NATO OTAN

Allied Command Transformation

Norfolk, Virginia | USA

NATO-ACCREDITED

CENTRES OF EXCELLENCE



2026

CATALOGUE

NATO-ACCREDITED
CENTRES OF EXCELLENCE
CATALOGUE

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SUPREME ALLIED COMMANDER TRANSFORMATION

"The power of collaboration."

As the Supreme Allied Commander Transformation, I am honoured to present the 2026 edition of the Catalogue of NATO-accredited Centres of Excellence (COEs). This catalogue not only reflects the continued excellence and commitment of our COEs but also highlights a renewed focus on rationalizing resources and enhancing the power of collaboration through strengthened networking.

In an increasingly complex security environment, the collective strength of our Alliance depends more than ever on making the best use of shared knowledge and expertise. This year, we encourage all COEs to rely on one another within their respective clusters, exchanging products, research, and innovations to avoid duplication and maximize efficiency. By doing so, we create synergy that directly benefits NATO's Command Structure and advances the Alliance's transformation journey.

"Our Centres of Excellence stand as indispensable pillars supporting NATO's collective defence. "



SUPREME ALLIED COMMANDER TRANSFORMATION
ADMIRAL PIERRE VANDIER
FRENCH NAVY

This catalogue serves as a vital instrument to foster interconnection among the Centres of Excellence, enabling seamless cooperation and deeper integration. It is also a call to action for expanding our industrial network, strengthening ties with defence industry partners to display and leverage areas of expertise. Such collaboration will be instrumental in enhancing capabilities and sustaining NATO's technological edge.

Together, through a shared dedication to networking, resource optimization, and knowledge sharing, our Centres of Excellence stand as indispensable pillars supporting NATO's collective defence and operational readiness. I extend my profound gratitude to all NATO Allies and Partners for their unwavering support and commitment to this endeavour.

Our mutual pursuit of excellence and innovation will continue to propel us forward, safeguarding the security and values of the Alliance today and into the future.

What is a NATO-accredited COE?

A NATO-accredited Centre of Excellence (COE) is a multi-nationally or nationally established and sponsored entity, which offers recognized expertise and experience within a defined subject matter area to the benefit of the Alliance within the four pillars of NATO's COE program. A COE is not a part of the NATO Command Structure (NCS) or of other NATO entities, but forms part of the wider framework that contributes to the functioning of the Alliance.

Background

The idea for NATO-accredited COEs originated in MC 324/1, "The NATO Military Command Structure," dated 14 May 2003. The Military Committee (MC) refined this idea into the MCM-236-03; "MC Concept for Centres of Excellence (COE)" dated 04 December 2003. Once the idea and the concept were firmly established, the accreditation criteria was defined. In 2004, IMSM-0416-04, "NATO COE Accreditation Criteria" was agreed on and the first NATO COE was formally accredited on 01 June 2005. MCM-236-03 has been superseded by MC 0685 (Military Committee Policy For Centres Of Excellence) dated 08 September 2020; the NATO COE Accreditation and Periodic Assessment Criteria policy has been updated through MCM-0086 dated 23 June 2022.

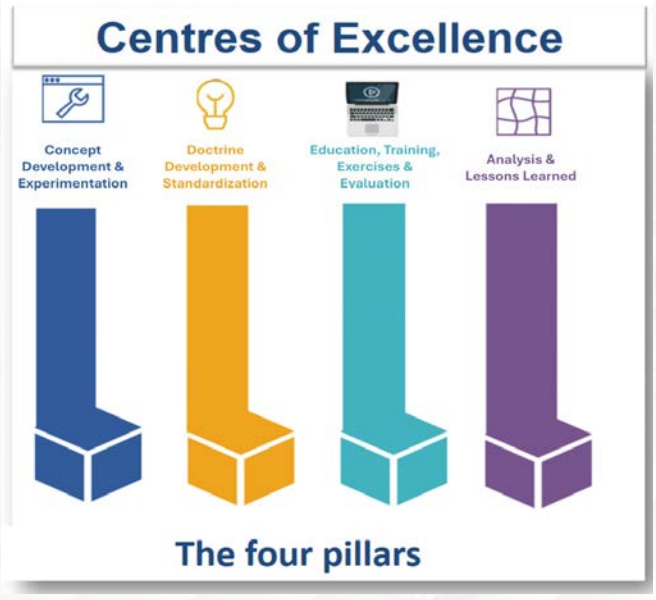
Principals

- 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.

Pillars

Not every organization can become a NATO-accredited COE. In order to become a COE, expertise must be demonstrated in the four transformation pillars:

- Concept Development and Experimentation;
- Doctrine Development and Standardization;
- Education, Training, Exercises and Evaluation;
- Analysis and Lessons Learned.



Bottom Line

There are many reasons why a nation or nations, as Framework Nation, 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 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 Structures are supported by a robust network of COEs, which are nationally or multi-nationally managed and funded and open for participation by NATO and Partner Nations.

HQ SACT Coordination with COEs

HQ SACT's coordination with NATO-accredited COEs is a vital element in ensuring effective collaboration and synergy within the Alliance. While there are numerous essential documents pertaining to collaboration with COEs (several of which are summarized later in the catalogue), HQ SACT Directive 80-03 – HQ SACT Coordination of NATO COEs holds significant influence in shaping daily interactions between HQ SACT and NATO-accredited COEs. Recently updated, this directive serves as the reference, offering guidance and delineating responsibilities for the coordination of NATO COEs within HQ SACT by pillar and by cluster.

The directives designates the Mult-Domain Force Development (MDFD) Directorate to spearhead COE coordination, taking on the responsibilities of the COE FOGO Champion. COEs are strategically organized into communities of interest (6 clusters), enhancing the focus on specific areas of expertise.

The framework for coordination involves key levels within HQ SACT, with:

- Deputy SACT acting as the strategic Focal Point of Contact.
- Chief of Staff (COS) exercises oversight of all COE coordination.
- Deputy Chief of Staff Multi-Domain Force Development (DCOS MDFD) plays a pivotal role, acting as the single flaglevel point of contact for COEs.
- COE Programme Development (CPD) Branch ensures overall coordination through a cluster engagement model, emphasizing collaboration across NATO's COE program pillars.
- Subject Matter Experts (SMEs) contribute to day-to-day functional coordination and content expertize for COEs, with a dedicated SME assigned to each COE.

This comprehensive coordination structure aligns with NATO-wide priorities, enhances strategic guidance, and fosters effective engagement and support for COEs' initiatives. The HQ SACT Directive 80-03 outlines clear responsibilities for each level, emphasizing the importance of COEs in advancing NATO's collective defence capabilities.

DCOS – MULTI-DOMAIN FORCE DEVELOPMENT

In 2025, NATO's Centres of Excellence (COEs) once again demonstrated their critical role in supporting the Alliance's transformation and operational readiness. Their unique expertise and unwavering commitment to excellence were especially evident through close collaboration with NATO structures, particularly with Headquarters Supreme Allied Command Transformation (HQ SACT).

Under the strategic guidance of the Deputy Chief of Staff for Multi-Domain Force Development and ACT's COE Programme Development Branch, the COE network has continued to evolve. COEs are improving their effectiveness, aligning efforts, and sharing best practices across the network.

This year's Annual Catalogue highlights once more the work of 30 NATO-accredited COEs and their contributions across the four pillars of the COE Programme of Work. Their services and deliverables continue to provide measurable value to NATO's warfare development, concept innovation, and support to the warfighter.

COEs remain key enablers in education and individual training—facilitating over 150 NATO-approved courses and training nearly 20,000 personnel annually. Their support to NATO exercise planning and execution ensures relevance, rigor, and real-world applicability.



DCOS – MULTI-DOMAIN FORCE DEVELOPMENT
MAJOR GENERAL JUAN J. SOTO
SPANISH ARMY

Enhanced cooperation between HQ SACT, the Joint Force Training Centre, the Joint Warfare Center, and the COEs—driven by data, analysis, lessons learned and SME participation in training and exercises —has led to better alignment of COE outputs with NATO priorities. In the domain of doctrine and standardization, COEs are custodians of 42 Allied publications and active contributors to the development and review of many more. Through concept development and experimentation, COEs have initiated over 300 projects, supporting the Alliance in anticipating future threats and identifying innovative solutions.

In the realm of doctrine and standardization, the COEs contribute significantly to the development of Level III doctrine publications. They currently act as custodians for 42 Allied documents and play a key role in developing and reviewing many more.

The impact of the COE network in 2025 is a direct result of the professionalism, leadership, and dedication of COE Directors and their teams. Their proactive engagement with NATO HQ and the broader Alliance community continues to strengthen our collective defense and forward-looking transformation.

COE BRANCH IN 2025

The COE Branch introduced significant changes to previous HQ SACT coordination mechanisms and responsibilities with the NATO-accredited Centres of Excellence.
This year confirmed the effectiveness of a more centralized and coherent strategic direction and guidance to the COEs and to ensure a better understanding of NATO priorities and requirements.

Within MDFD, the 'COE Branch' continues its efforts to streamline the Request for Support (RfS) tool and develops online tutorials for the larger NATO audience. It also provides the overall coordination and synchronization with the COEs, supported by assigned staff level ACT 'Subject Matter Experts' (SMEs), who deliver functional coordination and content expertise for COEs activities.

At this point, the branch organized the annual COE Directors Conference, a bi-annual COE Marketplace at NATO HQ, planned in 2026 , the publication of an Annual COE Report to the MC and this present 2026 COE Catalogue. The yearly process to ensure a consistent and efficient channel of communication with the COEs is clearly established. In 2025 COE Branch was actively involved in various conferences, events, virtual symposiums, and online meetings. These efforts encompassed conveying directives during assemblies held between the Supreme Allied Commander Transformation, ACT Flag & General Officers, and



COE Directors. This comprehensive approach extended down to the operational level, including efforts focused on the four pillars, communications, and the Programmes of Work.

COE Branch leads and coordinates the development and NATO accreditation of new COEs, keeping in line with the primary objective witch is to put under the NATO spotlight all COEs to highlight the possibilities and deliverable of the 30 COEs. COE Branch also conducts Periodic Assessments of all NATO-accredited COEs, as mandated by the MC.
Additionally, the COE Branch, in coordination with SHAPE and NATO HQ Defence Investment, developed a List of Areas for Potential Future COEs. This list serves as a guidance document for Allies for the development of NATO-accredited COEs.

COE Branch – 2025 Overview

In 2025, the COE Branch implemented significant improvements to the coordination framework between HQ SACT and the NATO-accredited Centres of Excellence (COEs), reinforcing a more centralized and strategically coherent approach.

This year reaffirmed the value of clear, unified strategic guidance to the COEs, ensuring alignment with NATO's evolving priorities and operational requirements. This enhanced coordination has resulted in greater clarity of purpose, increased responsiveness, and a stronger sense of direction across the network.

Within the Multi-Domain Force Development (MDFD) Directorate, the COE Branch continues to refine the Request for Support (RfS) tool, making it more accessible and user-friendly. To further support the broader NATO community, CPD also developed online tutorials and guidance materials. Functional coordination is reinforced by ACT-assigned Subject Matter Experts (SMEs), who provide expertise and continuity across COE activities.

COE Branch also led the review of the two foundation documents for NATO-accredited COEs: The MC Policy for COEs and MC Assessment Criteria, both merged into one and awaiting final approval by the MC.
Throughout 2025, CPD successfully delivered several key initiatives:

- Annual COE Directors Conference
- Publication of the 2025 COE Catalogue
- Annual COE Report to the Military Committee (MC)
- Bi-annual clusters coordination meetings.

These regular engagements have solidified a consistent and effective communication channel with the COEs. CPD's active participation in a wide range of conferences, symposia, and virtual meetings ensured strategic direction was conveyed at all levels—from engagements with the Supreme Allied Commander Transformation and senior ACT leadership to practical coordination at the operational level. These efforts focused on the four COE Programme pillars, strategic communication, and the development of robust Programmes of Work.

A key responsibility of the COE Branch remains the coordination and support for the development and NATO accreditation of new COEs. This includes promoting the visibility and capabilities of all 30 NATO-accredited Centres and reinforcing their value to the Alliance.

COE PERIODIC ASSESSMENTS IN 2025

In 2025, the COE Branch successfully conducted eleven Periodic Assessments (PAs), primarily through on-site visits. These face-to-face engagements with COE Directors and staff offered valuable insight into the specific challenges, limitations, and opportunities faced by each Centre. They also helped to strengthen mutual understanding and foster deeper collaboration between the COEs and HQ SACT.

These assessments play a vital role in ensuring transparency, accountability, and continuous improvement within the COE network—reinforcing NATO's collective effectiveness, adaptability and synchronization of efforts.

NATO Centres Of Excellence – Key Documents

MC 0685 – Military Committee Policy For Centres Of Excellence

This fundamental policy document, agreed by the Nations at NAC level in September 2020, replaced the original MC Concept from 2003 that describes the arrangements for NATO-accredited COEs.

- It covers the definitions, principles, accreditation, further development, relationships, interactions, and legal arrangements that apply to the Military Committee Policy for COEs.
- The Policy confirms that, in accordance with MC 0324/3 - The NATO Military Command Structure, the Supreme Allied Commander Transformation (SACT) is the coordinating authority for the NATO COEs.
- At the MC's direction, MC 0685 was reviewed and updated in 2025 to include merging the accreditation and periodic assessment criteria directed in MCM-0086-2022. The updated version, MC 0685/1 has yet to be fully agreed by Nations and remains with the International Military Staff (IMS) as draft until further notice.

MCM-0086-2022 NATO Centres Of Excellence Accreditation and Periodic Assessment Criteria

This document, issued in 2022, superseded IMSM-0416-04 and will remain extant until MC 0685/1 is ratified by the MC and subsequently approved by the NAC.

- It establishes the criteria for assessment of COEs for their initial NATO accreditation, periodic assessment, and re-accreditation in terms of mandatory and highly desirable categories.

BI-SC DIR 080-001 – Bi-Strategic Command Directive For The Coordination Of NATO Centres Of Excellence

This directive describes the relationship between HQ SACT and SHAPE in their interaction with the NATO COEs.

- It defines the responsibilities of the two Strategic Commands for the NATO COEs, and the management processes used to maximize the benefits provided by the COEs to the Alliance.
- It further sets out the key processes and battle rhythms used to manage and synchronize all COE coordination activities along with respective roles and responsibilities.

HQ SACT Directive 80-03 - HQ SACT Coordination with NATO-Accredited COEs

This document describes the responsibilities for the coordination of the NATO-accredited COEs in HQ SACT. It is re-issued annually to provide an updated list of ACT SMEs to the COEs.

- Its aim is to describe the responsibilities for the coordination of NATO-accredited COEs in HQ SACT.
- The HQ SACT coordination functions are executed on five levels:
  1. Deputy SACT. DSACT, on behalf of SACT, serves as the strategic Focal Point of Contact (FPOC) for COEs.
  2. HQ SACT COS. COS exercises oversight of all COE coordination.
  3. Deputy COS Multi-Domain Force Development. DCOS MDFD provides COEs with guidance and advice on NATO priorities and ACT's Warfare Development Agenda (WDA).
  4. COE Branch. Within MDFD, the COE Branch provides the overall coordination of COEs through a cluster engagement and across the four pillars of the COEs' programme.
  5. ACT Subject Matter Expert. The day-to-day functional coordination with the COEs, including support to the development and maintaining oversight of the Steering Committe approved annual Programme of Work (PoW) of the COE, is accomplished by an assigned ACT SME. The SME is an OF3-4 level (or equivalent NATO Civilian) from HQ SACT or ACT SEE, preferably with subject matter expertise in the specialty of the COE.

HQ SACT Directive 80-05 - NATO Centres Of Excellence Establishment, Accreditation and Assessment Process

This directive describes the establishment and accreditation process of a NATO Centre of Excellence (COE) for HQ SACT.

- It defines the roles and responsibilities of HQ SACT staff for each stage of the COE establishment and accreditation process.
- It also identifies the anticipated interactions between HQ SACT staff and other COE stakeholders within NATO and NATO related entities, including National Liaison Representatives (NLRs) to HQ SACT.
- It sets out the COE establishment and accreditation process that consists of nine formal steps, with the responsibilities of the HQ SACT branches involved, explained within each step.
- Additional steps, related to the coordination and validation of the COE Concept or MOUs, may be initiated by HQ SACT in coordination with SHAPE and/or the NATO HQ International Staff (IS) / International Military Staff (IMS) as necessary.

COE Frequently Asked Questions

Are COEs part of NATO?

The Military Committee (MC) Policy MC 0685 (Military Committee Policy for Centres of Excellence) states, "A COE is a multi-nationally or nationally established and sponsored entity, which offers recognized expertise and experience within a defined subject matter area to the benefit of the Alliance within the four pillars of NATO's COE program." We may say that NATO-accredited COEs have one foot within NATO (because they are "part of the wider framework that contributes to the functioning of the

Alliance") and they have one foot outside NATO (because they are "not part of the NATO Command Structure or of other NATO entities"). This gives COEs greater flexibility in the relationships with other international and civilian entities.

Where does the COE idea come from?

Can NATO "initiate" a COE? As per MC 0685, "A NATO Nation may decide to offer a COE to NATO by formally presenting the offer to the [Chairman of the Military Committee]. That could either be in response to an MC endorsed list or by its own initiative. The MC may, based upon SACT's advice coordinated with SACEUR, accept the offer and task ACT accordingly to proceed with the development as set forth in this Policy."

What is the difference between a NATO-accredited COE and any other COE?

As per MC 0685, a NATO-accredited COE (also referred to as a "NATO COE") is a COE that has been established by SACT, has received MC endorsement, and has received subsequent North Atlantic Council (NAC) approval. Only when these steps are complete can a COE be called a 'NATO-accredited COE'. If NAC approval has not been granted, then it is not a NATO-accredited COE. Further, "Once accredited, the NAC may grant a COE international status under the Paris Protocol."

Can NATO task the COEs?

No, NATO cannot task the COEs, because they are not under command authority of SACT. However, in accordance with MC 0685, "COEs have a functional relationship with HQ SACT and are, consistent with their accreditation, expected to prioritize NATO requests, act as a primary advisor to the NCS in their area of expertise when applicable and have responsibility to support within their means and capabilities, subject to the approval and allocation of resources by their Steering Committee.

How does NATO request COE products and services?

NATO can request support from a COE by submitting a Request for Support (RfS). This is a process within the COE POW Development Cycle.

Are NATO-accredited COEs eligible for Common Funding?

As per MC 0685, "COE infrastructure, operating and maintenance costs are the responsibility of the Sponsoring Nations…Exceptional eligibility for Common Funding may be established by the appropriate NATO resourcing authority…"

Can Partner Nations join COEs?

Yes they can. Partner Nations can join NATO-accredited 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 voting rights in the Steering Committee. These relationships should be managed by the COEs on a case by case basis, taking security aspects into account.

Can COEs engage with non-military entities, such as industry and academia?

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

Where can I find more information about the COEs?

There are multiple sources available, depending on exactly what you are looking for:

- COE-specific - Each COE has its own homepage listed in this catalogue.
- COEs in general – ACT's website for COEs is https://www.act.nato.int/centres-of-excellence
- COEs – detailed information. This is contained in HQ SACT's information portal called TRANSNET (more information on page 10).

Requesting COE products and services

HQ SACT coordinates the submission of NATO Requests for Support (RfS) to the COE Programmes of Work (POW). This process is called the "RfS Process". The overall aim of the process (managed by the COE Programme Development (CPD) Branch) is to optimize the use of the COEs, and to prioritize requests when required. In an effort to streamline the process and better use the resources available to the COEs, requestors including the NATO Command Structure) should primarily use the "RfS Tool" that is available 24/7 on TRANSNET on unclassifield portal. Clasifield requests should be registered via appropriate channels.

TRANSNET (Transformation Network)

TRANSNET is an unclassified restricted access site available via the internet. The aim of the NATO TRANSNET Portal is to foster collaboration and create an internet accessible forum for Communities of Interest (COI) to come together and share knowledge and expertise. Access to TRANSNET is for individuals from NATO, NATO nations, MOD/DOD, NATO Partners, commercial/industry entities and others that have a standing business case with NATO. The TRANSNET Portal is password protected, so an account must be created. Please follow the steps below to sign up for TRANSNET and request access to the COE COI:

- ☐ Go to **https://transnetportal.act.nato.int/Pages/home.aspx;**
- ☐ Click on "Register" and provide your information. Commercial email accounts like Gmail, Yahoo, Hotmail or AOL will not be accepted. Only official military/government/organizational email addresses containing the requestor's name will be accepted. After providing your personal information, at the end please write your justification for asking access to the TRANSNET Portal;
- ☐ Once your sign up request is approved by the TRANSNET administrator, login and go to your home

page;
- Click on the "Request Community Access" button;
- From the list of available COIs, you can find Centre of Excellence (COE) COI;
- Click on the "Request Access" button;
- In the "COIs Requested" part, find "READ – COE" and add it to your wish list. Please provide justification for joining this COI;
- Click on "Save" and your request will be sent to CPD Branch for approval.

Once your request is approved you will be able to view the content in the COE COI, including COE POWs and the RfS Tool.

Centres of Excellence Community of Interest

One of the major advantages of joining the COE COI is that it is intended to be a "one-stop shop" for NATO-accredited COEs. Some of the content includes links to all of the COEs (and their POW if classification permits), key events, contacts, documents, and references. If an organization is considering becoming a NATO-accredited COE, there is a section on the requirements for establishment. One of the greatest benefits, however, is the ability to submit requests for support from NATO-accredited COEs. This resource is found under the "COE POW and RfS Tool" tile.

Requests for Support

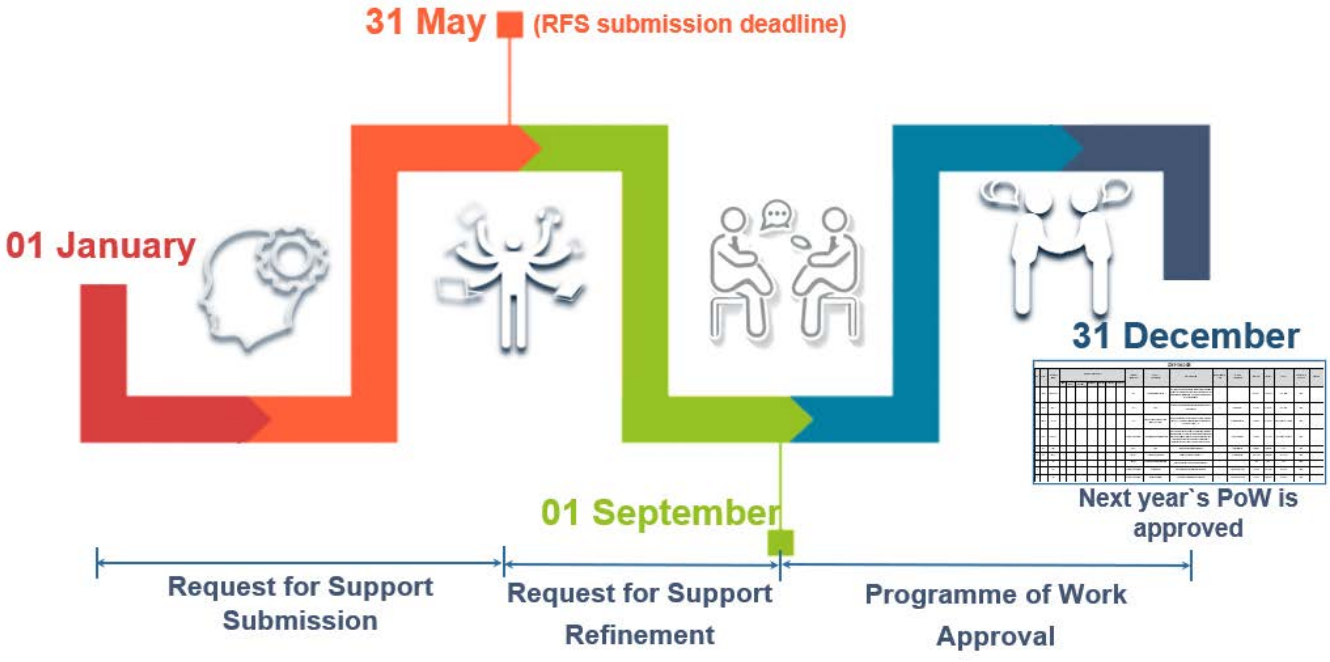
The RfS tool is meant to serve as a constantly available coordination tool between two or more stakeholders. It identifies the requesting organization, the COE(s) requested to support, a high-level description of the request, and associated timeline. Although requests should usually be entered before June for work to be carried out in the subsequent year (based on the COE POW cycle), out-of-cycle requests may be carried out if sufficient capacity/resources exist. Users unfamiliar with the RfS Tool should contact the CPD Branch for assistance, but in general, the following steps are required in order to request support from NATO-accredited COEs:

- The requestor submits the request in the RfS Tool (note: prior discussions with the COE(s) via phone or email can be helpful in determining specific resource requirements and for crafting the request);
- The COE(s) evaluates the request to determine appropriate expertise and available resources;
- COE(s) provide feedback via the RfS Tool response;
- HQ SACT provides prioritization (if required) of the RfS and coordinates with the potentially affected stakeholders;
- The COE SC either accepts or rejects the RfS for the COE POW;
- If the RfS is accepted, it will be included into the COE POW;
- The COE develops the product, and formally closes the loop with the requestor;
- Once the request is complete, the requestor informs the HQ SACT RfS Manager; the RfS Manager will update the RfS tool accordingly.

Promotional Tools

The NATO-accredited Centres of Excellence annual catalogue has become one of the most popular vehicles for the promotion of the centres' expertise within NATO bodies as well as among other stakeholders. This success relies on the significant efforts made by the COE community to face current challenges through innovative initiatives that maintain their diverse expertise for the benefit of the Alliance. More specifically, the COVID-19 pandemic has highlighted the requirement and utility of using of online solutions, and has prompted CPD to initiate its own programme of virtual solutions.

The primary objective is to facilitate the understanding of exactly what the NATO COEs are and their value to the Alliance. Further the promotional tools also explain their creation and, most importantly, how their support



is requested.

Promotional activities were oriented in three directions:

- Develop a series of simple, but widely accessible, tutorials through CPD's internal SharePoint site for ACT staff, or through the externally available TRANSNET COE Community of interest for all other NATO personnel.
- Create a "COE 101" WEBINAR aiming to explain, in basic terms, what the COEs are and how they might best be used.
- Assist ACT's Communications branch with developing a video animation for posting through ACT's portals and social media channels.

A further line of effort will be to revive the ACT e-learning portal part dedicated to the COEs including the related links to COE courses.

CPD tutorials

The CPD branch, in collaboration with ACT's Modelling & Simulation Training Technologies (MSTT) branch, has developed an initial batch of tutorials that respond to simple frequently asked questions (FAQs) questions such as "What is a COE?", "How does the idea of creating an accredited Centre of Excellence start?" or "What is the establishment and accreditation process of a COE?" Those tutorials are aimed at audiences that wish to gain an increased knowledge of the NATO-accredited COEs' missions and activities.

COE Marketplace

The 2026 edition of the NATO-Accredited Centres of Excellence (COE) Marketplace will take place at NATO HQ in Brussels in the end of Spring 2026.

Scheduled to take place at NATO HQ every two years, this event aims at highlighting the diverse, but crucial, support that the NATO COEs provide to the Alliance. It provides an opportunity for the National delegations to showcase their contributions made to the Alliance as Sponsoring Nations of the COEs, and for the International Staff and International Military staff based at NATO HQ to meet the COE personnel and recognize, understand and embrace the value of the expertise, support and advice provided by these 30 NATO-accredited COEs. The event also provides an excellent opportunity for the COEs to promote their work and share examples of the products and outputs they deliver to NATO.

ACT Communications branch video animations

Designed by ACT Communications branch, these animations aims at drawing the COEs "out of the shadow" for some people in NATO various communities of interest and for a wider public audience.

The video animations (2 minutes) are displayed through NATO social networks and can be used by the COEs as an open source for promotion.

JADL – ADL 152 – Introduction to NATO Centres of Excellence

This course offers a concise overview of COEs, their governance, and their vital contributions to NATO.
You will explore the principles guiding COEs, learn how they support NATO's mission through expertise in ETEE, CD&E, DD&S and A&LL.

You will also understand the process for requesting COE products and services via the TRANSNET platform.
At the end of this course, you should be able to:

- Describe the role, structure, and purpose of NATO-accredited COEs.
- Identify key principles, governance documents, and coordination mechanisms for COEs.
- Understand how to engage with COEs, including how to request their support.
- Navigate the TRANSNET portal and Request for Support (RfS) tool to access COE services.

And you will be equipped to engage effectively with COEs to enhance NATO operations

The course is up and running on JADL under ACT's area as ADL 152 Introduction to NATO Centres of Excellence.

ANIMATION:
CATALYSTS FOR CHANGE

VIDEO:
WHAT IS A COE?

VIDEO:
COE MARKETPLACE 2022

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



COL Fabrice IMBO

DIRECTOR'S MESSAGE

Located in the very heart of the French air force Command and Control (C2) for Air Operations, the Air Operations Centre Of Excellence (AO COE) benefits from all the synergies with the French National Air Operations Centre and the French JFAC, thus having an always up to date and practical link with current operations. In addition, this seamless dialogue with the Operational Community feeds the four pillars of the Centre.

Relying on a robust network of academics, start-ups and industries, the AO COE continuously reflects on how the emerging and disruptive technologies may enable us to maintain a conceptual, organisational and technological superiority over potential enemies.

Eventually, as a contribution to "Win the War before the War", by integrating more Multi Domain Operations perspectives in the curriculums of our NATO certified and listed courses, the AO COE will continue preparing the warfighters in the best possible way.

▸ Mission Statement

To enhance Air Operations effectiveness across NATO Command Structure (NCS), NATO Force Structure and with partners, as well as to support development of Air Operations capabilities, concepts, doctrine and experimentation.

▸ Who We Are / What We Do

The accredited NATO Air Operations Centre of Excellence was created to deliver quality expertise in Air Operations and provide primary tactical training in this domain. Since 2008, it works towards improving the effectiveness of Allied and Partner's Air Operations, and supporting the development of Air Operations capabilities, concepts, doctrine and experimentation. The AO COE furthermore pursues spreading NATO culture and know-how across nations.



By contributing to NATO exercises, supporting SHAPE and AIRCOM and offering optimal training opportunities to over 700 students on average per year, the AO COE strives on providing value to NATO and on maintaining its position as leader in the AO domain.



▸ Vision

The deterioration of the international context over the last decade, the complexity and rapid evolution of the World compel us to stay agile and to question and refine on a regular basis the relevance of our processes. When High Intensity is back to the battle space and Multi Domain Operations are the new norm, this questioning becomes vital.

Following on from the heritage of the aviation pioneers, the AO COE has been always putting significant efforts in monitoring emerging disruptive technologies and analysing doctrines and lessons learned to adapt education and training accordingly.

▸ 2025

E&T

- Delivered over 32 training events and welcomed around 700 students;
- Contributed to NATO exercises, most notably LOLE 24, CWIX 24 and Steadfast Duel;
- Provided guidance for the Allied Command Operations Joint Targeting community both as an SME and training provider;

- Supported SHAPE in capturing training requirements, offering optimal training opportunities, most notably by providing 3 METT to NATO and Partner Nations;
- Participated in Global Programming meetings and synchronization events lead by ACT;

CD&E

- Continued collaborating with the NATO Scientific Technology Organisation (STO) through membership in the NMSG;
- Participated to Distributed Synthetic Training Initiative;
- Participated to numerous conferences (I/ITSEC show, ICD&E conference, NATO CA2X2 forum);
- Participated to Federated Mission Network as Supporting Service Lead in the Air Operations Breakout working group;

LL & doctrine

- Worked on NATO doctrine, most notably with the writing of the AJP-5;
- Participated to relevant meetings (AJOD, AOWG, COE's and COI's LL meetings);
- Drafted JAGIC/ASOC LL following LOLE 24 participation;

Cooperation / DH

- Welcomed Swiss liaison officer in the AO COE's team;
- Deepened our relationship with the AOTC and EPRC by exchanging SMEs and sharing expertise, and official visit in Italy;
- Participated to COE marketplace;
- Hosted and organized the Annual Discipline Conference in link with the Global Programming;

▸ 2026

E&T

- Keep on delivering training events and welcoming students from NATO nations;
- Maintain our support to SHAPE with METT (3 METT planed: Colombia, Morocco, Lithuania);
- Continue our participation to NATO exercises (Spartan Warrior, JPOW);
- Continue participating in Global Programming meetings and synchronization events lead by ACT;

CD&E

- Pursue our involvement with FMN CIAV;
- Continue our involvement with DST meetings;
- Continue collaborating with the NATO STO through membership in the NMSG;



LL & doctrine

- Pursue our work with the AJP-5 writing team;
- Continue reviewing NATO doctrine (e.g.: AJP-3.22) and prospective concept (in particular the new Air C2 concept);
- Continue supporting NATO LL community;
- Draft Olympic Games LL;

Other

- Pursue our collaboration with external partnering schools (AOTC, EPRC, 505th TRS, 705th TRS);
- Experiment with and assess the impact of Multi-Domain Operations (MDO) perspectives on the current Air C2 paradigm;
- Prepare for AO COE milestones with the Quality Assurance (QA) certification, and the Periodic Assessment (PA).

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COE WEBSITE

CIVIL-MILITARY COOPERATION
CENTRE OF EXCELLENCE (CCOE)



COL Henk PAAPE

DIRECTOR'S MESSAGE

In times of continuing rising global challenges and growing competition, NATO recognizes that a comprehensive approach is necessary for a credible deterrence and defence mission as well as a contribution to international crisis management of the Alliance. CIMIC – with its core activities Civil-Military Interaction (CMI) and Civil Factor Integration (CFI) – is the military joint function that assures the synchronization of military and non-military activities in peacetime, crisis and conflict. The CCOE with its outstanding subject matter expertise fulfills transformational, educational and operational requirements of the Alliance's Strategic Commands, the Sponsoring Nations and other relevant stakeholders, such as UN and EU.

▸ Mission Statement

Our mission is to assist the Alliance and its partners with effective and interoperable civil-military cooperation through unique expertise, responsive education and training, cohered concepts, valuable lessons learned and future-oriented experimentation.

▸ Who We Are / What We Do

The CCOE is recognized as a NATO accredited Centre of Excellence, located in The Hague, the Netherlands. The CCOE is the asset to assure NATO Nations' and Partners' access to up-to-date knowledge and expertise in the field of CIMIC and to promote NATO's role in the area of transformation and innovation to external audiences. The CCOE is NATO's Department Head (DH) for CIMIC, and a NATO accredited Education & Training Facility. Based on the NATO EU joint declarations regarding intensifying cooperation, the CCOE is the European Union Discipline Leader (DL) for CIMIC, providing a comparable coordinating function for EU like as DH for NATO, and a member of the European Security Defence College. CCOE's program of work, coordinated and consistent with NATO efforts, is guided by 1. Education and Training, 2. Lessons Learned and Analysis 3. Concept Development and Experimentation, and 4. Doctrine Development and Standards.



▸ Vision

The CCOE is the catalyst working towards a contemporary and future environment where military and non-military actors are seamlessly integrated into military activities, enabling a comprehensive approach to address complex challenges in peacetime, crisis, and conflict.

▸ 2025/2026



Education and Training

CCOE's Training and Education Branch (T&E) functions as CCOE's accredited Education & Training Facility (ETF) for CIMIC. It uniquely combines expertise with training and education. T&E contributes effectively to CCOE's effort as a Department Head for the CIMIC Discipline regarding Education, Training, Exercises and Evaluation (ETEE) and Discipline Leader for EU CIMIC.

In 2026 the CCOE will take a significant step toward strengthening NATO–EU cooperation by developing a NATO–EU course on CIMIC. This initiative aims to pursue greater alignment between NATO and EU CIMIC while fully respecting the European Union's distinct crisis management framework.

The CCOE will continue its use of Serious Gaming,

Wargaming, and Modelling & Simulation within CIMIC education and training programs. In particular, Wargaming will be further explored as a core tool to enhance experiential learning, in line with the Wargaming Initiative in NATO (WIN).

Furthermore, the CCOE will continue to provide comprehensive support to NATO and sponsoring nations' support for NATO and Sponsoring Nation's exercises with SMEs, observers, trainers and evaluators.

The CCOE will continue deploying Mobile Training Teams (MTT) in support of mission readiness and interoperability and provide tailored trainings' solutions on tactical or operational level in the CIMIC area of expertise.

Lessons Learned & Analysis

CCOE's Lessons Learned & Analysis Branch (LL&A) supports the CIMIC Community of Interest by providing observations and lessons to contribute to the improvement of CIMIC;

- Collection, analysis and implementation of CIMIC-related observations in missions and exercises;
- Collection and analysis of observations and lessons relating to the Ukraine war;
- Cooperation with the Joint Analysis and Lessons Learned Centre and COE LL Community of Interest;
- Support in the implementation and further development of LL&A specific software;
- Support revision of CCOE's course landscape;
- Contribution to the revision of CIMIC-related doctrines and publications;
- Provision of CIMIC SME to Federated Mission Networking CIMIC Meeting and NATO Shipping Working Group.

Concept Development and Experimentation

The CCOE supports the continuously evolving, adapting, and innovating joint function of CIMIC, including academic studies and the development of concepts, processes, doctrine, and documents. Actual topics are:

- NATO CIMIC Analysis & Assessment capability;
- NWCC;
- Warfare Development Agenda-related products and deliverables (including but not limited to: MDO, Layered Resilience, Wargaming).

Doctrine Development and Standards

The CCOE is the custodian for AJP 3.19 ALLIED JOINT DOCTRINE FOR CIVIL-MILITARY COOPERATION and works to ensure the appropriate reflection of CIMIC aspects in related doctrine and publications. The CCOE's SMEs also contribute to the development of NATO policy. The CCOE edits a range of publications, including practical materials such as the CIMIC Handbook, and factsheets. Within the "US Civil Affairs Euro-NATO CIMIC Synchronization project", the CCOE works closely with US CA entities across Europe and the USA. The CCOE ensures that CIMIC-related aspects are appropriately included in NATO Cross-Cutting and emerging topics and in CIMIC-related products. For 2026 we expect a further dynamic in the field of interoperability between NATO and its partners and the conceptualization of NATO's MDO.



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COE WEBSITE

CLIMATE CHANGE AND SECURITY CENTRE OF EXCELLENCE (CCASCOE)



Mathieu BUSSIÈRES

DIRECTOR'S MESSAGE

The NATO Climate Change and Security Centre of Excellence (CCASCOE) exists to ensure that the Alliance is prepared for one of the most significant strategic challenges of our time. Climate change is already shaping the security environment, acting as a threat multiplier that places added stress on societies, infrastructures, and military operations.

Since our NATO accreditation in 2024, CCASCOE has grown rapidly, conducting research, training, and outreach that strengthen NATO's adaptation to a climate-changed world. Supported by twelve Sponsoring Nations, we are building a community of action that supports decision-makers with the knowledge and tools required to maintain operational effectiveness and resilience.

Looking forward, we will expand education and training, Fellowship Programme, and deepen contributions to NATO's doctrine and foresight. Our mission is to keep NATO relevant, ready, and resilient in an increasingly complex security environment.

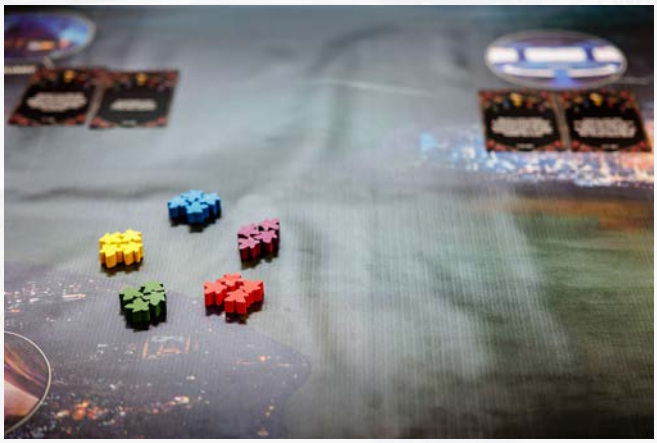
▸ Mission Statement

CCASCOE enhances NATO's ability to understand, anticipate, and respond to the security impacts of climate change. In line with NATO's Climate Change and Security Action Plan, we focus on awareness, adaptation, mitigation, and outreach. We deliver research, analysis, education, and engagement to integrate climate considerations into Allied defence planning and operations.

▸ Who We Are / What We Do

Located in Montréal, Canada, CCASCOE is a multinationally sponsored, NATO-accredited Centre of Excellence dedicated to the defence and security dimensions of climate change. Our activities address the four pillars of NATO's Climate Change and Security Action Plan:

- Awareness: Enhance knowledge and understanding of how climate change affects the security interests of NATO, Allies, partners, and the international community.
- Adaptation: Support adaptation and resilience in military operations, missions, and future operating environments.
- Mitigation: Contribute to mitigation efforts by sharing best practices to reduce the environmental and climate impact of the defence sector, while safeguarding operational effectiveness.





- Outreach and Engagement: Serve as a platform for cooperation and mutual exchange across NATO, Allies, partners, academia, industry, and civil society.

We act as a hub of expertise, combining science and military perspectives to produce practical solutions. From high-level summits and workshops to operational concept development, CCASCOE provides a unique platform where climate security knowledge is turned into capability.

▸ Vision

The CCASCOE will be an internationally recognized hub of expertise for military and civilian practitioners, working cooperatively to expand knowledge and capabilities in the field of CCS for the benefit of NATO, Allies, Partner Nations, other partners and the international community.

▸ Key Achievements

In its first full year of operations, the NATO Climate Change and Security Centre of Excellence (CCASCOE) has delivered tangible results across NATO's climate-security pillars. Our achievements and future priorities are reflected in five key areas of action:

- **Idea and Concept Exchange** - CCASCOE has become a trusted platform where innovative concepts are debated and developed. The Montreal Climate Security Summit in October 2024 brought together nearly 300 senior leaders and experts from defence,

government, academia, and industry. At the Munich Security Conference 2025, CCASCOE elevated NATO's climate-security agenda, highlighting the operational implications of a changing environment. Beyond convening, the Centre is advancing concept development with initiatives such as a climate-security wargame and the NATO Climate Security Glossary. Looking to 2026, we will continue to foster dialogue through foresight workshops, scenario-based experimentation, and new concept development tools.

- **Stakeholder Engagement** - Our network now connects more than 3,000 stakeholders, amplified by over 15,000 digital interactions during the Montreal Summit. In 2025, CCASCOE launched its first Fellowship Programme, attracting researchers and practitioners from across the Alliance. The Centre also advanced Arctic-focused work through multi-COE projects and technical workshops in La Spezia, Italy. In 2026, we will broaden cooperation with academia, civil society, and industry, while expanding targeted communication products, including a new podcasting platform, to ensure NATO audiences have accessible, cutting-edge insights on climate security.
- **Data Exploration** - CCASCOE is leveraging emerging tools such as Sentinel to transform climate data into operationally relevant insights. Research has focused on vulnerabilities in the High North and NATO's Eastern flank, addressing issues such as permafrost destabilisation, hazardous waste remobilisation, and critical infrastructure resilience. Our contributions to the Climate Change and Security Impact Assessment Report and the Strategic Foresight Analysis 2025 underscore our role in translating science into foresight. In 2026, CCASCOE will deepen its work on climate-intelligence integration, producing evidence-based studies to inform NATO planning and capability development.
- **Community Building** - Through events and working groups, CCASCOE has consolidated a resilient practitioner network. We actively supported the NATO Environmental Protection Working Group (EPWG), including co-chairing the Climate & Security Specialist Team. Staff participated in "Panels Away" in Ottawa (June 2025), presenting on NATO's Climate Action Plan pillars and strengthening doctrine and terminology work. We also issued the inaugural publication Advancing Climate Security Together and supported Project CASA's report Resilience, Readiness and Response, examining the military role in climate-induced disasters. In parallel, CCASCOE is nurturing the Climate Security Community of Practice (CS-COP) - a cross-sectoral platform for Allies, partners, and experts to exchange lessons learned and coordinate responses. In 2026, CCASCOE will expand its publication stream, including the CCASCOE Journal, and continue building interoperable communities of practice.
- **Climate Literacy and Training** - Education is central to CCASCOE's mission. In May 2025, we concluded the first official Climate Security and Defence Course at the Royal Military College Saint-Jean, Québec, welcoming 35 participants from 10 NATO nations and 7 Sponsoring Nations, representing perspectives from all five continents, including climate-vulnerable regions. Over four days, participants engaged with foundational climate science, geopolitics, and scenario-based wargaming, gaining practical tools to integrate climate-security into strategic planning. Earlier contributions included the NATO Climate Change and Security Course at the Naval Postgraduate School (Monterey) and a regional course in Quito, Ecuador. In 2026, CCASCOE will broaden its training portfolio, developing new courses, integrating serious gaming and digital modules, and embedding climate-security education within NATO's global programming.



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COE WEBSITE

COLD WEATHER OPERATIONS CENTRE OF EXCELLENCE (COE-CWO)

DIRECTOR'S MESSAGE



COL Vegard
FLOM

Throughout military history, the inability to operate effectively in extreme cold weather has decisively shaped the outcome of campaigns. Current geopolitical developments and the accelerating effects of climate change have increased strategic interest and security imperatives in regions where Cold Weather Capability is critical.

The Centre of Excellence Cold Weather Operations (COE-CWO) directly supports Supreme Allied Commander Transformation's strategic objectives. Among others; through the Heimdall Innovation Arena—an MDO-focused event—COE-CWO provides a testbed for autonomous systems and Emerging Disruptive Technologies in Arctic operations. The Centre contributes to the revision of NATO regional plans and develops Cold Weather Environment (CWE) capabilities within the NDPP framework, applying specialist expertise.

The biannual Cold Weather Operations Conference (CWOC) convenes NATO's cold weather community to address Arctic interoperability. Cold weather-capable forces achieve operational advantage through environmental mastery, situational understanding, and exploitation of tactical opportunities.Arctic interoperability. Cold weather-capable forces achieve operational advantage through environmental mastery, situational understanding, and exploitation of tactical opportunities.

Transitioning to a multinational centre, COE-CWO will continue to advance the Alliance's capacity to conduct sustained, high-intensity operations in one of the most demanding and lethal environments on earth.

▸ Mission Statement

COE-CWO will strengthen the Alliance's ability to conduct military operations in Cold Weather Environments, in close coordination with NATO Command Structure (NCS) and Allied Nations. The COE-CWO will provide subject matter expertise on the full spectrum of operations and transformation by serving as the principal CWO-advisor to SACT and SACEUR, within all pillars of the COE Program.



▸ Who We Are / What We Do

Cold Weather Operations demand more of warfighting organisations. The freezing temperatures and harsh weather conditions affect personnel, equipment and terrain variously within short timespans and distances. COE-CWO supports the Alliance, at all levels of command and in all domains, to understand these impacts in order to exploit possibilities and mitigate risks, and most importantly, to win the fight when needed.



▸ Vision

To be the recognized expert for the Alliance's Warfare Development in the field of CWO, the COE-CWO will utilise its expertise in the whole spectrum of the Alliances on-going and possible future operations. It will generate expertise by means of a well-developed network of military and civilian as well as national and international competence-units and -organisations, in order to continuously improve and be updated on all CWO related knowledge and developments.

▸ Key Achievements

The NATO Centre of Excellence Cold Weather Operations (COE-CWO) continues to demonstrate its recognized expertise across all four pillars of COE development. Through its 2025 Program of Work, COE-CWO has delivered a series of impactful contributions that align with SACT priorities and deepen the Alliance's understanding of how cold weather environments affect military operations.

Among its key achievements is its support to Ukraine, where COE-CWO has provided courses and expert guidance through a memorandum of understanding with the Ukrainian Military Academy. The delivery of multiple tactical and sub-tactical level courses and webinars has further reinforced its relevance.

COE-CWO has played a central role in initiatives such as establishment of the new "NATO in the North" course, jointly offered by the COE-CWO and Ted Stevens Center for Arctic Security Studies, and the development of innovation arena HEIMDALL. The COE-CWO also hosted the third Bi-annual Cold Weather Operations Conference (CWOC) with the theme "Interoperability in the Arctic", while also contributing to the NATO Defence Planning Process (NDPP) Step 2, ensuring Cold Weather Operations as a Cross-Domain Capability in the planning of minimum capability requirements and capability targets.

COE-CWO continues to support the Joint Warfare Centre (JWC) advisory teams and support JFC Norfolk. The COE-CWO reached a multinational milestone in 2025, with the inclusion of the United Kingdom as a voluntary contributing nation, underscores its growing influence and operational reach. The COE-CWO has started the formalized process to become a multinational COE according to MC 0685, revising the current MOU ending 1. June 2026.

Looking ahead to 2026, COE-CWO is focused on consolidating its position as NATO's clearinghouse for cold weather expertise. It will pursue formal recognition as both an International Military Organization and a Multinational COE. Continued development of the HEIMDALL initiative and integration of lessons learned from Ukraine will shape future doctrine and training. The Centre also aims to standardize definitions and terminology related to Cold Weather (CW) and Cold Weather Operations (CWO), ensuring coherence across NATO documents and planning. The "NATO in the North" course will remain a key strategic effort, and COE-CWO will begin the process of becoming an Accredited Education and Training Facility, further enhancing its ability to deliver high-quality instruction and support across the Alliance.

This trajectory reflects COE-CWO's commitment to advancing NATO's operational readiness in extreme environments and its role in shaping future capabilities through innovation, collaboration, and strategic foresight.









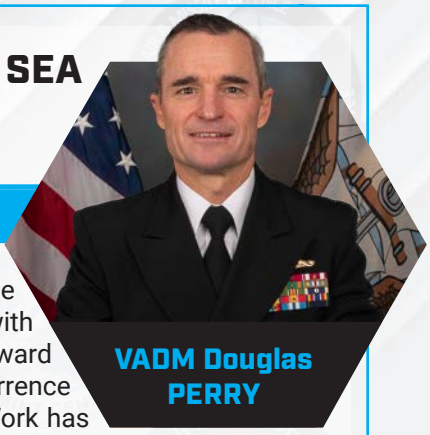
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COE WEBSITE

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



VADM Douglas PERRY

DIRECTOR'S MESSAGE

CJOS is the NATO COE devoted to developing Alliance Combined Joint Warfare Capability from the sea, while providing foresight and analysis on operational matters. Based in the US, and aligned with JFC Norfolk and US SECOND Fleet under my command, CJOS is dedicated to driving forward the Alliance's Warfare Development Agenda, in turn supporting the delivery of deterrence and defence in all domains from the maritime. Our ambitious 2026 Programme of Work has been designed to take practical steps to drive and enable greater interoperability among Allied forces, seek new concepts to exploit innovative technologies, and to focus on deepening our understanding of the maritime domain. We are committed to supporting our Sponsoring Nations and NATO commands by providing practical solutions that enhance their capabilities. If you have a challenge where we can make a difference, reach out, we're eager to help.

▸ Mission Statement

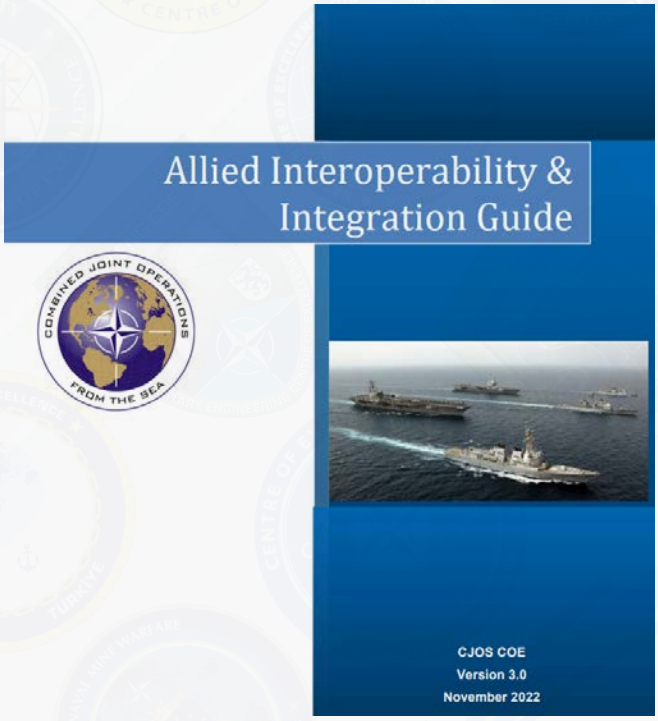
To support the Sponsoring Nations (SNs) and NATO in improving their ability to conduct Allied combined joint operations from the sea in order to counter current and emerging maritime global security challenges.

▸ Who We Are / What We Do

Established in 2006, CJOS COE is a small yet dynamic and well-connected Centre of Excellence, currently representing 11 NATO Sponsoring Nations, with the USA as the Framework Nation. The Centre is co-located with Allied Command Transformation (ACT), Joint Force Command Norfolk, U.S. SECOND Fleet, and other neighboring U.S. commands at Naval Support Activity Hampton Roads in Norfolk, Virginia. This unique positioning provides a significant advantage in supporting the enhancement of innovative capability development, warfighting effectiveness, and



interoperability across the maritime domain throughout the Alliance. CJOS COE also acts as a conceptual trans-Atlantic bridge for the Alliance Maritime Enterprise, providing a maritime focus for Alliance concept and warfare development whilst supporting maritime interoperability and integration initiatives.



▸ Vision

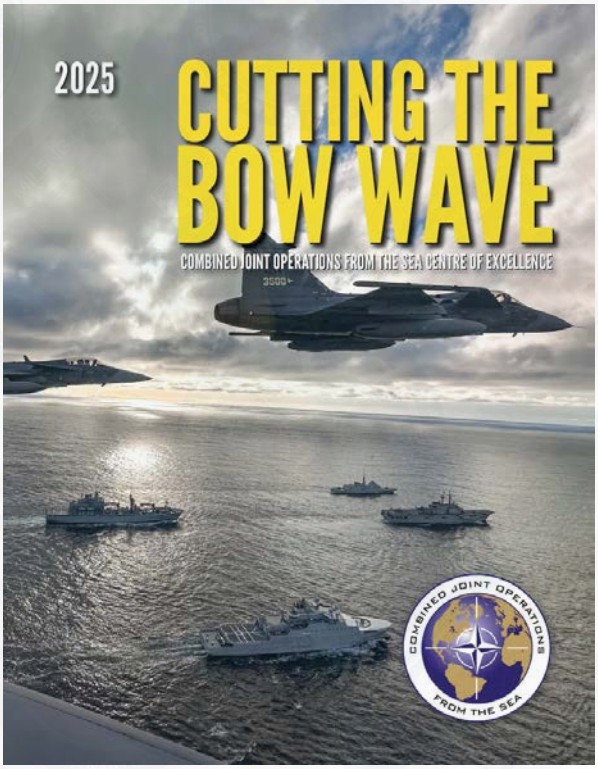
Working closely with partners and stakeholders from international militaries, governments, non-governmental agencies, industry, and academic communities of interest, CJOS COE aims to be the Alliance's source of expertise in the conduct of combined and joint operations from the maritime environment.

▸ Key Achievements

The CJOS COE Programme of Work (PoW) results from deliberate and extensive engagement with those we serve across the Alliance, including Sponsoring Nations, ACT, JFC Norfolk, MARCOM, and any others who require our support. At its core, the PoW aligns with key Alliance strategic directives, such as the Concept

for the Deterrence and Defence of the Euro-Atlantic Area, and the Warfare Development Agenda. Building on a consistent approach maintained over recent years, the PoW is currently structured around four main Lines of Effort:

1. Maritime Operations and Warfighting
    - Continue to be a primary contributor to concept development for the NATO Amphibious Leaders activities, helping drive forward the evolution of NATO amphibious concepts and capability development;
    - Chair, participate, and contribute to a variety of doctrine and lessons learned working groups – helping advance NATO's capabilities in the maritime environment and centred on the interoperability of forces and resources;
    - Support exercises – CJOS provides maritime subject matter experts to NATO, US and multinational exercises, including the STEADFAST series;
    - Provide lectures and briefs on maritime and NATO specific topics upon requests from NATO Command Structure, US Naval Forces, War Colleges and other civilian and military partners;
    - Chair the Maritime Operations Working Group responsible for updating much of maritime doctrine and standards, as well as introducing new concepts of maritime warfare.
2. Interoperability
    - Stewardship of the Allied Interoperability and Integration Guide; The guide reflects current best practices and operational standards to enhance coordination and interoperability among multinational naval forces;
    - Primary contributor to the ASW Barrier Smart Defence Initiative chairing the group responsible for concept and doctrine development.
3. Innovation and Experimentation
    - Provide doctrine, policy, research studies, and exercise analysis of Manned-Unmanned technologies in multiple areas of warfare, including maritime warfare and joint operations. Participation in REPMUS and DYNAMIC MESSENGER exercises;
    - Support projects related to the use of Maritime Unmanned Systems, AI, and computing to enhance operations in the Maritime Domain
    - Contribute directly to progressing NATO's Maritime Command, Control, Communications, Computers, Intelligence systems
4. Cognitive Superiority in the Maritime Domain
    - Produce the annual magazine "Cutting the Bow Wave", providing articles exploring a diverse range of topics related to the maritime domain;
    - Provide Maritime operations subject matter experts in Allied projects related to the High North and Arctic;
    - Annually host the Maritime Security Regimes Roundtable, bringing together key military, commercial and academic stakeholders to address key challenges in the maritime domain.



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COE WEBSITE

COMMAND AND CONTROL CENTRE OF EXCELLENCE (NATO C2COE)



COL Mietta GROENEVELD

DIRECTOR'S MESSAGE

NATO is on the verge of a significant transformation across the entire alliance, and it's all centered around Command and Control. I often begin my presentations with these words because not only is this true, but it is also crucial that this transformation starts now. The shift from joint to multi-domain operations requires military decision-makers to orchestrate across operational domains while synchronizing with civilian entities. Simultaneously, advancements in technology enable a data-centric approach, AI support, and global, seamless connectivity. This demands substantial changes in how we Command and Control within the Alliance. The NATO C2COE leverages networks of international experts to drive research, experimentation, evaluation, and analysis, providing allies and partners with the opportunity to strengthen their own C2 systems and align them with NATO.

▸ Mission Statement

We support NATO transformation with subject matter expertise on Command and Control, in close cooperation with nations and international institutions/organizations. C2 at the operational level is our primary interest, with a focus on C2 processes and structures (including connectivity), on information and knowledge management and on Human Factors (including leadership).

▸ Who We Are / What We Do

The Command and Control Centre of Excellence (NATO C2COE) in Utrecht, the Netherlands, is a dynamic organization committed to enhancing command and control (C2) mechanisms in support of Allied Command Transformation's mission. The NATO C2COE assists NATO nations and international organizations by providing expertise at the operational and higher tactical levels, aiming to catalyze change by motivating, encouraging, and stimulating necessary improvements.

By concentrating purely on these C2 aspects, the NATO C2COE is unique; no other NATO related organization focuses exclusively on the overarching joint function C2. It gains its expertise by assessing and evaluating C2 aspects during missions, exercises and experiments.

These assessments and insights from the real world on all aspects of C2 in a joint, interagency and combined environment are the basis for further analysis and peer-to-peer discussions. The final results support concept development and experimentation, doctrine and policy development, education and training, and requirements definition.





▸ Vision

NATO C2COE catalyses C2 by capturing, creating, assessing and distributing C2 knowledge. The joint and multinational capacity of NATO C2COE and its partners will lead to robust and applicable knowledge.

▸ 2025/2026

The Command and Control Centre of Excellence (NATO C2COE), located in Utrecht, the Netherlands, is a dynamic organization with a can-do mentality, committed to enhancing command and control mechanisms while also contributing to Allied Command Transformation's overarching mission. We support NATO, its member nations, and international institutions and organizations with expert knowledge on C2 at the operational and higher tactical levels. We see our support as a catalyst for change: motivating, encouraging, assisting, and stimulating necessary improvements. Our subject matter expertise brings relevant knowledge, experience, and perspectives directly to our customers and stakeholders.

The Centre continuously supports the Steadfast-Deterrence and Steadfast-Duel exercises, providing C2 subject matter expertise, recommendations, and lessons identified. Beyond exercises, the NATO C2COE regularly participates in international discussions and events, acting as a central hub for knowledge sharing and partnership building. Through keynote speeches, workshops, and presentations, we exchange ideas and expertise, showing our commitment

to advancing C2 by gathering, developing, evaluating, and sharing valuable insights.

We also organize in-house conferences on a wide range of Command and Control topics. Last year's Annual C2 Conference focused on the theme "Command & Control in the Digital Age: Accelerating NATO C2 Transformation to Deter in the Continuum of Competition." The event sparked discussions on the effective command of Multi-Domain Operations and how success depends on enhanced interoperability, standardization, and the urgent integration of change across people, processes, and technology.

As NATO operates in an increasingly contested, interconnected, and digitized global environment, maintaining Decision Advantage has become more critical than ever. The conference opened a deeper dialogue on how NATO can continue evolving its decision-making processes to remain both effective and agile in a rapidly changing landscape.

In addition to developing concepts and training personnel, the Centre maintains an active outreach role through its publications, including articles, studies, and papers, as well as through our recurring podcast series. We publish our own journal, the Annals of C2, a peer-reviewed military journal for papers on C2 in military operations and related disciplines. All editions can be found on our website.

In line with Global Programming, the NATO C2COE continues its role as Department Head for the Operations Planning, Operations Assessment and Alternative Analyses (OPOAAA) discipline. The Department Head assembles a discipline E&T programme and ensures that the requirements set are delivered in the most effective and efficient manner.

With the recent development and publication of various ADL courses and hybrid workshops, the Centre is ramping up its education and training capabilities with off-the-shelf products ready to be used by our partners. These new offerings include an extensive ADL module on "degrees of authority" and a (METT) workshop on an "Introduction to Command and Control" covering both current practices and future developments, which can be delivered in a hybrid format. We will continue to expand our portfolio to meet evolving needs.

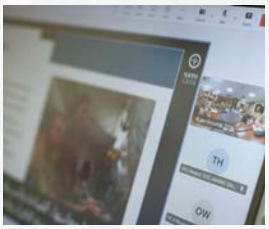
In recent years, the Centre has worked to strengthen relationships between academic scholars and military operational commanders. By creating an academic network, we bring these groups together to share ideas, research, and real-world experience, acting as a knowledge hub. Through conferences, workshops, and collaborative research initiatives, the network encourages closer cooperation, leading to tangible outputs and direct applicability. The first Letters of Cooperation with various entities have been signed, with more agreements expected soon. These partnerships mark an important step in building a community of practice, and the Centre remains committed to expanding this network and deepening collaboration.

As part of the NATO Cross-Domain Command Concept team, we are supporting NATO in the effective conduct of Multi-Domain Operations. Moving towards a Cross-Domain Command approach will require a fundamental change in mindset and organizational culture, with less emphasis on control and a greater focus on orchestrating military activities. At the NATO C2COE, we are able to steer that discussion and will continue to do so. The development of this concept represents a significant step forward for the Alliance's overall Warfare Development Agenda, as set by NATO ACT.

The Centre is currently exploring growth opportunities, starting with the implementation of an adaptive HR plan. This plan enables the NATO C2COE to establish civilian positions and attract experienced retired officers, allowing for more focused management of specific topics within the Programme of Work.

Looking ahead, the NATO C2COE will continue to support NATO by encouraging innovation and collaboration in Command and Control. We will focus on practical solutions, new technologies, and strong partnerships to help NATO face current and future challenges. Our goal remains to assist decision-makers and improve how the Alliance operates to keep it secure and effective.

For more information, visit c2coe.org and follow us on our social media channels.





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



RADM Christian Walter MEYER

DIRECTOR'S MESSAGE

Confined and shallow waters (CSW) remain highly important to global security and economy-related processes. Influencing close to all facets of global life—transportation, trade, food supply chains, and more—these waters are interwoven with a complex web of interdependencies and competing interests, marked by dense human activities, critical infrastructure, and challenging environmental conditions. Consequently, a wide array of factors shape and complicate maritime endeavours, whether civilian or military.

In response to these challenges, COE CSW supports NATO's mission and interoperability by drawing on expertise gained through a wide spectrum of projects. Closely aligned with the newest emerging threats and maritime developments, COE CSW work spans warfare capability development, training programs, operational maritime law, and strategic decision-making support.

With the maritime domain presenting evolving demands, COE CSW remains committed to providing focused support to NATO throughout 2026.

▸ Mission Statement

The COE CSW mission is to provide joint and combined subject matter expertise in the range of operations in CSW in order to support the Alliance, our participating nations and other customers thus contributing to NATO transformation and enhancing the interoperability amongst the allies and partners.

▸ Who We Are / What We Do

The COE CSW was established in 2007 and accredited by NATO in 2009. Drawing upon navies' experiences in confined and shallow waters operations, bringing together this unique expertise from different nations and thus creating synergy in a relevant field of competence is an excellent way to advance NATO's 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 to support transformation in general, and warfare capability development in particular.





▸ Vision

As the very hub of knowledge, the COE CSW is recognised as an essential provider of competence and a tangible supporter to the Alliance, the participating nations, and other customers.

We are an indispensable element of NATO Transformation by generating synergies and sharing best practices in a multinational environment.

We are playing the key role in advancing the joint and combined understanding of specific challenges related to operations in CSW, as well as in driving forward the development of high standard warfare capabilities and skills.

▸ 2025/2026

Working in a range of NATO Working Groups, partly in leading positions, e.g. the Maritime Operations WG (MAROPS WG), the Allied Joint Operational Doctrine WG (AJOD WG), Force Protection WG (FP WG); Counter-Improvised Explosive Devices Working Group (C-IED WG), NATO Electronic Warfare WG (NEWWG), Naval Mine Warfare Working Group (NMWWG), NATO Joint Capability Group Unmanned Aerial Systems (JCGUAS), NATO Counter-Unmanned Aircraft Systems WG (C-UAS WG); acting as official liaison between AJOD WG and MAROPS WG;

- Promoting global Maritime Security by organising side events within the Munich Security Conference (MSC) and through related project work;
- Contributing to ACT's Smart Defence Initiative (SD 1.1271) Deployable ASW Barrier Operations;
- Supporting the implementation of NATO Maritime Synthetic Collective Training, incl. the implementation of exercise DYNAMIC MIRAGE;
- Advocating the crucial role of the Electro Magnetic Spectrum (EMS) in maritime operations, supporting MARCOM and custodians in developing respective publications and fostering experimentation, education and training;
- Supporting the NATO Maritime Unmanned Systems (MUS) Initiative as part of the Staff Advisory Groups (SAG) inside the Steering Board;
- Co-Sponsoring the NATO´s Industrial Advisory Group (NIAG) study on "Industrial perspective on NATO's military digital underwater communications capability and new fields of applications";
- Offering a computer-assisted wargaming capability to train maritime staffs at the tactical level and to support concept- and warfare development in an analytical context;
- Supporting the series of Robotic Experimentation and Prototyping Exercise augmented by Maritime Unmanned Systems (REPMUS) and the Dynamic Messenger series;
- Supporting NATO Operational Experimentation related to MUS, (e.g. Taskforce X);
- Continuing a Critical Maritime Infrastructure Protection (CMIP) Exercise series (RUBIKON) focussing on cross-national and cross-directory governance issues, in cooperation with the European Defence Agency (EDA) and participating nations;
- Fostering Maritime Situational Awareness from Seabed-to-Space by developing a prototype Multi Sensor Data Fusion Cell, fusing seabed-, surface- and space-data for improved threat detection in confined and shallow waters;
- Fostering a common understanding and the development of Operational Maritime Law, notably through respective workshops and conferences with global participation.
- Development and conduct of lecturing programmes in support of NATO Courses.



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COOPERATIVE CYBER DEFENCE CENTRE OF EXCELLENCE (CCDCOE)





DIRECTOR'S MESSAGE

MR Tõnis SAAR

In cyberspace, we are in daily contact with adversaries – even without open conflict. The scale and sophistication of threats continue to grow, creating an ever-increasing demand for expertise, training, and cooperation. NATO CCDCOE exists to meet this challenge. By uniting 39 nations, the Centre harnesses diverse knowledge to strengthen collective resilience and help NATO and its partners stay ahead of evolving threats.

Our strategic focus is increasingly on supporting capability development to integrate cyber domain considerations into joint and multi-domain operations, reflecting its inseparability from land, air, maritime, and space. Deterrence is vital, and we are expanding our analysis of how it can be applied best in cyberspace. To stay ahead of adversaries, it must also be acknowledged that the cyber domain needs stronger and more sustained investment.

I thank our member nations for their strong commitment, and the many experts whose invaluable contributions ensure the Centre's products and services remain current and relevant in the face of fast-evolving threats.

▸ Mission Statement

The mission of the NATO CCDCOE is to enhance the cooperative cyber defence capability of NATO and its partners in order to support NATO's military transformation, the Sponsoring Nations, Contributing Participants, and other Customers, thus improving the Alliance's interoperability and cooperative cyber defence.

▸ Who We Are / What We Do

The NATO CCDCOE is the leading dedicated hub for NATO allies and like-minded nations to jointly raise their cyber defence capabilities. The heart of the Centre is a diverse array of international experts from military, governmental, academic, and industrial backgrounds, currently representing 39 member nations from across the globe. The Centre provides valuable expertise on cyber defence across strategic, legal, operational, and technical realms. It conducts research, delivers training and exercises, and develops doctrines, standards, and concepts to support and strengthen collective cyber resilience.



The NATO CCDCOE focuses on strengthening national cyber capabilities in five key areas: conducting cyberspace operations within a common framework, integrating cyber considerations into joint and multi-domain operations, enabling multinational cyber operations, coordinating military-civilian cyber activities, and fostering public–private partnerships in cyber defence.



▸ Vision

The CCDCOE envisions being the leading catalyst for resilient and informed cyber defence across NATO and its nations—delivering strategic policy advice, advancing whole-of-government cooperation and multi-domain operations, shaping cyber deterrence, and driving innovation through legal, operational, and technical excellence. We aim to enhance situational awareness, foster collaboration with academia and industry, and remain a visible, trusted centre of expertise in global cyber security.

▸ 2025/2026

In 2025, NATO CCDCOE's subject matter experts contributed to the development and delivery of a wide range of products and services.

Exercises

The Centre organised two flagship cyber exercises. Locked Shields 2025, marking its 15th anniversary, brought together more than 40 nations and 4,000 participants. Through realistic scenarios and cutting-edge technologies, the exercise challenged teams to defend critical infrastructure and national IT systems against simulated large-scale cyberattacks, testing not only technical expertise but also participants' technical, legal, strategic, and communication responses.

Crossed Swords 2025 engaged over 200 participants from more than 40 nations, developing offensive and defensive cyber operations skills. In addition to cyber warfare training, the exercise promoted the development of multi-domain operational competencies and other cyberspace-related skills, such as psychological warfare operations, legal perspectives and cooperation with Special Operation Forces.

Additionally, the Centre has continued to support a range of cyber related exercises, including NATO's Cyber Coalition, the Steadfast series, CWIX and Loyal Leda, as well as international exercises such as Allied Power Exercise and Amber Mist.

Education & Training

In 2025, the Centre continued to deliver high-level training and individual education in support of the Sponsoring Nations, Contributing Participants, and NATO. The Centre's training portfolio includes 10 courses and 16 e-learning modules covering technical, legal, and operational areas within cyberspace. Three of these courses are NATO-approved.

Training solutions continue to evolve to meet stakeholder needs, with 2025 highlights including the introduction of the new Cyber Intelligence Course for practitioners. Over the year, the Centre conducted 24 residential and mobile courses for nearly 600 participants and 16 online courses for approximately 8,000 students.

Research

The 17th iteration of the Centre's flagship conference on cyber conflicts CyCon, themed "The Next Step," gathered over 650 global experts and decision-makers to discuss the latest research and developments in cyber conflict, deepening understanding of current and emerging threats. The next conference, "Securing Tomorrow," will be held in Tallinn on 26–29 May 2025.

At CyCon, CCDCOE launched the second edition of the Cyber Commander's Handbook, which bridges the gap from the strategic to the operational perspectives of cyberspace. Intended as a practical guide, the Handbook has been developed to support commanders and decision-makers in understanding, integrating, and employing cyber capabilities.

Highlights of 2025 research also include the publication of The Handbook on Developing a National Position on International Law and Cyber Activities: A Practical Guide for States. The Handbook provides a structured approach for states to develop or review national positions, fostering greater legal clarity, predictability, and stability in cyberspace.

Concepts, Doctrines, Standards

As custodian for Allied Joint Doctrine 3.20 for Cyberspace Operations, CCDCOE led the doctrinal review process in 2025, with a goal to complete the second study draft at the end of the year. In 2026, as a part of NATO's doctrinal review cycle, AJP 3.20 is expected to be ratified, promulgated and implemented by the appropriate NATO authorities.

For full details, including publications and training opportunities, visit www.ccdcoe.org.

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



COL JAVIER SANZ MALDONADO

DIRECTOR'S MESSAGE

Improvised Explosive Devices (IEDs) remain a persistent and evolving threat to the Alliance. No longer limited to violent extremist groups, they are increasingly employed by hybrid and state-supported actors, incorporating technologies such as unmanned aerial systems, autonomous platforms, and cyber enablers. Once seen as a tactical hazard, IEDs have become instruments of strategic disruption across multiple domains.

The C-IED COE continues to be a vital contributor to NATO's transformation, providing expertise to Sponsoring Nations and the Alliance. The Centre ensures commanders, planners, and operators can integrate C-IED approaches into NATO's Multi-Domain Operations, aligning with Allied Command Transformation's imperatives: shaping how NATO fights, delivering interoperable capabilities, and analyzing future threats through evidence-based foresight.

Looking forward, the C-IED COE faces the dual challenge of sustaining focus on the enduring IED threat while adapting its methods to wider hybrid challenges, including improvised weapons, unmanned systems, and cognitive warfare. Through analysis, concept development, training, and capacity building, the Centre will remain a proactive, adaptive, and integrated capability, safeguarding NATO against evolving threats.

▸ Mission Statement

To provide subject matter expertise in order to support the International Community in the fight against the IED system and to co-operate to increase the security of Allied Nations and all troops deployed in theaters of operations by reducing or eliminating the threat posed by the use of improvised explosive devices by non-state actors, terrorists and/or insurgents networks.

▸ Who We Are / What We Do

The Counter-Improvised Explosive Devices Centre of Excellence (C-IED COE) exists to provide NATO and its partners with unique expertise to counter one of the most adaptive and persistent threats of modern conflict. As the accepted venue for all C-IED issues within NATO's area of interest, the Centre delivers knowledge, tools, and solutions that bridge the tactical, operational, and strategic levels.

Our mission is structured around three pillars: Attack the Network, which focuses on disrupting adversary human and technical systems; Defeat the Device, centered on technological innovation and technical exploitation; and Prepare the Force, ensuring NATO and partner forces are trained, educated, and ready to face evolving threats.

With a multinational staff of over 60, including more than 40 subject matter experts from 13 nations across armed forces, law enforcement, and intelligence, the C-IED COE provides a distinctive, integrated capability that enhances NATO's resilience and operational effectiveness.

▸ Vision

To serve as the global center of excellence for all Counter-IED matters, empowering the international community to effectively counter improvised explosive systems through advanced technologies, strategic coordination, and innovative tools.



▸ 2025/2026

Support to Concepts, Doctrine and Standardization Development

- Custodianship for STANAG 2294, STANAG 2295.
- Support to the NATO Technical Exploitation Concept development and the NATO Technical Exploitation Group.
- Support Partner Nations in their C-IED doctrine development process.
- Support to NATO Defense Against Terrorism Program of Work (DAT POW).
- Support the NATO Warfighting Capstone Concept.
- Support the NATO C-UAS POW under Air and Missile Defense Committee.
- Support to NATO Human Network Analysis in support of Targeting (HNAT) development.
- Support the NATO Intelligence Community, led by NATO HQ JISD, with doctrinal and concept developments.
- Contribute to NATO Science & Technology



Organization activities in Cognitive Warfare, NATO Industrial Advisory Group NIAG, NATO Concept for Cognitive Warfare.

Support to Lessons Learned and Analysis Activities

- Act as C-IED Community of Interest content manager on NATO Lessons Learned Portal (NLLP).
- Maintain and improve C-IED Lessons Learned process and conduct a Lessons Learned workshop.
- Supervise the "out-of-the-theatre C-IED Lessons Learned process" and incorporate results of TTP analysis and LL in NATO training activities/solutions.
- Conduct technical and intelligence analysis in support of C-IED Community of Interest.
- Conduct a conference/main event for the C-IED community of interest.

Support to Technologies, Experiments and Information Management

- Assess technological developments to defeat the IED system.
- Analyze current and emerging IED trends to identify potential solutions.
- Support C-IED enablers' concept of employment development and technical exploitation.
- Provide technical advice on explosive threat and C-IED technologies.
- Support NATO initiatives and work strands (RTO SCI 243, SCI 233, SCI 256).
- Collaborate with NATO Science & Technology Organization.
- Collaborate with other organizations in R&D projects as industries and universities.
- Develop and maintain a C-IED Equipment Database.
- Continue supporting the development of the Technical Exploitation in Water Environment area.

Support to Education & Individual Training

- Department Head for C-IED training within NATO;
- Develop, conduct and support courses in collaboration with NATO and other organizations;
- Promote the use of the approved standardized C-IED Common Training Model (CCTM) for partner training;
- Organize C-IED courses in support for partners (Defense Capacity Building activities and C-IED related Mobile Training and Advisory Teams);
- Conduct Senior Leadership Seminars and/or Engagement (SLS & SLE) for NATO;
- Develop Advanced Distributed Learning (ADL) tools in support of C-IED and courses;
- Support development electronic Military Training and Exercise Program (E-MTEP), support and maintain Education & Training Opportunities Catalogue (ETOC) and Partnership Real-time Information, Management and Exchange System (ePRIME).



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NATO COUNTER INTELLIGENCE CENTRE OF EXCELLENCE (NATO CI COE)



COL Michal FORGÁCH

DIRECTOR'S MESSAGE

The current security environment requires intensified efforts from NATO, alongside the development of robust national defence capabilities to counter aggression. While counter-intelligence remains primarily a national responsibility, the Alliance must continue to implement new and updated procedures, policies, and training to ensure coherence and operational readiness across its structures.

The NATO Counter Intelligence Centre of Excellence remains a key stakeholder in defending against the hostile activities of adversarial intelligence services. Through its contributions across all four NATO transformation pillars, the Centre provides substantial operational support and plays a vital role in shaping the future of counter-intelligence within NATO structures.
The effectiveness of counter-intelligence is essential to NATO's risk management framework and directly informs commanders' decisions in defending against threats such as terrorism, espionage, sabotage, and subversion.

Looking ahead, NATO CI COE with help and support of contributing nation and NATO stakeholders, will adopt to new security challenges, operational needs and stay a strong pillar for counter-intelligence in NATO.

▸ Mission Statement

The mission of the NATO Counter Intelligence Centre of Excellence is to expand the capabilities of the Alliance and its Member States by providing comprehensive expertise in the field of counter-intelligence.

▸ Who We Are / What We Do

Established in 2015 and headquartered in Kraków, the NATO CI COE operates with the support of eleven sponsoring nations: Croatia, Czech Republic, Germany, Hungary, Italy, Lithuania, Poland, Romania, Slovakia, Slovenia, and the United States. Its multinational structure is reinforced by modern, multifunctional facilities in Kraków (Poland) and Lešť (Slovakia), and a team of experienced experts.

The Centre serves as a strategic force multiplier for NATO's counter-intelligence efforts across operations, exercises, policies, and concepts. It functions as a focal point for addressing complex and emerging threats.



While counter-intelligence remains a national responsibility outside contingencies, the CI COE reflects NATO's commitment to providing expert resources and support to the wider CI community. Its evolving portfolio responds to member nations' needs, ensuring operational effectiveness in a dynamic security environment.

▸ Vision

The vision of the NATO CI COE is to act as a catalyst for NATO adaption and operations by supporting the development, promotion, and implementation of new policies, concepts, strategies, and doctrine that transform and enhance NATO counter-intelligence capabilities and interoperability.

▸ 2025/2026

The NATO Counter Intelligence Centre of Excellence consistently fulfils its mission across the four strategic pillars of NATO's COE framework.

Education and Training

The NATO Counter Intelligence Centre of Excellence is a NATO-accredited education and training facility, formally recognized through the Quality Assurance process of Allied Command Transformation (ACT). It delivers advanced, in-residence counter-intelligence courses at its premises in Kraków (Poland) and Lešť (Slovakia), with all programmes subject to ACT's structured approval procedures. Its educational portfolio includes eight NATO courses.

Training is also delivered through Mobile Education and Training Teams (METTs), seminars, and tailored modules upon request from NATO nations. The Centre conducts pre-deployment briefings for Forward Land Forces stationed on NATO's eastern flank, as well as for military and civilian personnel preparing for assignments in military diplomacy through its Defence Attaché seminar.

The CI COE provides expert support to NATO's counter-intelligence exercise STEADFAST INTEREST and maintains active cooperation with other intelligence-focused COEs and NATO CI entities to address emerging challenges. As the ACT-appointed Department Head for Counter-Intelligence, the Centre coordinates and executes its responsibilities across the annual Global Programming cycle, ensuring strategic alignment with NATO's education and training priorities.

Doctrine & Standardization

The CI COE serves as custodian of two key NATO publications:

- AJP-2.2 Counter-Intelligence and Security.
- AIntP-19 CI Tactics, Techniques, and Procedures.

These documents form the doctrinal foundation for CI operations in NATO-led missions and provide essential guidance for planning and execution in complex operational environments.

The Centre actively contributes to NATO's doctrinal development by offering expert input, compliance guidance, and assessments. It maintains close cooperation with adjacent disciplines such as Security, Force Protection, and Human Intelligence to ensure doctrinal coherence and operational consistency.

Analysis & Lessons Learned

The CI COE enhances NATO and national CI capabilities by collecting, analysing, and sharing lessons learned, best practices, and operational insights. It supports training and exercises, responds to member state requests, and maintains a repository of CI knowledge in cooperation with the Joint Analysis and Lessons Learned Centre (JALLC).

To broaden access to foundational CI education, the Centre offers an online Counter-Intelligence Awareness Course — a dual-badge product developed with ACCI and coordinated with the NATO Office of Security. Hosted on JADL, NSO, and CI COE platforms, the course is available to a wide NATO audience.

Concept Development & Experimentation

The CI COE identifies emerging challenges in the counter-intelligence domain and develops innovative solutions to address capability gaps. Outcomes include doctrinal updates, new training modules, and enhancements to lessons learned frameworks.

The Centre coordinates national and international CD&E initiatives to optimize resources and ensure strategic alignment with NATO's transformation goals. Its CD&E Branch continuously delivers CI-related products and services for NATO, member states, and affiliated stakeholders, supporting Alliance-wide interoperability and resilience.



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



COL Orlin NIKOLOV, PHD

DIRECTOR'S MESSAGE

In 2025, we commemorate a remarkable decade, marked by transformative achievements and sustained excellence. As an opportunity to reflect on what's been accomplished I would like to honour and highly appraise every individual, both co-workers and partners, who has contributed to shaping our Centre into what it is today.

Over the years, the CMDR COE has earned international recognition not only as a centre of expertise in crisis management and disaster response but also as a hub for innovation, knowledge exchange, and best practices within the CMDR domain. The Centre has forged excellent partnerships and cooperation with key NATO and EU bodies, institutions, and agencies. Its growing influence reflects in two milestones recently - appointment as Department Head for the Business Continuity Management discipline and for the Information and Knowledge Management discipline.

Looking back to the path we have walked through, I am convinced that CMDR COE will continue to develop successfully and enlarge its importance in the domain of crisis management and disaster response.



► Mission Statement

The mission of the CMDR COE is to act as a catalyst for the enhancement of NATO, Allied, and Partner capabilities in crisis and disaster response by fostering collaborative partnerships, delivering innovative solutions, and sharing expertise across the Alliance and with Partners.

► Who We Are / What We Do

CMDR COE delivers tailor-made education and expert support for senior military and civilian leaders, deploying mobile and training solutions and subject-matter experts to national and multinational units engaged in crisis management and disaster response. Current priorities include curricula and critical-thinking development in Crisis and Disaster Management; Environmental Risks; Climate Change and Security; Resilience through Preparedness; Building Integrity; Modelling & Simulation; AI Technical Architecture for Decision-Makers; Joint Operations Planning; and Gender Focal Points.

The Centre's Operations Laboratory advances software and hardware standards for NATO, Allies, and Partners, creating and validating disaster-response scenarios. By applying rigorous modelling with accurate inputs (weather, terrain, obstacles), it produces simulations that visualize impacts, strengthening decision-making, planning, and emergency-plan assessment. CMDR COE also leads doctrine standardization, curriculum development, and training synchronization across NATO, promoting a forward-looking exchange of best practices and enabling cohesive continuity operations that safeguard critical functions during crises.

► Vision

CMDR COE's vision is to be a trusted, highly respected hub that advances CMDR capabilities across NATO, Allied nations, and partners. The Centre bridges military-civilian communities to foster a balanced, whole-of-society approach to preparedness,



response, and recovery. Through standardization, interoperable doctrine, and shared learning, it strengthens collaboration, coordination, and intelligent resource allocation in crises. Embracing innovation, data-informed analysis, modelling and simulation, and evidence-based education, it cultivates critical thinking and resilient leadership. Guided by a comprehensive, multi-domain perspective, the Centre drives progress in both research and practice, elevating readiness and accelerating effective crisis management.

► 2025/2026

The CMDR COE advanced its dual mission in 2025—delivering high-value education and training while maturing concepts,



experimentation, and research—underscored by its role as NATO Department Head for Business Continuity Management (BCM) and Information & Knowledge Management (IKM). Across NATO's operational sphere, the Centre executed tailored engagements: a crisis-management module at the Baltic Defence College (Estonia); Exercise Resolute Saviour 2025 in Moldova, a full-spectrum flood-response simulation emphasizing interagency coordination; a strategic operations-planning course in Addis Ababa at the African Union's request to strengthen peacekeeping planning; and a NATO-aligned Crisis Management course in Kuwait City to enhance civil–military cooperation. The Centre sustained Defence Capacity Building support to Jordan with four events that reinforced the National Centre for Security and Crisis Management's modelling and simulation competencies and will conduct a CMDR and cross-cutting topics workshop in Rabat, Morocco, in late November.

Aligned with NATO's Layered Resilience initiative, CMDR COE participated in multiple thematic working groups and hosted the Layered Resilience Concept validation event in September with Allied Command Transformation and key stakeholders. The Centre deepened its science-and-technology contribution by launching a three-year NATO STO project (MSG-235) on space-weather data processing to correlate solar phenomena with terrestrial effects using AI and machine learning, informing resilience models and operational planning. Operational readiness remained central: CMDR COE co-organized the 20th NATO Emergency Management Exercise with the EADRCC and Bulgaria's Ministry of Interior, testing multinational coordination during complex emergencies, and supported the Multi-Domain Operations of SOF Conference. It also launched a course on the cognitive dimension of modern conflict, examining how perception, decision-making, and information are targeted within hybrid threat environments.

Throughout 2025, the Operations Laboratory advanced software and hardware standards, high-fidelity scenario design, and rigorous modelling and simulation. By feeding accurate inputs—weather, terrain, obstacles, and constraints—into mathematical models, the Centre generated virtual visualizations that sharpen decision support, stress-test procedures, and improve the assessment of emergency plans. This practical engine translates academic rigor into operational utility, spinning mature technologies into tools that responders can employ before, during, and after crises. Complementary efforts in doctrine standardization, curriculum development, and training synchronization foster interoperability and continuity of critical functions across NATO, Allies, and Partners.

Collectively, these activities strengthened preparedness across natural hazards, technological incidents, and complex humanitarian scenarios. Through targeted Programmes of Work, CMDR COE equips senior leaders and mixed civil–military teams with shared frameworks, validated scenarios, and interoperable practices—helping institutions refine capabilities, accelerate coordinated action, and protect communities under stress.

For more information, you can visit our website (cmdrcoe.org) and download the CMDR COE Customer Catalogue of Service.







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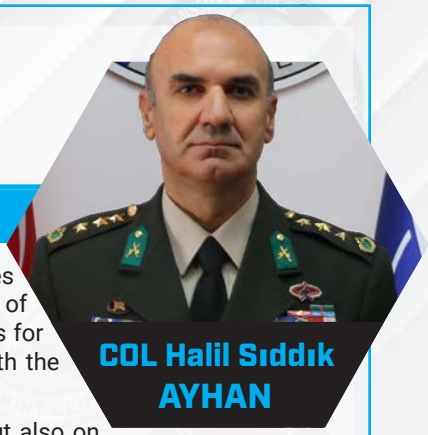
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NATO CENTRE OF EXCELLENCE
DEFENCE AGAINST TERRORISM (COE-DAT)

DIRECTOR'S MESSAGE



COL Halil Sıddık AYHAN

The Centre of Excellence Defence Against Terrorism (COE-DAT) continues to stand at the forefront of NATO's efforts to address the evolving threat of terrorism. As terrorism becomes increasingly complex and adaptive, so too must our strategies for countering it. At COE-DAT, we remain steadfast in our mission to provide decision-makers with the expertise needed to anticipate, prevent, and respond to emerging terrorist threats.

In 2026, COE-DAT's focus will not only be on the immediate challenges posed by terrorism but also on the long-term transformation required to maintain security and stability in a rapidly changing world. By fostering collaboration across NATO and Partner Nations, as well as with academic and civilian institutions, we aim to develop innovative solutions that enhance military effectiveness and interoperability.

Our commitment to research, education, and training is stronger than ever. Through our courses, workshops, and seminars, we are dedicated to enhancing the knowledge base of military and civilian leaders, while also contributing to the development of key doctrines and concepts within the field of counter-terrorism. In particular, our work on lessons learned ensures that NATO and its partners can rapidly adapt to an evolving threat environment.

I invite you to engage with COE-DAT in the year ahead. Together, through collaboration and shared expertise, we can remain resilient and proactive in the face of terrorism, ensuring the safety and security of our nations and citizens.

▸ Mission Statement

COE-DAT provides key decision-makers with a comprehensive understanding to Terrorism and Counter Terrorism challenges, in order to support NATO's and Nations of interest transformation to meet future security challenges. This transformation is embedded into NATO's three declared core tasks of deterrence and defence, crisis prevention and management, and cooperative security.

▸ Who We Are / What We Do

The Centre of Excellence Defence Against Terrorism (COE-DAT) is a NATO-accredited, multinational organization, comprising contributions from seven NATO member nations: Albania, Germany, Hungary, Italy, Romania, Türkiye and the United States. COE-DAT serves as NATO's focal point for counter-terrorism (CT) expertise, fostering collaboration with academia, think tanks, international organizations, and other Centres of Excellence

As a key contributor to NATO's Long-Term Military Transformation, COE-DAT focuses on capacity building to address terrorism threats in all forms. Its mission encompasses research, training, and concept development, delivering specialized guidance and advisory support on Defence Against Terrorism (DAT) to NATO, Partner Nations, and allied organizations.

COE-DAT consistently contributes to CT doctrine and policy framework development, promoting innovative solutions to counter emerging terrorism trends and asymmetric threats. Through a demand driven Education and Training program, COE-DAT contributes to enhancing interoperability and strengthening CT capabilities across the Alliance and with NATO Partner Nations.

The Centre's ability to offer a holistic, multidisciplinary approach to terrorism ensures that it remains at the forefront of NATO's efforts to mitigate and counter global security threats. COE-DAT's work directly impacts NATO's readiness



and resilience by shaping doctrine, providing subject-matter expertise, and facilitating international collaboration aimed at addressing both conventional and unconventional forms of terrorism.

▸ Vision

An internationally recognized and respected resource for Defence Against Terrorism expertise for NATO, the hub of a wide network of international military, government, non-government, industry and academic communities of interest.

▸ 2025/2026

2025 Major Contributions

2025 was a productive year for COE-DAT with significant contributions to NATO's CT efforts. Some highlights are listed below, while detailed outputs can be accessed at www.coedat.nato.int:

- Hosted the Long Range Planning Conference (Online) and the Annual CT Discipline Conference, bringing together key stakeholders to address NATO's counter-terrorism education and training priorities;
- Organized specialized workshops and seminars, including the Gender in Terrorism/Counter Terrorism Workshop, the NATO SOF Roles in Counter Terrorism/ Crises Response Seminar, the Training Needs Analysis Workshop (Online), and the Adapting NATO CT Strategy



in a Multi-Domain Operational Context Workshop;

- Delivered multiple NATO-approved courses, including Defence Against Terrorism, Terrorist Use of Weapons of Mass Destruction, CT/Attack the Network (Online), Efficient Crisis Management to Mitigate the Effects of Terrorist Activities, Basic Critical Infrastructure Security and Resilience Against Terrorist Attacks, Terrorist Use of Cyber Space in General Terms, and Border Security, Refugees, and Counter Terrorism;
- Conducted the annual Terrorism Experts Conference (TEC) and DAT Executive Level Seminar (15–16 October 2025), addressing NATO's current CT/DAT priorities;
- Continued long-term research projects, including the Strategic Level Terrorism Exercise Scenario Development, Future Trends in T/CT (NATO FOE), Climate Change and Terrorism, Emerging Disruptive Technologies in CT, and NATO's Regional CT Challenges: Sahel;
- Executed Mobile Education and Training Team (METT) activities, including the Advanced Critical Infrastructure Security and Resilience Against Terrorist Attacks course (Bosnia-Herzegovina) and the Defence Against Suicide Attacks course (Kuwait);
- Advanced NATO e-learning by initiating the New ADL 146 CT Awareness Course Development and updating the ADL 165 CT Course.
- Produced and published COE-DAT podcast episodes featuring distinguished experts from NATO, the UN, and academia on topics including international organizations in counter-terrorism, gender perspectives, socio-economic and psychological factors in CT measures;
- Participated in the Steadfast Dagger 2025.

2026 Major Work Items

Looking ahead, COE-DAT will continue to expand its support to NATO by delivering high-quality education, research, and doctrine development. Planned highlights for 2026 include:

Department Head for Counter-terrorism

- Terrorism Experts Conference (14-15 October 2026);
- Annual CT Discipline Conference;
- COE-DAT podcast series;
- Participation in Steadfast Dagger 2026.

Education & Training

- Continuation of NATO-approved residential and online courses [Basic Critical Infrastructure Security and Resilience Against Terrorist Attacks, Defence Against Terrorism, Fighting the Financial Dimensions of CT, Terrorist Use of Cyber Space in General Terms, Terrorism and Media (Online), Efficient CM to Mitigate the Effects of Terrorist Activities, Legal Aspects of CT, CT/Attack the Network (Online), Border Security, Refugees, and Counter Terrorism];
- Pilot Course (under development, not yet NATO-approved): Human Security from Gendered Perspective and Child Protection in Counter-Terrorism (Online)
- Mobile Education and Training Teams (METTs) [Basic Critical Infrastructure Security and Resilience Against Terrorist Attacks (Kuwait and Moldova), Advanced Critical Infrastructure Security and Resilience Against Terrorist Attacks (Germany)];
- New iterations of the ADL CT Course Development: Dimensions of Counter Terrorism.

Transformation (Concept and Doctrine Development)

- Research project on: Impact of Terrorism on the Human Security Domain and Relationships Between Hybrid Warfare and Terrorism;
- Publication of the Defence Against Terrorism Review (DATR) e-journal.

Knowledge (Analysis and Lessons Learned)

- Research project on: Comprehensive Strategies for Counterterrorism in NATO and NATO's Future Challenges in Technology and CT: Autonomous Battlefield.

The complete calendar of COE-DAT events and courses for 2026 will be available at www.coedat.nato.int.





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COE WEBSITE

NATO ENERGY SECURITY
CENTRE OF EXCELLENCE (NATO ENSEC COE)



COL Gytis KAZOKAS

DIRECTOR'S MESSAGE

The NATO ENSEC COE is a recognized hub of knowledge and expertise in Energy Security, serving the Allies, Partner Nations, and NATO bodies in three core areas: raising awareness of energy developments with security implications for NATO; improving the energy efficiency of NATO forces through common standards, reduced fossil fuel dependence, and demonstrated solutions; and strengthening NATO's ability to support national authorities in protecting critical energy infrastructure and ensuring resilience against supply disruptions, hybrid, and cyber threats. Our key priority today is to support Ukraine by sharing expertise, solutions, and resilience measures to withstand ongoing energy warfare.

▸ Mission Statement

The mission of the ENSEC COE is to support NATO, Nations and Partners to meet the challenges of a dynamic energy security environment by addressing resilience, operational energy efficiency, and critical energy infrastructure protection.

▸ Who We Are / What We Do

We, the NATO ENSEC COE, are a widely recognized international military organization that strives to provide qualified and appropriate expert advice on questions related to operational energy security. We offer technical, scientific and academic subject matter expertise on energy security that contributes to: risk assessment analyses; energy wise secure solutions for the development of environmentally friendly and efficient military capabilities; developing the Smart Defence Initiative; and Supports NATO Operations through targeted technical scientific assessment.

▸ Vision

Energy is now both a weapon and a vulnerability in modern conflicts. The war in Ukraine shows how critical infrastructure can be targeted through sabotage, cyberattacks, and supply disruptions—trends echoed from the Middle East to the Indo-Pacific. NATO's ENSEC COE remains the Alliance's hub for energy security, evolving into a center of operational innovation. By integrating smart microgrids, autonomous energy systems, and resilient infrastructure defense, and working with industry, research, and armed forces, it ensures energy autonomy even in contested environments. Indeed, energy is becoming not just a matter of logistics, but a decisive factor in NATO's future operations.

▸ 2025/2026

NATO CONCEPT AND DOCTRINE DEVELOPMENT & EXPERIMENTATION

- Contributing to the development of the NATO Allied Joint Doctrine for Operational Energy;
- Continue to disseminate and promote the NATO Operational Energy Concept which development was led by the NATOENSEC COE in 2022-2024;
- Contributing to the development of the NATO Layered Resilience Concept;
- Contributing to the development and refinement of NATO policies, doctrine, standards and procedures related to energy security, operational energy and energy efficiency by providing inputs, insight and suggestions;



- Contributing to the planning, implementation and evaluation of the exercise CL27 and, where possible, in the deployment of new ground-based smart energy facilities (microgrids);
- Organization of an activity aimed at testing innovative electricity production and distribution systems and drafting of observations to increase the degree of interoperability relating to the use of new technologies;
- An experiment to identify safe, reliable, small-sized energy systems that provide a minimum thermal footprint and noise, as an alternative to generators, to power CIS systems in the command post.

CONTRIBUTION TO THE NATO DEFENCE PLANNING PROCESS TO STRENGTHEN ENERGY SECURITY

- Contributing to the development of the NATO Future Force Study (FFS) document; the NATO Future Operating Environment (FOE) document; the Strategic Foresight Analysis (SFA 25);
- Support the implementation of NATO policies in the field of energy security through participation and sharing its expertise in the NATO Operational Energy Committee (previously Petroleum Committee), the Military Engineering Working Group (MILENG WG), the Allied Joint Operations Doctrine Working Group (AJOD WG), the EPWG, and the ACT Capability Area Group (CAG);
- Contributing to the ACT Long-term Military Strategic Shaping (LTMSS).

EXERCISES

- Table Top Exercise on Hybrid Threats in the Arctic Region – "Coherent Resilience 2025" – Arctic;
- ACT Wargame Phantom Threat 2045, Long-term Trajectories of Terrorist Groups and Organizations

TRAINING

- Maritime Security Conference 2025 in MARSEC COE – İstanbul, Turkiye;
- Energy Security Seminar – Baku, Azerbaijan;
- Energy Security Round Table – Brussels, Belgium.

COURSES

- Baltic Defence College Operational Level Energy Security Course;
- Energy Efficiency in Military Operations Course in cooperation with NPS;
- Energy Security Strategic Awareness Course in NSO;
- Energy Security Awareness Course in Turkish PfP Training Centre;
- Support to CEI Protection and Resilience Course – Poland, organized by NATO HQ in cooperation with NPS;
- Support to Maritime Counter Terrorism Course – Türkiye, organized by MARSEC COE;
- Introduction to Energy Security (ADL course);
- Introduction to the NATO Energy Security Centre of Excellence (ADL course);
- Support to Critical Energy Infrastructure Protection and Resilience course development in NSO.

RESEARCH

- Electro Mobility and dual-use in installations and during operations;
- Social Resilience Framework - Enhancing the personal preparedness and resilience of civilian populations to power outages;
- NATO at High North - Climate and Energy Security related risks and aspects for NATO Armed Forces in the Atlantic High North and the Arctic Region.
- The research study how to optimize the sustainability and energy efficiency of special railway vehicles and equipment supplied to the Italian Engineer Railway Regiment in order to reduce the energy consumption;
- Battery Chemistries that can replace Lead-Acid Batteries in the Armed Forces;
- Challenges and possible solutions for minimising the risks of using clean energy technology deriving from non-NATO countries;
- Mitigating Wind Turbine Interference with Military Surveillance and Navigation Systems;



- Raising awareness and engaging Generation Z in NATO´s energy security efforts.

ANALYSIS

- Future Energy Security of Kaliningrad - a report on Kaliningrad's long-term electricity, gas, and oil security of supply;
- Energy Monograph (Eastern Flank) - from the snapshot to the foreseeable challenges to sustainable strategies;
- Observations, Best Practices, Lessons Identified, and Lessons Learned related to the Energy situation in Ukraine,
- Key Lessons Learned from Ukraine's Energy Sector (Civilian and Military Parts): Resilience, Independence, and Innovation in a Military Conflict.

LESSONS LEARNED

- Support to Baltic Secure: Regional Energy Resilience Forum 2025 - designed to strengthen collective regional capability to prepare for, respond to, and recover from hybrid threats to energy systems;
- Workshop about protecting critical undersea infrastructure in the Baltic Sea region.
- Feedback Report - highlighting the lessons of the UKR-RUS conflict and the capabilities that the UKR has developed/improved for its energy resilience.

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NATO EXPLOSIVE ORDNANCE DISPOSAL
CENTRE OF EXCELLENCE (EOD COE)



COL František MIHALOVIČ

DIRECTOR'S MESSAGE

Today, millions of people remain under threat from explosive ordnance. The NATO Explosive Ordnance Disposal Centre of Excellence (EOD COE) helps protect the irreplaceable by assisting the Alliance in addressing the threat posed by explosive ordnance. Through transformation, standardisation, education, and development of lessons learned, the NATO EOD COE is here to serve. We are committed to continuous improvement and delivering solutions that protect people and save lives.

However, excellence is only achieved through teamwork. We are continually seeking opportunities for cooperation. We are happy to work with you!

▸ Mission Statement

The EOD COE mission is to support and enhance the NATO transformation and operational efforts in the field of EOD.

▸ Who We Are / What We Do

The EOD COE provides operational and transformational expertise to NATO, Sponsoring Nations, and military or civilian institutions, serving as a distinguished authority in EOD. We leverage a depth of expertise and experience to improve capability and interoperability across domains, military capabilities, and sectors. We achieve this by contributing to doctrine development, education, training, exercises, and lessons learned. Through collaboration and partnership, we aim to help address the most complex and novel challenges the Alliance faces today.



▸ Vision

To be NATO's catalyst for the improvement and transformation of EOD.

▸ 2025

- Celebrated the joining of the USA as a COE Sponsoring Nation
- Held the 8th iteration of the EOD CO Demonstration & Trials 2025 in 08-09 October, Bratislava, Slovakia
- Supported NATO Defence Planning Process, NATO Concept Development & Experimentation, NATO Strategic Forces Analysis, and NATO Future Force Study



- Facilitated the validation of AJP-3.18, Allied Joint Doctrine for EOD Support to Operations and ATP 3.18.1, Allied Tactical Publication for Explosive Ordnance Disposal
- Assumed custodianship and started review of AEODP-08, interservice chemical, biological, radiological and nuclear explosive ordnance disposal operations (CBRN EOD) on multinational deployments
- Participation in the revisions of NATO publications related to EOD area of expertise including MILENG, C-IED, JCBRN Defence, Force Protection
- Published studies on EO threats in Ukraine conflict and Artificial Intelligence (AI) use in EOD
- Updated the EOD Lessons Learned database and contribute to NATO LL Process
- Supported NATO's Education and Training policy through the NATO MILENG discipline governance structure
- Delivered eight Education and Individual Training solutions to identified EOD gaps
- Provided Homemade Explosives Basics Course mobile training team
- Contribute to EOD-related Collective Training and





Exercises including Northern Challenge, Ardent Defender

- Advised on NATO technology innovation programs such as the Digital Backbone Experimentation Exercise (DiBaX)
- Contribution to working groups, conferences, seminars and other events connected with EOD Community of Interest
- Completed a study of EO threats in Ukraine conflict and compilation of a Point Paper
- Complete a study of Artificial Intelligence (AI) in EOD

▸ 2026

- Host the 11th iteration of the NATO EOD COE Workshop in May 2025 in Šamorín, Slovakia;
- Support a multidomain and multidisciplinary approach to NATO's Education and Training (E&T) by incorporating relevant disciplines' outcomes such as Military Engineering (MILENG), Counter Improvised Explosive Devices (C-IED), and Weapons of Mass Destruction (WMD)
- Deliver Education and Individual Training (E&IT) solutions that enhance NATO's goal of providing knowledge to the right people, in the right place, and at the right time
- Provide NATO Explosive Ordnance Disposal (EOD) Staff Officer Training in the form of a Mobile Training Team
- Maintain an advanced distributed learning-based course focused on EOD doctrine.
- Update all Course Control Documents in accordance with the requirements set by the MILENG Requirement Authority and the MILENG Department Head.
- Contribute to EOD-related collective training and exercises
- Adhere to NATO's implemented policies to ensure the ongoing quality of E&IT processes, with a commitment to continuous improvement.
- Improve Education and Training deliverables via quality assurance set up processes.
- Anticipated joining of USA as a contributed country

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2026

NATO-ACCREDITED CENTRES OF EXCELLENCE LOCATIONS

CLIMATE CHANGE AND SECURITY (CCAS)

MONTREAL

COMBINED JOINT OPERATIONS FROM THE SEA (CJOS)

NORFOLK

CIVIL-MILIT
COOPERATI
(CIMIC)

THE HAGUE

COMMAND AND CONTROL (C2)

OOSTENDE

NAVAL MINE WARFARE (NMW

AIR OPERATIONS (

LYO

NATO SPACE CENTRE OF EXCELLENCE

SPACE COE

TOULOUSE

MADRID

MARITIME GEOSPATIAL, METEOROLOGICAL AND OCEANOGRAPHIC (MGEOMETOC COE)

LISBON

COUNTER-IMPROVISED EXPLOSIVE DEVICES (C-IED)




OLD WEATHER OPERATIONS (CWO)
ELVERUM
CCDCOE NATO COOPERATIVE CYBER DEFENCE CENTRE OF EXCELLENCE
COOPERATIVE CYBER DEFENCE (CCD)
TALLINN
STRATEGIC COMMUNICATIONS (STRATCOM)
RIGA
VILNIUS
OPERATIONS IN CONFINED AND SHALLOW WATERS (CSW)
MILITARY POLICE (MP)
BYDGOSZCZ
ENERGY SECURITY (ENSEC)
KIEL
UTRECHT
KALKAR
JOINT CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND NUCLEAR DEFENCE (JCBRN DEFENCE)
COUNTER INTELLIGENCE (CI)
KRAKÓW
JOINT AIR POWER COMPETENCE CENTRE (JAPCC)
INGOLSTADT
VYŠKOV
EXPLOSIVE ORDNANCE DISPOSAL (EOD)
MILITARY ENGINEERING (MILENG)
TRENČÍN
MOUNTAIN WARFARE (MW)
POLJCE
BUDAPEST
ORADEA
HUMAN INTELLIGENCE (HUMINT)
MILITARY MEDICINE (MILMED)
VICENZA
STABILITY POLICING (SP)
MODELLING AND SIMULATION (M&S)
CRISIS MANAGEMENT AND DISASTER RESPONSE (CMDR)
ROME
SOFIA
SECURITY FORCE ASSISTANCE (SFA)
ISTANBUL
MARITIME SECURITY (MARSEC)
ANKARA
DEFENCE AGAINST TERRORISM (DAT)
INTEGRATED AIR AND MISSILE DEFENCE (IAMD)
CHANIA

NATO HUMAN INTELLIGENCE
CENTRE OF EXCELLENCE (HUMINT COE)



COL Gabriel PASCARIU

DIRECTOR'S MESSAGE

In today's fast changing security landscape, strategic planning has never been more crucial to driving the success and resilience in all organizations dedicated to excellence. At NATO Human Intelligence Centre of Excellence (HUMINT COE), we know that creating a roadmap for the future is essential not only for meeting our immediate objectives, but also for ensuring sustainable growth, high quality outcomes and long-term impact.

Collaboration and networking are essential to our vision. Capitalizing on the agility provided by its status, HUMINT COE seeks to enlarge its network of academia and industry partners by developing joint research projects with prestigious academic institutions that provide expertise in the areas of HUMINT development and adaptation.

HUMINT COE remains devoted to its core principle – striving for excellence in all its activities in support of NATO and maintaining a steadfast commitment to the highest quality services and products, while building a foundation that not only supports today's achievements, but also prepares us to meet tomorrow's demands for the benefit of the Alliance.

▸ Mission Statement

HUMINT COE's role is to provide a single point for NATO to focus on training, develop standardized policies and procedures, support NATO with operational expertise and lead the way forward for future HUMINT capabilities. HUMINT COE provides the highest quality services and products in response to the requirements and needs of NATO Command Structure, NATO Force Structure, NATO Nations and, when feasible, Partner Nations.

▸ Who We Are / What We Do

HUMINT COE is an agile and resilient International Military Organization providing quality support to NATO. Acting as a hub of HUMINT expertise, the Centre permanently seeks to enhance the HUMINT capability in NATO, in conjunction with stakeholders and various communities of interest within the NATO HUMINT enterprise.

HUMINT COE chairs the NATO HUMINT Working groups, acts as a custodian for HUMINT Doctrines, conducts research and development projects and manages HUMINT Lessons Learned and best practices. In the area of Education and Training (E&T), the Centre is appointed as Department Head for HUMINT and delivers a large portfolio of certified courses as a NATO E&T accredited facility.

▸ Vision

HUMINT COE aims to establish itself as the foremost hub of expertise and innovation, and the primary catalyst for significant projects and initiatives, thereby securing the ongoing relevance and advancement of HUMINT in NATO.



▸ 2025/2026

HUMINT COE is the custodian for the HUMINT Doctrine, AJP-2.3, and the Doctrine for HUMINT Tactics, Techniques and Procedures, AIntP-05. In February 2025, the review phase of AJP 2.3 was concluded. As a result, the HUMINT COE started the development phase of the new edition of AJP 2.3, and we anticipate that the process may be finalized in Q4 2026.

In 2025, HUMINT COE initiated the revision of the HUMINT Collator's Handbook to incorporate insights, best practices and observations collected from individual and collective training, and to update its content with the latest editions of AJP 2.3 and AIntP-0.5. The new version was published in June 2025.

The Concept Development and Experimentation pillar is



supported by HUMINT COE through its contribution to the NATO HUMINT transformation efforts, by developing and experimenting innovative solutions that aim to integrate emerging technologies (artificial intelligence) and the latest research in the field of human sciences (psychology) into the continuous development of the HUMINT capability.

In 2025, the HUMINT COE studied how AI can support HUMINT, continuing the development of various tools to demonstrate the feasibility of innovative ideas through projects such as Human-to-Human Rapport Building – designed to analyse the interaction between two interlocutors and help provide feedback on the quality of interaction and potential for improvement, Harmonized Data – Integrated Learning – exploring how AI can support HUMINT doctrinal processes and education, and QUESTIX – supporting on-line learning in a manner adapted to the technological realities.

The Centre is planning to take its projects a step further in 2026, experimenting existing tools and developing new ones (e.g. AI Companion to support HUMINT operators, based on research conducted in 2025 regarding Human-to-Human Engagement in an AI Dominated Cognitive Environment), that combine defined knowledge of human interactions with technology, leveraging the resources accessible via industry and academia.

HUMINT COE acts as Department Head (DH) for HUMINT Education and Training (E&T) in NATO. The HUMINT COE E&T courses portfolio includes training solutions covering the entire HUMINT structure and specialized skillsets in ten blended / resident courses and four on-line courses – all with the NATO Approved status.

To enhance the overall quality of HUMINT across NATO, HCOE launched the HUMINT Instructor Development Program (HIDP), with the aim to establish a certified pool of instructors grounded in recognized, enduring standards of excellence for SMEs in the field.

HUMINT COE manned key positions in the NATO HUMINT exercise STEADFAST INTEREST 2025 and provided HUMINT SMEs as part of EXCON and augmentees in support of JOINT Exercises LOYAL LEDA and STEADFAST DUEL 2025.

HUMINT COE E&T contributed to key leader training, as well as staff and cross-functional awareness, by conducting mobile E&T team events and seminars.

The Centre seeks to develop relevant products for the NATO's Warfare Development Agenda in the line of "Right People, Right Skills" dimension. Studies like "Human Capital Enhancement in HUMINT" or "A model for selection activities and professional development in HUMINT" are available for consultation at www.natohcoe.org/nato-humint-coe-studies/ .

HUMINT COE enhances NATO's adaptability by embedding structured Lessons Learned processes and developing operational expertise.



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INTEGRATED AIR AND MISSILE DEFENCE
CENTRE OF EXCELLENCE (IAMD COE)



DIRECTOR'S MESSAGE

IAMD COE strives to support, inter alia, NATO's efforts to achieve Cognitive Superiority considering the increasingly diverse and challenging air and missile threats ranging from UAVs to sophisticated hypersonic missiles. As NATO IAMD remains key for credible deterrence and defence, to maximize commanders' ability to anticipate, think, decide, and act, our COE puts an emphasis on IAMD integration to Multi-Domain Operations, including exploring emerging and disruptive technologies to support warfighting. On such endeavor, not only we capitalize on partnership opportunities with NATO entities, COEs in our COI, Industries, and Academics, but as well seek foster new mutually supportive and habitual relationships with the Operational and Training Community, locally here in Souda Bay and remotely through exploitation of the Synthetic Environment. Critical in all our pillars of work to boost envisaged transformation of IAMD effects are our developing M&S capabilities which will be further digitally evolved in our new building, scheduled to be delivered by the end of 1st semester 2026.

▸ Mission Statement

To enhance the interoperability and support the development and exploitation of IAMD capabilities of NATO, NATO Nations, and Partner Nations; based on modern requirements and a smart defence / multinational solutions mind-set; To provide opportunities for comprehensive research, experimentation, doctrine, and concept development, education and training, and comprehensive analysis in support of the lessons learned process.

▸ Who We Are / What We Do

IAMD COE is the only NATO-accredited COE dedicated to the field of Integrated Air and Missile Defence. To contribute to NATO IAMD awareness and expertise, the IAMD COE focuses on, but is not limited to, the following four core pillars of COE's programme:

Education & Training, Analysis & Lessons Learned, Concept Development & Experimentation, Doctrine Development & Standardization. After the IAMD COE's establishment on 8 Apr 20, the Centre became a member of a wide network of stakeholders, with recognized value and contribution to IAMD. Therefore, the Centre puts great effort into coordinating with other key players. The IAMD COE offers unique services to all IAMD Stakeholders, by utilizing its seven focus areas directly linked to IAMD, as follows: Offensive/Defensive options in support of Integrated Air and Missile Defence, Passive Air & Missile Defence, Surveillance, Technical & Procedural System Integration, Counter-Unmanned Aerial Systems (C-UAS), Counter-Rockets, Artillery and Mortars (C-RAM), IAMD's role in Anti-Access/Area Denial (A2/AD).

▸ Vision

The vision of the Centre is to act as an internationally recognized focal point for knowledge and expertise, which supports NATO transformation and capability development in a cooperative and cost-efficient way, in support of NATO Missions and Tasks, remaining committed to the NATO Alliance's key values and principles.

▸ 2025/2026

For the year 2025 IAMD COE :

- Successfully organized twice (Apr and Nov) the Surface Based Air and Missile Defence Common Education Training Programme Course (SBAMD CET-P), at Chania/Greece and a tailored MTT (Mobile training Team) based on SBAMD CET-P for 30 participants from the UK's 7th Air Defence Group in Thorney Island (UK).



- On Thursday 15th of May 2025 IAMD COE hosted the visit of thirty-five officers of the 35th Hellenic Navy Command and Staff Course. During the presentation they were informed about IAMD COE mission, vision and current activities by the Director, Brigadier General Zacharias Koutrakis.



- ANNUAL CONFERENCE 16-17 Sep 2025. The aim was to explore key aspects of Integrated Air and Missile Defense (IAMD) in modern warfare.
- A highly importance project in collaboration with the University is the creation of a Passive Radar System (prototype) for drone detection, which utilizes AI models specifically designed



to learn from and identify significant patterns and connections within large volumes of 5G. Additionally, a study in collaboration with the University is ongoing initiative under the title "Countering Bio-Inspired Drones".

- Realizing the current situation with particular emphasis on the necessity of countering emerging Air Defence threats, successfully

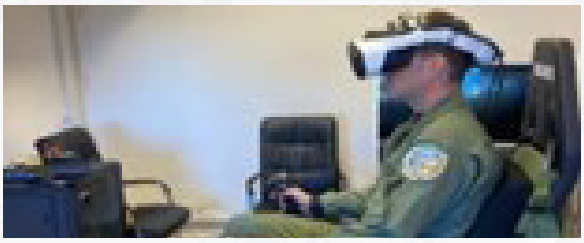


participated in the ACT Innovation Challenges focused on the "Counter Glide Bombs" and the "Countering Fiber-Optic-Controlled FPV Drones: Detect, Track, Neutralize".



For the year 2026 IAMD COE:

- Proceed with further research realizing the necessity of the current situation Countering Hypersonic Threat by initiation of a new study in co-operation with the Technical University of Crete.
- Understanding the key importance of modelling and simulation, IAMD COE is developing a



modelling and simulation laboratory in order to support NATO -Nations Distributed Synthetic Training (IAMD) activities.

- Continue providing support to the NATO Defence Planning Process and to Warfare Development Agenda through the Long-Term Military Strategic Shaping.
- Furthermore, the Centre plans to continue providing support to:
  - I. Individual Training needs through the SBAMD CET-P either with Resident Courses (two iterations) and Mobile Training Teams (upon request);
  - II. Collective Training needs through the participation in relevant NATO Exercises (STEADFAST DUEL, STEADFAST DETTERENCE, RAMSTEIN FLAG, etc);
  - III. III.To the redaction of the new AJP-3.29 (Allied Joint Publication) for Space Operations and
  - IV. Any initiative related to IAMD field by cooperating with other entities, such as the development and simplified use of Ballistic Missile Defence Concept of Employment 3.0 (BMD CONEMP).

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COE WEBSITE

JOINT AIR POWER COMPETENCE CENTRE OF EXCELLENCE (JAPCC)



LGEN Thorsten POSCHWATTA

DIRECTOR'S MESSAGE

The Joint Air Power Competence Centre provides world-class subject matter experts across a wide range of Joint Air & Space mission areas. Since 2005, the JAPCC continues to lead NATO in developing of Concepts & Doctrine, Capability Development, Education & Training, Exercise Development & Execution, and Lessons Learned. As the oldest accredited CoE, the JAPCC fuels innovation, delivers high quality products and is the transformation engine for Air & Space Power.

▸ Mission Statement

As a team of multinational experts, the JAPCC provides key decision makers effective solutions on Air and Space Power challenges, in order to safeguard NATO and the Nations' interests.

▸ Who We Are / What We Do

The JAPCC is NATO's Air and Space Power Think Tank, supporting both NATO HQs and all Allies and Partners. The JAPCC features a variety of experienced Subject Matter Experts from all services. With every task, their combined knowledge and experience contribute to NATO's relevance, readiness, and future capability. They conduct collaborative research by leveraging their independent thoughts and a global network of experts across military, academia, and industry. We offer you to profit from this massive knowledge and experience. The JAPCC supports exercises, writes doctrines, and publishes its own studies and articles including two professional journals each year. We are responsive to your requests, needs, and interests, simply send us a Request for Support (RfS) via our website.

▸ Vision

JAPCC to be NATO's catalyst for the improvement and transformation of Joint Air and Space Power, delivering effective solutions through independent thought & analysis.

▸ 2025/2026

The Joint Air Power Competence Centre (JAPCC) continues to provide a wide spectrum of products and services in support of NATO Allies, Partners, and Headquarters. Our multinational team of Subject Matter Experts (SMEs), drawn from 14 nations and all military services, is complemented by a robust network of contributors from industry, academia, and operational commands.

Our flagship publication, the JAPCC Journal – Transforming Joint Air and Space Power, remains a key platform for thought leadership, featuring perspectives from senior leaders and forward-looking articles on NATO's evolving air and space capabilities. In addition, our White Papers, Conference Proceedings, and Annual Reports offer timely insights and actionable recommendations on emerging challenges and technologies. Most of our work is available online—visit www.japcc.org to explore our publications and projects.



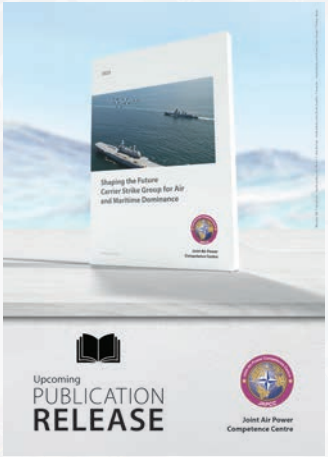
In 2025 and 2026, JAPCC's efforts have centered around several high-impact areas:

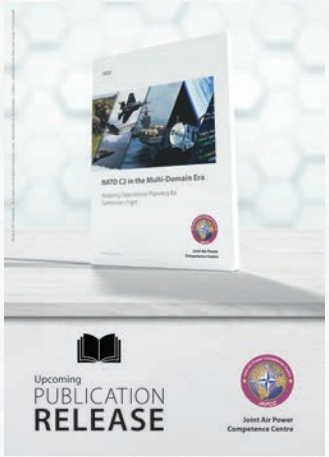
- Countering Uncrewed Aerial Systems (UAS): JAPCC has conducted extensive analysis of UAS use in current conflicts, identifying vulnerabilities and tactical innovations. These findings have informed NATO's counter-UAS strategies and air defence adaptations and JAPCC provides a course titled "C-UAS Fundamentals Training.";
- Autonomous Collaborative Platforms (ACP): We are developing a Capstone Concept for ACPs, emphasizing their role as AI-enabled force multipliers in ISR, EW, and strike missions;
- Air-to-Air Refuelling (AAR) Clearance & Compatibility Matrix: JAPCC continues to lead efforts to enhance interoperability and standardization across NATO and Partner Nations, ensuring seamless multinational air operations;
- Multi-Domain Operations (MDO): Our work bridges operational realities with strategic foresight, integrating cyber and space capabilities into air exercises and developing frameworks for future joint operations.

We also remain custodians of key NATO doctrines, including AJP 3.3 Air and Space Operations, AJP 3.14 Force Protection, and AJP 3.6 C Joint EW Doctrine, and contribute to the development of MC Policies and SEAD concepts.



JAPCC supports NATO through direct engagement in exercises such as Ramstein Ambition 2025, Steadfast Duel 2025, and Kalkar Sky 2025, as well as through SME contributions to external studies, conferences, and over 20 NATO working groups.







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COE WEBSITE

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



COL David MARTÍNEK

DIRECTOR'S MESSAGE

Recent lessons from the war in Ukraine, along with insights from prior conflicts, highlight the critical importance of innovation for future operational success. The JCBRN Defence COE plays an essential role in this regard, recognizing the necessity of adopting innovative strategies to address forthcoming challenges in CBRN defence. As the operational environment continues to evolve, emerging technologies and innovations introduce new complexities and constraints for military forces, including CBRN defence units. To remain effective, it is imperative to adapt our perspectives, assess these changes, and evaluate their impact on CBRN defence tactics, techniques, and procedures.

We are committed to serving as a center of innovation and collaboration by advancing new concepts, standardizing doctrine, delivering specialized training, and assessing lessons learned within the field of CBRN defence.

▸ Mission Statement

Our mission is to provide advice in all CBRN defence-related areas; develop CBRN defence concepts, doctrines, standards and knowledge to support the improvement of interoperability and capabilities; provide opportunities to enhance education and training; contribute to the lessons learned processes; and within an approved Programme of Work, assist NATO, Sponsoring Nations and Partners in their CBRN defence related efforts including validation through experimentation.

▸ Who We Are / What We Do

The JCBRN Defence COE, with 14 nations and staffed by over 70 experts, serves as NATO's hub of CBRN defence knowledge, expertise, and innovation. It focuses on developing concepts, doctrine, and capabilities, along with defence planning, experimentation, training, exercises, education, lessons learned, reachback, modelling & simulation, and operational support. The Centre directly supports the NATO Joint CBRN Defence Capability Development Group by providing the chairperson for two panels, secretaries for three panels, and a liaison officer to all others, while also holding custodianship of the group's Joint program of work. In addition, the Centre acts as Department Head for NATO's WMD/CBRN defence training and education, offering certified courses. It serves as the EU Military Training Discipline Leader for WMD CBRND. It also forms the core of NATO's CBRN reachback capability. With proactive outreach, the Centre engages with civil-military actors, EU bodies, international organizations, academia, and industry to support military transformation and NATO's outward cooperation in CBRN defence.

▸ Vision

The JCBRN Defence COE leads institutional and operational efforts to support NATO capability development, mission effectiveness, and interoperability. Through the approved Programme of Work, the JCBRN Defence COE strives to promote adaptive and innovative methods for preventing the proliferation of WMD and protecting against CBRN incidents.



▸ 2025/2026

In 2025, the JCBRN Defence Centre of Excellence remained a key driver of innovation in NATO's CBRN defence. Drawing on lessons from Ukraine and past conflicts, the Centre focused on adapting to evolving threats through concept development, doctrinal refinement, and the integration of capabilities.

To support NATO's transformation, the Centre has published several analytical studies on emerging challenges, including CBRN and the Arctic, Gender perspectives, and Uncrewed Vehicles. These publications are available on the Centre's website: https://www.jcbrncoe.org/publications/

The Centre also runs a competitive internship program, welcoming young professionals whose outside-the-box thinking contributes to innovative approaches to current challenges. Their fresh perspectives help shape future CBRN defence strategies.



Currently, the Centre is developing a food-for-thought paper on the future of CBRN defence, aimed at shaping NATO's long-term approach to CBRN defence.

In support of the NATO Defence Planning Process (NDPP), the Centre contributed to the review of CBRN defence-related capability codes and capability statements (CC&CS). It supported SHAPE's review of CBRN capabilities with a specific focus on their integration within the NATO Force Model. These efforts help align NATO's CBRN defence posture with evolving operational needs.

The Centre supported the implementation of NATO's two primary CBRN-related concepts (MC 0603 and MC 0511), finalized the review of the capstone doctrine AJP-3.8, and started the revision of ATP-3.8.1 Vol I. Close cooperation with the Joint Analysis and Lessons Learned Centre (JALLC) ensured critical CBRN defence observations fed into NATO's Lessons Learned (LL) process. Evaluation teams participated in several NATO exercises and maintained the LL Community of Interest on the NATO LL Portal. The Centre also supported the validation of AJP-3.23, the Allied Joint Doctrine for Countering Weapons of Mass Destruction in Military Operations.

Under NATO's Defence Capacity Building (DCB) initiative, tree courses were delivered in Kuwait, Jordan, and at the Centre, targeting CBRN incident responders from across the Middle East and North Africa (MENA).

The Centre supported major NATO exercises within the Steadfast and Loyal series by providing scripting, CBRN reachback support, and evaluation. It hosted a Table-top Exercise for NATO and national CBRN reachbacks, enhancing cooperation and knowledge sharing. It also contributed to the Civilian Emergency Response Exercise in Sofia, Bulgaria.

Looking ahead to 2026, the Centre will continue to strengthen NATO's warfighting capability through the NATO Warfighting Capstone Concept (NWCC) and bolster NATO's resilience under the Layered Resilience Concept (LRC). Key priorities include completing the ATP-3.8.1 Vol I review, integrating CBRN defence more fully into NATO's resilience framework, and expanding Defence Capacity Building (DCB) with four new courses. Training will broaden with the reintroduction of the CBRN Warning and Reporting Centre Management Course and new offerings like the Hazard Prediction and Assessment Capability Course. Operational support will grow through closer collaboration with NATO's intelligence community, increased use of wargaming, and enhanced communication across NATO's classified networks.







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COE WEBSITE

MARITIME GEOSPATIAL, METEOROLOGICAL AND OCEANOGRAPHIC CENTRE OF EXCELLENCE (MGEOMETOC COE)





CAPT Miguel ARENGA

DIRECTOR'S MESSAGE

Participation in experimentation and validation exercises is essential to promoting interoperability and innovation within the maritime domain. By developing collaborative capabilities, defining a clear path for future engagement, and clearly articulating the expected outcomes and benefits, the Maritime GEOMETOC COE reaffirms its commitment to the Alliance's strategic objectives. These efforts will significantly enhance the maritime community's readiness and operational effectiveness, ensuring it remains at the forefront of combined operations.

▸ Mission Statement

The essence of the Maritime GEOMETOC COE concept lies in the comprehensive examination of the maritime battlefield environment to maximise the efficiency of sensors, weapons, targeting, logistics, equipment and personnel. Combine multiple knowledge, to enhance environmental awareness and to improve operational effectiveness.

Accurate, timely, relevant, consistent, comprehensive and reliable GEOMETOC information plays a crucial role in achieving this ambition and must be available from the start of the planning process to support commanders and their staff.

▸ Who We Are / What We Do

The Maritime GEOMETOC COE strengthens NATO's ability to understand and operate in the maritime domain. By advancing geospatial, meteorological, and oceanographic expertise, the Centre enables the effective use of environmental data for mission planning, execution, and coordination across NATO and Partner Nations.

It was accredited as NATO's 28th Centre of Excellence in 2021 and serves as a hub for innovation, transformation, and collaboration, linking operational users with scientific and technical communities from both the public and private sectors. Its primary goal is to enhance environmental awareness and operational readiness by delivering practical, standards-based solutions that support NATO transformation efforts.

The COE plays a vital role in transforming NATO's maritime posture, ensuring mission success in an increasingly complex and contested environment.

▸ Vision

The Maritime GEOMETOC COE aims to become a relevant hub for maritime GEOMETOC expertise within NATO, accelerating the Alliance's transformation through enhanced environmental awareness and operational effectiveness. By driving innovation and developing future-ready capabilities in close collaboration with operational, scientific, and industrial communities, the COE fosters the delivery of trusted data to inform decision-making from planning to execution. This strengthens NATO's ability to adapt and succeed in a dynamic maritime environment.



▸ 2025/2026

The COE is involved in the **Federated Mission Networking (FMN)** long-term project. The FMN provides a NATO-wide framework to improve operational interoperability. As the lead for the Meteorological and Oceanographic sub-syndicate (the FMN METOC Team), the Centre is guiding the development of data standards and exchange

protocols that ensure different national systems can interconnect and operate cohesively. This work ensures that environmental information flows seamlessly among NATO forces during joint missions and exercises.

The **NATO Coalition Warrior Interoperability Exercise (CWIX)** is a key driver in advancing FMN, particularly through the development of the Spiral 7 Geo and METOC Service Instructions. The COE has been instrumental in integrating the METOC community into this process, ensuring that environmental data supports NATO's operational needs. From CWIX 2025 onwards, the Centre is serving as Deputy Leader of the CWIX GEOMETOC Focus Area, among other contributions. Its experts are leading key objectives and supporting both planning and execution.

The **Robotic Experimentation and Prototyping augmented by Maritime Unmanned Systems (REPMUS)** is an annual Portuguese-led multinational large-scale experimentation exercise. It brings together operational communities, academia and industry to develop and test operational concepts, technological advances, and new progress in sensors, actuators, command, control, and communications, as well as tactics and procedures related to Maritime Unmanned Systems (MUS). The COE supports the exercise by coordinating the Rapid Environmental Assessment (REA) Warfare Group and assisting academic and industry partners in developing new MUS to conduct military environmental assessments.

The **Dynamic Messenger Exercise (DYMS)** is a biennial NATO exercise focused on the integration of MUS into NATO Naval Forces. The COE gives direct support to the Commanding Task Force during the execution phase and provides HQ MARCOM with the enhanced Recognized Environmental Picture (REP), using information and data acquired and processed during the exercise.

The COE takes part in **DACIA/TOMIS**, a biennial multinational exercise led by the Romanian Naval Forces in Constanta/Mangalia and the western Black Sea. It offers advanced training across the naval warfare spectrum, with emphasis on mine warfare and REA. The Centre supports the Romanian Navy in coordinating the REA Warfare Group, REA Plan, C2, and technology assessment.

As the **custodian of the ATP-32 publication**, the COE is splitting the current ATP-32 to make it a standalone REA Support Procedures publication, and the Military Oceanographic Support Manual should become AMETOCP-1 publication. The Centre is coordinating the same writing team to review ATP-32 and create AMETOCP-1, with the aim of simultaneous approval of both documents.

Through these and other initiatives, such as the first edition of the **Rea Support to Maritime Operations Course** and lecturing at the NATO School Oberammergau for the **NATO Geospatial and METOC Orientation Courses**, the Maritime GEOMETOC COE continues to play a crucial role in enhancing NATO's maritime operational capabilities to ensure effective and efficient mission outcomes in complex and dynamic environments.





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MARITIME SECURITY
CENTRE OF EXCELLENCE (MARSEC COE)



CAPT.(N) Mehmet Cengiz EKREN

DIRECTOR'S MESSAGE

The maritime security panorama is transforming rapidly. In 2026, we confront an increasingly complex blend of conventional threats, hybrid tactics, and grey zone activities directed against maritime interests. Contested waters, the militarization of chokepoints, and disruptions of maritime trade and infrastructure highlight the urgency of coherent, collective action. The Maritime Security Centre of Excellence (MARSEC COE), located in Istanbul, is well placed to assist NATO in understanding and adapting to these conditions.

Over the past year, MARSEC COE has deepened its role as both thought leader and operational enabler. Delivering tailored expertise, advancing regional perspectives, and fostering innovative approaches to resilience and maritime awareness, we have reinforced our value as a trusted partner. Our priorities have also expanded to emerging technologies, protection of subsea infrastructure, and the implications of climate-driven maritime change.

In 2026 and beyond, MARSEC COE remains committed to NATO and partners by advancing domain awareness, enhancing interoperability, and anticipating future challenges through strategic foresight, guided by seven MSO tasks.

▸ Mission Statement

The mission of MARSEC COE is to expand the capabilities of NATO and Partner Nations by providing comprehensive, innovative, and timely expertise in the field of Maritime Security Operations (MSO).

▸ Who We Are / What We Do

MARSEC COE is a dynamic and well-connected Centre of Excellence based in İstanbul/Türkiye. Its strategic location amongst NRDC-TUR, National Defence University Campus and co-location with Multinational Joint Warfare Centre and MARCOM OSG SOCCE create an intellectual and synergetic environment.

Strictly faithful to our motto "Working Together for Maritime Security", we are a multidisciplinary and interagency oriented organization focusing on maritime security. We therefore reach out to other relevant institutions and actively link up with specialists from the military, academia, industry, and policy makers. You are more than welcome to bring in your expertise and join this unique global network tailored to our scope of work.

▸ Vision

The vision of MARSEC COE is to become an internationally well recognized focal point as well as a comprehensive expertise and knowledge provider in the area of Maritime Security, thus expanding capabilities of NATO and Partner Nations.

▸ 2025/2026

Before all else, we are honoured to announce that Azerbaijan has become a Contributing Partner to the MARSEC COE in 2025, further strengthening the Centre's multinational structure and cooperative framework.

Among its various activities, the MARSEC COE highlights its "diamond events" as flagship milestones that bring together experts, practitioners, and partners to advance common understanding and collaboration in the field of maritime security.

The first MARSEC COE's diamond event for 2025, the 5th Maritime Security Conference "The Impact of Technology on Maritime Security" was held in June 2025 under the academic guidance of Prof. Raul Pedrozo, with 250 attendees from 22 nations and 45 institutions in attendance. Within the scope of the conference, the opportunities offered by technology and the associated challenges were thoroughly addressed across a wide range of domains, including autonomous systems, artificial intelligence, cyber resilience, and data-driven maritime situational awareness. The conference once again confirmed MARSEC COE's role as a hub of maritime knowledge, operational collaboration, and strategic foresight. Further details about the conference can be found in the proceedings book in MARSEC COE website.

EXER MARSEC 25, the second diamond event of 2025, and the Centre's biennial flagship Computer-Assisted Exercise (CAX) was successfully conducted from 01 to 10 October 2025, achieving all predefined objectives. Set against a fictional scenario in the broader maritime domain of the Straits of Malacca and Singapore (SOMS), the exercise aimed to enhance coordination, cooperation, and information sharing among maritime security stakeholders. Bringing together over 97 participants from various public and private sector organizations representing 17 nationalities, EXER MARSEC 25 once again demonstrated the Centre's commitment to strengthening regional maritime security and fostering a collaborative approach to addressing complex maritime challenges.

Additionally, in February 2025, the MARSEC COE further strengthened its recognition and visibility within NATO, being acknowledged as a key entity at the highest levels of NATO Headquarters, where it delivered a briefing to the Operations Policy Committee (OPC) on the Protection of Maritime Infrastructure and Critical Undersea Infrastructure (CUI).

The MARSEC COE continues to develop concepts and research initiatives, deliver courses, and engage in activities consistent with the relevant Centres of Excellence (COE) Pillars.



Activities Conducted in 2025:

Courses

- Maritime Operational Awareness for Joint Operations (Feb 25)
- Naval Cooperation and Guidance for Shipping - NCAGS (May 25)
- Online Maritime Counter-Terrorism (Oct 25)
- Comprehensive Maritime Security Operations (Nov 25)
- ADL 260: Introduction to Maritime Security

Other Activities

- Contribution to Maritime COEs' Lessons and Observations Analysis (MLOA) Forum
- Support to NATO COEs and Education & Training Facilities
- Support of Defense Capacity Building (DCB) training in Mauritania (May 2025), and a tailored Maritime Counter-Terrorism Course in Kuwait (Nov 2025).
- Published MARSEC Journals in 2025 and Maritime Security Conference Proceedings.
- Supported the revision of ATP-101

Activities planned for 2026:

- **Education and Training**

Courses

- Maritime Security Law (Feb 26)
- NCAGS (May 26)
- Maritime Counter-Terrorism (Oct 26)
- Comprehensive Maritime Security Operations (Nov 26).

Other Activities

- Contribution to the MLOA Forum.
- Support to the NATO Quality Assurance Forum.
- Execution of planning conferences (EXSPEC and IPC) for EXER MARSEC-27, in preparation for the 2027 iteration of the Maritime Security Exercise.
- Support to the DCB activities, along with contribution to NATO-wide Education, Training, Exercise, and Lessons Learned (ETE&LL) initiatives

- **Doctrine Development and Standards**

MARSEC COE will continue in 2026 its contribution to the following NATO Working Groups within its area of expertise:

- Allied Joint Doctrine Development Working Group (AJOD WG)
- Joint Capability Group on Maritime Unmanned Systems (JCGMUS)
- Maritime Operations Working Group (MAROPS WG)
- NATO Shipping Working Group (NSWG)
- Joint CBRN Defence Capability Development Group (JCBRN-CDG)
- Long Term Military Strategic Shaping Working Group (LTMSS)

- **Concept Development and Experimentation**

For 2026, MARSEC COE will organize the 6th Maritime Security Conference and aims to finalise two ongoing concept development efforts: "Cyber Intelligence in Maritime Security Operations" and "Usage of Maritime Unmanned Systems in Support of Maritime Security Operations." In addition, MARSEC COE plans to complete two research projects with publication deliverables: "Support to Maritime Counter-Terrorism" and "Maritime Security Capacity Building: Best Practices and Lessons Learned."

All MARSEC COE's publications can be accessed on our website at https://www.marseccoe.org/publications.

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MILITARY ENGINEERING
CENTRE OF EXCELLENCE (MILENG COE)

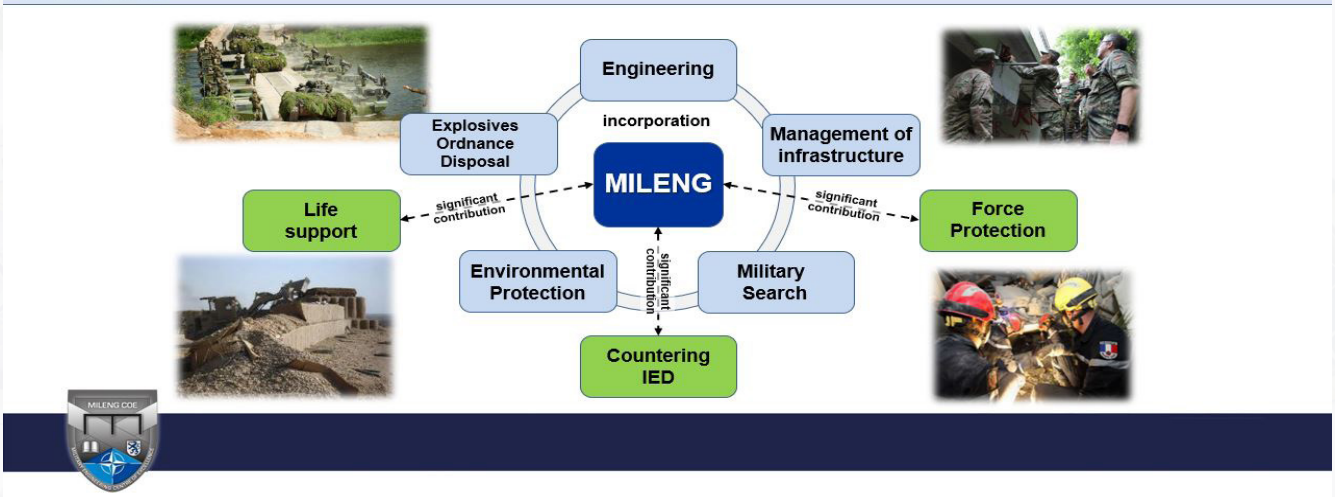


COL Thorsten LUDWIG

DIRECTOR'S MESSAGE

The Russian attack on Ukraine has had a significant impact on MILENG related topics especially Mobility (e.g. bridging) and Counter Mobility (e.g. barriers). Sitting at the centre of MILENG in NATO, the MILENG COE captured the essential observations from warfighting activities and staffed them into the panels of MILENG WG. This ensures that MILENG community remains current and prepared to support the collective defence for NATO from a MILENG capability. The independent nature of the MILENG COE ensures that the key MILENG gaps are identified and highlighted to the Senior MILENG advisors across the NATO Command and Force Structure. Importantly MILENG COE is supporting the key MILENG activities of addressing Mobility and Counter Mobility opportunities within the Alliance.

"MILENG is a function in support of operations to shape the physical operating environment."
MC 560/2 MILENG



► Mission Statement

MILENG COE provides NATO and its partners a military engineering knowledge hub through education & training, subject matter expertise and development of policy, concepts and doctrine to enhance the effective interoperability of military engineering capabilities into NATO operations and exercises. We are committed to building and maintaining a network of partners, experts, and stakeholders in military engineering in support of the Alliance's strategic objectives.

► Who We Are / What We Do

The MILENG COE's purpose is to provide recognised MILENG expertise and experience to enable the continued development of Sponsoring Nations and Alliance military engineering capability and interoperability.

Our core tasks are:

- **Information Knowledge Management (IKM):** The MILENG COE provides an IKM hub to support the gathering, processing, and dissemination of MILENG related information through a single source of collected knowledge;
- **Developing Concepts and Doctrine:** The COE assumes a leading role in the development and implementation of concepts, doctrines, and procedures to contribute to the effectiveness of NATO forces through standardization and interoperability;
- **Analysis and Lessons Learned:** To support NATO LL process with the collection of MILENG related observations, best practices, LI, and LL;
- **Education and Training (T&E):** Accredited NATO ETF delivering courses, Mobile Training Teams (MTT), individual training assistance and support to MILENG personnel within NATO Command and Force Structure and Nations.

► Vision

A world class organisation that strives to be the driving force behind the advancement of military engineering within NATO's future defence capabilities.

▸ 2025/2026

The Military Engineering Centre of Excellence (MILENG COE) reaffirmed its central role as NATO's premier institution for developing and integrating military engineering capabilities. With a focus on training, doctrine, interoperability, and multinational engagement, the MILENG COE continues to ensure that NATO's military engineering community is ready for tomorrow's operational challenges. The MILENG COE holds a unique position in being the heartbeat of the MILENG conscience within NATO. Through delivering the secretariat function to the NATO MILENG WG panels and the NATO Senior Joint Engineer Conference, MILENG COE is perfectly placed to deliver a MILENG knowledge hub across the MILENG Community of Interest. We deliver three Community Updates a year but also share routine updates via our MILENG COE portal – a must visit for anyone in the MILENG arena.

Pro-actively, the MILENG COE is operating in all three fields of MILENG related interoperability, technical, procedural, human. Continuous engagements with industry, both in the Industry Day event and during the MILENG WG, ensures a fruitful exchange of information regarding the possibility to standardise equipment and solve technical incompatibility among different equipment of the Alliance member states. A relevant example is the development of a Universal Floating Bridge Adapter (UFBA) between different floating bridges. In this way, the MILENG COE is enabling the contact between different stakeholders for equipment procurement and development.

Through an extensive range of resident courses, digital learning initiatives, working groups, doctrinal development teams, and high-level engagements, the Centre has supported a large number of military and civilian personnel while shaping the strategic direction of NATO's engineering force. As NATO's leading authority in military engineering training and education, the Military Engineering Centre of Excellence delivered its full suite of military engineering courses to provide essential knowledge,











expertise, and support to member states and partners, including Mobile Training Teams to Türkiye and the United States of America, in 2025.
We strongly suggest registering for our portal to get access to more information, workspaces and to register for our courses.

"Interoperability is a question of attitude"

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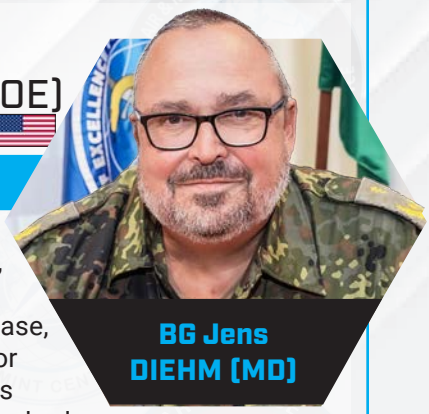
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NATO MILITARY MEDICINE
CENTRE OF EXCELLENCE (NATO MILMED COE)



BG Jens DIEHM (MD)

DIRECTOR'S MESSAGE

The NATO MILMED COE has successfully adapted to and responded to the evolving geostrategic landscape, particularly considering the Russia-Ukraine conflict. This highlights the commitment and dedication of our Nations and staff members. Currently, we are in a proactive phase, analysing the lessons learned from the conflict and preparing for the Vigorous Warrior 2026 multinational military medical exercise, which will be held in Estonia. Our efforts focus on transforming NATO's medical capabilities through training, doctrine and standards development, experimentation, and Force Health Protection initiatives. These efforts are directed at improving and ensuring the best medical support for our soldiers in the field, as well as contributing to and improving the combat readiness of the medical support of the Alliance. We remain the open door of NATO for everything medical, and we are looking forward to hearing about your initiatives to foster NATO's medical transformation.

▸ Mission Statement

The mission of the NATO MILMED COE is to support and assist all levels of command of the NATO Command Structure, other NATO bodies, nations, partners and other civil and military organizations in the transformation and continuous improvement and development of 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 and Innovation
- Standards development and custodianship
- Deployment-related health surveillance



▸ Who We Are / What We Do

NATO MILMED COE is a hub of military medical knowledge, building a reliably accessible Community of Interest within its areas of expertise. NATO 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: Training, Lessons Learned and Innovation, Interoperability, Support, Force Health Protection (FHP) 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 to ensure the best medical support for our soldiers in the field.



▸ 2025/2026

In 2024, the Vigorous Warrior exercise series (the largest dedicated, wide-spectrum, multinational medical exercise in NATO) has been conducted successfully in Hungary, with 35 NATO and Partner Nations and a considerable civilian component. The joint live exercise took place alongside the Clean Care CBRN Medical Exercise, which is a biennial medical exercise conducted in a simulated CBRN-scenario environment and provides a collective training opportunity for medical and CBRN defence organisations and personnel. The aim was to exercise the military medical support system in a complex, joint operational environment to enhance effectiveness and interoperability. during a NATO Major Joint Operation (MJO). Our Centre has also processed the observations from the VW24-CC24 exercise, resulting in a great number of Lessons for the medical community. Watch the highlights of these exercises through this link: Vigorous Warrior 24 - Clean Care 24 Highlights. By the end of VW24-CC24 the preparation of the VW26 started. The host nation will be Estonia; the date is 08-20 June 2026. Our Centre proceeds with the medical Lessons Learned process related to the Russian-Ukrainian conflict, organizing a workshop with over a hundred experts from NATO and Ukraine to collect firsthand medical experience. With taking medical innovation as a priority area, the NATO MILMED COE has first transformed itself into an organization that is able to work from anywhere and has a robust technical background to maintain a functional and active subject matter expert (SME) network, and to deliver a considerable amount of its products, such as trainings and professional events, online, offering multiple e-Learning opportunities and online or hybrid events. Watch our short demo video though this link: VR-capability in the NATO MILMED COE. We have laid great emphasis on disease surveillance, delivering a working interim module for near-real-time medical surveillance to supplement NATO's medical Command, Control, Communications, and Computers (C4) capabilities. These activities also showcase our focus being shifted to the overall geostrategic situation and how NATO's role develops related to it. We believe that the overall quality and the relevant products of our Centre, combined with this proactive stance led to the fact that ACT has found the NATO MILMED COE to be aligned with NATO's quality standards and has given us unconditional accreditation as a Centre of Excellence until 2028.







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COE WEBSITE

NATO MILITARY POLICE
CENTRE OF EXCELLENCE (NATO MP COE)



COL Piotr KWAS

DIRECTOR'S MESSAGE

At NATO MP COE we deliver complex and effective contribution on all Military Police (MP) aspects across the full spectrum of NATO operations. With NATO refocusing on Deterrence and Defence of the Euro-Atlantic Area, the need to prepare efficient MP officers and non-commissioned officers, ready to contribute as enablers to the conduct of operations is becoming increasingly important. ("Be able to fight tonight") Therefore, the Centre not only offers a variety of MP-related courses and events to comply with these requirements but also supports transformation ("Be prepared for tomorrow!") and prepares high quality products as well as provides additional opportunity to enrich knowledge of the worldwide MP Community of Interest (CoI). The NATO MP COE is an integral part of this active and diverse CoI and deeply rooted in it.

▸ Mission Statement

The NATO MP COE 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 / What We Do

As an international military organisation, we develop and deliver subject matter expertise. In cooperation with other military and civil actors, supporting further transition and development of MP standards and capabilities. The main aim is to facilitate cooperation and interoperability of NATO nations and partners and their MP/Gendarmerie Type Forces (GTF), as well as to enhance their role in the development of future capabilities in accordance with the NATO Strategic Concept across the full spectrum of operations in the whole continuum of competition. The Centre focuses on, but does not limit its activities to the cooperative facets of MP in the following core areas:

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

We are an active member of the NATO MP Working Group.





▸ Vision

As a hub and motor for innovation, we build bridges between nations, organisations and institutions for further evolution of MP standards and capabilities to support cooperation and interoperability of NATO and partners.

▸ 2025/2026

NATO MP COE – Focus 2025/2026
Defence and Deterrence of the Euro-Atlantic Area remains the foundation of our work. "Back to the roots!" continues to guide us – without losing sight of the requirements of Crisis Prevention and Crisis Management.

Enable NATO MP to "fight tonight"
Readiness today means more than holding forces available. It is about ensuring that MP across the Alliance can operate together despite their different national structures and legal frameworks.

Exercises play a decisive role: they provide the opportunity to build a common understanding of MP tasks in Article 5 operations and to develop practical solutions for interoperability. By linking exercise scenarios with doctrinal development, we establish the foundations on which NATO MP organisations can cooperate effectively in complex, multinational operations.

At the same time, MP support to operations must be seamless – stretching from the Theatre level, through Corps rear area, down to Division and Brigade. Only through this continuity can we guarantee that MP contributions remain fully integrated and effective across the entire spectrum of operations.

Prepare NATO MP for tomorrow
In 2024, we initiated the long-term process of aligning MP force structures with the requirements of Article 5 operations. Drawing lessons from the Russo-Ukrainian war, we began to analyse probable MP missions and, together with ACT Staff Element Europe, to adjust the MP force posture through the NATO Defence Planning Process.

This effort will remain central in 2025 and 2026. Beyond conceptual adjustments, it is about transforming doctrine and force structures, testing them through the Provost Marshals in tactical and operational level exercises, and integrating them into the plans. Transformation does not happen by chance but through a targeted and collaborative process. Documents such as the MP Strategic Concept and the MP Future Capability Study provide the strategic direction for this effort.

Our Structure – Our Strength
The NATO MP COE builds its activities on the above-mentioned four strong pillars. This holistic approach enables us to deliver tangible results – from doctrine to force posture, from classroom to field. The close interaction with the CoI and the NATO MP Working Group ensures that our work reflects operational reality, national perspectives and the Alliance's evolving requirements. It is this dynamic cooperation that makes the MP COE a unique hub of knowledge and innovation for the NATO MP community.

Our mission focus for 2025/2026
Short term: enable existing national MP forces to accomplish today's tasks in an interoperable manner.
Long term: build the capabilities and capacities that will be required for tomorrow's Article 5 operations.

The NATO MP COE thus remains a unique centre of expertise, covering the entire spectrum of Military Police aspects – strengthening the Community of Interest through education, conceptual work, and lessons directly drawn from operational realities.







Visit our website to learn more about our courses, events, and studies – and to join us in shaping the future of NATO MP together.

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NATO MODELLING AND SIMULATION
CENTRE OF EXCELLENCE (NATO M&S COE)



COL. Felice DE ROSA

DIRECTOR'S MESSAGE

The NATO Modelling and Simulation Centre of Excellence is an international source of expertise focused on supporting the four pillars of NATO's Digital Transformation and providing the Alliance with M&S support at the point of need. The M&S COE is committed to Quality Assurance and is an accredited NATO Education & Training Facility that provides quality M&S courses to the Alliance and partnered nations. We support NATO's efforts in the development of new M&S concepts and capabilities with a current focus on Wargaming and simulation support to Multi-Domain operations.

The M&S COE is a hub for the promotion and sharing of M&S expertise. One of our main goals is to improve cooperation between NATO and the M&S Community of Interest. We invite you to join us at our collaborative forums, CA2X2 and MESAS, where the Centre brings our partners from across the Government, Military, Industry, and Academia together to collaborate and generate solutions to NATO's simulations requirements.

▸ Mission Statement

To support NATO, its Nations, and Partner Nations by providing leadership, subject matter expertise, and technological capability in all aspects of M&S activities.

▸ Who We Are / What We Do

An organization of experienced military leaders and "digital generation" talents from 4 NATO Nations, representing all domains with expertise in both combat and combat support roles, and in the application of modelling and simulations in support of military activities.

▸ Vision

To contribute to NATO Transformation by enhancing operational effectiveness and resource management.

▸ 2025/2026

M&S Forums

The MSCOE hosted the 20th NATO Computer Assisted Analysis, Exercise and Experimentation (CA2X2) Forum, an annual event bringing together the M&S community of interest to present current and future projects with over 440 participants from 34 nations presenting more than 57 sessions related to NATO M&S priorities. We also continue to host the Modelling and Simulation for Autonomous Systems (MESAS) conference in conjunction with the Czech University of Defence to advance ideas in emerging disruptive technologies.

DOCTRINE, EDUCATION & TRAINING

As the only Accredited NATO provider for simulation education, the MSCOE provides several M&S courses, ranging from a general understanding of M&S to integrating simulation systems for NATO exercises and wargaming activities. The COE provides four accredited courses in support of NATO requirements and two additional courses focused on the utilization of the Joint Theater Level Simulation-Global Operations (JTLS-GO). In addition to the current course catalogue, the COE is developing two courses to meet new NATO requirements and preparing to offer a seminar focused on the Systems Tool Kit (STK) simulation tool.



Courses offered:

- Modelling and Simulation Introductory Course (Online)
- NATO M&S Basic Course
- NATO Computer-Assisted Exercise (CAX) Specialist Course
- NATO M&S Integration Specials Course
- JTLS-GO Foundation Course
- JTLS-GO Practitioner Course

Courses in development:

- M&S Support to Wargaming and Experimentation (Pilot NOV 2025)
- MATO M&S Course (Pilot 2026)
- STK Seminar (Pilot 2025)



CONCEPT DEVELOPMENT & EXPERIMENTATION

The Centre is leading several projects in order to develop new Modelling & Simulation tools to fill capability gaps in the NATO simulation ecosystem and to support decision making.

The COE continued development of ELMO (Electromagnetic Layer for Multi-domain Operations), a tool to create synthetic electromagnetic environment to visualize and experiment with EMSO in multi-domain scenarios, and CASTLE (CBRN Activities Simulation Total Layer Environment) which federates existing CBRN simulators and visualize CBRN effects in a synthetic environment. ELMO and CASTLE aim to provide leaders enhanced decision-making capability as multi-domain plug-ins to support NATO NextGen M&S through multi-level integration of M&S tools and C2 architectures.

In 2026, the COE will include projects to leverage AI/ML technologies to support decision making (MAIDEN – M&S Integration in Support of Decision Making), rapid scenario generation (SAGA – Scenario Automated Generation using AI), and risk management.

MODELLING & SIMULATION SERVICES

The COE is heavily involved in providing Wargaming support to NATO from the tactical through strategic level. We continue to provide WISDOM (Wargaming Interactive Scenario Digital Overlay Model), a tactical and operational level synthetic wargaming tool, and CHESS (Cyberspace Hybrid warfare for Educational Strategic Scenarios), a strategic-level cyber wargame to provide leaders insights into the complexity of cyber operations and their influence on a country's overall stability.

We are utilizing lessons learned through use of our existing wargames to develop two simulations designed to support wargaming: PreCys (Predictive Cyber Simulator) and StratSim (Strategic Simulator) will provide leaders with additional tools to conduct strategic-level wargames focused on gaining strategic advantage during pre-war activities.

In addition to Wargaming efforts, the COE continues to provide support to JWC and JFTC simulation exercises and is preparing to support the NATO simulation accreditation process as a HLA Certification Entity.





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NATO MOUNTAIN WARFARE
CENTRE OF EXCELLENCE (NATO MW COE)



COL Leon HOLC

DIRECTOR'S MESSAGE

The NATO Mountain Warfare Centre of Excellence (MW COE) ensures that NATO remains capable of operating and winning in one of the world's most demanding environments – the mountains. As we enter 2026, the MW COE's work is closely aligned with NATO's Defence and Deterrence posture (DDA) and the Warfighting Development Agenda (WDA).

Our contribution is tangible: digital planning tools that support commanders, integration of UAVs in complex terrain, multi-domain experimentation, and wargaming tailored to mountain operations. By combining doctrinal expertise, operational experience, and innovation, the MW COE delivers solutions that strengthen NATO's readiness and interoperability.

Mountains are a proving ground for resilience, adaptability, and innovation. We will continue to transform their challenges into opportunities for NATO, ensuring that Allied and Partner forces maintain the decisive edge.

▸ Mission Statement

The MW COE enhances NATO's ability to operate in mountainous terrain by developing doctrine, concepts, and lessons learned; conducting training and education; and supporting experimentation. The Centre strengthens interoperability, operational effectiveness, and readiness, ensuring that Allied and Partner forces can succeed in demanding environments.

▸ Who We Are / What We Do

The MW COE is a NATO-accredited Centre of Excellence sponsored by nine nations, led by Slovenia. It is the only NATO institution dedicated exclusively to mountain warfare. By merging operational experience with innovation, the MW COE provides unique expertise that benefits the Alliance.

The Centre develops doctrine, concepts, and digital tools; delivers training in realistic mountain conditions; and supports experimentation and wargaming. Through cooperation with industry and academia, the MW COE ensures NATO has access to future-proof, interoperable, and resilient solutions for mountain operations.





▸ Vision

The MW COE strives to remain NATO's recognized hub of expertise in mountain warfare. We seek to expand multinational participation, strengthen digital and multi-domain integration, and ensure that knowledge gained in mountain environments contributes directly to NATO's transformation and future force development.

▸ 2025/2026

At the MW COE, we train, test, and define how the Alliance will fight — survive and win — in the world's most demanding terrain: the mountains. By combining classic mountain skills with cutting-edge experimentation, we give commanders and units the best of both worlds: hands-on mountain craft and mission-ready technology. In 2025, the MW COE consolidated its role as a transformation driver within NATO, advancing several flagship initiatives that bridge tactical expertise with strategic innovation. Our efforts directly support the Alliance's adaptation to a complex and evolving security environment, especially in mountainous terrain.

Driving Transformation Through Innovation

Our recent achievements reflect a clear focus on the future of mountain warfare:Multi-Domain Operations



Concept (MDO) in Mountainous Environment Study in support of NATO MDO Concept Development;

- Digital Planning Tools: We fielded a terrain-aware planning system that integrates climate and logistics models, contributing to NATO's broader digitalization priorities;
- Mountain Cell Expansion: The Mountain Cell concept has grown, embedding terrain-specific expertise into operational staffs and enhancing multi-domain planning;
- Realistic Training Delivery: Through Mobile Education and Training Teams (METT), we have delivered field-based training that boosts resilience and operational readiness;
- Wargaming & Live Experimentation: Our events stress-test new ideas in real-world scenarios. Wargaming activities supported WDA experimentation, while field tests showed how UAVs, resilient communications, and mission simulations can reshape reconnaissance, logistics, and command and control in alpine environments.

Pioneering the Integration of Unmanned Systems

One of our most forward-looking efforts has been the launch of the first UAV Operational Planning Course specifically designed for mountainous terrain. This course trains leaders to integrate UAVs and autonomous systems into every operational phase — from route reconnaissance to casualty evacuation — enabling faster, safer, and smarter decisions in complex terrain.

We are also leading the study and field-testing of AI-enabled sensors, unmanned ground vehicles, and integrated command-and-control (C2) solutions, pushing the boundaries of how mountain operations are conceived and executed.

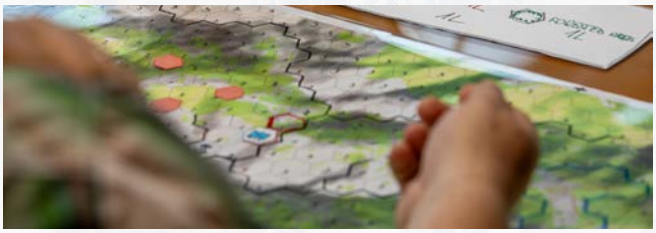
Looking Ahead to 2026

As we look to the future, our work continues to evolve:

- Mountain Multi-Domain Brigade Concept: We are advancing this light, mobile, and interoperable formation tailored to mountain warfare — a NATO-ready force for deterrence and defence;
- Expanding Innovation Networks: Closer cooperation with industry and academia is enhancing capabilities in sensors, communications, protective gear, and logistics;
- ACT-Led Contributions: The MW COE is contributing mountain-specific expertise to studies on climate impacts, hybrid threats, and resilience;
- Digital Education & Training: We are accelerating the digitalization of our wargaming, education, and training systems for greater accessibility and integration with NATO's transformation architecture.

Through these initiatives, the MW COE acts as an operational hub and innovation engine — where traditional mountain warfare meets emerging technologies. In just two years, we have grown from classic alpine training to becoming a beacon for mountain troops across the Alliance.

Curious? Visit www.mwcoe.org to access our reports, follow our events, and watch how mountain warfare is evolving.



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NATO NAVAL MINE WARFARE
CENTRE OF EXCELLENCE (NATO NMW COE)



DIRECTOR'S MESSAGE

With 80% of the worlds trade transported over sea, the economies of the Alliance depend heavily on open Sea Lines of Communication (SLOC's). The same goes for (the supply of) its military operations. A small disturbance to these SLOC's can have major effect. With the vast amounts of sea mines in stock worldwide, such an effect could be easily achieved by one of the estimated 60 nations (including Russia, China and Iran) that possess sea mines. It is therefore of vital importance to the Alliance to continue developing its Naval Mine Warfare (NMW) capabilities to counter these NMW threats and be able make use of NMW potential with robust mine laying capabilities. The NATO Naval Mine Warfare Centre of Excellence aims to guide and support these developments to take NATO's Naval Mine Warfare capabilities into the next (unmanned) era.

▸ Mission Statement

The NMW COE focuses on training and education, doctrine and standardization, lessons learned and analysis, concept development and experimentation to deliver the best possible support in NMW to NATO Headquarters, NATO Nations and NATO Partners.

▸ Who We Are / What We Do

The NMW COE is the NATO entity with knowledge and expertise in the Naval Mine Warfare domain. It emerged from Ecole de Guerre de Mine (EGUERMIN) which has been a hub of knowledge for NMW for long. Today, the NMW COE is co-located with the Belgian Naval Academy (including the former EGUERMIN) and with the Admiral BENELUX (ABNL) Mission Support Centre. This enables the three entities to leverage each other's expertise and insights on NMW, fostering mutual growth and collaboration. The NATO NMW COE is on the forefront of the developments in the NMW domain. As is the case for any COE, our focus is also on Concept Development and Experimentation, Doctrine and Standardization, Lessons Learned and Analysis as well as Education and Training.

▸ Vision

The NATO NMW COE is the main source of expertise regarding all aspects of NMW and a strong promotor of NMW awareness. Using a unique fusion of knowledge and experience from the entire NMW-community the COE supports NATO, SNs and partners in optimizing NMW capacity.



▸ 2025/2026

In 2025:

The NMW COE:

- Contributed to the NATO Doctrine and Standardization process, by participating in and leading various Working Groups, providing or commenting Change Proposals to Allied Publications and Terminology Proposals, and hosting the TTEP (Tactics and Tools Evaluation Panel) under the NMWWG (Naval Mine Warfare Working Group).
- Contributed to the NATO Defence Planning Process and participated in the NATO capability groups, like the Capability Area Group(s), UWWCG and the JCGMUS. The Chief of Staff from the NMW COE is the chair of the NMW Syndicate under the UWWCG.



- Participated in the NMW part of REPMUS (Robotics Experimentation and Prototyping using Maritime Unmanned Systems).
- Guided the EXTAC 885 project and monitored two different EXTAC's: The 886 (Underwater C2) and the 887 (Data handling).
- Guided the Belgium led Specialist Team on Biological Impact (ST-BI) with their study to extract measurable parameters of data obtained through the sensors of NMW sonar systems for bottom classification and sonar capability predictions to find sea mines.
- Contributed to ACT Minimal Viable Product initiatives to come up with an up-to-date version of MCM Expert.
- Support the NATO NMW Principal Warfare course, the NATO NMW Staff Officer course, and the OPP 7 Questions Maritime Tactical Estimate course at the Belgian Navy Academy.
- Organized the NMW Conference titled: 'Naval Mines in the Future Art of War A Relic of Past Centuries of Poor Navies or An Effective Deterrent Weapon.'
- Worked on 'Requests for Support' sent by the Italian Navy, the Latvian Navy, French Navy, ACT, and MARCOM.
- Executed the MAREVAL of SNMCMG1 and SNMCMG2.
- Actively participated in the writing of the Naval Mine Warfare Strategy -paper and corresponding NMW Roadmap.
- Provided support to exercises like DYNAMIC MOVE and ARIADNE.
- Finished a study on the challenges related to the protection of Critical Undersea Infrastructure and the use of Artificial Intelligence in Maritime Unmanned Systems.

In 2026:

- Continue to actively participate in most of the above-mentioned activities.
- Work on two Requests for Support from the Italian Navy (Naval Mine Warfare role in support of CUI protection and seabed operations/Data Interoperability and Exchange for Autonomous Vehicles in Multinational Operations) and one from the Finnish Navy.









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NATO SECURITY FORCE ASSISTANCE
CENTRE OF EXCELLENCE (NATO SFA COE)

DIRECTOR'S MESSAGE



COL Massimo MONCADA

Since its establishment following the introduction of the Security Force Assistance (SFA) concept at the 2014 Wales Summit, the SFA Centre of Excellence (COE) has consistently supported NATO's transformation efforts. The Centre pursues its mission through three core lines of effort. Looking ahead, the SFA COE remains fully committed to strengthening its vital relationships with all stakeholders within the SFA Community of Interest. It will continue to enhance Human Capital by improving the quality and effectiveness of SFA Operators. Additionally, the Centre will maintain its support to operations amid an evolving geopolitical landscape, operating within the framework of a "continuum of competition." This includes exploring new opportunities while remaining focused, determined, adaptive, open-minded, and resilient.

▸ Mission Statement

Improve the effectiveness of the Alliance in promoting stability and reconstruction efforts for conflict and post-conflict scenarios through related Lessons Learned, Education and Training analysis, development of Concept and Doctrine activities. Provide a unique capability to Alliance, NATO Nations and NATO Partners in the field of SFA.

▸ Who We Are / What We Do

The NATO SFA Centre of Excellence (COE) is a multinational organization supported by Albania, Italy (Framework Nation), and Slovenia as Sponsoring Nations, with Austria as a Contributing Participant. It provides a unique capability to the Alliance and its Partners in the field of Security Force Assistance (SFA) through the sharing of expertise and the integration of diverse skills.

The Centre's strength lies in its wide network, including academia, NATO Command and Force Structures, international organizations, COEs, think tanks, and research institutes. This diverse engagement enables a comprehensive and innovative approach to its mission, structured around three Lines of Effort: Policy, Human Capital, and Support to Operations. These connections ensure fresh perspectives in analysis, research, and the development of the Centre's annual Programme of Work.





▸ Who We Are / What We Do

NATO SFA COE is to become an internationally recognized focal point to expand capabilities of NATO, Nations and other partners by providing comprehensive expertise and support in the area of SFA.

▸ 2025/2026

The NATO SFA COE is conducting a variety of activities such as:

1. Education and Training:
   - Delivering of NATO Selected Courses ADL 362 "Introduction to SFA", "SFA Operators course", "SFA Advisor Enhancement Seminar", "Institutional Adviser course" and "Advanced Seminar for SFA Strategic advising within SSR".
   - Delivering NATO Advisory and Liaison Team (NALT) Kosovo a tailored "SFA Operators Course" with a Mobile Training Team (METT).
   - Supporting with SFA SMEs the FINCENT's Training Requirement Assessment process as downfall of its Strategic Training Plan revision.
   - Supporting the Joint Warfare Centre and the Joint Force Training Centre with SFA SMEs in

planning and executing NATO collective training events such as the NATO Mission Iraq (NMI) pre deployment training.

- Designing a capacity building training solution to fulfil new identified requirements supporting new job positions in the Peace Establishment of SHAPE and Joint Force Commands.
- Support EU Capacity Building Effort through the development of a course ICCW the EU Security and Defence College (ESDC) and SAFE Foundation, aimed at improving knowledge of the personnel deployed in EU Missions.

2. Concept Development and Experimentation:
   - Developing a study paper on how to implement SFA concept, doctrine and procedures in the other Domains (beside the Land Domain) exploring how SFA enhances partner capabilities, integrating advanced technologies and fostering interoperability.
3. Analysis and Lessons Learned:
   - Developing an Analysis Report called "A cross-cultural examination: Enhancing advising through intercultural communication and cultural mediation" aimed at delving into the relevance of cultural dissimilarities in the daily work of the advisors and their impact on mission' achievement.
   - Developing training tools exploiting the Artificial Intelligence (AI) in support of SFA Advisors education
4. Doctrine Development & Standards:
   - Supporting the revision and the development process of NATO doctrine connected to SFA.
   - Supporting ACT's Warfare Development Agenda (WDA) Lines of Delivery by contributing to the development of Future Force Study (FFS), Strategic Foresight Analysis and Future Operating Environment (FOE).
   - Supporting SHAPE and NATO HQ in drafting the Capacity Building Policy.

Moreover, the SFA COE issued the following publications:

- Editorial Project concerning the history of SFA after the II WW, including a current overview and some insights about legal aspects
- SFA Approach in Multi-Domain operations research paper.

Plans for 2026:

The COE plans to continue to pursue its objectives through the development of the following projects:

- Improve and Expand the Education & Training offer with the review of the existing and the addition of new training solutions.
- Achieve the NATO Quality Assurance (QA) certification.
- Supporting the revision and the development process of the AJP-3.16 – SFA and of several SFA related publications such as the AJP 3.22 – Stability Policing, the AJP 3.27 - Military contribution to Counterinsurgency and the AJP 3.28 – Military contribution to the Stabilization.
- Start an analysis and research about the "Cognitive warfare" pending for the approval of the concept.
- Developing a handbook grounded in mediation and negotiation techniques.
- Updating the Analysis Report on the SFA Operator Profile.
- Enlarge the SFA Community of Interest.







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NATO SPACE
CENTRE OF EXCELLENCE



COL Sylvain DEBARRE

DIRECTOR'S MESSAGE

2025 was a pivotal year for NATO's Space COE, marked by significant progress in both visibility and capabilities. The first NATO Space COE Conference in Toulouse brought together nearly 300 participants from 29 countries and featured contributions from the highest NATO and national authorities, laying the foundation for strong future cooperation between NATO, Partner Nations, and industry. The Centre is now preparing to take the next major step: relocating to a new facility in Toulouse, which will greatly enhance its capacity to host international training, exercises, and events.

With new colleagues joining and the final positions filled, the Centre is on track to reach full operational capability in early 2026, further strengthening its role in NATO's space activities.

▸ Mission Statement

The NATO Space COE aims to provide knowledge, analysis, and products covering the three operational Space functions (SDA, OSS, and SDC), stimulate Space expertise sharing and interoperability, and constitute a bridge between NATO and all relevant national and international Space organizations from various sectors (Defence, Civil, Industry, Academia and Research).

▸ Who We Are / What We Do

The NATO Space Centre of Excellence (COE) brings together multinational personnel with extensive space expertise to support NATO's adaptation in the Space Domain. By monitoring emerging trends, assessing technological developments, and evaluating their impacts, the COE ensures that NATO and its Allies can harness space capabilities effectively.

Through its four pillars—Concept Development and Experimentation, Doctrine and Standardization, Education and Training, and Analysis and Lessons Learned—the COE provides knowledge, analysis, and products across the three operational space functions: Space Domain Awareness (SDA), Operational Space Support (OSS), and Space Domain Coordination (SDC).

Acting as a bridge between NATO and external stakeholders from defence, civil, industry, academia, and research, the COE fosters expertise-sharing and interoperability while guiding the evolution of space education, training, and doctrine within the Alliance.

▸ Vision

The NATO Space COE aims to be the catalyst for the comprehension, improvement, and transformation of space power by delivering effective solutions through the COE's four pillars and providing relevant expertise for the benefit of NATO and Allies.



▸ 2025/2026

In 2025, the NATO Space Centre of Excellence (COE) marked significant milestones that strengthened its role as a hub for expertise and cooperation in the Space Domain. The highlight of the year was the first NATO Space COE Conference in Toulouse, which gathered nearly 300 participants from 29 nations, including NATO Allies, partners, industry leaders, and academic experts. With contributions from the highest NATO and national authorities, and sponsorship from leading global space companies, the conference set the tone for future collaboration and innovation. Building on this success, preparations are already underway for the second edition in 2026. Alongside this event, each Division advanced the COE mission, delivering support, analysis, and products across its four pillars.

Concept Development & Experimentation (CD&E) Division:

Provided direct support to the 2025 CWIX edition, with a view to assuming the Deputy Area Lead role as of 2026. It contributed to the NATO Space C2 Tiger Team for the NATO Federated Mission Networking (FMN) initiative,

advancing NATO standardization. It also participated in the development of the first NATO space wargame, providing expertise and personnel to all phases, while contributing to the development of several NATO studies and analyses.

Doctrine & Standardization (D&S) Division:

After assuming custodianship of the future NATO Space Doctrine Allied Joint Publication (AJP-3.29) in April 2024, the D&S Division has been working toward its publication in 2026. The AJP 3.29 will define operational principles, structures, and planning guidance for integrating space into NATO multi-domain operations. In 2025, the custodian released Study Drafts 1 and 2, two significant milestones on the path to publishing the final document.

Education & Training (E&T) Division:

Continued providing support for the major exercises such as the STEADFAST series in the OPFOR Space role. In the role of Department Head for the space discipline, the E&T team began working on the Training Needs Analysis, a crucial step in improving NATO Space E&T to meet NATO requirements.

Analysis & Lessons Learned Division:

While supporting the continuous improvement of the Centre itself, it worked towards building up a strong link with the LL community. It provided a crucial assessment of the LL from the war in Ukraine.

In addition to these activities, the NATO Space COE began publishing thought-provoking articles, studies, and analyses on its website to support NATO and its Allies in understanding emerging challenges,





anticipating future trends, and shaping the development of space as an operational domain.
In fall 2025, the NATO Space COE relocated to its new dedicated building in Toulouse. This facility, equipped with multiple meeting rooms, classrooms and a conference room, will expand the Centre's capacity to host activities and will be key to enabling the NATO Space COE role as a future Education and Training Facility (ETF) for NATO. The arrival of new personnel, combined with the availability of a modern and fully equipped venue, will enable the NATO Space COE to declare its full operational capability by early 2026.



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COE WEBSITE

NATO STABILITY POLICING
CENTRE OF EXCELLENCE (NATO SP COE)



COL Luigi BRAMATI

DIRECTOR'S MESSAGE

The Alliance is confronting a rapidly evolving security landscape, where hybrid and unconventional threats are expanding NATO's challenges far beyond traditional military domains. In this shifting context, Stability Policing is reaffirming its role as both a strategic bridge and a driver of innovation, fostering new synergies between Internal Security and Collective Defence.

The NATO Stability Policing Centre of Excellence is fully committed to leading this transformation. With the creation of a fourth Branch dedicated to research and innovation, the COE is enhancing its ability to anticipate future needs and shape advanced doctrinal solutions.

Rooted in the proven "blue lens" approach—refined through decades of operational experience—the COE is evolving Stability Policing doctrine to meet emerging threats with confidence and agility. Its expertise, built across diverse theatres, ensures the delivery of cutting-edge educational, doctrinal, and research products.

Through this unwavering commitment to innovation, the COE remains a vital asset to the Alliance, ready to support stability and security in an increasingly complex global environment.

▸ Mission Statement

The mission of the NATO Stability Policing CoE 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 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).

▸ Who We Are / What We Do

In 1997, the Supreme Headquarters Allied Command Europe (SHAPE) identified the so called "security gap" in the field of public order and security, in the grey area between the SFOR military capabilities and the UN IPTF mission, lacking executive powers and/or local police forces capabilities. The gap was bridged by a military unit capable to perform the typical tasks of a civil police force: the NATO Multinational Specialized Unit (MSU) made up of gendarmerie forces, which are military forces with full civil police capabilities. Since then, this model has been implemented several times. The concept of military forces performing police duties has evolved in the current notion of Stability Policing. The NATO Stability Policing Centre of Excellence, funded to address all related needs, is nowadays the recognized focal point and hub of expertise on this topic.

▸ Vision

The NATO Stability Policing Centre of Excellence is a NATO-accredited, globally recognized repository of critical knowledge in the field of Stability Policing and a source of innovation for the benefit of the Alliance. NATO SP COE is also well established as a platform where NATO Bodies, Nations and Partners are encouraged to discuss and debate concepts and ideas, supported by the Centre's leading, unbiased, robust expertise, source of quality-certified, state-of-the-art education and training products. To achieve its objectives, the NATO SP COE is engaged in a constant high-level planning for sustainable success and continuous growth (from the NSPCOE Strategic Plan 2025-2028)



▸ 2025/2026

Major products and/or activities in 2025

Doctrine and Standardization (DSB)

- Participating in the Writing Team for the revision of AJP-3.22 Stability Policing.
- Supporting the Military Police Community of Interest with attending the Military Police Working Group: participating in the AJP 3.21 Military Police revision and the Capability Development Writing Team.
- Supporting the draft of a SP Concept, under request from ACT, in organizing a Workshop in Vicenza.
- Supporting the Battlefield Evidence and the Technical Exploitation Working Groups
- Supporting the NATO Command Structure in encompassing Stability Policing in Operations' Planning

Lessons Learned (LLB)

- Development of a definition and concept of LEINT (Law Enforcement Intelligence), in execution of 2025 ACT Concept Development PoW under the Cognitive Superiority topic.
- Production of the LL report: UAS (Unmanned Aircraft Systems): The force multiplier for Law Enforcement

Agencies and the potential contributor to Stability Policing report.

Education, Training and Exercise (ETEB)

- Delivered:
  - Five residential courses for NATO personnel and eligible NATO partners.
  - Upon NATO HQ's request, thanks to a US grant, two iterations dedicated entirely to NATO Partners: "Battlefield Evidence Institutional Level Course" & "Cultural Property Protection as a means to Counter Terrorism Financing".
  - Upon SHAPE's request: "Battlefield Evidence Collection" course, provided as a Mobile Training Solution (MTS) in favour of Ukrainian Forces.
- Designed:
  - Mobile Training Solution on "Battlefield Evidence Collection" course.
- Supported:
  - Planning process and execution phases of STEADFAST DAGGER 2025 Exercise.

Innovation, Concept Development and Experimentation (ICDE)

Design, Execution and Dissemination of the following research projects (each of them at a different stage of development)

- "The Policing Gap in NATO Operations: Defining the complexity of Internal Security Architecture".
- "Stability Policing as a NATO capability to foster readiness and resilience against Hybrid and Irregular Warfare Manoeuvres. New perspectives for NATO missions"
- "Instrumentalization of migration as a tool of hybrid warfare: the role of Stability Policing and community-oriented policing in mitigating vulnerabilities"
- "Enhancing Stability Policing through Emerging Technologies: Defining Operational and Doctrinal Requirements for Unmanned Support in Crisis Policing" (design. Project to be executed in 2026)

Major products and/or activities planned for 2026

- Participating in the Writing Team for the revision of AJP-3.22 Stability Policing (DSB).
- Supporting the Military Police Community of Interest with attending the Military Police Working Group: participating in the AJP 3.21 Military Police revision and the Capability Development Writing Team (DSB).
- Supporting the Battlefield Evidence and the Technical Exploitation Working Groups (DSB).
- Researching on Hybrid Warfare with producing 2 academic essays (DSB).
- LEINT concept development – testing and experimentation phase in operational environment and in exercises (LLB).
- Lessons Identified Workshop on the Police related activities (potential SP activities) in the Russian Ukrainian war (LLB).
- Contributing to the NSPCOE UxS (Unmanned Robotic System) project focused on SP engagement for Enhancing Capabilities and Mitigating Threats in multi–Domain Environment (LLB).
- To continue to deliver 4 residential NATO courses along with supporting NATO exercises. Objectives also include enhancing e-learning solutions and implementing them across other NATO e-learning platforms. (ETEB)
- Disseminating and promoting a Brief about the research "SP and the Internal Security Architecture" (ICDE).
- Disseminating and promoting final Publication about the research "SP and the Hybrid and Irregular Warfare Manoeuvres" (ICDE).
- Developing research about the "Instrumentalization of migrations" (ICDE).
- Developing joint project, ICCW other branches, investigating potential innovative technologies' support to SP, exploring wargaming and experimentation fields (ICDE).
- Delivering a "Diamond Event" focused on topic of actual relevance
- Organizing Workshops and Seminars to support the development of AJP 3.22 and other doctrinal publications

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COE WEBSITE

NATO STRATEGIC COMMUNICATIONS
CENTRE OF EXCELLENCE (STRATCOM COE)



MR. Jānis SĀRTS

DIRECTOR'S MESSAGE

As rapid technological change and the rise of advanced artificial intelligence reshape the information space, new risks and opportunities are emerging for democratic societies. Generative AI, deepfakes, large-scale disinformation campaigns, and algorithm-driven echo chambers now challenge the way truth is perceived and shared. At the same time, AI also offers powerful tools to strengthen resilience, improve transparency, and foster informed debate. In this environment, preserving the integrity of electoral processes has become more critical than ever, underscoring the essential role of truth, accountability, media literacy, and open public discourse in safeguarding democracy.

NATO Strategic Communications Centre of Excellence works to deliver up-to-date and in-depth analysis of methodologies applied by malicious actors across the information space. Our work focuses on but is not limited to the digital environment analysis, with particular focus on AI and other emerging technologies, to provide a comprehensive and practical knowledge base to those working in the field of strategic communications. We also aim to build a knowledge base of complex communications processes and emerging technologies for NATO and its nations to operate effectively. Expertise in strategic communications formed by combining knowledge from private, public and academic sectors allows the COE to form a research-based framework for Alliance's operations.

▸ Mission Statement

The COE's mission is to support NATO's strategic communications capability and contribute to the Alliance's communication processes by providing comprehensive analysis, timely advice and practical support.

The Centre's aim is to contribute substantially to the improvement of NATO, its Allies' and Partners' strategic communication capabilities through research, analysis, concept development, prototyping, doctrine development, standardisation and case studies, furthermore investing into the continuing development of StratCom education and training.

▸ Who We Are / What We Do

During more than a decade of full operational capability the NATO StratCom COE has established itself as one of the primary research and fusion hubs on subjects of strategic communications, countering disinformation, revealing trends in digital security and understanding hostile actor strategies, tactics, methodologies and techniques in the Euro-Atlantic information space, covering StratCom and related functions of PA, PD, InfoOps, as well as the communication capabilities of PsyOps and Mil PA. COE's international team of experts conducts research in response to the needs of NATO and governments of participating nations, develops training, designs programmes to advance the development of NATO military doctrine, and provides comprehensive analysis and practical support for decision makers in the Alliance.





▸ Vision

NATO StratCom COE has determined that its vision foresees seeking to increase Centre's knowledge pool in areas critical to development of strategic communications, through research, experimentation, cooperation and prototype development. This knowledge will be shared with NATO, its Allies and Partners through assistance in doctrine and concept development, education and training inputs and interaction with stakeholders across the Euro-Atlantic area. To capture the complexity of the contemporary information environment, the COE will focus on looking into the military, government, societal and technological aspects of StratCom.

▸ 2025/2026

In 2025 COE's subject matter experts were involved in numerous projects aimed to develop StratCom mindset, processes, related functions and capabilities.

The COE has issued the first edition of a new doctrine that establishes StratCom fundamentals for NATO's operational-level command structure. In addition, as custodian, the COE has also released the NATO doctrine on MilPA, which was ratified by member states in late 2024 and is currently undergoing assessment.

To foster an international platform for dialogue on contemporary challenges in global security, the information environment, and the cognitive domain, the COE convened

its annual two-day flagship conference, the Riga StratCom Dialogue, in 2025. The event brought together over 800 participants, featured 54 distinguished speakers, and encompassed 15 dynamic sessions. For the third consecutive year, the conference also hosted an enterprise marketplace, showcasing contributions of 12 private companies to the StratCom innovation.

Following its rebranding to reflect the complexity and urgency of today's information environment, the COE also hosted its annual one-day conference Digital Frontlines 2025 that brought together nearly 300 participants from academia and within six sessions explored topics ranging from the future of social media to AI, gaming, and beyond. In total the COE has organized 18 events in 2025 Additionally, COE has also published more than 15 various researches and 5 #StratComPodcast episodes.

In 2025, the COE has also worked closely with local and international media, achieving visibility in almost 400 news pieces.

Support for Ukraine has been a central priority in 2025, culminating in the agreement with Kyiv and the launch of the NATO Comprehensive Assistance Package Trust Fund Project. This effort aligns with the commitments reaffirmed at NATO's Washington Summit.

Education & Training (E&T):

In 2025, the COE continued to ensure the quality and accessibility of its established StratCom training solutions, delivering courses such as AI for Communicators and the Online and Social Media modules. Responding to the evolving training needs of member nations, several tailor-made educational projects were developed and delivered, including exercise support built on InfoRange, the simulated information environment platform. In addition, the COE launched preparations for its annual cross-sectoral, multinational StratCom Live-Ex, scheduled to commence in 2026.

LL & Analysis:

In 2025, the NATO StratCom COE has participated in regular NATO LL SPRING WEEK 2025, has been supporting NCS and NATO countries by providing experts for the conduct (Exercise Control) of the exercise and the Evaluation Team. The COE has also contributed its reports on projects conducted to JALLC in order to support Lessons Identified and Lessons Learned efforts of the NATO community.

In 2025, the COE advanced its Virtual Manipulation Brief series on digital influence targeting NATO, Ukraine, the EU, and the U.S. The latest edition—From War and Fear to Confusion and Uncertainty—introduced a new data pipeline, expanding coverage from two to ten platforms and restructuring baseline metrics. Results show 7.9% of interactions signalled coordination. Kremlin-aligned bursts appeared about twice as often as pro-Western ones, and nearly three times as often across multiple platforms, underscoring their broader reach and tighter synchronization.

In 2026, the NATO StratCom COE will advance its Program of Work to strengthen StratCom capabilities across NATO, Allies, and Partners. Focus will be on emerging information trends and AI—especially generative AI—examining its use and misuse in text-based misinformation, deepfakes, and other malign activities.

The Centre will contribute to continuous development of StratCom education and training, taking it to another level by conducting the first cross-sectoral, multinational AI-powered StratCom exercise "SYNESIS 2026". The Centre will also continue to issue the academic journal "Defence Strategic Communications" and organize various events including the conference "Riga StratCom Dialogue".



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https://open.spotify.com/show/4iU4BvefOxCJqHzZlaSQFq?si=75ab1c6e3ee34a74

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COE WEBSITE

CURRENT COE STATUS AND LOCATION

Centre of Excellence (COE)	FN	Sponsoring/ Partner Nations	Location	Accreditation Date
Air Operations (AO)	FRA	FRA	Lyon Mont Verdun, FRA	18-Feb-08
Climate Change and Security (CCASCOE)	CAN	CAN, DNK, FRA, DEU, GRC, ITA, LVA, LUX, NOR, ROU, TUR, GBR	Montréal CAN	28-May-24
Cold Weather Operations (CWO)	NOR	NOR	Elverum, NOR	31-Jul-07
Combined Joint Operations from the Sea (CJOS)	USA	CAN, DEU, ESP, FRA, GBR, GRC, ITA, NLD, NOR, PRT, ROU, TUR, UK, USA	Norfolk, USA	14-Dec-06
Command and Control (C2 COE)	NLD	NLD, TUR, USA	Utrecht, NLD	04-Apr-08
Confined and Shallow Waters (Operations In) (CSW)	DEU	DEU, DNK, EST, GRC, ITA, LTU, NLD, POL, TUR, USA	Kiel, DEU	03-Mar-09
Cooperative Cyber Defence (CCD)	EST	ALB*, BEL, BGR, CAN, CZE, DEU, DNK, ESP, EST, FIN, FRA, GBR, GRC, HRV, HUN, ISL, ITA, LUX, LTU, LVA, MKD*, MNE, NLD, NOR, POL, PRT, ROU, SVK, SVN, SWE , TUR, USA, AUS, CHE, KOR, JPN, IRE, UKR	Tallinn, EST	28-Oct-08
Civil-Military Cooperation (CCOE)	NLD	DEU, HUN, ITA, LVA, NLD, POL, SVN	The Hague, NLD	31-Jul-07
Counter Improvised Explosive Devices (C-IED)	ESP	CZE, DEU, ESP, FRA, GRC, HUN, NLD, PRT, ROU, SWE, TUR, USA	Madrid, ESP	14-Nov-10
Counter-Intelligence (CI)	POL & SVK	CZE, DEU, HRV, HUN, ITA, LTU, POL, ROU, SVK, SVN, USA	Krakow, POL	22-Feb-17
Crisis Management and Disaster Response (CMDR)	BGR	BGR, GRC, HUN, POL, ROU	Sofia, BGR	31-Mar-15
Defence Against Terrorism (DAT)	TUR	ALB, DEU, GBR, HUN, ITA, ROU, TUR, USA	Ankara, TUR	14-Aug-06
Energy Security (ENSEC)	LTU	DEU, EST, FIN , FRA, GBR, ITA, LTU, LVA, POL, TUR, USA, GEO, UKR	Vilnius, LTU	12-Oct-12
Explosive Ordnance Disposal (EOD)	SVK	CZE, HUN, POL, ROU, SVK	Trencin, SVK	28-Apr-11

*: In Process of Joining

Centre of Excellence (COE)	FN	Sponsoring/ Partner Nations	Location	Accreditation Date
Human Intelligence (HUMINT)	ROU	CZE, GRC, HUN, POL, ROU, SVK, SVN, TUR, USA	Oradea, ROU	29-Jul-10
Integrated Air and Missile Defence (NATO IAMD)	GRC	BGR, CZE, GRC, FRA, ROU, TUR,	Chania, GRC	08-Apr-20
Joint Air Power Competence Centre (JAPCC)	DEU	BEL, CAN, CZE, DEU, ESP, GBR, GRC, HUN, ITA, NLD, POL, ROU, TUR, USA	Kalkar, DEU	01-Jan-05
Joint Chemical, Biological, Radiological and Nuclear Defence (JCBRN Defence)	CZE	CAN, CZE, DEU, FRA, GBR, GRC, HUN, ITA, POL, ROU, SVK, SVN, USA, AUT	Vyškov, CZE	31-Jul-07
Maritime Geospatial, Meteorological & Oceanographic (MGEOMETOC)	PRT	ESP, PRT, ROU, TUR	Lisbon, PRT	26-Aug-21
Maritime Security (MARSEC)	TUR	GRC, PRT, ROU, TUR	Istanbul, TUR	08-Jun-20
Military Engineering (MILENG)	DEU	BEL, CAN, CZE, DEU, DNK, ESP, FRA, GBR, GRC, HUN, ITA, NLD, NOR, POL, ROU, TUR, USA	Ingolstadt, DEU	09-Mar-09
Military Medicine (MILMED)	HUN	BEL, CZE, DEU, GBR, HUN, ITA, NLD, POL, ROU, SVK, USA	Budapest, HUN & Munich, DEU	12-Oct-09
Military Police (MP)	POL	BGR, CZE, DEU, GRC, HRV, HUN, ITA, NLD, POL, ROU, SVK	Bydgoszcz, POL	28-May-14
Modelling & Simulation (M&S)	ITA	CZE, DEU, ITA, USA	Rome, ITA	18-Jul-12
Mountain Warfare (MW)	SVN	CZE, DEU, HRV, ITA, MKD, POL, ROU, SVN, AUT	Begunje na Gorenjskem, SVN	27-Nov-15
Naval Mine Warfare (NMW)	BEL & NLD	BEL, ITA, NLD, POL, ROU	Ostend, BEL	17-Nov-06
Security Force Assistance (SFA)	ITA	ALB, ITA, SVN, AUT	Rome, ITA	30-Nov-18
Space	FRA	BEL, CZE, FRA, DEU, GRC, ITA, LUX, NLD, MKD, POL, PRT, ROU, ESP, TUR, GBR	Toulouse, FRA	17-Jul-23
Stability Policing COE (SP)	ITA	CZE, ESP, FRA, GRC, ITA, NLD, POL, ROU, TUR	Vicenza, ITA	09-Dec-15
Strategic Communications (STRATCOM)	LVA	BEL*, CAN, DNK, DEU, ESP, EST, FIN, GBR, ITA, LTU, LVA, NLD, POL, SVK, USA, HUN, SWE, AUS	Riga, LVA	01-Sep-14

NATIONS PARTICIPATING IN COEs

	Country	Sponsoring Nation of	Framework Nation of
	ALB	DAT, CCD, SFA	
	BEL	CCD, JAPCC, MILENG, MILMED, NMW, SPACE, STRATCOM*	NMW
	BGR	CCD, CMDR, IAMD, MP	CMDR
	CAN	CCASCOE, CCD, CJOS, JAPCC, JCBRN Defence COE, MILENG, SPACE COE, STRATCOM	CCASCOE
	HRV	CCD, CI, MP, MW	
	CZE	CCD, CI, C-IED, EOD, HUMINT, IAMD, JAPCC, JCBRN Defence, MILENG, MILMED, M&S, MP, MW, SPACE, SP	JCBRD Defence
	DNK	CCASCOE, CCD, CSW, MILENG, STRATCOM	
	EST	CCD, CSW, ENSEC, STRATCOM	CCD
	FIN	CCD, ENSEC, STRATCOM	
	FRA	AO, CCASCOE, CCD, C-IED, ENSEC, IAMD, JCBRN Defence, MILENG, SPACE, SP	AO, SPACE
	DEU	CCASCOE, CCD, CCOE, CI, C-IED, CJOS, CSW, DAT, ENSEC, JAPCC, JCBRN Defence, M&S, MILENG, MILMED, MP, MW, SPACE, STRATCOM	CCOE, CSW, JAPCC, MILENG
	GRC	CCASCOE, CCD, C-IED, CJOS, CMDR, CSW, HUMINT, IAMD, JAPCC, JCBRN Defence, MARSEC, MILENG, MP, SPACE, SP	IAMD
	HUN	CCD, CCOE, CI, C-IED, CMDR, DAT, EOD, HUMINT, JAPCC, JCBRN Defence, MILENG, MILMED, MP, STRATCOM	MILMED
	ISL	CCD	
	ITA	CCASCOE, CCD, CCOE, CI, CJOS, CSW, DAT, ENSEC, JAPCC, JCBRN Defence, M&S, MILENG, MILMED, MP, MW, NMW, SFA, SPACE, SP, STRATCOM	M&S, SFA, SP
	LVA	CCASCOE, CCD, CCOE, ENSEC, STRATCOM	STRATCOM
	LTU	CCD, CI, CSW, ENSEC, STRATCOM	ENSEC
	LUX	CCASCOE, CCD	
	MNE	CCD	

*: In Process of Joining

	Country	Sponsoring Nation of	Framework Nation of
	NLD	C2, CCD, CCOE, C-IED, CJOS, CSW, DAT, JAPCC, MILENG,	C2, CCOE, NMW
	MKD	CCD, MW, SPACE	
	NOR	CCASCOE, CCD, CJOS, CWO, MILENG	CWO
	POL	CCD, CCOE, CI, CMDR, CSW, ENSEC, EOD, HUMINT, JAPCC, JCBRN Defence, MILENG, MILMED, MP, MW, NMW, SPACE, SP, STRATCO MCOE, STRATCOM	CI, MP
	PRT	CCD, C-IED, CJOS, MARSEC, MGEOMETOC, SPACE	MGEOMETOC
	ROU	CCASCOE, CCD, CI, C-IED, CJOS, CMDR, DAT, EOD, HUMINT, IAMD, JAPCC, JCBRN Defence, MARSEC, MGEOMETOC, MILENG, MILMED, MP, MW, NMW, SPACE, SP	HUMINT
	SVK	CCD, CI, EOD, HUMINT, JCBRN Defence, MILMED, MP, STRATCOM	CI, EOD
	SVN	CCD, CCOE, CI, HUMINT, JCBRN Defence, MW, SFA	MW
	ESP	C2, CCD, C-IED, CJOS, JAPCC, MGEOMETOC, MILENG, SPACE, SP	C-IED
	SWE	CCD, C-IED, STRATCOM	
	TUR	C2, CCASCOE, CCD, C-IED, CJOS, CSW, DAT, ENSEC, HUMINT, IAMD, JAPCC, MARSEC, MGEOMETOC, MILENG, SPACE, SP	DAT, MARSEC
	GBR	CCASCOE, CCD, CJOS, CWO, DAT, ENSEC, JAPCC, JCBRN Defence, MILENG, MILMED, SPACE, STRATCOM	
	USA	C2, CCD, CI, C-IED, CJOS, CSW, DAT, ENSEC, HUMINT, JAPCC, JCBRN Defence, M&S, MILENG, MILMED, SPACE COE, STRATCOM	CJOS
	COUNTRY	PARTNER NATION OF	
	AUT	CCD, JCBRN Defence, MW	
	AUS	CCD, SPACE COE, STRATCOM	
	CHE	CCD	
	GEO	ENSEC	
	IRE	CCD	
	JPN	CCD	
	KOR	CCD	
	UKR	CCD, ENSEC	

*: In Process of Joining

ACT Subject Matter Experts 2026 by CLUSTERS

1	2	3	4	5	6
AO COE (MDFD CPD)	CJOS COE (CAPDEV CAP OC2)	C-IED COE (MDFD ETPP)	C2 COE (CAPDEV CAP OC2)	CI COE (AOS)	CCOE (SPP STRTPLP)
IAMD COE (SEE CD CAP AIR C2)	CSW COE (SPP WDF)	MILENG COE (CAPDEV CAP LS)	CCD COE (CAPDEV CAP CYBER)	HUMINT COE (CAPDEV CAP JISR JE)	CMDR COE (SPP SA)
JAPCC (SEE CAPDEV CAP AIR C2)	MARSEC COE (CAPDEV REQS)	EOD COE (SPP CNDV)	CWO COE (SPP STRTPLP)	DAT COE (SPP STRTPLP)	SFA COE (MDFD EW)
M&S COE (MDFD MSLT)	MGEOMETOC (CAPDEV CAP JISR JE)	MW COE (MDFD EW)	JCBRN-Defence COE (SPP NSPC)	MP COE (MDFD ETPP)	SP COE (MDFD CPD)
SPACE COE (CAPDEV CAP SPACE)	NMW COE (SPP SF)	ENSEC COE (CAPDEV CAP LS)	MILMED COE (CAPDEV CAP MED)	STRATCOM COE (CAPDEV CAP JISR JE)	CCAS COE (SPP SF)
	UW COE (CAPDEV INN)				



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