was defined. In 2004, IMSM-0416-04, "NATO COE Accreditation Criteria" was agreed on and the first NATO COE was formally accredited on 01 Jun 2005.





Definition of a NATO COE

"A COE is a nationally or multi-nationally sponsored entity, which offers recognised expertise and experience to the benefit of the Alliance, especially in support of transformation." A COE is not part of the NATO Command Structure (NCS), but forms part of the wider framework supporting NATO Command Arrangements (NCA)

Principles

»No cost to NATO.
»Conform to NATO procedures, doctrines and standards.
»No duplication with existing assets.
»Relationships with Strategic Commands through Memorandum of Understanding agreements.
»Relationships with partners are supported and encouraged.

Resources:

The makeup and characteristics of the COEs are unique to each one. Key points of interest:

- 1-20 Sponsoring Nations (SN).
- 25 of 28 NATO nations participate in COEs.
- Manning from 16 to 89 posts.
- Operating costs per position: 6 to 25K €.
- Total manning is approximately 1162 billets/911 filled for 24 accredited COEs.
- Sponsoring Nations are encouraged not to populate a COE at the expenses of NATO billets in the NATO Command and Force Structure.

There are many reasons why a nation or nations, a Framework Nation (FN) decide to offer a Centre of Excellence to NATO. One of the most common reasons is to contribute to NATO whilst at the same time directly benefiting one or more Nations.

The number of NATO COEs is consistently growing. Through the MC Concept and the NATO accreditation criteria, COEs have proven to be a successful and enduring model for strong multinational solutions. As a result, the NATO Command and Force Structure is supported by robust network of COEs, which are nationally or multi-nationally managed and funded and open for participation by NATO and Partner nations.

COE Q&A

Are COEs part of NATO?

The MC Concept states, "A COE is not part of the NATO Command Structure, but forms part of the wider framework supporting NATO Command Arrangements" (Page 4). We may say metaphorically that NATO accredited COEs have one foot within NATO (because they are "part of the wider framework supporting NATO Command Arrangements" and because they are activated as NATO Military Bodies) and they have one foot outside NATO (because they are "not part of the NATO Command Structure" or of the NATO Forces Structure). This gives COEs a big flexibility in the relationships with other international and civilian agencies.

Can NATO task the COEs?

No, NATO cannot task the COEs, because they are not under command authority of NATO. In fact, COEs are "not part of the NATO Command Structure" they are owned by their sponsoring nations. Nonetheless, NATO can ask the COEs by a Request for Support (RFS) of COEs, through a process entitled the COE Program of Work (POW) Development Cycle (Page 60).

How does NATO request COE products and services?

NATO requests COE products and services through a process entitled the COE POW Development Cycle, conducted by HQ SACT every year (Page 60).

Can Nations join / withdraw from a COE after it is NATO-accredited?

Yes, they can. The addition of any new Sponsoring Nation (SN) to a COE is done through a Note of Joining (NOJ), to be signed by the joining Nation and the already participating SNs. Unless otherwise specified; the NOJ will come into effect on the date of the last signature. Any SN may withdraw from the COE giving the twelve months written notice to all other SNs and by informing the Director and Steering Committee (SC) in writing.

Are the COEs eligible for common funds?

In short, COEs are to be funded by the Sponsoring Nations. However, there are provisions allowing for the potential use of Common Funding, but only in exceptional circumstances, which have not been clearly defined. Decision by the MC on a case-by-case basis.

Can Partner Nations join COEs?

Yes, they can. Partner Nations can join NATO COEs as Contributing Partners, which means that they will be able to provide inputs and have access to COE's products and services, however they will not have a voting right in the Steering Committee (SC). These relationships should be managed by the COEs on case by case basis, taking into account security aspects.

Can COEs engage with external entities, such as industry and academia?

Yes they can, moreover they are encouraged to do so. These relationships should be managed by the COEs on case by case basis, taking into account security aspects.

Where can I find more information about the COEs?

Each COE has its own homepage. In addition, you can find information about the COEs in general at http://www.act.nato.int/centres-of-excellence and more details at https://portal.transnet.act.nato.int/Pages/home.aspx (You need to sign up for a TRANSNET account)

NATO COMMAND AND CONTROL CENTRE OF EXCELLENCE (C2 COE)

Director's Message

"While focusing on non-technical areas in the domain of Command and Control, NATO C2COE is catalyzing C2 for NATO, nations and international institutions and organizations to develop and maintain our knowledge in the C2 domain, we participate in workshops, conferences and exercises. We regard ourselves as Think Tank when it comes to NATO related Command and Control".



CAPT I.J.C. van PAMELEN-HOLLENBERG
Command and Control COE Director

Mission Statement

The NATO C2COE will support NATO, nations and international institutions/organisations with subject matter expertise on Command and Control. The main level of interest is C2 at the operational level.

Vision

To achieve this mission, the C2COE's aim is to be a principal source of expertise focusing on specific areas in the domain of Command and Control in order to best support the Transformation of NATO. The NATO C2COE will:



- Network with Sponsoring Nations, ACT, ACO and other international institutions and organisations.
- Contribute C2-expertise to the operational communities, catalysing C2.
- Contribute to NATO missions.
- Attend NATO exercises in support of JWC and SHAPE.
- Organise events to promote social networks and spread knowledge and expertise with NATO and nations.
- Publish documents related to C2.

Focus Areas

With the NATO Pillars of Support in mind, the NATO C2COE has defined three Focus Areas, in which it intends to provide subject matter expertise:

- C2 Processes and Structures
- Information & Knowledge Management
- Human Factors (including Leadership)



Major Products and Activities in 2016

NATO C2COE Seminar:

- Time frame: 5th to 7th July, Norfolk/Virginia (USA)
- Theme: "C2 in Emerging Warfare"

Studies:

- Conceptual Framework on Command & Control
- C2 Agility-next steps
- NATO C2 2030; Future Alliance Command & Control

Request for Support from NCS/NFS:

- Urbanisation Concept Development
- Strategic Foresight Analysis/Future Framework for Alliance Operations (SFA/FFAO)
- Federated Mission Networking
- Urbanisation Concept
- TRIDENT JAGUAR in support of JWC and SHAPE J7
- TRIDENT JUNCTURE in support of JWC and SHAPE J7
- TRIDENT JEWEL in support of JWC and SHAPE J7
- C2 Lessons Learned/Best Practises
- Comprehensive Operational Planning Course NATO School OAG
- Bi-SC C3 Course NATO School OAG
- SVK Armed Forces Training



Major Products and Activities in 2017



NATO C2COE Seminar:

- Time frame: 13– 15 June 2017, Valencia (ESP)
- Theme: "C2 in a Civilian Environment"

NATO C2COE Transformation:

- Implementation "Way Ahead NATO C2COE"
- Act on personnel shortfalls

Studies:

- Conceptual Framework on Command & Control
- C2 Agility-Next Steps
- NATO C2 2030: Future Alliance Command and Control

Request for Support from NCS/NFS:

- Urbanisation Concept
- Strategic Foresight Analysis/Future Framework for Alliance Operations
- Federated Mission Networking/Federation Assessment
- TRIDENT JAGUAR in support of JTF HQ Handbook development of JWC
- TRIDENT JAVELIN in support of JFCBS J7 and SHAPE J7
- JFC Brunssum Civilian led presence in Afghanistan
- C2 Lessons Learned/Best Practises
- Comprehensive Operational Planning Course NATO School OAG
- Bi-SC C3 Course NATO School OAG
- SVK Armed Forces Training

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NATO AIR OPERATIONS
CENTRE OF EXCELLENCE
(AO COE - CASPOA)

"While maintaining a high level of excellence in our products and activities, we are proud to be flexible, agile and responsive to Alliance, Nation and Partner requests for support in the Air Operations domain"

Director's Message



COL Thierry CHAPEAUX
Air Operations COE
Director

Mission Statement

The NATO Air Operations Centre of Excellence prepares individuals for present and future NATO air operations in combined and joint environments. The Air Operations COE also functions as the NATO Department Head for Air Command & Control Systems Education & Training.

Who We Are

A dedicated team of military and civilian professionals focused on bringing exceptional Education & Training, Analysis & Lessons Learned, and Experimentation & Simulation capabilities to the Alliance. Participating nations at the AO COE include Italy, Canada, Belgium, Great Britain and the United States.



Vision

To be NATO's preeminent source of training and expertise in the Air Operations domain to enable full-spectrum Alliance operations.

To accomplish this vision, the Air Operations COE is educating and training personnel to plan, task and control air operations as well as experimenting with new concepts and doctrine. The Air Operations COE features state of the art training & simulation capabilities, including a 27 position modular Combat Ops floor used for computer assisted exercises and an adjacent EXCON room with 12 positions for interactive exercise control. Additionally, by capitalizing on the collection of lessons identified, it feeds the NATO Lessons Learned process, enhancing the efficiency and effectiveness of the Joint Force Air Component structures.

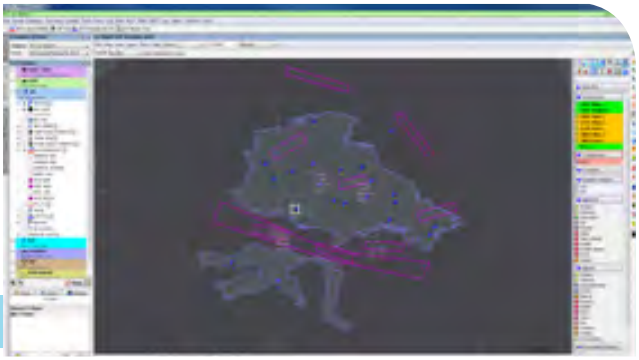


By demonstrating sustained excellence in providing training for NATO, the Air Ops COE earned an unconditional Quality Assurance certification by ACT in December 2013. All 7 Air Ops COE courses offered to NATO are "Approved" in NATO's Education and Training Opportunities Catalog (ETOC).

Major Products and Activities in 2016

- In 2016, CASPOA conducted over 60 courses, both in residence and via Mobile Training Teams, educating and training more than 700 personnel from 40 NATO & Partner Nations.
- Contributed to curricula for the training of military personnel in the field of Command and Control in joint and multinational air operations.

- Facilitated the NATO Lessons Learned process by providing analysis support to the Joint Analysis Lessons Learned Centre (JALLC) from current operations and exercises.
- Contributed to 6 Allied Joint and Tactical Publications concerned with Air Operations.
- Provided C2 Systems Support Specialists in response to NCIA and NCS requests.
- Collaborated with multiple NATO agencies for testing upgraded C2 programs.
- Led the first ever Air C2 Systems Training Requirements Analysis as the NATO Department Head for Air C2 Systems.



Major Products and Activities in 2017

- CASPOA has more than 58 training events scheduled, with 950 students anticipated.
- Prepared to provide NATO with at least 3 Mobile Education & Training Teams.
- Support the NRF by educating, training and contributing Air C2 SMEs for training events.



- Continued support for the Alliance Future Surveillance and Control Capability task force.
- Develop a robust e-Learning capability to facilitate wider distribution of training materials.
- Provide guidance for the Allied Command Operations joint targeting community as both a SME and training provider.
- Contribute vision and expertise to the NATO Scientific Technology Organisation (STO) through membership in the NATO Modeling and Simulation Group (NMSG).
- Develop an Air Operations Community of Interest working with the Joint Air Power Competence Center (JAPCC), utilizing the JALLC SharePoint portal.
- Document Lessons Learned from National, bi-lateral, tri-lateral and NATO operations and exercises, directly supporting the JALLC.
- Support SHAPE and AIRCOM in capturing training requirements as the Alliance transitions to the new Air C2 systems, ACCS and AirC2IS and work with NCIA, the NCS, and ACT to develop and offer optimal training solutions.

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CCDCOE

NATO COOPERATIVE CYBER DEFENCE CENTRE OF EXCELLENCE (CCD COE)

Director's Message

"At the 2016 Summit in Warsaw, NATO heads of state and government recognised cyberspace as a domain of operations in which NATO must defend itself as effectively as it does in the air, on land, and at sea. This decision reflects a world increasingly reliant on activities and services in cyber space. As the speed of technological change is accelerating and nations are prioritizing cyber defence, collaboration and cooperation between Allies is essential. The NATO Cooperative Cyber Defence Centre of Excellence is a fundamental resource for the Alliance in providing a 360-degree look at cyber defence with expertise in the areas of technology, strategy, operations and law."



Sven SAKKOV
Cooperative Cyber Defence COE
Director

Mission Statement



NATO CCD COE's mission is to support its Sponsoring Nations, Contributing Participants and NATO in the fields of cyber defence research, training and exercises. The Centre provides its member nations and NATO with cyber defence expertise in the fields of technology, strategy, operations and law.

The heart of the Centre is a diverse group of international experts from military, government and industry backgrounds. The NATO CCD COE has 4 main focus areas: technology, strategy, operations and law.

Who We Are

The NATO Cooperative Cyber Defence Centre of Excellence is a NATO-accredited knowledge hub, research institution, and training and exercise facility. The Tallinn-based international military organisation focuses on interdisciplinary applied research, as well as consultations, trainings and exercises in the field of cyber security.

Vision

NATO CCD COE is a premier subject matter expert and a fundamental resource in strategic, legal, operational and technical aspects of cyber defence. It offers thought leadership on the cutting edge of all aspects of cyber defence and provides a 360-degree view of the sector.



Major Products and Activities

Many of the Centre's products are available online. The publications can be accessed through a Cyber Defence Publications Library ccdcoe.org/publication-library.html. A comparative glossary of cyber terminology, a database of national cyber security strategies, the International Cyber Developments Review and comprehensive overviews of national cyber security organizations can all be found on ccdcoe.org/resources.html.

The 2017 plan of work focuses on helping to furnish the cyber space as a domain of military operations. The Centre continues to offer a wide selection of training courses ranging from a law course based on the Tallinn Manual to advanced technical workshops.



CyCon

CyCon, the annual International Conference on Cyber Conflict, gathers decision-makers and experts from government, military and industry from all over the world to approach the conference's key theme from legal, technology, and strategy perspectives in an interdisciplinary manner. CyCon 2017 will focus on the fundamental aspects of cyber security with a theme of Defending the Core. The 9th International Conference on Cyber Conflict will be held in Tallinn May 30 through June 2, 2017.



The Tallinn Manual 2.0

The Tallinn Manual 2.0 on the international law applicable to cyberspace, the significantly updated and expanded edition of the original Manual, was published in early 2017. It is written by an international group of independent experts who are not bound by NATO or national policy, and it addresses most common and frequent cyber incidents that States encounter in peacetime as well as those above the treshold of an armed attack and an use of force.

Locked Shields

Locked Shields is the biggest and most advanced international technical live-fire cyber defence exercise in the world. It focuses on training the security experts who protect national IT systems every day. In 2017, the exercise introduces a parallel strategy track, further integrating non-technical elements into the exercise.

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NATO COUNTER - IMPROVISED EXPLOSIVE DEVICES CENTRE OF EXCELLENCE (C-IED COE)

Director's Message

Other than providing CIED support to NATO and SN on a daily basis, the main focus of the CIED COE in 2017 is to continue with the institutionalization of CIED within International community.
Colonel Juan Gomez Martin

Mission Statement

The C-IED COE mission is to provide subject matter expertise in order to support the Alliance, its Partners, and the International Community in the fight against IEDs and to co-operate to increase the security of Allied Nations and all of the troops deployed in theatres of operations by reducing or eliminating the threats from improvised explosive devices used by terrorists or insurgents.

Who We Are

The C-IED COE is organized into three pillars: Attack the Network, Defeat the Device and Prepare the Force, and has a staff over 40 people, of which more than 30 are subject Matter experts in the field of C-IED.

Vision

The vision of the COE is to use a comprehensive approach to face the challenge, with the support of not only military personnel, but also the contribution from law enforcement, police, intelligence community and civilians from Academy and research & technology industry. The synergy of all these elements will contribute to the defeat of both terrorist /insurgent networks using IEDs and IEDs themselves. The C-IED COE is the natural venue for all C-IED issues within NATO arena. Its director chairs and participates in related working groups of both NATO and the European Defense Agency, in order to create synergies between both organizations.

Our five goals are:

- Improve the C-IED COE as an organization capable of establishing relationships with organizations to exchange information to Attack the Network (AtN) and Counter Threat Network (CTN) operations.
- Establish the C-IED COE as the training and education subject matter experts (SME's) for C-IED related activities.
- Establish the C-IED COE as the lessons learned coordinator for C-IED related activities.
- Become one of the focal points for the generation of modern defense technology military capabilities in C-IED related technologies, capabilities and knowledge.
- Achieve a robust capability to communicate and exchange IED and C-IED information with other organizations.



Support to Education & Individual Training

- Implement the role of Department Head for Training for C-IED within NATO
- Conduct NATO accredited courses
- Provide C-IED related Mobile Training Teams (MTT)
- Support NATO Missions Training
- Support NCS / NFS Exercises
- Conduct Senior Leadership Seminars

- Conduct Non Class C-IED related Courses
- Support other NATO courses with C-IED expertise.
- Train and implement courses in collaboration with other organisms.



Support to Technologies, Experiments and Information Management

- Assess technological developments to defeat the IED
- Analyze current IED trends to identify potential solutions
- Support C-IED enablers concept of employment development
- Collaborate with other organizations (e.g. EDA, UN and JIDA)
- Conduct theoretical Research into EFP
- Collect / assess / analyze C-IED Equipment Database
- Support the NATO Urbanisation Concept Development
- Conduct in cooperation with the EOD COE the EOD Demonstrations and Trials and Technological workshop.

Support to Concepts, Doctrine and Standardization Development

- Foster C-IED interagency information sharing
- Conduct a C-IED Interagency Workshop
- Keep on supporting NATO HNAT concept development
- Provide support to NATO Terrorism Task Force
- Support development ITEP and E-ITEP, support and maintain ePRIME
- Develop Advanced Distributed Learning (ADL).
- Custodianship for STANAG 2294 and STANAG 2295
- Support CIED related doctrine development
- Keep on supporting the NATO Biometric and Exploitation Concepts development
- Support NATO initiatives and work strands (RTO SCI 243, SCI 233, SCI 256).
- Support Partners Nations in their CIED doctrine development process.



Support to Lessons Learned and Analysis Activities

- Provide C-IED related advice to operations with Mobile Advisory Teams (MAT)
- Act as C-IED Community of Interest content manager on JALLC portals
- Maintain and improve C-IED Lessons Learned
- Provide predictive analysis of Global IED threats.

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NATO CIVIL-MILITARY COOPERATION CENTRE OF EXCELLENCE (CIMIC COE)

Director's Message

"CIMIC in 360 degrees is a cross-cutting, joint function and must be an integral part in every kind of operation. CIMIC includes all our civilian stakeholders, as well as the general public and media, both at home, as well as in deployments. In regions where there are either only soldiers, or penguins, we will not need CIMIC. Everywhere else in the world we need CIMIC to also win the peace."



COL (GS) Wolfgang PAULIK
Civil-Military Cooperation COE Director

Mission Statement

To assist NATO, Sponsoring Nations (SN) and other military and civilian institutions/organizations in their operational and transformation efforts in the field of Civil-Military Interaction (CMI)/CIMIC.



Who We Are

The CCOE was granted the title of a NATO Accredited Centre of Excellence, on 31 July 2007. Initially located in Enschede, NL, the CCOE was re-located to The Hague, the International City of Peace and Justice in 2014, to enable comprehensive engagement with national and international stakeholders. It is the objective of the CCOE to incorporate a large variety of Sponsoring Nations, as this will further enhance the knowledge and expertise available from the CCOE.

Vision

The CCOE is the preferred network campus to connect people and share collective knowledge of Civil-Military Interaction, to gain unity of purpose of people dedicated to responding to mission challenges.

Major Products and Activities

2016



- Baltic NATO CIMIC Initiative 2016: Addressing the challenges emerging from the NATO Warsaw Summit.
- Academic Accreditation of the Master of Arts degree: "Civil Military Interaction": Hosted and conducted with the Helmut-Schmidt University, Hamburg.
- Execution of seven internal as well as external CIMIC and CMI courses.
- As the Department Head for CIMIC and custodian for NATO CIMIC doctrine, contribute with expertise to partners.
- Establishing of a Lessons Learned Community of Interest (CoI) portal in NATO JALLC database.
- Contribute to operational CIMIC and CMI related planning and concept development in support of NATO and partners, including Hybrid Warfare and Collective Defence.
- Support to external events dedicated to development of CIMIC/CMI: academic programs, policy and doctrine (e.g. Ukraine, Lebanon, East African Standby Forces).
- Development of a Civil-Military Planning training mission in response to the NATO Warsaw Summit, focused on enhancement of Defence and Related Security Capacity Building (DCB).
- SME support to the development of conceptual documents (e.g. CIMIC input in Allied Joint Doctrines).

- Support selected exercises (e.g. Joint Cooperation 2016, Trident Juncture 2016, Common Effort) with CIMIC/CMI expertise.
- Release of study publications (e.g. Culture Property Protection, CMI Workshop Report, Functional Planning Guide e-Version).
- Analyse the role and capability of CIMIC in future operations within the NATO Urbanisation Project 2035.

2017

- As the Department Head for CIMIC and custodian for NATO CIMIC doctrine, contribute with expertise to partners.
- Execution of seven internal as well as external CIMIC and CMI courses.
- Conduct a Joint Analysis study on CIMIC and CMI in Collective Defence.
- Contribute to and revision of CIMIC and CMI requirements, procedural foundations, concept development, planning documents and tactical procedures.
- Implementation of a regional view and Counter Hybrid Threat in the academic program.
- Support selected exercises with CIMIC and CMI expertise.
- Implementation of Cross Cutting Topics within CIMIC (e.g. Protection of Civilians, Building Integrity).



- Execution and co-hosting of the (UN - CM Coord (Facilitator-led).
- Conduct the annual Community of Interest Conference (COI) and the Annual Discipline Conference (ADC) in Riga, Latvia and the CIMIC and CMI Lessons Learned Seminar in The Hague, NLD.
- Further exploration of CIMIC and CMI in a SOF-, Maritime- and Air Environment.

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NATO COMBINED JOINT OPERATIONS FROM THE SEA CENTRE OF EXCELLENCE (CJOS COE)

Director's Message

I am extremely impressed by the products CJOS COE provides to our sponsoring nations, NATO entities, and other valued customers. Our ability to cultivate the integration of intellectual energy has allowed us to successfully spark innovation in joint maritime expeditionary operations, interoperability, naval doctrine and maritime security. I am very proud of the CJOS COE team and our accomplishments in 2016. I look forward to our continued success in 2017, advancing our efforts on transformation through sharing of best practices, strengthening existing partnerships and expanding our relationships. Furthermore, I expect CJOS COE to continue to play a key leadership role in developing solution-oriented ideas that will further improve global maritime security.


VADM Richard BRECKENRIDGE
The Combined Joint Operations from the Sea COE Director

Mission

To provide a focus for the sponsoring nations and NATO to continuously improve the capability to conduct combined and joint operations from the sea. Our aim is to ensure that current and emerging maritime global security challenges can be successfully addressed across the full spectrum of maritime operations.

Who We Are

Independent of the NATO command structure, CJOS COE draws on knowledge and capabilities of sponsoring nations, United States Fleet Forces Command, Allied Command Transformation (ACT) and other neighbouring U.S. commands to promote "best practices" inside the Alliance and out. CJOS COE also plays a key role in aiding NATO's transformational goals, specifically those focused on maritime based joint operations.

Vision

Working closely with partners and stakeholders from the international military, government, and non-government agency, industry, and academic communities of interest, CJOS COE will seek to optimize the efficient delivery of Maritime Effect.

Major Products and Activities

Combined Joint Operations

- Joint Battle Space Management
- Capability Requirement Review 2016
- Maritime ISR Improvement
- E3-A Follow On
- MCDC – Combined Ops in Confined Waters

Concept/Doctrine Development

- Theatre ASW
- NATO Mission Thread Concept
- NATO Joint Sea-Based Ops
- MAROPS WG (Chair)
- AMPHIBOPS WG
- NATO BMD Doctrine Development
- COMSUBNATO ATP-17 Naval Arctic Manual review



Interoperability

- USFFC Support
- Interoperability Technical Advisory Group
- Multinational Maritime Internet Interoperability Maritime FMN-SEMARCIS
- Revise Joint Task Force HQ SOP
- Standing Operational Instructions for HQ
- Lessons Learned /Analysis



Maritime Future

- Framework for Future Alliance Operations
- Strategic Foresight Analysis 2017
- Urbanization Concept

Maritime Security

- C-IED in Maritime Environment
- Maritime Cyber Security
- Maritime Situation Awareness
- MSR Round Table
- MCDC – Hybrid Warfare
- MCDC – CUAxS



Exercises

- Trident Juncture 2016
- Trident Jaguar 2016
- Bold Alligator 2016

Strategic Communications

- Bow Wave 2016
- Hosted Maritime Security Regimes Roundtable, April 2016
- Co-hosted C2 Seminar with C2COE, July 2016
- Co-hosted Maritime Expeditionary Ops Conference with STRKFORNATO, July 2016
- Old Dominion University/CJOS COE Lecture Series, ongoing

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NATO CRISIS MANAGEMENT AND DISASTER RESPONSE CENTRE OF EXCELLENCE (CMDR COE)

On 31 March 2016 the Crisis Management and Disaster Response Centre of Excellence (CMDR COE) celebrated its first anniversary as a full-fledged member of NATO's wider framework of Centres of Excellence. The past year saw the Centre further cement its position as a hub of expertise in one of the Alliance's core tasks - Crisis Management. As a NATO Military Body, our main objective and principle raison d'étre is to support and contribute to the enhancement of NATO's crisis management and disaster response capabilities, and as a corollary – to the improvement of the Alliance's interoperability through, inter alia, education and training, research and analyses, concept and doctrine development, experimentation, and lessons learned. The CMDR COE team spares no effort in firmly establishing the Centre as a platform for information exchange and as a focal point in the crisis management and disaster response (CMDR) domain. The CMDR COE aims at better, smarter, more inclusive and comprehensive crisis management and disaster response. We believe that information exchange and sharing of best practices and lessons-learned are essential elements of the decision-making process improving overall operational effectiveness. We strive to provide the foundations for such a collaborative collective approach to CMDR.

Director's Message



COL Vassil ROUSSINOV
Crisis Management and Disaster Response COE Director



Mission Statement

In a global context of dynamic and highly volatile security environment, the Alliance is faced by pressing new challenges, increasing in both number and complexity, and multiplying threats which, respectively, require innovative comprehensive responses based on strong leadership and commitment to lasting peace and security. Taking fully into account and aligning to the imperatives of the current security reality, the Centre's objective is to act as a catalyst for the improvement of NATO's, NATO Nations and Partners capabilities in CMDR operations placing utmost importance on the principles of the Comprehensive approach and on enhancing collaborative partnerships.

Who We Are

The CMDR COE is a multi-national NATO military body sponsored by the Hellenic Republic, the Republic of Poland and the Republic of Bulgaria (Framework Nation). The Centre, located in Sofia, Bulgaria, has a 40 strong team of both civilian and military experts working on a wide range of CMDR-related issues, all with the ultimate goal of supporting NATO's standardisation and transformation efforts.



Strong partnerships and effective collaboration are critical in achieving the afore-mentioned goal and hence, the Centre has forged excellent partnerships and enhanced cooperation with key NATO and EU bodies, institutions and agencies. For instance, the CMDR COE works closely with HQ SACT, SHAPE and NATO HQ and contributes to various NATO initiatives, such as NATO Smart Defence.

As a hub of expertise in CMDR, the Centre has generated a wealth of information and expertise and has also been a

home for a number of CMDR-related conferences, workshops, and trainings.

Vision

The Centre is determined to firmly establish and further sustain its position as an internationally recognised and respected body which provides value-added E&T products, academic research and analysis, and strategic policy recommendations and advice by means of concept experimentation and doctrine development.



Major Products and Activities

- CMDR COE Annual Conference
- "Interagency Interaction in Crisis Management and Disaster Response" - every first week of July
- Advanced Research Workshop (ARW) "Implications of Climate Change and Disasters on Military Activities: Building Resiliency and Mitigating Vulnerability in the Balkan Region" - 05-07 July 2016
- MSG-147. The aim of the MSG-147 is to develop a reference architecture and demonstrate a technical platform that enables prompt, reasonable and effective tests of Crisis/Disaster and Climate Change Implication (CCI) Response plans.
- CD&E Conference – 14-17 Nov 2016
- LI Conference for EADRCC exercise "CRNA GORA – 23-27 Jan 2017
- CMX 17 Final Planning Conference – 6-10 Feb 2017
- 3rd COE FINCON Conference – May 2017
- Currently conducting Training Need Analysis (TNA) on "Gender Focal Point in Crisis Management" – Aim: To develop a course (Level 200)
- Crisis Management and Disaster Response Course – 20-24 Mar 2017 (NATO SELECTED, NATO ETOC CODE: ETE-CM-21784)
- Disaster Management Course – 15-19 May 2017 (NATO ETOC CODE: ETE-CM-22007)
- Crisis Response Operations Planners Professional Development Course – 25-29 Sep 2017 (NATO SELECTED, NATO ETOC CODE: JPL-OP-31878)
- Crisis Management and Disaster Response Exercise Planners Training Course – 23-27 Oct 2017 (NATO SELECTED: NATO ETOC CODE: ETE-CM-21785)
- Strategic Decision Making for Crisis Response Operations Course – 20-24 Nov 2017 (NATO SELECTED, NATO ETOC CODE: ETE-CM-41879)

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NATO CENTRE OF EXCELLENCE FOR OPERATIONS IN CONFINED AND SHALLOW WATERS
(COE CSW)

As a global commons, the sea remains of high significance to the international community as well as to individual states. It should be considered quite an acceptable observation to state that everyone is, directly or indirectly, affected by maritime issues; whether it be by trade, exploration, nutrition, or even simple proximity. Thus, the protection of the maritime environment is of essential importance for mankind. Especially a continuous and unhampered flow of goods is the basis of all economy and is vital for the wealth and prosperity of humanity. Any sea traffic inevitably requires sailing through Confined and Shallow Waters (CSW) at least twice, as a ship leaves and enters a port, but most of the time even more frequently as it usually transits through marginal seas, narrow straits, choke points, etc. Therefore, any obstruction, and especially a disruption of the safe passage through CSW, creates a huge impact on our livelihood. Following this persuasive logic, the need for a Centre of Excellence (COE) dealing with the specific challenges for operations in CSW becomes very clear.

Director's Message



RADM Jan C. KAACK
COE for Operations in Confined and Shallow Waters
Director



Mission Statement

The COE CSW mission is to provide joint and combined subject matter expertise in the range of operations in confined and shallow waters in order to support the Alliance, the COE CSW Participants and other Customers thus contributing to NATO transformation and enhancing the overall interoperability amongst the allies and partners.

Who We Are

The COE CSW was established in 2007 and accredited by NATO on 03 March 2009. Concentrating expertise from different nations and thus creating synergy in a relevant field of competence is a brilliant way indeed to advance transformational efforts in areas such as the unique and extremely demanding operational environment of CSW. Our multinational team of subject matter experts covers the pertinent warfare areas and supports NATO in the entire COE work spectrum.

In December 2015 the North Atlantic Council assigned the COE CSW as the Department Head for Maritime Operations that translates NATO's naval training requirements into individual and collective Education & Training solutions.



Vision

Our motto Nemo Solus Satis Sapit (no one alone is sufficiently wise) gets to the very heart of how we are aiming to facilitate the transformational process with emphasis on operations in CSW by closely collaborating with relevant international authorities or bodies in order to advance a joint understanding of CSW specific challenges and requirements along with essential capabilities and skills.

Major Products and Activities 2016-2017

- Acting as Department Head in the Maritime Operations discipline;
- Managing Lessons Learned in the Maritime Domain;
- Leading the NATO Smart Defense Project 1.44 FIT FOR CSW (Flexible and Interoperable Toolbox meeting the Future operational Requirements in Confined and Shallow Waters);
- Co-leading the Multinational Capability Development Campaign – Project JCOpCSW (Joint and Combined Operations in and from Confined and Shallow Waters);
- Supporting the development and execution of major NATO and maritime exercises;
- Fostering a common understanding and the development of Operational Maritime Law;
- Contributing to the evaluation process of NATO Maritime Forces;
- Promoting global Maritime Security by facilitating interaction and cooperation between relevant institutions, inter alia by organising the Kiel Conference;
- Providing core competence in all Harbour and Force Protection matters as well as Counter-Improvised Explosive Devices (C-IED) in the Maritime Environment;
- Supporting the NATO Urbanisation Project;
- Implementing conceptual and doctrinal projects, inter alia on NATO Maritime Synthetic Collective Training, Impact of Offshore Facilities on Maritime Situational Awareness, Integration of UAS into maritime operations, or the Employment of Autonomous Underwater Vehicles in Naval Mine Counter Measure Operations.
- Synthetic Collective Training, Impact of Offshore Facilities on Maritime Situational Awareness, Integration of UAS into maritime operations, or the Employment of Autonomous Underwater Vehicles in Naval Mine Counter Measure Operations.



KIEL CONFERENCE
Maritime Security Challenges

2016 HIGH NORTH

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NATO COLD WEATHER OPERATIONS
CENTRE OF EXCELLENCE
(CWO COE)

Director's Message



LTCOL Knut Are BAKKE
Cold Weather Operations
COE
Director

Experiences from units conducting training and operations worldwide indicates that if you can fight and survive in the extremes of an sub-arctic or arctic environment you will be very well prepared to fight in all other climatic conditions.



Mission Statement

The COE-CWO mission is to support SACT in his efforts of transforming NATO in the field of cold weather operations. COE-CWO will serve as the main provider and coordinator of expertise in the area of Cold Weather Operations in NATO. COE-CWO will provide NATO- and Partner nations the necessary competence in order to operate under Arctic, sub-Arctic and Cold Weather conditions.

Who We Are

The NATO Centre of Excellence for Cold Weather Operations (COE-CWO) core staff holds 16 PE posts. In addition COE-CWO is a network concept that encompasses training areas, infrastructure, manpower, skills and knowledge drawn from all services in the Norwegian Armed Forces, the Norwegian Defense Research Establishment, the NATO and PfP Cold Weather community of Interest and Civilian Academia.

Vision

The COE-CWO vision is to be NATO and Partner Nations preferred provider of the full spectrum of Cold Weather Operations competence.



Major Products and Activities 2016

- Conduct a variety of courses within winter warfare, with emphasis on practical application of skills.
- Provide collective winter training opportunities for International units up to battalion level.
- Support HQ SACT in the Future Work with expertise on the developing situation in the Arctic.
- Support HQ SACT/ACT SEE in the NDPP capability requirements process regarding Cold Weather Operations.
- COE-CWO participate in the planning of exercise Cold Response 2016, with focus on participating foreign units related to cold weather operations.
- Conduct research and analysis on nutrition, survivability and sustainability during Cold Weather conditions.
- Support NATO with lessons learned from the Cold Weather environment.

Major Products and Activities 2017

- Conduct a variety of courses within winter warfare, with emphasis on practical application of skills.
- Provide collective winter training opportunities for International units up to battalion level.
- Support HQ SACT in the Future Work with expertise on the developing situation in the Arctic.





- Support HQ SACT/ACT SEE in the NDPP capability requirements process regarding Cold Weather Operations
- COE-CWO will participate in the planning of exercise Trident Juncture 2018, with focus on participating foreign units related to cold weather operations.
- Conduct research and analysis on nutrition, survivability and sustainability during Cold Weather conditions.
- Support NATO with lessons learned from the Cold Weather environment.

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NATO CENTRE OF EXCELLENCE
DEFENSE AGAINST TERRORISM
(COE-DAT)

Director's Message

This past July marked the beginning of my second year as the Director of COE-DAT. I want each of you to know that I continue to be honoured and humbled to serve in this position, leading a team of NATO professionals that are significantly contributing to NATO's counter-terrorism (CT) transformation efforts. The work we do on behalf of NATO is critical, thus, on behalf of our team I kindly invite you to communicate regularly with and ideally visit COE-DAT. Through this type of engagement, we can have a clearer understanding of NATO and sponsoring nations' goals, objectives, and challenges so we can better align our efforts to address CT threats and challenges. Finally, when possible, I would ask that you advocate for other NATO nations and partners to not only participate but actually join the COE-DAT staff as a sponsoring nation, since terrorism is an acute and global threat impacting NATO and partners alike.





Mission Statement

COE-DAT's mission is to provide key decision-makers with realistic solutions to terrorism and CT challenges, in order to transform NATO and Nations of interest to meet potential and future security challenges. This transformation is focused on NATO's three declared core tasks of collective defence, crisis management, and cooperative security. COE-DAT accomplishes this mission through our Programme Of Work (POW) which focuses on terrorism and CT centric events, usually at the strategic and operational level. Our core activities are education and training, doctrine and concept development, and contributions to the analysis and lessons learned process.

Who We Are



COE-DAT is a NATO accredited multi-national sponsored entity located in Ankara, Turkey, whose membership is open to all NATO members. The Centre is composed of 62 multi-national billets with representatives from 8 nations focused on providing key decision-makers with realistic solutions to terrorism and CT challenges, in order to transform NATO and Nations of interest to meet potential and future security challenges. Since COE-DAT's inauguration in 2005, the Centre, in partnership with over 2143 guest lecturers, has conducted 187 educational and training activities on site or through Mobile Training Teams, successfully educating over 11,000 participants from 105 countries on a myriad of terrorism and CT topics impacting NATO. In April 2015, COE-DAT was appointed NATO Education and Training Department Head for CT, charged with ensuring synergy, coordination, and collaboration across the discipline and making sure activities are in line with NATO's CT policies and approaches. Our primary responsibility is to coordinate NATO Education&Training on this discipline based on requirements set by NATO.

Vision

The first choice for NATO and its partners for Defence Against Terrorism (DAT) expertise.

Major Products and Activities



2016 Major Work Items (conducted)

In 2016, 16 Education and Training activities were conducted to include 10 courses, 2 SPS Activities, 1 Conference, 1 Seminar, 1 Workshop, and 1 Training Event. Activities included titles such as:

- "Defence Against Terrorism" Course, 01-05 February 2016.
- "Defence Against Suicide Bombing" Course, 15-19 February 2016.
- "Terrorist Use of Cyber Space" Course, 14-18 March 2016.
- "Terrorist Use of Weapons of Mass Destruction" Course, 11-15 April 2016.
- "Financial Aspects of Combatting Terrorism" Course, 25-29 April 2016.
- "Legal Aspects of Combatting Terrorism" Course, 09-13 may 2016.
- "Critical Infrastructure Protection from Terrorist Attacks" Course, 23-27 May 2016.
- "Terrorist Use of Cyber Space" Course, 07-11 November 2016.
- "Terrorism and Media" Course, 21-25 November 2016.
- "CT Lessons Learned" Workshop, 22-23 November 2016.
- "Defence Against Terrorism" (Executive Level) Course, 06-07 December 2016.

2017 Program of Work Items in support of NATO

In 2017 24 Education & Training activities will take place including 11 courses, 6 workshops, 5 ATC/METs, and 2 conferences. Draft schedule is as follows:

- "Training Needs Analysis" Workshop, February 2017
- "Defence Against Terrorism" Course, February 2017
- "Defence Against Suicide Bombing" Course, February 2017
- "Operational Planning for CT" Course, March 2017
- "Terrorist Use of Cyberspace" Course, March 2017
- "Financial Aspects of CT" Course, April 2017
- "Critical Infrastructure Protection from Terrorist Attacks" Course, May 2017
- "Legal Aspects of CT" Course, May 2017
- "Border Security, Refugees, Non State Actors and CT" Workshop, May 2017

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NATO ENERGY SECURITY CENTRE OF EXCELLENCE
ENSEC COE

Being the recognized hub of knowledge and expertise the professional team of NATO ENSEC COE is dedicated to support the NATO bodies, Allies and Partner Nations in their efforts enhancing energy security, especially providing the knowledge and expertise on the NATO defined areas; Raising awareness on energy developments with security implications, Contributing to energy efficiency in military domain, Supporting the critical energy infrastructure protection.

Director's Message



COL Gintaras BAGDONAS
Energy Security COE
Director

Mission Statement

The mission of the ENSEC COE is to assist Strategic Commands, other NATO bodies, nations, partners, and other civil and military bodies by supporting NATO's capability development process, mission effectiveness, and interoperability in the near, mid and long terms by providing comprehensive and timely subject matter expertise on all aspects of energy security.



Who We Are

We, the NATO ENSEC COE, are a widely recognized international military organization with the aim of providing qualified and appropriate expert advice on questions related to operational energy security. We provide technical, scientific and academic subject matter expertise in field of energy security that contributes to risk assessment analysis, energy security related solutions for the development of environmentally friendly and efficient military capabilities in support of Smart Defence and Supports NATO Operations through targeted technical scientific assessment, as well as providing advice and solutions for development of energy efficient forces.

Vision

NATO ENSECCOE acts to be the recognized hub of knowledge and expertise in Energy Security within NATO and for Allies and Partner Nations, being a unique platform of cooperation and partnership in this area.



Major Products and Activities

2016

- "Deployable Modular Hybrid Power Generation & Management System" project. The Deployable Modular Hybrid Power Generation and Management System uses conventional fuel and renewable sources, such as wind or solar energy. The electricity power obtained through renewable sources is charged into batteries for storing it there. The system will be used to improve energy efficiency and diminish dependence from conventional power sources. The new system is capable of supplying power to a battalion-sized unit. The concept of power generation, distribution and storage of HPGS will be included into NATO standardization document under 3.12 series (MILENG).
- "Innovative Energy Solutions for Military Application, IESMA 2016". It is a biennial event, consisting of a conference and industry exhibition. Its purpose is to accelerate the transfer of innovative energy technologies from the civilian to the military sector and to foster the implementation of standard technologies to be used in operation adapting cutting edge

technologies for military purpose. This event facilitates the exchange of knowledge and promotes discussions with a focus on standard, advanced and cutting-edge energy saving technologies in order to support development of concept.



- Energy Security Strategic Awareness Course in NATO School Oberammergau.
- The NATO ENSEC COE has conducted NATO Table Top Exercise on Critical Energy Infrastructure Protection for military and civil emergency planners involving private Energy sector civil operators with the aim to increase the resiliency and the preparedness of NATO and Partner Nations in this field.
- Energy Security Strategic Awareness Course, focus in Caucasus region organized with US Naval Postgraduate School and Georgian DELTA institute in April in Tbilisi - Georgia.
- Project "Energy Efficiency: Cultural Change". Started in 2015 this project is still ongoing after an extended survey performed during NATO/International exercises in 2015/2016 and 2 Advances Research Workshop in Vilnius with international board of expert. The result will be the definition of "tool box" and handbook to be used to develop a practical solution to improve the cultural approach to energy in operation, using less by better using.
- Warsaw Conference on Critical Energy Infrastructure Protection with Polish Naval Academy.
- Energy efficiency and cultural changes : from Advance Research to concept.

2017

- Energy Security Strategic Awareness Course in NATO School Oberammergau.
- Table Top Exercise on CEIP with Ukraine. The COE will organize with Ukraine a tailored Table Top Exercise on the Protection of Critical Energy Infrastructure with a focus on enhancing inter-institutional coordination in Ukraine, as part of the Comprehensive Assistance Package for Ukraine.
- The development of an effective, easily applicable and cost efficient set of tools for energy management in the operational environment is ongoing, based on ISO 50001 concepts. Results of this experiment are expected to support and to demonstrate the possibilities for the future development of energy efficiency related concepts. This project is now in the ACT experiment program.
- Study "Critical Energy Infrastructure Protection: Ukrainian case and lessons learned"- to make an overview of situation, to discuss criteria for Critical Energy Infrastructure objects, also possible threats, risks, response measures and to look deeper into the Critical Energy Infrastructure Protection during the Ukrainian war and to draw the lessons learned for the NATO European countries and Baltic States in particular.
- The Conference organized together with Polish Naval Academy on Energy Security, Maritime Domain and Climate Change.
- Energy Security Awareness Course, focus in Caucasus region.
- Energy Efficiency in Military Course in co-operation with NATO MILENG COE.

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NATO EXPLOSIVE ORDNANCE DISPOSAL
CENTRE OF EXCELLENCE
EOD COE

Director's Message

The EOD COE, since its establishment as a NATO COE is providing products and services consistent with NATO standards, practices and procedures enhancing interoperability of NATO members and partnering nations in fields of EOD. The expertise accumulated within the Centre is fostering development of future EOD capabilities in support of the NATO level of ambitions.



COL Lubomir MRVAN
Explosive Ordnance Disposal COE
Director

Mission Statement

To support and enhance the NATO transformation and operational efforts in the field of EOD. The COE is designed to perform tasks in support of:

- Lessons Learned and Analysis
- Training and Education
- Concept and Doctrine Development and Experimentation
- Standardization
- Technology Development



In 2016, the EOD COE fulfilled the accreditation criteria in accordance with BiSC DIR 75-7 Education and Individual Training, and gained "unconditional" accreditation as the NATO Education and Training Facility.

Who We Are

The EOD COE is one of the tools of the NATO Supreme Allied Commander for Transformation aiming to improve military capabilities, value and efficiency of the Alliance. It was established by Slovakia as a Framework Nation with support of five Sponsoring Nations (CZE, FRA, HUN, POL and ROU). In January 2011 the Centre met successfully the accreditation criteria. Afterwards, the North Atlantic Council activated the EOD COE as an International Military organization on 28 April 2011. The Centre passed the periodic assessment in 2014.



Vision

To be NATO's leading agent in the preparation of technologically advanced, interoperable and well trained EOD experts capable to support and to enable entire spectrum of Alliance operations.

Major Products and Activities

2016

- Initial EOD Staff Officer Training (I EOD SOT), NATO approved
- Former Warsaw Pact Ammunition Course (FWPAC), NATO listed



- Homemade Explosive Education including: HME-B Homemade Explosives Basic Course, NATO listed; and HME-A Homemade Explosives Advanced Course, NATO listed
- Provide a Mobile Training Team for the I EOD Staff Officer Training and Homemade Explosive Basic Course to Slovakia and Romania
- Deliver the pilot Staff Officer CBRN EOD Incident Management Training
- Support to the Pre-deployment Training at the Joint Force Training Centre in Bydgoszcz
- Populate the EOD COE education and training activities within ETOC training opportunities catalogue
- Support the process of standardization within NATO by contribution to the development of the Allied EOD publications and doctrine
- Contribute to NATO led Collective Training and Exercises by EOD SME
- Organize the 5th EOD Lessons Learned Seminar
- Maintain the Unclassified EOD Lessons Learned Database
- Organize NATO EOD Demonstrations and Trials 2016
- Produce series of the Former Warsaw Pact Ammunition Handbooks
- Support the EOD Working Group (EOD WG), Force Protection Working Group (FP WG), C-IED Working Group (C-IED WG) and MILENG Working (MILENG WG)
- Host the 53rd EOD WG meeting
- Co-organize the ELROB 2016
- Maintain EOD Equipment Database
- Develop and evaluate EOD Equipment customer's review within EOD Technologies project

2017

- Support Military Engineering Education and Training Department Head by assuming the responsibility for the EOD specialized domain
- Maintain the EOD COE Quality Assurance processes
- Deliver the EOD and Ammunition Courses for EOD specialists
- Continue delivery of the Home-made Explosive MTT for to the EOD COE Sponsoring Nations
- Deliver the Staff Officers CBRN EOD Incident Management Training (SO CBRN EOD IMT)/1st iteration
- Support EOD related Collective Training and Exercises
- Continue support for the Allied Joint and Allied Tactical Publications development
- Lead the development of the NATO EOD Terminology
- Organize the 6th EOD Lessons Learned Seminar (EOD LL Seminar)
- Commence the EOD Equipment Testing and Evaluation

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NATO COE Establishment Process

The initial step is generating an idea for a COE. This idea generally comes from two main sources, NATO or an Alliance Nation. If the idea comes from NATO, it is generally the result of an identified shortfall area in NATO capabilities. If the idea comes from an Alliance Nation, it can be an excellent idea for a COE that has not been yet considered by NATO. The idea for a COE can represent either tactical, operational or strategic level. Regardless the origin of the idea, the NATO COE establishment process culminates with the accreditation by the Military Committee (MC), which is forwarded for approval of the North Atlantic Council (NAC). At the same time the COE can be activated by the NAC as a NATO Military Body and thus hold International Status.

Comprehensive dialogue and teamwork is required throughout the COE establishment process starting with a close coordination between the Framework Nation (FN) and the HQ SACT Transformation Network Branch (TNB). The following major steps are necessary in order to complete the process (these steps are expanded in the COE Establishment Manual):

First Contact Visit - A visit from TNB which aims to assist in building the COE proposal and to answer all your questions. This includes advice and assistance on building the COE concept which is a formal living document that provides all relevant information about the background and mission of the COE.

Formal Offer - After the First Contact Visit, the nation can make an informed decision to offer a COE to NATO. The formal offer of the COE is a letter addressed to SACT from CHOD level or Political level authority, to which the COE concept is enclosed.

Information Campaign - If the FN seeks a multi-national COE it must work to attract other Sponsoring Nations (SNs). This campaign should be pursued in all levels (SMEs, working groups, NLRs, MILREPs, NMRs, CHODs, Ministerial, etc.) in order to ensure that nations have the maximum awareness of the COE.

Memoranda of Understanding (MOU) Development - Simultaneously with the information campaign, the two MOUs (Operational and Functional) have to be drafted. Operational MOU addresses COE operation, funding, manning, equipment, and infrastructure, as well as for its administrative and logistical support. Functional MOU establishes the functional relationship between HQ SACT and the COE. MOU templates are supplied by TNB and tailored with the assistance of TNB and legal teams.

Events supporting MOU development are:

- 1st Establishment Conference. Goal of it is to advertise the COE, to attract potential Sponsoring Nations (SN). Any interested nation can attend.
- 2nd Establishment Conference. It aims at discussing legal aspects of the COE in greater detail. During this Conference potential SNs also bid for posts. Any interested nation can attend, yet usually attendees are from the potential sponsoring nations.
- MOU Signing Ceremony.

Accreditation Visit and First Steering Committee Meeting – Framework Nation and Sponsoring Nations meet to take command of the COE.

	Centre of Excellence (COE)	FWN	Sponsor Nations	Location
1	**Joint Air Power Competence Centre (JAPCC)**	DEU	BEL,CAN, CZE, DEU, DNK, ESP, GBR, GRC, HUN, ITA, NLD, NOR, POL, ROU, TUR, USA	Kalkar, DEU
2	**Defence Against Terrorism (DAT)**	TUR	BRG, DEU, GBR, HUN, NLD, ROU, TUR, USA	Ankara, TUR
3	**Naval Mine Warfare (NMW)**	BEL&NLD	BEL, NLD, DEU*, ITA*, POL*	Oostende, BEL
4	**Combined Joint Operations from the Sea (CJOS)**	USA	CAN, DEU, ESP, FRA, GBR, GRC, ITA, NLD, NOR, PRT, ROU, TUR, USA	Norfolk, USA
5	**Civil-Military Cooperation (CIMIC)**	NLD&DEU	DEU, DNK, HUN, LVA, NLD, POL, SVN	The Hague, NLD
6	**Cold Weather Operation (CWO)**	NOR	NOR	Elverum, NOR
7	**Joint Chemical Biological Radiological & Nuclear Defence(JCBRN)**	CZE	CZE, DEU, FRA, GBR, GRC, HUN, ITA, POL, ROU, SVK, SVN, USA, AUT	Vyskov, CZE
8	**Analysis and Simulation Centre for Air Operation (AO COE)**	FRA	FRA	Lyon Mont Verdun, FRA
9	**Command & Control (C2)**	NLD	DEU, ESP, EST, NLD, NOR, SVK, TUR, USA	Utrecht. NLD
10	**Cooperative Cyber Defense (CCD)**	EST	BEL, CZE, DEU, ESP, EST, FRA, GBR, GRC, HUN, ITA, LVA, LTU, NLD, POL, SVK, TUR, USA, AUT, FIN, SWE*	Tallinn, EST
11	**Operations in Confined and Shallow Waters (CSW)**	DEU	DEU, GRC, ITA, NLD, POL, TUR, FIN	Kiel, DEU
12	**Military Engineering (MILENG)**	DEU	BEL, CAN, CZE, DEU, DNK, ESP, FRA, GBR, GRC, HUN, ITA, NLD, NOR, POL, ROU, TUR, USA	Ingolstadt, DEU
13	**Military Medicine (MILMED)**	HUN	BEL, CZE, DEU, FRA, GBR, HUN, ITA, NLD, ROU, USA	Budapest, HUN & Munich, DEU
14	**Human Intelligence (HUMINT)**	ROU	CZE, GRC, HUN, POL, ROU, SVK, SVN, TUR, USA	Oradea, ROU
15	**Counter – Improvised Explosive Devices (C-IED)**	ESP	CZE, DEU, ESP, FRA, HUN, NLD, PRT, ROU, TUR, USA, SWE	Madrid, ESP
16	**Explosive Ordnance Disposal (EOD)**	SVK	CZE, HUN, POL, ROU, SVK	Trencin, SVK
17	**Modelling and Simulation (M&S)**	ITA	CZE, DEU, ITA, USA	Rome, ITA
18	**Energy Security (ENSEC)**	LTU	EST, FRA, GBR, ITA, LVA, LTU, TUR, GEO	Vilnius, LTU
19	**Military Police (MP)**	POL	BRG, CZE, DEU, GRC, HRV, HUN, ITA, NLD, POL, ROU, SVK	Bydgoszcz, POL
20	**Strategic Communications (STRATCOM)**	LVA	DEU, EST, FRA*, GBR, ITA, LVA, LTU, NLD, POL, FIN, SWE*	Riga, LVA
21	**Crisis Management and Disaster Response (CMDR)**	BGR	BGR, GRC, POL	Sofia, BGR
22	**Mountain Warfare (MW)**	SVN	DEU, HRV, ITA, SVN, AUT	Begunje na Gorenjskem SVN
23	**Stability Policing (SP)**	ITA	CZE, ESP, FRA, ITA, NLD, POL, ROU, TUR	Vicenza, ITA
24	**Counter Intelligence (CI)**	POL&SVK	CZE, DEU, HUN, HRV, ITA, LTU, POL, ROU, SVN, SVK	Krakow, Poland

In Red: Partner Nations ***: In Process of Joining**

NATO CENTRES OF EXCELLENCE
LOCATIONS



1. **Command & Control (C2)**
   Utrecht, The Netherlands
2. **Analysis and Simulation Centre for Air Operation (AO)**
   Lyon, France
3. **Cooperative Cyber Defense (CCD)**
   Tallinn, Estonia
4. **Counter – Improvised Explosive Devices (C-IED)**
   Madrid, Spain
5. **Counter Intelligence (CI)**
   Krakow, Poland
6. **Civil-Military Cooperation (CIMIC)**
   The Hague, the Netherlands
7. **Combined Joint Operations from the Sea (CJOS)**
   Norfolk, Virginia, United States
8. **Crisis Management and Disaster Response (CMDR)**
   Sofia, Bulgaria
9. **Operations in Confined and Shallow Waters (CSW)**
   Kiel, Germany
10. **Cold Weather Operation (CWO)**
    Elverum, Norway
11. **Defence**
    Ani
12. **Energy**
    Vilni
13. **Explosive**
    Tren
14. **Human Int**
    Orac
15. **Joint Air**
    Ce
    Kalk



Against Terrorism (DAT)
kara, Turkey

Security (ENSEC)
ius, Lithuania

Ordnance Disposal (EOD)
čín, Slovakia

elligence (HUMINT)
dea, Romania

Power Competence ntre (JAPCC)
kar, Germany

16 **Joint Chemical Biological Radiological & Nuclear Defence(JCBRN) Vyškov, Czech Republic**

17 **Military Engineering (MILENG) Ingolstadt, Germany**

18 **Military Medicine (MILMED) Budapest, Hungary**

19 **Military Police (MP) Bydgoszcz, Poland**

20 **Modelling and Simulation (M&S) Rome, Italy**

21 **Mountain Warfare (MW) Poljče, Slovenia**

22 **Naval Mine Warfare (NMW) Oostende, Belgium**

23 **Stability Policing (SP) Vicenza, Italy**

24 **Strategic Communications (STRATCOM) Riga, Latvia**

***Turkey recognises the Republic of Macedonia with its constitutional name**

	Country	Sponsoring Nation of	Framework Nation of
	BEL	CCD, JAPCC, MILENG, MILMED, NMW	NMW
	BGR	CMDR, DAT, MP	CMDR
	CAN	CJOS, JAPCC, MILENG	
	CZE	CCD, C-IED, CI, EOD, HUMINT, JAPCC, JCBRN, MILENG, MILMED, MP, M&S, SP	JCBRN
	DEU	C2, CCD, C-IED, CIMIC, CI, CJOS, CSW, DAT, JAPCC, JCBRN, MILENG, MILMED, MP, M&S, MW, NMW*, STRATCOM	CIMIC, CSW, JAPCC, MILENG
	DNK	CIMIC, MILENG	
	ESP	C2, CCD, C-IED, CJOS, JAPCC, MILENG, SP	C-IED
	EST	C2, CCD, ENSEC, STRATCOM	CCD
	FRA	CASPOA, CCD, C-IED, CJOS, ENSEC, JCBRN, MILENG, MILMED, SP, STRATCOM*	AO COE
	GBR	CCD, CJOS, DAT, ENSEC, JAPCC, JCBRN, MILENG, MILMED, STRATCOM	
	GRC	CCD, CI, CJOS, CMDR, CSW, HUMINT, JAPCC, JCBRN, MILENG, MP	
	HRV	MP, MW,	
	HUN	CCD, C-IED, CIMIC, CI, DAT, EOD, HUMINT, JAPCC, JCBRN, MILENG, MILMED, MP	MILMED
	ITA	CCD, CI, CJOS, CSW, ENSEC, JAPCC, JCBRN, MILENG, MILMED, MP, M&S, MW, NMW*, SP, STRATCOM	M&S, SP
	LVA	CCD, CIMIC, ENSEC, STRATCOM	STRATCOM
	LTU	CCD, CI, ENSEC, STRATCOM	ENSEC
	NLD	C2, CCD, C-IED, CIMIC, CJOS, CSW, DAT, JAPCC, MILENG, MILMED, MP, NMW, SP, STRATCOM*	C2, CIMIC, NMW
	NOR	C2, CJOS, CWO, JAPCC, MILENG	CWO
	POL	CCD, CI, CIMIC, CMDR, CSW, EOD, HUMINT, JAPCC, JCBRN, MILENG, MP, NMW*, SP, STRATCOM	CI, MP
	PRT	C-IED, CJOS	
	ROU	C-IED, CI, CJOS, DAT, EOD, HUMINT, JAPCC, JCBRN, MILENG, MILMED, MP, SP	HUMINT
	SVK	C2, CCD, CI, EOD, HUMINT, JCBRN, MP	CI, EOD
	SVN	CIMIC, CI, HUMINT, JCBRN, MW	MW
	TUR	C2, CCD, C-IED, CJOS, CSW, DAT, ENSEC, HUMINT, JAPCC, MILENG, SP	DAT
	USA	C2, CCD, C-IED, CJOS, DAT, HUMINT, JAPCC, JCBRN, MILENG, MILMED, M&S	CJOS
	AUT (P)	CCD, MW	
	FIN (P)	CCD, CSW, STRATCOM	
	GEO (P)	ENSEC	
	SWE (P)	CCD*, C-IED, STRATCOM*	

P: Partner Nation ***: In Process of Joining**

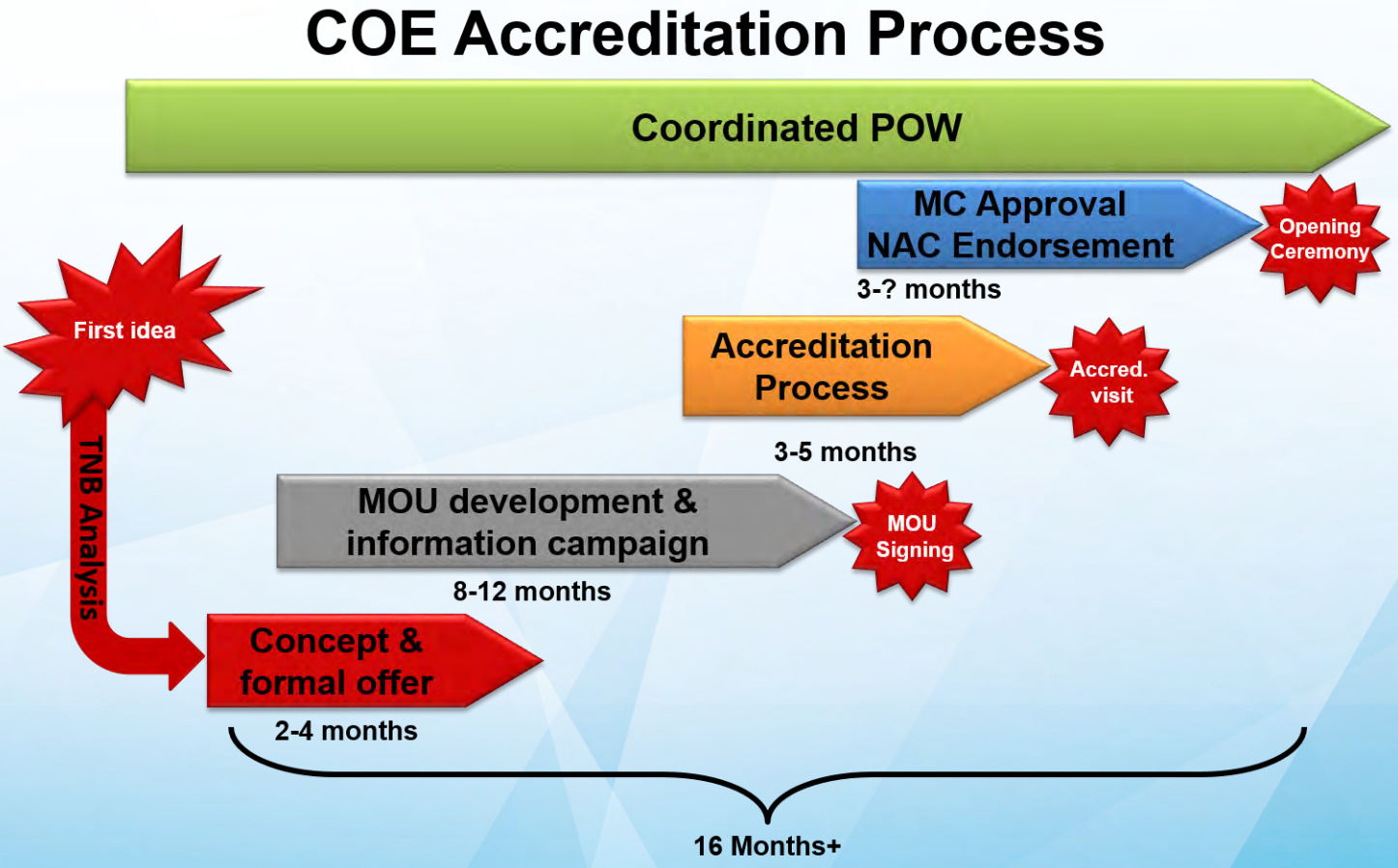
NATO COE Accreditation Process

The accreditation is a formal process with the assessment conducted by HQ SACT through TNB. The newly established COE is assessed against the IMS established accreditation criteria for COEs.

The following steps are performed:

- Accreditation Questionnaire: TNB provides the COE with a questionnaire to determine its readiness for NATO accreditation.
- Accreditation Visit: TNB visits the COE to verify COE readiness for accreditation.
- Accreditation Report: HQ SACT report/recommendation to the MC and NAC for the accreditation of the COE.
- Accreditation Request: A formal request from a Framework Nation to request accreditation and (if appropriate) activation of COE as a NATO Military Body.
- Approval of recommendation for accreditation by MC; NAC approval.

The overall COE establishment and accreditation process takes between 11 months and 2 years. For more details regarding the COE accreditation read NATO COE Establishment manual, which is located on TRANSNET COE Homepage under "How to Become a COE" at: https://coe.transnet.act.nato.int/SitePages/Home.asp



NATO HUMAN INTELLIGENCE CENTRE OF EXCELLENCE (HUMINT COE)

The security environment in the world today is becoming more demanding and unpredictable, which requires NATO to adapt its capabilities to face the wide range of challenges and threats coming from the Eastern and Southern flanks, generated equally by state and non-state actors. The HCOE acknowledged the need to respond quickly to hybrid strategies and that this requires a renewed focus upon Collective Defence and Cooperative Security, whilst sustaining Crisis Management capabilities, by aligning its activities toward the Six Focus Areas identified by SACT, in order to support NATO's long-term adaptation. HCOE is fully committed to this effort and aims at improving the Alliance's situational awareness and capacity for strategic anticipation, as well as the level of responsiveness to the actions of our potential adversaries. As such, HCOE will continue to provide direct support to the specialized capabilities of the Very High Readiness Joint Task Force and the NATO Response Force, while enhancing its contribution to the activities of the newly established Multinational Division South-East and the NATO Force Integration Units. However, this new focus will not affect in any way the support provided by HCOE to current NATO Operations. I am confident that the HCOE will contribute to NATO's fulfillment of its core tasks, and will consolidate its status as the principal provider of HUMINT expertise within the Alliance.

Director's Message



BGEN ROU A Eduard SIMION
Human Intelligence COE
Director



Mission Statement

The HUMINT Centre of Excellence provides the highest quality services and products in response to the requirements and needs of the NATO Command Structure, the NATO Forces Structure, the NATO Nations and, when feasible, Partner Nations.

Who We Are

The epicentre of HUMINT knowledge, our experienced professionals endeavor to transform the NATO HUMINT Enterprise into a more interoperable and capable force that better supports NATO missions and operations. HCOE chairs the NATO HUMINT working groups, is an accredited NATO Education and Training Facility, and Department Head for HUMINT Education and Training in NATO.



Vision

The HUMINT Centre of Excellence is the focal point of HUMINT expertise within NATO and spearheads all major HUMINT projects and initiatives within the Alliance.

Major Products and Activities in 2016-2017

Doctrine and Standards



- Revise HUMINT related standards and terminology;
- Provide SME support within NATO HUMINT Working Group to NATO HUMINT Policy revision process;
- Participate in Allied Joint Operations Doctrine Working Group and Joint Intelligence Working Group in order to support harmonization within Intel-series publications and with other operational doctrines;
- Update of the NATO HUMINT Operator Handbook.

Concept Development & Experimentation

- Develop HUMINT support to Human Network Analysis and Support to Targeting;
- Explore opportunities provided by the cyber environment;
- Support ACT in developing Long-Term Military Transformation elements: Strategic Foresight Analysis and Framework For Future Alliance Operations;
- Develop NATO HUMINT Operator Toolset prototypes;
- Identify HUMINT support to the Human Aspects of the Operational Environment concept.



Education & Training 2016-2017

- Lead and host the NATO HUMINT exercise and provide suport to other major NATO exercises;
- Conduct all NATO HUMINT individual training;
- Lead and host the Human Network Analysis and Support to Targeting Intelligence Analyst Course;
- Design and develop new courses in coordination with the Requirement Authority and ACT.

Lessons Learned & Analysis

- Collect data from resident courses and NATO exercises
- Provide support to Joint Analysis Lesons Learned Centre and other NATO Commands
- Update and maintain the NATO HUMINT LL/BP database
- Chair the NATO HUMINT LL/BP Community of Interest

Department Head for NATO HUMINT E&T 2016 -2017

- Engage with the Requirement Authority, Department Head Coordinator, and Education and Training Facilities to identify effective, efficient and affordable HUMINT E&T solutions
- Oversee and endorse training curricula in order to fulfil operational requirements

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NATO JOINT AIR POWER COMPETENCE CENTRE OF EXCELLENCE (JAPCC COE)

Air Power has been of utmost importance to the NATO Alliance since its inception. The Alliance's ability to rapidly project power, deter outside aggression, and ensure collective security is underpinned by the strength, flexibility and high quality of its air forces and naval and army air services. These air power characteristics are reliant upon advanced equipment, superior training, high levels of interoperability, and seasoned experience; all enabled by strong leadership and exercised through a well-developed Air Command and Control system. The Joint Air Power Competence Centre, established as the first NATO-accredited Centre of Excellence in 2005, provides subject matter expertise across a broad range of Joint Air and Space Power mission areas and leads NATO in the development of Concepts and Doctrine, Capability Development, Education and Training, Exercise Development and Execution, and Lessons Learned in accordance with NATO MC(M) 236. Within this framework, the JAPCC contributes to the transformation of Combined Joint Air and Space Power. We are NATO's Air Warfare Center.

Director's Message



GEN Tod D. WOLTERS
The Joint Air Power Competence Centre COE Director



Mission Statement

The mission of the Centre, as a team of multinational experts, is to provide key decision-makers with effective solutions to Air and Space Power challenges, in order to safeguard NATO's and the Nations' interests.

Who We Are

The JAPCC is a Memorandum of Understanding (MOU)-based organization made up of 16 Sponsoring Nations, hosted by Germany as the Framework Nation. The JAPCC is open to all NATO members as well as selected Partner Nations.

Vision

The JAPCC acts as NATO's catalyst for the improvement and future transformation of Joint Air and Space Power, delivering effective solutions through independent thought and analysis.

Major Products and Activities

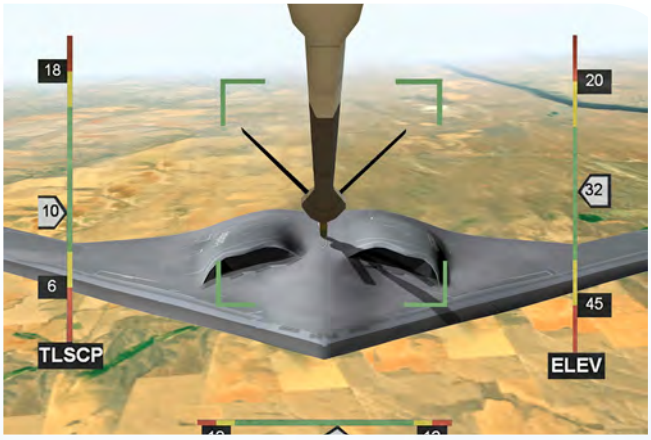
- Aircraft Cross Servicing Reactivation
- To deliver Air Power to the Alliance, AIRCOM faces challenges in the current international environment which require flexible solutions from limited resources. The Aircraft Cross Servicing (ACS) program was inactivated in 2007. The reactivation of the ACS program will restore flexibility to NATO air power by enabling aircraft to be serviced and maintained at air bases outside their home nation. This improves the ability of NATO to respond rapidly to developing threats and acts as a force multiplier for NATO air forces.
- Close Air Support (CAS) Roadmap
- CAS evolution has followed technological developments and will continue to evolve as technology improves.



The aim of this project is to provide recommendations on how the CAS and Joint Terminal Attack Controller (JTAC) communities should adapt to and leverage emerging capabilities to meet future operational requirements of the Joint force in the long term (defined for this study as 10-15 years).



- Future Unmanned System Technologies
- Technological development with regard to unmanned system automation will continue to evolve quickly and may soon reach a level at which direct human supervision is technically no longer required. The aim of this project is to provide NATO and national key decision makers with relevant information regarding the legal and ethical implications when introducing highly automated or autonomous capabilities to their military inventories.
- NATO Helicopter Under-Slung Load (USL) Certification



- JAPCC participates in the Helicopter Interservice Working Group and the Helicopter Underslung Load Panels, and is conducting a study on USL compatibility and certification/ requirements standardisation within NATO. Results will be used to update NATO Helicopter STANAGs that JAPCC is custodian of. Increased interoperability between national helicopter forces in NATO will enable more efficient use of vertical lift capability on the battlefield, to the great benefit of Alliance forces.
- Air Warfare Communication in a Networked Environment
- A highly evolved and mature C2 network will enable improved forms of self-organization/synchronization of cooperative players/elements (not necessarily equal or equivalent) that interact throughout the battlespace. This more advanced C2 network will permit new forms of information transfer among different platforms that display information from different sensors and employ different weapons, significantly enhancing interoperability.

NATO JAPCC COE Contact Information



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NATO JOINT CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND NUCLEAR DEFENCE CENTRE OF EXCELLENCE (JCBRN COE)

Ten years transformation support, three years operations support, one year in the role as NATO Department Head for WMD and CBRN Defence Education and Training, grown up to twelve Sponsoring Nations and one Contributing Partner – the Joint CBRN Defence Centre of Excellence is working hard to continue this story of success in 2017.

Director's Message



COL. Vratislav OSVALD, CZE A
Joint Chemical, Biological, Radiological and Nuclear Defence COE
Director

Mission Statement

The NATO JCBRN Defence COE supports NATO's readiness and transformation in the field of CBRN defence by assisting NATO, Sponsoring Nations, Contributing Partners, other NATO nations and other Customers in their CBRN defence related efforts.

Who We Are



The NATO JCBRN Defence COE as a NATO accredited organization supports development of concepts and doctrine through experimentation. It also promotes CBRN defence related interoperability, standardisation and harmonisation. The NATO JCBRN Defence COE organises and supports CBRN orientated courses, workshops and conferences promoting CBRN information exchange and expertise. It provides CBRN related operational, technical and scientific reachback and supports SACEUR with CBRN subject matter experts (SME) in strategic and operational planning processes.

NATO Accredited Courses as QA institution

The NATO JCBRN Defence COE as a NATO Accredited Quality Guarantor in CBRN Defence Education and Training delivers 10 residential courses that are results of NATO Training Requirement Analysis process within the NATO Global Programming. Additionally, the NATO JCBRN Defence COE is able to tailor courses to specific customer requirements, either through in-house or mobile training capabilities.

CBRN Concept and Doctrine Development

JCBRN Defence COE provides custodianship for the development of major NATO CBRN Doctrine and multiple CBRN Tactical Publications as well as assessment, revision, development and harmonisation of Doctrine, Tactical Publications and Standards. JCBRN Defence COE provides support, liasionship and expertise (SME) to panels within the Joint CBRN Defence Capability Development Group (JCBRND-CDG) and upon request to different NATO bodies.



CBRN Capability Development

The NATO JCBRN Defence COE is a body providing subject matter expertise and support of the advancement of NATO's joint, interoperable CBRN Defence capabilities and supports strategic command level identification and prioritisation of corresponding requirements. The COE has considered new requirements stemming from the strategic studies (Strategic Foresight Analysis - SFA, Framework for Future Alliance Operations – FFAO) and from the new technology findings that steer NATO's CBRN capability developments in 2017.

CBRN Experimentation Support

The NATO JCBRN Defence COE provides support to the NATO Transformation process through CBRN defence related concept development and experimentation and contributes to experiment specification and design for Data Collection and Analysis.



CBRN Reachback and Operational Support

The NATO CBRN Reachback capability provides actionable, full spectrum expertise and analysis to support operations and specified organizations such as the NATO Intelligence Fusion Centre. This support contributes across the full gamut of activity from crisis contingency planning to experimentation. In exercise terms this will see Reachback participating in the execution phases of a number of key exercises such as CMX 17, TRJE 17 and TRJN 17. Additionally, Reachback will support lower level CBRN focused exercises such as YELLOW CROSS 17 and BOLD BLAST 17. Within this context Reachback will provide the primary CBRN support for the NRF 2017 Joint Assessment Team and will be operationally certified as part of the NRF package. Throughout, Reachback will continue to develop training and mentoring relationships with a wide variety of NATO CBRN and other specialist government organisations.

CBRN Defence Modelling and Simulation

The Main effort of the COE's Modelling and Simulation Section is to provide support to the CBRN Reachback capability. M&SS will participate in the Reachback exercises listed above and will also be operationally certified as part of the NRF package. In addition, the section provides the COE with an integral M&S capability and a lead staff cell which actively participates in all relevant NATO M&S activity. In these roles, M&SS will be the lead for liaison with the M&S COE, for the continued development of the wider M&S capability and for participation in experimentation. Throughout, M&SS will continue to develop its training and mentoring relationships with international partners. Support the training programme of the very High Readiness Task Force (VJTF).

NATO Exercise Participation

Direct support and participation in major strategic NATO exercises is an invaluable resource for Lessons Identified in the CBRN Discipline, providing the basis for the NATO CBRN Training requirements. In addition, CBRN related Interoperability Exercises serve to verify doctrines and to develop procedures.

NATO Accredited Courses as QA institution

The NATO JCBRN Defence COE as a NATO Accredited Quality Guarantor in CBRN Defence Education and Training delivers ten residential courses that are results of the NATO Training Requirement Analysis process within the NATO Global Programming. On the top of that, the JCBRN Defence COE promptly reacts on customer requirements and organises ad-hoc tailored courses either through in-house or mobile training capacities. It runs the Training & Exercise Portal http://www.jcbrncoe.cz/tp/.

NATO JCBRN COE Contact Information

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NATO MILITARY ENGINEERING CENTRE OF EXCELLENCE (MILENG COE)

MILENG COE is the only permanently established fulltime body dedicated to NATO Military Engineering. As the major hub and advocate for MILENG in NATO and beyond we are the main promoter for MILENG in its broad sense in support of operations and are dedicated to enhance interoperability through standardization to deliver the required effects to the benefit of NATO and our 17 Sponsoring Nations.

Director's Message



COL Niels JANEKE
Military Engineering COE
Director



Mission Statement

MILENG COE provides a significant contribution with joint combined subject matter expertise to the various aspects of military engineering. This include concepts, materiel, doctrine and capability development, education and training and the lessons learned process in order to support NATO's military transformation, the participants and other partners thus enhancing the Alliance's military engineering capability and interoperability in order to improve the effectiveness of military engineering support to NATO's missions.

Who We Are

The Director MILENG COE is the Principle Advisor to SACT for MILENG, the Deputy Chairman of MCLSB MILENG WG, the Chairman of MILENG DPAG (to provide SME in support of NDPP) and a member of the NSJEC Advisory Board. The MILENG COE provides the secretariat for the annual NATO Senior Joint Engineer Conference (NSJEC), is Department Head for the MILENG Training and Education Discipline and is a permanent member of the NATO CIED Task Force, NATO – UN Staff talks and Bi-SC Energy Security Task Force. MILENG is a function in support of operations covering the shaping, improving and protecting the physical operating environment, coordinated by a Military Engineering staff. MILENG is an inherent aspect of each joint function iaw "AJP 3 Operations"; at all levels of command, in any mission, campaign or operation, and in all phases. It achieves the desired objectives by enabling or preventing manoeuver or mobility; developing, maintaining, and improving infrastructure; protecting the force; and providing life support. MILENG incorporates areas of expertise such as engineering, explosives ordnance disposal (EOD), environmental protection (EP), military search and management of infrastructure, including contracted civil engineering, Energy Efficiency. MILENG also makes a significant contribution to countering improvised explosive devices (C-IED).



Major Products and Activities

The MILENG COE Information and Knowledge Management System (IKM) is a hub for the gathering, processing and dissemination of MILENG related information through a single source of collected information and knowledge. The web portal is available to the entire MILENG COI in order to support mission planning and execution, LI and LL process, concept and doctrine development and education and training.

The MILENG COE provides through its Policies, Concepts and Doctrine Development branch (PCD) support to NATO concepts and doctrine development, providing a permanent over-watch of emerging higher level and functional doctrine, ensuring that MILENG aspects are adequately represented. The MILENG COE has a leading role as the working body for the MC LSB MILENG WG in the development and implementation of concepts, doctrines and procedures in order to contribute

to the effectiveness of NATO forces through standardization and interoperability.



The MILENG COE acts as custodian of Military Engineering related policies and doctrine like "MC Policy Power generation for DFI", co-custodian "MC Policy Military Engineering" and keystone documents like "AJP 3.12 Military Engineering" and follow on ATPs, STANAGs.

The MILENG COE is a NATO Accredited Education and Training Facility. The Education and Training branch (E&T) delivers 6 in-house courses, in 12 iterations in total, at NATO levels and national interoperability and 3 ADL courses:

- NATO Operational Military Engineering Course (NOMEC) (SHAPE owned/ NATO Approved).
- NATO Military Environmental Protection Practices and Procedures Course (NMEPPPC) (SHAPE owned/ NATO Approved).
- NATO Tactical Military Engineering Course (NTMEC) (NATO Approved).
- Military Engineering Multinational Advisory Course (MEMAC) (NATO Listed).
- Military Engineering Multinational Basic Course (MEMBC) (NATO Listed).
- International Bridge Assessment Course (IBAC).
- Introduction to Military Engineering (ADL) (NATO Approved).
- Military Search Planning (ADL) (NATO Approved).
- Mobility Staff Awareness & Planning (ADL).

The MILENG COE provides Mobile Training Teams (MTT) tailored to HN needs, once per year. We also provide instructor support to NATO and National Training Institutions

The annual MILENG COE's Industry Day and Information Exchange Seminar gives MILENG SMEs from Nations and NCS/ NFS the opportunity to discuss with industry the challenges of today's operational environments, lessons learned, solutions and future developments.

MILENG COE with NATO HQ ESCD is running the NATO Interoperable Bridge Classification Project. The intention is to have a proposed common NATO approved method, rapid and reliable, designated for calculating the Military Load Classification (MLC) of existing civilian bridges in order to respond to the operational requirements of the mobility challenge.

13th MILENG WG	: 24 – 27 Jan 17
Annual Discipline Conference (ADC)	: 23 Jan 17
MILENG DPAG	: 22 – 23 Feb 17
NOMEC 1	: 13 - 17 Mar 17
NTMEC 1	: 08 - 12 May 17
NMEPPPC 1	: 29 May – 02 Jun 17
MTT Poland/Hungary (TBC)	: 05-09 Jun 17 (TBC)
14th MILENG WG	: 19 – 22 Jun 17
IBAC 2017	: 10 – 14 Jul 17
20th MILENG COE SC	: 10 Oct 17
NSJEC 2016	: 11 – 12 Oct 17
Information Exchange Seminar 2017	: 05 – 07 Dec 17
MILENG COE Industry Day	: 06 Dec 17

The complete Event and Course Calendar can be found on our Website and Knowledge Portal. Register to access the MILENG COE Knowledge Portal through the website at www.milengcoe.org

NATO MILENG COE Contact Information



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NATO MILMED COE
CENTRE OF EXCELLENCE (MILMED COE)

Director's Message



COL Dr. László FAZEKAS
Military Medicine COE
Director

NATO MILMED COE Director's priority in the next 3 years is given to the integration of all MILMED COE members into the most successful military medical team in NATO. All possible efforts to be made to enhance the relationship with the sponsoring MILMED COE nations and possible future member nations. It is also important to initiate and follow the support to NATO partner nations especially located in the eastern and southern flanks of NATO, so that MILMED COE will become the open medical gate of the Alliance.

Mission Statement

The mission of the NATO MILMED COE is to support and assist the Strategic Commands, other NATO bodies, nations and other civil and military organizations by supporting the transformation of the Alliance and thereby improving medical support to operations and to provide subject matter expertise in the following areas:



- Medical training, exercises and evaluation leading to certification
- Medical Lessons Learned
- Standards development and custodianship
- Deployment related health surveillance

Who We Are

NATO MILMED COE is a hub of military medical knowledge, building a reliably accessible Community of Interest within its areas of expertise. MILMED COE is an essential part of NATO's transformation efforts by being a medical knowledge centre to the benefit of the entire Alliance. NATO MILMED COE, as a knowledge centre, remains an open institution that links military and civilian medicine together by collecting up-to-date medical knowledge and expertise from both communities, continuing to cooperate with the widest possible range of partners. NATO MILMED COE develops and implements projects to empower superior and effective medical support services across NATO, during missions abroad and in their home countries. NATO MILMED COE unites highly experienced medical professionals and it is composed of 5 branches: Support, Training, Lessons Learned, Interoperability, Deployment Health Surveillance Capability (DHSC) Branch – a satellite branch located in a country other than the Framework Nation.



Vision

Further development of NATO medical support by innovation, experience, creating and sharing best practices. NATO MILMED COE aims to remain a hub of military medical expertise and a focal point of knowledge, providing invaluable training, education and deployment health surveillance capabilities, lessons learned databases and concept development support.

Major Products and Activities



- MILMED COE's Training Branch is currently offering 10 different courses and trainings for NATO/PfP/other nations
- Development of NATO Medical Staff Introduction Course
- Participation in Medical Evaluation of Military Medical Units
- NATO Medical Support Education and Training Annual Discipline Conference in November 2016 in Paris, France and also in 2017
- Multinational Medical Lessons Learned Team meeting in September 2016 in Budapest and also in 2017
- Assisting NTR module development in MEDICS
- Developing Knowledge Management for NATO Medical Community
- Medical Lesson Learned Workshop in 2017
- Development of Medical Standardization Documents Searching Tool



- Contribute in Continuous Improvement in Healthcare Support on Operations (CISHO)
- Successful inclusion of the Concept Development and Experimentation (CD&E) into MILMED COE portfolio
- Medical Scenario Development and Ex VW´17 Experimentation
- Meeting for the Analysis of Medical Command/Control and Command Authority during NATO missions in September 2016 in Utrecht
- Deployment Health Surveillance Capability – EpiNATO-2 support to NATO operations
- Implementing of a Deployment Health Surveillance Hub
- Public Health Surveillance for refugees
- Force Health Protection NATO Conference incl. Tropical Medicine in September 2016 in Hamburg, Germany and also in 2017
- CBRN Conference in October 2016 in Prague and also in 2017
- Vigorous Warrior 2017, Multinational Military Medical Exercise in September 2017 in Germany

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NATO MILITARY POLICE
CENTRE OF EXCELLENCE
(MP COE)

Director's Message

Dear All,
Welcome to the latest edition of the NATO Accredited Centres of Excellence 2017.
The NATO Military Police Centre of Excellence (NATO MP COE) is a unique permanent NATO Military Body, which provides sustainable work on all MP aspects across the full spectrum of NATO operations. With the armed forces heavily engaged throughout the world, the need to prepare military police officers for international cooperation is becoming increasingly important. Therefore, the Centre not only offers a variety of MP-related courses and events to fulfil those requirements but also, in cooperation with Subject Matter Experts (SMEs), prepares and offers products to provide additional opportunity to enrich knowledge of the worldwide MP Family. It would be a pleasure and privilege to meet you in person at the NATO MP COE.



COL Grzegorz WASIELEWSKI
Military Police COE
Director



Mission Statement

The NATO Military Police Centre of Excellence enhances capabilities of NATO MP, fosters interoperability, and provides subject matter expertise on MP activities in accordance with the Alliance's strategic concept.

Who We Are

The NATO MP COE is a learning organization which develops and provides subject matter expertise by support of, or in cooperation with other military and civil actors for further evolution of MP standards and capabilities in order to enhance cooperation and interoperability of NATO nations and Partners Military Police and Gendarmeries in their role in the development of future capability in accordance with the NATO Strategic Concept, Smart Defence Initiative and Framework Nations Concept across the full spectrum of operations.

The NATO MP COE focuses on, but does not limit its activities to, the cooperative aspects of MP in support of the NATO Strategic Concept, and current or future operations in the following core areas:

- Doctrine, Concept Development and Experimentation
- Education and Training
- Research and Development
- Analysis and Lessons Learned
- Consultation



Vision

The NATO MP COE is a multinationally funded institution that trains and educates leaders/ specialists from NATO member and partner countries, assists in doctrine development, identifies lessons learned, improves interoperability and capabilities, as well as tests and validates concepts through experimentation. Furthermore, the Centre offers recognised expertise and experience that are of benefit to the Alliance, and also supports transformation of NATO.

Major Products and Activities 2016- 2017



Residential Courses

- NATO Military Police Senior Non Commissioned Officer Course 05-09 June 2017, 16-20 October 2017 (NATO SELECTED, NATO ETOC CODE MPG-MP-21783, ePRIME ACT.672.2, ACT.672.3
- NATO Military Police Junior Officer Course 25-29 September 2017 (NATO SELECTED, NATO ETOC CODE MPG-MP-21567, ePRIME ACT.672.5)
- NATO Military Police Senior Officer Course 08-12 May 2017 (NATO SELECTED, NATO ETOC CODE MPG-MP-32024, ePRIME ACT.672.4)
- NATO Military Police Lessons Learned Staff Officer Course 24-28 April 2017 (NATO SELECTED, NATO ETOC CODE MPG-MP-32023)
- NATO certified e-Learning/ADL courses available at jadl.act.nato.int
- ADL 186 – Introduction to the NATO Military Police Doctrine
- ADL 187 – Introduction to the NATO Lessons Learned Process for the Military Police Staff

Events

- Annual Military Police Lessons Learned Conference 12-14 December 2017
- Annual Tactical Lessons Learned Forum 23-25 May 2017
- NATO Military Police Equipment Forum 17-21 April 2017
- NATO MP Doctrine and Standardization Forum 14-16 November 2017
- Military Policing Annual Discipline Conference 6-7 November 2017
- Military Police Close Protection Workshop 3-5 April 2017
- Provost Marshal Forum 1-3 March 2017
- Law of Armed Conflict and War Crime Investigations Conference 27-29 June 2017

Achievements

- Development of the NATO Military Policing Department Head role within the Military Policing Discipline
- Custodianship of the ATP-3.7.2
- Development of the NATO MP standardized reports
- Chairmanship of the NATO MP Panel Terminology writing team

Contribution to

- Multinational Capability Development Campaign Understand to Prevent Handbook
- Development of the Strategic Foresight Analysis 2017 Report
- Development of the Framework for Future Alliance Operations 2018 Report
- NATO Conceptual Study on Urbanisation - review and war gaming
- Participation in the Land Operations Working Group (LOWG) and the Allied Joined Doctrine Working Group (AJOD WG)
- NATO Military Police Senior Non Commissioned Officer Course
- NATO Military Police Junior Officer Course
- NATO Military Police Senior Officer Course

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COL Grzegorz WASIELEWSKI
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NATO MODELING AND SIMULATION CENTRE OF EXCELLENCE (MS COE)

The NATO M&S COE is an international source of expertise and a catalyst for transformation, connecting NATO, government, academia, industry, and operational/training entities. The M&S COE improves NATO and national M&S professionals through education and training; promotes cooperation and sharing between Nations and organizations; and contributes to the development of new M&S concepts and standards.

Director's Message



CAPT Vincenzo MILANO
Modeling and Simulation COE
Director

Mission Statement

Support NATO and its Nations as well as participating Partner Nations by providing Subject Matter Expertise on all aspects of M&S activities.



Who We Are

An organization of experienced military leaders and young "digital generation" talents from 4 NATO Nations, representing all domains (sea, land, air, space & cyberspace) with expertise in various combat and combat support roles and in the application of modelling and simulations in support of military activities.

Vision

Our vision is to become a Centre of leading experts in the military applications of Modelling and Simulation, providing subject matter expertise, leading edge technological capabilities and a persistent presence as a hub of information on M&S across the Alliance and for the Alliance and its partners.

Major Products and Activities 2016



- Expanded knowledge and common understanding through education, training, executing events.
- NATO Basic M&S Course. Fundamentals of M&S and their role in military exercises.
- NATO CAX Specialist Certification Course. Prepares CAX Specialists for NATO Computer Assisted Exercises.
- NATO M&S Cadet Course via ACT's e-learning technology/ portal -ILIAS.
- NATO M&S E&T Roadmap – Led the multi-national effort to define the NATO M&S professional, developing certification standards and support from Nations for academic courses.
- NATO CAX Forum 2016 – Led this annual event of over 250 Military, Academia and Industry experts promoting the exchange of information and best practices among NATO and national simulation/exercise centres.
- MESAS 2016 – Led the autonomous systems workshop to promote M&S-based development for tomorrow's operating environment.
- Supporting Warfighter Training and Interoperability
- CWIX – Led the M&S Focus Area, resulting in better use of technology and enhanced interoperability.

- Training Interoperability – Study of M&S-related training interoperability requirements.
- Autonomous Systems – Developed a multi-robot system simulator and supported robotics and autonomous system interoperability with the U.S. Joint Staff.
- Supported exercise Trident Juncture.
- Promoted the M&S COE while building expertise our network with industry, academia and government at ITEC and I/ITSEC events.
- Supporting Concept Development and Experimentation.
- NATO Urbanisation Project (UP) – Developed interactive 2D/3D model of a future urban environment to explore concepts for future operations.
- Autonomous Systems (UAxS) – Created virtual environments to test and validate concepts regarding interoperability of C2 systems and Robot Swarms.
- M&S as a Service (MSaaS) – Defining experimentation and operational concept for a future NATO cloud–based capability.
- M&S COE Battle Labs Expansion – Creating a central network node for distributed M&S environments for training and experimentation with Industry and Academia.



Major Products and Activities 2017

- Work with M&S Community of Interest to develop, enhance and promote standardization.
- Support Education and Training Opportunities Catalogue with courses open to NATO structure, countries and partners, through the exchange of expertise with NATO and National M&S.
- Annual NATO CAX Specialist Certification Course and Basic M&S Course; introducing a M&S Supporting CD&E Course.
- E-learning available for NATO M&S Cadet and M&S Standardization courses.
- Lead, manage and host workshops, seminars, lecture series, MESAS and CAX Forum 2017 (SEP).
- Support Concept Development activities.
- CORESIM 2020 – Identify solutions for the next generation of NATO core simulation capabilities.
- MSaaS – Implement MSaaS concepts through our distributed simulation architecture.
- NATO Urbanisation Project evolved concept – improve and integrate 2D/3D model of future urban terrain; explore implementing as MSaaS; assess adding simulation capabilities.
- Countering Autonomous Systems (Land and C2 domains) – Implement a new M&S-based prototype.
- Virtual C-JOC – Conduct demonstrations, requirements capture, and further prototype development.
- Exercises and Experimentation: Trident Jaguar, Trident Juncture and TideSprint; lead CWIX M&S Focus Area.
- International Outreach and Professional Development: ITEC, I/ITSEC, and other M&S related professional forums.

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NATO MOUNTAIN WARFARE CENTRE OF EXCELLENCE (MW COE)

Though being one of the youngest members in the NATO COE community, it is a privilege and, at the same time, strong commitment to fulfil the vision and mission set by the agreement of the Nations included in the NATO Mountain Warfare Centre of Excellence. The establishment of the NATO MW COE contributes to the transformation and adaptation of the Alliance capabilities which enable its forces to better operate in the mountain environment. The NATO MW COE incorporates a professional core that will ensure and develop the subject matter expertise to meet the requirements of mountain warfare challenges. All the Nations that have joined the NATO MW COE, as well as many other NATO and Partner states have their own highly developed national mountain warfare capabilities. As part of the NATO MW COE concept, it is our task to develop these capabilities ready to be used in NATO operations.The centre will, through implementing the NATO MW COE Programme of Work, strive for meeting and setting standards. We will continue to foster interoperability with the goal to upgrade the knowledge on mountain warfare already existing at the national level and also within NATO,and integrating it into the Alliance and Partnerships. I am strongly convinced that all of this would not be possible without qualified and dedicated staff members, who put great effort in contributing to the promotion and operation of the NATO MW COE, and sharing their subject matter expertise.

Director's Message



COL Boštjan BLAZNIK
Mountain Warfare COE Director



Mission

The mission of the NATO MW COE is to assist NATO member countries, partners, other countries and international organisations, in order to enhance mountain warfare capabilities through the following core areas:

- Development of mountain warfare-specific doctrine and tactics.
- Concept development and experimentation.
- Mountain warfare lessons learned process.
- Education and training.
- Support to capability development.



Vision

The vision of the NATO MW COE is to be the hub and a focal point for mountain warfare expertise in the NATO community.

Major Products and Activities

- Support to development of the Strategic Foresight Analysis (SFA) 2017 report.
- Support to the Framework for Future Alliance Operations (FFAO), review and update.
- Following of MW-related ALPA publications by supporting the development / review of new / existing publications, when related to MW (primarily in LSB, LOWG).
- Development of the Initial Study on Mountain Warfare; as a result the launching of the Training Standardization Proposal to MC JSB.
- Studying and development of Education and Training materials: Catalogue of Specialist Individual Skills, Training Programme for Helicopter Rescuers, Programme of Functional Military-Professional Training of the Military Mountaineering, Programme of Functional Military-Professional Training for the Mountain Warfare Instructor.
- Support to the NATO COE FinCon Annual Conference in Bled, Slovenia. Support to and active participation in the 8th

European Hypoxia Symposium in cooperation with the University of Ljubljana / Faculty of Sport presenting "High Altitude and Isobaric Hypoxia Influence on Human Performance" science and practice.

- Letters of Cooperation (LOCs) signed with Academia / Institutions related to the common areas of interest.

Way Ahead to 2017



- Support to the development of the Strategic Foresight Analysis (SFA) 2017 report and the Framework for Future Alliance Operations (FFAO), review and update.
- Following of the MW-related ALPA publications by supporting the development / review of new / existing publications, when associated with MW (participation primarily in WGs under MC LSB and MC JSB).
- Development of MW submissions according to Tasking Authority requests.
- Contribution to the Multinational Capability Development Campaign (MCDC) 2017 - 2018: Rapid Aggregation of Coalition and Partner Forces.
- Participation in the NATO Training Exercise Conference, Individual Training and Education Programming Board (IPB I) and Individual Training and Education Programming Board (IPB II).
- Examining of the provision of METOC support to NATO operations, with the aim to improve product and understanding in the MW environment.
- Liaison with civilian standardization organizations, involved to development of safety and technical standards for climbing equipment / training / medical issues and mountain protection e.g. Union Internationale des Associations d'Alpinisme (UIAA).
- Experiment and studies: Personal, combat and unit special mountaineering equipment – Loading Reduction, Energy sustainability (use of solar panels, etc.), avalanche risk management.
- Organization and conduct of a workshop for National Mountain Units' Commanders.
- Development and conduct of a NATO Mountain Warfare COE Mountain Operations Leaders seminar and a NATO MW COE SME exchange of information / collaborative training.
- Provision of MW-related support to NATO exercises.
- Development of the Mountain Warfare Concept.
- Attending of annual meetings of the wider-interest community (International Association of Military Mountain Schools - IAMMS) and the EU MTI Conference.
- Support to the NATO ACT COE LEGAD annual conference to be held in Slovenia.

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NATO NAVAL MINE WARFARE
CENTRE OF EXCELLENCE
(NMW COE)

Naval mine warfare is as relevant as ever. Modern sea mines are becoming more and more complex and sophisticated. At the same time underwater explosives in an improvised form are to be considered. Meanwhile the Allies' sea mining capabilities receive limited attention. The present generation of mine countermeasure ships will be replaced in the coming 10-15 years. Making use of innovative technology, these new capabilities could differ significantly from the current fleets and may encompass autonomy, remote control and revolutionary ways to be deployed. These new capabilities will require new doctrine and tactics, planning and evaluation algorithms and tools and most important, education and training of personnel. The NATO Naval Mine Warfare Centre of Excellence aims to drive and support the development of all that is required to bring NATO's Naval Mine Warfare capabilities into the next era.

Director's Message



CDR Guy TERRYN
Naval Mine Warfare COE
Director



Mission Statement

To assist NATO, Nations, Partners and other bodies by supporting the NATO transformation and operational efforts; NATO's capability development process; mission effectiveness and interoperability by providing comprehensive expertise on Naval Mine Warfare.

Who We Are

The Naval Mine Warfare COE started as a school, focusing mainly on the Education and Training pillar, and is currently transforming by internationalising and has already expanded focus to all 4 COE pillars. The Belgian-Netherlands Mine Warfare School, situated in Ostend (Belgium) and worldwide known as EGUERMIN ("Ecole de guerre des mines") exists since 1965 and provides courses and training to NATO nations and partners and became "Principal Advisor to NATO on Mine Warfare" to NATO's Commander In Chief Channel in 1975. The Ministers of Defense of Belgium and The Netherlands formally offered EGUERMIN as Naval Mine Warfare Centre of Excellence to the Supreme Allied Command Transformation and in November 2006 the Naval Mine Warfare COE was accredited by the North Atlantic Council. Currently MOU-negotiations are ongoing with a number of interested nations, to become sponsoring nations and join the NMW COE's Framework nations: Belgium and The Netherlands. The NMW COE and the School EGUERMIN will remain co-located and will thus continue to benefit mutually from the assembled knowledge and expertise



Vision

The NATO Naval Mine Warfare Centre of Excellence will be the recognized hub of knowledge and expertise in naval mine warfare for NATO, Allied and Partner nations, and their associated research institutes in support of NATO transformation.

Major Products and Activities for 2016



- The 2016 Bi-SC NATO NAVAL Mine Warfare Conference was organised by the NMW COE and held 21-23 June in Oostende (BEL) under the chairmanship of Maritime Command. Theme topic: Mitigating the risk to shipping in a changed global environment.
- On request from CTF52 the NMW COE participated in the International Mine Counter Measures Exercise 16 (IMCMEX) with Subject Matter Experts in Naval Mine Warfare: assisting, advising and mentoring senior officers in the various staffs as well as Exercise Control.
- NMW COE augmented the annual MARCOM Command Post/Computer Assisted Exercise DYNAMIC MOVE 2016: by developing the minelay-plan; providing education and contributing to exercise control.
- The NMW COE lead and supported various activities to improve Planning and Evaluation algorithms and tools for Naval Mine Countermeasures with NATO Communications Information Agency and the Centre for Maritime Research and Experimentation and with NATO Commands and nations.

Major Products and Activities for 2017

- Organise the Bi-SC NATO NAVAL Mine Warfare Conference for the Allied Maritime Command.
- Provide Instruction and training as requested by the next Commander Standing NATO Mine Countermeasures Group 2 and his staff.
- Augment Allied Maritime Command Exercise DYNAMIC MOVE.
- Participate in Concept Development and Experimentation initiatives and campaigns for future Naval Mine Warfare capabilities.
- Enhance the NMW COE produced Naval Mine Warfare Vision by studying three topics further: Mitigation of risk to shipping, Future Mine Countermeasures concepts and review of NATO's policy, doctrine, concepts and capabilities of mine laying.
- Requests for support from NATO Command and Force Structure: NATO Defence Planning Process, Support to Allied Command Transformation's Focus Areas, Standing Naval Forces Mine Countermeasures Headquarters Evaluation.

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NATO STABILITY POLICING CENTRE OF EXCELLENCE (SP COE)

Director's Message

In 2016, which marks the first year of activity, the SP COE was fully committed, through its conceptual and training products, to decrease the widespread lack of knowledge of what Stability Policing actually is and how it can support NATO operations. In 2017, besides consolidating and improving the quality of our products, the biggest effort will be to continue to support ACT in the development and delivery of a comprehensive NATO Stability Policing Concept, overarching and shaping all future progresses in order to make Stability Policing an effective Alliance's capacity. From our home base in Vicenza, Italy, we will continue to work hard to make it happen.



COL Andrea PARIS
Stability Policing COE
Director

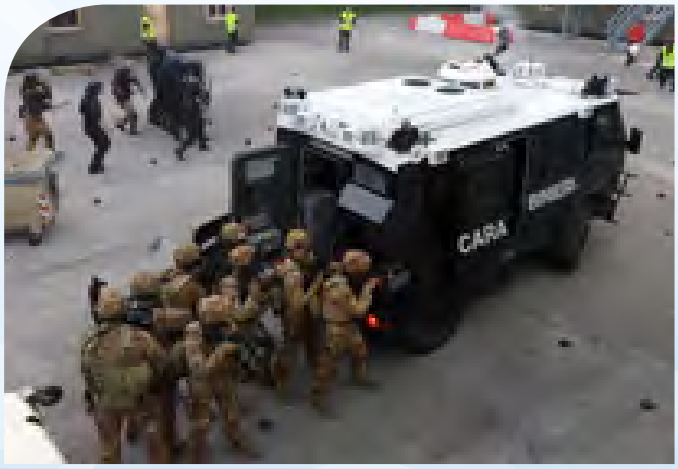
Mission Statement

The mission of the NATO Stability Policing Centre of Excellence is to be an internationally recognized focal point and a hub of expertise for a Community of Interest in the field of Stability Policing, which is a set of police related activities intended to reinforce or temporarily replace the indigenous police of an unstable area in order to contribute to the restoration and/or upholding of the public order and security, rule of law, and the protection of human rights (AJP 3-22 - Ratification Draft).

Vision

The SP COE acts as a prime mover to increase the contribution to the Stabilization and Reconstruction efforts of the Alliance in unstable scenarios, providing the NATO with a unique tool to fill the capability gap in the area of Stability Policing. The SP COE will help the Alliance, the Sponsoring Nations and PfP Nations to enhance and transform their capabilities, procedures and functions in order to meet potential and future security challenges in line with NATO's three declared core tasks of collective defence, crisis management and cooperative security.

Major Products and Activities in 2016



- Stability Policing Framework Concepts on several topics
- Contributing to the NATO AJD Campaign plan 2016 - 2020

Education & Training

- Introduction to Stability Policing for Leaders
- Crowd and Riot Control awareness in NATO Ops (2 iterations)
- Preserving a crime scene (2 iterations)

Lessons Learned

- Elaborating the best practices and the lessons learned for improving the quality of E&T products

Hosting of seminars and workshops

- Urbanization Experiment MPC
- European Working Group – Non Lethal Weapons
- Military Police Panel II/2016

Additionally, the Centre participated in the exercises "Trident Juncture 16", "European Union Police Services Training II", "Romanian Gendarmerie International Exercise 16", bringing into them Stability Policing issues, and in a number of NATO and international conferences and seminars to spread the Stability Policing concept.

Major Products and Activities in 2017

In 2017 the SP COE will act in support of ACT as the external coordinator of the project "NATO Stability Policing capability in emerging security challenges" for the development of a Stability Policing Concept and will also contribute to NATO's Bi-Strategic Education and Individual Training Directive. In addition, the COE will participate in NATO- and other international exercises and will deliver the following products and activities:

Doctrine & concept development

- Contributing to the Urbanization project
- Project "Library", a set of framework concepts on specific issues of Stability Policing
- Contributing to NATO Strategic Foresight Analysis and Framework for Future Alliance Operations
- Contributing to NATO Cultural Property Protection Project
- Contributing to the NATO AJD Campaign Plan 2016 - 2020

Education & Training

- Introduction to Stability Policing for Leaders
- Crowd and Riot Control awareness in NATO Operations (2 iterations)
- Introduction to Stability Policing for Field Commanders
- Preserving a crime scene (2 iterations)

Lessons Learned

- Consolidating the presence into the NATO Lessons Learned Community
- Collecting best practices, lessons identified, lessons learned, especially by involving stability policing assets in the field of maintaining public order, public safety, and law enforcement



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NATO STRATEGIC COMMUNICATIONS CENTRE OF EXCELLENCE (STRATCOM COE)

Director's Message

"Strategic communication is becoming a more and more important area for NATO countries and our role is to assist in this important area by bringing together military, academic, business and government knowledge. This has been a busy year for us. We published our first academic journal "Defence Strategic Communications", extensive report on ISAF mission "We have met the enemy and he is us" and other publications covering communication challenges. We have organised several trainings on Strategic Communication to NATO and partner nation senior officials and been part of NATO trainings. The next year will be even busier as we continue to analyse Russia and DAESH, look into the future of communications on social media and beyond and publicise the next academic journal. "



Jānis SĀRTS
Strategic Communications COE Director

Mission Statement

Our mission is to contribute to the Alliance's communication processes in order to ensure that it communicates in an appropriate, timely, accurate and responsive manner on its evolving roles, objectives and missions.



Who We Are

The NATO StratCom Centre of Excellence, based in Latvia, is a multinational, cross-sector organization which provides comprehensive analyses, advice and practical support to the alliance and allied nations.

Vision

Vision of the NATO Strategic Communications Centre of Excellence is to understand and use state of the art methods that address challenges in the information environment that NATO and NATO countries face.



Major Products and Activities

2016

- Study on Daesh Youth and Neophyte Recruitment Mechanisms in Europe
- StratCom seminars for senior governmental officials
- Analysis on trends in social media and their further development
- Academic journal "Defence Strategic Communications"
- Support to NATO exercises Trident Juncture, Steadfast Pyramid and Pinnacle
- Analysis on Russia's and Daesh propaganda campaigns
- Development support of StratCom capabilities in Latvian National Armed Forces trough participating in training activities, lectures and seminars

- Study of early warning signals of a hybrid warfare scenario
- Study on influence and emotion and usage of humour in communications

2017

- Conducting second COE bi-annual Strategic Communications Conference
- Conducting seminars on Strategic Communication for senior government officials
- Study "Violent Extremism as an emerging threat for NATO nations"
- Publish 1 issue of academic journal and establish academic credibility of publication
- Study "Comparative study on Russian information campaign in Nordic –Baltic countries"
- Analyse interpretation of WWII related events in Russia's narratives, actions and politics
- Support international strategic level tabletop exercise
- Rise awareness regarding disinformation in NATO
- Look for new challenges in information environment (Robot trolling study)
- Clarify InfoOps and PsyOps relations within StratCom during peace time
- Develop Audience Characterisation tools for NATO
- Support national and international staff officers education with elaborating StratCom capabilities through participating in training activities, lectures and seminars





DEFENCE STRATEGIC COMMUNICATIONS

The official journal of the NATO Strategic Communications Centre of Excellence

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NATO COUNTER INTELLIGENCE CENTRE OF EXCELLENCE (CI COE)

Director's Message

Nations today face increasingly complex and evolving challenges that increase overall global instability and result in rising extremist violence, humanitarian suffering, and reduced personal freedoms. These ever evolving challenges are further shaped by hostile intelligence services. The threats from these organizations include theft of homeland and military defense secrets, valuable scientific and trade secrets, and technology used to inflict mass casualties in NATO and coalition countries. The NATO Counter-Intelligence Center of Excellence (CI COE) is a leader in the unified effort to reduce the actions of these hostile intelligence services and efforts through enhancing counter-intelligence capability and competency of partner nations. NATO CI COE serves as a force-multiplier for the counter-intelligence efforts of NATO operations, exercises, policies, concepts and strategies and function as a focal point for resources focused on the most serious and emerging cyber and hybrid threats.



COL Robert BALA
Counter Intelligence COE
Director



Mission Statement

The NATO Counter-Intelligence Centre of Excellence will enhance counter-intelligence capabilities, foster interoperability and provide comprehensive subject matter expertise to the Alliance, its Nations, and its Partners in order to increase overall global stability and reduce the impact and scope of hostile intelligence efforts.

Who We Are

The NATO CI COE was established in 2015 under the Paris Protocol and is located in Krakow, the capital of scenic and historical Malopolska Region, and will utilize a modern Slovak military training area in Lest. The Republic of Poland and Slovak Republic signed the NATO Operational and Functional Memoranda of Understanding as Framework Nations in addition to Croatia, Czech Republic, Germany, Hungary, Italy, Lithuania, Romania and Slovenia as Sponsoring Nations, and Headquarters Allied Command Transformation. NATO CI COE will unify doctrine, integrate best practices, and serve as a hub for expertise enabling NATO forces to achieve the highest levels of interoperability and integration of counter-intelligence forces in support of strategic objectives.



Vision

The NATO CI COE will act as a catalyst for counter-intelligence aspects NATO Operation, exercises, policies, concepts and strategies and will actively engage in all aspects of the Alliance's counter-intelligence activities. It will conduct counter-intelligence focused courses, seminars, conferences and workshops in an effort to establish a Counter-Intelligence Community of Interest with the NATO Command Structure, NATO Force Structure and Sponsoring Nations. The NATO CI COE will support the development, promotion and implementation of new policies, concepts, strategies and doctrine that transform and enhance NATO counter-intelligence capabilities and interoperability.

Major Products and Activities

2016

The CI COE finalized the NATO accreditation process in February of 2017 and successfully completed the planning process for 2017. The Plan of Work (POW) 2017 includes major projects and events concerning concept development, doctrine, training and lessons learned, with the aim of contributing expertise to the transformation of the Alliance and increasing the awareness within NATO.

2017

Education and training

- Provide counter-intelligence focused education and training to individuals from senior military and civilian leadership to staff level, as well as units and teams;
- Facilitate the collaboration between relevant NATO COEs, committees and working groups on CI issues related to NATO's effort to defeat or counter human and cyber threat networks;
- Support the Steadfast series of exercises through development, design and execution;
- Enhance standardization and interoperability within the alliance in support of NATO operations by providing CI related courses.



Doctrine & Standards

- Contribute to doctrine and concept development or related documents in the counter-intelligence area for NATO and Nations;
- Initiate TTPs' preparation process to develop CI standardization within the NATO Operations.

Concept Development & Experimentation

- Improve interoperability by development of the NCIOTS;
- Support development of Biometric in support of NATO operations.

Analysys & Lessons Learned

- Provide subject matter expertise and advice on requests pertaining to counter-intelligence;
- Facilitate the comprehensive approach and make the best use of combined experience and capabilities of all Sponsor Nations and NATO members;
- Provide a repository for International, National and NATO shared information, analysis and lessons learned in counter-intelligence in close cooperation with Joint Analysis and Lessons Learned Centre (JALLC) – NATO LL CI COI.

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How Does NATO request COE products and services?

Each year HQ SACT coordinates the submission of NATO Requests for Support (RFS) to the COE Programmes of Work (POW). The overall aim of the process is to optimize the use of the COEs. The milestones established align the timelines between the centres and NATO planning, forming the COE POW development cycle.

2018 RFS Development Cycle:

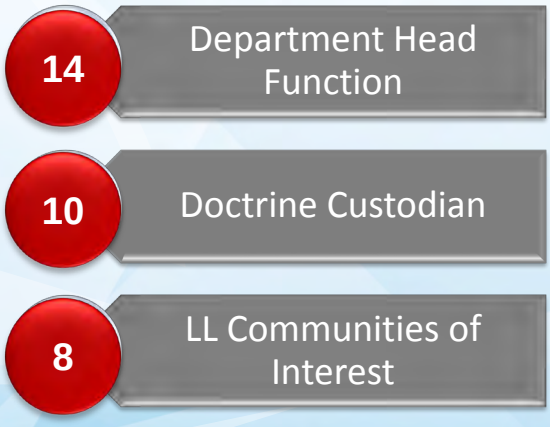
JAN 2017	NATO NCS formally notified of New COE POW collection Process via ACT/ACO Taskers.
MAR 2017	COE POW Workshop 1: Guidance regarding 2018 COE POW distributed. Instructions on New COE POW given to COE and NATO Requestor Representatives.
APR-MAY 2017	Draft NATO RFS requested from NCS via ACT/ACO Taskers. Draft inputs consolidated. COE FOGO Champions give D&G, SMEs and COEs review and refine. Outcome is Draft NATO RFS to 2018 COE POW.
JUN 2017	COE POW workshop 2 in Norfolk: COEs supported by SMEs provide initial feedback to Draft RFS. Final coordination and prioritisation of the 2018 NATO input with the requestors. HQ SACT SMEs participation.
JUN-JUL 2017	COE with HQ SACT SME support, provide final feedback to Draft RFS.
SEP 2017	Formal submission of final NATO's RFS to COEs by letters from HQ SACT.
SEP-DEC 2017	COE Steering Committee Meeting for final approval of NATO RFS in 2018 POW.

The RFS are prioritized lists submitted by NATO to each COE. The COE POW development cycle is coordinated between NATO customers and COEs, and is the primary tool for generating NATO RFS.

The COE Steering Committees will be presented with the NATO RFS, together with inputs from Sponsoring Nations and other entities for approval as the following year's POWs.

NATO COE contribution to the Alliance





Crossfunctional RFS Examples:

- 1 C2DS RFS to 8 COEs (METOC support)
- 4 CEI RFS to 23 COEs (Multinational Capability Development Campaign LL Process)
- 8 SPP RFS to 23 COEs (SFA, FFAO, ACT 6 focus areas)
- 5 JFTC RFS to 6 COEs (STEADFAST BLUEPRINT 2018, RS 17-1, RS 17-2, e-EP 17-1, e-EP 17-2)
- 2 JWC RFS to 6 COEs (TRJR 17, TRJN 17)

NATO Out of Cycle emerging request for COE products and services

Requirements that emerge outside of the regular planning cycle are collected through a separate process for Out of Cycle Request for Support (RFS).

Out of Cycle RFS Process:

Out of cycle requirements are submitted to the centres as they materialize on an ad-hoc basis. It is important to note that this process does not replace regular inputs through the RFS development cycle.



LGen. Jeffrey Lofgren
SACT/DCOS CAPDEV

Mr. Juozas Olekas
Minister of Defense
LTU

Col. Gintaras Bagdonas
COE Chairman / ENSEC
COE Director

Out of cycle RFS process steps:

1. Requestor contacts COE with the Out of Cycle RFS and informs TNB.
2. COE evaluates Out of Cycle RFS to determine appropriate expertise and available resources.
3. COE provides response to Out of cycle RFS.
4. ACT (SME) provides validation and prioritization of the Out of cycle RFS and coordinates with the potentially affected stakeholders.
5. COE accepts or rejects the Out of cycle RFS.
6. COE POW is updated as necessary



HQ SACT Coordination with COEs

A. Bi-SC DIR 80-1, Coordination of NATO Centres of Excellence, 8 Nov 2013.
B. MCM-236-03, MC Concept for Centres of Excellence, 4 Dec 2003.
C. MC 58-4, Terms of Reference for The Supreme Allied Commander Transformation, 12 Apr 2010.
D. HQ SACT DIRECTIVE NUMBER 80-3 HQ SACT COORDINATION WITH COEs

HQ SACT - Acts on behalf of ACT and ACO as the strategic staff authority with overall responsibility for all COEs and manages the ACT-COE staff level relationships. ACT performs this coordination on four distinct levels which are described below:

HQ SACT Transformation Network Branch (TNB) - The overall coordination of COEs and their processes is accomplished by the HQ SACT Transformation Network Branch (TNB). Main processes under TNB cognizance include COE Establishment, Accreditation and Periodic assessments, NATO's Request for Support.

TNB also arranges and conducts overall COE collaborative events including the yearly Directors Conference. The branch also provides advice and assistance to COEs on a broad range of COE related issues such as manning, financial, security, CIS and help in drafting initial COE concepts, Memorandum of Understanding and modification of existing documents and other support. TNB maintains and publishes the FOGO COE Champion and SME lists together with other key COE documents on the COE TRANSNET Web page https://portal.transnet.act.nato.int/Pages/home.aspx . Also promotes COEs through different coordinating communication activities including publishing the yearly COE Catalogue.

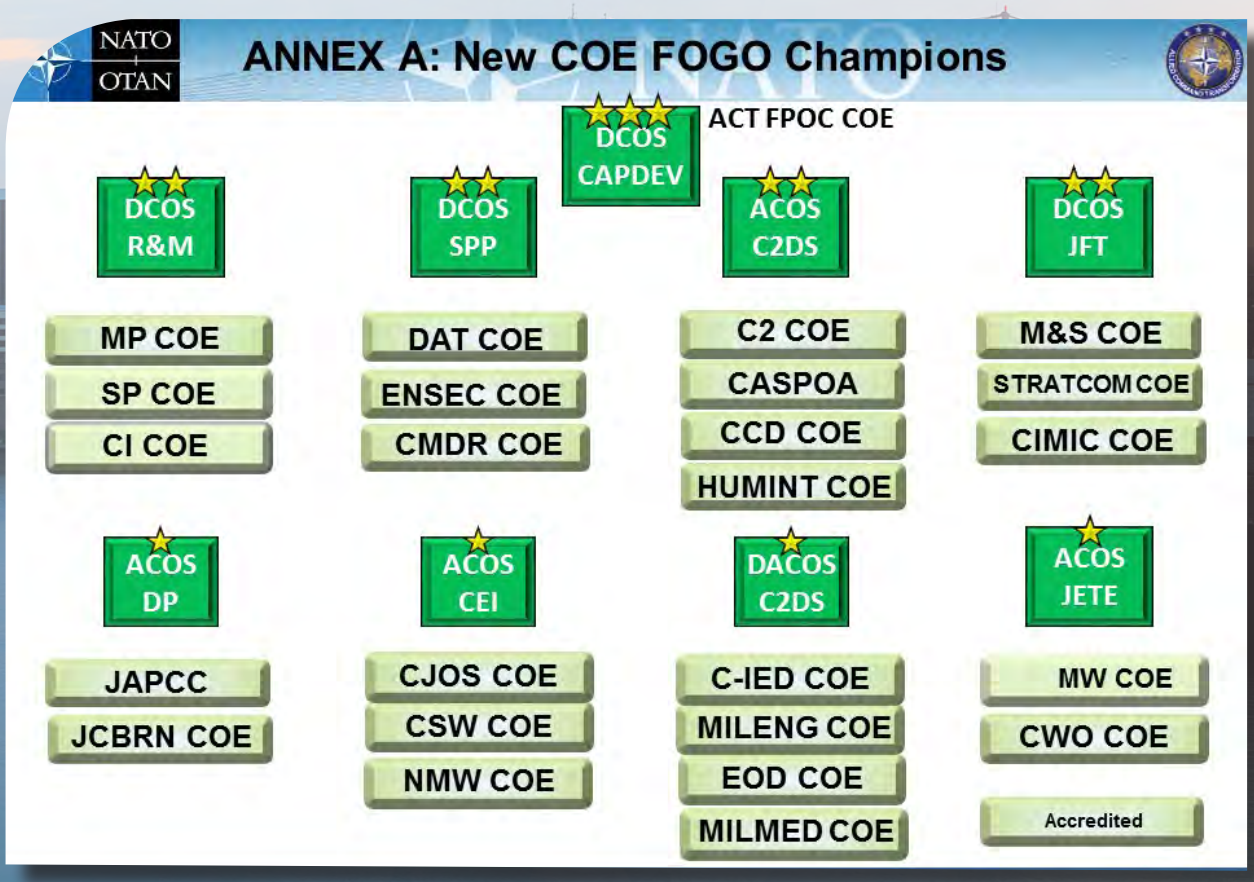


The COE FOGO Champions System

Primary Focal Point - HQ SACT Flag or General Officer COE Champion. The strategic link between the COE and NATO is assisted by an appointed Flag or General Officer (FOGO). Deputy Chief of Staff Capability Development (DCOS CD), on behalf of SACT, serves as the primary focal point for COEs and as supervisor for FOGO COE Champions and COE Subject Matter Experts (SME).

COE FOGO Champion - Each COE is paired with an ACT FOGO who will act as a champion within the command. FOGO COE Champions provide COEs with strategic direction and guidance, advice on NATO priorities and deliver better visibility for the work of both NATO and COEs. The intent is for these champions to improve the NATO RFS process, to better align the work of each COE with NATO priorities, and to provide enhanced visibility for ACT activities. ACT designated COE/FOGO pairing is illustrated below.

SACT Subject Matter Expert (SME) - The functional coordination of the products and services offered by the COE is accomplished by a HQ SACT Subject Matter Expert (SME) in the specialty of the COE.





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