



# Concept

of the

# Integrated Air and Missile Defence Centre of Excellence

## Record of Revisions

Revision	Date
0	11 Sep 20
1	x Jun 21

## List of Effective Pages

Page	Revision	Date
i	1	x Jun 21
ii	1	x Jun 21
iii	1	x Jun 21
1	1	x Jun 21
2	1	x Jun 21
3	1	x Jun 21
4	1	x Jun 21
5	1	x Jun 21
6	1	x Jun 21
7	1	x Jun 21
8	1	x Jun 21
9	1	x Jun 21
10	1	x Jun 21
11	1	x Jun 21
12	1	x Jun 21
A-1	0	11 Sep 20
A-2	0	11 Sep 20
A-3	1	x Jun 21
B-1	1	x Jun 21
C-1	1	x Jun 21
C-2	0	11 Sep 20
C-3	1	x Jun 21
D-1	1	x Jun 21
D-2	1	x Jun 21
D-3	1	x Jun 21

## CONTENTS

Record of Revisions	i
List of Effective pages	ii
CONTENTS	iii
REFERENCES	1
PREFACE	2
AIM AND SCOPE	3
GUIDING PRINCIPLES	3
OPERATIONAL CONTEXT	4
OPERATIONAL REQUIREMENTS	6
VISION.	7
MISSION	7
GOALS...CORE ACTIVITIES AREAS	7
FUNCTIONS AND ACTIVITIES	8
LOCATION	9
ORGANISATION .	9
COMMAND RELATIONSHIPS	10
FUNCTIONAL RELATIONSHIPS	11
RESPONSIBILITIES	11
AMENDMENTS	12
Annex A: Definitions	A-1
Annex B: <del>Proposed</del> Organizational Chart ..	B-1
Annex C: <del>Proposed Manning</del> Workforce Table	C-1
Annex D: Record of Changes .	D-1

## **REFERENCES**

- A.** Agreement between the Parties to the North Atlantic Treaty regarding the Status of their Forces (NATO SOFA), dated 19 June 1951
- B.** Protocol on the Status of International Military Headquarters, set up Pursuant to the North Atlantic Treaty, Paris, dated 28 August 1952.
- C.** 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.
- D.** Agreement between the Hellenic Republic and the Supreme Headquarters Allied Powers Europe on the Special Conditions Applicable to the Establishment and Operation on Greek Territory of International Military Headquarters, dated 15 September 1999, hereinafter referred as “the Supplementary Agreement”
- E.** MCM 236-03, MC Concept for NATO Centres of Excellence, dated 04 December 2003.
- F.** IMSM-0416-04, NATO Centres of Excellence Accreditation Criteria, dated 11 June 2004.
- G.** PO (2010) 0169, Strategic Concept for the Defence and Security of the Members of the North Atlantic Treaty Organization, dated 19 November 2010.
- H.** MC 324/3 (Military Decision), The NATO Military Command Structure, dated 30 January 2013.
- I.** C-M (2016)0014, NATO Integrated Air and Missile Defence Policy, dated 7 March 16.
- J.** North Atlantic Treaty Organization, Warsaw Summit Communiqué, 9 July 2016;
- K.** MC 0613 “MC Concept for the NATO IAMD and the NATINAMDS” dated 14 September 16.
- L.** NATO Glossary of Terms and Definitions (AAP-6).
- M.** NATO Glossary of Abbreviations Used in NATO Documents and Publications (AAP-15, ed. 2014).
- N.** Strategic Foresight Analysis (SFA) 2017 Report. Allied Command Transformation.
- O.** “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. IAMD Centre Of Excellence (COE) serves as a catalyst for NATO transformation by supporting the development of all existing and/or future NATO IAMD concepts and capabilities in support of NATO Missions and Tasks and is committed to the Alliance's key values and principles. To accomplish that, it leverages its Subject Matter Expertise drawn from the Land, Maritime and Air Commands of NATO and NATO Nations along with partners, to provide opportunities for comprehensive research, experimentation, doctrine and concept development, education and training and comprehensive analysis in support of the lessons learned process.
4. In accordance with NATO IAMD Policy, the IAMD COE conducts activities not covered by other NATO entities and NATO COEs, with the focus on Offensive/Defensive effects in support of Integrated Air and Missile Defence, Passive Air and Missile Defence, Surveillance, Technical and Procedural System Integration, Counter-Unmanned Aerial Systems (C-UAS), Counter-Rockets, Artillery and Mortars<sup>2</sup> (C-RAM), and IAMD's role in Anti-Access/Area Denial (A2/AD)<sup>3</sup>.
5. IAMD COE provides its support to NATO operations and transformation in close cooperation with NATO Headquarters Allied Air Command (HQ AIRCOM) and already existing NATO Centres of Excellence, such as Joint Air Power Competence Centre (JAPCC) and Air Operations (AO) COE, as well as with other NATO related entities in the IAMD area.
6. The IAMD COE, JAPCC, and AO COE will meet on an annual basis or as needed to synchronize efforts and identify opportunities to efficiently and effectively collaborate in order to support transformation and interoperability of NATO's IAMD capabilities.

---

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

<sup>2</sup> As defined in reference (i).

<sup>3</sup> As defined in reference PO (2018)0423 – Political-Military Advice on the AntiAccess/Area-Denial Simulation Study

## **AIM AND SCOPE**

7. This concept describes how the IAMD COE contributes to the development and enhancement of NATO's and National IAMD capabilities as well as fundamental aspects of establishment and functioning of the IAMD COE. The IAMD COE recognizes the need to strengthen NATO IAMD capabilities and support interoperability with timely and comprehensive expertise.

## **GUIDING PRINCIPLES**

8. The following principles apply for the establishment and functioning of the IAMD COE:

a. Participation, contribution and access

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

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

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

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

b. Support to Operations

IAMD COE is not an operational entity, but it provides best practices, Lessons Learned (LL) and use of available resources (including Subject Matter Experts (SMEs)) upon SC approval.

c. Resources

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

d. Assessment

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

e. Status

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. B) and NATO SOFA (Ref. A) together with Supplementary Agreement (Ref. D) 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. C).

f. NATO Standards

IAMD COE conforms to NATO procedures, doctrine and standards. It suggests improvements and proposes amendments to doctrine, procedures and standards for the subsequent endorsement by HQ SACT and/or relevant NATO military authorities.

g. Clear relationship

IAMD COE Operational and Functional MOUs establishes clear relationships between the FN, other SNs and HQ SACT. TAs establish IAMD COE relations with Contributing Partners (CPs), other COEs, academia, industry and other national and international organizations as detailed in OPERATIONAL MOU.

h. Personnel

SNs are encouraged not to populate the IAMD COE at the expense of NATO billets in the NATO Command Structure (NCS) (Ref. C).

i. Language

English is the working language for all services and products of the IAMD COE.

## **OPERATIONAL CONTEXT**

**9.** 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.

**10.** The effectiveness and efficiency of NATO IAMD is maintained by a functional NATO Integrated Air and Missile Defence System (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 Air Missile Defence <sup>4</sup> and Passive Air Missile Defence (Ref. I, K) and provides the basis for the protection of Alliance populations, territory and forces.

**11.** NATO IAMD is strongly underpinned by the core principles of integration, interoperability, jointness, coordination, unity of command <sup>5</sup> and some additional characteristics<sup>6</sup> which are reflected in all operations in which NATO IAMD is involved and must be effective in peacetime, crisis and conflict. However, the Alliance IAMD is still

---

<sup>4</sup> Active Air and Missile Defence comprises of the mission areas of Airborne Air Defence and Surface Based Air and Missile Defence (SBAMD) (Ref. I).

<sup>5</sup> Core principles are more detailed defined in Ref. (K).

<sup>6</sup> Additional characteristics include modularity, mobility, sustainability and survivability.



suffering from integration and interoperability deficiencies of Air Missile Defence legacy systems due to their incompatibility with emerging C2 and other diverse systems.

**12.** The security environment around the Euro-Atlantic region has become more volatile due to changes in the uncertain threat situation. Recent events reemphasize the importance of sovereignty of territory and the traditional roles of defence and deterrence. Future conflicts can 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 from a 360° perspective. The use of power to influence key regions and to maintain assured access to global commons is likely to increase the potential of confrontation and conflict in the future<sup>7</sup>.

**13.** 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 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 compliant strategies in adaptive legal and policy frameworks. Some state and non-state actors may be less constrained as to how they employ unproven technologies.

**14.** In that context, the Alliance's concerns have significantly increased due to modernization of missile forces by major and regional powers, the instability along the periphery of southern NATO member states and the acquisition of disruptive technology by non-state actors leading to a new set of innovative weapons and increased vulnerabilities of our systems through the cyber domain.

**15.** Since the fall of Berlin Wall in 1989, the majority of NATO-led operations addressed mostly the execution of a limited part of IAMD roles and tasks, due to a very limited threat in and through the air domain. This led to an increased unfamiliarity of IAMD personnel, especially those coming from Nations of former eastern-bloc countries, with NATO operational procedures. As a result, the overall proficiency of IAMD personnel for effective task performance, especially at operational and tactical levels has deteriorated<sup>8</sup>. Similarly, NATO and National budget cuts and shortfalls have limited opportunities for training and experimentation.

**16.** All of the above mentioned concerns, shortfalls and limitations, in their entirety, as postulated in ref. (O), call for a continued focus on a coherent, and effective NATINAMDS as a vital component to the implementation of NATO's Joint Air Power Strategy<sup>9</sup>. In other words, NATINAMDS should be adequately adapted to deter or counter adversaries' current and developing threat sets with highly educated, skilled and motivated human resources which will allow the effective execution of NATO IAMD Missions and Tasks in

---

<sup>7</sup> In accordance with Strategic Foresight Analysis (SFA) 2017 (Ref. N).

<sup>8</sup> More details are available in Ref. (O), pp.147-167.

<sup>9</sup> In accordance with Ref. (K), NATO IAMD must be viewed as an essential and integral part of Joint Air Power.

contested Electronic Warfare and Cyber environments in support to the implementation of Air Commander's IAMD Strategy.

**17.** Although exercises and training opportunities are prerequisites in order to achieve and sustain the readiness capabilities and posture of forces, NATINAMDS functionality has not been tested and verified by relevant IAMD exercises that cover the full range of IAMD missions.

**18.** Due to continuous improvements of Alliance's IAMD capabilities and the integration of new C2 systems in NATO entities, the IAMD COE can play a significant role to ensure the coherent reflection of the respective IAMD needs across DOTMLPFI.

## **OPERATIONAL REQUIREMENTS**

**19.** The IAMD COE assists 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 IAMD COE to closely cooperate with and exhibit utmost care to avoid duplication of efforts with other NATO entities, especially with but not limited to, NATO HQ AIRCOM, NATO accredited IAMD related COEs<sup>10</sup> and national or multinational entities<sup>11</sup> and NETFs.

**20.** Specifically, an IAMD Centre of Excellence is needed:

a. To fill NATO's identified expertise gaps in the IAMD area and to closely cooperate with other NATO and NATO related IAMD entities to create maximal synergy.

b. 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.

c. To support development and experimentation of NATO and NATO Nations' IAMD concepts, doctrine and other relevant strategic documents.

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

e. To provide education and training opportunities<sup>12</sup> to military and civilian personnel from NATO, NATO Nations and Partners not provided by other existing NATO entities.

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

a. Supports the development, application and implementation of NATO policies and operational understanding of IAMD.

---

<sup>10</sup> JAPCC and Air Operations COE

<sup>11</sup> Competence Centre Surface Based Air and Missile Defence (CCSBAMD)

<sup>12</sup> And support existing ones, as well.

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

## **VISION**

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

## **MISSION**

**23.** The mission of the IAMD COE is:

a. To enhance the interoperability and support the development and exploitation of IAMD capabilities of NATO, NATO Nations and Partner Nations, based on modern requirements and a smart defence/multinational solutions mindset.

b. To provide opportunities for comprehensive research, experimentation, doctrine and concept development, education and training and comprehensive analysis in support of the lessons learned process.

## **CORE ACTIVITY AREAS**

**24.** The core activity areas of the IAMD COE are:

a. To become an Alliance hub of expertise in the defined IAMD focus areas in accordance with NATO IAMD policy and one of the focal points for the IAMD Community of Interest (Col).

b. To enable close cooperation and serve as a platform for consultation and information exchange, within the agreed frameworks, with NATO Nations, NATO entities such as SHAPE / HQ AIRCOM, NATO related entities especially JAPCC, AO COE, NAMFI, CCSBAMD, NATO Partners, NATO Education and Training Facilities (NETFs), as well as non-NATO entities.

c. To apply an overall and combined approach in support to NATO, NATO Nations and Partner Nations **for** 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.

f. To provide education and training opportunities in line with NATO IAMD Standards, Policy, Doctrine, Tactics, Techniques and Procedures not provided by other existing NATO entities.

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 the IAMD Col.

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

## **FUNCTIONS AND ACTIVITIES**

**25.** IAMD COE closely cooperates with and exhibits utmost care to avoid duplication of efforts with HQ AIRCOM and already existing NATO Centres of Excellence, such as Joint Air Power Competence Centre (JAPCC) and Air Operations COE, other NATO related entities in the IAMD area as well as NETFs. In order to contribute to NATO IAMD awareness and expertise, the IAMD COE focuses on, but is not limited to, the following four core pillars in the context of IAMD cluster areas stated in paragraph 4:

a. Education and Training

- Provides strategic and operational level education and training to individuals from NATO<sup>13</sup> military staff level up to the leadership.
- Provides and supports IAMD related courses, workshops, seminars, exercises and training without duplicating education and training provided by other existing NATO entities.
- Provides IAMD expertise with consultants, instructors, and Mobile Education and Training Teams (METT) upon request.

b. Analysis and Lessons Learned

- Contributes to NATO IAMD gap analysis and lessons identified/lessons learned process through SMEs during operations, exercises or trials;
- Works 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 the IAMD spectrum.

c. Concept Development and Experimentation

- Contributes to the development and experimentation, of concepts in the IAMD spectrum for NATO, NATO Nations and Partner Nations.
- Provides SME support to the planning and execution of the Alliance's, NATO Nations' and Partner Nations' IAMD exercises, trials, projects and experiments

d. Doctrine Development and Standardization/Interoperability

- Contributes to the development experimentation of doctrine in the IAMD spectrum when requested by the Alliance and NATO Nations in close coordination with other IAMD-related entities.

---

<sup>13</sup> Education and training opportunities provided by the IAMD COE are not only offered to NCS entities but also to NFS entities and NATO Nations and Partner Nations in accordance with SC decisions

- Serves NATO, NATO Nations and Partner Nations' long-term interests by enhancing interoperability and increasing standardization efforts in support of potential future capability development in the IAMD spectrum.

e. ~~Outreach~~

~~Serves as a platform for cooperation, consultation and information exchange between NATO, NATO Nations, Partners and other IAMD related stakeholders as detailed in OPERATIONAL MOU and in line with NATO agreed Framework.~~

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

**26.** In order to perform these functions, IAMD COE, as stated in paragraph 6., will coordinate with the JAPCC and AO COE to plan, organize and conduct the following activities and will not duplicate assets and resources nor compete with activities and capabilities that exist within the NCA:

- a. Doctrine development conferences and workshops.
- b. Concept development conferences and workshops.
- c. Courses and seminars tailored to NATO requirements.
- d. Participate in or support exercises, projects, trials, Surface-to-Air Missile (SAM) tactical firings and experiments with SMEs and resources upon SC approval.
- e. Participates in IAMD related committees, boards and working groups.
- f. Provides LI/LL evaluation and analysis support through SMEs.
- g. Promotes and supports academic research and produce IAMD related publications.
- h. Other activities, as requested and approved by the SC.

## **LOCATION**

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

## **ORGANISATION**

**28.** The IAMD COE is 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. C) and in co-ordination with HQ SACT, the FN will apply to the MC and the NAC to be granted international status under Article 14 of the Paris Protocol (Ref. B).

**29.** A Director from the FN will head the IAMD COE.

**30.** The major elements of the IAMD COE organization are<sup>14</sup>:

---

<sup>14</sup> ~~The IAMD COE organization chart is still under development and the final version may be different from the one indicated in this draft version.~~

- a. The Steering Committee (SC).
- b. Director.
- c. Deputy Director.
- d. Chief of Staff.
- e. Directorate Support<sup>15</sup> which is consisted of Security Officer, Legal Advisor (LEGAD), Financial Controller (FINCON), Public Affairs Officer (PAO) and Director's assistant.
- f. Education & Training Branch
- g. Concept Development and Experimentation Branch.
- h. Analysis and Lessons Learned Branch.
- i. Doctrine and Standardization Branch.
- j. Support Branch.

**31.** The ~~proposed~~ organizational chart of the IAMD COE is presented at Annex B. The workforce table is detailed at Annex C.

## **COMMAND RELATIONSHIPS**

**32.** Under the IAMD COE Operational MOU, a SC is established by SNs under the permanent chairmanship of the FN. The Director is responsible to and will report only to the SC. The SC provides tasking to the Director as well as direction, guidance and advice to the COE for the effective execution of its mission including the Centre's management.

**33.** The Director, assigned by the FN, leads the IAMD COE and staff, which will consist of multinational personnel.

**34.** There is no direct command and control relationship between IAMD COE and NATO Command Structure. Nor is there any command and control relationship between the FN and the IAMD COE. Respective relationships with IAMD COE are set out by Operational and Functional MOUs and other 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 establish a clear functional relationship with HQ SACT.

**35.** HQ SACT forwards requests from NATO for IAMD COE services and products. IAMD COE includes those requests into the Centre's annual Programme Of Work (POW) after formal approval by the SC taking into account the capabilities of the COE and the available resources.

---

<sup>15</sup> It includes Security Officer, Legal Advisor (LEGAD), Financial Controller (FINCON) and Public Affairs Officer (PAO).

## **FUNCTIONAL RELATIONSHIPS**

**36.** The IAMD COE is part of the NATO COE Network, coordinated by HQ SACT. Concerning relationships within the Alliance and beyond the IAMD COE acts as follows:

- a. Establishes and maintains relationships with NATO Nations.
- b. Establishes and maintains relationships within NCS as appropriate.
- c. IAMD COE does not duplicate or overlap assets and resources nor compete with activities and capabilities that already exist within the NCS and NATO accredited IAMD related COEs. One mandatory purpose of a COE is to provide tangible improvement to NATO capabilities thereby adding value. The activities of the IAMD COE are consistent with NATO efforts.
- d. Interacts with NATO HQ/International Staff/International Military Staff as appropriate.
- e. Establishes and maintains relationships with IAMD related NATO Committees (i.e. Air & Missile Defence Committee (AMDC)) and Working Groups (i.e. MC Working Group for Air & Missile Defence).
- f. Establishes and maintain relationships with NATO Agencies as appropriate.
- g. Establishes and maintain relationships with NETFs as appropriate.
- h. Establishes and maintains relationships with other NATO COEs in order to ensure full cooperation within the NATO COE Network. Intensive collaboration and synergies with JAPCC, Air Operations COE and other entities such as CCSBAMD will be sought.
- i. Establishes and maintain relationships with Partner Nations and non NATO Nations on a case-by-case basis in accordance with NATO policies.
- j. Establishes and maintains relationships with other non-NATO entities and seek supportive relationships with subject matter external entities, academia, industry, think-tanks and other organizations in accordance with NATO policies as defined in the Operational MOU.

## **RESPONSIBILITIES**

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

- a. The infrastructure.
- b. The initial office equipment.
- c. The support personnel and equipment.
- d. The Director.
- e. The Chairperson of the SC.

- f. The majority of the ~~manning~~ workforce for the IAMD COE<sup>16</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 IAMD COE Operational MOU and any follow-on arrangements.
- j. The establishment of a bank account for the Centre's shared budget.

**38. The SNs responsibilities include:**

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

**39.** 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 gives the first priority of the IAMD COE activities to the requests by NATO, taking into account the capabilities of the Centre and the available resources. The SC then tasks the Director to manage execution of the POW and shared budget.

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

**41.** Contributing Partners (CPs) may share costs and/or provide ~~manpower~~ workforce based on the specific TA, recommended by the SC to the SNs.

## **AMENDMENTS**

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

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

---

<sup>16</sup> ~~In this concept version, the term "majority" is used only to reflect the initial stages of the IAMD COE after its establishment when the majority of its personnel under Annex A-B is estimated to be Greek to support its operation.~~



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

## Annex A to Concept of the IAMD COE

### **DEFINITIONS**

- 1) **Allied Command Operations (ACO)** - As outlined in MC 324/3 (Military Decision), the Command composed of SHAPE and the other organizations subordinate to SACEUR.
- 2) **Communication and Information Systems (CIS)** - The Communication and Information Systems used in the IAMD COE.
- 3) **Centre of Excellence (COE)** - As defined in MCM-236-03, a NAC accredited nationally or multi-nationally sponsored centre supporting NATO.
- 4) **COE Network** - The Network of all COEs supporting the NCS coordinated by HQ SACT.
- 5) **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.
- 6) **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.
- 7) **Director** - The person directing the organization.
- 8) **Framework Nation (FN)** –The Hellenic Republic represented by the Ministry of National Defence.
- 9) **Headquarters, Allied Command for Transformation (HQ SACT)** - as defined in MC 324/3 (Military Decision), the Headquarters of SACT, which interacts with the IAMD COE for NATO, and serves as the coordinator for the COEs network and for the interaction with all NATO entities.
- 10) **IAMD COE** - The COE offered by the Framework Nation and the Sponsoring Nations as a COE providing subject matter expertise in the field of Integrated Air and Missile Defence (IAMD).
- 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 AACCP-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) a. **NATO Command Arrangements (NCA)** - The arrangements and entities supporting the NCS, as defined in MC 324/1.
- b. **NATO Command Structure (NCS)** - NATO's military organization, as defined in MC 324/3 (Military Decision).
- 16) **NATO Educational and Training Facility (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 Oreiras (Portugal) and NMIOTC, based in Souda Bay (Greece).
- 17) **NATO Integrated Air and Missile Defence (IAMD)** – 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) **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.
- 21) **Participants** - Framework Nation and Sponsoring Nations.
- 22) **Partner** – A Nation, organization, or entity which contributes to or interacts with the IAMD COE, and may be:
- a. **Contributing Partner (CP)** – Any Nation, organization or entity, in accordance with NAC agreed decisions and procedures, which is not a Participant and provides a contribution to IAMD COE.
- b. **Other Services (OP)** – Any Nation, organization or entity using the services and / or products provided by the IAMD COE, other than Participants or CPs
- 23) **Program of Work (POW)** - The document setting out the IAMD COE activities for the course of a calendar year and including the long-term perspective of the IAMD COE activities.
- 24) **Smart Defence (SD)** – Smart Defence is a cooperative way of generating modern defence capabilities that the Alliance needs, in a more cost-efficient, effective and coherent manner.
- 25) **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.
- 26) **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.

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

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

29) **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 the IAMD COE.

30) **SC National Representative (SCNR)** - An Official appointed by a SN to the IAMD COE SC.

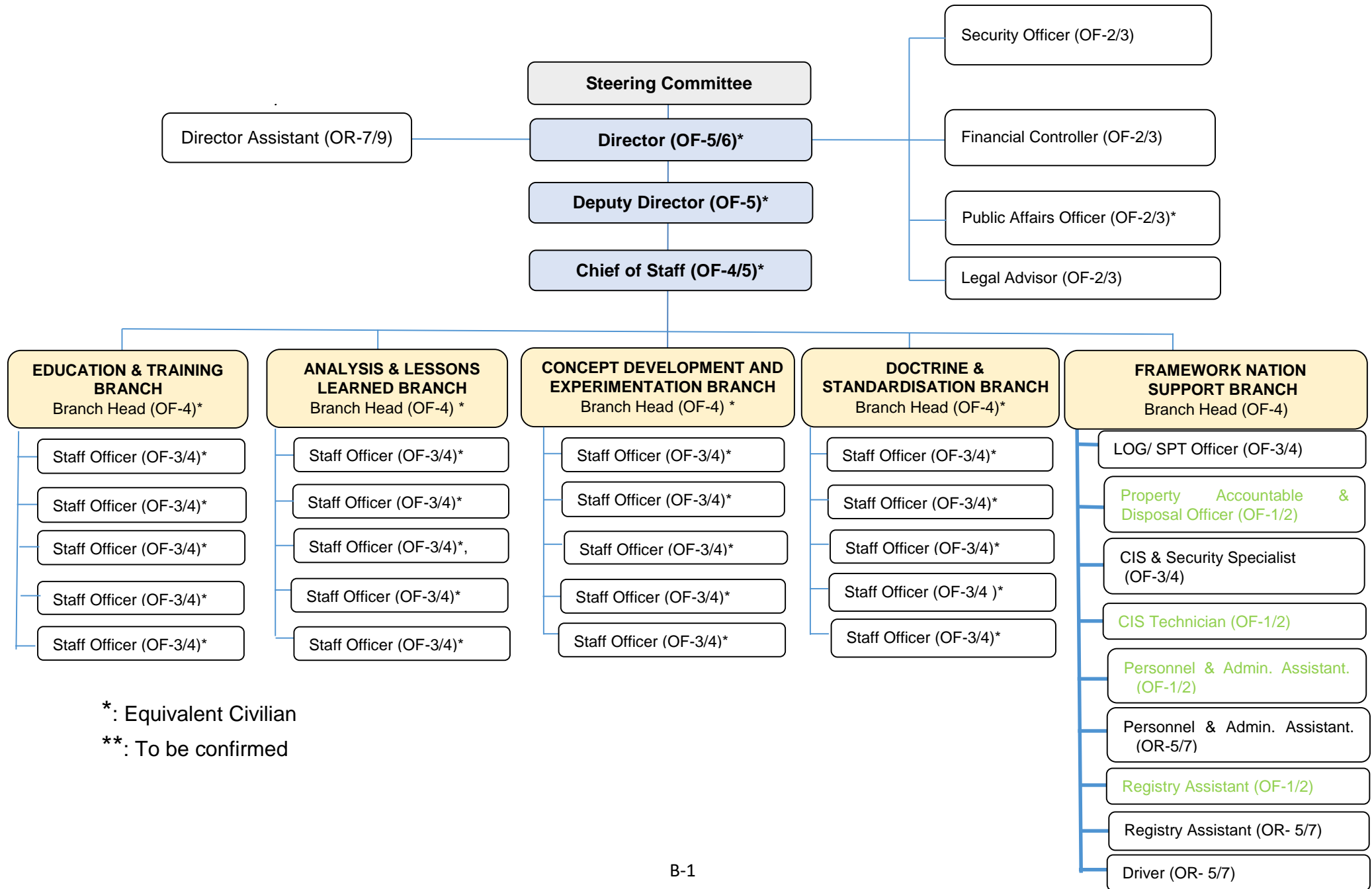
31) **Subject Matter Expert (SME)** - a person who is an expert in a particular area or topic, in this case an expert in IAMD.

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

33) **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 IAMD COE.

34) **Technical Arrangements (TAs)** - follow-on arrangements concluded among Sponsoring Nations or between Sponsoring Nations and one or several Partners for the implementation of the IAMD COE MOUs.

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



**THE IAMD COE MANNING WORKFORCE TABLE**

No.	Organization	Post Number	Post Title	Rank	Service	Nation	Remarks
<b>DIRECTORATE</b>							
1.	Directorate	IAMD-DIR01	Director	OF-5/6*	Air Force	GRC	SBAMD experience required
2.	Directorate	IAMD-DIR02	Deputy Director	OF-5*	All services	TUR	SBAMD experience required
3.	Directorate	IAMD-DIR03	Chief of Staff	OF-4/5*	All Services	**	SBAMD experience required
4.	Directorate	IAMD-DIR04	Security Officer	OF-2/3	All Services	GRC	Security experience required – No subject to cost share
5.	Directorate	IAMD-DIR06	Financial Controller	OF-2/3	All Services	GRC	NATO Financial procedures experience desirable – No subject to cost share
6.	Directorate	IAMD-DIR08	Legal Advisor	OF-2/3	All Services	GRC	NATO LEGAD experience desirable – No subject to cost share
7.	Directorate	IAMD-DIR09	Public Information/Affairs Officer	OF-2/3*	All Services	**	PI experience
8.	Directorate	IAMD-DIR10	Director's Assistant	OR-7/9	All Services	GRC	No subject to cost share
<b>EDUCATION &amp; TRAINING BRANCH</b>							
9.	Education & Training Branch	IAMD-ETB01	Branch Head	OF-4*	All Services	TUR	
10.	Education & Training Branch	IAMD-ETB02	Staff Officer	OF-3/4*	All Services	GRC	
11.	Education & Training Branch	IAMD-ETB03	Staff Officer	OF-3/4*	All Services	CZE	
12.	Education & Training Branch	IAMD-ETB04	Staff Officer	OF-3/4*	All Services	**	
13.	Education & Training Branch	IAMD-ETB05	Staff Officer	OF-3/4*	All Services	GRC	
14.	Education & Training Branch	IAMD-ETB06	Staff Officer	OF-3/4*	All Services	**	

No.	Organization	Post Number	Post Title	Rank	Service	Nation	Remarks
<b>CONCEPT DEVELOPMENT AND EXPERIMENTATION BRANCH</b>							
15.	Concept Development & Experimentation Branch	IAMD-CEB01	Branch Head	OF-4*	All Services	GRC	
16.	Concept Development & Experimentation Branch	IAMD-CEB02	Staff Officer	OF-3/4*	All Services	GRC	
17.	Concept Development & Experimentation Branch	IAMD-CEB03	Staff Officer	OF-3/4*	All Services	BGR	
18.	Concept Development & Experimentation Branch	IAMD-CEB04	Staff Officer	OF-3/4*	All Services	**	
19.	Concept Development & Experimentation Branch	IAMD-CEB05	Staff Officer	OF-3/4*	All Services	GRC	
20.	Concept Development & Experimentation Branch	IAMD-CEB06	Staff Officer	OF-3/4*	All Services	**	
<b>ANALYSIS &amp; LESSONS LEARNED BRANCH</b>							
21.	Analysis & Lessons Learned Branch	IAMD-LLB01	Branch Head	OF-4*	All Services	GRC	
22.	Analysis & Lessons Learned Branch	IAMD-LLB02	Staff Officer	OF-3/4*	All Services	GRC	
23.	Analysis & Lessons Learned Branch	IAMD-LLB03	Staff Officer	OF-3/4*	All Services	ROU	
24.	Analysis & Lessons Learned Branch	IAMD-LLB04	Staff Officer	OF-3/4*	All Services	**	
25.	Analysis & Lessons Learned Branch	IAMD-LLB05	Staff Officer	OF-3/4*	All Services	GRC	
26.	Analysis & Lessons Learned Branch	IAMD-LLB06	Staff Officer	OF-3/4*	All Services	**	
<b>DOCTRINE &amp; STANDARDISATION BRANCH</b>							
27.	Doctrine & Standardization Branch	IAMD-DSB01	Branch Head	OF-4*	All Services	**	
28.	Doctrine & Standardization Branch	IAMD-DSB02	Staff Officer	OF-3/4*	All Services	GRC	
29.	Doctrine & Standardization Branch	IAMD-DSB03	Staff Officer	OF-3/4*	All Services	**	
30.	Doctrine & Standardization Branch	IAMD-DSB04	Staff Officer	OF-3/4*	All Services	**	
31.	Doctrine & Standardization Branch	IAMD-DSB05	Staff Officer	OF-3/4*	All Services	GRC	

32.	Doctrine & Standardization Branch	IAMD-DSB06	Staff Officer	OF-3/4*	All Services	**	
<b>FN SUPPORT BRANCH</b>							
33.	FN Support Branch	IAMD-FNS01	Branch Head	OF-4	All Services	GRC	Logistics Experience – No subject to cost share
34.	FN Support Branch	IAMD-FNS02	Logistics & Support Officer	OF-3/4	All Services	GRC	Logistics Experience – No subject to cost share
35.	FN Support Branch(NEW)	IAMD-FNS03	Property Accountable & Disposal Officer	OF-1/2	All Services	GRC	Logistics Experience –No subject to cost share
36.	FN Support Branch	IAMD-FNS04	CIS & Security Specialist	OF-3/4	All Services	GRC	CIS & Security-Experience- No subject to cost share
37.	FN Support Branch(NEW)	IAMD-FNS05	CIS Technician	OF-1/2	All Services	GRC	CIS-Security experience required– No subject to cost share
38.	FN Support Branch(NEW)	IAMD-FNS06	Personnel & Administration Assistant	OF-1/2	All Services	GRC	No subject to cost share
39.	FN Support Branch	IAMD-FNS07	Personnel & Administration Assistant	OR-5/7	All Services	GRC	No subject to cost share
40.	FN Support Branch(NEW)	IAMD-FNS08	Registry Assistant	OF-1/2	All Services	GRC	No subject to cost share
41.	FN Support Branch	IAMD-FNS09	Registry Assistant	OR-5/7	All Services	GRC	No subject to cost share
42.	FN Support Branch	IAMD-FNS10	Driver	OR-5/7	All Services	GRC	Driving Experience – No subject to cost share

\* Or equivalent civilian

\*\* Open for bidding



**RECORD OF CHANGES**

No of the change	Paragraph or reference	No other	Original Text	Proposed Change	Approval Date
1	Record of Revisions				x Jun 21
2	List of Effective Pages				x Jun 21
3	Contents			Renumbering of all pages due to relocation of contexts, insertion of Record of Changes and List of Effective Pages	x Jun 21
4	Contents		GOALS	CORE ACTIVITIES AREAS	x Jun 21
5	Contents		Annex B: <del>Proposed</del> Organizational Chart	Annex B:Organizational Chart	x Jun 21
6	Contents		Annex C: Manning table	Workforce table	x Jun 21
7	subnote 14		The IAMD COE organization chart is still under development and the final version may be different from the one indicated in this draft version.	To be deleted	x Jun 21
8	24.c		...Nations and Partner Nations IAMD capability building...	...Nations and Partner Nations for IAMD capability building...	x Jun 21
9	24.h			To serve as a repository for acquiring, preserving and disseminating in-depth IAMD knowledge (knowledge management).	x Jun 21
10	25.e			To be deleted.	x Jun 21

11	30.e	Directorate Support	Add «...which is consisted of Security Officer, Legal Advisor (LEGAD), Financial Controller (FINCON), Public Affairs Officer (PAO) and Director's assistant.»	x Jun 21
12	31	The proposed organizational chart of the IAMD COE is presented at Annex B.	Add « The organizational chart of the IAMD COE is presented at Annex B The workforce table is detailed at Annex C»	x Jun 21
13	37.f	manning	workforce	x Jun 21
14	subnote 15	It includes Security Officer, Legal Advisor (LEGAD), Financial Controller (FINCON) and Public Affairs Officer (PAO).	To be deleted	x Jun 21
15	subnote 16	In this concept version, the term "majority" is used only to reflect the initial stages of the IAMD COE after its establishment when the majority of its personnel under Annex A B is estimated to be Greek to support its operation-	To be deleted	x Jun 21
16	41	manpower	workforce	x Jun 21
17	44	change	changes	x Jun 21
18	Annex A, 32 par	manning	workforce	x Jun 21
19	Annex B		New organizational chart introducing 4 new no cost shared posts: 1. Property Accountable & Disposal Officer 2. CIS Technician 3. Personnel -Administration Assistant	x Jun 21

			4. Registry Assistant	
20	Annex C		Addition of : No 35 Property Accountable & Disposal Officer, No 37 CIS Technician No 38 Personnel -Administration Assistant, No 40 Registry Assistant and renumbering the rest JDs.	x Jun 21