



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

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**To:** See Distribution

**SUBJECT:** IAMD COE POW 2021 Periodic Progress Report 2-21

**No:** 7

REFERENCES: A.IAMD COE POW 21 –Revision 2

**1. Exercises :**

PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
38,39,40	JWC (RFS 20# 116,117,118)	Steadfast Jupiter 2021 (STJU 21)	14 Jun 21	28 Oct 21	STJU 21 is the main SHAPE Exercise for the year 2021 and concerns the training of the NRF forces of the Alliance. IAMD COE intended to participate with SMEs in the following Exercise activities, which took place at the Joint Warfare Centre (JWC) in Norway: a. MEL-MIL Incident Development Workshop (IDW) (14-18/6/21)

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					<p>b. MEL-MIL Scripting Workshop from (5-16/7/21)</p> <p>c. Exercise (Phase III B) 19 to 28 Oct 21.</p> <p>Travel restrictions due to Covid 19, but also the ten-day mandatory quarantine for those entering Norway, unfortunately, did not allow the IAMD COE to participate</p>
52	NATO ACO AIRCOM (Invitation Letter by AC)	Ramstein Legacy 2022 (RALY 22)	23 Feb 21	TBD	<p>RALY 22 is planned to be the main AIRCOM Live Exercise (LIVEX) in the field of Integrated Air and Missile Defence and IAMD COE. It is considered by AIRCOM as a main stakeholder in the design and conduct of the Exercise. It has received high priority from SHAPE and its capacity will be equivalent to RAMSTEIN AMBITION (RAAM) and STEADFAST JUPITER (STJU). Participation of the Centre in the activities of the Exercise, as follows:</p> <p>a. Participated through VTC in the Concept Development Conference (CDC), held at AIRCOM on 23 &amp; 24 February 21, with three (3) SMEs.</p> <p>b. Participated Through VTC with relevant SMEs in the IPC (09-10 June 21),</p> <p>c. Will participate to the MPC (02-04 Nov 21) and FCC (22-24 Feb 22).</p> <p>d. Will participate to the Execution Phase (06-10/6/22) which will take place to POL-LTH-LVA-EST</p> <p>e. Will participate to the Lessons Learned and Best Practises Process post RALY22.</p>
58	NATO ACO AIRCOM	IAMD CET-P	08 June 21	-	<p>The IAMD CET-P is a training program which is connected with RALY series. The purpose of the CET-P is to provide the additional training according to the NATO Standards to the personnel that will participate to the new HQ AIRCOM IAMD Exercise RALY 22, focusing to the transition from Operational to Tactical Level.</p>

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					<p>HQ AIRCOM initial Leads the CET-P with support of CC SBAMD, IAMD COE, JAPCC, CAOC UE and DACCC. Mid days of 2022 (post execution of RALY22) the Lead will pass to IAMD COE with support of the other members.</p> <p>Events of IAMD CET-P:</p> <ul style="list-style-type: none"> <li>❖ 1<sup>st</sup> CET-P WG meeting took place on 08 June.</li> <li>❖ 2<sup>nd</sup> CET-P WG meeting scheduled prior RALY22 MPC</li> </ul> <p>Iterations</p> <ul style="list-style-type: none"> <li>❖ 1<sup>st</sup> at CAOC UE on 11-14 Oct 21</li> <li>❖ 2<sup>nd</sup> CAOC TJ on 15-19 Nov 21</li> <li>❖ 3<sup>rd</sup> CZE or SVK on 29/11-03/12</li> <li>❖ 2022 HQ AIRCOM on 29-31/03/22</li> <li>❖ 2022 HQ AIRCOM on 01-03/1122</li> <li>❖ Other Iteration upon Nations Request</li> <li>❖ Train the Trainers Iteration date TBD.</li> <li>❖ CET-P HOTO meetings, dates TBD (Late 2022)</li> </ul>
51	NATO ACO AIRCOM (Invitation Letter by AC)	Ramstein Ambition 2021 (RAAM 21)	19 Jan 21	14 May 21	<p>RAAM 21 is considered to be the main CAX/CPX Exercise on paper (CPX) of AIRCOM. The IAMD CoE participated in the FCC, which was performed through VTC via NS WAN from 19 to 20 Jan 21.</p> <p>a. Participation to the other programmed events of RAAM 21 (IDG &amp; AOPG) didn't take place because of Covid-19 Pandemic Restrictions, since those events conducted with non VTC capability. For the MEL/MIL event it was cleared by OPR's that participation will be limited to EXCON personnel only.</p> <p>b. Could not Participate as IAMD mentors of the EXCON personnel at the Execution Phase (3-14/5/21), because Travel restrictions due to Covid 19, but also the 5-day mandatory</p>

PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
					quarantine for those entering Ramstein AB.
54	EUCOM (Direct Request by USAFE)	Astral Knight 2021 (AK 21)	23 Feb 21	21 Apr 21	The IAMD COE participated with SMEs in the Defence Design WG of AK 21 which was held online at 16-17 Mar 21. Furthermore IAMD COE hosted the Commander's Conference during 20-21 Apr 21.
5	DEU-NLD (Self-Generated)	Joint Project Optic Windmill 2021 (JPOW 21)	01 Mar 21	21 Mar 21	IAMD COE, in the context of cooperation with CC SBAMD, requested and finally was invited (email) to participate in the FCC of the Exercise during which it was decided by the organizers to conduct it remotely CPX, within 08-26 Mar 21, using both the JPOW field and also JFAC infrastructure of AIRCOM. Because of travel restrictions due to Covid 19, (especially entering Ramstein AB), IAMD COE couldn't attend and participate to any event of the JPOW21.
53	NCIA (Self-Generated)	Technical Interoperability Exercise (TIE 21)	9 Dec 20	25 Sep 21	The aim of this exercise will be to test technical standards and architectures suitable for improving the interoperability between C-UAS systems and with existing capabilities such as Ground Based Air Defence (GBAD) systems. IAMD COE has participated and plans to participate with SMEs in the following actions of the Exercise: a. Two (2) SMEs participated in the IPC on 9 and 10 Dec 20 via WEB. b. Plan to participate in FCC meetings at a time to be determined with newer ones. c. Plan to participate in Technical Interoperability Exercise 21 De Peel Netherlands Testing C-UAS Systems in AD ( 2 Noe – 12 Noe 21).
49	NAVAL STRIKING AND SUPPORT FORCES NATO	Formidable Shield 21	21 Jun 21	22 Jun 21	IAMD COE was invited by the Director of NAVAL STRIKING AND SUPPORT FORCES NATO [STRIKFORNATO (SFN)], to the DV-Day at Sea Demonstration / Exercise Formidable Shield 21 which

PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
	[STRIKFORNATO (SFN)] (Invitation Letter by SFN)				would be held from 21 to 22 Jun 21 in Oeiras, Portugal. IAMD COE Director and one SME could not participate due to COVID 19 Travel restrictions
48	ACT (Invitation by HAFGS)	Coalition Warrior Interoperability Exercise (CWIX 21)	7 Jun 21	25 Jun 21	The Exercise will take place between 7-25 Jun 21 at the JFTC (Joint Force Training Centre, Bydgoszcz, Poland) and online through a graded network (CFBL). The IAMD COE participated online in the IPC (between 9-13 Nov 20) and the MPC (25-29 Jan 21) and will, after coordination-communication with the HAFGS/C4 that leads the GRC's capabilities participation, assess its participation in the execution of the exercise by sending SMEs.
57	United States Strategic Command / Joint Functional Component Command for Integrated Missile Defence (JFCC IMD) (Self-Generated)	Nimble Titan 20 Conflict Event	18 Apr 21	23 Apr 21	NIMBLE TITAN is a Missile Defence campaign of experimentation series in an Integrated Air and Missile Defence (IAMD) context set in a notional scenario 10 years in the future. It is the premier forum for developing experimental IAMD policy and military options among allies and partners to build regional and global deterrent and defensive effects across the missile defence enterprise primarily at the Ministry of Foreign Affairs and Ministry of Defence level. The NIMBLE TITAN (NT) 20 Conflict Event is the culminating event of the NT 20 multinational defence campaign of experimentation. The Conflict Event took place from 18 Apr 2021 to 23 Apr 2021. It featured a dynamic, continuous scenario focused on the NT 20 Objectives as mapped to the conflict event at the last Campaign Design Conference.
4	FN (Invitation by FN)	INIOCHOS 21	02 Feb 21	22 Apr 21	Participation to the planning phase with two (2) SMEs through online procedures due to COVID-19.
61	SHAPE NATO ACO	STEADFAST ALLIANCE 2022	21 Apr 21	Oct 2022	STAL 22 is planned to be a scheduled CAX/CPX Exercise in the field of Integrated Air and Missile Defence and IAMD CoE is

PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
	AIRCOM (Invitation Letter by AC)	(STAL 22)			<p>considered by SHAPE and AIRCOM as a main stakeholder in the design and conduct of the Exercise. It has received high priority from SHAPE. Participation of the Centre in the activities of the Exercise, as follows:</p> <ul style="list-style-type: none"> <li>a. Participated through VTC in the Concept Development Conference (CDC), held at AIRCOM on 20 &amp; 21 April 21, with three (3) SMEs.</li> <li>b. Participated Through VTC with relevant SMEs in the XPGM event (26 Aug 21),</li> <li>c. Will participate to all additional events such as IPS, MPC, FCC, etc as there are programmed in PoW 2022.</li> <li>d. Will participate to the Planning (05-09 Sep 22) &amp; Execution Phase (07-11 Nov 22)</li> <li>e. Will participate to the Lessons Learned and Best Practises Process post STAL22.</li> </ul>
61	NATO ACO AIRCOM (Invitation Letter by AC)	Ramstein Century 2023 (RACE 23)	20-21 Apr	TBD	<p>RACE23 is planned to be the CAX/CPX Exercise part of RALY series focused in the field of Integrated Air and Missile Defence and IAMD COE is considered by AIRCOM as a main stakeholder in the design and conduct of the Exercise. It has received high priority from SHAPE. Participation of the Centre in the activities of the Exercise, as follows:</p> <ul style="list-style-type: none"> <li>a. Participated through VTC in the Concept Development Conference (CDC), held at AIRCOM on 20 &amp; 21 February 21, with three (3) SMEs.</li> <li>b. Will participate to all additional events that are going to be scheduled during 2022 for the preparation of RACE 23.</li> </ul>

**2. Working Groups:**

PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
15	AMDC (Self-Generated)	C-UAS WG 2020 – 2021	01 Sep 20	31 Dec 21	Participation of SMEs of IAMD COE in meetings with the members, discussing training and designing ways of dealing with UAS. In the WG participated designated SMEs of the Centre who attended the regular meetings / activities of the WG. Participated in virtual NATO C-UAS Working Group – 22 September 2021 .
55	NAAG (Self-Generated)	NAAG JCG SBAMD 2021-	26 Oct 20	31 Dec 21	<ul style="list-style-type: none"> <li>• Participation of IAMD COE D&amp;S Branch SMEs in NAAG JCG SBAMD in order to define the modern requirements in the field of SBAMD while the possible contribution of the Centre in the revision of a doctrine related to IAMD is examined. A meeting of the WG in question was attended by two (2) SMEs on 27 Oct 20. Submitted comments on Capability Codes and Capability Statements i.a.w NDPP requirements. The JCG SBAMD accepted the Centre's intention to participate in "Command &amp; Control Interoperability", "Counter Emerging Air Threats Team of Experts" and "Standardization" Sub Groups. The participation of SMEs of IAMD COE is permanent with regular meetings of the members. Participation in meetings is scheduled for:</li> <li>• 12 Oct 21 (Sub Groups)</li> <li>• 13-14 Oct 21 (JCG SBAMD)</li> </ul>
63	NATO	NIAG SG 265 QRT Team  Title of the study: "SBAMD Survivability and	19 May 21	June 2023	<ul style="list-style-type: none"> <li>• Participation of IAMD COE D&amp;S Branch SMEs in:</li> <li>• Exploratory Group Meeting on 23 Mar 21</li> <li>• Kick Off Meeting on 11-12 May 21</li> <li>• Quick Response Team (QRT) Meeting on 21 Jun 21</li> <li>• 2<sup>nd</sup> Meeting Part 1 on 22 Jun 21</li> <li>• 2<sup>nd</sup> Meeting Part 2 on 24 Jun 21</li> </ul>

PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
		Effectiveness in Joint Operations when faced by a Peer State Threat			<ul style="list-style-type: none"> <li>IAMD COE D&amp;S Branch SMEs are members of Quick Response Team i.a.w the JCG SBAMD decision sheet.</li> <li>WAY AHED</li> <li>03 Sep: QRT Meeting</li> <li>07 Sep: 3<sup>rd</sup> Meeting Part 1</li> <li>09 Sep: 3<sup>rd</sup> Meeting Part 2</li> </ul>
65	NATO	Strategic Leadership Initiative	TBD	TBD	IAMD COE intends to participate with 2 SMEs, one OF-4 at the Senior SMEs Advisory Committee Board and one OF 3/4 in the Concept Monitoring Sub-Working Group

### 3. Courses & Conferences:

PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
1	Self-Generated	M4-30 Resource Management Education Programme (RMEP) Course	1 Feb 21 20 Sep 21	5 Feb 21 24 Sep 21	Cancelled due to Covid-19. Participation of FINCON is planning to take place at "C" course 20-24 Sep 2021. Otherwise in 2022.
2	Self-Generated	M7-137 NATO Quality Assurance Course	22 Feb 21 & 15 Nov 21	26 Feb 21 & 19 Nov 21	Training in NSO M7-137 NATO Quality Assurance Course. "A" course (22-26 Feb 21) took place in DL and CoE participated with one (1) officer. Planning to participate at "B" Course with one (1) Officer.



PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
3	Self-Generated	M7-126 NATO eLearning Instructional Design Course	8 Feb 21 & 27 Sep 21	26 Feb 21 & 22 Oct 21	Training in NSO M7-126 NATO eLearning Instructional Design Course. "A" course (08-26 Feb 21) took place in DL and COE participated with one (1) officer. Participation at "B" Course did not take place, since newcomer personnel were graduates of that course..
7, 12	Self-Generated	M7-51 Concept Development and Experimentation Course	24 May 21 & 11 Oct 21	28 May 21 & 15 Oct 21	Training in NSO M7-51 Concept Development and Experimentation B Course (24-28 May) took place in DL and COE participated with one (1) officer. Plan to participate with one SME in Training in NSO M7-51 Concept Development and Experimentation Course 11 – 15 Oct 21 at "B" Course.
9	Self-Generated	N3-134 Introduction to NATO Surface Based Air Defence	27 Sep 21	01 Oct 21	One (1) officer is allocated for the Training in NSO N3-134 Introduction to NATO Surface Based Air Defence
10	Self-Generated	N3-20 NATO Missile Defence Course	20 Sep 21	24 Sep 21	One (1) officer is allocated for the Training in NSO N3-134 Introduction to NATO Surface Based Air Defence
11	Self-Generated	M5-34 NATO Legal Advisor Course	8 Nov 21	19 Nov 21	Training in NSO M5-34 NATO Legal Advisor Course was turned into two weeks Distance Learning Course. Participation of IAMD COE LEGAD was cancelled due to SC involvement.
13	Self-Generated	XX-163 Lessons Learned Management Course	11 Oct 21	15 Oct 21	Training in NSO XX-163 Lessons Learned Management Course. Participation of one (1) Officer, was cancelled due to CET-P Priorities
14	Self-Generated	NATO Lessons Learned Staff	27 Sep 21	01 Oct 21	Training in NATO Lessons Learned Staff Officer Course Participation of one (1) Officer, was cancelled due to CET-P

PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
		Officer Course			Priorities.
16	Self-Generated	Standardization within NATO Course	06 Sep 21	10 Sep 21	Training in Standardization within NATO Course. Participation of one (1) Officer, was cancelled due to CET-P Priorities
17	Self-Generated	M6-108 Network Security Course	23 Aug 21	29 Oct 21	Training in M6-108 Network Security Course was cancelled due to transfer of the allocated Officer.
21	Self-Generated	Joint Air Defence Course	TBD	TBD	Cancelled due to Covid-19 constraints.
22	NATO ACT CPD	Annual CoE's Directors Conference	03 Oct 21	07 Oct 21	The Director of IAMD COE participated to the Annual COE's Directors Conference
23	Self-Generated	Annual IAMD COE meeting with JAPCC and AO COE	07 Sep 21	09 Sep 21	Conference led by JAPCC on the future of air power (multi domain). IAMD COE participated with one (1) officer.
31	NATO	NATO COE LEGADs Conference	17 Mar 21	18 Mar 21	IAMD COE participated in NATO COE LEGAD Conference
32	NATO	NATO COE FINCONs Conference	TBD	TBD	Participation in NATO COE FINCONs Conference
56	CZE UNIVERSITY OF DEFENCE	21st International Air Defence Conference	29 April 21	30 April 21	Participation in 21st International Air Defence Conference
59	DACCC	Missile Defence Planning Tool Training	08 Nov 21	12 Nov 21	Participation with two (2) Officers in order to be able to fill BMD/TBMD planning operational roles.

PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
		(AirC2IS)			
60	CAOC UEDEM	4th SBAMD CAOC U - CRC Simulation Training	11 Oct 2021	15 Oct 21	The 4th SBAMD CAOC U - CRC Simulation was included to the CET-P.
62	Self-Generated	«Drafting Production and Maintenance of NATO Standards» Course (NMIOTC)	04 Oct 21	10 Oct 21	One (1) Officer is allocated to Participate at the «Drafting Production and Maintenance of NATO Standards».

#### 4. RFS Summary:

PoW No	Customer	Project Name	Start Date	End Date	Status	Project Information and Progress
34	NWCC	NATO Warfighting Capstone Concept (19#156)	1 Jan 19	31 Dec 21	Accepted	IAMD COE accepted to participate in supporting NATO in Warfighting Capstone Concept.
35	NATO ACT	Support NATO COVID 19 LL Campaign (20#042)	20 Apr 21	31 Dec 21	Accepted	Supported ACT efforts in regards to the NATO COVID 19 LL Campaign by informing LL community about measures in personal and working level that were applied in order to confront COVID-19 pandemic.
18	NATO ACT	NATO Lessons	1 Jan 19	31 Dec 21	Accepted	IAMD COE participated in the NATO LL conference in

PoW No	Customer	Project Name	Start Date	End Date	Status	Project Information and Progress
		Learned Conference Participation (RFS 20#044)				2021. (16-18 Mar 21)
19	NATO ACT	NATO Lessons Learned Spring Week) (RFS 20#045)	Mar-May 21	Mar-May 21	Accepted	ACT LL Spring week in 2021 was cancelled
20	NATO ACT	NATO Lessons Learned Fall Week) (RFS 20#046)	Oct-Nov 21	Oct-Nov 21	Accepted	Participation of Lessons Learned SMEs of IAMD CoE in meetings and activities of the WG during the year 2021.
25	NATO ACT CPD	Annual Conference in CD&E (RFS 21#006)	25 Oct 21	28 Oct 21	Accepted	Annual Conference in CD&E will take place virtually (online VTC) and IAMD COE will participate with one (1) officer.
36	NATO ACT JDLL	COE Support to NATO LL Process (RFS 20#047)	1 Jan 19	31 Dec 21	Accepted	COE LL is requested to analyse an issue within the realm of the COEs specific area of expertise in order to develop an Analysis Report either in support of HQ SACT and JALLC or leading the study.
37	NATO JFC Naples J9	Partnership outreach Mobile Training Teams RFS 20#087)	1 Jan 19	31 Dec 21	Feasible	Training support to partner countries with MTT Main priority of IAMD COE is IAMD related courses to be delivered residually or by ADL. Those courses should be available after 2nd semester of 2022. The construction of MTTs and their disposition to the requestor (PfP, ICI & MD nations) will be reconsidered during 2022.
41	NATO	AFSC i-CONOPS	1 Jan 21	31 Dec 21	Accepted	AFSC iCONOPS development. Actions of CD&E Branch

PoW No	Customer	Project Name	Start Date	End Date	Status	Project Information and Progress
	ACT/CAPDEV	(RFS#123)				completed.
42	SHAPE	SHAPE RFS to JOINTEVAL 2021 POW (RFS 20#142)	18 Jan 21	28 Oct 21	TBA	SHAPE SDP J7 is responsible for forming the JOINTEVAL Teams with EVAL SMEs from across all of NATO in order to evaluate designated HQs.
43	NATO ACT	Missile Deterrence and Defence Study (RFS 21#001)	18 Jan 21	31 Mar 22	Accepted	Participation in Missile Deterrence and Defence war gaming and Simulation Study
44	NATO ACT	ACT CPD Branch Coordination VTCs (RFS 21#005)	25 Jan 21	31 Dec 22	Accepted	ACT CPD Branch Coordination VTCs. ACT CPD Coordination online meetings. Such as: 1.Directors Online Meeting, 2.POW Officers Coordination VTCs, 3.Pillar(CDE,DDS,ET,LLA) Coordination meetings, This RFS can be used as reference in POW related to all coordination VTCs organized by ACT JFD CPD Branch.
45	NATO ACT CPD	Support to NATO Doctrine (21#007)	21 Jan 21	31 Dec 22	Accepted	This RFS (21#007) is set to be used as Reference Number in the POW for the COE doctrinal activities Support to NATO doctrinal activities. COEs requested to support NATO doctrine by: - Being a Custodian to NATO Doctrine. - Support other doctrine by participating in WG, WT and Standardisation Boards. POW 21 items n.64,66,67 refer to more specific ongoing doctrinal activities, events, interactions for in process support to NATO or other COEs.
64	JCBRND COE	IAMD – JCBRN DEFENCE COE Collaboration	TBD	TBD		
66	CWO COE	ATP 3.2.1.5 (21#074)	01 Sep 21	01 Sep 23	Accepted	
67	CWO COE	Joint Concept of operation in	01 Sep 21	31 Dec 22	Accepted	

PoW No	Customer	Project Name	Start Date	End Date	Status	Project Information and Progress
		Cold Weather Environment (21#076)				IAMD COE requested from AJOD WG (through RFS 21#007) to Contribute in AJP 3. 3. 5 Study Draft One Revision. IAMD COE Comments were provided on the custodian of the AJP 3.3.5, and dates TBD for additional meetings of the WG.
46	NATO ACT CPD	COE Support to Education and Training activities (21#008)	28 Jan 21	31 Dec 22	Accepted	Support to the NATO requests for attending courses run by COEs. This generic RFS is to be used as a reference whenever there is a request from different NATO bodies to send students to courses run by COEs/NETFS. Also this RFS encompasses the SME support to courses executed in other NATO ETFs
47	NATO ACT CPD	COE Support to NATO in the Role of the Department Head (RFS 21#009)	28 Jan 21	31 Dec 22	Accepted	Requesting COEs support to NATO in the Role of DH or as a DH supporter. This is a generic RFS to be used as reference number by COEs that covers their tasks as DH or as supporters to DHs.

## 5. Marketing Plan

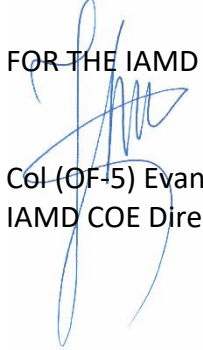
PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
6	Self-Generated	Defence Exhibition Athens	13 Jul 21	15 Jul 21	Two (2) officers of IAMD COE visited Defence Exhibition in Athens.
8	Self-Generated	Spring IAMD CoE Seminar	TBD	TBD	The organization of the Seminar was cancelled due to COVID-19 constraints.

PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
24	NATO (Self-Generated)	Annual IAMD CoE conference	TBD	TBD	Organization of the Annual IAMD COE conference was postponed due to COVID-19 constraints.
27	Self-Generated	IAMD CoE Marketing Plan	TBD	TBD	Introduction of IAMD COE Marketing Plan to ACT. The travelling details will be determined in accordance with Covid-19 restrictions.
28	Self-Generated	IAMD CoE Marketing Plan	TBD	TBD	Introduction of IAMD COE Marketing Plan to NATO HG, ACO, NCIA, CASPOA. The travelling details will be determined in accordance with Covid-19 restrictions.
29	Self-Generated	IAMD CoE Marketing Plan	TBD	TBD	Introduction of IAMD COE Marketing Plan to JAPCC. The travelling details will be determined in accordance with Covid-19 restrictions.
30	Self-Generated	IAMD CoE Marketing Plan	TBD	TBD	Introduction of IAMD COE Marketing Plan to NATO Defence College. The travelling details will be determined in accordance with Covid-19 restrictions.
33	Self-Generated	Fall IAMD CoE Seminar	TBD	TBD	Organization of a Fall IAMD COE Seminar
50	US EUCOM 10TH AAMDC	2021 European Integrated Air and Missile Defence Forum	TBD	TBD	European Integrated Air and Missile Defence Forum has been postponed and the setting of new dates is pending.

6. Miscellaneous:    ∅

**7. DIR's Statement/Summary:** This report provides a brief status on the execution of the IAMD COE POW 21. The COVID-19-Pandemic affects our current and upcoming events and staff work. For that reason, all upcoming dates and appointments mentioned in this report might be subject to short-noticed changes.

FOR THE IAMD COE:



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IAMD COE Director

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