



Concept  
of the  
NATO  
Integrated Air and Missile  
Defence  
Centre of Excellence

Version 1.8  
(20 September 2018)

## **REFERENCES**

- A.** Protocol on the Status of International Military Headquarters, set up Pursuant to the North Atlantic Treaty, Paris, dated 28 August 1952;
- B.** C-M (69) 22, Procedures For The Activation and Reorganisation in Peacetime of NATO Military Bodies And Rules for Granting Them International Status and International Financing, dated 19 May 1969;
- C.** MCM 236-03, MC Concept for NATO Centres of Excellence, dated 04 December 2003;
- D.** IMSM-0416-04, NATO Centres of Excellence Accreditation Criteria, dated 11 June 2004;
- E.** PO (2010) 0169, Strategic Concept for the Defence and Security of the Members of the North Atlantic Treaty Organization, dated 19 November 2010;
- F.** MC 324/3 (Military Decision), The NATO Military Command Structure, dated 30 January 2013.
- G.** C-M(2016)0014, NATO Integrated Air and Missile Defence Policy, dated 7 March 16;
- H.** North Atlantic Treaty Organization, Warsaw Summit Communiqué, 9 July 2016;
- I.** MC 0613 “MC Concept for the NATO IAMD and the NATINAMDS” dated 14 September 16;
- J.** NATO Glossary of Terms and Definitions (AAP-6);
- K.** NATO Glossary of Abbreviations Used in NATO Documents and Publications (AAP-15, ed. 2014);
- L.** Strategic Foresight Analysis (SFA) 2017 Report. Allied Command Transformation;
- M.** “Joint Air Power Following the 2016 Warsaw Summit – Urgent Priorities”. An Allied Command Transformation study conducted by JAPCC.

## **PREFACE**

1. One of the most complex and thus, challenging missions for NATO is Integrated Air and Missile Defence (IAMD)<sup>1</sup>. It expands through all domains and requires flawless cooperation and collaboration between multiple nations and NATO entities. A successful execution of the IAMD missions depends significantly on the principles of integration, interoperability, jointness, coordination and unity of command. These principles ensure that Allies can enjoy advantages of **collective defence** and indivisibility of security without prejudicing national sovereignty.
2. A demanding mission such as IAMD requires a shared common understanding of doctrine, concepts of operation, tactics, techniques and procedures and extensive education and training of entities involved, from the strategic level down to the tactical level.
3. NATO IAMD COE will serve as a catalyst for NATO transformation by supporting the development of existing and/or future NATO IAMD capabilities in support of NATO Missions and Tasks, committed to the Alliance key values and principles. To accomplish that, it will exploit its Subject Matter Expertise drawn from the Land, Maritime and Air Components of NATO Nations and partners, to provide opportunities of comprehensive research, experimentation, doctrine and concept development and testing, education and training, and analysis support in the lessons learned process.

<sup>1</sup>As defined in reference (G).

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## **AIM**

4. The aim of this document is to define the NATO IAMD COE concept, including the basic guidelines on the NATO IAMD COE establishment and its general operational arrangements.

## **SCOPE OF THE IAMD COE**

5. This concept describes how the NATO IAMD COE will contribute to the development and enhancement of NATO's and National IAMD capabilities as well as fundamental aspects of establishment and functioning of the NATO IAMD COE. The NATO IAMD COE recognizes the need to strengthen NATO IAMD capabilities and support interoperability with timely and comprehensive expertise. In accordance with NATO Policies, the NATO IAMD COE will minimize the gaps identified and not covered by other NATO entities and NATO COEs, with initial focus on Offensive-Defensive Integration, Passive Air and Missile Defence, Surveillance<sup>2</sup>, System Integration, Anti-Access/Area Denial (A2/AD) and Counter-Rockets, Artillery and Mortars (C-RAM)<sup>3</sup>.

## **GUIDING PRINCIPLES**

6. The following principles will be applied for the establishment and functioning of the NATO IAMD COE:

a. Participation, contribution and access

i. The participation in the activities of NATO IAMD COE is open to all NATO Nations.

ii. Partner Nations and any other non-NATO entities can contribute to the NATO IAMD COE and its activities as agreed by SNs through the conclusion of Technical Arrangements (TAs) or other appropriate agreements, taking into account security requirements.

iii. COE products and services are available to the NATO entities and NATO NATIONS.

iv. NATO IAMD COE's products and services is the responsibility of Sponsoring Nations (SNs) through the Steering Committee (SC), taking into account NATO standards and security requirements, as well as relevant Memoranda of Understanding (MOUs) and Technical Arrangements (TAs);

<sup>2</sup>As described in Ref. ( I).

<sup>3</sup> C-RAM is a specific NATO IAMD related policy area described in Ref. (G).

b. Establishment, funding and manning

The establishment, funding and manning of the NATO IAMD COE will be joint multinational and will encourage broad cooperation with major institutions and organizations in both military and non-military fields, at national and multinational level. In principle, the NATO IAMD COE will not receive NATO common founding, in accordance with NATO policies.

c. Added value and no duplication

NATO IAMD COE will not duplicate assets and resources, nor compete with activities and capabilities that already exist in NATO Command Arrangements (NCA) or the NATO COE Network (Ref. C) but will undertake to co-operate with any other NATO COEs<sup>4</sup> which contributes to IAMD area. It will contribute to the transformation and improvement of existing IAMD capabilities of the Alliance by combining efforts, increasing interoperability, standardization and effectiveness in support to capability development in the IAMD area, thereby adding value. The NATO IAMD COE activities will be consistent with NATO programs and efforts.

d. Support to Operations

NATO IAMD COE is not an operational entity, but it will provide best practices, Lessons Learned (LL) and use of available resources and infrastructure, if requested, in close cooperation with national and international military entities and experts and IAMD Community of Interest (Col);

e. Resources

NATO IAMD COE basic infrastructure, administrative and support costs will be provided by the Framework Nation (FN). Operating and maintenance costs will be covered by Sponsoring Nations according to the Operational MOU;

f. Assessment

NATO IAMD COE will be assessed by Headquarters Supreme Allied Command Transformation (HQ SACT) based on the Military Committee (MC) approved Criteria (Ref. D) for accreditation as a NATO Centre of Excellence and for subsequent periodic assessments;

g. Status

NATO IAMD COE and its personnel may, by decision of the North Atlantic Council (NAC), be granted international status under Article 14 of the Paris Protocol (Ref. A), together with Supplementary Agreement<sup>5</sup> thereto, upon accreditation by the MC and once activated by the NAC as a NATO military Body in compliance with C-M(69)22 (Ref. B);

<sup>4</sup>eg. Joint Air Power Competence Centre (JAPCC) and Air Operations COE (aka CASPOA).

<sup>5</sup>Agreement on the status of the North Atlantic Treaty Organization, National Representatives and International Staff signed in Ottawa, dated 20 Sep 1951.

h. NATO Standards

NATO IAMD COE will conform to NATO procedures, doctrine and standards. It will suggest improvements and propose amendments to doctrine, procedures and standards for the subsequent endorsement by HQ SACT and/or relevant NATO military authorities;

i. Clear relationship

NATO IAMD COE Operational and Functional MOUs will establish clear relationships between the FN, other SNs and HQ SACT. TAs will establish NATO IAMD COE relations with Contributing Partners (CPs), other COEs, academia, industry and other national and international organizations;

j. Personnel

Personnel assignments to NATO IAMD COE will not be at the expense of national NATO Peacetime Establishment responsibilities;

k. Language

English will be the working language for all services and products of the NATO IAMD COE.

**OPERATIONAL CONTEXT**

7. NATO Integrated Air and Missile Defence is an essential, continuous mission in peacetime, crisis and times of conflict, which contributes to deterrence, and to the indivisible security and freedom of action of the Alliance. NATO IAMD provides defensive actions necessary to safeguard and protect Alliance populations, territory and forces as part of the Alliance collective defence arrangements.

8. The effectiveness and efficiency of NATO IAMD is maintained by a functional NATINAMDS in peacetime, crisis and times of conflict, which includes the functional areas of Battle Management, Command and Control, Communications and Intelligence (BMC3I, which includes and executes Air C2), Surveillance (to include Air Surveillance), Active AMD<sup>6</sup> and Passive AMD<sup>7</sup> and provides the basis for the protection of Alliance populations, territory and forces.

9. NATO IAMD is strongly underpinned by the core principles of integration, interoperability, jointness, coordination, unity of command<sup>8</sup> and some additional characteristics<sup>9</sup> which are reflected in all operations in which NATO IAMD is

<sup>6</sup>Active Air and Missile Defence comprises of the mission areas of Airborne Air Defence and Surface Based Air and Missile Defence (SBAMD) (Ref. G).

<sup>7</sup>As described in Ref. (G, I).

<sup>8</sup>Core principles are more detailed defined in Ref. (I).

<sup>9</sup>Additional characteristics include modularity, mobility, sustainability and survivability.

involved and must be effective in peacetime, crisis and conflict. However, the Alliance IAMD is still suffering from integration and interoperability deficiencies of AMD legacy systems due to their diversity.

**10.** The security environment around the Euro-Atlantic region has become more volatile due to threats from the East and instability from the South. Recent events re-emphasize the importance of territory and the traditional roles of defence and deterrence. Future conflicts could range from hybrid wars, selective military operations by major powers, precise long-range strikes, and the use of small mobile units in special operations to the disruption of communications. The objectives are likely to be specific and limited and will be achieved by the use of selected elements of power. The use of power to influence key regions (e.g., High North, the Middle East, and Balkans) and to maintain assured access to global commons is likely to increase the potential of confrontation and conflict in the future<sup>10</sup>.

**11.** Moreover, the current near-monopoly held by major state powers on the possession of high-tech weapons continues to decrease, allowing smaller states and non-state actors to acquire disruptive technologies. A broad array of low-cost, unsophisticated technological advancements, such as drone and robotic technologies, are readily accessible and can be employed innovatively as weapons. Technology advancements continue to outpace the international community's ability to develop compliance strategies in adaptive legal and policy frameworks. Some state and non-state actors may be less constrained as to how they employ unproven technologies.

**12.** In that context, the Alliance's concerns have significantly increased due to modernization of missile forces by major and regional powers and recent changes to their nuclear strategies, the instability along the periphery of southern NATO member states and the acquisition of disruptive technology by non-state actors leading to innovative weapons and network offensive cyber threats worldwide.

**13.** In the last decades, the majority of NATO-led operations addressed mostly the execution of a limited part of IAMD roles and tasks. Moreover, unfamiliarity of IAMD personnel, especially those coming from Nations of former eastern-bloc countries with NATO operational procedures has also been noticed. As a result, the overall IAMD personnel proficiency for an effective task performance, especially in operational and tactical has been deteriorated<sup>11</sup>. Similarly, NATO and National budget cuts and shortfalls have limited opportunities for training and experimentation.

**14.** All the above mentioned concerns, shortfalls and limitations, in their entirety, as postulated in ref. (M), call for a coherent, and effective NATINAMDS as a vital

<sup>10</sup>In accordance with Strategic Foresight Analysis (SFA) 2017 (Ref. L).

<sup>11</sup>More details are available in Ref. (M), pp.147-167.



component to the implementation of NATO's Joint Air Power Strategy<sup>12</sup>, which is currently under development, with ACT in the lead. In other words, NATINAMDS should be adequately transformed to deter or counter adversaries' A2AD capabilities with highly educated, skilled and motivated human resources which will allow the effective execution of NATO IAMD Missions and Tasks in contested EW and Cyber environments in support to the implementation of Air Commander's IAMD Strategy.

**15.** NATINAMDS functionality should be tested and verified by adequate IAMD exercises that will incorporate available joint multinational capabilities executed over and above adequate geographical environment (e.g. ACT areas to conduct large scale high intensity operations); live ranges to exercise the full range of IAMD missions are also essential. Those parameters might be critical as well for the effective execution of future counter-A2AD scenarios.

**16.** Due to continuous improvements of Alliance's IAMD capabilities and the integration of new near-real time C2 systems (eg. ACCS<sup>13</sup>, AirC2IS<sup>14</sup>) in NCS entities, the requirement of a COE tailored in supporting Alliance's IAMD transformation needs can be easily identified.

### **OPERATIONAL REQUIREMENTS**

**17.** The NATO IAMD COE is required to assist in mitigation of shortfalls and to support the implementation of current and future NATO IAMD Mission and tasks by adopting a joint perspective and approach within and outside the Alliance in a cooperative and cost-effective manner. It is necessary for the NATO IAMD COE to closely cooperate with NCS entities, especially with NATO Air Command, NATO accredited IAMD related COEs<sup>15</sup> and highly specialized national or multinational entities<sup>16</sup> in order to effectively mitigate duplication of efforts.

**18.** Specifically, a NATO IAMD Centre of Excellence is needed:

a. To provide timely and effective subject matter expertise in the IAMD area in order to support the development of capabilities by adopting comprehensive approach, fostering information sharing and enhancing interoperability.

b. To support development, testing and evaluation of NATO and NATO Nations IAMD concepts, doctrine and other relevant strategic documents.

<sup>12</sup>In accordance with Ref. I, NATO IAMD must be viewed as an essential and integral part of Joint Air Power.

<sup>13</sup>Air Command and Control System

<sup>14</sup>Air Command and Control Information Services

<sup>15</sup>JAPCC and CASPOA

<sup>16</sup>Competence Centre Surface Based Air and Missile Defence (CCSBAMD)

c. To support the development of existing IAMD capabilities, using analysis in the LL procedures from NATO-led or national operations, NATO policies and standards.

d. To provide education and training opportunities<sup>17</sup> to military and civilian personnel from NATO, Nations and Partners, including those in readiness for deployment to operations.

**19.** In order to support NATO, NATO Nations and Partners to counter existing and evolving future Air and Missile threats, NATO IAMD COE will:

a. Support the development, application and implementation of NATO policies and operational understanding of Integrated Air and Missile Defence;

b. Provide a hub for development and management of common and shared knowledge and expertise for IAMD.

### **VISION**

**20.** The vision of the Centre is to act as internationally recognized focal point for NATO transformation and operations for the enhancement of existing and/or future NATO IAMD capabilities in a cooperative and cost-efficient way in support of NATO Missions and Tasks, committed to the Alliance key values and principles.

### **MISSION**

**21.** The mission of the NATO IAMD COE is:

a. To enhance the interoperability and support the development and exploitation of IAMD capabilities of the Alliance, NATO Nations and Partners, based on modern requirements and a smart defense/multinational solutions mindset and minimize the gaps identified and not covered by other NATO entities and NATO COEs.

b. To provide opportunities of comprehensive research, experimentation, doctrine and concept development and testing, education and training and collateral analysis support in the lessons learned process, with recognized knowledge and expertise.

### **GOALS**

**22.** The goals of the NATO IAMD COE are:

a. To become Alliance's hub of expertise in the IAMD domain and the focal point for the IAMD Community of Interest (CoI).

<sup>17</sup>And support existing ones, as well.

- b. To enable close cooperation in the Alliance, NATO Nations and Partners within the agreed frameworks.
- c. To apply an overall and combined approach in support to NATO, Nations and Partners IAMD capability building.
- d. To generate broader knowledge and expertise in IAMD domain.
- e. To provide consultation and analysis support in the lessons learned process and best practices application in IAMD domain during operations, training events, exercises or trials and experiments;
- f. To provide education and training opportunities in line with NATO IAMD Standards, Policy, Doctrine, Tactics, Techniques and Procedures;
- g. To support the harmonization of existing military IAMD capabilities in training, exercise, trials and experimentation in a more coherent and cost-efficient manner by utilizing applicable simulation tools and software in close cooperation within IAMD Col.

## **FUNCTIONS AND ACTIVITIES**

**23.** The establishment of NATO IAMD COE will focus on, but not limited, to the following four core pillars in the context of IAMD cluster areas addressed in paragraph5:

- a. Education and training
  - Provide strategic and operational level education and training to individuals from NATO<sup>18</sup> military staff level up to the leadership.
  - Provide and support collective training to NATO, Nations and Partners in close cooperation with relevant stakeholders (e.g. NCS, NFS, NETFs, National Commands).
  - Provide IAMD expertise with consultants, instructors, and mobile education and training teams (METT) to NATO, NATO Nations and Partners on request;
  - Deliver courses, workshops and seminars to support training and exercises of NATO, NATO Nations and Partners and seek NATO accreditation for courses developed by the IAMD COE.

- b. Analysis and Lessons Learned

<sup>18</sup> Education and training opportunities provided by the NATO IAMD COE are not only offered to NCS entities but also to NFS entities and NATO Nations and Partners iaw SC decisions

- Contribute to NATO IAMD capabilities gap analysis and lessons identified/lessons learned process through SMEs during operations, exercises or trials;

- Work in close cooperation with NATO Joint Analysis and Lessons Learned Centre (JALLC) in order to provide support through SMEs in the LL process and best practices in IAMD spectrum during operations, training events, exercises or trials and experiments.

c. Concept Development and Experimentation

- Contribute to concept development and their testing and validation in IAMD spectrum for Alliance, NATO Nations and Partners.

- Provide SME support to the planning and execution of Alliance, NATO Nations and Partners' IAMD exercises, trials, projects and experiments;

d. Doctrine Development and Standardization/Interoperability

- Contribute to doctrine development and their testing and validation in IAMD-related issues when needed by the Alliance and NATO Nations in close coordination with other AMD-related COEs.

- Serve NATO, NATO Nations and Partners' long-term interests by enhancing interoperability and increasing standardization efforts in support of potential future capability development in IAMD area.

e. Outreach.

- Serve as a platform for cooperation, consultation and information exchange between NATO, NATO Nations and Partners, industry, academia, GOs, NGOs, IOs and other IAMD related stakeholders;

- Serve as a repository for acquiring, preserving and disseminating in-depth IAMD knowledge (knowledge management).

**24.** In order to perform these functions, NATO IAMD COE will plan, organize and conduct the following activities:

a. Doctrine development conferences and workshops for Alliance, NATO Nations and Partners.

b. Concept development conferences and workshops for Alliance, NATO Nations and Partners.

c. Courses and seminars tailored on existing NATO requirements that need to be further addressed and elaborated;

d. Participate in NATO exercises, projects, trials, Surface-to-Air Missile (SAM) tactical firings and experiments;

e. Participate in IAMD related committees, boards and working groups;

- f. Provide LL evaluation and analysis support through SMEs into IAMD spectrum.
- g. Promote and support academic research and produce IAMD related publications.
- h. Other activities, as requested and approved by the SC.

**LOCATION**

**25.** NATO IAMD COE will be co-located in NATO Missile Firing Installation (NAMFI) CHANIA/CRETE, GREECE.

## **ORGANISATION**

**26.** The NATO IAMD COE will be a multinational, joint, MOU-based organization with Sponsoring Nations and the Framework Nation, Greece, represented by the Ministry of National Defence. Pursuant to CM (69) 22 (Ref. B) and in co-ordination with HQ SACT, the FN will apply for the NAC to be granted international status under Article 14 of the Paris Protocol (Reference A).

**27.** A Director from the FN will head the NATO IAMD COE.

**28.** The major elements of the NATO IAMD COE organization will be<sup>19</sup>:

- a. The Steering Committee (SC);
- b. Director;
- c. Deputy Director;
- d. Chief of Staff;
- e. Directorate Support<sup>20</sup>;
- f. Education and Training Branch;
- g. Concept Development and Experimentation Branch;
- h. Analysis and Lessons Learned Branch;
- i. Doctrine and Standardization Branch;
- j. Support Branch.

**29.** The proposed organisational chart of the NATO IAMD COE is presented at Annex B.

## **COMMAND RELATIONSHIPS**

**30.** Under the NATO IAMD COE Operational MOU, a SC will be established by SNs under the permanent chairmanship of the FN. The Director is responsible to and will report only to the SC. The SC will provide tasking to the Director as well

<sup>19</sup>The NATO IAMD COE organization chart is still under development and the final version may be different from the one indicated in this draft version.

<sup>20</sup>It includes Security Officer, Legal Advisor (LEGAD), Financial Controller (FINCON) and Public Affairs Officer (PAO).

as direction, guidance and advice to the COE for the effective execution of its mission including the Centre's management.

**31.** The Director, assigned by the FN, will lead the NATO IAMD COE and staff, which will consist of multinational personnel.

**32.** There is no direct command and control relationship between NATO IAMD COE and NATO Command Structure. Nor is there any command and control relationship between the FN and the NATO IAMD COE. Respective relationships with NATO IAMD COE will be set out by Operational and Functional MOUs and appropriate arrangements. Taking into consideration that the overall responsibility for COEs coordination, employment, and concept and capability development within NATO lies with HQ SACT, SNs will establish a clear functional relationship with HQ SACT.

**33.** HQ SACT will forward requests from NATO for NATO IAMD COE services and products. NATO IAMD COE will include those requests into the Centre's annual POW after formal approval by the SC taking into account the capabilities of the COE and the available resources.

#### **FUNCTIONAL RELATIONSHIPS**

**34.** The NATO IAMD COE will be a part of the NATO COE Network, coordinated by HQ SACT. Concerning relationships within the Alliance and beyond the NATO IAMD COE will act as follows:

- a. Establish and maintain relationships within NATO Command Structure as appropriate;
- b. Interact with NATO HQ/IS/IMS as appropriate;
- c. Establish and maintain relationships with IAMD related NATO Committees (like Air & Missile Defence Committee (AMDC)) and Working Groups (like MC Working Group for Air & Missile Defence).
- d. Establish and maintain relationships with NATO Agencies as appropriate;
- e. Establish and maintain relationships with NATO Education and Training Facilities (NETFs) as appropriate;
- f. Establish and maintain relationships with other COEs in order to ensure full cooperation within the COE Network. Intensive collaboration and synergies with JAPCC, CASPOA and other entities such as CC SBAMD will be sought.
- g. Establish and maintain relationships with non-NATO Nations and partners on a case-by-case basis in accordance with NATO policies;
- h. Establish and maintain relationships with other external entities and seek supportive relationships with subject matter external entities, academia, industry, think-tanks and other organizations in accordance with NATO policies;

## **RESPONSIBILITIES**

**35.** The FN responsibilities include the provision of the following support to the NATO IAMD COE:

- a. The infrastructure;
- b. The initial office equipment;
- c. The support personnel and equipment;
- d. The Director;
- e. The Chairman of the SC;
- f. The majority of the manning for the NATO IAMD COE<sup>21</sup>;
- g. Appropriate information assurance and physical security arrangements;
- h. The initial Communication and Information Systems (CIS) capabilities;
- i. Emergency medical support to international staff based on the NATO IAMD COE Operational MOU and any follow-on arrangements;
- g. The establishment of a bank account for the Centre's shared budget;

**36.** The SNs responsibilities include:

- a. Providing at least one SME to the NATO IAMD COE;
- b. Providing funds in accordance with the cost-sharing formula, detailed in the NATO IAMD COE Operational MOU;
- c. Paying their own staff members wages, allowances and hotel/per diem costs;
- d. Covering other expenses as laid down in the Operational MOU;

**37.** FN and other SNs form a SC as a strategic governing body, solely responsible for the approval and management of the Centre's POW and shared budget. When considering the POW, the SC will give the first priority of the NATO IAMD COE activities to the requests by NATO, taking into account the capabilities of the Centre and the available resources. The SC will then task the Director to manage execution of the POW and budget.

<sup>21</sup>In this concept version, the term "majority" is used only to reflect the initial stages of the NATO IAMD COE after its establishment when the majority of its personnel under Annex A is estimated to be Greek to support its operation.



**38.** The Director will be responsible solely to SC for the execution of the Centre mission and tasks, management and administration of the NATO IAMD COE, as it will be laid down in the Director's Terms of Reference (TOR) in the NATO IAMD COE Operational MOU.

**39.** Contributing Partner (CPs) may share costs and/or provide manpower based on the specific TA, approved by the SC.

### **AMENDMENTS**

**40.** This Concept, which will also be referred to as the "NATO IAMD COE Concept", consists of the main body and four Annexes. The Annexes are integral parts of this Concept.

**41.** After the establishment of the NATO IAMD COE, this Concept may be amended by the NATO IAMD COE SC.

**42.** Each change made to this Concept will be recorded in chronological order on the record of change attached as Annex D. This record of change will be updated by the NATO IAMD COE SC, as the custodian of the Concept, then provided to each Participant, HQ SACT, as well as the Director, each time a change occurs. The record of change is an integral part of this Concept, and each new version of the record of change will automatically supersede the previous one.

Annex A to Concept of the NATO IAMD COE

**DEFINITIONS**

1) **Allied Command Operations (ACO)**- As outlined in MC 324/3 (Military Decision), the Command composed of SHAPE and the other organisations subordinate to SACEUR.

2) **Allied Command Transformation (ACT)** - As outlined in MC 324/3 (Military Decision), the Command composed of HQ SACT and other entities subordinate to SACT.

3) **Communication and Information Systems (CIS)** - The Communication and Information Systems used in the NATO IAMD COE.

4) **Centre of Excellence (COE)** - As defined in MCM-236-03, a NAC-accredited nationally or multi-nationally sponsored centre supporting NATO.

5) **COE Network** - The Network of all COEs supporting the NCA coordinated by HQ SACT.

6) **Community of Interest (Col)** - a group including different organizations working on interrelated areas. Involved in common activities, these organizations have a common interest to share information, lessons and experiences for the benefit of the whole community and to promote themselves.

7) **Chief of Staff (CoS)** – The position provides a managerial role to the staff and the activities of the organization, while at the same time providing an advisory role to the Director.

8) **Director** - The person directing the organization.

9) **Framework Nation (FN)** –The Hellenic Republic represented by the Ministry of National Defence.

10) **Headquarters, Allied Command for Transformation (HQ SACT)** - as defined in MC 324/3 (Military Decision), the Headquarters of SACT, which interacts with the SFA COE for NATO, and serves as the coordinator for the COEs network and for the interaction with all NATO entities.

11) **Information** - Any information, regardless of form or type, including that of a scientific or technical nature, and also including photographs, interim and final reports, manuals, threat data, experimental data, test, designs, specifications, processes, techniques, inventions, drawings, software including source code, technical writings, sound recordings, pictorial representations, and other graphical presentations, whether in magnetic tape, computer memory or any other form and whether or not subject to copyrights, patents, or other legal protection.

12) **MOD** - Ministry of Defence.

13) **MOU** - Memorandum of Understanding as defined in AACP-1 (Part 1), Guidance for the Drafting of MOUs and Programme MOUs – Basic Considerations Checklist, 1 January 1989.

14) **North Atlantic Council (NAC)** - The Council established pursuant to Article 9 of the North Atlantic Treaty.

15) **NATO Command Structure (NCS)** - NATO's military organisation, as defined in MC 324/3 (Military Decision).

16) **NATO Educational and Training Facilities (NETF)** – As outlined in MC 324/3 (Military Decision), NETF include the NATO Defense College in Rome (Italy), the NATO School in Oberammergau (Germany), the NATO CIS School in Oeiras (Portugal) and NMIOTC, based in Souda Bay (Greece).

17) **NATO Integrated Air and Missile Defence** – All measures to contribute to deter any air and missile threat or to nullify or reduce the effectiveness of hostile air action in order to protect populations, territory and forces against the full spectrum of air and missile threats (Ref.I).

18) **NATO Military Committee (MC)** - As outlined in the MC 57/1, corrigendum 5, the senior military authority in NATO.

19) **NATO SOFA** - Agreement between the States Parties to the North Atlantic Treaty regarding the status of their forces done at London on 19 June 1951.

20) **NATO IAMD COE** - The COE offered by the Framework Nation and the Sponsoring Nations as a NATO COE providing subject matter expertise in the field of Integrated Air and Missile Defence (IAMD).

21) **Paris Protocol** - The Protocol on the status of international Headquarters set up pursuant to the North Atlantic Treaty, signed in Paris on 28 August 1952.

22) **Participants** - Framework Nation and Sponsoring Nations.

23) **Partner** – A Nation, organization, or entity which contributes to or interacts with the NATO IAMD COE.

24) **Program of Work (POW)** - The document setting out the NATO IAMD COE activities for the course of a calendar year and including the long-term perspective of the NATO IAMD COE activities.

25) **Smart Defense (SD)** – Smart Defense is a cooperative way of generating modern defense capabilities that the Alliance needs, in a more cost-efficient, effective and coherent manner.

26) **Supreme Allied Commander in Europe (SACEUR)**. As per MC 053/3, Head of Allied Command Operations (ACO), responsible to NATO's highest

military authority, the Military Committee (MC), for the conduct of all NATO military operations.

27) **Supreme Allied Commander for Transformation (SACT)**. As per MC 058, Head of Allied Command Transformation and, as such, responsible to NATO's highest military authority, the Military Committee (MC), for promoting and overseeing the continuing transformation of Alliance forces and capabilities.

28) **Supreme Headquarters Allied Powers in Europe (SHAPE)**. ACO Headquarters as outlined in MC 324/3.

29) **Surface to Air Missile (SAM)**. A surface or ground to air missile designed to destroy aircraft or other missiles.

30) **Steering Committee (SC)** - The committee set up by the Participants as the main body for guidance, oversight and decisions on all matters concerning the administration, policies and operation of any NATO body.

31) **SC National Representative (SCNR)** - An Official appointed by a SN, who is that Nation's member of the NATO IAMD COE SC.

32) **Subject Matter Expert (SME)** - a person who is an expert in a particular area or topic, in this case an expert in IAMD.

33) **Sponsoring Nations (SNs)** - The NATO member States that are collectively proposing the NATO IAMD COE to NATO and that provide manning, equipment, funding and other support or resources to the operation of the NATO IAMD COE.

34) **Senior National Representative (SNR)** - An Official of appropriate rank and authority, appointed by a SN, to serve as a point of contact (PoC) to the Director for all issues regarding the national responsibilities and discipline of their Personnel assigned to the NATO IAMD COE.

35) **Technical Arrangements (TAs)** - follow-on arrangements concluded among Sponsoring Nations or between Sponsoring Nations and one or several Partners for the implementation of this MOU.

36) **Terms of Reference (TOR)** – documents defining purpose and structure of a project along with responsibilities of the subjects involved.

