



**INTEGRATED AIR & MISSILE DEFENCE
CENTRE OF EXCELLENCE**

**MINUTES FOR THE
2021-1ST IAMD COE STEERING COMMITTEE MEETING (SCM I-2021)
held virtually via Video Teleconference (VTC) on 3rd June 2021**

A. Opening remarks

The SC:

1. noted the introduction by the B.Gen. K. Zolotas, SC Chairperson (CP) in welcoming the participants to the 2021 1st IAMD COE Steering Committee Meeting (SCM). The CP expressed his certainty and wishes for the conduct of a fruitful meeting, which had to be held on-line, due to COVID-19 travel restrictions and ongoing preventive measures related to public gatherings.
2. noted the introductory remarks by Col E. Tzikas, IAMD COE Director.

B. Approval of Observers' participation and the SCM Agenda

- Ref. Doc.: a. IAMD COE/NU.126/14 Apr 21 (Calling Letter for 1st IAMD COE SC)
b. Email to SC Members of 31st May 21/IAMD COE (Updated RAP)

The SC:

1. noted participation via VTC of the Framework Nation (Greece) and all Sponsoring Nations (Bulgaria, Czech Republic, Romania and Turkey), observers from France and Slovakia, ACT/ FOGO Champion and ACT. The meeting attendance list is reflected in Annex "A".
2. noted that no comments were made by members on the tentative agenda of reference (a) document.
3. noted IAMD COE Director's proposal on the following, additional, topics to be presented under the corresponding Agenda Items:
 - i. Agenda Item PoW: New Items to be included in PoW21 (ref. b e-mail).
 - ii. Agenda Item AOB: Approval Procedure of vSCM 1/21 minutes.

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

4. **Approved** the updated agenda of the meeting, as presented in Annex "B".
5. **Approved** participation of FRA and SVK as observer nations in vSCM 1/21.

C. IAMD COE Action Plan Development

Ref. Doc.: IAMD COE CoS Action Plan Development presentation (available via IAMD CoE website)

The SC:

1. noted the presentation by IAMD COE CoS, addressing the main aspects of IAMD COE action plan development and an overall progress of Centre's activities (PoW).

D. Programme of Work (PoW)

Ref. Doc.: c. IAMD COE/NU.127/14 Apr 21 (PP-1, PoW 2020 Execution Summary)

d. IAMD COE/NU.128/14 Apr 21 (PP-2, PoW 2021 Periodic Progress Report)

e. IAMD COE/NU.155-163/31 May 21 (PP-10.a-i, PoW 2021 New Items)

The SC:

1. noted reference documents (c)-(d) and the associated presentation by IAMD COE PoW Manager on 2020 POW execution and 2021 PoW progress respectively, covering the following areas: Exercises, Working Groups, Courses & Conferences and RFS Summary.
2. noted IAMD COE's clarifications on the PoW comments raised by TUR, as depicted in the RAP comments list (Annex "D").
3. noted reference documents (e) and the associated presentations by IAMD COE staff on nine (9) new Items to be included in 2021 PoW. It was highlighted that financial impacts of the subject activities will be covered from the existing budget (and by transferring of appropriations within the authorization granted to the Director in accordance with Financial Administrative Procedures, if required) without the need for a supplementary budget.
4. noted the following discussion/comments by:

ROU: Expressed its concerns on managing limited Centre's resources, based on the wide spectrum of presented initiatives, and risk to lose focus on IAMD core areas.

ACT SME: Agreed on ROU's comment and provided clarifications regarding PP 10.g. to exhibit how several initiatives can relate with IAMD focus areas.

TUR: Agreed on the need to focus on core IAMD areas and requested IAMD COE to assess the value of participation in such broad activities. It also requested, regarding PP 10.e, IAMD COE to investigate a potential agreement with NMIOTC, aiming to cost reduction of COE's training fees.

NATO UNCLASSIFIED

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

IAMD COE Director: Agreed with above-mentioned ROU and TUR comments, and re-assured that the Centre plans participation in new initiatives, always taking into account its resources, and continuously reviews/reassesses the purpose for dedicating them, based on the whole PoW evolution and Centre's priorities. Regarding the NMIOTC, he stressed that TUR's proposal will be investigated in the view of any future agreement with this organization.

5. subsequently, **approved** RfS 21#074 and 21#076 to be accepted (PP-10.i) and the participation of IAMD COE, with SMEs, in the following activities:

- i. SBAMD Common Education & Training Program (PP.10.a)
- ii. MD Planning Tool Training (on AirC2IS) Course at the DACCC (PP.10.b)
- iii. 4th SBAMD CAOC-CRC Simulation Training (PP.10.c)
- iv. STAL22 and RACE series CDC (PP.10.d)
- v. "Drafting Production and Maintenance of NATO Standards" Course at both training series (PP.10.e)
- vi. NIAG SG-265 as a member of the QRT (PP.10.f)
- vii. Investigation of possible fields of collaboration between IAMD COE and JCBRN Defense COE (PP.10.g)
- viii. NATO ACT Strategic Leadership Initiative (PP.10.h)

6. **Tasked** IAMD COE to revise 2021 PoW accordingly.

Action #	Action Description	OPR	Suspense Date
IAMD COE-SC21-01-A01	IAMD COE to revise the 2021 PoW according to vSCM 1-21 Decisions	IAMD COE	24 June 21

E. IAMD COE relationships with other entities

Ref. Doc.: f. IAMD COE/NU.132/14 Apr 21 (PP-3, IFESO)

g. IAMD COE/NU.133/14 Apr 21 (PP-4, TUC)

Regarding Cooperation with French Institute for Strategic and Operational Education (Institut Français d'Enseignement Stratégique et Opératif – IFESO), the SC:

1. noted reference document (f) and the associated presentation by E&T BH.
2. **Unanimously agreed** on the eligibility of IFESO as a potential supplier and authorized the signing of a contract with IAMD COE, provided that both sides reach to an agreement.

NATO UNCLASSIFIED

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

Regarding Framework Agreement for Cooperation between IAMD COE and Technical University of Crete School of Production Engineering and Management Turbomachines and Fluid Dynamics Laboratory (TurboLab – TUC), the SC:

3. noted reference (g) document and the associated Framework Agreement for Cooperation between IAMD COE and the TurboLab – TUC.

F. Finance and Budget

Ref. Doc.: h. IAMD COE/NU.135/14 Apr 21 (PP-5, Financial Issues)

The SC:

1. noted the ref. document (h) and the associated presentation by Financial Controller (FINCON) on 2020 Financial Statements (FS) and the Status of the Participants' contributions for the Fiscal Year (FY) 2021.
2. noted IAMD COE's request for approval of FS 2020, by CZE – ROU – TUR (BGR and GRC have already approved via e-mail). Subsequently, CP requested nations to approve the FS 2020:

CZE: Approved

ROU: Approved

TUR: Approved

3. noted FINCON's clarifications on the comments raised by ROU, as depicted in the RAP comments list (Annex "D"). He stated that TUR had not yet paid its contribution, and all required actions have been taken by the Centre, according to the provisions of the MoU and FAPs. He also stressed that the non-payment of the contribution by Turkey for FY 2021, will result in a revision of the approved budget 2021 and for this purpose, the Centre will prepare a plan to reduce its expenses, if necessary, with a view not to affect, if possible, the smooth execution of its POW and also to avoid any need for a supplementary budget.
4. noted the following discussion/comments by:

CP, briefed the SC members, according to his responsibilities to oversee the execution of SC meeting decisions, as follows:

- i. On 7 April 2020, the Turkish SACT NLR informed SACT LEGAD and all other NLRs, that Turkey's internal procedures regarding MOU's approval, would have been completed by 2020.
- ii. On 1st IAMD CoE SC meeting, during 9-11 September 2020, Turkey had requested more time for further elaboration of the POW 21 and Budget 21. SC members agreed on that and on 30 November 2020, Turkey approved the above mentioned documents.
- iii. I.a.w. the FAPs, the Centre has informed:

NATO UNCLASSIFIED

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

- a. The TUR SC representative about the non-payment of his Nation's contribution (after the expiry of the 90-day period following the receipt of the Call for Fund).
- b. The SC Chairperson who in turn informed via e-mail all SC members, and also requested Turkey, to fulfill its relevant obligation of the payment as soon as possible.
- iv. Undoubtedly, all nations have shown good faith regarding the bureaucracy procedures but at the same time and in the light of the above, it is self evidenced (since Turkey approved PoW and Budget 21) that Turkey has to pay its contribution for 2021, as soon as possible.

GRC informed that:

- i. On 5 May 2021, Greece received a written notice by the Turkish Embassy in Greece, saying that Turkey completed its internal procedures, concerning the Operational and Functional MoUs with reservations.
- ii. Greece, on 12 May 2021, asked for clarifications regarding the aforementioned Turkey's written notice, which have not been answered yet, by the Turkish side.

CP thanked GRC and in the light of the aforementioned information regarding CFF 21, asked TUR to inform the SC, about Turkey's intentions. He also asked either for payment completion or for an official commitment / answer, to be given to the members of SC, by the end of July 2021.

TUR provided an official statement as follows:

"Turkish Ministry of National Defence Budget and Financial Division has the authority to pay the contribution of Turkey to an international organization such as IAMD COE, JAPCC, or any other COE etc. In order to pay that contribution, the MOUs must be signed by a Turkish representative first, then approved by Turkish President and finally come into effect and promulgated by Turkish President after the exchanging of memorandum between Turkey and Framework nation (for example Greece for IAMD COE).

For the procedures that I've tried to explain above, Turkey completed the first and second step, and trying to finish for the last issue. I mean our President signed and approved the MOUs in April 2021, then Turkish MoFA wrote an official letter in the beginning of May 2021 to MoFA of Greece for exchanging of memorandum between two countries.

So, for accelerating the process, the Framework Nation may communicate with the Turkish MoFA as soon as possible. As soon as the last step has been completed, Turkey will pay its contribution to IAMD COE immediately.

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

I'm always in touch and close cooperation with our MoFA and try to do our best. I wish it will be solved very soon. There is no problem for Turkey about not to pay our contribution deliberately, it is just about bureaucratic procedures and is about only this Fiscal Year 2021, I'm sure that there will be no problem and delay for the following years.

Finally, I don't see any reason to make a revised budget plan for 2021. "

ROU: Requested FINCONs clarification on possible effects on Budget 2021 implementation, due to the above situation.

FINCON noted that it may not be a problem for the Centre to receive TUR contribution within the upcoming period, however, he stressed that i.a.w. Operational MoU and FAPs, the Centre shall submit a draft Budget for the next FY (2022), NLT 1st Sep 21, so any relevant information/notification about the progress-intentions of TUR are recommended to be given, if possible by the end of July 21.

IAMD COE Director: Added that the current status of contributions has minimum impact on Centre's activities, due to COVID-19 pandemic for years 2020-2021.

BGR stated that they will not support any increase of their contribution for FY 2021.

LEGAD asked for a clarification in the first paragraph of the above TUR statement, regarding the budget of year 2021, stating "exchanging of memorandum between TUR and the Framework nation".

LEGAD commented that, from her point of view, that refers to the reservation by the Turkish NLR when signing the Memoranda of Understanding that requests for a receipt by the FN of the notification that TUR has completed its internal procedures according to TUR's national legislation.

TUR agreed with the above comment of the LEGAD and also agreed that after the aforementioned receipt, there will be no bureaucratic restraint for paying the TUR contribution for FY 2021.

5. noted the aforementioned statements by TUR to fulfill its relevant obligation about the contribution pending (for FY 2021), within the year 2021, after the completion of the bureaucratic internal procedures.
6. noted SVK that stated its intention to remain as observer. However, they requested access to IAMD COE products if possible, without positioning personnel (as a Sponsoring Nation) at the Centre. FINCON & LEGAD agreed to investigate a potential framework for partnership.

NATO UNCLASSIFIED

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

G. Review of the outstanding actions from the IAMD COE SC 2020-1 meeting

Ref. Doc.: i. IAMD COE/NU.136/14 Apr 21 (PP-6, IAMD COE Concept-Organizational Chart)

The SC:

1. noted a presentation by SC Secretary regarding the outstanding action items (AI) of the previous SCM (1-2020). Four (4) out of the five (5) identified AIs were proposed for closure, namely SC 20-01-A02, SC 20-01-A03, SC 20-01-A04 and SC 20-01-A05, as presented in Annex "C". AI SC 20-01-A01 is addressed subsequently, under "Concept Amendment" topic.
2. **approved** the status of AIs SC 20-01-A02, SC 20-01-A03, SC 20-01-A04 and SC 20-01-A05 to change to "Closed".
3. noted reference document (i) presented by IAMD COE Support Branch Head, addressing Concept amendment, Organizational Chart and new Workforce Table proposals, introducing the following four (4) new posts:
 - i. Property Accountable & Disposal Officer (FNS-03)
 - ii. CIS Technician (FNS-05)
 - iii. Personnel and Administration Assistant (FNS-06)
 - iv. Registry Assistant (FNS-08).

It was highlighted that the four new posts that are funded by the framework nation, do not drive any financial impact on COEs shared budget and raise the workforce of IAMD COE from thirty-eight (38) to forty-two (42).

4. noted IAMD COE's clarifications on the comments raised by TUR, as depicted in the RAP comments list (Annex "D").
5. **Approved** IAMD COE Concept amendment as per ref. (i) Enclosure and the status of AI SC 20-01-A01 to change to "Closed".
6. **Tasked** IAMD COE to revise IAMD COE Concept accordingly.

Action #	Action Description	OPR	Suspense Date
IAMD COE-SC21-01-A02	IAMD COE to revise IAMD COE Concept according to vSCM 1-21 Decisions	IAMD COE	24 June 21

H. Standing Documents

- Ref. Doc.: j. IAMD COE/NU.138/14 Apr 21 (PP-7, Job Descriptions' Insertion)
k. IAMD COE/NU.139/14 Apr 21 (PP-8, Directives' revision)
l. IAMD COE/NU.140/14 Apr 21 (PP-9, FAP's revision)

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

Regarding Job Descriptions, the SC:

1. noted reference (j) document presented by IAMD COE Support Branch Head, addressing the insertion of four (4) new Job Descriptions for the proposed at ref (i) posts (PP-06).
2. **Approved** the four (4) new IAMD COE JDs, as per ref. (j) Enclosures, for posts (FNS-03, FNS-05, FNS-06, FNS-08).

Regarding Directives, the SC:

3. noted reference (k) document presented by IAMD COE Support Branch Head, addressing revisions of the following four (4) IAMD COE Directives:
 - i. 30-01 Preparation of IAMD COE Directives
 - ii. 40-01 Processing of Personnel
 - iii. 40-03 IAMD COE Senior National Representatives (SNRs)
 - iv. 75-01 Education & Training
4. noted IAMD COE's clarifications on the comments raised by TUR on Dir 30-01 and TUR and ROU on Dir 75-01, as depicted in the RAP comments list (Annex "D").
5. **Approved** the revision of Directives 30-01, 40-01, 40-03 and 75-01 as per ref. (k) Enclosure with the additional changes as included in Annex "D".
6. **Tasked** IAMD COE to revise IAMD COE Directives 30-01 and 75-01 accordingly.

Action #	Action Description	OPR	Suspense Date
IAMD COE-SC21-01-A03	IAMD COE to revise IAMD COE Directives 30-01 and 75-01 according to vSCM 1-21 Decisions	IAMD COE	24 June 21

Regarding 1st FAPs revision, the SC:

1. noted reference (l) document and the associated presentation by FINCON, addressing the amendments and improvements of the FAPs Directive (60-01) which were deemed necessary in order to clarify various procedures, to enhance transparency and to define procedures that will contribute to more effective and efficient operation of the Centre.
2. noted the Centre's proposal to submit the relevant draft of the revision of the FAPs for approval and was also informed that the Centre has already prepared a draft of the proposed revision which can be submitted during June 2021.
3. **Tasked** IAMD COE to submit the proposal for FAPs revision to SC Members.

NATO UNCLASSIFIED

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

Action #	Action Description	OPR	Suspense Date
IAMD COE-SC21-03-A04	IAMD COE to submit the proposal for FAPs revision to SC Members	IAMD COE	24 June 21

I. Any other Business

The SC:

1. noted a presentation by SC Secretary on the proposed approval procedure of the vSCM minutes:
 - i. Sum-Up by CP, supported by SC Secretary, on meeting topics that need clarification.
 - ii. Electronic distribution of 1st draft of minutes to SC Members.
 - iii. 20 minutes break to allow SC members to assess the 1st draft.
 - iv. Read-through/review joint session of the 1st draft.
 - v. Distribution of formal minutes by IAMD COE via e-mail to all SC members.
 - vi. Official approval via e-mail.
2. **Approved** the abovementioned procedure to be followed for the current meeting.
3. Noted that as per SCM 1-2020 decisions, the SCM 2-2021 will take place during week 1-5 Nov 2021 by physical presence, in Chania, unless otherwise decided.

J. Closing Remarks

The Committee endorsed the remarks of the Chairperson in thanking the committee members for their active participation at the meeting discussions.

Signed by (electronically approved via e-mail for vSCM 1/21)

BGR

CZE

GRC

ROU

TUR

List of Annexes

"A" ATTENDANCE LIST

"B" AGENDA

"C" LIST OF OUSTANDING ACTIONS FROM THE IAMD COE SC 1-2020 MEETING

"D" SC 1-2021 NATION's COMMENTS on SCM RAP

"E" SC 1-2021 ACTION ITEMS LIST

NATO UNCLASSIFIED

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

ANNEX A – ATTENDANCE LIST

NATION-ORGANIZATION	LIST OF ATTENDEES	E-MAIL ADDRESS
Chairperson	Brig. Gen (OF-6) K. ZOLOTAS GRC HAF	directord1@hndgs.mil.gr
BGR	Col(OF-5) Vesselin TZOLOV BGR AF	v.tzolov@armf.bg
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ROU	Col (OF-5) Virgil TOSA ROU AF	vtosa@roaf.ro
TUR	Cpt (OF-2) Mehmet KARACA TUR AF	MEHMETK@hvkk.tsk.tr
SACT/HQ		
DACOS DP (FOGO CHAMPION)	Brig .Gen (OF-6) Philippe BOISGONTIER FRA A	Philippe.BOISGONTIER@shape.nato.int ;
SME Expert	Mr Metin BUGRU	metin.bugru@shape.nato.int
IAMD COE		
Director	Col (OF-5) Evangelos TZIKAS GRC HAF	e.tzikas@iamd-coe.org
Dep.Dir-TUR SNR	Col (OF-5) Murat TORUMTAY TUR AF	m.torumtay@iamd-coe.org
CoS	Col (OF-5) George TSELEKIDIS GRC HAF	g.tselekidis@iamd-coe.org
A&LL BH	Cdr (OF-4) Ioannis KOVANIS GRC NAVY	i.kovanis@iamd-coe.org
E&T BH	LtCol (OF-4) Dimitrios KOUTSOUKOS GRC HAF	d.koutsoukos@iamd-coe.org
D&S BH	Maj (OF-3) George PANAGIOTOPOULOS GRC ARMY	g.panagiotopoulos@iamd-coe.org
CD&E BH	LtCol (OF-4) George SOKORELIS GRC HAF	g.sokorelis@iamd-coe.org
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FINCON	Cpt (OF-2) Evangelos BALTADOROS GRC ARMY	e.baltadoros@iamd-coe.org
LEGAD	Cpt (OF-2) Chara MOURATIDOU GRC ARMY	ch.mouratidou@iamd-coe.org
PoW Manager	Cpt (OF-2) Dimos KLEANTHOUS	d.kleanthous@iamd-coe.org
Secretary	Maj (OF-3) Alexandros VALYRAKIS	a.valirakis@iamd-coe.org
BGR SNR	Maj (OF-3) Nikolay Nenov BGR AF	n.nenov@iamd-coe.org
OBSERVERS		
SVK	Brig.Gen (OF-6)Ladislav DOVHUM	Ladislav.DOVHUN@mil.sk
	Col (OF-5) Jozef PANKO	Jozef.PANKO@mil.sk
FRA	Lt Col (OF-4) Sylvain RYCKEBUSCH	sylvain.ryckebusch@in-tradef.gouv.fr

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

ANNEX B – AGENDASUBJECT: **Steering Committee Meeting (vSCM) I-2021 AGENDA**

Time	Description	Responsible
<u>Meeting Day 03 June 2021</u>		
09:00	Registration – Communication Check	
09:30	Opening Remarks	CP
	Welcome Address	DIR
	Adoption of Agenda and approval of Observers' participation	CP
10:00	IAMD CoE Development (General Overview) - Discussion	DIR
10:30	Break	
10:40	Programme of Work [PoW]	PoW Manager
	PoW 2020 (Execution Summary)	
	PoW 2021 (Current Status Update)	
	New Items to be included in PoW21	
11:30	IAMD CoE Relations with other entities	
	Institut Français d'Enseignement Stratégique et Opératif (IFESO)	E&T BH
	<u>Decision</u>	CP
	Technical University of Crete	CD&E BH
	<u>Notation</u>	
11:50	Finance and Budget	FINCON
	Financial Statement 2020	
	Status of Contributions for Fiscal Year 2021 (CFF)	
12:00	Lunch Break	
13:30	Outstanding Actions from IAMD CoE SC I/2020	SC Secretary
	Concept Amendment	Support BH
	Organizational Chart and Manning Table Amendment	Support BH
	<u>Decision</u>	CP
	Standing Documents	Support BH
	Job Descriptions (JDs)	Support BH
	Directives	Supp, E&T BH

NATO UNCLASSIFIED

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

	<u>Decision</u>	CP
	FAPs revision / Discussion	FINCON
14:30	AOB	
	Statement of / Open issues by the Participating Nations	Nat.Reps
	Venue and Timing of upcoming SC-Meeting	DIR
	Approval Procedure of SCM minutes	CP
15:00	Review and Consolidation of SMC I/2021 Minutes	CP/DIR
16:00	Closing remarks	CP
	Farewell Address	DIR
<u>Meeting Day (if required) 04 June 2021</u>		
09:00	Back-up date (allows for some extra time in case that turns out to be necessary)	

NATO UNCLASSIFIED

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

ANNEX C – LIST OF OUSTANDING ACTIONS FROM THE IAMD COE SC 1-2020 MEETING

SC 20-01-A01	(SC-08) IAMD COE Organizational Chart update
Action	IAMD COE to submit an updated organizational chart (if required) for approval
Operator	IAMD COE
Suspense date	SC 1/21
Feedback	IAMD COE to propose OC update under AGENDA ITEM v
Status-Decision	Closed

SC 20-01-A02	(SC-12) JDs update
Action	IAMD COE to make changes at JDs as per Annex F of SC 20-01 minutes
Operator	IAMD COE
Suspense date	N/A
Feedback	Changes implemented immediately after SC-1/20
Status-Decision	Closed

SC 20-01-A03	(SC-13) Directives update
Action	IAMD COE to make changes at Directives as per Annex G of SC 20-01 minutes
Operator	IAMD COE
Suspense date	N/A
Feedback	Changes implemented immediately after SC-1/20
Status-Decision	Closed

SC 20-01-A04	(SC-13) FAPs update
Action	IAMD COE to make changes at FAPs as per Annex H of SC 20-01 minutes
Operator	IAMD COE
Suspense date	N/A
Feedback	Changes implemented immediately after SC-1/20
Status-Decision	Closed

SC 20-01-A05	(SC-18, SC-19) IAMD COE's Budget 2021 and POW 2021
Action	TUR to approve 2021 Budget and POW
Operator	TUR to approve 2021 Budget and POW
Suspense date	N/A
Feedback	TUR has approved 2021 Budget and 2021 PoW since 30 Nov 20
Status-Decision	Closed

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

ANNEX D – SC 1-2021 NATION's COMMENTS on SCM RAP

Reference Doc	Item	Member's Comment	OPR	IAMD COE Comment/Response
IAMD COE/NU.127/1 4 Apr 21	PoW 2020 Execution Summary (POW no. 37)	TUR: During vSC, could IAMD COE give some more information to SNs about the NAMFI Firings held on Nov 20 iaw countries and systems involved, drone targets used, the role of IAMD COE staff (observer etc.) in that tactical firing, etc.	CoS	<p>IAMD COE participated in the Tactical Firing (TF) (16-27 Nov 2020) with four (4) staff officers (three (3) as observers and one (1) as SBAD Operations TACEVAL Evaluator).</p> <p>At the TF the involved weapon system was PATRIOT and the participants were The Netherlands, Germany, Greece and USA.</p> <p>The primary objective of Centre's participation was to check the interoperability of participants and to involve to the Best Practices/ Lessons Learned of the TF.</p> <p>Information about the drone targets used can be provided by NATO Missile Firing Installation (NAMFI) upon request.</p> <p>NAMFI is considered as a stakeholder of IAMD COE, due to its close vicinity to COE's premises, its wide range related to IAMD operations, capabilities and infrastructure.</p> <p>For that reason, IAMD COE has initiated the drafting of a framework agreement for operational collaboration between the Centre and NAMFI, in the context of the Director's authorization to sign cooperation agreements which do not create financial obligations.</p>
IAMD COE/NU.128/1 4 Apr 21	IAMD COE POW 2021 Periodic Progress Report 1-21 (POW no. 52)	TUR: Did IAMD COE participate Ramstein Ambition 21 exercise phase (3-14 May) and if yes, in which posts/roles/positions two IAMD COE staff participated?	CoS	<p>IAMD COE participated in FCC (19-20 Jan 2021) via NSWAN VTC with two (2) staff officers.</p> <p>The execution of Incident Development Group (IDG) (21-22 Jan 2021), Air Operations Planning Group (AOPG) (1-12 Feb 2021) and MEL/MIL Development (8-12 Mar 2021) were held with physical appearance in HQ AIRCOM, so the Centre could not participate due to Covid-19 national travel restrictions.</p> <p>Finally, the Centre could not participate in the Execution phase (1-14 May 2021) due to the strict Covid-19 measures for access to Ramstein Airbase. Specifically, the officers should stay in 10-day quarantine, before entering the Airbase. This increases significantly the time period that the officers would stay abroad along with the travel costs and the fact that the officers would be absent from the Centre for at least 28 days (including the travel days).</p>

NATO UNCLASSIFIED

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

IAMD COE/NU.135/1 4 Apr 21	PP-5. Finance and Budget, page 1	ROU: the SN which didn't pay yet their contribution, notified the secretary of IAMD COE if their national procedures approved the MOU ?	FIN- CON	The IAMD COE has not yet been notified of the completion of Turkey's internal procedures required to approve the IAMD COE Operational MOU.
IAMD COE/NU.135/1 4 Apr 21	PP-5. Finance and Budget, page 2	ROU: regarding the potential revision of the budget for FY2021 in case of non-payment of the contribution by one participant, there are almost impossible to rise up the contribution for 2021 based on other than the rules that is written in MOU (cost share formula). So, there are other measures taken for avoid this situation (for example, there were started bilateral talks between FN and the SN on this issue) ?	FIN- CON	In a case of non-payment of the contribution by this SN for Fiscal Year (FY) 2021, the Centre will submit a revised shared budget for approval. The Centre will <u>prepare a plan to reduce its expenses, if necessary</u> , with a view not to affect, if possible, the smooth execution of its POW and also to avoid, in any case, the need for a supplementary budget.
IAMD COE/NU.136/1 4 Apr 21	PP-6 Enclosure, IAMD COE Con- cept Revision 1 Draft, page 9	TUR: Why the first sentence of "Functions and Activities" 25.e.Outreach item is deleted?	Sup- port BH	The whole paragraph 25.e was deleted since there was an inconsistency between the last paragraph of par.25 "...in order to contribute to NATO IAMD....the following four pillars..... ." and the next five (5) subparagraphs: a. Education & Training b. Analysis & Lessons Learned c. Concept Development & Experimentation d. Doctrine Development & Standardization/Interoperability e. Outreach. So we propose the paragraph 25.e to be deleted in order to remain the four pillars as stated above, which are the four IAMD COE Branches. The second sentence from par. 25.e was placed as subpar. 24.h. The first sentence of par. 25.e is proposed to be deleted as it is relatively repeated in subpar. 24.b.

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

IAMD COE/NU.136/1 4 Apr 21	PP-6 Enclosure, IAMD COE Con- cept Revision 1 Draft, page 9,10, etc	TUR: Since the footnotes (for example 14,15, etc.) are deleted, these num- bers should be deleted from the main body as well.	Sup- port BH	To be accepted.
IAMD COE/NU.136/1 4 Apr 21	PP-6 Enclosure, IAMD COE Con- cept Revision 1 Draft, general question	TUR: What is difference of the wording between “manning” and “work- force”? Is it about just Eng- lish or does have any other meaning?	Sup- port BH	The term workforce is proposed instead of manning in order to incorporate gender inclusive language. The meaning remains the same.
IAMD COE/NU.139/1 4 Apr 21	PP-8 Enclosure a. Dir 30-01, page 4, para. 2.1	TUR: change "Director" to "Director/Deputy Director"	Sup- port BH	IAW Operational MOU, par. 4.5 the Director is accountable to the SC for the fulfilment of the mission, the tasks and the operation as well the administration of the IAMD COE. So the responsibility lays with the Director to sign and to remain the proponent of all directives. In any case, in accordance with Deputy Director's Job Description, the DepDir substitutes the Director in case of his absence and holds the authority to sign on behalf the Director. The proposal Director/Deputy Director for the responsibilities in the relevant directive creates confusion and conflict of authorities. It is also to be noted that the above responsibility refers to the signing of a Directive by the Director, after its approval by the SC. When it comes to the workflow for drafting a new Directive, the Centre will ensure that the Deputy Director necessarily co-signs before it is submitted to the SC for approval. For that reason the following sentence is proposed to be rewritten as follows: <i>3.1.5.2 Draft has to be coordinated with all SMEs/Branch Heads dealing with the related matter, the CoS, the Deputy Director and the Director in order to get the final version;</i>
IAMD COE/NU.139/1 4 Apr 21	PP-8 Enclosure a. Dir 30-01, page 7, para. 3.2.5	TUR: change "Director" to "Director/Deputy Director"	Sup- port BH	
IAMD COE/NU.139/1 4 Apr 21	PP-8 Enclosure d. Dir 75-01, page 1-2	TUR: The numbers of the first two pages are 1 and 2, afterwards the number of the third page is 1 as well. (Recommendation) the first pages may be num- bered as “i” and “ii”.	E&T BH	To be accepted.

NATO UNCLASSIFIED

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

IAMD COE/NU.139/1 4 Apr 21	PP-8 Enclosure d. Dir 75-01, page 1. Para 4	TUR: "the Chief of Staff (CoS)" to be replaced by "SC"	E&T BH	To be accepted.
IAMD COE/NU.139/1 4 Apr 21	PP-8 Enclosure d. Dir 75-01, page 1, para 5	TUR: "the Chief of Staff (CoS)" to be replaced by "the Director"	E&T BH	To be accepted.
IAMD COE/NU.139/1 4 Apr 21	PP-8 Enclosure d. Dir 75-01, page 1	TUR: "NSO" stands for "NATO Standardization Office" in NATO structure official website, but in the main body it stands for NATO School Oberammergau. So, it should be written explicitly in the main body order for confusion. Thus, the following passage should be altered "...the other NATO Education and Training Facilities (NETFs), such as NSO NATO School Oberammergau, NMOTC."	E&T BH	To be accepted.
IAMD COE/NU.139/1 4 Apr 21	PP-8 Enclosure d. Dir 75-01, page 2, para 2.1.1.3	TUR: "NSO" to be replaced by "NATO School Oberammergau"	E&T BH	To be accepted.
IAMD COE/NU.139/1 4 Apr 21	PP-8 Enclosure d. Dir 75-01, page 3	TUR: "NSO" to be replaced by "NATO School Oberammergau"	E&T BH	To be accepted.

NATO UNCLASSIFIED

Dated 3 June 2021

IAMD COE(2021) SC/1/DS/FINAL

IAMD COE/NU.139/1 4 Apr 21	PP-8 Enclosure d. Dir 75-01, page A-10, para. 9.2.6	TUR: Will IAMD COE Courses provide theoret- ical training to only military personnel of NATO part- ners or to civilian personel as well?	E&T BH	Since there is no restriction provided in the IAMD COE Memoranda of Understand- ing, training may be provided to civilian personnel of NATO Partners as well, taking into account the relevant classification. The Centre proposes the relevant sentence to be revised as follows: <i>IAMD CoE Courses provide theoretical training to both mili- tary and civilian personnel of NATO partners and may provide training to other agencies and organizations (EU, UN, AU, etc) tasked to participate in support of In- tegrated Air and Missile Defence Operations.</i>
IAMD COE/NU.139/1 4 Apr 21	PP-8 Enclosure d. Dir 75-01, page A-13	TUR: "Organization" to be replaced by "Office"	E&T BH	To be accepted.
IAMD COE/NU.139/1 4 Apr 21	PP-8 Enclosure d. Dir 75-01, page A-1-2	TUR: change "Director" to "Director/Deputy Director"	E&T BH	As far as concerned the COS's responsibilities, at page A-1-2 the proposed change can be adopted throughout the text. Exception only is the point that refers at the COS granted authority to sign on behalf the Director, which is an obvious omission. The IAMD COE proposes the sentence to be revised i.a.w the COS JD where it is stated that <i>"Legal authority held to sign on behalf of the Deputy Director."</i>
IAMD COE/NU.139/1 4 Apr 21	PP-8, Dir 75-01 revision, page A- 1-1	ROU: the responsibilities of Deputy Director and the COS are exactly the same. I suggest the responsibilities of the DD to be <i>"act as Director in his ab- sence except the responsibilities only national ones"</i> .	E&T BH	To be accepted.

Dated 3 June 2021

IAMDCOE(2021) SC/1/DS/FINAL

ANNEX E – SC 1-2021 ACTION ITEMS LIST

Action #	Agenda Item	Page #	Action Description	OPR	Suspense Date
IAMD COE-SC21-01-A01	D. Programme of Work (PoW)	3	IAMD COE to revise the 2021 PoW according to vSCM 1-21 Decisions	IAMD COE	24 June 21
IAMD COE-SC21-01-A02	G. Review of the outstanding actions from the IAMDCOE SC 2020-1 meeting	7	IAMD COE to revise IAMDCOE Concept according to vSCM 1-21 Decisions	IAMD COE	24 June 21
IAMD COE-SC21-01-A03	H. Standing Documents (Directives)	8	IAMD COE to revise IAMDCOE Directives 30-01 and 75-01 according to vSCM 1-21 Decisions	IAMD COE	24 June 21
IAMD COE-SC21-01-A04	H. Standing Documents (FAPs)	9	IAMD COE to submit the proposal for FAPs revision to SC Members	IAMD COE	24 June 21