

**INTEGRATED AIR AND MISSILE DEFENCE  
CENTRE OF EXCELLENCE  
DRAFT BUDGET BOOK 2022**



**DRAFT BUDGET  
FOR FISCAL YEAR (FY)**

**2022**

**& ANNUAL FUNDING SCHEDULE  
& MEDIUM TERM FINANCIAL PLAN (MTFP)  
FOR FY 2023 - 2027**

*September 2021*

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**INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE**  
**FINANCIAL CONTROLLER'S**  
**SUMMARY**

**REGULATORY FRAMEWORK**

1. According to the provisions of the Integrated Air and Missile Defence Centre of Excellence (IAMD COE) Operational MOU and its Financial Administrative Procedures (FAPs):

1.1 Each year for the forthcoming Fiscal Year (FY), the Director is responsible for preparing a draft Shared Budget that shows the estimated expenditures/revenues necessary for the operation of the IAMD COE (Operational MOU, par. 10.5);

1.2 The annual Budget estimate shall be based mainly on the Programme of Work (POW) and will also include the shared costs for services and products (or supplies) necessary for the operation of the IAMD COE. The Budget shall be accompanied by an annual funding schedule, showing the shares of the SNs (FAPs, par. 10.1);

1.3 The Budget estimates shall consist of a summary of the estimated expenditure and revenue under each chapter, item and sub-item with the necessary detailed calculation and justification (FAPs, par. 11.4);

1.4 The Draft Budget shall be submitted for evaluation and approval to the Steering Committee (SC) no later than 1<sup>st</sup> September or 45 days before the meeting of the SC (whichever is earlier) of the preceding year (FAPs, par. 10.2);

1.5 Each year the Director prepares a Medium Term Financial Plan (MTFP) covering the estimated expenditures revenues of the five (5) years following the next FY. This MTFP is for planning purposes and is to be considered and noted by the SC (Operational MOU, par. 10.6);

1.6 The MTFP shall be submitted to the SC together with the Draft Budget. The MTFP shall identify, by chapters, the foreseen expenditure and revenue for the following five (5) years (FAPs, par. 16).

**PROCESS**

2. Following this regulatory framework, the Centre prepared a preliminary Draft Budget for the FY 2022 and the MTFP for FY 2023 - 2027. The Draft Budget has been prepared:

2.1 Under internal cooperation and coordination in accordance with the provisions of the FAPs and the guidance of the Financial Controller (FINCON) to the competent officials;

2.2 In accordance with the invitation letters/messages and requests to date;

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2.3 Based on the Branch/Section Heads' input data for the preparation of the POW 2022 taking into account the IAMD COE Directives 75-01 "Education and Training" and 80-01 "Projects, Activities, Tasks and Event Management";

2.4 Based both on the emerging requirements/needs and the experience acquired from the Budget execution, concerning especially the forecasts of expenditures for the current year and the activities which may be rescheduled for execution in the year 2022;

2.5 In order to cover the shared costs detailed in Annex D of the IAMD COE Operational MOU which are not specified as responsibilities of the Framework Nation (FN);

2.6 As a product of the Centre's resources management planning process, prepared under the principle of supporting the POW, ensuring the successful execution of the IAMD COE mission, in an effort to perform/complete the received Requests for Support (RfS) by the Headquarters Supreme Allied Commander Transformation (HQ SACT) as a priority, and also support the Centre's Participants and Partners in the field of IAMD according to the par. 3.3 of the IAMD COE Operational MOU (*"The IAMD COE SC ensures that the services and products requested by HQ SACT on behalf of NATO entities receive first priority. Within its capacity, the IAMD COE also supports its Participants and Partners in their efforts to enhance capability in the field of integrated air and missile defence."*);

2.7 In the context of improving the Centre's efficiency and achieving cost effectiveness simultaneously.

## **BUDGET PREPARING ANALYSIS**

3. Draft Budget for FY 2022 includes adequate provisions for the foreseeable activities during the budget year on condition that they will be acceptable by the SC by approving the respective POW. Therefore, the prepared Budget is submitted as a preliminary draft in order to be considered and to be approved in the upcoming SC meeting with the parallel approval of the POW, in accordance with the par. 13 of the FAPs.

4. The factors and parameters taken into account for the preparation of the Draft Budget are as follows:

4.1 The responsibility for ensuring that adequate levels of financial resources are available to support RfS and no critical resource shortfalls will be existed to meet the forthcoming/potential requests [based on accreditation assessment criteria - IAMD COE Accreditation Questionnaire (Q.3.11.2 & Q.3.11.4)];

4.2 The crucial role of the COVID-19 pandemic and its impacts to the manner of carrying out the activities in which the Centre participates or conducts [most of the activities are cancelled or held online (via VTC) and courses conducted by distance learning, without physical presence, which means restricting traveling, consequently, visits, hospitality - representation activities and public affairs supplies are limited, etc.];

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4.3 The provision of the par. 9.2 of the IAMD COE Operational MOU (*“Without prejudice to 9.1, the FN covers all costs for establishment and operation of the IAMD COE for fiscal year 2020.”*), on the basis of which the Centre’s needs were largely met for the current year (2021), beyond the previous one (2020). Indicatively, the following are mentioned:

4.3.1 Need of significant building maintenance (included its equipment) does not appear that it will occur for year 2021 (given the coverage of all the renovation and maintenance of the facilities by the FN in the year 2020);

4.3.2 Computers and communication systems are covered by a guarantee of at least two (2) years;

4.3.3 Stock of office supplies (paper, consumables, etc.) which was created from the year 2020 (and covers a significant part of the needs for the current year).

4.4 The context of continuing staff training in order to maintain and enhance the high level of expertise through the participation in conferences, workshops, seminars and exercises.

5. Both our responsibility for the resources entrusted by the Participants and our constant effort to achieve the optimal balance of funding and efficiency are considered as principles for this Budget plan, which has been drafted in an aspiration to provide added value and optimize the management of budgetary resources.

## **PROPOSAL**

6. In the abovementioned perspective, taking seriously into account the current juncture mainly affected by the recent sanitarian conditions of COVID-19 pandemic and making every effort to keep the Budget at proper effective levels, the 2021 Shared Budget proposal for FY 2022 is amounted to **256.000 €**, reduced by 34.000 € (11,72%) in comparison with the figures of the last MTFP [in which the amount of 290.000 € was planned as noted by the SC (1<sup>st</sup>/2020 SC meeting)], remaining at the same level as the approved Budget for year 2021.

7. Concerning the annual financial schedule for the payment of the Participants’ contributions [submission of the Calls for Funds (CFF)], it is proposed to submit two (2) CFF for the FY 2022, the first one for the contributions concerning the 25% of the Shared Budget 2022 (by 15 December 2021) and the second one during the 2nd quarter (Apr - Jun) of 2022 following the settlement of payments (finalization of expenditures of the FY 2021 and balance any existing appropriations) and the approval of any appropriations carried forward.

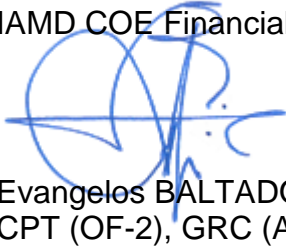
## **RESPONSIBILITY**

8. We certify that an effort has been made to avoid any contingency type of funds built into these estimates. We will elaborate the funding priorities to ensure that adequate and appropriate funding is available to serve any RfS by the HQ

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SACT and cover all the Centre's approved activities, maintaining the flexibility to handle any unexpected issues.

IAMD COE Financial Controller



Evangelos BALTADOROS  
CPT (OF-2), GRC (A)



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

**BUDGET & MEDIUM TERM FINANCIAL PLAN (MTFP)  
SC'S DECISIONS**

<b>SUBJECT</b>	<b>SC's DECISION HELD</b>	<b>SC's DECISION</b>
Budget 2021	<ul style="list-style-type: none"> <li>- 1<sup>st</sup>/2020 SC Meeting (09 - 11 Sep 20)</li> <li>- 30 Nov 20 (TUR approval via e-mail)</li> </ul>	<p>The SC approved the Shared Budget for FY 2021 at the amount of 256.000,00 €, analyzed per Chapter as follows:</p> <ul style="list-style-type: none"> <li>- Chapter 71: 34.670,00 €</li> <li>- Chapter 72: 139.830,00 €</li> <li>- Chapter 73: 81.500,00 €</li> <li>Total: <b>256.000,00 €</b> (expenditures)</li> <li>- Chapter 74: 200,00 €</li> <li>Total: <b>200,00 €</b> (revenues)</li> </ul>
Medium Term Financial Plan (MTFP) 2021-2025	<ul style="list-style-type: none"> <li>- 1<sup>st</sup>/2020 SC Meeting (09 - 11 Sep 20)</li> </ul>	<p>The SC noted the submitted -presented MTFP 2021-2025 with the following figures for the FY 2022:</p> <ul style="list-style-type: none"> <li>- Chapter 71: 35.000,00 €</li> <li>- Chapter 72: 155.000,00 €</li> <li>- Chapter 73: 100.000,00 €</li> <li>Total: <b>290.000,00 €</b> (expenditures)</li> <li>- Chapter 74: 200,00 €</li> <li>Total: <b>200,00 €</b> (revenues)</li> </ul>

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 INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE

**DETAILED DRAFT BUDGET 2022**

(based on Annex C of FAPs)

CISI			Annotation	FY 2020 <sup>(1)</sup>		FY 2021			FY 2022
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures <sup>(2)</sup>	Appropriations carried forward <sup>(3)</sup>	Appropriations requested
71 Personnel	01 Consultants	01	Consultants and Temporary Staff	-	-	7.000,00	0,00	-	0,00
		02	Academic Expenses	-	-	5.000,00	≤ 3.600	-	3.000,00
		03	Research Project Contracts	-	-	0,00	0 - 13.000	-	12.000,00
	02 Training	01	Transportation	-	-	12.000,00	500 - 3.000	-	6.000,00
		02	Course Fee	-	-	10.670,00	2.450 - 7.920	-	9.225,00
TOTAL				-	-	34.670,00	≤ 27.520	-	30.225,00

**JUSTIFICATION**

**CISI BREAKDOWN**

- 710101** No temporary staff is scheduled to be hired/used for the FY 2022. Any consulting needs are estimated to be met by contractors.
- 710102** Expenditures concerning transportation costs (flight, local transportation, lodging, etc.) for invited lectures/facilitators or mentors for the conduction of courses, seminars, conferences, workshops, etc. with physical presence. The type of reimbursable expenditures and the ceiling prices will be defined in the respective Honorarium Contracts or any other contractual agreements/contracts with the invited personnel. The cost estimation of 3.000 € is based on the potential cooperation/contract with the Institut Français D'enseignement Stratégique et Opératif (IFESO) and other relevant lectures.
- 710103** Contracts with academic institutions, research centres or other relevant economic operators for projects in the area of the IAMD. The cost estimation of 13.000 € is based on the potential cooperation/contract with the IFESO and other similar operators.
- 710201** Shared funds for travel expenses to attend courses and seminars in the context of staff training [*"POW related travel expenses (transportation costs)"* and *"Education and training related to the execution of the POW (transportation costs)"* according to the IAMD COE Operational MOU, Annex D, par. 3a - 3b]. Indicative calculation breakdown is depicted in the Section "Breakdown of Travel Expenses and Fees" as below.
- 710202** Shared funds for education and training costs concerning tuition fees [*"course and seminar fees"* according to the IAMD COE Operational MOU, Annex D, par. 3b]. Indicative calculation breakdown is depicted in the Section "Breakdown of Travel Expenses and Fees" as below.

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CISI			Annotation	FY 2020 <sup>(1)</sup>		FY 2021			FY 2022
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures <sup>(2)</sup>	Appropriations carried forward <sup>(3)</sup>	Appropriations requested
72 Contractual Supplies and Services	01 Printing and Photocopying	01	Printing and Photo-copying Rental/Lease	-	-	0,00	0,00	-	0,00
		02	Printing and Photo-copying Consumables	-	-	0,00	0,00	-	1.000,00
	02 Public Affairs	01	Public Affairs Supplies	-	-	10.000,00	≤ 10.000	-	10.000,00
		02	Hospitality and Representation	-	-	10.000,00	≤ 10.000	-	10.000,00
	03 Utilities	01	Electricity	-	-	10.800,00	4.800 - 6.000	-	7.000,00
		02	Water and Sewage	-	-	3.000,00	720 - 1.000	-	1.000,00
		03	Heating and Cooling	-	-	2.500,00	750 - 1.000	-	1.200,00

#### JUSTIFICATION

##### CISI BREAKDOWN

- 720101** No printing and photocopying rental or leasing is estimated to be needed for the FY 2022.
- 720102** Printing and photocopying consumables for copiers and printers.
- 720201** Advertisement related equipment and expenses that are presented to official guests. Includes Public Information & Affairs Officer supplies such as agendas, pens, banners, coins, mugs, bags, flyers, etc..
- 720202** Credits to cover reception expenses for visits of VIPs throughout the year and the need to establish, preserve and enhance the good level of public relations in local society. Includes coffee tables, official daily meals, refreshments and dinners, ice-breakers, etc. for the quests, visitors and invited persons.
- 720301** Electricity expenses for the IAMD COE facilities [estimated cost: 400-580 € (monthly cost range) x 12 months: 4.800-6.960 €].
- 720302** Water and sewage expenses for the IAMD COE facilities [estimated cost: 60-83 € (monthly cost range) x 12 months: 720-996 €].
- 720303** The cost of consumption for heating [from November to April (150 days) - estimated cost: 150-200 € (monthly cost range) x 5 months= 750-1.000 € - forecast for additional 20% expenses depending on the weather conditions].

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CISI			Annotation	FY 2020 <sup>(1)</sup>		FY 2021			FY 2022
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures <sup>(2)</sup>	Appropriations carried forward <sup>(3)</sup>	Appropriations requested
72 Contractual Supplies and Services	04 Facilities and Buildings	01	Rental of Minor Facilities	-	-	3.000,00	≤ 3.000	-	4.000,00
		02	Minor Building maintenance	-	-	13.000,00	≤ 2.000	-	3.000,00
		03	Facilities and Buildings Equipment maintenance	-	-	2.500,00	≤ 1.000	-	500,00
		04	Facilities and Buildings Services	-	-	15.000,00	3.200 - 5.000	-	5.000,00
	05 Computers	01	Computers Rental and Operational Lease	-	-	0,00	0,00	-	0,00
		02	Computers Spare/Repair Parts	-	-	1.000,00	≤ 1.000	-	500,00
		03	Computers Maintenance	-	-	2.000,00	0,00	-	500,00
		04	Computers Services	-	-	7.000,00	1.000 - 7.000	-	7.000,00

#### JUSTIFICATION

##### CISI BREAKDOWN

- 720401 Rentals of conference rooms for conducting/hosting events (workshops, conferences, courses, seminars, etc.).
- 720402 Credits for routine (preventive or minor) maintenance of building.
- 720403 Credits for maintenance or repair of furniture and office equipment, air-conditioning and heating systems.
- 720404 Cleaning services (including cleaning materials), garbage collection/disposal (included related materials as cans, etc.), disinfection - decontamination services and refilling/annual inspection of the fire extinguishers {estimated cost: [1,5 (hour for one cleaner) per working day x 4,356 € (price per hour) x 260 (working days per year)] ≈ 1.700 € + [40 € (cleaning materials per month) x 12 months] = 480 € + [85 € (average monthly cost for garbage) x 12 months] 1.020 € = 3.200 € & other services described as above ≈ 1.800 €, total: 5.000 €}.
- 720501 No computers rental or leasing is estimated to be needed for the FY 2022.
- 720502 Credits for various parts (switches, special cables, flash memory and other small IT equipment).
- 720503 Maintenance of PCs, TVs, tablets and their relevant peripherals (UPS, etc.).
- 720504 Procurement of new licenses, website creation/building, renewal of subscription and prolongation for warranties and licenses: antivirus, firewall, imaging, etc..

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CISI			Annotation	FY 2020 <sup>(1)</sup>		FY 2021			FY 2022
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures <sup>(2)</sup>	Appropriations carried forward <sup>(3)</sup>	Appropriations requested
72 Contractual Supplies and Services	06 Communication Systems	01	Communication Systems Rental and Operational Lease	-	-	0,00	0,00	-	0,00
		02	Communication Systems Spare Parts and Consumables	-	-	0,00	0,00	-	500,00
		03	Communication Systems Maintenance	-	-	2.000,00	≤ 1.000	-	0,00
		04	Communication Systems Services	-	-	8.000,00	≤ 8.000	-	8.000,00
	07 Mission Carriers	01	Mission carriers Rental and Operational Lease	-	-	2.000,00	≤ 2.000	-	2.800,00
		02	Mission carriers Maintenance	-	-	2.400,00	≤ 2.400	-	1.500,00
		03	Mission carriers Fuel Costs	-	-	2.130,00	1.400 - 2.000	-	2.150,00
		04	Mission carriers Insurance	-	-	0,00	0,00	-	0,00

**JUSTIFICATION**

**CISI BREAKDOWN**

- 720601 No rental or leasing of communication equipment (amplifiers, PA system, etc.) is estimated to be needed for the FY 2022.
- 720602 Credits for various parts necessary for repair of the communication systems including minor communication products (cables, switches, etc.).
- 720603 No maintenance of wired networks (fiber optic, cabling infrastructure) is estimated to be needed for the FY 2022.
- 720604 Telephone (commercial lines) and mobile telephony charges including internet connection.
- 720701 Credits for rental of vehicles (buses, minivans, etc.) for the IAMD COE visitors - guests and trainees.
- 720702 Credits for the annual service of the vehicle and the expenditures for any spare parts/maintenance material (tyres, lubricants, etc.).
- 720703 Fuel consumption expenses [estimated cost: 2.150 lt x 1 € (average price per lt) = 2.150 €].
- 720704 No insurance expenditures for the IAMD COE's vehicles arise [the Centre's official vehicles are exempted from compulsory insurance in accordance with the provisions of the Paris Protocol and the Article 13, par. 13.2 of the Agreement between the Hellenic Republic and the Supreme Headquarters Allied Powers Europe (SHAPE) on the Special Conditions Applicable to the Establishment and Operation on Greek Territory of International Military Headquarters, dated 15 September 1999].

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CISI			Annotation	FY 2020 <sup>(1)</sup>		FY 2021			FY 2022
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures <sup>(2)</sup>	Appropriations carried forward <sup>(3)</sup>	Appropriations requested
72 Contractual Supplies and Services	08 Travel	01	Transportation	-	-	21.800,00	≤ 6.000	-	29.500,00
		02	Participation fee	-	-	2.500,00	≤ 1.000	-	2.000,00
	09 Other Expenditures	01	Literature and Periodicals	-	-	2.000,00	1.000 - 2.000	-	2.500,00
		02	Office supplies	-	-	4.000,00	≤ 4.000	-	4.000,00
		03	Bank charges	-	-	500,00	≤ 100	-	125,00
		04	Postal/shipping services	-	-	700,00	0,00	-	0,00
		05	Miscellaneous Supplies	-	-	6.000,00	≤ 6.000	-	6.000,00
		06	Miscellaneous Services	-	-	6.000,00	≤ 6.000	-	6.000,00
CHAPTER 72 - TOTAL				-	-	139.830,00	≤ 87.500	-	115.775,00

**JUSTIFICATION**

**CISI BREAKDOWN**

- 720801** Shared funds for travel expenses to participate in POW (non-courses) activities concerning exercises, conferences, working groups, seminars, meetings and forums [*"POW related travel expenses (transportation costs)"*] according to the IAMD COE Operational MOU, Annex D, par. 3a]. Indicative calculation breakdown is depicted in the Section "Breakdown of Travel Expenses and Fees" as below.
- 720802** Shared funds for participation fees to [*"Education and training related to the execution of the POW (... seminar fees)"*] and [*"POW related conference fees"*] according to the IAMD COE Operational MOU, Annex D, par. 3b-3c]. Indicative calculation breakdown is depicted in the Section "Breakdown of Travel Expenses and Fees" as below.
- 720901** Credits for books, magazines (included electronic types, subscriptions to e-libraries, etc.) related to IAMD area or/and Centre's activities.
- 720902** Credits for various office consumables and relevant equipment (print paper, pens, highlighters, markers, erasers, folders, boards, etc.).
- 720903** Credits for charges that occur from bank services and payments (remittance costs, card expenses, foreign exchange for payments, etc.).
- 720904** No postal/shipping services are estimated to be borne the Shared Budget for FY 2022 [use of military postal services provided by the FN free of charge with ongoing support (according to the IAMD COE Operational MOU, Annex C, par. 2bvii)].
- 720905** Credits for purchase of various goods that are not covered/not described by the Chapter 72 other codes (CISIs).
- 720906** Credits for services - works that are not covered/not described by the Chapter 72 other codes (CISIs).

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CISI			Annotation	FY 2020 <sup>(1)</sup>		FY 2021			FY 2022
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures <sup>(2)</sup>	Appropriations carried forward <sup>(3)</sup>	Appropriations requested
73 Capital and Investments	0001		Computers	-	-	10,000.00	≤ 10.000	-	10.000,00
	0002		Communications	-	-	70,000.00	≤ 20.000	-	70.000,00
	0003		Furniture and Office Equipment	-	-	0.00	0.00	-	0,00
	0004		Vehicles	-	-	0.00	0.00	-	30.000,00
	0005		Machinery	-	-	1,500.00	0.00	-	0,00
	0006		Installed Equipment	-	-	0.00	0.00	-	0,00
	0007		Buildings	-	-	0.00	0.00	-	0,00
CHAPTER 73 - TOTAL				-	-	81.500,00	≤ 30.000	-	110.000,00
TOTAL EXPENDITURES				-	-	256.000,00	≤ 145.020	-	256.000,00

**JUSTIFICATION**

**CISI BREAKDOWN**

- 730001 Credits for purchase of computers (included personal computers, laptops, tablets and other relevant equipment).
- 730002 Credits for purchase of software/hardware required to extend / update communications infrastructure and capabilities (included servers, cameras for VTC, audio-visual means such as TVs, projectors, microphone equipment, etc. and other relevant hardware/equipment).
- 730003 No furniture and office equipment investments are estimated to be needed for the FY 2022.
- 730004 Credits for the purchase of 1-2 vehicles (minibuses) to serve the transport of the Centre's trainees, visitors and associates. The depreciation of the acquisition value of the vehicles is estimated at ten (10) years which is deemed as cost-effective and efficient, given the counterbalance of vehicle rental costs.
- 730005 No machinery purchases are estimated to be needed for the FY 2022.
- 730006 No credits for installed equipment investments are estimated to be needed for the FY 2022.
- 730007 No credits for buildings investments are estimated to be needed for the FY 2022.



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CISI			Annotation	FY 2020 <sup>(1)</sup>		FY 2021	FY 2022
Chapter	Item	Sub-item		Revenues forecasted	Actual revenues	Revenues forecasted	Forecast of Revenues
74 Revenues	0001		Tuition Fees	-	-	0,00	0,00
	0002		Studies and Publications	-	-	0,00	0,00
	0003		Interest Income	-	-	600,00	600,00
	0004		Sponsoring	-	-	0,00	0,00
	0005		Miscellaneous	-	-	0,00	0,00
<b>CHAPTER 74 - TOTAL</b>				-	-	<b>600,00</b>	<b>600,00</b>

**JUSTIFICATION**

**CISI BREAKDOWN**

- 740001 No tuition fees to be received foreseen for the FY 2022.  
740002 No Centre's activity for receiving tuition fees has been defined yet (not scheduled so far).  
740003 Bank interest foreseen to be received based on the current bank interest rate (0,30%).  
740004 No sponsoring offer/agreement existed.  
730005 No other sources of revenues are expected/foreseen for the FY 2022.

**REMARKS:**

- (1) No data for appropriations approved and actual expenditures provided for the previous year (FY 2020) given that the FN covered all costs for establishment and operation of the Centre for FY 2020 (in accordance with the IAMD COE Operational MOU, par. 9.2). For the same reason, no revenues forecasted/occur for the FY 2020.
- (2) Forecasts of expenditures for current year (FY 2021) is based on a preliminary (up to Aug 21) estimate/assessment of the current status of expenses and the upcoming/predictable payments, taking into account the COVID-19 pandemic impacts and the FN's support, as analyzed in the Financial Controller's introductory notes (par. 4.2 - 4.3). In case significant discrepancies occur in the recorded forecasts, an update will be submitted/notified to SC (by the upcoming SC meeting).
- (3) In accordance with the FAPs, par. 17.5, no appropriations are to be carried forward from the previous FY (2020) to the current one (2021) in view of the fact that no Shared Budget existed for the FY 2020.

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**DRAFT BUDGET 2022 SUMMARY**

CHAPTER	DESCRIPTION	BUDGET FY 2021	MTFP FY 2022	DRAFT BUDGET FY 2022
71	Personnel	34.670,00	35.000,00	30.225,00
72	Contractual Supplies and Services	139.830,00	155.000,00	115.775,00
73	Capital and Investments	81.500,00	100.000,00	110.000,00
<b>TOTAL EXPENDITURES</b>		<b>256.000,00</b>	<b>290.000,00</b>	<b>256.000,00</b>
74	Revenues	200,00	200,00	600,00
<b>TOTAL REVENUES</b>		<b>200,00</b>	<b>200,00</b>	<b>600,00</b>

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**INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE**  
**ANNUAL FUNDING SCHEDULE FOR FY 2022**

TIMETABLE	2021			2022								
	NOV	DEC		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Bulgaria	By 30 Nov 21 approval of the Budget 2022		1 <sup>st</sup> CFF payment								2 <sup>nd</sup> CFF payment	
Czech Republic												
Greece												
Romania												
Turkey												
IAMD COE		Submission (by 15 Dec 21) of the 1 <sup>st</sup> Call for Fund (CFF) for FY 2022 (up to 25% of the approved budget)		Finalizing the expenditures for FY 2021 (submit proposal for appropriations to carried forward and the Financial Statements for FY 2021)			Submission of the 2 <sup>nd</sup> CFF for FY 2022 (up to 75% of the approved budget)					

**CFFs FOR FY 2022:**

Participant	Assigned Positions	Percentage (cost share formula)	Maximum Share/ contribution	1 <sup>st</sup> CFF (up to 25%)	2 <sup>nd</sup> CFF (up to 75%)	2 <sup>nd</sup> CFF forecast [in case of (unused appropriations + revenues for FY 2021) = 111.580 (256.000 - 145.020 max. estimated expenses + 600 revenues for 2021)]
Bulgaria	1	6,25% (1/16)	16.000,00	4.000,00 (16.000 x 1/16)	12.000 - (unused appropriations + revenues for FY 2021) x 1/16	5.026,25
Czech Republic	1	6,25% (1/16)	16.000,00	4.000,00 (16.000 x 1/16)	12.000 - (unused appropriations + revenues for FY 2021) x 1/16	5.026,25
Greece	11	68,75% (11/16)	176.000,00	44.000,00 (16.000 x 11/16)	132.000 - (unused appropriations + revenues for FY 2021) x 11/16	55.288,75
Romania	1	6,25% (1/16)	16.000,00	4.000,00 (16.000 x 1/16)	12.000 - (unused appropriations + revenues for FY 2021) x 1/16	5.026,25
Turkey	2	12,50% (2/16)	32.000,00	8.000,00 (16.000 x 2/16)	24.000 - (unused appropriations + revenues for FY 2021) x 2/16	10.052,50
<b>TOTAL</b>	<b>16</b>	<b>100,00% (16/16)</b>	<b>256.000,00</b>	<b>≤ 64.000,00</b>	<b>≤ 192.000,00</b>	<b>≤ 80.420</b>

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**MEDIUM TERM FINANCIAL PLAN (MTFP) 2023-2027**

CHAPTER	DESCRIPTION	FY				
		2023	2024	2025	2026	2027
71	Personnel	26.000,00	25.000,00	25.000,00	25.000,00	25.000,00
72	Contractual Supplies and Services	120.000,00	145.000,00	145.000,00	145.000,00	145.000,00
73	Capital and Investments	110.000,00	110.000,00	110.000,00	110.000,00	110.000,00
<b>TOTAL EXPENDITURES</b>		<b>256.000,00</b>	<b>280.000,00</b>	<b>280.000,00</b>	<b>280.000,00</b>	<b>280.000,00</b>
74	Revenues	2.000,00	2.000,00	5.000,00	10.000,00	15.000,00
<b>TOTAL REVENUES</b>		<b>2.000,00</b>	<b>2.000,00</b>	<b>5.000,00</b>	<b>10.000,00</b>	<b>15.000,00</b>

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

**BREAKDOWN OF TRAVEL EXPENSES AND FEES**

S/N	REQUESTOR/ RFS	COURSE DESCRIPTION	LOCATION	TRAVELS/ OFFICERS TO PARTICIPATE	CISI				REMARKS
					710201 (travel)	710202 (fees)	720801 (travel)	720802 (fees)	
1	IAMD COE	NSO M4-30 Resource Management Education Programme (RMEP) Course	Oberammergau, Germany	1	400,00	550,00			IAW NATO School Oberammergau (NSO) Financial Agreement for Academic Year 2022, the tuition fees are as follows:  - 550 € for 1-week courses (including 4-day courses) - 1.100 € for 2-week courses - 3.500 € for 10-week cyber courses - 1.300 € for the M7-126 course - DL courses will be charged at the same tuition rate as the equivalent residential course.  The costing of the travel expenses was made under the assumption of average cost of travel to Europe (mostly to Munich, Oberammergau) in the amount of 400 € per travel (weighting and taking into account the probability of any cancellations e.g. due to COVID-19 restrictions, etc.).
2	IAMD COE	NSO M7-137 NATO Quality Assurance Course	Oberammergau, Germany	2	800,00	1.100,00			
3	IAMD COE	NSO M7-126 NATO eLearning Instructional Design Course Distance Learning (DL)	Oberammergau, Germany	1		1.300,00			
4	IAMD COE	NSO M7-51 Concept Development and Experimentation Course	Oberammergau, Germany	1	400,00	550,00			
5	IAMD COE	NSO N3-20 NATO Missile Defence Course	Oberammergau, Germany	2	800,00	1.100,00			
6	IAMD COE	NSO M5-34 NATO Legal Advisor Course	Oberammergau, Germany	1	400,00	550,00			
7	IAMD COE	NSO N7-163 Lessons Learned Management Course	Oberammergau, Germany	1	400,00	550,00			
8	IAMD COE	NSO S7-136 NATO Systems Approach to Training Course	Oberammergau, Germany	2	800,00	1.100,00			
9	IAMD COE	NSO M5-32 NATO Staff Officer Orientation Course (DL)	Oberammergau, Germany	1		550,00			
10	IAMD COE	NSO N1-38 NATO Security Course	Oberammergau, Germany	1	400,00	550,00			
11	IAMD COE	Allied Joint Doctrine Development Course	Budapest, Hungary	1	400,00	390,00			
12	IAMD COE	DACCC BMD-MD-34413 Missile Defence Planning Training Tool (AirC2IS) Course	Poggio Renatico, Italy	2	800,00				
13	IAMD COE	Standardization within NATO Course	Warsaw, Poland	1	400,00	485,00			
14	IAMD COE	NMIOTC 25000 Drafting, production and maintenance of NATO Standards Course	Chania, Greece	1		450,00			
<b>TOTAL</b>					<b>6.000,00</b>	<b>9.225,00</b>	<b>-</b>	<b>-</b>	

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S/N	REQUESTOR/ RFS	ACTIVITY DESCRIPTION	LOCATION	TRAVELS/ OFFICERS TO PARTICIPATE	CISI				REMARKS
					710201 (travel)	710202 (fees)	720801 (travel)	720802 (fees)	
1	NATO ACO AIRCOM	IAMD Common Education & Training Plan (CET-P) Mobile Training Teams (MTTs)	HQ AIRCOM, Ram- stein, Germany	5			2.500,00		The costing of the travel expenses was made under the assumption of average cost of travel [mostly to Europe (85%) and secondly to USA (15%)] in the amount of 500 € per travel.
2			TBD	2			1.000,00		
3	NATO ACO AIRCOM	IAMD Common Education & Training Plan (CET-P) Hand Over Take Over (HOTO) Procedure HQ AIRCOM and CAOC UEDEM	TBD	3			1.500,00		
4	NATO ACO AIRCOM	Planning conferences and execution - Exercise STEADFAST ALLIANCE 22 (STAL 22)	TBD	2			1.000,00		
5	NATO ACO AIRCOM	Planning conferences and execution - Exercise RAMSTEIN LEGACY 22 (RALY 22)	AIRCOM, Ramstein, Germany (FPC)	1			500,00		
6	NATO ACO AIRCOM		Execution Phase (POL, LTU, EST, LVA)	2			1.000,00		
7	NATO ACO AIRCOM		AIRCOM, Ramstein, Germany	2			1.000,00		
8	NATO ACO AIRCOM	Planning conferences and execution - Exercise RAMSTEIN CENTURY 23 (RACE 23)	AIRCOM, Ramstein, Germany (IPC, MPC, FPC)	2			1.000,00		
9	NATO JFCC	Planning and execution - Exercise NIMBLE TITAN 23	TBD	1			500,00		
10	EUCOM	Exercise Astral Knight 22 (as part of HOTO for RALY 22)	TBD	1			500,00		
11	NATO	Working Group (WG) Joint Unmanned Aerial Vehicle WG (MCASB/AO WG/JUAV P)	TBD	1			500,00		
12	NATO ACT/ 20#045	ACT Lessons Learned (LL) Spring Week	TBD	1			500,00		
13	NATO ACT/ 20#046	ACT Lessons Learned (LL) Fall Week	TBD	1			500,00		

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S/N	REQUESTOR/ RFS	ACTIVITY DESCRIPTION	LOCATION	TRAVELS/ OFFICERS TO PARTICIPATE	CISI				REMARKS
					710201 (travel)	710202 (fees)	720801 (travel)	720802 (fees)	
14	AIRCOM	IAMD Annual Discipline Conference 2022	TBD	2			1.000,00		
15	NATO ACT/ 21#006	CD&E Annual Conference 2022	TBD	1			500,00		
16	NATO ACT/ 20#044	LL Annual Conference 2022	TBD	1			500,00		
17	NATO	LEGADs Workshop / Conference 2022	TBD	1			500,00		
18	NATO	FINCONs Workshop / Conference 2022	TBD	1			500,00		
19	NATO	COEs' Directors Annual Conference 2022	TBD	1			500,00		
20	COEs	Annual IAMD CoE meeting with JAPCC (led by the JAPCC)	TBD	1			500,00		
21	COEs	Annual IAMD CoE meeting with AO COE (led by the AO COE)	TBD	1			500,00		
22	US EUCOM 10TH AAMDC	European Integrated Air and Missile Defense Forum 2022	TBD	1			500,00		
23	CZE UNIVERSITY OF DEFENCE	International Air Defence Conference	Prague, Czech Republic	1			500,00		
24	NATO	JCG SBAMD C2I WG 2022 (Joint Capability Group Surface Based Air and Missile Defence 2022)	TBD	1			500,00		
25	NATO	JCG SBAMD C-EAT WG 2022 (Joint Capability Group Surface Based Air and Missile Defence 2022)	TBD	1			500,00		
26	NATO	IAMD Common Education & Training Plan (CET-P) WG meetings and "Train the Trainers"	TBD	1			500,00		

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S/N	REQUESTOR/ RFS	ACTIVITY DESCRIPTION	LOCATION	TRAVELS/ OFFICERS TO PARTICIPATE	CISI				REMARKS
					710201 (travel)	710202 (fees)	720801 (travel)	720802 (fees)	
27	NATO ACT	Allied Joint Doctrine Working Group (AJOD WG)	TBD	1			500,00		
28	NATO	Support NIAG SG as a member of Quick Response Team	TBD	1			500,00		
29	NATO	C-RAM HVP - # Specialist Team Meeting	TBD	1			500,00		
30	HQ SACT JDLL	ACT LL Fall WG 2022	TBD	1			500,00		
31	HQ SACT JDLL	ACT LL Spring WG 2022	TBD	1			500,00		
32	HQ SACT JDLL	NATO LL Conference 2022	TBD	1			500,00		
33	NWCC/ 19#156	NATO Warfighting Capstone Concept	TBD	1			500,00		
34	NATO JFC Naples J9/ 20#087	Partnership outreach Mobile Training Teams	TBD	1			500,00		
35	NATO ACT/ 21#007	NATO doctrinal activities	TBD	1			500,00		
36	CWO COE/ 21#074	Production of ATP 3.2.1.5 "Conduct of Land Operations in Cold Weather Environments"	Prague, Czech Republic	1			500,00		
37	NATO	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).	TBD	1			500,00		
38	HQ SACT	Requests for Support by HQ SACT	TBD	TBD			5.000,00		Forecast of appropriations (5.000 €) for travels concerning new RFS by HQ SACT (IAW the IAMC COE Operational MOU, par. 3.3)
39		Conference - participation fees for the above-mentioned activities	TBD	TBD				2.000,00	Under the assumption of 100 € (average cost) for participation fees in 20 activities (from the 39 recorded)
<b>TOTAL</b>					-	-	<b>29.500,00</b>	<b>2.000,00</b>	

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