

NATO UNCLASSIFIED



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

Souda Air Base, 73100, Chania  
<http://www.iamd-coe.org>



**Our Ref:** NU. 269

**Date:** 30 Sep 2021

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**To:** See Distribution

**SUBJECT:** IAMD COE Program of Work 2021-Revision 3

NO	RFS#*	REQUE STOR	REQUESTOR (Check the box)							END USER/ CUSTO MER* **	PROJECT/ ACTIVITY NAME	BRIEF DESCRIPTION	SUPPOR TING NATO (Y/N)	LOCATION (IF Applicable)	START DATE	END DATE	COE POC	SUPPO RTED COE PILLAR ****	REMARKS
			NATO	SN/FN/ MODs	PARTNER NATIONS	NON- NAT O	IO/ Other	Other COEs	COE SG**										
1		COE							X	COE	M4-30 Resource Management Education Programme (RMEP) Course	Training in NSO M4-30 Resource Management Education Programme (RMEP) Course	N	Obberamergau , DEU	12/4/2021 20/09/2021 6/12/2021	15/4/2021 23/09/2021 9/12/2021	Col Oruc o.oruc@iamd -coe.org	E&T	CANCELLED IN PROCESS IN PROCESS
2		COE							X	COE	M7-137 NATO Quality Assurance Course	Training in NSO M7-137 NATO Quality Assurance Course	N	Online Obberamergau , DEU	22/2/2021 15/11/2021	26/2/2021 19/11/2021	Col Oruc o.oruc@iamd -coe.org	E&T	COMPLETED IN PROCESS
3		COE							X	COE	M7-126 NATO eLearning Instructional Design	Training in NSO M7-126 NATO eLearning Instructional Design	N	Online	8/2/2021	26/2/2021	Col Oruc o.oruc@iamd	E&T	COMPLETED

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											Course	Course		Obberamergau , DEU	10/11/2021	22/10/2021	-coe.org		IN PROCESS	
4		FN		X						FN	INIOCHOS 21	Participation in Exercise INIOCHOS 21	N	Online	02/02/2021	23/04/2021	Col Oruc o.oruc@iamd -coe.org	E&T	COMPLETED	
5		DEU-NLD	X		X			X		DEU- NLD	JPOW 21	Participation in Exercise JPOW 21	Y	Vredepeel, NLD - Ramstein	1/3/2021	26/03/2021	Col Oruc o.oruc@iamd -coe.org	E&T	COMPLETED	
6		COE		X					X	COE	Defence Exhibition Athens	Visit to Defence Exhibition Athens	N	Athens, GRC	13/7/2021	15/7/2021	COL Panou e.panou@iamd -coe.org	CD&E	COMPLETED	
7		COE							X	COE	M7-51 Concept Development and Experimentation	Training in NSO M7-51 Concept Development and Experimentation Course	N	Obberamergau , DEU	24/05/2021	28/05/2021	Col Oruc o.oruc@iamd -coe.org	E&T	COMPLETED	
8		COE	X						X	NATO	Spring IAMD COE Seminar	Organization of Seminar	Y	TBD	TBD	TBD	Col Oruc o.oruc@iamd -coe.org	E&T	CANCELLED	
9		COE							X	COE	N3-134 Introduction to NATO Surface Based Air Defence	Training in NSO N3-134 Introduction to NATO Surface Based Air Defence	N	Obberamergau , DEU	27/09/2021	01/10/2021	Col Oruc o.oruc@iamd -coe.org	E&T	IN PROCESS	
10		COE							X	COE	N3-20 NATO Missile Defence Course	Training in NSO N3-20 NATO Missile Defence Course	N	Obberamergau , DEU	20/09/2021	24/09/2021	Col Oruc o.oruc@iamd -coe.org	E&T	IN PROCESS	
11		COE							X	COE	M5-34 NATO Legal Advisor Course	Training in NSO M5-34 NATO Legal Advisor Course	N	Online	08/11/2021	19/11/2021	Col Oruc o.oruc@iamd -coe.org	E&T	IN PROCESS	
12		COE							X	COE	M7-51 Concept Development and Experimentation	Training in NSO M7-51 Concept Development and Experimentation Course	N	Obberamergau , DEU	11/10/2021	15/10/2021	Col Oruc o.oruc@iamd -coe.org	E&T	IN PROCESS	
13		COE							X	COE	XX-163 Lessons Learned Management Course	Training in NSO XX-163 Lessons Learned Management Course	N	Obberamergau , DEU	11/10/2021	15/10/2021	Col Oruc o.oruc@iamd -coe.org	E&T	IN PROCESS	

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			NATO	SN/FN/ MODs	PARTNER NATIONS	NON- NAT O	IO/ Other	Other COEs	COE SG**										
14		COE							X	COE	NATO Lessons Learned Staff Officer Course	Training in NATO Lessons Learned Staff Officer Course	N	Stockholm, Sweden.	27/09/2021	1/10/2021	Col Oruc o.oruc@iamd -coe.org	E&T	IN PROCESS
15		NATO	X							NATO	Joint Unmanned Aerial Vehicle WG (MCASB/AO WG/JUAV P)	Participation in JUAV WG	Y	Online	1/9/2020	31/12/2021	COL Panou e.panou@iam d-coe.org	CD&E	IN PROCESS
16		COE							X	COE	Standardization within NATO Course	Training in Standardization within NATO course	N	Warsaw, Poland	6/9/2021	10/9/2021	LTC Koutsoukos d.koutsoukos @iamd- coe.org	DD&S	CANCELLED
17		COE							X	COE	M6-108 Network Security Course	Training in NSO M6-108 Network Security Course	N	Obberamergau , DEU	23/8/2021	29/10/2021	Col Oruc o.oruc@iamd -coe.org	E&T	CANCELLED
18	20#044	NATO ACT	X							NATO ACT	NATO Lessons Learned Conference	Participation to the NATO LL conference in 2021	Y	Online	16/03/2021	18/03/2021	COL Saridakis n.saridakis@i amd-coe.org	A&LL	COMPLETED
19	20#045	NATO ACT	X							NATO ACT	ACT Lessons Learned SPRING week	Attendance to the ACT LL SPRING week in 2021	Y	TBD	Mar-May 21 (TBD)	Mar-May 21 (TBD)	Saridakis n.saridakis@i amd-coe.org	A&LL	CANCELLED
20	20#046	NATO ACT	X							NATO ACT	ACT Lessons Learned FALL week	Attendance to the ACT LL FALL week in 2021	Y	Lisbon, Portugal	Oct-Nov 21 (TBD)	Oct-Nov 21 (TBD)	COL Saridakis n.saridakis@i amd-coe.org	A&LL	IN PROCESS
21		COE	X							COE	Joint Air Defence Course	Participation to the Air Defence Course	N	Athens, GRC	TBD	TBD	Col Oruc o.oruc@iamd -coe.org	E&T	CANCELLED
22		NATO ACT CPD	X							NATO ACT CPD	Annual COE's Directors Conference	Participation to the Annual COE's Directors Conference	Y	At the NATO Stability Policing Centre of Excellence , Vicenza, Italy	03/10/2021	06/10/2021	LTC Liodakis e.liodakis@ia md-coe.org	MISC	IN PROCESS

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			NATO	SN/FN/ MODs	PARTNER NATIONS	NON- NAT O	IO/ Other	Other COEs	COE SG**											
23		COEs						X	X	COEs	Annual IAMD CoE meeting with JAPCC and AO COE	Conference led by JAPCC on the future of air power (multi domain)	N	Essen, DEU	07/09/2021	09/09/2021	COL Panou e.panou@iamd-coe.org	MISC	IN PROCESS	
24		COE	X						X	NATO	Annual IAMD COE conference	Organization of the Annual IAMD COE conference	Y	Chania, GRC	TBD	TBD	LTC Liodakis e.liodakis@iamd-coe.org	MISC	CANCELLED	
25	21#006	NATO ACT CPD	X							NATO ACT CPD	Annual Conference in CD&E	Participation in Conference	Y	Online	25/10/2021	28/10/2021	COL Panou e.panou@iamd-coe.org	CD&E	IN PROCESS	
26		COE		X						COE	IAMD COE Steering Committee Meeting	Organization of IAMD COE Steering Committee	N	Chania, GRC	17/11/2021	18/11/2021	LTC Liodakis e.liodakis@iamd-coe.org	MISC	IN PROCESS	
27		NATO ACT	X						X	COE	IAMD COE Marketing Plan	Introduction of IAMD COE Marketing Plan to ACT	N	Norfolk, USA	TBD	TBD	LTC Liodakis e.liodakis@iamd-coe.org	MISC	IN PROCESS	
28		NATO HQ	X						X	COE	IAMD COE Marketing Plan	Introduction of IAMD COE Marketing Plan to NATO HG, ACO, NCIA,CASPOA	N	1.NATO-HQ,Brussels 2.ACO,Mons 3.NCIA,The Hague 4.CASPOA,Lyon	TBD	TBD	LTC Liodakis e.liodakis@iamd-coe.org	MISC	IN PROCESS	
29		COEs						X	X	COE	IAMD COE Marketing Plan	Introduction of IAMD COE Marketing Plan to JAPCC	N	JAPCC, Kalkar,DEU	TBD	TBD	LTC Liodakis e.liodakis@iamd-coe.org	MISC	IN PROCESS	
30		NATO Defence College	X						X	COE	IAMD COE Marketing Plan	Introduction of IAMD COE Marketing Plan to NATO Defence College	N	Rome,Italy	TBD	TBD	LTC Liodakis e.liodakis@iamd-coe.org	MISC	IN PROCESS	
31		NATO	X							NATO	NATO COE LEGADs Workshop	Participation in virtual workshop	Y	Online	17/03/2021	18/03/2021	Lt Siskou t.siskou@iamd-coe.org	LEGAD	COMPLETED	

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			NATO	SN/FN/ MODs	PARTNER NATIONS	NON- NAT O	IO/ Other	Other COEs	COE SG**										
32		NATO	X							NATO	NATO COE FINCONS Conference	Participation in Conference	Y	TBD	TBD	TBD	Cpt Baltadoros e.baltadoros @iamd- coe.org	FINCON	IN PROCESS
33		COE	X							NATO	Fall IAMD COE Seminar	Organization of Seminar	Y	TBD	TBD	TBD	Col Oruc o.oruc@iamd -coe.org	E&T	IN PROCESS
34	19#156	NWCC	X							NWCC	NATO Warfighting Capstone Concept	COE Support to NWCC	Y	TBD	01/01/2021	31/12/2021	COL Panou e.panou@iam d-coe.org	CD&E	COMPLETED
35	20#042	NATO ACT	X							NATO ACT	Support NATO COVID 19 LL Campaign	Support ACT efforts in regards to the NATO COVID 19 LL Capaign	Y	TBD	20/4/2020	31/12/2021	COL Saridakis n.saridakis@i amd-coe.org	A&LL	IN PROCESS
36	20#047	NATO ACT JDLL	X							NATO ACT JDLL	COE Support to NATO LL Process	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.	Y	TBD	01/01/2021	31/12/2021	COL Saridakis n.saridakis@i amd-coe.org	A&LL	IN PROCESS
37	20#087	NATO JFC Naples J9	X							NATO JFC Naples J9	Partnership outreach Mobile Training Teams	Training support to partner countries with MTT	Y	TBD	01/01/2021	31/12/2021	Col Oruc o.oruc@iamd -coe.org	E&T	IN PROCESS
38	20#116	NATO ACT JWC	X							NATO ACT JWC	STJU21 MEL-MIL Incident Development Workshop (IDW)	STJU21 MEL-MIL Incident Development Workshop (IDW)	Y	TBD	14/06/2021	18/06/2021	Col Oruc o.oruc@iamd -coe.org	E&T	COMPLETED
39	20#117	NATO ACT JWC	X							NATO ACT JWC	STJU21 MEL-MIL Scripting Workshop	STJU21 MEL-MIL Scripting Workshop	Y	TBD	05/07/2021	16/07/2021	Col Oruc o.oruc@iamd -coe.org	E&T	COMPLETED
40	20#118	NATO ACT JWC	X							NATO ACT JWC	STJU21 Phase IIIB Execution of Exercise	STJU21 Phase IIIB Execution of Exercise	Y	TBD	19/10/2021	28/10/2021	Col Oruc o.oruc@iamd -coe.org	E&T	IN PROCESS

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41	20#123	NATO ACT/CAPDEV	X							NATO ACT/CAP DEV		AFSC i-CONOPS	AFCS iCONOPS development	Y	TBD	01/01/2021	31/12/2021	COL Panou e.panou@iamd-coe.org	CD&E	COMPLETED
42	20#142	SHAPE	X							SHAPE		SHAPE RFS to JOINTEVAL 2021 POW	SHAPE SDP J7 is responsible for forming the JOINTEVAL Teams with EVAL SMEs from across all of NATO in order to evaluate designated HQs.	Y	TBD	18/01/2021	28/10/2021	CPT Aggelidis a.aggelidis@iamd-coe.org	E&T	IN PROCESS
43	21#001	NATO ACT	X							NATO ACT		Missile Deterrence and Defence Study	Participation in Missile Deterrence and Defence wargaming and Simulation Study	Y	TBD	18/01/2021	31/03/2022	COL Saridakis n.saridakis@iamd-coe.org	A&LL	IN PROCESS
44	21#005	NATO ACT	X							NATO ACT		ACT CPD Branch Coordination VTCs	ACT CPD Branch Coordination VTCs COEs requested to support 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. This RFS is to be used as Reference Number in the POW for the COE doctrinal activities.	Y	TBD	25/1/2021	31/12/2022	CPT Kapellas c.kapellas@iamd-coe.org	MISC	IN PROCESS
45	21#007	NATO ACT CPD	X							NATO ACT CPD		Support to NATO Doctrine	ACT CPD Branch Coordination VTCs. COEs requested to support NATO doctrine by: - Being a Custodian to NATO Doctrine. - Support other doctrine by participating in WG, WT and Standardisation Boards. This RFS is to be used as Reference Number in the POW for the COE doctrinal activities.	Y	TBD	21/01/2021	31/12/2022	LTC Koutsoukos d.koutsoukos@iamd-coe.org	DD&S	IN PROCESS

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46	21#008	NATO ACT CPD	X							NATO ACT CPD	COE Support to Education and Training activities	Support to the NATO requests for attending cousres 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	Y	TBD	28/1/2021	31/12/2022	Col Oruc o.oruc@iamd -coe.org	E&T	IN PROCESS
47	21#009	NATO ACT CPD	X							NATO ACT CPD	COE Support to NATO in the Role of the Department Head	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.	Y	TBD	28/1/2021	31/12/2022	Col Oruc o.oruc@iamd -coe.org	E&T	IN PROCESS
48		NATO ACT	X							NATO ACT	CWIX 21	Investigate Potential Contribution (IAMD fields)	Y	Bydgoszcz (Poland)	25/6/21	6/7/2021	COL Panou e.panou@iam d-coe.org	CD&E	IN PROCESS
49		NATO	X							NATO	Demonstration / Formidable Shield 2021 DVD	Participation to Demonstration/Formidable Shield 2021 DVD	Y	TBD	21/6/2021	22/6/2021	COL Saridakis n.saridakis@i amd-coe.org	A&LL	CANCELLED
50		US EUCOM 10TH AAMDC	X							US EUCOM 10TH AAMDC	2021 European Integrated Air and Missile Defense Forum	Participation to 2021 European Integrated Air and Missile Defense Forum	Y	TBD	TBD	TBD	LTC Koutsoukos d.koutsoukos @iamd- coe.org	MISC	IN PROCESS
51		NATO ACO AIRCOM	X							NATO ACO AIRCOM	RAMSTEIN AMBITION 21 (RAAM 21)	Participation to FCC	Y	Online	19/01/2021	20/01/2021	Col Oruc o.oruc@iamd -coe.org	E&T	COMPLETED
												Incident Development Group (IDG)		Online	21/01/2021	22/01/2021			COMPLETED
												Air Operation Planning Group (AOPG)		Online	01/02/2021	12/02/2021			COMPLETED
												MEL/MIL Development		Online	08/03/2021	12/03/2021			COMPLETED
												Execution Phase		AIRCOM	03/05/2021	14/05/2021			COMPLETED
52		NATO ACO AIRCOM	X							NATO ACO AIRCOM	RAMSTEIN LEGACY 22 (RALY 22)	Participation to Concept Deveolpment Conference (CDC)	Y	Online	22/02/2021	23/02/2021	Maj Rabinak p.rabinak@ia md-coe.org	E&T	COMPLETED
												Participation to IPC		AIRCOM	09/06/2021	10/06/2021			COMPLETED
												Participation to MPC		AIRCOM	02/11/2021	04/11/2021			IN PROCESS

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53		NATO	X							NATO	NATO Counter Unmanned Aerial Systems (C-UAS) Technical Interoperability Exercise (TIE) 21	Participate to planning and execution	Y	Lt Gen Best Barracks (The Netherlands)	02/11/2021	12/11/2021	COL Panou e.panou@iamd-coe.org	CD&E	IN PROCESS
54		EUCOM	X							EUCOM	Astral Knight 21 Commander Conference	Astral Knight 21 Commander Conference	Y	IAMD COE	23/02/2021	22/04/2021	LTC Iodakis e.liodakis@iamd-coe.org	MISC	COMPLETED
55		NATO	X							NATO	JCG SBAMD (Joint Capability Group Surface Based Air and Missile Defence 21)	Participation in JCG SBAMD Sub Groups	Y	TBD	20/04/2021	21/04/2021	LTC Koutsoukos d.koutsoukos@iamd-coe.org	DD&S	IN PROCESS
56		CZE UNIVERSITY OF DEFENCE		X						CZE UNIVERSITY OF DEFENCE	21st International Air Defence Conference	Participation	Y	PRAGUE (CZE)	29/4/2021	30/4/2021	Maj Rabinak p.rabinak@iamd-coe.org	E&T	COMPLETED
57		NATO JFCC	X							NATO JFCC	NIMBLE TITAN 21	Participate to planning and execution	Y	Online	29/4/2021	30/4/2021	COL Saridakis n.saridakis@iamd-coe.org	A&LL	COMPLETED
58		AIRCOM A7	X							AIRCOM A7	NATO SBAMD Common Education & Training Program (CET-P)	Participation of IAMD COE personnel in the SBAMD CET-P.	Y	AIRCOM	TBD	TBD	Maj Rabinak p.rabinak@iamd-coe.org	E&T	IN PROCESS
59		COE							X	COE	Missile Defence Planning Tool Training (on AirC2IS) Course (DACCC)	Participation with 2 staff officers in order to be able to fill BMD/TBMD planning operational roles.	N	DACCC, ITA	8-Nov-21	12-Nov-21	CPT Aggelidis a.aggelidis@iamd-coe.org	E&T	IN P ROCESS
60		CAOC UEDEM	X							CAOC UEDEM	4th SBAMD CAOC U - CRC Simulation Training	Participation in the 4th SBAMD CAOC U - CRC Simulation Training in order to work with nominated key personnel (SAM Allocator/Controller/Assistants).	Y	CAOC UEDEM	11-Oct-21	15-Oct-21	Maj Rabinak p.rabinak@iamd-coe.org	E&T	IN PROCESS

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61		SHAPE J7- AIRCOM A7	X							SHAPE J7- AIRCOM A7		STEADFAST ALLIANCE 2022 and RAMSTEIN CENTURY SERIES CDC	Participation in the STAL22 and in the RACE series since it is connected with RAMSTEIN LEGACY (RALY) series, which IAMD COE is one of the main stakeholders.	Y	TBD	TBD	TBD	Maj Rabinak p.rabinak@ia md-coe.org	E&T	IN PROCESS
62		COE							X	COE		«Drafting Production and Maintenance of NATO Standards» Course (NMIOTC)	Participation of D&S staff officer/s.	N	NMIOTC	4-Oct-21	10-Oct-21	Col Oruc o.oruc@iamd -coe.org	E&T	IN PROCESS
63		NATO								COE		NIAG SG-265 QRT “SBAMD Survivability and Effectiveness in Joint and Combined Operations when faced by a Peer State Threat”	Participation as a member of the Quick Reaction Team (QRT).	Y	TBD	19/5/2021	30/6/2023	LTC Koutsoukos d.koutsoukos @iamd- coe.org	DD&S	IN PROCESS
64		COEs								COE		IAMD-JCBRN DEFENSE COE Collaboration	Collaboration and integration between IAMD COE and JCBRN COE for:	Y	TBD	TBD	TBD	LTC Koutsoukos d.koutsoukos @iamd- coe.org	MISC	IN PROCESS
65		ACT/JFD								ACT/JFD		Strategic Leadership Initiative	Participation with 1 SME at the Senior SME Advisory Committee and 1 SME at the Concept Monitoring Subworking Group.	Y	TBD	TBD	TBD	LTC Marakis k.marakis@ia md-coe.org	SUPP ORT	IN PROCESS
66	21#074	CWO COE						X		CWO COE		ATP 3.2.1.5	COE support to the production of ATP 3.2.1.5	Y	TBD	1/9/2021	1/9/2023	LTC Koutsoukos d.koutsoukos @iamd- coe.org	DD&S	IN PROCESS
67	21#076	CWO COE						X		CWO COE		Joint Concept for Operations in Cold Weather Environments	COE support to CWO concept development	Y	TBD	1/9/2021	31/12/2023	LTC Koutsoukos d.koutsoukos @iamd- coe.org	DD&S	IN PROCESS

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68		CC SBAMD						X		CC SBAMD	Comprehensive – Integrated Air and Missile Defence (C-IAMD) Course	Familiarization with all the major aspects of (Joint) NATO IAMD, including (Theatre) Ballistic Missile Defence, Surface Based and Airborne Air Defence. The course addresses strategic, operational and tactical level aspects of IAMD	N	CC SBAMD ‘s co-located to NATO HQ AIRCOM Ramstein, Germany.	29/11/2021	12/03/2022	CPT Aggelidis a.aggelidis@i amd-coe.org	E&T	NEW ENTRY- POINT PAPER

FOR THE IAMD COE:

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IAMD COE Director

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