

TABLE OF CONTENTS

SACT Message		2
What is a NATO COE?		3
Current COE Status		4
<u>NATO Accredited COE</u>		
Command and Control COE	(C2 COE)	5
Analysis and Simulation Centre for Air Operations	(CASPOA)	7
Cooperative Cyber Defence COE	(CCD COE)	9
Counter-Improvised Explosive Devices COE	(CIED COE)	11
Civil Military Cooperation COE	(CCOE)	13
Combined Joint Operations from the Sea COE	(CJOS COE)	15
Operations for Confined and Shallow Waters COE	(CSW COE)	17
Cold Weather Operations COE	(CWO COE)	19
Defence Against Terrorism COE	(COE-DAT)	21
Energy Security COE	(ENSEC COE)	23
Explosive Ordnance Disposal COE	(EOD COE)	25
Human Intelligence COE	(HUMINT COE)	27
Joint Air Power Competence Centre	(JAPCC)	29
Joint Chemical Biological Radiation & Nuclear Defence COE	(JCBRN COE)	31
Military Engineering COE	(MILENG COE)	33
Military Medicine COE	(MILMED COE)	35
Modelling and Simulation COE	(M&S COE)	37
Naval Mine Warfare COE	(NMW COE)	39
<u>COE in Accreditation Process</u>		
Crisis Management and Disaster Response COE	(CMDR COE)	41
<u>COE in MOU Negotiations</u>		
Military Police COE	(MP COE)	42
Stability Policing COE	(SP COE)	43
Strategic Communications COE	(STRATCOM COE)	44
<u>COE in Concept Development</u>		
Mountain Warfare COE	(MW COE)	44
COE Locations		45
List of Nation Participation in NATO COE		46
NATO COE Establishment Process		47
How Does NATO request COE products and services?		48
ACT Co-ordination with COEs		49



NORTH ATLANTIC TREATY ORGANISATION SUPREME ALLIED COMMANDER TRANSFORMATION



As the COEs grow in number, from the first one in 2005 to a total of 18 today, so has the importance for consistent communication to both familiar and future stakeholders seeking to partner with them. The aim of the annually produced COE Catalogue is to offer basic information on the NATO COE concept and work processes, and to act as a ready reference for contact information within the COE community. 2014 will be another banner year for the COEs, and as the next cycle of their programme of work advances, I will continue to direct my HQ to explore and enhance further opportunities with them.

In the areas of support chartered by the COE Concept, doctrine development, training and education, concept development and experimentation, and lessons learned, the COEs have matured into enduring, cost-effective models for multi-national solutions. Their work sustains vital capability developments inside and outside the NATO Command Structure. When viewed individually, each COE is independently governed by voluntary Sponsoring Nations and focused on a niche area to strengthen current and future capabilities. When viewed in summation, the COEs form an impressive force of knowledge and expertise critical to the strategic objectives of the Alliance. These talented staffs serve not only to enhance NATO's transformational goals, they also form a network supporting national defence priorities and operate as liaisons with many International Organizations, Non-Governmental Organizations, academia and industry.

I am confident the range of COE contributions will continue to broaden, and deepen in their importance to NATO's future. With this in mind, ACT must maintain the support and networking required to optimise their benefits. I could not overemphasise the value of COEs to my command and the Alliance, and full credit belongs to all the COE Framework and Sponsoring Nations. I am grateful for this commitment to transformation, and eager to promote the COE message of success.

Jean-Paul Paloméros
General, French Air Force
Supreme Allied Commander Transformation

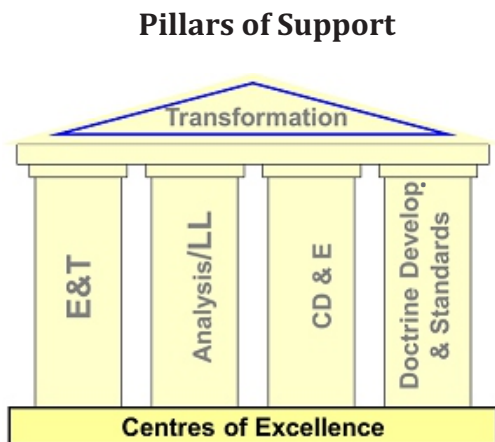
What is a NATO COE?

Background

The idea for NATO COE originated in MC 324/1 “The NATO Military Command Structure,” dated 14 May 2003. The Military Committee refined this idea into MCM-236-03 “MC Concept for Centres of Excellence (COE),” dated 04 Dec 2003. Once the idea and the concept were firmly established, the accreditation 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 Jun 2005.

Definition of a NATO COE

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



Principles

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

Resources

- The makeup and characteristics of the COEs are unique to each one. They range from:
- 1 to 17 Sponsoring Nations (SNs) (25 of 28 NATO nations participate in COEs.)
 - Manning from 4 to 97 posts
 - Operating costs per position: 6 to 27K €
 - Total manning is approximately 775 billets (approx. 580 filled) for 18 accredited COEs.
 - SNs are encouraged not to populate a COE at the expense of NATO billets in the NCS

There are many reasons why a nation decides 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 benefitting one or more Nations.

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

CURRENT COE STATUS

As of 02 Dec 2013*

1. Joint Air Power Competence Centre (JAPCC / DEU)	NATO Accredited
2. Defence Against Terrorism (DAT / TUR)	
3. Naval Mine Warfare (NMW / BEL)	
4. Combined Joint Operations from the Sea (CJOS / USA)	
5. Civil Military Cooperation (CIMIC / NLD)	
6. Cold Weather Operations (CWO / NOR)	
7. Joint Chemical, Biological, Radiological & Nuclear Defence COE (JCBRN / CZE)	
8. Air Operations Analysis and Simulation Centre (CASPOA / FRA)	
9. Command & Control COE (C2 / NLD)	
10. Cooperative Cyber Defense COE (CCD / EST)	
11. Operations in Confined and Shallow Waters COE (CSW / DEU)	
12. Military Engineering COE (MILENG / DEU)	
13. Military Medicine (MILMED / HUN)	
14. Human Intelligence COE (HUMINT / ROU)	
15. Counter – Improvised Explosive Devices COE (C-IED / ESP)	
16. Explosive Ordnance Disposal COE (EOD / SVK)	
17. Modeling and Simulation COE (M&S / ITA)	
18. Energy Security COE (ENSEC / LTU)	
1. Crisis Management and Disaster Response (CMDR / BGR)	Accreditation Process
1. Military Police (MP / POL)	MOU Negotiations
2. Stability Policing (SP / ITA)	
3. Strategic Communications (STRATCOM / LVA)	
1. Mountain Warfare (MW / SVN)	Concept Development
Total: 23	

* COE Listed by date of Accreditation



Command and Control Centre of Excellence (C2 COE)

Framework Nation: The Netherlands

Location: Utrecht, Netherlands

PE Posts: 21 out of 22

Mission

The C2 COE will support NATO, nations and international institutions/organizations by providing subject matter expertise on all aspects of the Command and Control (C2) process with a focus on the operational environment.

To achieve this mission, the C2 COE's aim is to become a national and international main source of expertise for transformation in the domain of C2 by networking with Sponsoring Nations, ACT, and ACO as well as other international institutions/organizations.

- Be a worldwide well known and appreciated entity in the C2 and operational communities of interest, playing a catalyst role in the further development of C2.
- Offer an important contribution to NATO missions.
- Heavily support the NRF NNEC assessment programme.
- Organise workshops, seminars and conferences as possibilities to build and strengthen social networks and transmit our knowledge and experience with(in) NATO and (Sponsoring) Nations.
- Publish documents related to transformation of C2.

Major Products and Activities in 2013

2013 Programme of Work Summary

- Support to Allied Command Transformation in the development of a Future Mission Network Concept.
- Assess information exchange between entities involved in OCEAN SHIELD.
- Support to Joint Warfare Centre's NRF training (STEADFAST JOKER/JAZZ 2013).
- Support to NATO interoperability exercises (e.g. STEADFAST COBALT, CWIX) as well as events like TIDE SPRINT.
- Provide SME support to exercises like NOCO 2013 as well as other exercises.
- Support to Joint Forces Training Centre in Regional Command North and Above KANDAK Military Adviser Team/Operational Coordination Centre Adviser Team Training (ISAF).
- Support to NATO School Oberammergau and others with briefers.
- Contribute to HFM 110.
- Support the development of Deployed Joint Task Force HQ CONOPS.
- Contribute to Strategic Foresight Workshops.
- NNEC Criteria development/validation.
- Support the efforts to understand and validate the implications of C2 Agility for NATO.
- Seminar in cooperation with the General Staff of the Slovak Armed Forces, 19-21 March 2013: New Command and Control challenges.
- C2 COE Workshop.

Major Products and Activities in 2014

- Continue to contribute to the continuous development process of FMN.
- C2 assessment of NRF.
- NRF training and assessment in support of JWC, SHAPE J7.
- Trident Juncture and Trident Jaguar
- Provide SME to support exercises like Steadfast Cobalt, NOCO 2014 and events like CWIX.
- Continue to support JFTC Regional Command North Training and MAT/OCC Above KANDAK Training Events.
- Support NATO Defence Planning Process and Capability Requirements 2014.
- Support the Strategic Foresight Workshops.
- Support NATO education and training as requested.
- Continue to support the development of Deployed Joint Task Force HQ CONOPS.
- NNEC Criteria development and refinement.
- C2 Lessons Learned/Best Practices.
- Continue to contribute to HFM 110.
- C2 COE Seminar, 04 – 06 March 2014, Tallin, EST.

COE Address

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Analysis and Simulation Centre for Air Operations (CASPOA) Centre d'Analyse et de Simulation pour la Préparation des Opérations Aériennes

Framework Nation: France

Participating Nations : DEU, ITA, GBR, USA

Location: Lyon, France

PE Posts: 46



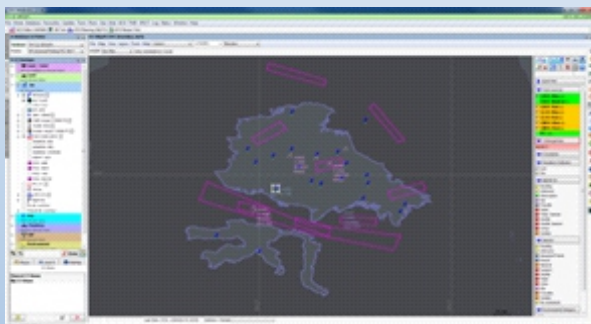
Mission

The CASPOA's main task is to prepare present and future NATO air operations in combined joint environments.

As an "Air C2 expert", CASPOA is experimenting new concepts and doctrine, educating and training personnel to plan, task and control Air operations. Moreover, capitalizing on the collection of lessons identified, it feeds the NATO Lessons learned process, contributing thereby to enhancing the efficiency and effectiveness of the Joint Force Air component structures.

Major Products and Activities in 2013

- CASPOA conducted over 68 courses, educating and training more than 800 personnel from 28 countries.
- Contribution to curricula for the training of military personnel in the field of Command and Control in joint and multinational air operations.
- Participation in and support to NATO Individual Training and Education events.
- Adaptation of courses:
 - COPD (October 2013 version),
 - New ICC Database Manager Course.
 - Certification of two courses (JTS and JPRCC).
 - Individual Training and Education Programme (ITEP) development support.
- Support the Education and Training Opportunities Catalogue with courses open to NATO structure, countries and partners.
- Implement the NATO Lessons Learned process by providing analysis support to JALLC in conducting Analysis Reports included in JALLC POW.
- Participation in WGs relative to DH Role.
- Establishment of a Quality Assurance process IAW ACT directives.
- Provide CAX or C2 Tools Support Specialists on NCIA or NCS organization requests.
- Collaboration with NATO agencies on testing upgraded tools versions.



Major Products and Activities in 2014

- Share lessons with NATO Lessons Learned Community through JALLC.
- Contribute to the development of a Community of Interest involving JAPCC, the C2 COE, the CASPOA as the Air C2 COE with the support of the JALLC SharePoint portal.
- Offer the CASPOA Air C2 expertise to NATO upon request.
- Support AIRCOM education and training by endorsing “Air C2 systems” Department Head role.
- Be prepared to provide CAX or C2 Tools Support Specialists in NCIA or NCS organization.
- Collaborate with FRA DLMC to set up a DLM/ICO course, available for NATO in late 2014.
- Contributions to the Modeling and Simulation vision and objectives in support of NATO mission.
- Collaboration with NATO agencies on testing ACCS & RC2 IS.

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ikm@caspoa.org (for other issues)

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NS Site : wise.defensens.gouv.fr/WISE/CASPOA

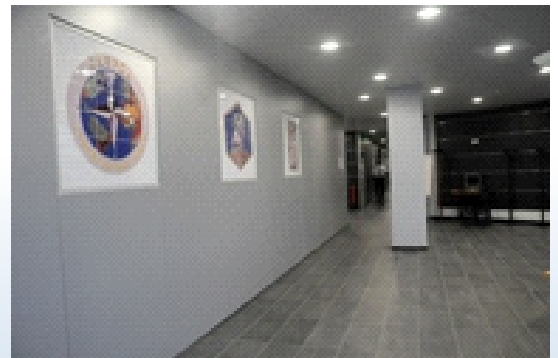


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Cooperative Cyber Defence Centre of Excellence (CCD COE) Framework

Nation: Estonia

Location: Tallinn, Estonia

PE Posts: 47 out of 58

Mission

To enhance the capability, cooperation and information sharing among NATO, NATO nations and Partners in cyber defence by virtue of education, research and development, lessons learned and consultation.

The vision of the Centre is to be the main source of expertise in the field of cooperative cyber defence by accumulating, creating, and disseminating knowledge in related matters with NATO, NATO nations and partners.

The primary aim of the Centre's POW is to support work on the most pressing cyber defence issues facing NATO, NATO Nations and Partners. The Centre will focus on the following areas of expertise by collecting, maintaining and disseminating knowledge, skills and best practices:

- Policy, Strategy and Doctrine
- National and International Law
- Terminology and Standards
- Technical and Tactical Environment

Major Products and Activities in 2013

Locked Shields 2013

- Real-time network defence exercise where 10 Blue Teams had to defend a partially pre-built environment against the attacks from the Red Team.
- Organised in cooperation with Estonian Defence Forces, Estonian Defence League's Cyber Defence Unit, Estonian Information System's Authority, Finnish Defence Forces and many other partners.

Support to:

- Cyber Coalition, STEADFAST JAZZ and CWIX exercises.

Peacetime Regime for State Activities in Cyberspace

- The book offers a multi-disciplinary approach to the technical, legal, policy and diplomacy aspects of State activities in cyberspace during peacetime.

Courses, seminars and workshops:

- Technical courses: Introductory Digital Forensics, Malware and Exploits Essentials, Cyber Defence Monitoring Solutions, Security Events Management, IT Systems Attacks and Defence, Botnet Mitigation.
- Cyber Defence Awareness Seminar, International Law of Cyber Operations Seminar, Workshop on Ethics of Cyber Conflict.
- Updated Cyber Defence Awareness e-Course at <https://jadr.act.nato.int>

Annual International Conference on Cyber Conflict (CyCon)

- CyCon 2013 focused on the technical, strategic and legal implications of using automatic methods in cyber conflicts. The conference was supported by IEEE, Microsoft, Cisco, Verint and Ixia
- Videos of most of the presentations along with the presentation slides and published articles are available from www.cycon.org/2013

Additionally the Centre published papers addressing cyber threats, security and solutions. All the publications can be accessed from portal.ccdcoe.org.

Major Products and Activities in 2014

Exercises and workshops

- Technical cyber defence exercise Locked Shields 2014.
- Hands-on workshop for penetration testers, monitoring and forensics joint workshop.

Training courses and seminars

- Technical courses: Introductory Digital Forensics, Malware and Exploits Essentials, Cyber Defence Monitoring Solutions, Security Events Management, IT Systems Attacks and Defence, Botnet Mitigation.
- Training course for IT-specialists on smartphone security.
- International Law of Cyber Operations Seminar.

Support to

- NATO Cyber Defence Education, Training, Exercise and Evaluation (ETEE) development.
- Cyber Coalition, TIDE SPRINT, TRIDENT, CWIX and Baltic Ghost exercises.

CyCon 2014

- The conference focuses on the technical, strategic and legal aspects of active cyber defence.
- Additional info and updates: www.cycon.org.

Research papers and reports

- Technical Exercise Infrastructure Manual
- Low Intensity Cyber Conflicts: The International Legal Regime
- Analysis of the Existing National Cyber Defence Structures in NATO Countries
- Economic Aspects of National Cyber Security
- Dependencies on Critical Information Infrastructure Located Outside the National Territory
- Ethical Guidelines for National and International Policies and Norms Regarding Cyber Conflicts
- Legal, Technical and Organizational Requirements for the Use of Red Teams
- Forming National Cyber Security Strategy
- Legal Aspects of Active Cyber Defence Activities
- Profiling the users and data of anonymisation networks
- Metrics for Cyber Defence Situational Awareness
- Mitigating Risk arising from False-Flag / No-Flag Attacks



COE Location

NATO Cooperative Cyber Defence
Centre of Excellence
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Director

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C-IED Centre of Excellence (C-IED COE)

Framework Nation: Spain

Location: Madrid, Spain

PE Posts: 34 out of 54

Mission

To provide subject matter expertise in order to support the NATO Alliance, its partners and the international community in the fight against Improvised Explosive Devices (IED), collaborate to increase the security of Allied Nations and troops deployed in theatres of operations and reduce or eliminate the threats from IEDs used by terrorists or insurgents.

The Long Term Vision of the CIED COE is to have a solid capability to co-operate with military and civilian international organizations and industry to increase security of Nations and troops deployed in theatres of operations, to assist in reducing or eliminating the threat of attacks with IED's and to provide information to national and international organizations to combat the IED as a weapon of strategic influence.

Our five goals are:

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

Major Products and Activities in 2013

Support to Education & Individual Training

- Conducted Staff Officer Awareness, Human Network Analysis and Targeting, and Weapons Intelligence Team Courses
- European EOD Network Exercise and training on Home Made Explosives
- Participated in NATO Operational IEDD course and EDA Bison Counter C-IED Exercise
- Provided C-IED senior leadership seminars to NATO Commands and member nations
- Mobile Advisory Team (MAT) to 1 GE/NL Corps, EUROPCORPS, Estonia and Lithuanian
- Conducted Department Head (DH) assessment

Support to Technologies, Experiments and Information Management

- Support the Systems Analysis and Studies Panel to assess the implications of robotics on NATO Operations
- Initiated a study to model the effects of explosively formed penetrators used in IEDs
- Assessed / analyzed-IED Equipment Database
- Established Relationship with UN
- Formalized Relationship with EU / EDA

Support to concepts, Doctrine and Standardization Development

- C-IED Interagency Workshop
- Participated in biometrics and C-IED exploitation policy and doctrine events
- NATO RTO Task Group SCI-243 SCI 233, SCI 256 Support
- Chaired the C-IED NATO Working Group and the European Defense Agency C-IED Project Team
- Participated in seminars and events to counter weapons of mass destruction
- Custodian of the STANAG 2294
- Supported doctrine development (e.g. AtN Handbook and Commander and Staff Handbook)

Support to Lessons Learned and Analysis Activities

- Conducted Lessons Learned Workshop
- Provided C-IED SME for pre-deployment training, seminars and meetings
- Staff Assistance Visits (SAV) to CJTF HOA, TF 150/151 and FFDJ

Major Products and Activities in 2014

Support to Education & Individual Training

- Implement the role of Department Head for Training for CIED within NATO
- Conduct NATO accredited courses (SOAC, WIT)
- Provide CIED related Mobile Training Teams (MTT)
- Support Regional Command and Above Kandak Training
- Support NCS / NFS Exercises
- Conduct Senior Leadership Seminars
- Conduct Non Class C-IED Awareness Course, and develop Non Class Basic Exploitation Course

Support to Technologies, Experiments and Info Management

- Support the Systems Analysis and Studies Panel to assess the implications of robotics on NATO Operations
- Support the development of Force Protection projects
- Collaborate with other organizations (e.g. EDA, UN and JIEDDO)
- Support the Joint deployable exploitation and analysis lab (JDEAL)
- Conduct theoretical Research into EFP
- Support the development of Intelligence courses (AATP, ATAC, IFTNA)

Support to concepts, Doctrine and Standardization Development

- Provide support to NATO Terrorism Task Force
- Support the development of Modeling and Simulation objectives to support NATO mission
- Support development ITEP and E-ITEP, support and maintain ePRIME
- Develop the Advanced Distributed Learning (ADL)
- The Custodianship for STANAG 2294
- Support CIED related doctrine development
- Support development of Biometrics concept
- Support NATO initiatives and work strands (RTO SCI 243, SCI 233, SCI 256)

Support to Lessons Learned and Analysis Activities

- Provide CIED related advice to operations with Mobile Advisory Teams (MAT)
- Provide Technical Lessons Learned and identify interoperability requirements for the C-IED Material Roadmap
- Act as NATO C-IED out of theatre lessons learned coordinator

Director

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Civil-Military Co-operation Centre of Excellence (CIMIC COE)

Framework Nations: Germany and The Netherlands

Location: Enschede, The Netherlands

PE Posts: 50 out of 54

Mission

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

- providing innovative and timely **advice and subject matter expertise (SME)**,
- providing specialised **training and education**,
- contributing to the **lessons learned processes**,
- supporting the development of existing and new **concepts, policy and doctrine**.



Major Products and Activities in 2013

Doctrine, Concepts and Experiments

- Support to the operationalisation of NATO's contribution to a Comprehensive Approach
- Provision of CIMIC SME support to the development of other doctrinal elements
- Support to and participation in NATO and Multi-national experiments
- Release of publications on Gender and Rule of Law
- Promulgation of CIMIC doctrine as AJP 3.4.9
- Release of updated CIMIC Field Handbook

Education & Individual Training (E&IT)

- Conducted courses: -NATO CIMIC Field Worker Course (NCFWC)
-NATO CIMIC Staff Worker Course (NCSWC)
-NATO CIMIC Liaison Course (NCLC)
-NATO CIMIC Functional Specialist Course (NCFSC)
-NATO CMI/CIMIC Higher Command Course (NCHCC)
-Comprehensive Approach Specialist Support Course (COMPASS)
- Support to SN: -Mobile Education and Training Teams (METT) assisted nations to execute NATO CIMIC courses
- Development: - NATO CIMIC Instructor Course, NATO CMI/CIMIC Orientation Course for Non-CIMIC personnel (NCCOC), UN Tactical CIMIC Course
- Immersive Training Environment CMI (ITE CMI) together with ACT
- Implementation: - Cross Cultural Competencies Training into NATO CIMIC Field Worker Course (NCFWC) and NATO CIMIC Liaison Course (NCLC)
- Revision: - NATO CIMIC Awareness Course (NCAC)

Exercises

CCOE provided Subject Matter expertise to NATO, Sponsoring Nations and other entities exercises (including ISAF Training Events) e.g. Naples Vision, Quick Sword, NRF preparation Steadfast Series.

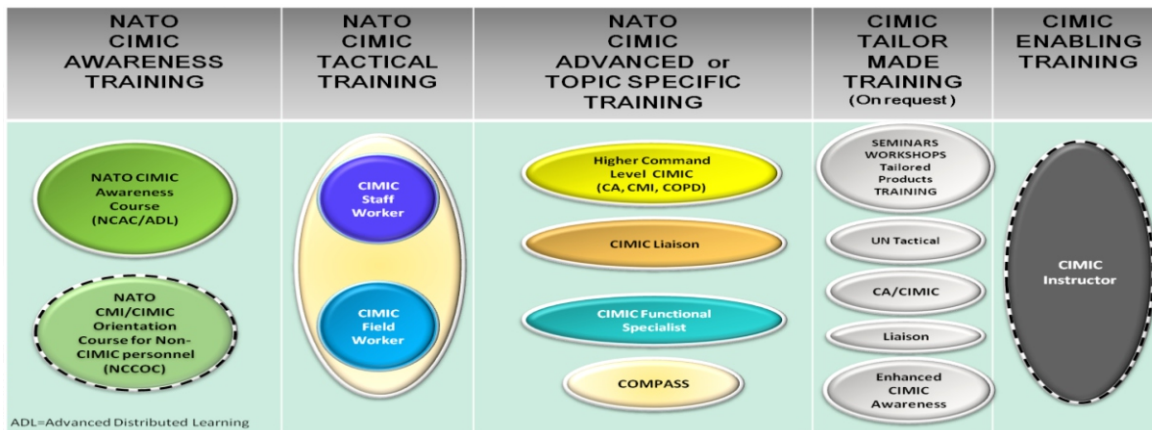
Major Products and Activities in 2014

Doctrine, Concepts and Experiments – Way ahead:

- Support to the development and revision of CIMIC planning documents and tactical procedures
- Contribution to the operationalisation of CMI/CIMIC requirements/procedural foundations
- Support to the operationalisation of NATO's contribution to a Comprehensive Approach
- Contribution of CIMIC SME within the role as custodian for CIMIC doctrine
- Support to and participation in NATO and Multi-national experiments
- Contributing to the development/revision of CMI/CIMIC policy publications

Education & Individual Training (E&IT) – Way ahead:

- Revise and implement the CCOE Quality Assurance Policy and Procedures and Department Head Role for CMI/CIMIC E&IT
- Support NATO to execute NATO CMI/CIMIC Orientation Course for Non-CIMIC Personnel
- Implement Cross Cultural Competencies Training into other CCOE courses
- Execute the CMI/CIMIC Course Landscape (see conducted courses 2013)
- Continue to support SN's capacity to run NATO accredited courses
- Implement modern IT technologies into educational process



Exercises – Way ahead:

CCOE will provide Subject Matter Expert support to NATO, Sponsoring Nations and other entities exercises (including ISAF Training Events) e.g. Quick Sword, Viking Series, TRIDENT Series, NRF preparation Steadfast Series.

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Find CIMIC-COE on:





Combined Joint Operations From The Sea Centre of Excellence (CJOS COE)

Framework Nation: United States

Location: Norfolk, United States

PE Posts: 26 out of 32

Mission

The Combined Joint Operations from the Sea Centre of Excellence (CJOS COE) is an independent, multinational, NATO-accredited organization hosted by U.S. Fleet Forces Command (USFFC) charged with developing and promoting innovative maritime concepts and doctrine in order for NATO, sponsoring nations, Allies and other international partners and organizations to effectively counter current and emerging global security challenges

Vision

Working closely with partners and stakeholders from the military, civilian, industry and academic communities, CJOS will establish and maintain a reputation for forward-looking, innovative and comprehensive Maritime concepts and doctrine in a Joint environment

CJOS will complete these goals:

- Through development of innovative concepts and doctrine thus **supporting transformation** of NATO to meet the demands of future operations.
- By applying the principles of **Smart Defence and pooling subject matter experts**
- Through broad intellectual engagement thereby **supporting the Connected Forces Initiative**.

2013 Major Projects and Activities

Maritime Security Cooperation

Provide advice, innovative concepts that deliver coherent solutions in addressing global challenges in maritime security.

NATO C2/MSA

Provide support and advice to ACT and ACO that energizes the fusion of best practices to meet MSA needs for the Alliance.

NATO Joint Operations on and from the Sea

Delivered an allied joint sea basing concept that encompasses the full range of capabilities maritime forces deliver.

Support to the UN

Provide maritime advice to DPKO in support of ongoing UN operations.

Provide support to ACT, Sponsoring Nations and other customers and COEs:

Maritime CIMIC, Global Commons, Humanitarian Assistance & Disaster Relief (HADR).



Published and On-going Work/Concepts

Review of the NATO Concept for Maritime Situational Awareness.

An Introduction to Joint Operations on and from the Sea - A concept to provide greater insight into the different expeditionary operations that NATO can conduct on and from the sea.

Maritime Unmanned Systems (MUS) in NATO - The study provides an overview of the core principles which would allow the most cost-effective development of MUS capabilities.

Guidance for Developing MUS Capability - The guide aims to inform the capability development of MUS broadening beyond that currently being exploited by UAV into Unmanned Underwater Vehicles (UUV).

"A Framework for Enhanced International Maritime Security Cooperation" - A white paper forwarded to the International Military Organization for consideration a UN resolution.

"LIFE Concept to include a guide for HADR operations from the sea."

"Development of an Allied Interoperability Handbook to improve integration of forces during allied operations and exercises."

Proposed Generic C2 Structure for UN Maritime Peace Keeping Operations - Recommends headquarter models and organizations that may be tailored for a joint or stand-alone UN maritime peacekeeping operation.

Humanitarian Assistance to Combat Operations: The Full Spectrum Capability of Aircraft Carriers - This paper discusses historical and hypothetical examples of various missions that aircraft carriers perform in order to demonstrate their full spectrum capability and flexibility.



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Centre of Excellence for Operations in Confined and Shallow Waters (CSW COE)

Framework Nation: Germany

Location: Kiel, Germany

PE Posts: 34 out of 42

Mission and Responsibilities

1. The COE CSW mission is to provide joint and combined subject matter expertise in the range of operations in confined and shallow waters in order to support NATO's military transformation, the Participants and other Customers thus enhancing the Alliance's interoperability in the field of operation in CSW.
2. According to the Concept, COE CSW will concentrate and further develop NATO's expertise and capabilities to conduct maritime operations in the specific environment of confined and shallow waters in order to:
 - a. Facilitate the development, validation and implementation of concepts and doctrines as the focal point of its activities;
 - b. Contribute and provide input to the lessons learned processes as well as to experiments and modelling and simulation efforts;
 - c. Complement and contribute to NATO's efforts in the field of exercises, education and training;
 - d. Assess the requirements, the present status and the future development of operations in confined and shallow waters in a joint and combined operational environment.

Major Products and Activities in 2013

Support the development of future Maritime Warfare concepts.

Support the development of downstream concepts for Maritime Security Operations (MSO).

Future employment of Corvettes in Confined and Shallow Waters.

CTF/CTG guidance paper for the deployment of Surface-to-Surface-Ship Missiles and High Speed Boat Operations.

Contribution to NATO's Lessons Learned, Lessons Identified and Best Practices.

Guidelines for operations in riverine environment.

Identification of Friendly Submarines.

COE CSW Maritime Information Exchange Meeting (MIX MEET).

Support the initiative "C-IED in the Maritime Environment."

Major Products and Activities in 2014

Maritime Security Conference 2014 – co-hosted with CJOS COE.

Theme: Delivering Maritime Security in Global Partnership: Addressing on 21st Century Challenges.

Support Harbour Protection in the process of Capability Requirement review 2016 (CRR16) and NATO Defence Planning Process 2017 (NDPP17).

Test the effectiveness of the NATO Standard TCM Manoeuvre.

Doctrinal Work on Prospective Operations in Confined and Shallow Waters.

Support Development of Force Protection Projects and support Force Protection Task Force (FPTF).

Provision of practical legal solutions to NATO and allied partners in a maritime domain.

Support handbook development for Combined Operations from the Sea Through the Littorals (COSTL).

Develop a STANAG on Identification of Friendly Submarines.

Support to Strategic Foresight Analysis (SFA) and Future Framework for Alliance Operations (FFAO).

COE Address

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Centre of Excellence for Cold Weather Operations (CWO COE)

Framework Nation: Norway

Location: Bodø, Norway

PE Posts: 4 out of 4

Mission

The NATO Centre of Excellence for Cold Weather Operations acts as the main provider and coordinator of expertise and capabilities in the area of Cold Weather Operations in NATO. The COE CWO will provide NATO- and Partner nations the necessary competence in order to operate under Arctic, sub-Arctic and Cold Weather conditions. This is done through utilizing the full spectrum of competence in the Norwegian Armed Forces, coordinated with other nations competence in the Cold Weather environment.

The COE CWO is not one geographical location, but a concept that encompasses training areas, infrastructure, manpower, skills and knowledge drawn from all four services in the Norwegian Armed Forces, the Norwegian Defence Research Establishment, the NATO and PfP Cold Weather community of Interest and Civilian Academia.

Major Products and Activities in 2013

- Conducted a variety of courses within Winter warfare, with emphasis on practical application of skills.
- Production of several Winter Warfare manuals in the English language.
- Provided collective winter training opportunities for International units up to battalion level.
- Supported HQ SACT in the Futures Work with expertise on the developing situation in the Arctic.
- Conducted International Cold Weather seminar with focus on SAR during extreme winter conditions.
- Conducted research and analysis on lethality, C4IS, mobility, survivability and sustainability during Cold Weather conditions.
- Supported NATO in lessons learned from the Cold Weather environment.





Major Products and Activities in 2014

- Continue to provide Cold Weather courses and collective training opportunities.
- COE-CWO will participate in planning and execution of the exercise Cold Response 2014, with focus on participating foreign units related to cold weather operations.
- Identification of needs for "Operational defence medicine" and aspects of Nutrition of military operations in the Cold Weather environment.
- Participate in the project "Impact by weather and snow conditions on military operations - new knowledge through untraditional analysis".
- Continue the production of tactical winter warfare handbooks in English, and make them available on the web for NATO and partner nations.
- Continue to support HQ SACT in Futures Work with expertise on the developing situation in the Arctic.
- Investigate way ahead to support DH Role IAW Bi-SC D&G



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Defence Against Terrorism Centre of Excellence (COE-DAT)

Framework Nation: Turkey

Location: Ankara, Turkey

PE Posts: 49 out of 93

Mission

To support SACT in his efforts of transforming NATO in the field of defence against terrorism and be a principle advisor to SACT on defence against terrorism(DAT) by:

- Providing subject matter expertise on DAT
- Conducting DAT training and education
- Supporting NATO in testing and validation concepts
- Assisting in doctrine development by contributing knowledge and lessons identified
- Contributing to NATO standardization to improve capabilities and interoperability

Major Products and Activities in 2013

1. COE-DAT conducted 14 Education and Training activities [9 Courses, 5 workshops, and 1 Conference] across a wide range of subjects related to defence against terrorism. Over 400 participants from 45 countries and 96 lecturers from 15 countries have taken part in COE-DAT activities in 2013.

2. Course offerings included:

- Terrorism and Media
- Cyber Terrorism Awareness (Policy and Management Level)
- Defence Against Suicide Bombing
- Defence Against Terrorism
- Fighting the Financial Dimension of Terrorism
- Tactical Operations in a High Threat IED Environment
- ISAF-2014 Pre-deployment Training for NRDC-T
- Terrorist Use of Cyber Space

3. Workshops hosted by COE-DAT included:

- Recruitment and Root Causes of Terrorism from Regional Perspectives
- Implementing Counter Insurgency Lessons Identified/Learned in Counter-Terrorism
- Terrorist Threat in North Africa from NATO Perspective
- Challenges of Interagency Cooperation in Counter-Terrorism

4. In addition to these activities, COE-DAT collaborated with the UN Counter Terrorism Implementation Task Force (CTITF) for a workshop titled “Counter Radicalisation Capacity Building” held on 13-17 May 2013 in Nigeria.

2013 (cont.)

5. COE-DAT hosted the COIN writers working group conference to support updating AJP 3.4.4 Counterinsurgency (COIN). In addition, the centre contributed to ACT's Strategic Foresight Analysis and Framework for Future Alliance Operations (FFAO) efforts.

6. COE-DAT also contributed to NATO's DAT efforts by giving numerous lectures and briefings at various national and international organizations and institutions.

Major Products and Activities in 2014

1. COE-DAT plans to conduct 15 Education & Training activities in 2014, to include 4 courses, 9 workshops, 1 mobile training team and 1 conference. The Centre is putting additional focus and emphasis on the workshops offered. These workshops serve as the principal vehicle of transformation, where the most pressing needs within the DAT domain are addressed.

2. COE-DAT continues to assist in NATO concept and doctrine development. COE-DAT will, among other DAT related doctrines and AJPs, continue to support the development of AJP 3.4.4 (COIN), ICMSO and the new CT/DAT concept.

3. The Centre will continue to support ACT transformation activities to include the ongoing FFAO endeavour, Chief of Transformation programs, and contribute to the NATO lessons learned process.

4. The Centre is a major contributor to the forthcoming CT Strategic Training Plan, and the subsequent Training Requirements and Training Needs Analysis efforts.



UN-WS Counter Radicalisation Capacity Building



ISAF TAILORED COE-DAT COURSE

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Energy Security COE (ENSEC COE)

Framework Nation: Lithuania

Location: Vilnius, Lithuania

PE Posts: 16 out of 27

Mission

The mission of the ENSEC COE is to assist Strategic Commands, other NATO bodies, nations, partners, and other civil and military bodies by supporting NATO's capability development process, mission effectiveness, and interoperability in the near, mid and long terms by providing comprehensive and timely subject matter expertise on all aspects of energy security. The mission includes cost effective solutions to support military requirements, energy efficiency in the operational field, and interaction with academia and industry.

Major Products and Activities in 2013

Engagement in NATO global Education and Training (E&T) programing process. NATO vowed to significantly improve the energy efficiency of NATO military forces by developing tailored E&T energy-related initiatives. From that perspective, NATO ENSEC COE committed to providing dedicated education programmes focusing on energy-related issues while integrating into NATO's main E&T initiatives. NATO ENSEC COE intends to join NATO E&T initiatives through the implementation of the NATO Energy Security Education and Training Plan (ENSEC E&T STP), planned under the aegis of ACT. NATO ENSEC COE seeks to become the NATO Department Head (DH) while the Emerging Security Challenges Division (ESCD) - located within the NATO International Staff (IS) - is the proposed RA for ENSEC E&T forthcoming initiatives. NATO ENSEC COE as future DH is to be responsible for the coordinating organizing and planning training in the area of energy security and cooperate with other NATO entities and educational platforms (Schools, COE's) to produce inventory of options of education and training in the area of energy security on strategic and operational levels, including settings for future NATO defense and exercise planning.

"Energy Management in the Expeditionary Environment" is a project aimed to provide a model for energy efficient battalion size military unit. Project is designed to create multifaceted, integrated and feasible solutions to increase energy efficiency of military units both in fixed location and during deployed operations by proposing innovative management, technological solutions and increasing (where this is possible) combat capabilities of such unit.

The first part of the *Study "Energy Efficiency: Cultural Change"*. The aim of the study is to identify the different perceptions and behavioural schemes that hinder or promote the efficient use of energy resources within military entities of transatlantic community. The identification of those schemes will facilitate sustaining desired behaviour and enhance the design and the implementation of further actions. These are expected to foster the process of turning energy into a critical enabler for military operations and an efficient capability in power projection in different environments. Those actions include preparation of tailor-made education and training courses as well as exercises. The latter shall enable the development of common standards, language and procedures as well as adequate capabilities, which will ensure better use of energy resources and logistics.

Exercise *STEADFAST JAZZ 2013* – the first NATO regional exercise were introduced SKOLKAN scanario (Baltic Sea Region) and energy security subject with some events and injects on energy security. ENSEC COE SMEs were involved in devopolment of the SKOLKAN scenario and preparation for the exercise.

Major Products and Activities in 2014

„Vilnius Conference 2014“ is dedicated to the Tenth Anniversary of the largest NATO enlargement in 2004 when seven new members joined the Alliance. Ten years on, we would like to underscore this memorable day and to evaluate the progress NATO and the new Member States have achieved. By connecting the past events with the Alliance's situation today, the Conference participants will identify the lessons learned of the past decade and draw conclusions for the future of NATO's “open door” policy.

Project “*Energy Management in the Expeditionary Environment*” – Aim is to provide a model for energy efficient battalion size military unit. Project is designed to create multifaceted, integrated and feasible solutions to increase energy efficiency of military units both in fixed location and during deployed operations by proposing innovative management, technological solutions and increasing (where this is possible) combat capabilities of such unit.

Organize conference and industry exhibition “*Innovative Energy Solutions for Military Application 2014*”. For the second time the Centre will be trying to bring together the military, experts, academia and industry from NATO and partner nations to exchange their experiences and to discuss the need for improving energy and environmental technologies in the military, for raising the visibility of those projects and products which have the potential of military application.

Publications of “*Energy Security: Operational highlights*” and “*Energy Security Forum*” will be featured in a regular collection of articles, written by various energy security experts, which analyse relevant energy security events and tendencies.

Support NATO and NATIONAL exercises with focus on Baltic and Mediteranian Region. Main NATO exercises which NATO ESCEC COE is planning to assist are „Steadfast Jazz“, „Sabre Strike“, „Flaming Sword“, „Cobalt“ and „Jaket Stone“.

Protection of Critical Energy infrastructure is part of a Work stream that the Centre is focusing on which analyses cyber treats and vulnerabilities of critical infrastructure, control and communication systems. These projects are intended to be joint projects with NATO Cooperative Cyber Defence, Defence Against Terrorism and Combined Joint Operations from the Sea Centres Of Excellence.

Continued participation in *Smart Energy Team* project aimed at exploring national and multinational activities related to energy efficiency in the military and environmental protection which will result in a package of proposals for concrete Smart Defence projects and SPS activities aiming to advance Smart Energy solutions and enhancing standardization and interoperability in the area of military energy efficiency.

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Explosive Ordnance Disposal Centre of Excellence (EOD COE)

Framework Nation: Slovakia

Location: Trenčín, Slovakia

PE Posts: 21 out of 43

Mission

To support NATO's transformational and operational efforts by:

- providing EOD expertise and training to the Alliance and Partner forces
- developing Concepts and EOD Doctrine and supporting the NATO Standardization
- enhancing information sharing and NATO EOD Lessons Learned process
- remaining current in technology development

Director's Vision

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



Major Products and Activities in 2014

- Nine EOD and Ammunition Courses for 150 EOD specialists from 15 NATO and PfP nations
- Home-made Explosive Train the Trainers Basic Course for 14 instructors from Iraqi Forces
- Support to pre-deployment training at the Joint Force Training Centre in Bydgoszcz
- EOD Equipment Database at the EOD COE Webpage
- Publication "EOD Future in post 2014" – outcome from the NATO EOD Demonstrations and Trials 2012
- Support to development of the Allied Joint EOD Doctrine
- EOD Operators Lessons Learned Workshop
- Former Warsaw Pact Ammunition Handbook – Edition 1

Major Products and Activities in 2014

- Deliver 11 EOD and Ammunition Courses for 200 EOD specialists
- Start delivery of the MTT for Home-made Explosive Basic to EOD COE Sponsoring nations
- Develop CBRN EOD Staff Officers Incident Management Training
- Support to pre-deployment training at the Joint Force Training Centre in Bydgoszcz
- NATO EOD Demonstrations and Trials 2014
- Continue support of the Allied Joint EOD Doctrine development
- Be the lead in the development of the NATO EOD Terminology
- Continue support of MC Standardization WG with focus on EOD Interservice WG
- Support development of the Route Clearance and Military Search Doctrines
- EOD Operators Lessons Learned Workshop
- Produce Former Warsaw Pact Ammunition Handbook – Edition 2
- Commence EOD Equipment Testing and Evaluation
- Assume the role of Department Head in EOD Education and Training for the Alliance

EOD COE INFORMATION

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HUMINT Centre of Excellence (HCOE)

Framework Nation: Romania

Location: Oradea, Romania

PE Posts: 60 out of 88

Mission

The HCOE provides the highest quality NATO HUMINT-focused services and products in response to the requirements and needs of the NATO Command Structure, NATO Force Structure, NATO Nations, and, when feasible, Partner Nations.

Vision

The HCOE consolidates its position as the central point of HUMINT expertise within NATO and is at the spearhead of all major HUMINT initiatives within the Alliance.

Goals

- To unite and lead a critical mass of experienced professionals in the endeavor of NATO HUMINT transformation.
- To transform the NATO HUMINT Enterprise into a more interoperable and more capable force that better supports NATO missions and operations.

Personnel

At present, there are 27 HUMINT Subject Matter Experts (SMEs) from the Framework and Sponsoring Nations working within the HCOE. It is the only place within NATO having such a significant number of international HUMINT SMEs under one roof. The HCOE maintains an annual training and education plan for all of its personnel to improve not only their HUMINT knowledge and skills but also their general military and leadership skills. Most importantly, through its Framework Nation personnel, the HCOE provides direct support to current operations by manning a total of four to five positions in ISAF and KFOR at any given time. Not only does this provide direct support to current operations, it ensures HCOE personnel have the most recent operational experience possible.

Facilities

All of the facilities within the historic HCOE compound are exclusively dedicated to the HCOE mission and have been modernized and thoroughly equipped for this purpose. The working spaces, classrooms, and conference halls and the gymnasium, laundry, and messing facilities permit the HCOE to conduct several international courses and activities simultaneously and to host NATO live exercises with a capacity of well over 200 participants. The HCOE also has its own military range which can be used to conduct field training activities in conditions more similar to “real world” operations than a traditional classroom. In addition, the recently built HCOE Hotel offers the option to host participants in Centre activities in conditions similar to those of a commercial hotel but with prices that are at least half of those found on the commercial market.



Programme of Work

The HCOE programme of work (POW) is ambitious in scope and aims to improve the NATO HUMINT Enterprise through the four COE transformational pillars which are the Centre's core competencies. The HCOE's major current and future projects include:

Directorate

2013 and 2014

- HCOE Director chairs NATO HUMINT Working Group (NHWG) and NATO HUMINT Technology Working Group (NHTWG)
- HCOE hosts and fills key positions in NATO's annual Tier One HUMINT exercise, STEADFAST INDICATOR
 - Trained 254 personnel from 23 NATO Nations in 2013

Doctrine & Standards

2013:

- Published AJP2.3, *HUMINT Doctrine*, Jun13

2014:

- Continue major revision of AIntP-5, *HUMINT TTPs*
- Complete and publish NATO HUMINT Operator Handbook
- Complete HUMINT Support to Air & Maritime Ops studies
- Begin NATO HUMINT Terminology project
 - Create "HUMINT Glossary"
 - Complete NSA's AAP-6 terminology process
- Assist SHAPE in revision of AD65-7, *HUMINT*

Education & Training

2013:

- Taught 7 resident courses; trained 364 students
- Awarded ACT's Quality Seal for E&T programs

2014:

- HUMINT Standardisation Course (2 weeks x 2)
- Contact Handling Course (2 weeks x 2)
- Collator Course (1 week x 2)
- Become Department Head for NATO HUMINT
- Support JFTC and JMRC pre-deployment training and exercises
- Continue use and development of electronic tools
 - eITEP and ETOC for announcing courses
 - ADL for delivering coursework

Concept Development & Experimentation

2013:

- Presented Human Aspects of the Operational Environment (HAOE) final report at NATO HQ

2014:

- Continue development of NATO HUMINT Operator Toolset (NHOTS) project
- Lead HUMINT play in UNIFIED VISION 2014
- Support CIED COE's Human Network Analysis & Targeting project
- Support Task Group SCI-243 (Ways & Means for IED Network Attack)

Lessons Learned & Publications

2013:

- Grand Opening of HCOE Library
- Mobile data Collection in ISAF, resident courses, and SFIR

2014:

- Mobile data collection for ISAF/RS
- Data collection for SFIR
- Data collection for resident courses
- Support to JALLC
- Support publication of handbooks and studies
- Maintain HCOE Library

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Joint Air Power Competence Centre (JAPCC)

Framework Nation: Germany

Location: Kalkar, Germany

PE Posts: 64 out of 97

Mission

The JAPCC, as a team of multinational experts, is to provide key decision makers effective solutions on Air and Space Power challenges, in order to safeguard NATO and the Nations' interest.

Director's Vision

Be NATO's catalyst for the improvement and transformation of Joint Air and Space Power; delivering effective solutions through independent thought & analysis.

A selection of JAPCC's 2014 Projects

Optimising NATO's Air Surveillance

Provide single source visualization of existing radar coverage, allowing the impact of scheduled and unscheduled outages to be assessed both statistically and geographically. Review of sensor placement will support the 'Smart Defence' initiative and may result in options for cost saving within the Alliance. Sponsor: AIRCOM

Command & Control / Leadership Improvement

Practical model/scheme to run E&T seminars based on:

- Constructivism
- Non-computer based simulation systems
- Feed back provided by Moderators and observers

Joint Force Protection Capability Development

The Aim of this Project is to identify and work with appropriate NATO and National 'Communities of Interest'.

The desired end-state is the development of an effective, scalable and resource efficient NATO FP capability to which nations are able to contribute either a complete capability package or provide components to a multinational package. Enhancing interoperability is a core component of this project. Sponsor: Military Committee

Joint Personal Recovery

The general ambition of this project is to facilitate and enhance interoperability and thus effectiveness and efficiency of PR System addressing some of the shortfalls in NATO JPR Policy and Doctrine, focusing on Education and Training (E&T) at the Joint Level and at the Component Level. Sponsor: JFC BRUNSSUM

UAS operations in contested environments

Assessment of the current capabilities of un-manned aircraft system with inputs and guidance to identify the essential priority actions and future UAS requirements to guide NATO to facilitate unmanned aircraft system operations in contested environments. Sponsor: JFC BRUNSSUM

NATO Air Advisors

The aim of this project is to deliver an assessment of the current capabilities within NATO to support the air advisor mission and identify the essential actions and requirements to guide NATO in optimising support for this mission. Sponsor: NTMA

NATO Air Power – Future Vector

NATO Air Power is faced with the paradox being on one hand the pivotal toolbox for operations, but on the other hand being confronted by severe reductions. NATO and the Nations cannot afford a diminishing Air Power. Therefore JAPCC initiated the project NATO Air Power – Future Vector that will identify viable options and solutions to guarantee that Air Power continues to be a key enabler for the security of NATO and its Allies. The study focuses on "NATO Forces 2020" with options for implementation of NATO's Smart Defence and Connected Forces Initiatives, and provides an input for an Air Power Strategy/Security Concept as foundation for an Air Power which is fit for purpose and can successfully meet future challenges of NATO and its Nations.

JAPCC ACTIVITIES

Concepts and Doctrine

Custodianships:

- NATO AJP 3-3 Air& Space Ops;
- NATO ATP 3.3.4 AAR; AT; 3.3.6 FP
- NATO ATP 49

MC FP Policy

NATO AAR Procedures Manual

Chairmanship of AOWG and AAR WG



Capability Development

- Support NAPMO BOD in NAEW&C requirements process
- Participate in EU/EDA on future AAR capability Support EU/EDA in development of Counter MANPAD systems
- Participate in NATO Air & Missile Defence Committee
- Secretariat of Bi-SC Space WG



Education & Training

- Custodianship for FP course at NATO School Oberammergau
- Custodianship A&S part of JWC exercises in support of NCS e.g. STEADFAST JAZZ
- Exercise Director/Dep for AMD exercise Joint Project Optic Windmill
- Secretariat and participant of Air Force Service Task Group (chaired by AIRCOM)
- Leading contribution to EU JPR education and training

Lessons Learned

- Support NCS and NFS upon request

Established Cooperation

- European Air Group (LoA)
- Ext AD Task Force (LoA)
- CASPOA (LoA)
- BOEING Portal
- NATO Joint Warfare Centre

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Joint Chemical Biological Radiological Nuclear – Defence (JCBRN COE)

Framework Nation: Czech Republic

Location: Vyškov, Czech Republic

PE Posts: 64 out of 81

Mission

To support NATO and its military transformation in the field of CBRN defense through and in support of HQ SACT, assist Sponsoring Nations, other NATO-nations and other Customers in their CBRN defense-related efforts.

The primary aim of the JCBRN Defence COE is:

- Support development of concepts and doctrine through experimentation.
- Promote CBRN defence-related interoperability, standardisation and harmonisation.
- Organise and support CBRN-oriented Courses, Workshops and Conferences promoting the development and exchange of CBRN information and expertise.
- Provide assistance in analysis to determine future capability requirements.
- Develop and distribute lessons learned from operations, exercises, and experiments.
- Subject matter expert support to NATO exercises.
- Provide support and mutual cooperation among the Community of Interest COE to foster deeper application of CBRN initiatives in COE POWs.
- Promote relationships among related CBRN bodies.

Major Products and Activities for 2014

Courses:

Crisis Management after CBRN Incident Course 2014

CBRN Warning and Reporting Specialists Course 2014

Introduction to the International CBRN Training Curriculum Course 2014

CBRN Units Evaluators Course 2014

CBRN-Analysis Super User Course 2014

I-RAPTER - Basic Course 2014 and I-RAPTER – Advanced I*

International Consequence Management Training Course 2014*

International Medical Management of Radiation Injuries (I-MED) 2014*

(* in cooperation with the U.S. National Nuclear Security Administration)

CBRN Concept and Doctrine Development:

Custodianship for NATO doctrines - AJP 3.8, ATP 3.8.1 Vol 1

CBRN document database including AJOD publications, CBRN standardization documents and CBRN related standardization documents update

Provision of an SME to the ACO Force Protection Working Group (FPWG) and FP Custodian WG

Planning, preparation and conduct of the Joint CBRN Defence Capability Development Group - Doctrine and Terminology Panel meetings

Liaising the Joint CBRN Defence Capability Development Group and to the Allied Joint Operations Doctrine Working Group

Supporting ACT / ACO in the development of a Functional Concept for WMD Disablement

CBRN Capability Development:

Supporting NATO Transformation within the NATO Defence Planning Process – NDPP

Supporting NATO Transformation within the Concept Development and Experimentations - NATO CD&E

Contribution to develop NATO standards on Material Line of Development - in particular in the domains of Hazard Management (HM), Physical Protection (PP), Detection, Identification and Monitoring (DIM)

SME support to Framework for Future Alliance Operations (FFAO)

Contribution to CBRN Capability Development Process as a Custodian of the Joint CBRN Defence Capability Development Group Priority Assessment and Work Schedule (JPAWS) and liaising with the JCBRND – CDG Panels

CBRN Reach-Back and OPS Support:

NATO CBRN RB Capability Implementation

Support to NATO exercises (SHAPE/CCOMC, STEADFAST series) and experimentation (TNT MIO Experiment, Discovery Experiment for WMD Disablement)

CBRN Defence Modelling and Simulation:

Providing M&S support to CBRN Reach-Back

Supporting training ranging from advanced individual training to combined joint taskforce computer-based training and simulation supported exercises.

Further Development of M&S interoperability under NATO Standards and adding CBRN value to the NATO M&S community

NATO Exercises Participation:

CMX 2014

Toxic Trip 2014

CWIX 2014

Trident Juncture 2014

Trident Jaguar

Brave Beduin 2014

Supporting NRF and CJ-CBRND-TF Exercises and Certification

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Military Engineering Centre of Excellence (MILENG COE)

Location: Ingolstadt, Germany

Framework Nation: Germany

PE Posts: 35 out of 38

Mission

To enable the development of Sponsoring Nations and Alliance military engineering capability and interoperability, in order to enhance the effectiveness of military engineering support to NATO and other operations.

Intent: The intent is to deliver the mission at the Strategic (the Director MILENG COE is the principle advisor to SACT for Military Engineering), Operational and Tactical levels, encompassing, but not limited to, all aspects of MILENG as encapsulated in MC Policy for Military Engineering and its supporting doctrine documents. In the fields of Counter Improvised Explosive Devices (C-IED), Explosive Ordnance Disposal (EOD) and Chemical, Biological, Radiological and Nuclear (CBRN) Defence the MILENG COE assumes a supporting role to relevant NATO COE and other entities.



Major Products and Activities for 2014

The MILENG COE provides the secretariat for the annual NATO Senior Joint Engineer Conference (NSJEC).

Information and Knowledge Management (IKM)

The MILENG COE continues to develop its IKM systems – it provides a hub for the gathering, processing and dissemination of MILENG related information through a single source of collected information and knowledge.

Registered users can get access to:

- The “Search engine” for searching documents, publications, whitepapers, manuals and other downloads from NATO bodies and nations.
- The “Work spaces” which allow collaboration in support of working groups, writing teams, specialist teams and other projects which require external contributions.
- The “Events” and “Courses” pages for information about MILENG COE Events and Courses: calendars, registration details, presentations, etc.
- The “Discussion Forum” which facilitates discussion about MILENG and other topics.
- The “Dropbox” for sharing large files with the MILENG COE Staff members.

Policies, Concepts and Doctrine Development

- The MILENG COE chairs the MILENG Defence Planning Advisory Group (DPAG) and provides SME in order to contribute to the NATO Defence Planning Process (NDPP) and to ensure MILENG is fully considered where necessary. The focus for 2014 will be support to the Capability Requirements Review 2016 (CRR 16).
- The MILENG COE provides intimate support to the MCLSB MILENG WG, providing the Deputy Co-chair and permanent secretaries to the WG panels. The MILENG COE also provides SME support to other MCLSB Working Groups; this in order to monitor all NATO doctrine developments to ensure MILENG is reflected appropriately. This includes direct support to, and liaison with Allied Joint Operations Doctrine WG, HIS WG, EOD WG, C-IED WG & TF, LOWG, Environmental Protection WG, Force Protection TF, IGEO, Amph Ops WG, Under Water Diving WG and the Terrorism Task Force.

- The MILENG COE is the custodian of MILENG & Military Search Doctrines. As such is responsible for the development, review and harmonising the AJP and ATP series taking into account higher level concepts, policy, doctrine and lessons learned. 2014 will focus on the review of MILENG ATP and Military Search ATP 73, Vols I & II.

- Sponsored by NATO HQ Emerging Security Challenges Division the MILENG COE is leading the NATO Route Clearance (RC) Project. The aim of the project is to develop robust RC doctrine. The project will culminate with a doctrine validation exercise during ExARCADE FUSION 14.

- The MILENG COE will provide the MILENG input to the “Framework for Future Alliance Operations” ensuring MILENG is properly considered in the broad strategic insights (BSI) and the military implications (MI).

Analysis and Lessons Learned

- The topic for MILENG COE Information Exchange Seminar 2014 is “MILENG Support to Disaster Relief” and provides an opportunity for the MILENG COE's Sponsoring Nations, NATO nations, PCM nations, NATO entities and civilian organisations to examine and discuss MILENG challenges related to Disaster Relief in order to identify lessons and areas for improvement and future development.

Training & Education

- The MILENG COE will deliver 9 in-house courses at the tactical and operational levels in order to educate and train students about Military Engineering (MILENG) in order to prepare them for duty in a NATO environment:

- Military Engineering Tactical Leaders Course (METLC)
- Military Engineering Operations & Planning Course (MEOPC)
- Military Engineering Advanced Operations & Planning Course (MEAOPC)
- NATO Military Engineer Staff Officers Course (NMESOC)

- The MILENG COE is supporting SACT in developing the Training Management System, including participation in the Quality Assurance Programme, considering the role of Department Head for MILENG and the production and implementation of the MILENG Strategic Training Plan.

- The MILENG COE continues to develop its ADL programme, currently focused on providing pre-course material to better prepare students for attendance on MILENG COE courses.

- The MILENG COE continues to provide instructor support to the NATO School Oberammergau and in 2014 will provide SME support of collective training exercises undertaken by JFTC, LAND COM, ARRC and EUROCORPS.

- In 2014 the MILENG COE intends to deploy a MTT to deliver a tailored course a MILENG COE SN.

Capability Development & Experimentation

- The MILENG COE (in the political framework of Green Defence Initiative) continues to contribute to the sustainment of NATO Forces and is an active participant in the Smart Energy Team and the Sustainable Military Compounds Workshops.

- The MILENG COE annual Industry Day will take place in Ingolstadt 03 Dec 2014. The aim is to give MILENG SME from NATO and partner nations the opportunity to discuss with industry the challenges of today's operational environments, lessons learned, solutions and future developments.

Register to access the MILENG COE Knowledge Portal through the website at www.milengcoe.org



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NATO Centre of Excellence for Military Medicine (MILMED COE)

Framework Nation: Hungary

Location: Budapest, Hungary

Satellite Location: Munich, Germany

PE Posts: 36 out of 52

Mission and Vision

NATO's strategic goal in the field of military medicine is to provide sustainable military medical support including Force Health protection measures, role 1 to 4 treatment capabilities and medical evacuation to NATO operations worldwide. As stated in the MC 326-3 (draft) "every effort should be made to ensure that medical care is based on internationally accepted best medical practice." In this context the outcome after the casualty's rehabilitation, i.e. the quality of life and health, will always be benchmarked not only within the military medical community but also against civilian health care standards. In order to meet these high expectations towards military medicine MILMED COE facilitates capacity and capability building through interoperability by multinational standardisation pre-, during- and post-deployment and provides senior matter expertise in the following areas:

- Medical Lessons Learned focusing on tactical aspects
 - Deployment Health Surveillance
 - Interoperability and Standardization
 - Medical Training, Certification and Validation

Major Products and Activities for 2013

DHSC

- Custodian of AMedP 21 / STANAG 2535; Finalization of the AMedP 21, new AMedP 4.1
- Establishment of an operational cooperation with ACO (Main customer for deployments)
- Development of a standardized multinational DHSC database
- Testing continuous surveillance operations in a multinational deployment setting - ongoing project in Djibouti
- Incremental establishment of DHSC into NATO operations - site surveys
- Cooperation between appropriate civilian institutions and DHSC
- DHSC/Epidemiological Course development in cooperation with the MILMED COE Training Branch and CESPAMarseille
- Implementation of the EpiNATO-2 reporting system in the KFOR and MALI settings

Interoperability

- Support to Medical Standardization Working Group (MedStdWG)
- Support to Military Medical Structures, Operations and Procedures Working Group (MMSOP WG)
- Cooperation and collaboration with NATO Science and Technology Organization/Human Factors and Medicine Panel (STO/HFM)
- Facilitating role in NATO/EU projects aiming to create multinational medical capabilities
- Management of Force Health Protection NATO Conference 2014 project
- Development and pilot of the Medical Standardization e-learning course

Lessons Learned

NATO Tactical-Clinical Lessons Learned

- Lessons learned capability improvement with project related data collection on the Vigorous Warrior 2013 multinational medical exercise

NATO Trauma Registry (NTR)

- Pilot NTR system establishment at MILMED COE, Budapest Data exchange testing with pilot data and later on with real patient data Further system development and refinement

Training

HUB COE Status:

ACT Joint Force Trainer proposed changes on NATO accreditation system, the new system is being piloted by CIMIC COE. MILMED COE participation is possible in two main parts of the system independently:

- ACT quality assurance system
- ACT course development – Curriculum Control Authority on NATO Military Medical Training and Education

Course developments

- Military Medical Support in Humanitarian Arena (MMSHA) Course COE-MED-M4-007
- Deployment Health Surveillance Course – Level 1
- ADL course development

Exercises

- Vigorous Warrior 2013
- Joint Medical Modules NLD
- Medic Diamond NLD

Evaluations

- Balkan Medical Task Force
- Slovakian Medical Treatment Facility
- Aero Medical Evaluation
- Participation in Medical Evaluation of MMUs

Other project

- MEDEVAL Tool and MEDEVAL IT development

Conferences and meetings

- Chairmanship and secretary function of COMEDS Military Medical Training Expert Panel (MMTEP)

Support to:

COMEDS Military Medical Structures, Operations and Procedures Working Group (MMSOP WG)

Aeromedical Panel (AMDP) and Aeromedical Working Group

Participation in Advanced Technology Applications for Combat Casualty Care (ATACCC)



Major Products and Activities for 2014

- Force Health Protection NATO Conference, 23-26 June 2014, Budapest, Hungary
- NATO Aeromedical Workshop, 11-12 June 2014, Budapest, Hungary
- Planning the multinational military medical exercise Vigorous Warrior 2015
- New courses:
 - Military Medical Support in Humanitarian Arena (MMSHA) Course
 - Deployment Health Surveillance Course – Level 1
 - Military Psychological Incident Management Course
 - E-learning courses:
 - Recertification Course for NATO Medical Evaluators
 - Unit Preparation for NATO Medical Evaluation Course
 - Medical Standardization Course
- Wider implementation of EpiNATO-2
- NTR system national module establishment in MILMED COE Sponsoring Nations

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Modelling and Simulation COE (M&S COE)

Framework Nation: Italy

Location: Rome, Italy

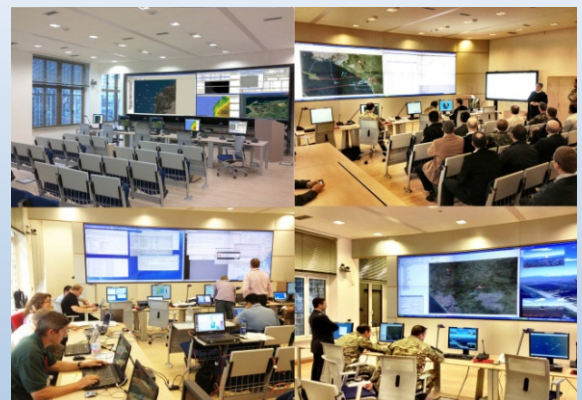
PE: 21 out of 44

Mission

The NATO M&S COE is dedicated to the promotion of M&S in support of operational requirements, training and interoperability. The Centre will act as a catalyst for transformation through the involvement of NATO, governments, academia, industry, operational and training entities, by improving the networking of NATO and nationally owned M&S systems, the cooperation between Nations and organisations through the sharing of M&S information and developments and serving as an international source of expertise for transformation in the related domain.

Major Products and Activities for 2013

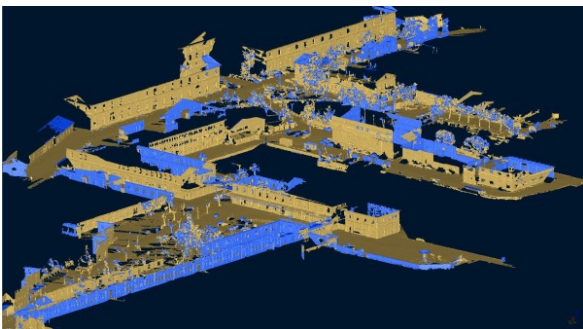
- **Basic M&S course** for staff officers. Course introduced fundamentals of M&S in defence and computer generated forces.
- **6th NATO CAX Operator Certification Course** in conjunction with JWC. This course prepares operators to perform duties during NATO Computer Assisted exercises.
 - **Support to NATO Exercise STEADFAST Jazz**, Naples Vision and CWIX.
 - **NATO 8th CAX Forum 2013**, in Rome, to promote the exchange of information and "best practices" among staffs of NATO and national simulation/exercise centres.
 - **M&S international expositions** attendance:
 - **International Training and Education Conference (ITEC) 2013**, annual forum for representatives from the Military, Industry and Academia on international training, education and simulation sectors. Edition 2013 hosted in Rome.
 - **Interservice/Industry Training, Simulation and Education Conference (I/ITSEC) 2013** promoting cooperation among the Armed Services, Industry, Academia and various Government agencies on training and education multiservice programs.
- **Enforce relationship** with other NATO bodies, Research institutes and Academia.
- **Verify the NATO M&S COE connectivity capabilities** for Distributed training through the sharing of simulation laboratories belonging to industry and government.
- **Support to the NATO Modelling and Simulation Group (NMSG).**



Major Products and Activities for 2014

2013 activities will be planned also for the 2014 with the following added projects:

- **Continue to contribute to the Education and Training Opportunities Catalogue with E-learning M&S Pilot Course** using ILIAS. M&S COE staff joined the CDT promoted by ACT.
- **Support the multinational Tactical Infrastructure Enterprise Services (TIES)/Coalition Warfare Program (CWP)** in 2014-15.
- **M&S in support to Autonomous Systems** with participation to the S&TO SAS 097 WG ; sponsoring and host an international W/S in Rome in May 2014 (named MESAS'14); contribute to the MCDC Autonomous Systems Focus Area.
- **Support NATO Modelling and Simulation Group (NMSG)** to increase co-operation among Alliance bodies, NATO member nations and partner nations to maximise the effective utilisation of M&S in the area of Distributed Simulation and Training, M&S in support to Cyber defence and development of M&SaaS.
- **NATO CAX Forum 2014** will be hosted by Turkey in Istanbul, September 16-19 2014.



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NAVAL MINE WARFARE CENTRE OF EXCELLENCE (NMW COE)

Framework Nation: Belgium and The Netherlands

Location: Oostende, Belgium

Mission

Support SACT in the effort of transforming NATO by providing subject matter expertise in the field of Naval Mine Warfare (NMW) with a primary focus on education and training.

Program of Work (POW):

While the NMW COE has retained its function as an education and training institution for the Belgian and Netherlands Navies, the Framework Nations provide ACT and other NATO entities prioritised access to the services and support of the NMW COE and the co-located ABNL Maritime Warfare Center - Branch Naval Mine Warfare with its Knowledge- and Mission Support Center.

The primary aim of the NMW COE POW is to:

- Provide education and training for NATO and Partner naval personnel and ships in NMW.
- Assist in NATO joint policy, doctrine, strategy and concept development.
- Advise and assist Operational NATO Commands.
- Act as NMW technical and operational advisor to MARCOM Northwood.

Support NATO standardization and interoperability by contributing NMW subject matter expertise to NATO working groups and conferences.

Major Products and Activities for 2013

- NMW COE conducted the Staff Officers Course Naval Mine Warfare – open to NATO Nations (SO NMW-N) and the Principal warfare Officers Course Naval Mine Warfare - open to NATO Nations (PWO NMW-N) The aim of those MCM specialization course is to train officers for the following functions in the field of mine warfare:

- Mine warfare staff functions ashore and afloat.
- Commanding officer of a NMCM-flotilla, -squadron or –division
- Instructor at a mine warfare school.
- NMW COE hosted and chaired the new established Autonomous Underwater Vehicle (AUV) Workshop with the goal to write a comprehensive EXTAC for the establishment of this newly fielded sensor in NMCM operations
- NMW COE augmented significantly the annual International Mine Countermeasure Exercise (IMCMEX) in the Persian Gulf, organized by the combined US/UK staff of CTF 522 from CTF-level over the component commanders to the unit level with commanders and watchstanders.
- NMW COE conducted computer assisted Wargames (including operational planning) for BEL, DEU, GBR, NLD, MARCOM and NOR.
- Provided direct exercise support for the preparation of NATO Reaction Force Training.
- Facilitated the annual NMW exercise Dynamic Move and NCAGS/AWNIS exercise SNOWMASTER.
- Hosted the annual COE directors conference.
- Direct support for the NATO Naval Mine Warfare Working Group (NMWWG) - Participation in the NSA - NNMWG Publication Sub-Group (PSG) conducting the complete review of ATP-6 (C) Vol I & II and ATP-24(C) Vol I & II, ATP-1(D) VOL I and all other concerned publications

Major Products and Activities for 2014

- The year will start with the traditional Naval Mine Warfare Conference in the third week facilitated by EGUERMIN on invitation by MARCOM and supported by ACO. Goal is to update higher level officers on the developments in NMW, maintain a Minewarfare awareness and formulate a NMW vision.
- NMW COE will host NMWG meetings under the umbrella of the NATO Naval Armaments Group (NNAG) and the Military Committee Maritime Standardization Board (MCMSB). This Group is aimed at promoting cooperation and standardization in the field of Naval Mine Warfare to improve NATO forces' effectiveness over the whole spectrum of current and future operations.
- NMW COE will host and facilitate the annual MARCOM Computer Assisted Exercise (CAX) DYNAMIC MOVE 2014. This war game is designed to train about 120 participants from NATO and Partner Nation commands in a range of Naval Operations focused on the NRF concept. Mediterranean Dialogue (MD) nations are invited as observers. The aim is to exercise NMW tactics, as well as Allied Worldwide Navigational Information System (AWNIS) and Naval Cooperation and Guidance for Shipping (NCAGS) procedures, in order to enhance the participants' ability to contribute to operations in the littorals including amphibious assault. A state-of-the-art software will be utilized the first time in that scenario.
- NMW COE will continue training and education opportunities for the Mine Warfare Staff Officers. Courses are open to NATO Nations (SO NMW-n and PWO NMW-N). The candidates are required to have an extensive seagoing NMCM experience.
- A significant contribution to the IMCMEX 15 (last quarter 2014) as in 2013 is planned



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COE in Accreditation Process



Crisis Management and Disaster Response COE (CMDR COE)

Framework Nation: Bulgaria

Location: Sofia, Bulgaria

PE Posts: 17 out of 49

Mission

The mission of the CMDR COE is to act as the catalyst for improvement of NATO, Nations and Partners' capabilities in crisis and disaster response operations through collaborative partnerships.

- The Centre aims to:
- Serve Nations, NATO and Partners' long-term interests by combining efforts, increasing interoperability, standardisation and effectiveness in support of capability development to prepare, predict, prevent and respond to crises and disasters;
- Facilitate the Comprehensive Approach and make the best use of combined experience and capabilities of SNs and CPs;
- Contribute to doctrine and concept development or related documents
- Provide focused education and training at all levels to individuals, units and teams;
- Provide support to the planning and conducting of exercises and experimentation, including the development and validation of scenarios;
- Provide a repository for International, National and NATO shared information, analysis and Lessons Learned.

Major Products and Activities for 2013

- SEMINAR: Interagency Cooperation in Crisis Management and Disaster Response, Tools and Practices for Training
- CMDR COE Course: Consequences Management in Crisis Management for Disaster Response
- Annual Seminar: Interagency Cooperation in Crisis Management and Disaster Response: Tools and Practices for Training
- High Level Course: Strategic Communication in Crisis Management and Disaster Response
- Military Implications of Climate Change Workshop
- Support for the testing of the USA DoD Joint Concept for Contingency Programme Management in Unified Action within the framework of the SABER GUARDIAN 2014 exercise.

Major Products and Activities for 2014

- Project: Operations Planning– Cooperation with ACT Operations Analysis Branch to investigate new methods;
- Project on request of ACT – Developing Supporting Activities for Host Nation Support requirements and training;
- Course: Military Medical Response in Disaster Management (together with US EUCOM);
- Seminar: Interagency Cooperation in Crisis Management and Disaster Response. Tools and Practices for Training;
- First Level Crisis Management and Disaster Response Course;
- Crisis Response Operations Planners Professional Development Course;
- Strategic Decision Making for Crisis Response Operations Course;
- Expert Support of Exercise SABER GUARDIAN 14.



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COE in MOU Negotiations



Military Police COE (MP COE)

Framework Nation: Poland

Location: Bydgoszcz, Poland

Mission

The NATO MP COE **mission** is to enhance the capabilities of NATO MP, foster interoperability, and provide subject matter expertise on MP activities, in accordance with the Alliance's Strategic Concept.

The NATO MP COE **vision** is to provide enhanced subject matter expertise for the development of MP standards and capabilities in order to support cooperation and interoperability of NATO and NATO Partners' Military Police and Gendarmeries, which will contribute directly to positioning Military Police and Gendarmeries as a future capability for the NATO New Strategic Concept and Smart Defence initiative.

Major Products and Activities for 2013

The NATO MP COE has finished its establishment process in 2013. Nevertheless, it actively contributed to the NATO MP Panel (Land Operations Working Group) as well as NATO MP Chiefs' Conference, has closely cooperated with the ACO Provost Marshal and has started developing cooperation with Joint Force Command Provost Marshals in terms of policy, doctrine, procedures and standards development.

Major Products and Activities for 2014

- Provide subject matter expertise for the NATO MP Future Capabilities Study and MP Strategic Concept established by the NATO MP Panel.
- Provide subject matter expertise for JALLC Analysis Projects and Emerging Analysis Requirements (EAR).
- Review future NATO exercises (2014 onwards) for potential MP involvement.
- Analyse the feasibility hosting and organizing the NATO MP Senior Officers' Course starting in autumn 2015.
- Support work of the MP Panel Course Developing Team for a NATO MP Senior NCO Course.
- Develop a standard process to debrief all Mission-PMs and incorporate all the LI/LL into applicable training.
- Develop the NATO MP Advance Distribution Learning.
- Establish, host and chair the NATO MP Lessons Learned and Training Support Working Group (LLTS WG)
- Conduct the 1st Provost Marshals Conference.
- Conduct Conferences: Afghan National Police Training LL Conference and MP Pre-deployment LL Conference.
- Conduct the Syndicate Leader / Facilitator Training for the NATO MP Courses.
- Participate in NATO Exercises: Joint Spearhead (EUROCORPS), Sharp Lynx (MNMPBAT), Trident Lance/ Loyal Lancer (JFTC).

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Stability Policing (SP COE)

Framework Nation: Italy

Location: Vicenza, Italy

Mission

The mission of the NATO Stability Policing Centre of Excellence is to operate as a prime mover to increase contribution to the stability and reconstruction efforts of the Alliance in post-conflict scenarios, to provide an invaluable tool to NATO filling the capability gap in the area of Stability Policing and to be an internationally recognized focal point and a hub of expertise for a Community of Interest in the field of Stability Policing, highly contributing to the NATO Strategic Concept in such area.

PRODUCTS



ESTABLISHMENT TIMELINE

- *AUG 13: Initiative accepted by SACT*
- *MAR 14: 1st Establishment Conference in Vicenza, ITA*
- *JUN 14: 2nd Establishment Conference In Vicenza, ITA*
- *OCT 14: MOU Signing Ceremony at HQ SACT*
- *OCT/NOV 14: Formal accreditation Visit and First Steering Committee Meeting*
- *Early 2015: Accreditation as NATO COE and Activation as a NATO Military Body*

The NATO Stability Policing Centre of Excellence is based in Vicenza, Italy in the same barrack where highly specialized Centre of Excellence for Stability Police Units (CoESPU) and European Gendarmerie Force (EGF) are located.

The NATO Stability Policing Centre of Excellence is offered by Italy and relies on the Carabinieri expertise in the field of stability policing and their performances in multinational operations.



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Strategic Communications COE (STRATCOM COE)

Framework Nation: Latvia

Location: Riga, Latvia

Mission

To assist NATO Headquarters, Strategic Commands, other NATO bodies, nations, partners, and other civil and military bodies by supporting Alliance's development of capabilities in mission effectiveness and interoperability in the near, mid and long terms through comprehensive and timely subject matter expertise on all aspects of Strategic Communications. As a hub of debate and expertise, the Centre will provide assistance in doctrine development, conduct research and experimentation, finding contemporary solutions to existing challenges and enhancing training and education efforts. It will be a single location for cross-cultural, cross-institutional and cross-sector interaction for StratCom stakeholders.

Establishment Timeline

- *APR 13: Initiative accepted by SACT*
- *OCT 13: 1st Establishment Conference in Riga, Latvia*
- *NOV 13: Latvia Parliament votes to establish NATO STRATCOM COE in Riga*
- *Spring 14: 2nd Establishment Conference in Riga, Latvia*
- *Summer 14: MOU Signing Ceremony at HQ SACT*
- *Summer 14: Formal accreditation visit and First Steering Committee Meeting*
- *Fall 14: Accreditation as NATO COE and Activation as a NATO Military Body*

NATO StratCom COE Establishment Team

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COE in Concept Development



Mountain Warfare COE (MW COE)

Framework Nation: Slovenia

Location: Ljubljana, Slovenia

Mission

To support the concept of developing and transforming forces and assets, and operational methods of the mountain warfare for the Republic of Slovenia, all NATO member countries, partners, other countries and international organizations, through the following core areas:

- development of mountain warfare specific doctrine, tactics and concepts
- education and training
- capability development and support to experimentation
- MW lessons learned process

Slovenia intends to offer the existing Multi-Nationalized Mountain Warfare Centre of Excellence as a NATO COE in 2015.

COE Contact Information

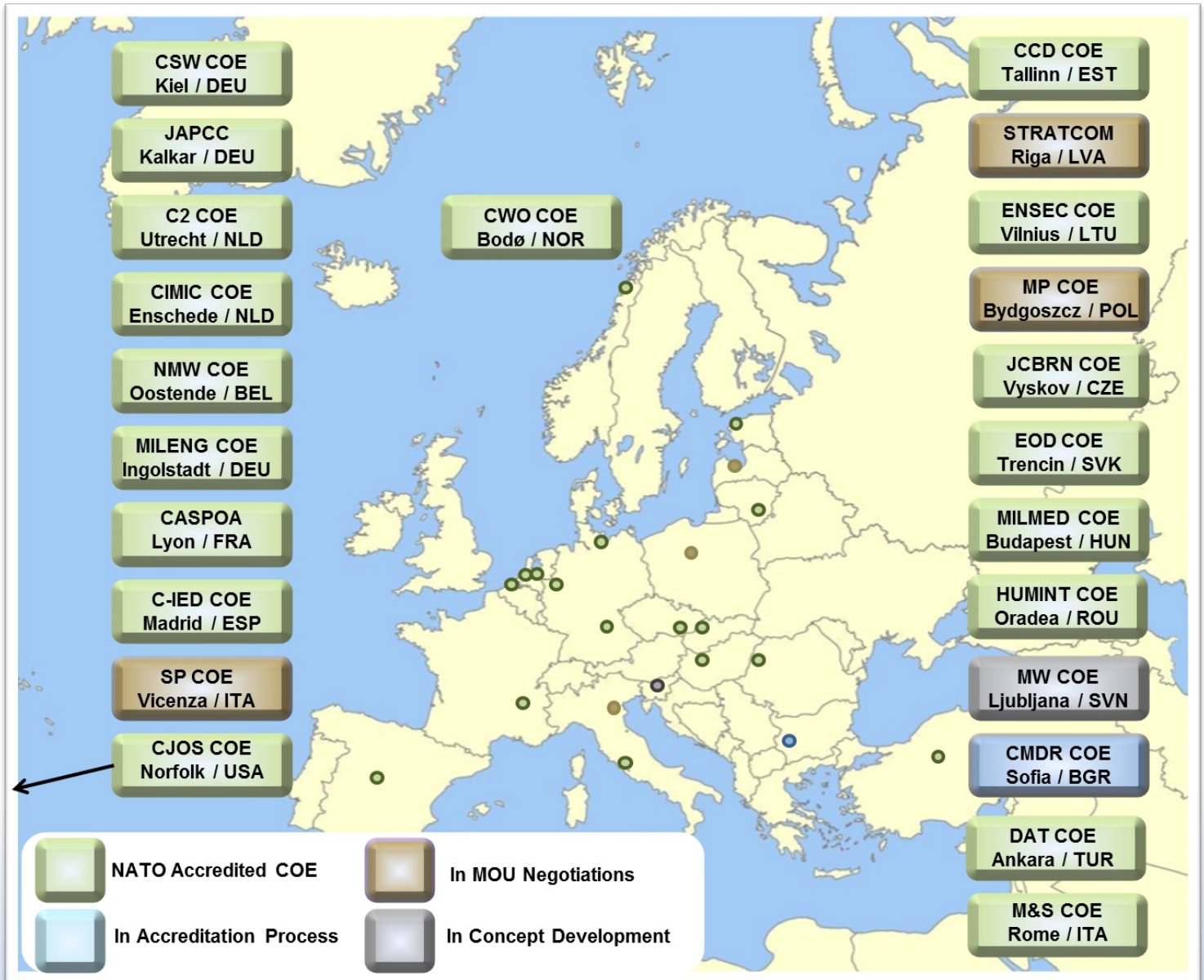
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COE Locations



As of December 2013

Nation Participation in COE

	Country	Sponsoring Nation of	Framework Nation of
1	BEL	C2, JAPCC, MILENG, NMW	NMW
2	BGR	CMDR, DAT, MP	CMDR
3	CAN	CJOS, JAPCC, MILENG	
4	CZE	CIED, EOD, HUMINT, JAPCC, JCBRN, MILENG, MILMED, MP	JCBRN
5	DEU	C2, CCD, CIED, CIMIC, CJOS, CSW, DAT, JAPCC, JCBRN, MILENG, MILMED, MP	CIMIC, CSW, JAPCC, MILENG
6	DNK	CIMIC, MILENG	
7	ESP	C2, CCD, CIED, CJOS, JAPCC	CIED
8	EST	C2, CCD, ENSEC	CCD
9	FRA	CASPOA, CIED, CJOS, ENSEC, EOD, JAPCC, JCBRN, MILENG, MILMED	CASPOA
10	GBR	CJOS, DAT, JAPCC, JCBRN, MILENG, MILMED	
11	GRC	CMDR, CJOS, CSW, HUMINT, JAPCC, JCBRN, MILENG	
12	HUN	CCD, CIED, CIMIC, DAT, EOD, HUMINT, JAPCC, JCBRN, MILMED	MILMED
13	HRV	MP	
14	ITA	CCD, CJOS, CSW, ENSEC, JAPCC, JCBRN, MILENG, MILMED, M&S	SP, M&S
15	LVA	CCD, CIMIC, ENSEC	STRATCOM
16	LTU	CCD, ENSEC	ENSEC
17	NLD	C2, CCD, CIED, CIMIC, CJOS, CSW, DAT, JAPCC, MILENG, MILMED, MP, NMW	C2, CIMIC, NMW
18	NOR	C2, CJOS, CWO, JAPCC, MILENG	CWO
19	POL	CCD, CIMIC, CMDR, CSW, EOD, HUMINT, JAPCC, JCBRN, MILENG, MP	MP
20	PRT	CIED, CJOS, JAPCC	
21	ROU	CIED, CJOS, DAT, EOD, HUMINT, JAPCC, JCBRN, MILENG, MILMED, MP	HUMINT
22	SVK	C2, CCD, EOD, HUMINT, JCBRN	EOD
23	SVN	CIMIC, HUMINT, JCBRN, MW	MW
24	TUR	C2, CJOS, CSW, DAT, ENSEC, HUMINT, JAPCC, MILENG	DAT
25	USA	C2, CCD, CJOS, CIED, DAT, HUMINT, JAPCC, JCBRN, MILENG, M&S	CJOS

NATO COE Establishment Process

There are many steps in the COE establishment process. COE generally start either as an idea from NATO or an Alliance Nation, or as the offer of an established (multi-) national COE by an Alliance Nation. It culminates with the accreditation by the Military Committee (MC) and the endorsement and activation by the North Atlantic Council (NAC).

Much dialogue and teamwork is required throughout the process, starting with a close coordination between the Framework Nation (FN) and the HQ SACT Transformation Network Branch (TNB).

The following steps are necessary in order to complete the process:

Concept – The first step is the development of a formal document that provides all relevant information about the mission of the COE. TNB, together with Subject Matter Experts(SME), will provide assistance and participate in meetings to help the FN thoroughly understand the establishment process, and to ensure the draft concept will meet the established criteria. A concept template is supplied by TNB.

Formal Offer - It is sent from national Ministry of Chief Of Defence (CHOD) to SACT and includes the national/HQ SACT agreed draft of the concept.

Information Campaign – If the FN seeks a multi-national COE it must work to attract other SN.

MOU Development – Occurs dynamically with the information campaign. MOU templates are supplied by TNB and tailored with the assistance of TNB and legal teams.

Events supporting MOU development are:

- 1st Establishment Conference: Goal is to sell COE, negotiate the concept and introduce the MOUs to potential SN. Any interested nation attends.
- 2nd Establishment Conference: Nations interested in sponsoring the COE attend. The operation and legal aspects of the COE are discussed in greater detail. Concept changes as well as bids for posts will be negotiated.
- MOU Signing Ceremony

First Steering Committee Meeting – The SC meets to take command of the COE, to establish the first COE budget and POW and to discuss any open business. TNB supports FN in setting up the meeting and attends as a non-voting member.

Accreditation Process – Conducted by HQ SACT through TNB. MC established criteria are assessed in order to achieve accreditation.

The accreditation of the COE is taken into account throughout the entire establishment process and should result in a fully accredited COE that is activated by the NAC as a NATO Military Body.

Further details can be found in the COE Establishment manual at:

https://transnet.act.nato.int/WISE/COE/index_html

TNB contact information for the COE Establishment questions:

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How Does NATO request COE products and services?

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

The RFS are prioritized lists submitted by NATO to each COE. The COE POW development cycle is coordinated between NATO customers and COEs, and is the **primary tool** for generating NATO RFS. Requirements that emerge outside of the regular planning cycle are collected through a separate process for Out Of Cycle RFS (OOC RFS).

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

2015 RFS Development Milestones:

- 11-12 February: 2015 COE POW cycle initiation meeting, Mons, BEL.
- February/March: NATO initial inputs to the 2015 COE POWs.
- April: First drafts of 2015 COE POW distributed for NATO stakeholders' reviews and comments.
- Apr - mid May: Collection of NATO inputs to the 2015 COE POW (initial RFS)
- End of May: Initial review of the NATO inputs by COEs.
- June: Evaluation and resourcing of RFS by COEs.
- 24-26 June: 2015 COE POW Workshop, Norfolk, VA, USA - Finalise NATO RFS for 2015 COE POWs.
- July-August: Formal submission of the NATO RFS.

OOC RFS Process:

OOC requirements are submitted to the centres as they materialize on an ad-hoc basis. It is important to note that this process should not replace regular inputs through the RFS development cycle. OOC RFS compete for resources against existing, approved and budgeted COE POW items.

OOC RFS process steps:

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

ACT Co-ordination with COEs

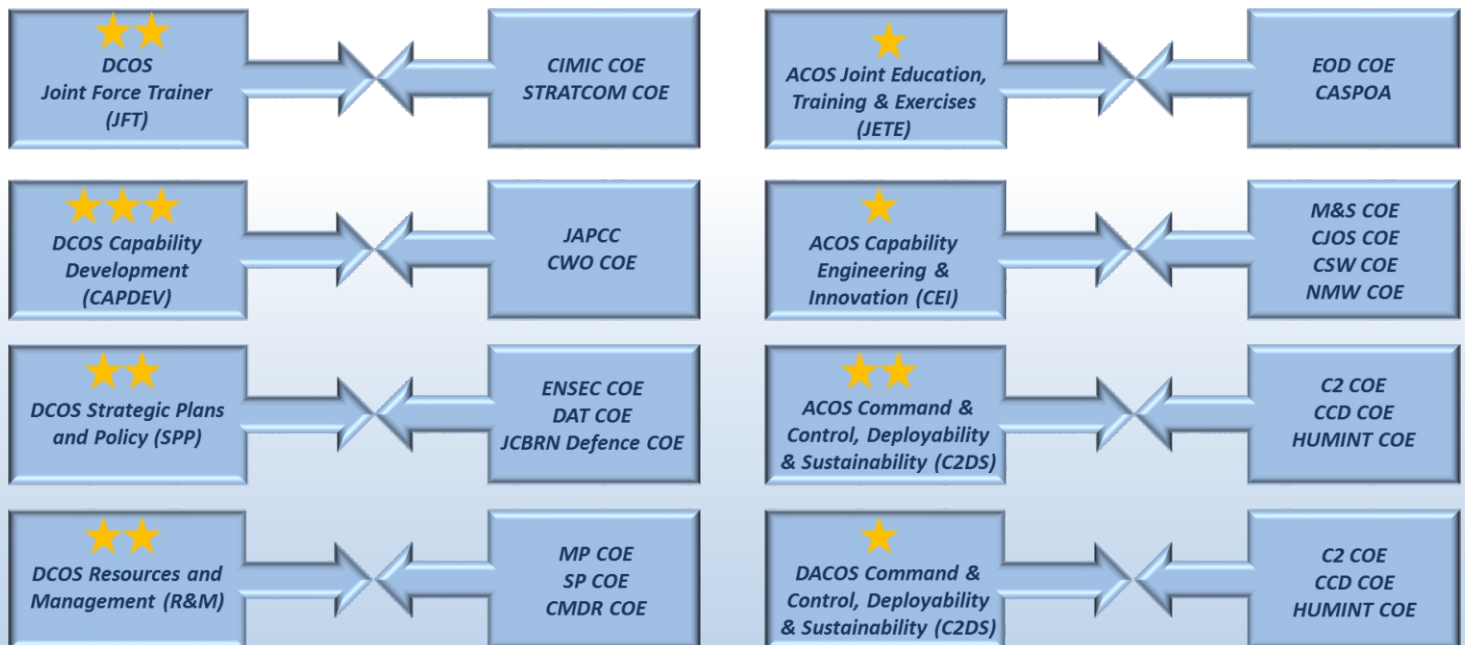
HQ SACT acts on behalf of ACT and ACO as the strategic staff authority with overall responsibility for all COEs and manages the ACT-COE staff level relationships. ACT performs this co-ordination on three distinct levels.

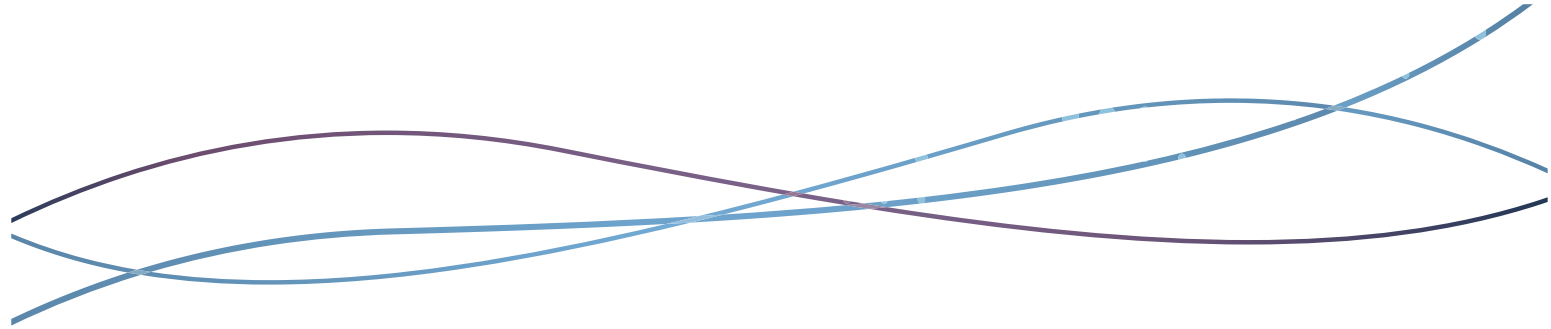
1) The overall co-ordination of COEs and their processes is accomplished by the HQ SACT TNB. Main processes under TNB cognizance include COE establishment, accreditation, NATO RFS and periodic assessments.

2) The functional coordination of products and services offered by COEs is accomplished by an ACT SMEs in the specialty of the COE.

3) The strategic link between the COE and NATO is assisted by an appointed Flag or General Officer (FOGO). Each COE is paired with an ACT FOGO who will act as a champion within the command. The intent is for these champions to improve the NATO RFS process, to better align the work of each COE with NATO priorities, and to provide enhanced visibility for ACT activities. ACT designated COE/FOGO pairing below.

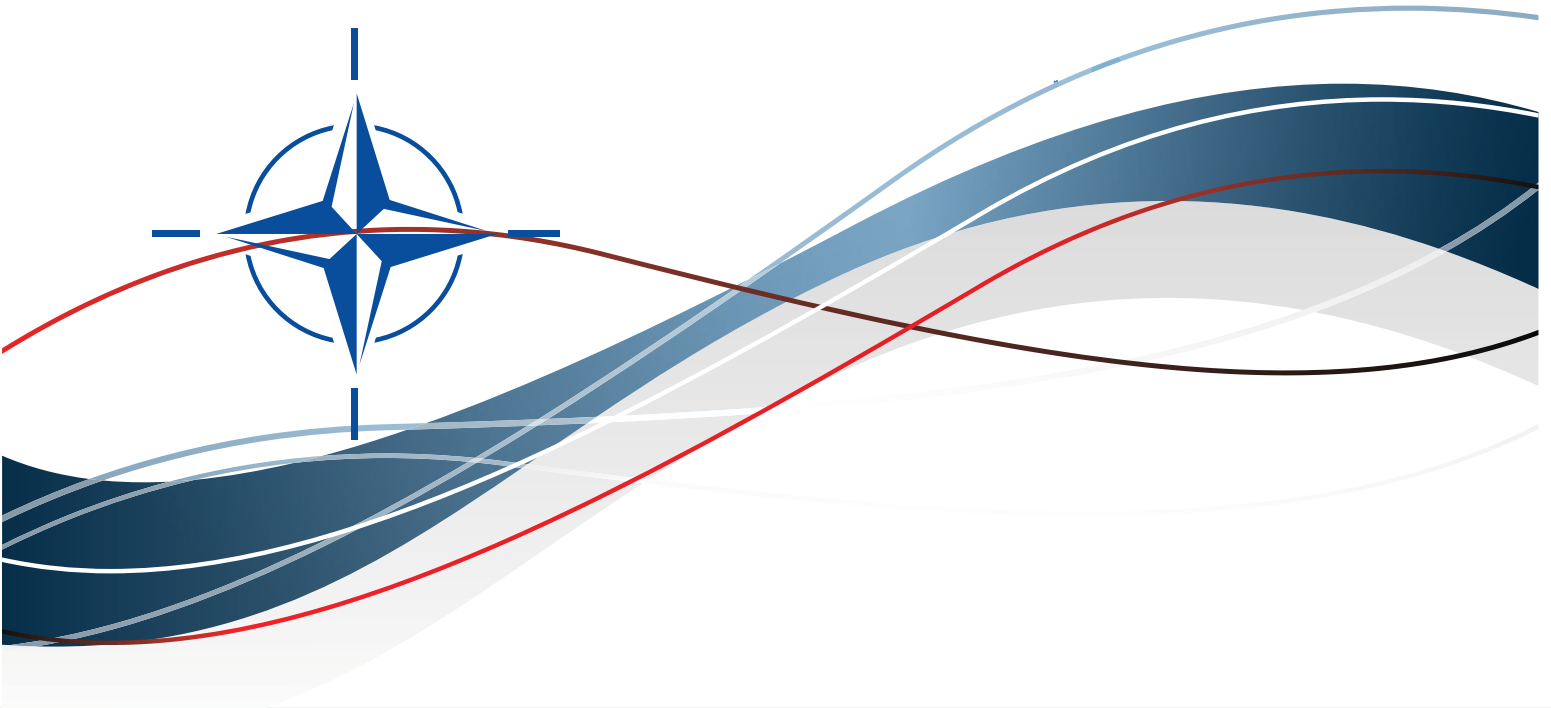
COE/ ACT FOGO CHAMPION ALLOCATION





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Electronic Catalogue File available at:
<https://transnet.act.nato.int/WISE/COE/CATALOG>



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