



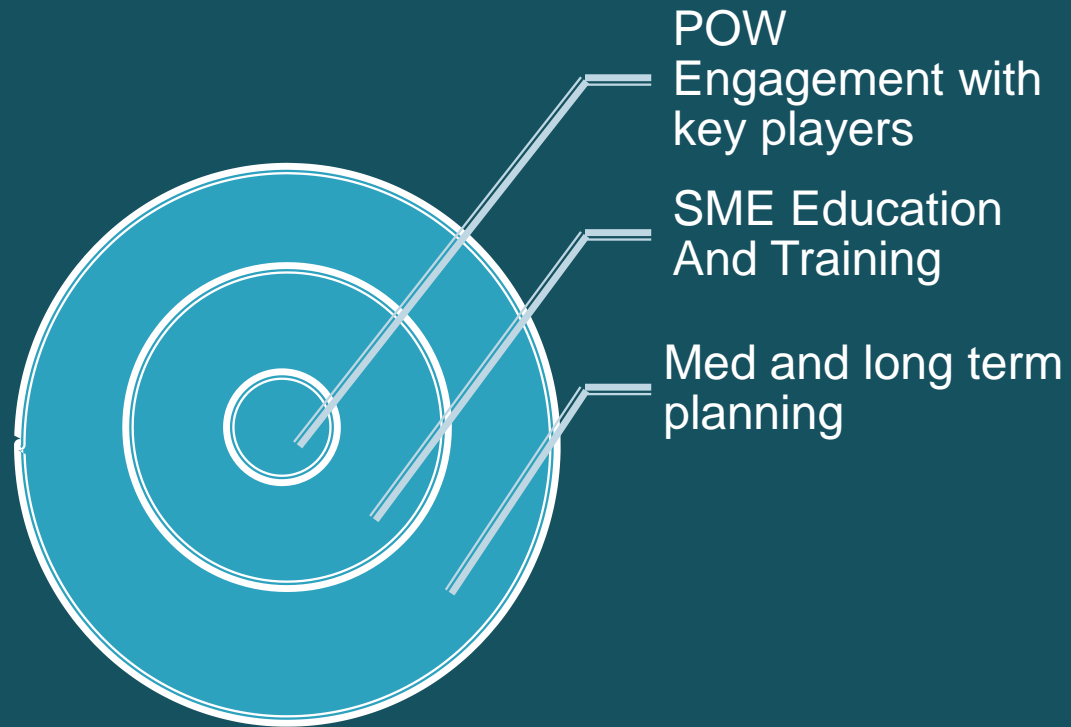
## AGENDA ITEM: 2a-RAP Topic 7 POW 2021: Current Status Update



20'

CPT (OF-2) Christos KAPELLAS, GRC AR  
A&LL Branch – POW Manager





	<b>Specific</b>	<i>A precise outcome</i>
	<b>Measurable</b>	<i>A defined figure to demonstrate the objective has been achieved</i>
	<b>Achievable</b>	<i>Realistic, given the resources</i>
	<b>Relevant</b>	<i>Directly linked to the goal</i>
	<b>Time Specific</b>	<i>Expectations of when the objectives will be achieved</i>



# POW 2021 Summary Status Update

## Courses – Trainings (1/3)



No	Date	Title	Location	Remarks
1	20-24 Sep	M4-30 Resource Management Education Programme (RMEP) Course	Oberammergau, DEU	Cancelled
2	15-19 Nov	M7-137 NATO Quality Assurance Course	Oberammergau, DEU	In Progress
3	27 Sep-22 Nov	M7-126 NATO eLearning Instructional Design Course	Oberammergau, DEU	Cancelled
4	11-15 Oct	M7-51 Concept Development and Experimentation	Oberammergau, DEU	Completed
5	27 Sep-01 Oct	N3-134 Introduction to NATO Surface Based Air Defence	Oberammergau, DEU	Completed
6	20-24 Sep	N3-20 NATO Missile Defence Course	Oberammergau, DEU	Completed



## POW 2021 Summary Status Update Courses – Trainings (2/3)



No	Date	Title	Location	Remarks
7	08-19 Nov	M5-34 NATO Legal Advisor Course	Oberammergau, DEU	Cancelled
8	11-15 Oct	NSO XX-163 Lessons Learned Management Course	Oberammergau, DEU	Cancelled
9	27 Sep-01 Oct	NATO Lessons Learned Staff Officer Course	Stockholm, SWE	Cancelled
10	06-10 Sep	Standardization within NATO Course	Warsaw, POL	Cancelled
11	23 Aug-29 Oct	M6-108 Network Security Course	Oberammergau, DEU	Cancelled
12	TBD	Joint Air Defence Course	Athens, GRC	Cancelled
13	8-12 Nov	Missile Defence Planning Tool Training (on AirC2IS) Course	DACCC, ITA	Completed





# POW 2021 Summary Status Update

## Courses – Trainings (3/3)



No	Date	Title	Location	Remarks
14	04-10 Oct	Drafting Production and Maintenance of NATO Standards» Course (NMIOTC 25000)	NMIOTC, GRC	Completed
15	11-15 Oct	4th SBAMD CAOC U - CRC Simulation Training	Uedem, DEU	Completed
16	15-19 Nov 29 Nov- 03 Dec	IAMD CET-P	CAOC TJ, SPA - SLO	In Progress



## POW 2021 Exercises Engagement (1/2)



No	Date	Title		Location	Remarks
1	14 Jun-28 Oct	Steadfast Jupiter 21 (STJU21)		JWC, NOR	Cancelled
2	23 Feb-2022	Ramstein Legacy 22 (RALY 22)		AIRCOM DEU	In Progress
3	7-25 Jun	Coalition Warrior Interoperability Exercise 21 (CWIX 21)		Poland, POL	Completed
4	19 Jan-14 May	Ramstein Ambition 21 (RAAM 21)		Online	Completed
5	23 Feb-21 Apr	Astral Knight 21 (AK 21)	Commanders' Conference	Chania, GRC	Completed
			Planning and Post Execution Assessment	Online	Completed
6	18-23 Apr	Nimble Titan 21 Conflict Event		Online	Completed



## POW 2021 Exercises Engagement (2/2)



No	Date	Title	Location	Remarks
7	01-21 Mar	Joint Project Optic Windmill 2021 (JPOW 21)	AIRCOM	Cancelled
8	02-11 Nov	Technical Interoperability Exercise (TIE 21)	De Peel, NLD	Completed
9	21-22 Jun	Formidable Shield 21	SFN, POR	Cancelled
10	02 Feb-22 Apr	Iniochos 21	Online GRC	Completed
11	21 Apr-Oct 22	STEADFAST ALLIANCE 2022 (STAL 22) & RAMSTEIN CENTURY 2023 (RACE 23)	TBD	In Progress



## POW 21 - WGs



### WORKING GROUPS

No	Date	Title	Location	Remarks
1	1 Jan-31 Dec	Joint Unmanned Aerial Vehicle WG (MCASB/AO WG/JUAV P)	TBD	In Progress
2	1 Jan-31 Dec	JCG SBAMD (Joint Capability Group Surface Based Air and Missile Defence 21)	TBD	In Progress
3	19 May-Jun 23	NIAG SG 265 QRT Team “SBAMD Survivability and Effectiveness in Joint Operations when faced by a Peer State Threat”	TBD	In Progress
4	TBD	Strategic Leadership Initiative	TBD	In Progress





## POW 21 Conferences



### CONFERENCES

No	Date	Title	Location	Remarks
1	03-06 Oct	Annual COEs Directors Conference 21	SPCOE, ITA	Completed
2	07-09 Sep	Annual IAMD COE with JAPCC and AO COE	JAPCC, DEU	Completed
3	TBD	Annual COEs FINCON Conference 21	TBD	In Process
4	TBD	2021 European Integrated Air and Missile Defence Forum	TBD	Cancelled
5	17-18 Mar	Annual COEs LEGAD Conference 21	Via VTC	Completed
6	29-30 Apr	21 <sup>st</sup> International Air Defence Conference	Via VTC	Completed



## POW 21

### Self (COE) Generated Items

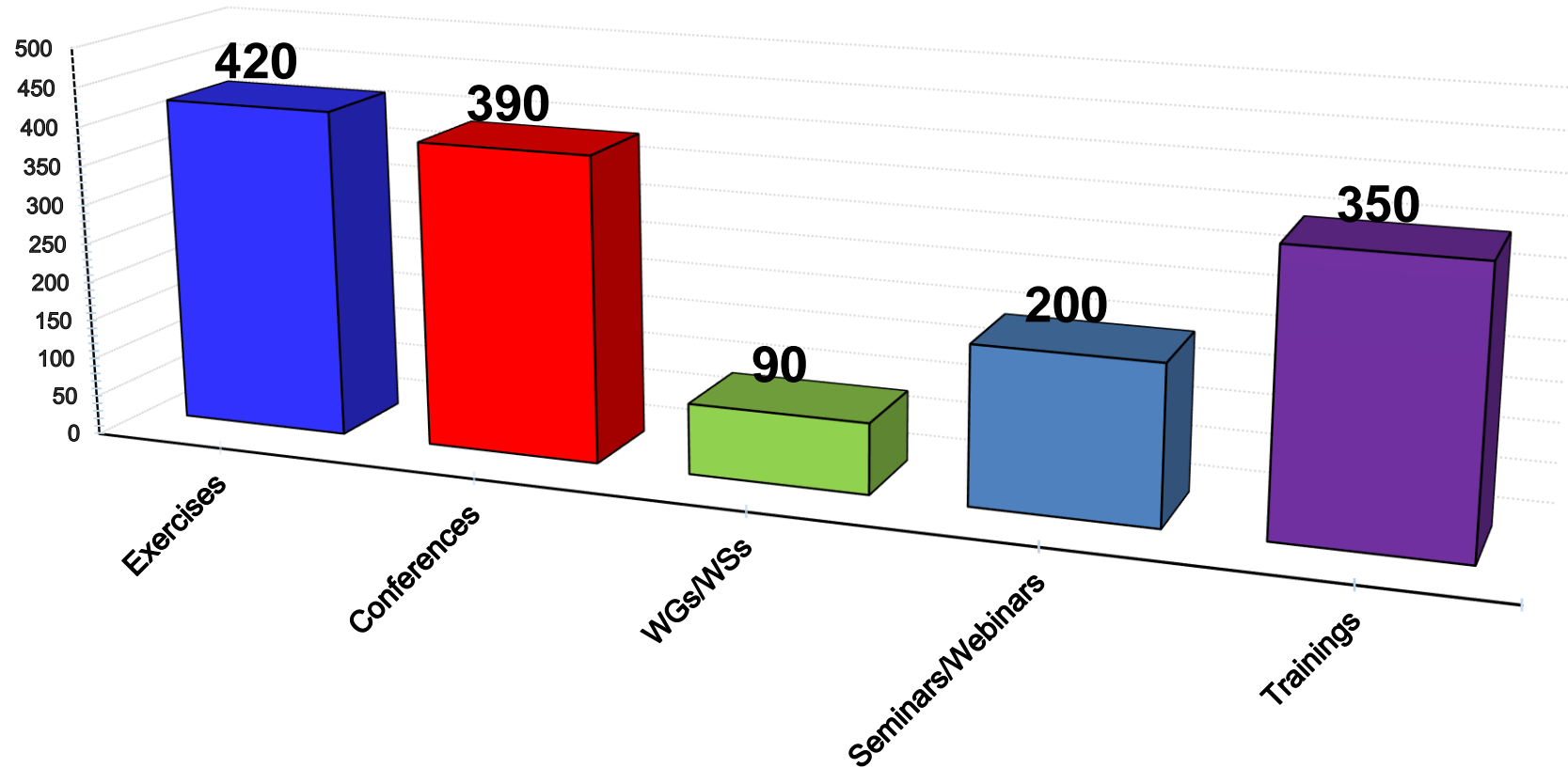


#### SELF (COE) GENERATED ITEMS

No	Date	Title	Location	Remarks
1	TBD	IAMD-JCBRN Defence COE Collaboration	TBD	In Process
2	13-15 Jul	Defence Exhibition Athens 21(DEFEA 21)	Athens, GRC	Completed
3	TBD	Spring IAMD COE Seminar	Chania, GRC	Cancelled
4	TBD	IAMD COE Marketing Plan	TBD	In Process
5	TBD	Fall IAMD COE Seminar	Chania, GRC	Cancelled
6	TBD	IAMD COE Annual Conference 21	Chania, GRC	Cancelled
7.	17-18 Nov	IAMD COE Steering Committee Meeting	Chania, GRC	In Process



# POW 21 VTC Working Hours





## POW 21 - RFS List (1/2)



No	RFS	Title	Status	Remarks
1	19#156	NATO Warfighting Capstone Concept.	Accepted	Completed
2	20#042	Support NATO COVID19 Campaign	Accepted	Completed
3	20#044	NATO LL Conference 2021	Accepted	Completed
4	20#045	ACT LL Spring WG 2021	Accepted	Cancelled
5	20#046	ACT LL Fall WG 2021	Accepted	Cancelled
6	20#047	COE Support to NATO Lessons Learned Process	Accepted	In Progress
7	20#087	Partnership outreach mobile training teams	Accepted	In Progress
8	20#123	AFSC i-CONOPS	Accepted	Completed



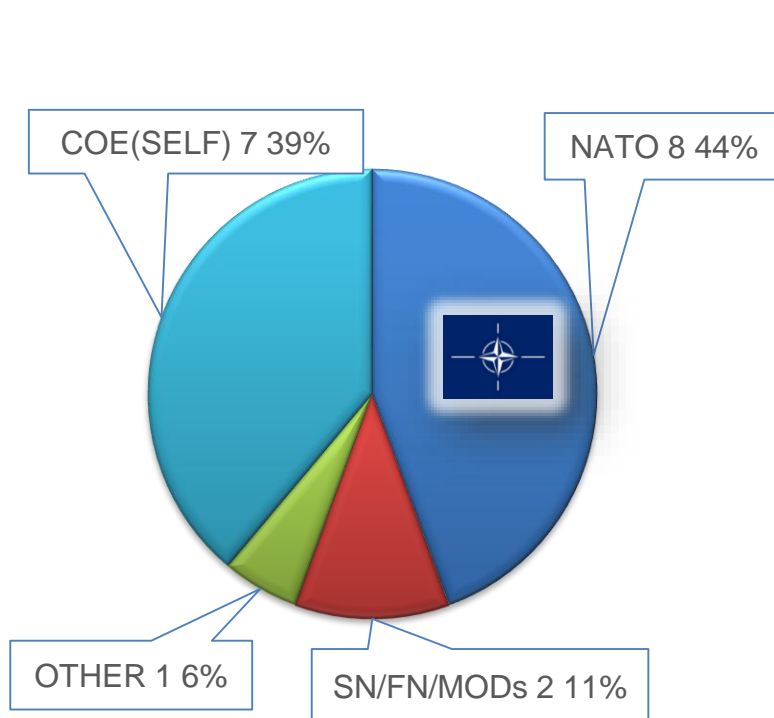


## POW 21 - RFS List (2/2)

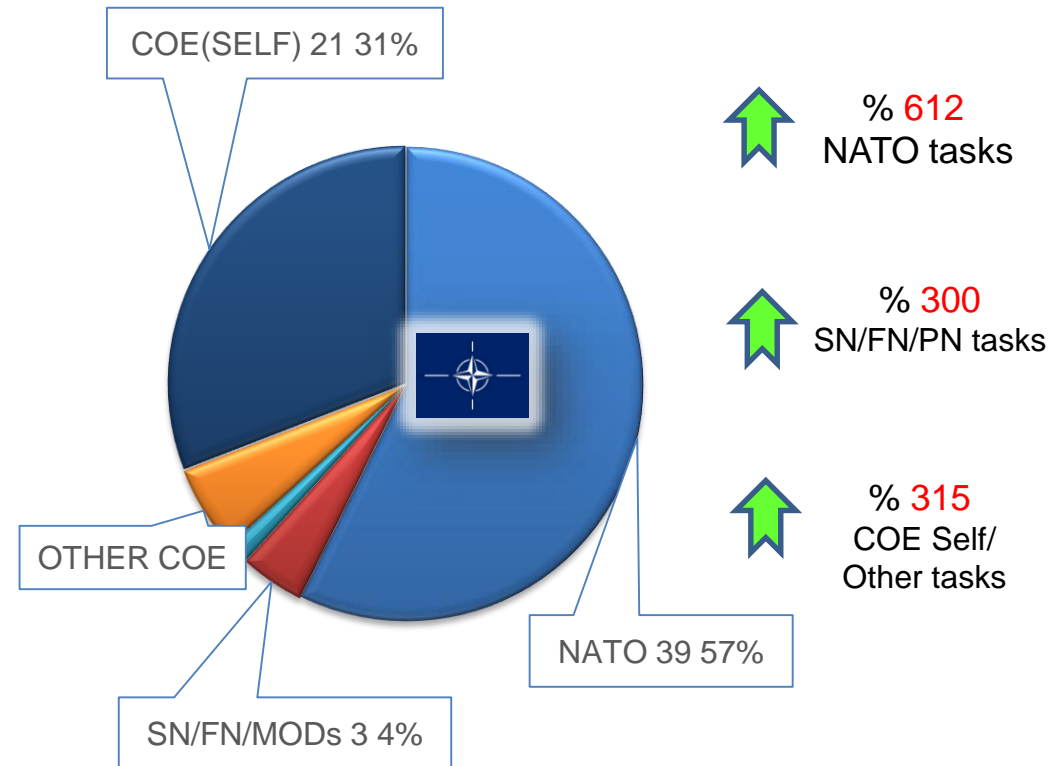


No	RFS	Title	Status	Remarks
9	20#142	SHAPE RFS to JOINTEVAL 2021 POW	TBA	In Process
10	21#001	Missile Deterrence & Defence Study.	Accepted	In Process
11	21#005	ACT CPD Branch Coordination VTCs	Accepted	In Process
12	21#006	Annual CD&E Conference.	Accepted	Completed
13	21#007	Support to NATO Doctrine Process	Accepted	In Process
14	21#008	COE Support for Education and Training activities.	Accepted	In Process
15	21#009	COE Support to NATO in the Role of the Department Head.	Accepted	In Process
16	21#074	ATP 3.2.1.5	Accepted	In Process
17	21#076	Joint Concept for Operations in Cold Weather Environments	Accepted	In Process

## 18 POW items in 2020



## 68 POW items in 2021





# Integrated Air & Missile Defense (IAMMD) COE

68 ( 1 New entries) POW items

## COE (SELF) 21 (31%)

1. NSO COURSES(10)
11. MARKETING PLANS (4)
15. LLSO COURSE
16. STANDARDIZATION COURSE
17. JADC
18. DEFENCE EXHIBITION ATHENS
19. AIRC2IS COURSE
20. NMOTC 2500
21. IAMMD COE-JCBRN COLLABORATION

## OTHER COE 4 (6%)

1. IAMMD COE-JAPCC-AO COE ANNUAL MEETING 21
2. ATP3.2.1.5
3. CWO CONCEPT
4. C-IAMMD COURSE

## IO/OTHER 1 (2%)

EU IAMMD FORUM 2021

PN 0

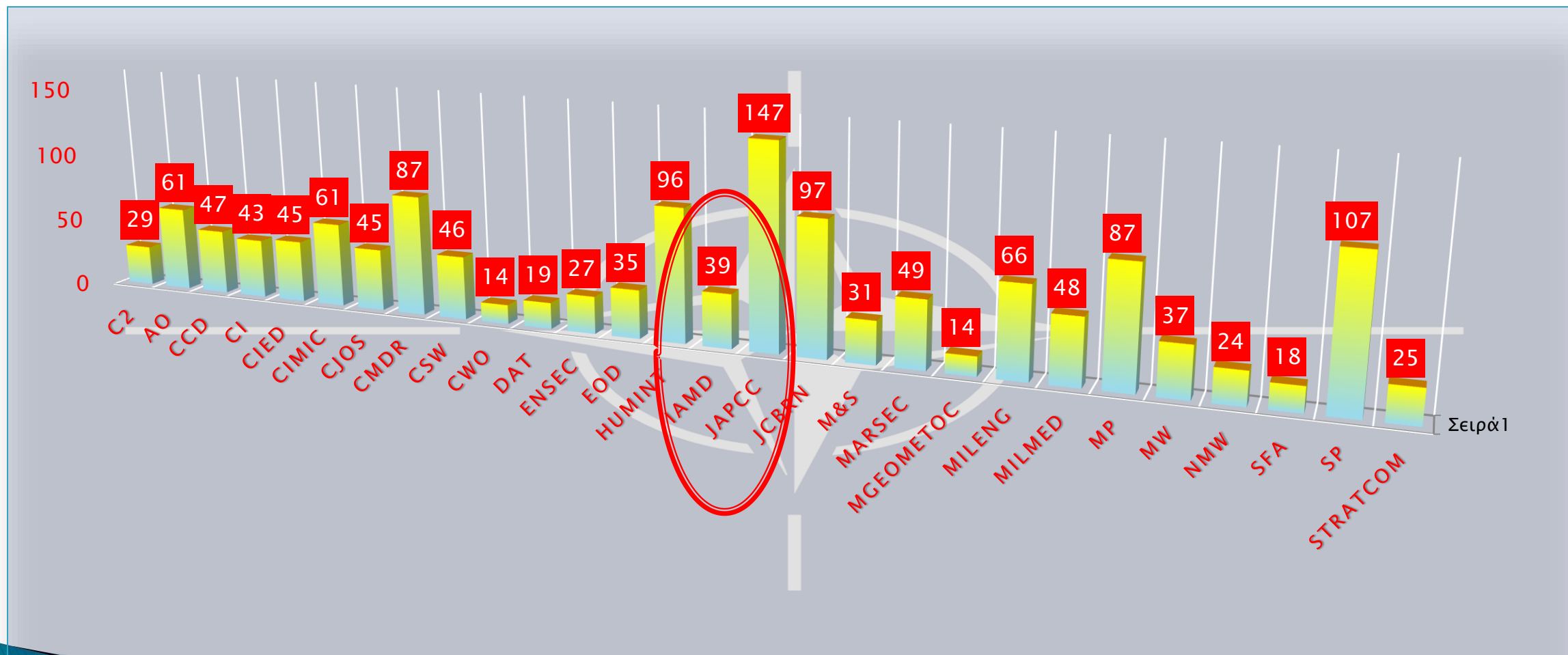
## SN/FN/MOD 3 (3%)

1. INIOCHOS 2021
2. SC 2021
3. 21<sup>st</sup> INTERNATIONAL AIR DEFENCE CONF

NON-NATO

## NATO 39 (57%)

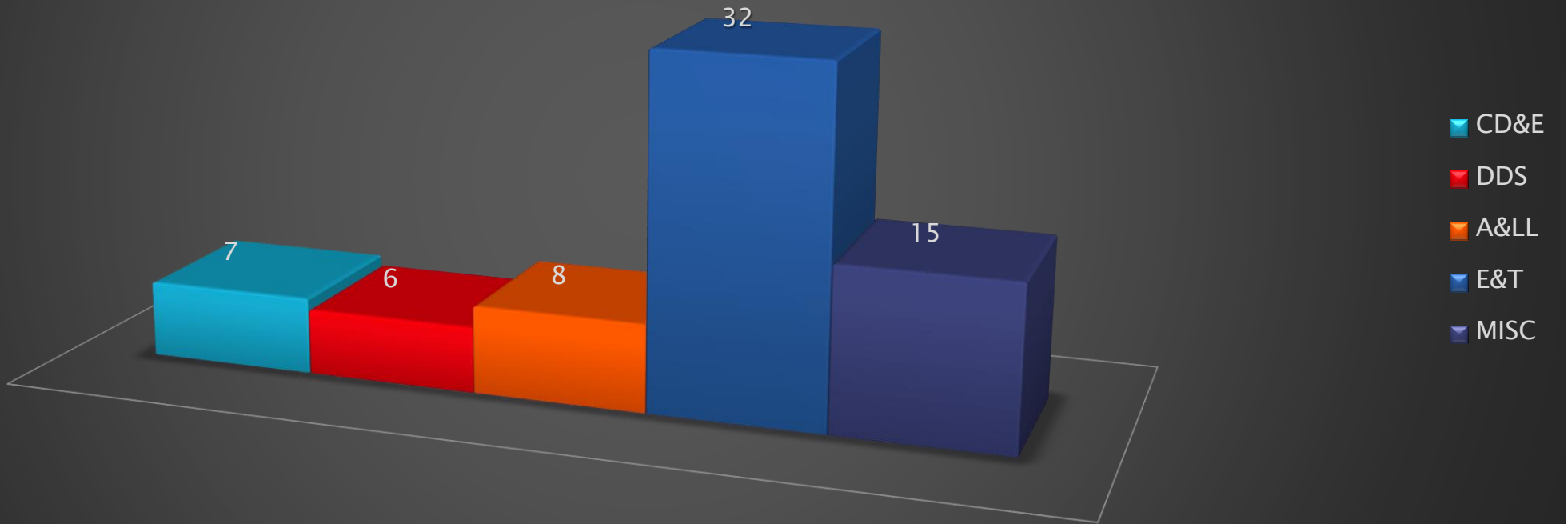
1. JPOW 2021
2. STALL22 & RACE 23
3. COE DIRECTORS CONF 2021
4. LEGAD-FINCON CONF 2021
6. IAMMD COE FALL-SPRING-ANNUAL Conf 2021
9. RFS 21#006
10. RFS 20#044-045-046
13. NIAG 265 QRT
14. JUAV WG
15. RFS 19#156
16. RFS 20#042
17. RFS 20#047
18. RFS 20#087
19. RFS 20#116-118
22. RFS 20#123
23. RFS 20#142
24. RFS 21#001
25. RFS 21#005
26. RFS 21#007-009
29. ASTRAL KNIGHT 21
30. CWIX21
31. JCG SBAMD
32. NIMBLE TITAN 21
33. Formidable shield 2021
34. C-UAS TIE 21
35. RAAM 21
36. RALY 21
37. CAOC U SIMULATION TRAINING
38. TRAINING PROGRAM (CET-P)
39. STRATEGIC LEADERSHIP INITIATIVE



Source : TRANSNET portal



## PILLARS





## New items to be included in POW 21



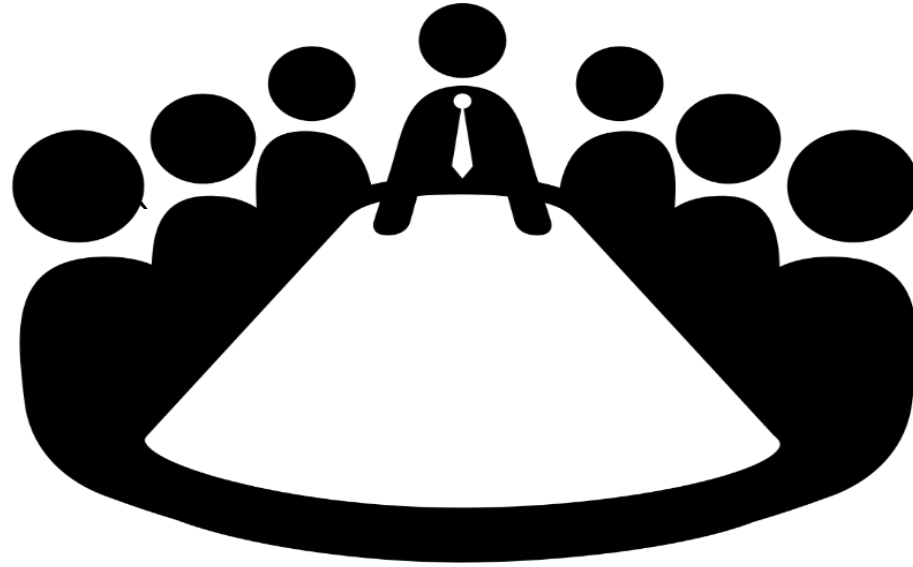
No	Description	Request	Remarks	OPR
1	Comprehensive – Integrated Air and Missile Defence (C-IAMD) Course	CC SBAMD	Familiarization with all the major aspects of (Joint) NATO IAMD, including (Theatre) Ballistic Missile Defence, Surface Based and Airborne Air Defence. The course addresses strategic, operational and tactical level aspects of IAMD	<u>E&amp;T</u>



## Recommendations & Decisions



- SC members to **note** the above presentation of POW 21 Current Status Summary



IAMD COE POW 2021  
Current Status Update  
Questions ?







## COFFEE BREAK

Next AGENDA Item Number 2b: E&T Branch Review of PoW 2021





AGENDA ITEM: 2b-RAP Topic 7

## E&T Branch Review of PoW 2021



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Col. Ozkan ORUC  
E&T Branch Head





## Agenda

- ▶ Work Force of E&T Branch
- ▶ Review of PoW 2021

# Work Force of E&T Branch

## Work Force of E&T 2020-2021

Branch Head (BH)	TUR		Ø
Staff Officer/SME	GRC		Lt Cdr (OF-4) Dimitrios KOUTSOUKOS
Staff Officer/SME	CZE		Maj (OF-3) Peter RABINAK
Staff Officer/SME	GRC		Cpt (OF-2) Andreas ANGELIDIS
Staff Officer/SME	BID		Ø
Staff Officer/SME	BID		Ø

## Work Force of E&T 2021-2022

Branch Head (BH)	TUR		Col (OF-5) Ozkan ORUC
Staff Officer/SME	GRC		Lt Cdr (OF-3) Stratos PEROUTSEAS
Staff Officer/SME	CZE		Maj (OF-3) Peter RABINAK
Staff Officer/SME	GRC		Cpt (OF-2) Andreas ANGELIDIS
Staff Officer/SME	BID		Ø
Staff Officer/SME	BID		Ø





# E&T Branch – Review of POW-2021



## TRAININGS/COURSES

Facility	Course Title	Course Status
NATO School Oberammergau	M4-30 Resource Management Education Programme (RMEP) Course	A - Canceled (Covid-19) B - Not approved C - Transferred to 2022
	M7-137 NATO Quality Assurance Course	A - Completed B - In progress
	M7-126 NATO eLearning Instructional Design Course	A - Completed B - In progress
	M7-51 Concept Development and Experimentation	A - Completed B - Completed
	N3-134 Introduction to NATO Surface Based Air Defence Course	Completed
	N3-20 NATO Missile Defence Course	Completed
	M5-34 NATO Legal Advisor Course	Transferred to 2022
	XX-163 Lessons Learned Management Course	Canceled by CoE (CET-P priority)
	M6-108 Network Security Course	Completed



# E&T Branch – Review of POW-2021



TRAININGS/COURSES		
Facility	Course Title	Course Status
DACCC	Missile Defence Planning Tool Training (on AirC2IS) Course	Completed
SWE	NATO Lessons Learned Staff Officer Course	Canceled (Covid-19)
GRC	Joint Air Defense Course	Canceled (Covid-19)
NMIOTC	Drafting Production and Maintenance of NATO Standards Course 25000	Completed
CAOC U	4th SBAMD CAOC U - CRC Simulation Training	Completed
HQ AIRCOM	NATO IAMD Common E&T Program (CET-P)Train the Trainers	In Progress





# E&T Branch – Review of POW-2021



## Conferences/Seminars

Facility/Host	Conference/Seminar Title	Conference/Seminar Status
CZE UNI of DEF	21st International Air Defense Conference	Completed
IAMD-CoE	Spring IAMD COE Seminar	Canceled (Covid-19)
NMIOTC (ACT hosted)	Annual DH Forum & ITEP Planning Board (IPB)-II <i>(Not in the POW)</i>	Completed
M&S CoE	NATO Computer Assisted, Analysis, Exercise, and Experimentation (CA2X2) Forum (Virtually) <i>(Not in the POW)</i>	Completed
JFCNP	Study Day on “MENA”: Space Capabilities and Security Challenges (Virtually) <i>(Not in the POW)</i>	Completed
ACT	NATO Training Technology Conference (Virtually) <i>(Not in the POW)</i>	Completed



# E&T Branch – Review of POW-2021



EXERCISES		
Lead	Exercise Title	Exercise Status
HQ AIRCOM	<p><b>Ramstein Legacy (RALY) 2022</b></p> <p>* IAMD–CoE participation in the activities of RALY 22, as follows:</p> <ol style="list-style-type: none"><li>1. Concept Development Conference (23–24 Feb 21) by VTC–done.</li><li>2. IPC (09–10 June 21) by VTC–done</li><li>3. MPC (02–04 Nov 21) in person–done</li><li>4. FPC (22–24 Feb 22)–planned in the POW 22.</li><li>5. <b>Execution Phase</b> (06–10 June 21)–planned in POW 22</li><li>6. <b>CET–P (Common Education &amp; Training Program)</b> activities:<ol style="list-style-type: none"><li>a. IAMD CET–P WG meetings which is connected with RALY series.<ol style="list-style-type: none"><li>1) 1<sup>st</sup> CET–P WG Meeting (08 June 21)–done.</li><li>2) 2<sup>nd</sup> CET–P WG Meeting and MPC (02–04 Nov 21)–done.</li></ol></li><li>b. CET–P iterations<ol style="list-style-type: none"><li>1) 1<sup>st</sup> CET–P CAOC Udem (11–14 Oct 21)– done.</li><li>2) 2<sup>nd</sup> CET–P CAOC TJ on 15–19 Nov 21–canceled,</li><li>3) 3<sup>th</sup> CET–P Svk. on 29 Nov–03 Dec 21–<b>planned</b>.</li><li>4) CET–P Est. on 07–11 Feb 22–<b>planned</b>, in the POW 22.</li><li>5) 1<sup>st</sup> CET–P 2022 HQ AIRCOM (29–31 Mar 22)–<b>planned</b>.</li><li>6) HOTO CET–P (TBD–Sep/Nov)</li><li>7) Other iterations upon requests of nations.</li></ol></li></ol></li></ol>	In Progress



# E&T Branch – Review of POW-2021



EXERCISES		
Lead	Exercise Title	Exercise Status
SHAPE	Steadfast Alliance (STAL) 2022	<ul style="list-style-type: none"><li>- XPGM (Exercise Planning Group Meeting) (1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup>)</li><li>- ESC (Exercise Specification Conference)</li><li>- IPC</li></ul>
JPOW Team	Joint Project Optic Windmill (JPOW) 2021	(Limited participation due to Covid-19)
Joint Warfare Centre (JWC)	Steadfast Jupiter (STJU) 2021	IAMD CoE couldn't attend (Covid-19)
HQ AIRCOM	Ramstein Ambition (RAAM) 2021	IAMD CoE couldn't attend (Covid-19)



# E&T Branch – Review of POW-2021



SC members to *note* the review of PoW–2021



# Questions







AGENDA ITEM: 2c-RAP Topic 7

# CD&E Execution & Progress Summary of 2021 POW



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**COL (OF-5) Emmanouil PANOU, GRC AF**  
**CD & E Branch Head**







## TOPICS







- ▶ Work Force of CD&E Branch
- ▶ Review of 2021 PoW









# CD&E PoW – WORK FORCE



## CD & E WORK FORCE 2020–2021

Branch Head		Lt Col (OF-4) George SOKORELIS
Staff Officer		Lt Col (OF-4) Emmanouil KAFKALAS
Staff Officer		Maj (OF-3) Nikolay NENOV
Staff Officer		BID
Staff Officer		Ø
Staff Officer		BID

## CD & E WORK FORCE 2021–2022

Branch Head		Col (OF-5) Emmanouil PANOU
Staff Officer		Cpt (OF-2) Emmanouil MAVROGIANNAKIS
Staff Officer		Maj (OF-3) Nikolay NENOV
Staff Officer		BID
Staff Officer		2 <sup>ND</sup> Lt (OF-1) Antonios KOYTENTAKIS
Staff Officer		BID



# POW 21 CD&E Execution & Progress Summary



POW NO	Customer	Project Name	Start Date	End Date	CD& E Participation
EXERCISES					
52	NATO ACO AIRCOM	Ramstein Legacy 2022 (RALY 22)	23 Feb 21	June 2022	CD&E participates with one (1) SME (TDL workshop).
58	NATO ACO AIRCOM	IAMD CET-P	08 June 21	--	CD&E participates with one (1) SME.
5	DEU-NLD (Self-Generated)	Joint Project Optic Windmill 2021 (JPOW 21)	01 Mar 21	21 Mar 21	No participants due to COVID-19 restrictions.
53	NCIA (Self-Generated)	Technical Interoperability Exercise (TIE 21)	9 Dec 20	12 Nov 21	CD&E participated with two (2) SMEs in the FCC and one (1) SME during the DV Day.
48	ACT (Invitation by HAFGS)	Coalition Warrior Interoperability Exercise (CWIX 21)	7 Jun 21	25 Jun 21	CD&E participated with two (2) SMEs in the IPC and the MPC.



# POW 21 CD&E Execution & Progress Summary



POW NO	Customer	Project Name	Start Date	End Date	CD& E Participation
<b>WORKING GROUPS – CONFERENCES – TRAINING</b>					
	IAMD PC (Self-Generated)	C-UAS WG 2020 – 2021	01 Sep 20	31 Dec 21	CD&E participates with one (1) –two (2) SMEs ➤ C-UAS WG 22 SEP 2021 ➤ C-UAS WG 09 NOV 2021
15	CNAD/ NNAG	Joint Capability Group On Unmanned Aerial Systems (JCG UAS)	01 Sep 20	31 Dec 21	CD&E participates with one (1) SME  Fall 2021 JCGUAS Virtual Meeting (18–21 Oct.)
24	Self-Generated	Annual IAMD CoE meeting with JAPCC	07 Sep 21	09 Sep 21	Conference led by JAPCC on the future of air power. CD&E participated with one (1) SME.
25	NATO ACT/CNDV	CD&E Annual Conference	25 Oct 21	28 Oct 21	CD&E participated with three (3)SMEs.
55	CNAD/ NAAG	Joint Capability Group on Surface Based Air & Missile Defence (JCG SBAMD)	26 Oct 21	28 Oct 21	CD&E participated with one (1) SME (LIVE).
7,12	Self-Generated	NSO M7–51 (Concept Development and Experimentation Course)	24 May 21 11 Oct 21	28 May 21 15 Oct 21	Training in Concept Development and Experimentation principles & methodology. CD&E participated with two (2) SMEs.
9	Self-Generated	NSO N3–134 (Introduction to SBAMD)	27 Sep 21	01 Oct 21	Training through an Introduction to NATO Surface Based Air Defence CD&E participated with one (1) SME (LIVE).
59	Self-Generated	(MD–03 C Course) DACCC AirC2IS	8 Nov 21	12 Nov 21	Missile Defence Planning Tool (AirC2IS) Training Course. CD&E participated with one (1) SME (LIVE).



# POW 21 CD&E Execution & Progress Summary

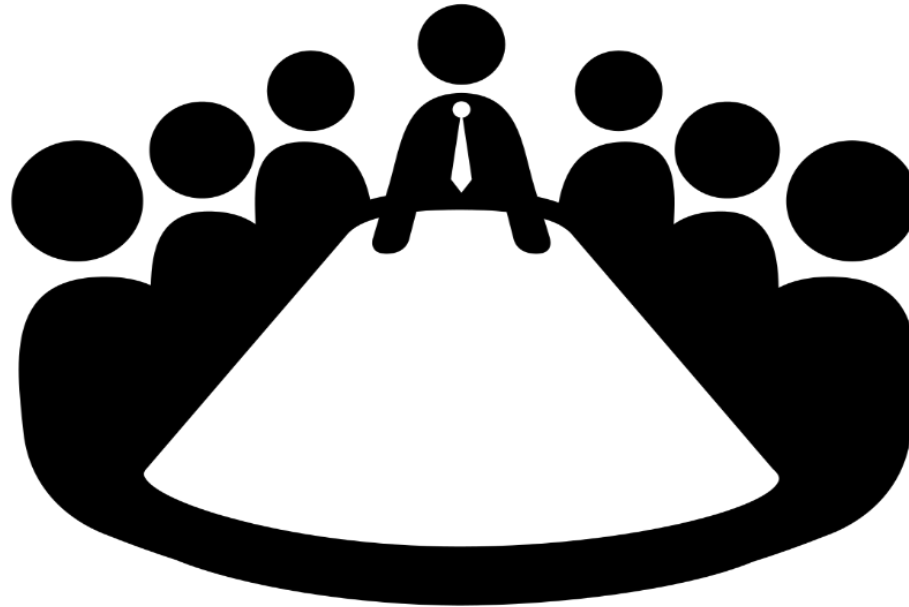


POW NO	Customer	Project Name	Start Date	End Date	CD& E Participation
ADDITIONAL CONFERENCES (virtual)					
	ACT	NATO Industry Forum 2021 webinar (NIF linked 2)	9 Sep 21	9 Sep 21	CD&E participated with one (1) SME (virtual).
	M&S COE	21T041 - 16th NATO Computer Assisted Analysis, Exercises, Experimentation FORUM (CA2X2)	4 Oct 21	8 Oct 21	CD&E participated with one (1) SME (virtual).
	M&S COE	21T041 - MODELING & SIMULATION (M&S) Sprint Week	11 Oct 21	15 Oct 21	CD&E participated with one (1) SME (virtual).
	NCIA	NCIA 1ST NATO Digital Workplace Online Conference	5 Oct 21	6 Oct 21	CD&E participated with one (1) SME (virtual).
	ACT & Science & Technology Organizatin	15 <sup>th</sup> NATO Operations Research & Analysis Conference	18 Oct 21	20 Oct 21	CD&E participated with one (1) SME (virtual).
	ACT/The Resilience Integrated Project Team (RIPT)	LAYERED RESILIENCE webinar	7 Oct 21	7 Oct 21	CD&E participated with one (1) SME (virtual).



- CD&E Execution & Progress Summary
  - SC members to *note* about the CD&E's Execution & Progress Summary.





## Questions



AGENDA ITEM: 2d

# Analysis & Lessons Learned Branch IAMDCOE



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**Col (OF-5) Nikolaos SARIDAKIS, GRC AF**  
**Analysis & Lessons Learned Branch Head**





# A&LL Branch PoW 2021

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## TOPICS

- ▶ Policy – Directives - Resources
- ▶ Work Force of A&LL Branch
- ▶ Progress of PROGRAMME Of WORK 2021

## Policy – Directives

- NATO Lessons Learned Policy, PO(2012)0294, dated 26 June 2012.
- Bi-SC 75-03 Collective Training and Exercise Directive, dated 2 October 2013.
- Bi-SC 80-06 Lessons Learned Directive, dated 23 February 2018.
- ACO Dir 80-01 Lessons Learned, dated 08 April 2013.
- ACO Dir 70-01 Security Directive, dated 28 November 2014.
- JALLC, The NATO Lessons Learned Handbook, 3<sup>rd</sup> Edition, dated February 2016.
- JALLC, Joint Analysis Handbook, 4<sup>th</sup> Edition, February 2016.



# Policy – Directives - Resources



## Resources (electronic)

- NATO Lessons Learned Portal (NLLP) of Joint Analysis & Lessons Learned Centre (JALLC).
- NATO Standardization Office (NSO) Public Web site.
- NATO e-learning [JADL (Joint Advanced Distance Learning)]
- NATO TRANSNET.



# A & LL Branch









- ▶ Our intension is:
  - To work in close cooperation with NATO Joint Analysis and Lessons Learned Centre (JALLC),
  - Providing support in the Lessons Learned process and Best Practices,
- ▶ The IAMDCOE intends to support NATO Operations.







# A&LL PoW – Work Force

## A & LL Work Force 2020- JUL. 2021

Branch Head		Cdr (OF-5) Ioannis KOVANIS
Staff Officer		Maj (OF-3) GIAMAKIDIS
Staff Officer		BID
Staff Officer		BID
Staff Officer		Cpt (OF-2) Dimos. KLEANTHOUS
Staff Officer		BID

## A & LL Work Force JUL. 2021

Branch Head		Col (OF-5) Nikolaos SARIDAKIS
Staff Officer		Cpt (OF-2) Ghristos KAPELLAS
Staff Officer		LtCol (OF-4) Vica ILEA
Staff Officer		BID
Staff Officer		2 <sup>nd</sup> Lt. (OF-1) Nikolaos MOUSTAKAKIS
Staff Officer		BID

# Progress Of Programme Of Work 2021

No	DATE	TITLE	LOCATION	REMARKS
	16 -18 Mar 2021	NATO Lessons Learned Conference	NAMFI, GRC	<b>Completed</b>
	Mar –May 2021	ACT Lessons Learned SPRING weeks Update	IAMD COE, GRC	<b>Cancelled</b>
	2-5 Nov 2021	ACT Lessons Learned FALL week	Lisbon, Portugal	<b>Cancelled</b>
	20 Apr 21–31 Dec 21	Support NATO COVID 19 LL Campaign (RFS 20#042)	TBD	<b>In Progress</b>
	01 Jan 21-31 Dec 21	COE Support to NATO LL Process (RFS 20#047)	TBD	<b>In Progress</b>
	18 Jan 21–31 Dec 21	Participation in Missile Deterrence and Defence wargaming and Simulation Study (RFS21#001)	TBD	<b>In Progress</b>



# Recommendations & Decisions



- SC members to *note* the above presentation of A&LL POW 2021.



# Questions





AGENDA ITEM 2e

# Execution & Progress Summary 2021



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Maj (OF-3) Merkourios KATSAMAKAS, GRC Army  
Doctrine & Standardization Branch







# TOPICS

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- ▶ D&S Workforce
- ▶ D&S PoW of 2021











# D&S WORKFORCE



## WORKFORCE OF D&S BRANCH in 2020-2021

Branch Head (BH)	UNBIDDED		Ø
Officer	GRC		Maj (OF-3) Georgios PANAGIOTOPOULOS (Active BH)
Officer	GRC		Maj (OF-3) Merkourios KATSAMAKAS
Officer	UNBIDDED		Ø
Officer	UNBIDDED		Ø
Officer	UNBIDDED		Ø

## CURRENT WORKFORCE OF D&S BRANCH

Branch Head (BH)	UNBIDDED		Ø
Officer	GRC		Lt Col (OF-4) Dimitris KOUTSOUKOS (Active BH)
Officer	GRC		Maj (OF-3) Merkourios KATSAMAKAS
Officer	UNBIDDED		Ø
Officer	UNBIDDED		Ø
Officer	UNBIDDED		Ø



# D&S POW OF 2021



LEAD	ACTIVITY	STATUS
NAAG	JCG SBAMD WG	In Progress



# D&S POW OF 2021



LEAD	ACTIVITY	STATUS
NAAG	JCG SBAMD WG	In Progress
NIAG	SG-265 "SBAMD Survivability when faced by a Peer State Threat"	In Progress



# D&S POW OF 2021



LEAD	ACTIVITY	STATUS
NAAG	JCG SBAMD WG	In Progress
NIAG	SG-265 "SBAMD Survivability when faced by a Peer State Threat"	In Progress
ACT/CPD	Request for Support (RfS) 21#007 "support to NATO Doctrine Activities"	In Progress



# D&S POW OF 2021



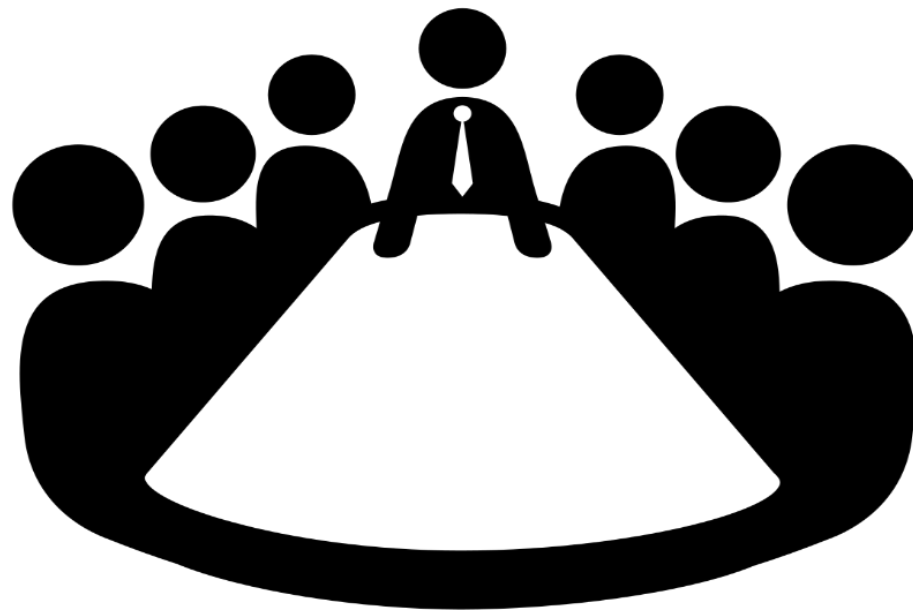
LEAD	ACTIVITY	STATUS
NAAG	JCG SBAMD WG	In Progress
NIAG	SG-265 "SBAMD Survivability when faced by a Peer State Threat"	In Progress
ACT/CPD	Request for Support (RfS) 21#007 "support to NATO Doctrine Activities"	In Progress
CWO COE	Request for Support (RfS) 21#074 & 21#076	In Progress





## ➤ D&S Branch POW 2021

- SC members to *note* about the D&S Branch Execution & Progress Summary 2021



# Questions





AGENDA ITEM: 5c

## E&T Branch New Entries for 2021



10'

Col. Ozkan ORUC  
E&T Branch Head



# New Entry for 2021

## Comprehensive IAMD Course



### Level

Strategic, Operational, Tactical Level aspects of IAMD



### Purpose

Familiarize staff with all major aspects of (joint) NATO IAMD including (Theatre) Ballistic Missile Defence, Surface Based and Airborne Air Defence



### at

Competence Centre Surface Based Air And Missile Defence  
( CC SBAMD-Ramstein Air Base/GERMANY)



### on

29 Nov-03 Dec 21



### Funding

Without supplementary budget





2<sup>nd</sup> /2021 SCM

# New Entry for 2021



Subject No 14



**INTEGRATED AIR & MISSILE DEFENCE**

**CENTRE OF EXCELLENCE**

Souda Air Base, 73100, Chania

<https://www.iamd-coe.org>



## 2<sup>nd</sup>/2021 Steering Committee Meeting

### POINT PAPER

**Our Ref:** NU. 275 **Tel.:** +302821440747  
**Date:** 30 Sep 2021 **NCN:** 0302 - 615-4047  
**TO:** See Distribution **Email:** [info@iamd-coe.org](mailto:info@iamd-coe.org)

**SUBJECT:** Comprehensive – Integrated Air and Missile Defence (C-IAMD)

**No:** Course

**ENCLOSURES** 14

**PURPOSE:** To inform the SC about the intention of IAMD COE to participate at the Comprehensive – Integrated Air and Missile Defence (C-IAMD) Course (29 Nov -03 Dec 2021) at Competence Centre Surface Based Air and Missile Defence (CC SBAMD) premises (Ramstein Airbase, Germany).

**BACKGROUND:** In accordance to professional standards, the CC SBAMD provides various education and training events. The purpose of the C-IAMD Course is to familiarize staff 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.

Moreover, participants will gain knowledge and understanding of IAMD Policies, Concepts and Plans, roles and responsibilities of the IAMD entities, as well as weapon system technics and employment.

### ANALYSIS & STATUS:

### FINANCIAL CONSIDERATIONS & FUNDING:

Moreover, participants will gain knowledge and understanding of IAMD Policies, Concepts and Plans, roles and responsibilities of the IAMD entities, as well as weapon system technics and employment.

IAMD COE is planning to participate in the Comprehensive – Integrated Air and Missile Defence (C-IAMD) Course with one (1) staff officer in order to work with students with varied (operational) backgrounds, from different entities in the IAMD domain. This will increase interactivity and discussions and also lead to the building of fruitful liaisons amongst the students and CC SBAMD.

The financial impacts of the aforementioned new activity 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.

2<sup>nd</sup>/2021 SCM

### RECOMMENDATIONS & DECISION:

FOR THE IAMD COE:

Col (OF-5) Evangelos Tzikas GRC (AF)  
IAMD COE Director

Subject No 14

SC members are requested to consider and approve the participation of IAMD COE personnel in the Comprehensive – Integrated Air and Missile Defence (C-IAMD) Course.





# New Entry for 2021



## Recommendations & Decisions

- The SC members are requested to approve the New Entry for 2021 (*Comprehensive IAMD Course*)



## New Entry for 2021 “Comprehensive IAMD Course”





## COFFEE BREAK





## AGENDA ITEM: 3-RAP Topic 8 POW 2022

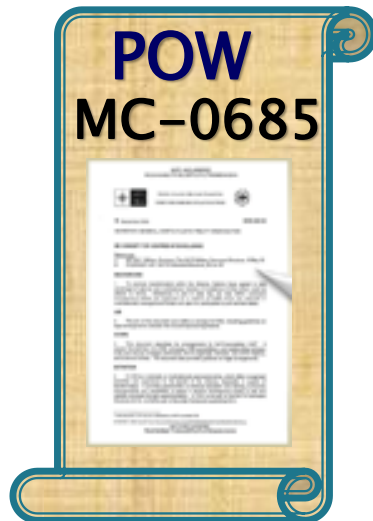


15

CPT (OF-2) Christos KAPELLAS, GRC AR  
A&LL Branch – POW Manager







Set out the COEs activities, services and products for the course of a calendar year.

Include the long-term perspective of the COEs activities.

Be executed in coordination with COE and ACT





## Programme of Work 2022

### Cooperation with NATO Entities (1/2)



No	Date	Title	Location	Remarks
1	Sep 22	IAMD Discipline Conference 2022	TBD	
2	Fall 2022	Annual IAMD COE Conference	IAMD COE, GRC	Organization of the Annual IAMD COE conference
3	26-28 Apr	Annual COE's Directors Conference 2022	Norfolk, USA	
4	TBD	10th AAMDC Integrated Air and Missile Defense Conference/Forum 2022	TBD	



## Programme of Work 2022

### Cooperation with NATO Entities (2/2)



No	Date	Title	Location	Remarks
5	TBD	IAMD COE Marketing Plan	TBD	Invitations/ promotion for/of IAMD COE from/to NATO Entities - Members - Partners
6	TBD	Annual IAMD CoE meeting with JAPCC and AO COE	TBD	Conference led by JAPCC on the future of air power (multi domain)
7	15-17 FEB 22	Annual IAMD CoE meeting with CC SBAMD	AIRCOM	Conference led by CC SBAMD



## Programme of Work 2022 WGs-Workshops (1/2)



No	Date	Title	Location	Remarks
1	TBD	Joint Unmanned Aerial Vehicle WG (MCASB/AO WG/JUAV P)	TBD	
2	TBD	JCG SBAMD 2022 (Joint Capability Groups in Surface Based Air and Missile Defence)	TBD	JCG SBAMD Standardization WG 2022 - JCG SBAMD C2I WG 2022 - JCG SBAMD C-EAT WG 2022
3	TBD	NIAG SG-265 QRT "SBAMD Survivability and Effectiveness in Joint and Combined Operations when faced by a Peer State Threat"	TBD	Participation to the NIAG SG-265 as a member of the Quick Reaction Team (QRT).



## Programme of Work 2022 WGs-Workshops (2/2)



No	Date	Title	Location	Remarks
4	TBD	Strategic Leadership Initiative	TBD	Participation at the Senior SME Advisory Committee and at the Concept Monitoring Subworking Group.
5	09-13 MAY 22	COE LEGAD Conference/ Workshop 2022	Ingolstadt, GER	
6	09-13 MAY 22	COE FINCONs Conference/ Workshop 2022	Ingolstadt, GER	
7	TBD	C-RAM HVP	TBD	Participation in the Rapidly Deployable Mobile C-RAM High Visibility Project in an Advisory Role to the Specialist Team



## Programme of Work 2022 Conferences



No	Date	Title	Location	Remarks
1	TBD	Annual CD&E Conference 2022	TBD	
2	TBD	E&T Conference 2022	TBD	
3	TBD	D&S Conference 2022	TBD	
4	TBD	International Air Defence Conference	PRAHA (CZE)	Organized by CZE UNIVERSITY OF DEFENCE
5	TBD	IAMD COE Steering Committee Meeting SC 2022	IAMD COE, GRC	



## Programme of Work 2022

### Trainings (1/3)



No	Date	Title	Location	Remarks
1	4-8 Apr 22	M4-30 Resource Management Education Programme (RMEP) Course	NSO, DEU	
2	24-28 Jan 22 07-11 Nov 22	M7-137 NATO Quality Assurance Course	NSO, DEU	
3	07-25 Feb 22	M7-126 NATO Instructional Design Course	NSO, DEU	
4	4-8 Jul 22	N1-38 NATO Security Course	NSO, DEU	
5	10-15 Oct 22	M7-51 Concept Development and Experimentation Course	NSO, DEU	
6	05-23 Dec 22	M5-32 NATO Staff Officer Orientation Course	NSO, DEU	





## Programme of Work 2022

### Trainings (2/3)



No	Date	Title	Location	Remarks
7	12-16 Sep 22	N3-20 NATO Missile Defence Course	NSO, DEU	
8	14-18 Mar 22	M5-34 NATO Legal Advisor Course	NSO, DEU	
9	TBD	AIRC2IS Missile Defence Planning Course (BMD-MD-34413)	DACCC, Poggio Renatico, ITA	
10	10-14 Oct 22	NS7-163 Lessons Learned Management Course	NSO, DEU	
11	TBD	M6-108 Network Security Course	NSO, DEU	
12	TBD	Drafting, production and maintenance of NATO Standards (NMIOTC 25000)	NMIOTC, GRC	



## Programme of Work 2022

### Trainings (3/3)



No	Date	Title	Location	Remarks
13	TBD	Standardization within NATO Course	Warsaw, POL	
14	17-21 Jan 22 31 Oct 4 Nov 2022	S7-136 NATO Systems Approach to Training	NSO, DEU	
15	29-31 Mar 22 01-03 Nov 22	IAMD Common Education & Training Plan (CET-P) Mobile Training Teams (MTTs)	HQ AIRCOM	
16	10-14 Oct 22	IAMD Common Education & Training Plan (CET-P) Hand Over Take Over (HOTO) Procedure	TBD	



# Programme of Work 2022

## Exercises (1/2)



No	Date	Title	Location	Remarks
1	Jan – Nov 22	STEADFAST ALLIANCE 22 (STAL 22)	TBD	Participate to planning conferences and execution.
2	TBD	Exercise Joint Project Optic Windmill (JPOW 22 )	Vredepeel, NLD	
3	JAN-JUN 22	RAMSTEIN LEGACY 22 (RALY 22)	TBD	
4	IPC, MPC, FPC	RAMSTEIN CENTURY 23 (RACE 23)	TBD	



## Programme of Work 2022 Exercises (2/2)



No	Date	Title	Location	Remarks
5	TBD	NIMBLE TITAN 23	TBD	
6	01-05 JUN 22	Astral Knight 22	TBD	
7	TBD	NATO Counter Unmanned Aerial Systems (C-UAS) Technical Interoperability Exercise (TIE) 22	TBD	



## Programme of Work 2022

### Requests for Support (RfS) (1/4)



No	Title	Requestor	Timeframe	Status
21#011	NATO LL Conference 22	HQ SACT	01 JAN 22 TO 31 DEC 22	FEASIBLE
21#012	LL Spring Week 2022	HQ SACT	01 JAN 22 TO 31 DEC 22	FEASIBLE
21#013	LL Fall Week 2022	HQ SACT	01 JAN 22 TO 31 DEC 22	FEASIBLE
21#014	COE Support to NATO LL process 2022	HQ SACT	01 JAN 22 TO 31 DEC 22	FEASIBLE
21#010	Support NATO COVID19 LL Campaign 2022	HQ SACT	01 JAN 22 TO 31 DEC 22	FEASIBLE



# Programme of Work 2022

## Requests for Support (RfS) (2/4)



No	Title	Requestor	Timeframe	Status
20#087	Partnership outreach Mobile Training Teams	NATO JFC Naples J9	01 JAN 21 TO 31 DEC 22	ACCEPTED
21#078	Layered Resilience Concept (NWCC deliverable)	HQ SACT	01 SEP 21 TO 31 DEC 25	FEASIBLE





## Programme of Work 2022

### Requests for Support (RfS) (3/4)



No	Title	Requestor	Timeframe	Status
21#005	ACT CPD Branch Coordination VTCs	HQ SACT	25 JAN 21 TO 31 DEC 22	ACCEPTED
21#007	Support to NATO Doctrine	HQ SACT CPD	21 JAN 21 TO 31 DEC 22	ACCEPTED
20#008	COE Support to Education and Training activities	HQ SACT CPD	28 JAN 21 TO 31 DEC 22	ACCEPTED
21#009	COE Support to NATO in the Role of the Department Head	HQ SACT CPD	28 JAN 21 TO 31 DEC 22	ACCEPTED
21#001	Missile Deterrence and Defence Study	HQ SACT	18 JAN 21 TO 31 MAR 22	ACCEPTED



# Programme of Work 2022

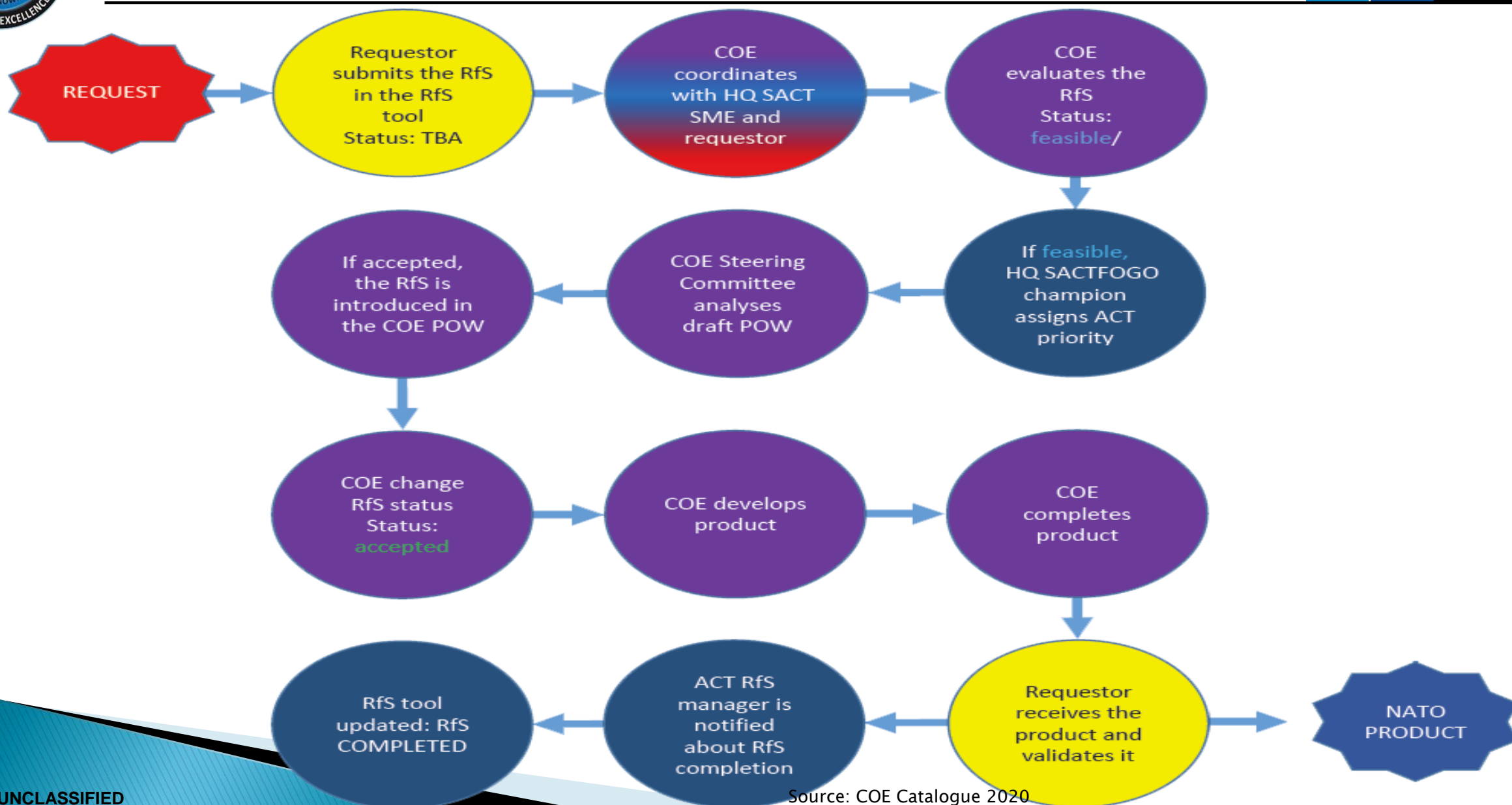
## Requests for Support (RfS) (4/4)



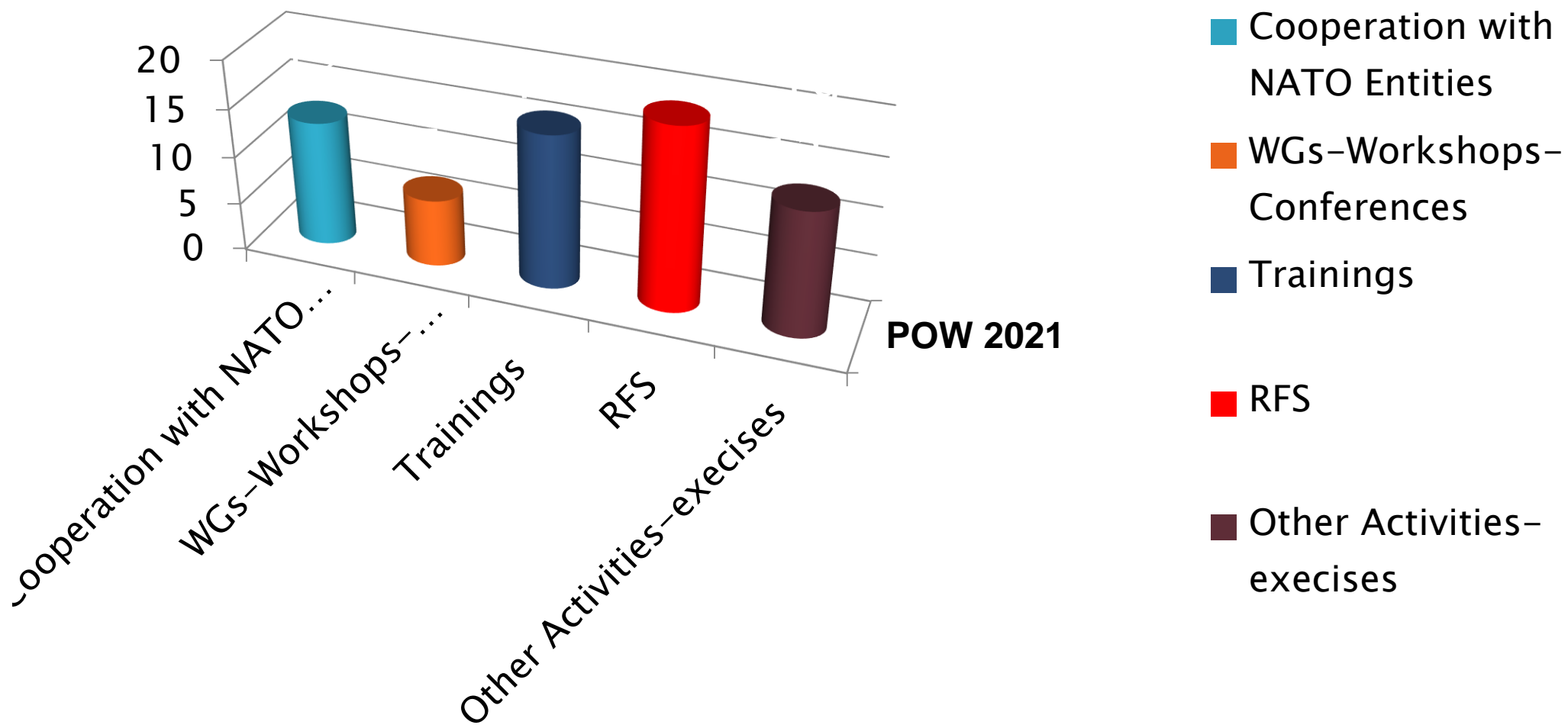
No	Title	Requestor	Timeframe	Status
21#074	Production of ATP 3.2.1.5	CWO COE	01 JAN 21 TO 01 SEP 23	ACCEPTED
21#076	Cold Weather Operations concept development	CWO COE	01SEP21 TO 31 DEC 23	ACCEPTED

## Programme of Work 2022

### Requests for Support (RfS) Process

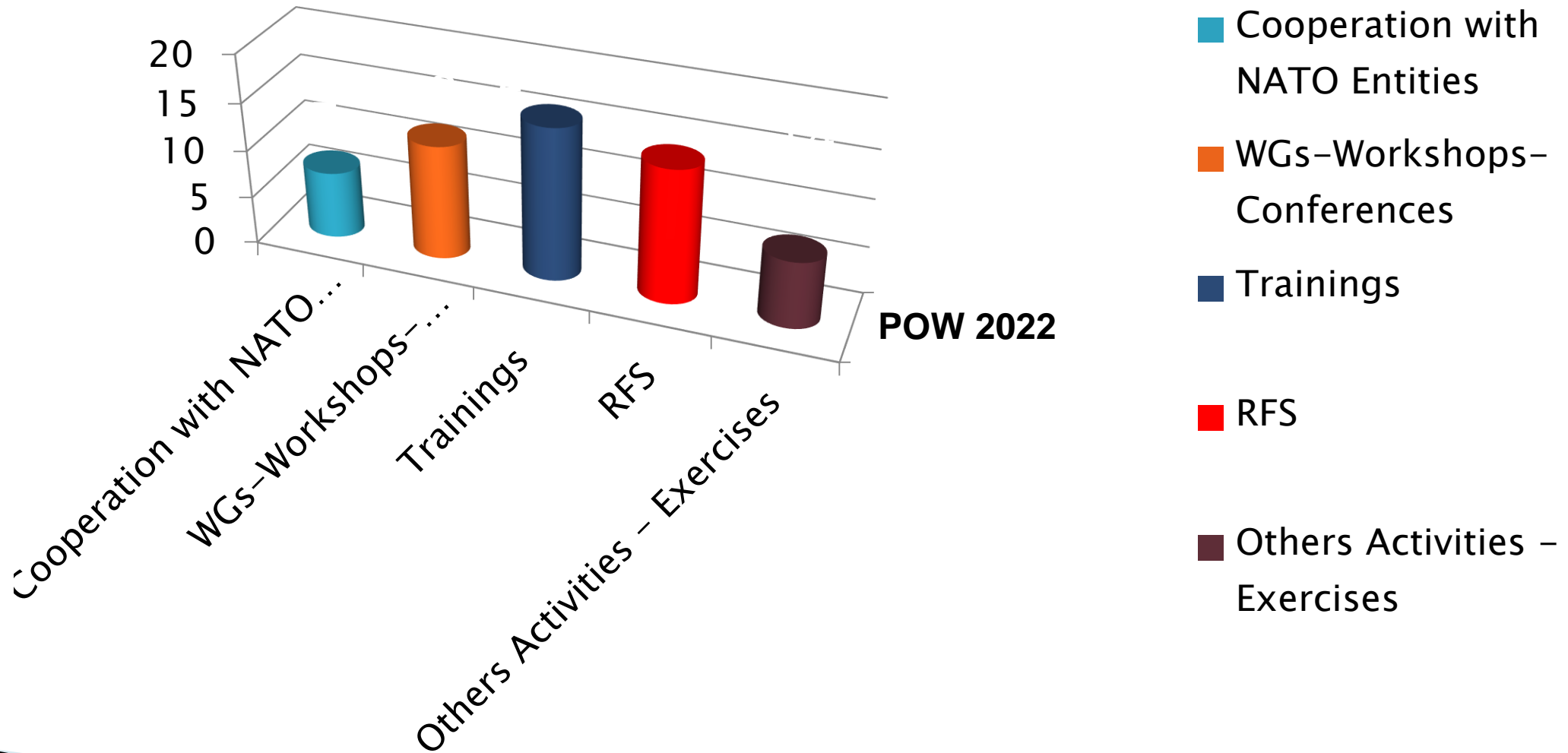


# Programme of Work 2021 Summary





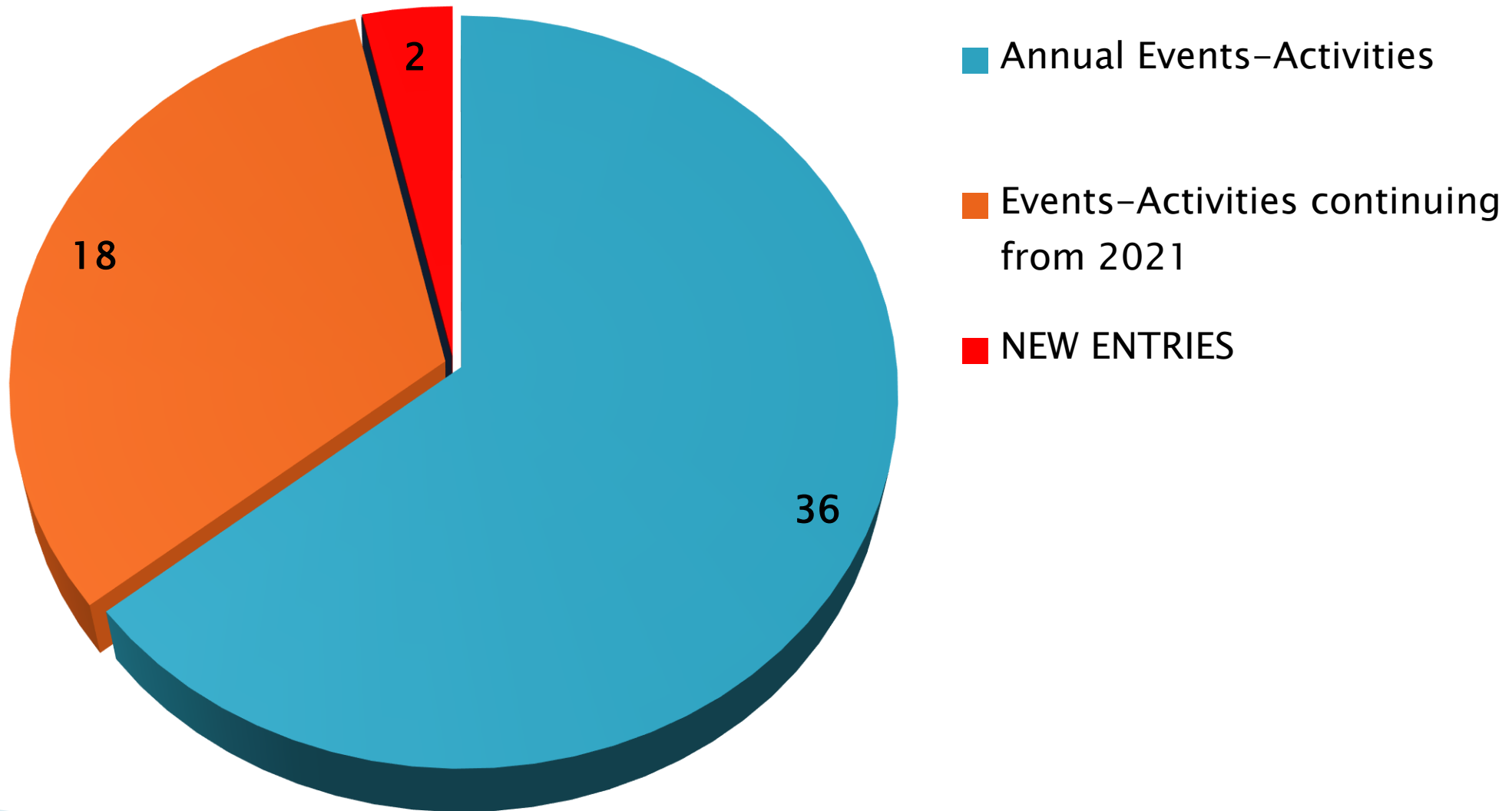
# Programme of Work 2022 Summary



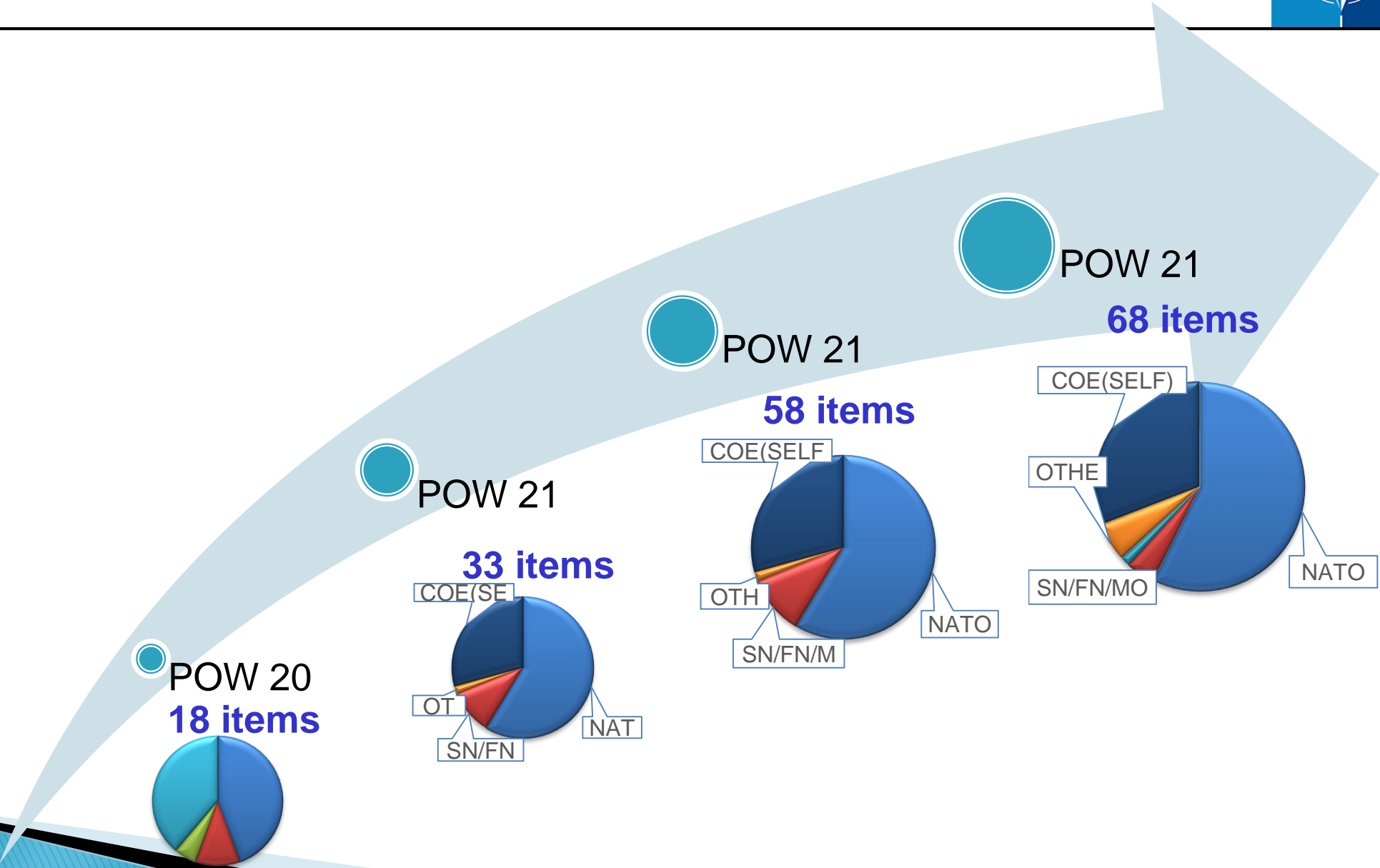




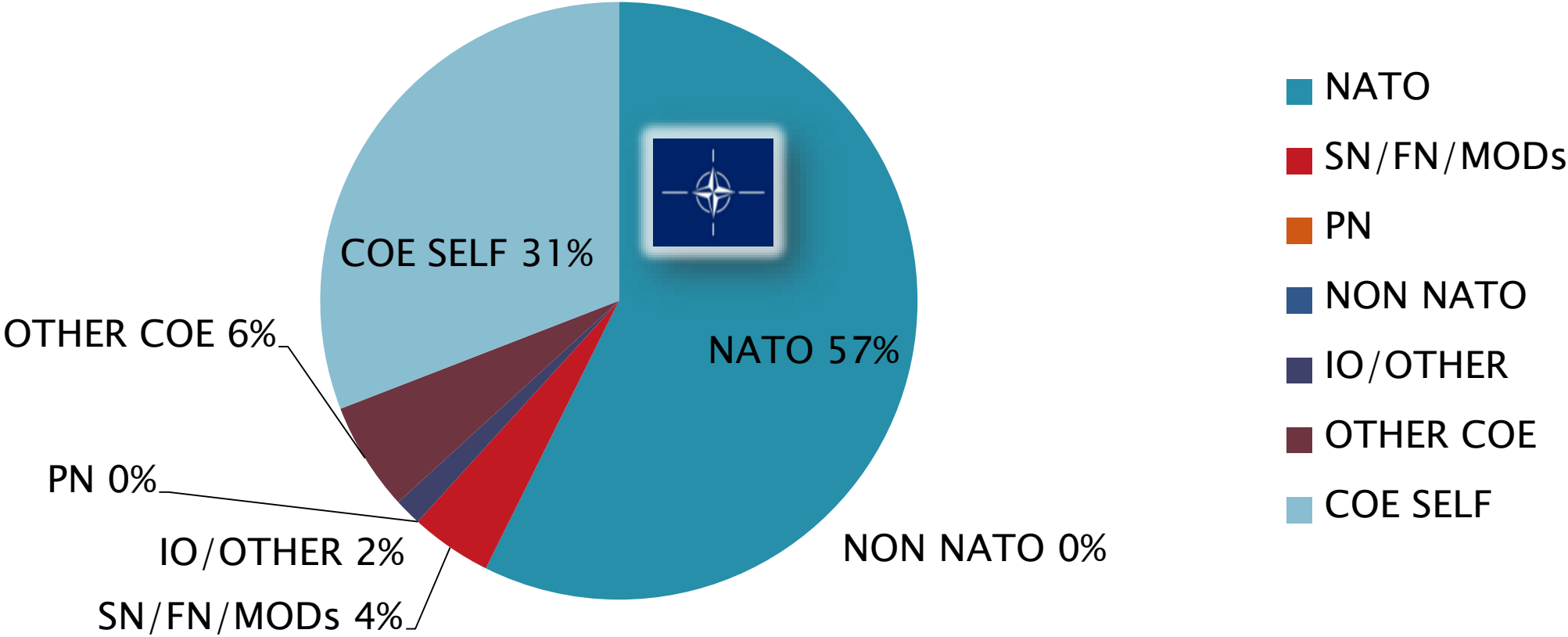
## Programme of Work 2022 Summary



# Visualization of POW Progress Development



## POW 2021





# Integrated Air & Missile Defense (IAMD) COE – POW 2022



56 ( 2 New entries) POW items

NATO 35 (62%)

COE (SELF) 15 (27%)

- 1. NSO COURSES (11)
- 12. MARKETING PLAN
- 13. STANDARDIZATION COURSE
- 14. AIRC2IS COURSE
- 15. NMIOTC 2500

OTHER COE 4 (7%)

- 1. IAMD COE- CC SBAMD- JAPCC-AO COE ANNUAL MEETING 22
- 3. ATP3.2.1.5
- 4. CWO CONCEPT

IO/OTHER 0

PN 0

SN/FN/MOD 2 (4%)

- 1. SC 2022
- 2. 21<sup>st</sup> INTERNATIONAL AIR DEFENCE CONF

NON-NATO 0

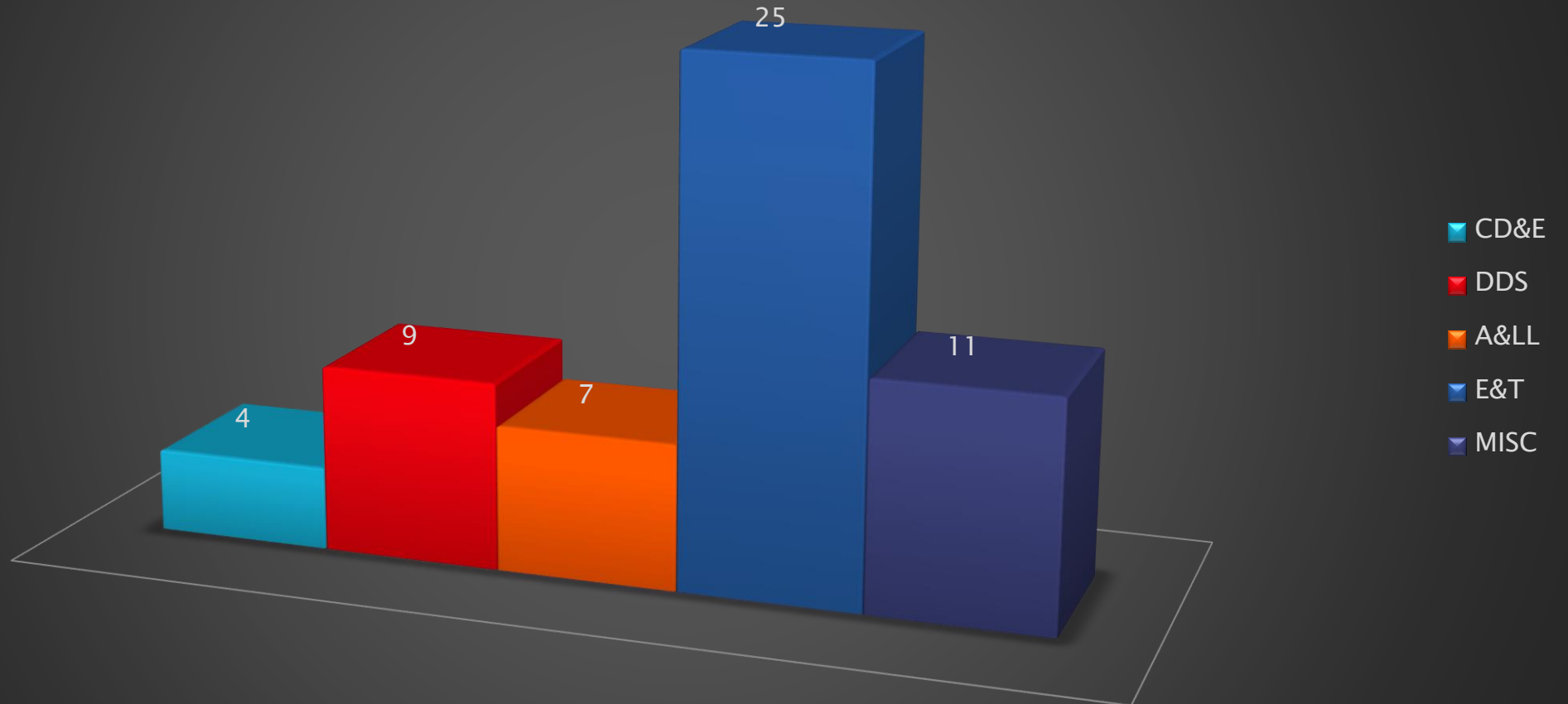
- 1. JPOW 2022
- 2. STALL22 & RACE 23
- 4. COE DIRECTORS CONF 2022
- 5. LEGAD-FINCON CONF 2022
- 7. IAMD COE ANNUAL Conf 22
- 8. E & T CONFERENCE 2022
- 9. RFS 21#011-012-013
- 12. NIAG 265 QRT
- 13. JUAV WG
- 14. RFS 21#078 **NEW ENTRY**
- 15. RFS 21#014
- 16. RFS 21#10
- 17. RFS 20#087
- 18. IAMD DISCIPLINE CONFERENCE 22
- 19. D & S CONFERENCE 2022
- 20. ANNUAL CD & E CONFERENCE 2022
- 21. RFS 21#001
- 22. RFS 21#005
- 23. RFS 21#007-009
- 26. ASTRAL KNIGHT 22
- 27. 10<sup>TH</sup> AAMDC IAMD FORUM 22
- 28. JCG SBAMD
- 29. NIMBLE TITAN 23
- 30. C-RAM HVP **NEW ENTRY**
- 31. C-UAS TIE 22
- 32. RALY 22
- 33. CET-P HOTO PROCEDURE
- 34. TRAINING PROGRAM (CET-P)
- 35. STRATEGIC LEADERSHIP INITIATIVE



# Integrated Air & Missile Defence (IAMD) COE



PILLARS-POW 2022



- CD&E
- DDS
- A&LL
- E&T
- MISC





## Recommendations & Decisions



- SC members to *vote* POW 2022 after the presentation of the NEW ENTRIES – POINT PAPERS later as scheduled in the agenda



# IAMD COE POW 2022 Questions ?





AGENDA ITEM: 4a -RAP Topic 2

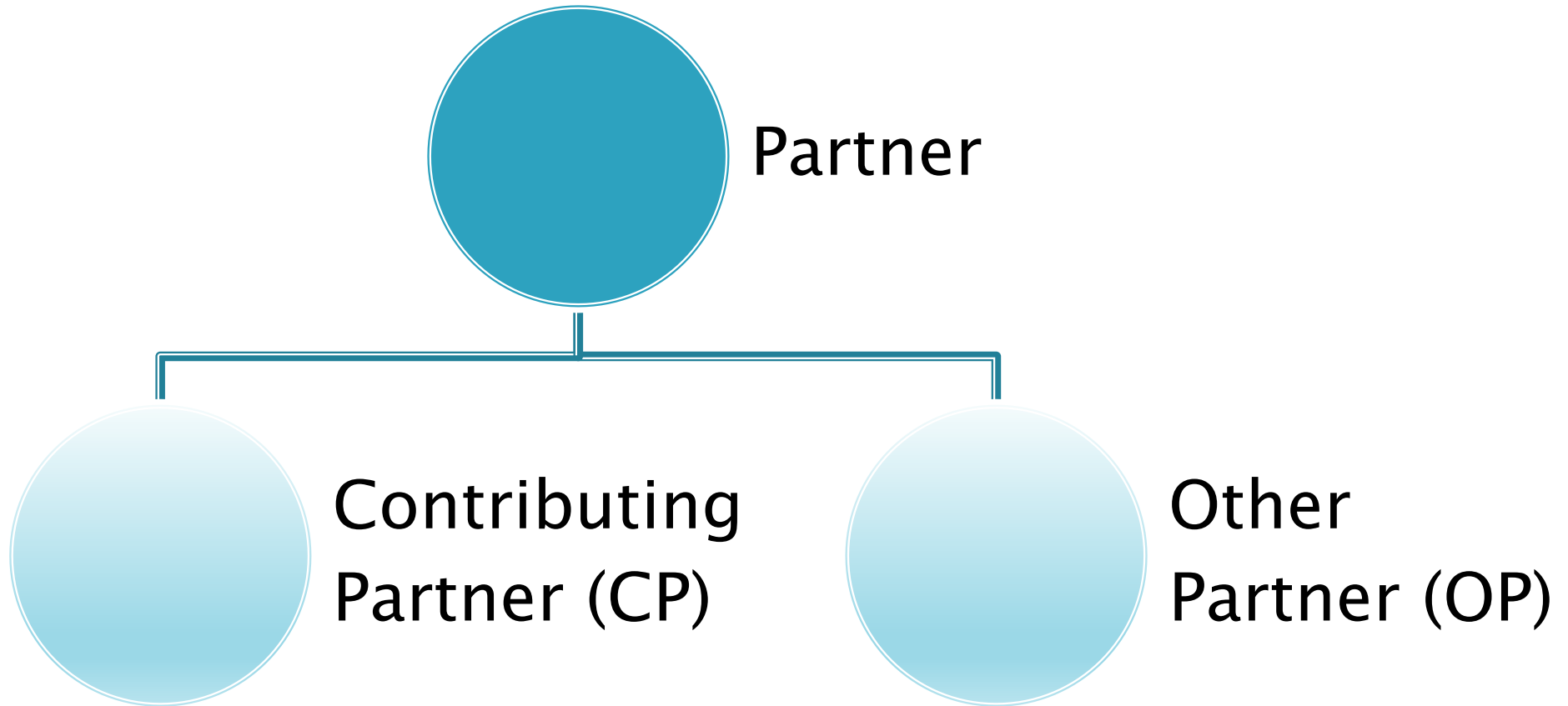
# Legal Issues–Forms of Partnership

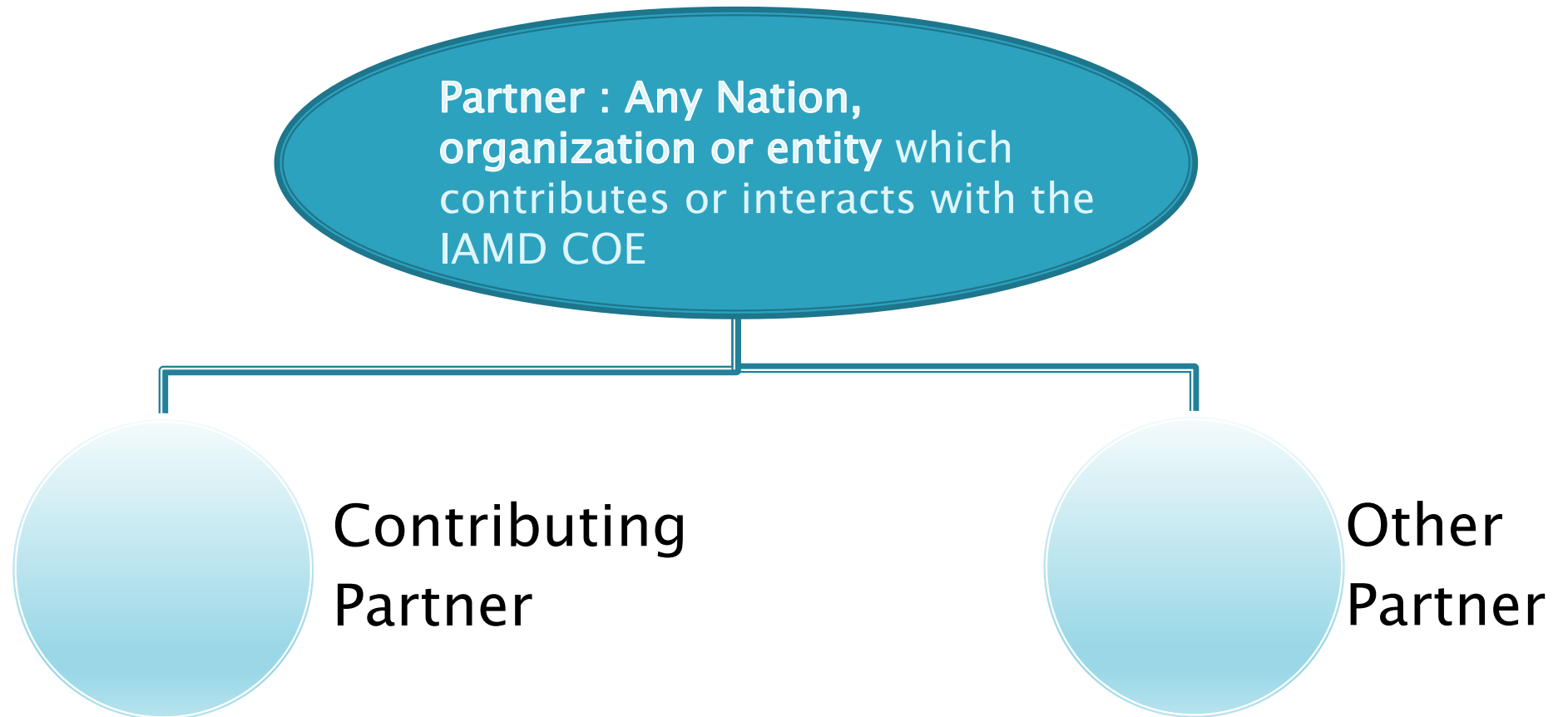


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Lt (OF-1) Theodora Siskou, GRC Army  
Legal Advisor

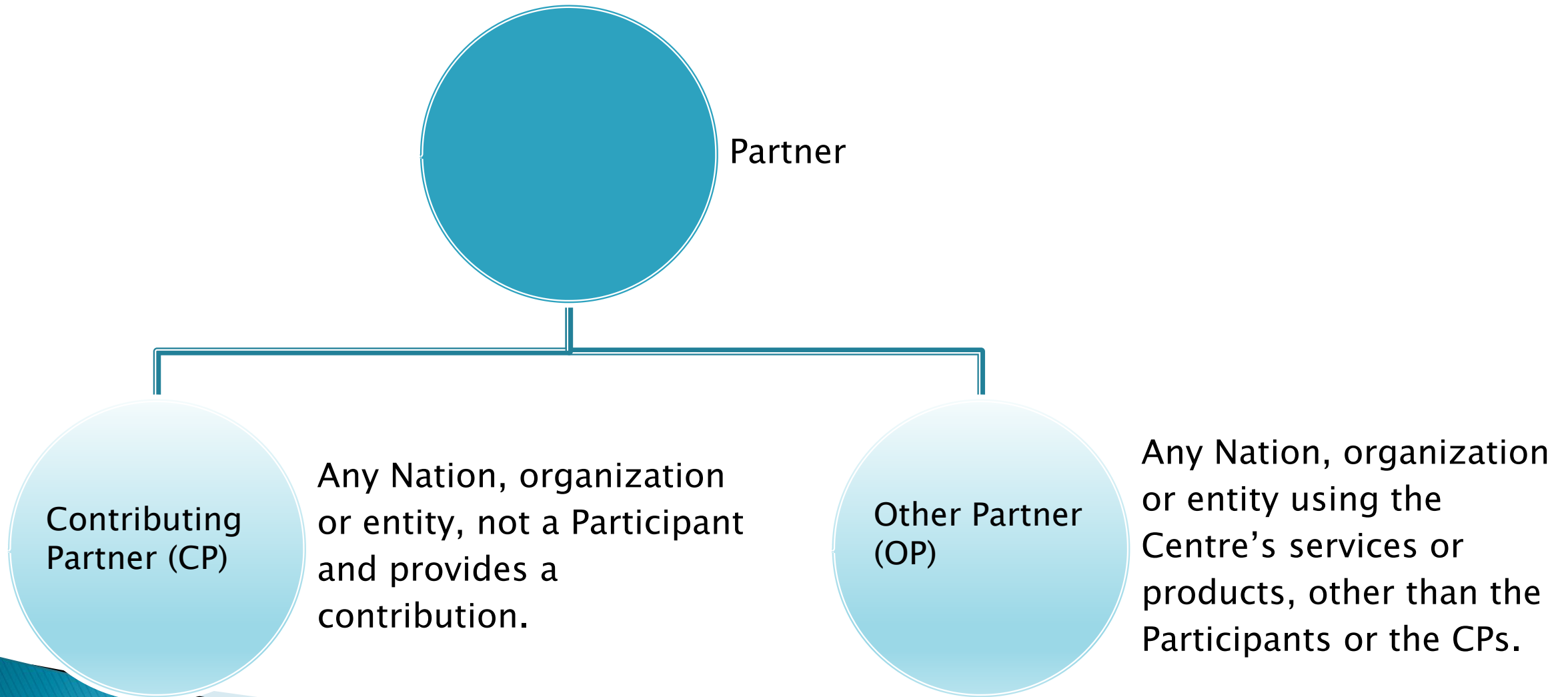




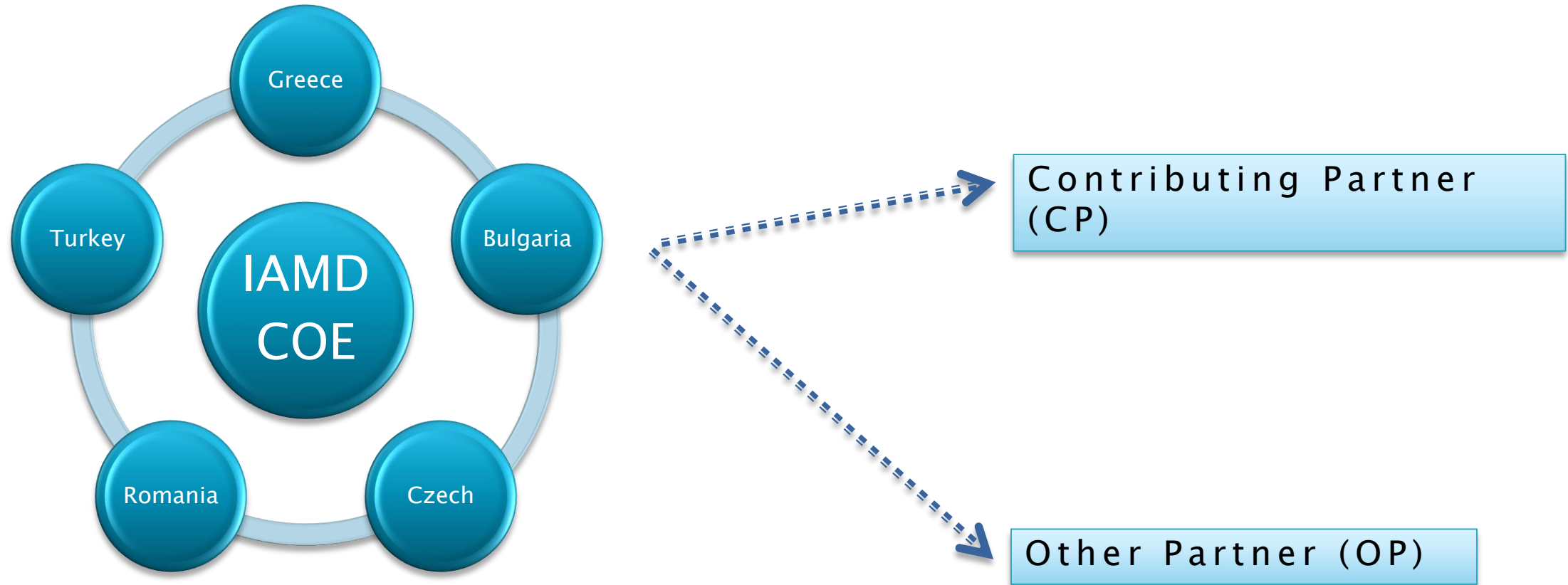




# FORMS OF PARTNERSHIP



# Forms of Partnership



# FORMS OF PARTNERSHIP





# CONTRIBUTING PARTNER (CP)



A Contributing Partner may provide:

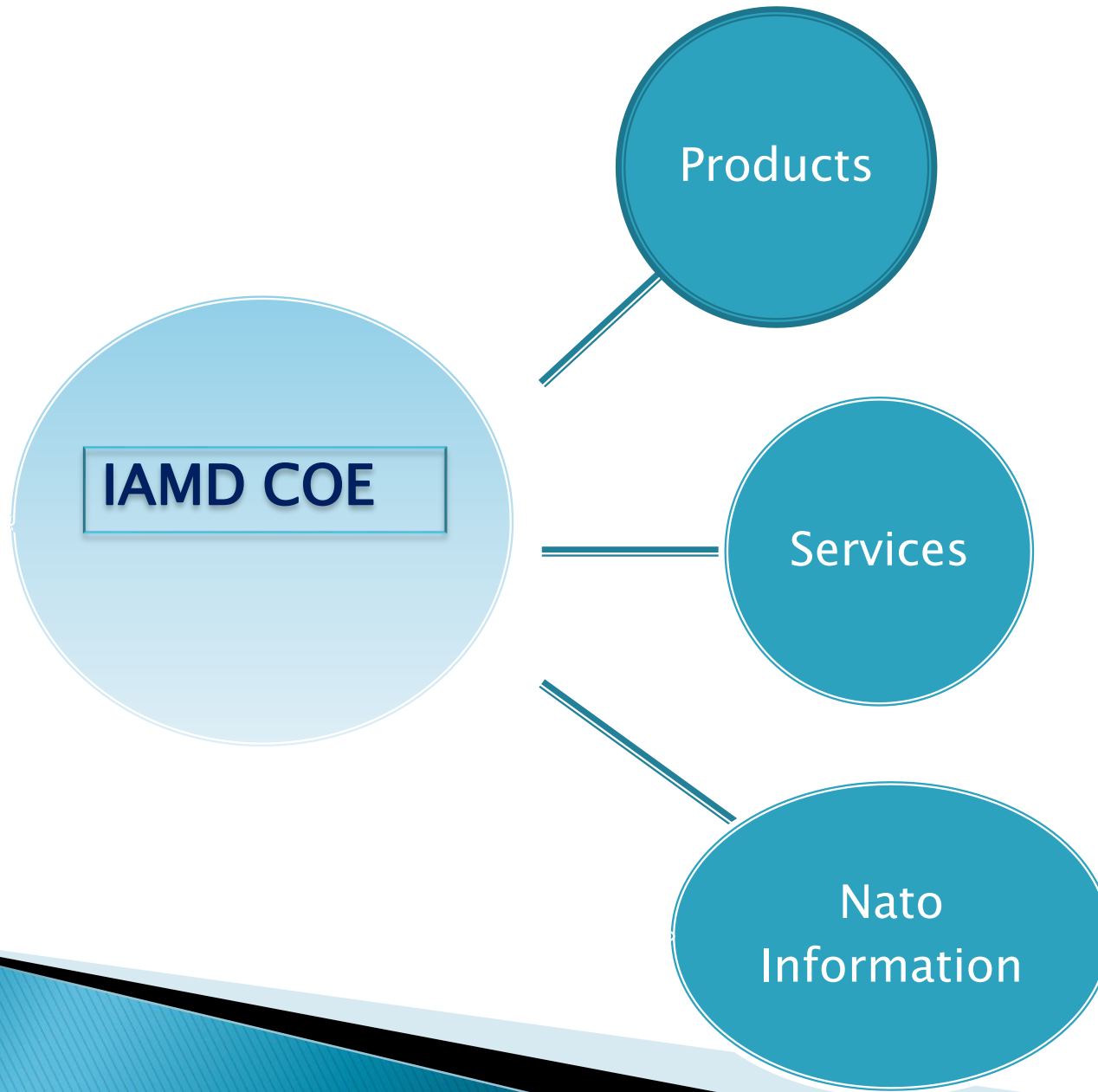
Workforce

Funds

Equipment

Services

# CONTRIBUTING PARTNER (CP)

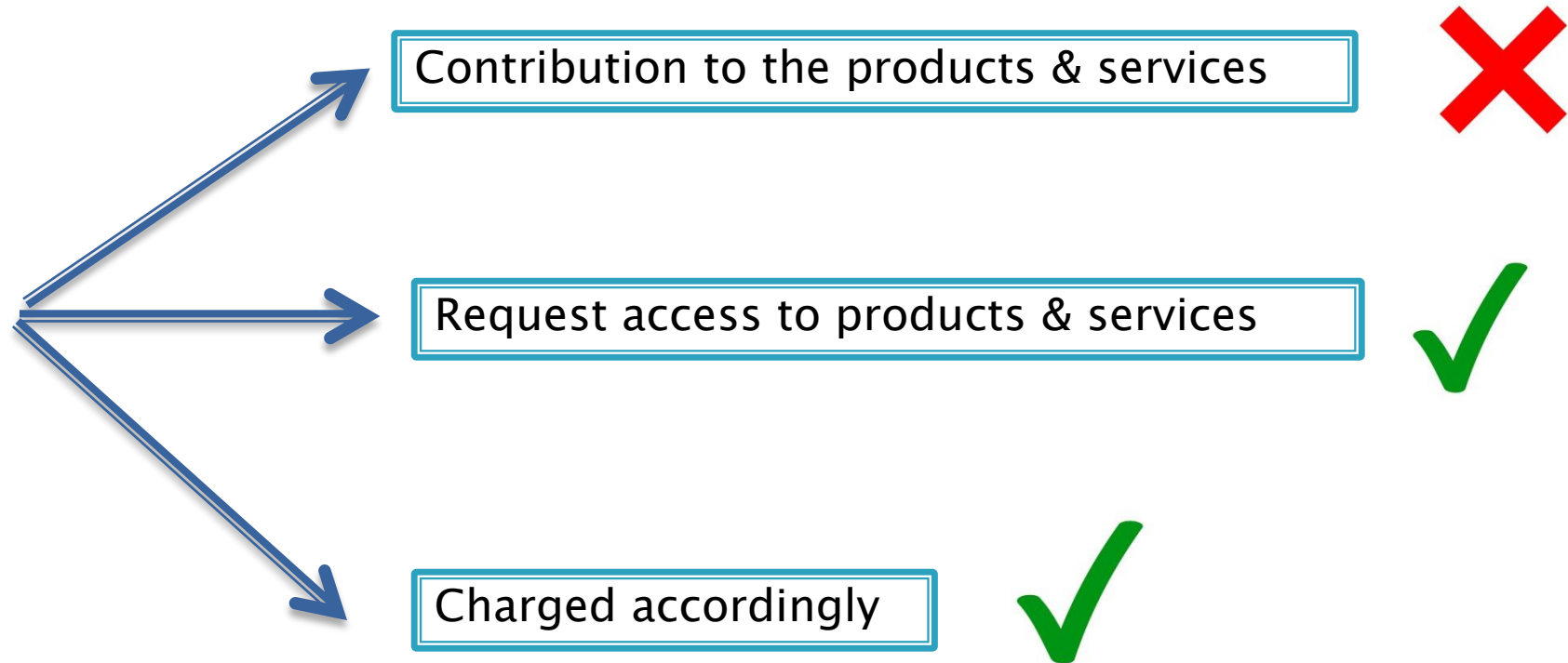


## RESTRICTIONS:

- Contribution given
- NATO Classification

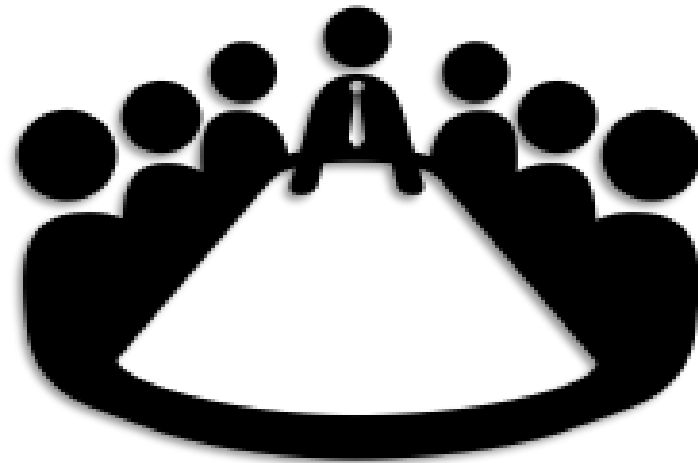


OTHER PARTNER:



# RECOMMENDATIONS & DECISIONS

- ▶ SC Members are requested to be informed regarding the aforementioned issues.



**THANK YOU  
FOR YOUR  
ATTENTION**



# LEGAL ISSUES

## Forms of Partnership





AGENDA ITEM: 4a -RAP Topic 13

# Legal Issues –Internship Program



10'

Lt (OF-1) Theodora Siskou, GRC Army  
Legal Advisor





# Internship Program

- ▶ Two (2) requests expressing willingness to attend internship program in IAMD COE.



# Internship Program

- ▶ **Legal framework:**  
IAMDCOE Operational MOU  
par. 6.11 and Annex B







# INTERNSHIP PROGRAM



- ▶ According to the par.6.11 of IAMDCOE Operational MOU, the Centre may establish an internship program with details set forth in an internship regulation.
- ▶ An intern is not an employee of the IAMDCOE
- ▶ Not be considered as part of the personnel of the IAMDCOE



- ▶ Establishment of an Internship Program

**HOW?**



# DIRECTIVE



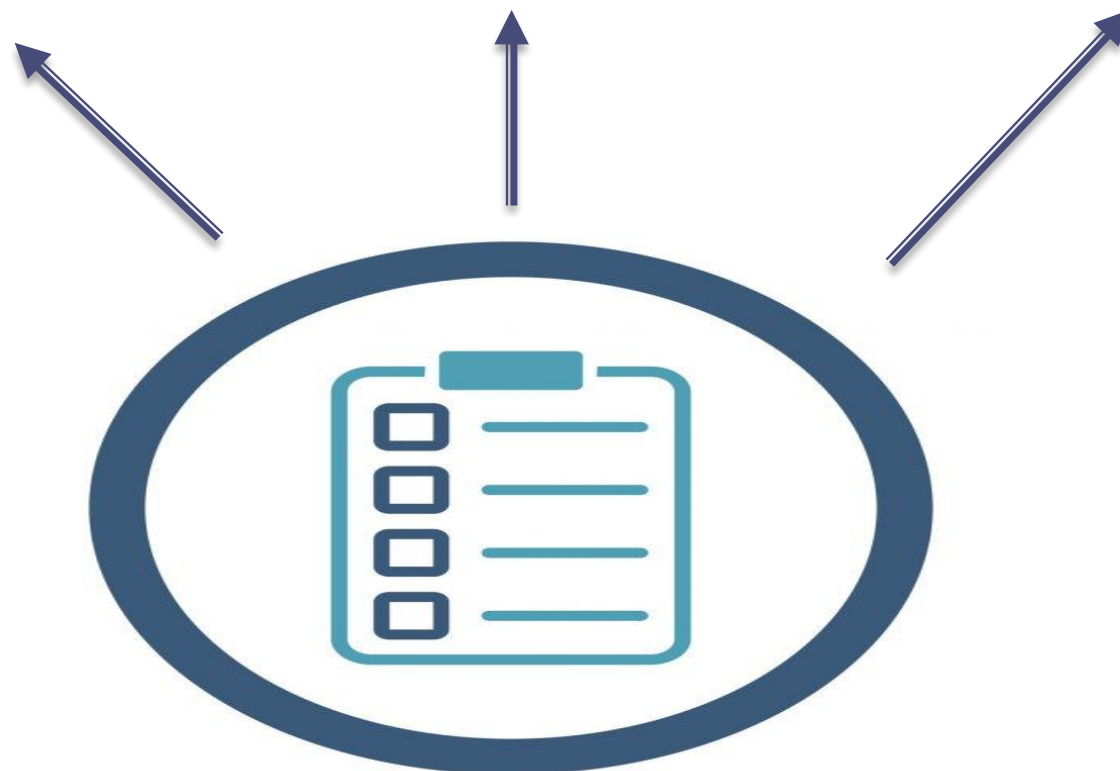
# INTERNSHIP PROGRAM



Purpose  
Main objectives

Duration of program

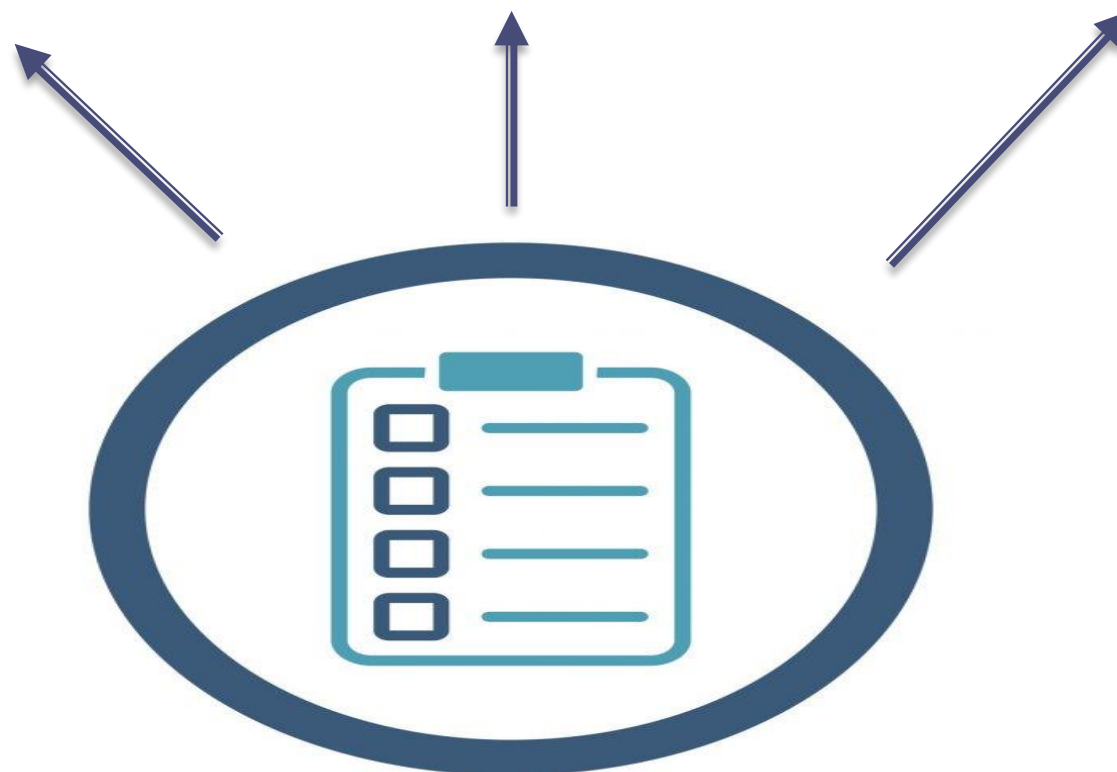
Candidates  
Eligibility criteria



Submission of  
applications

Selection procedure/  
Work assignment

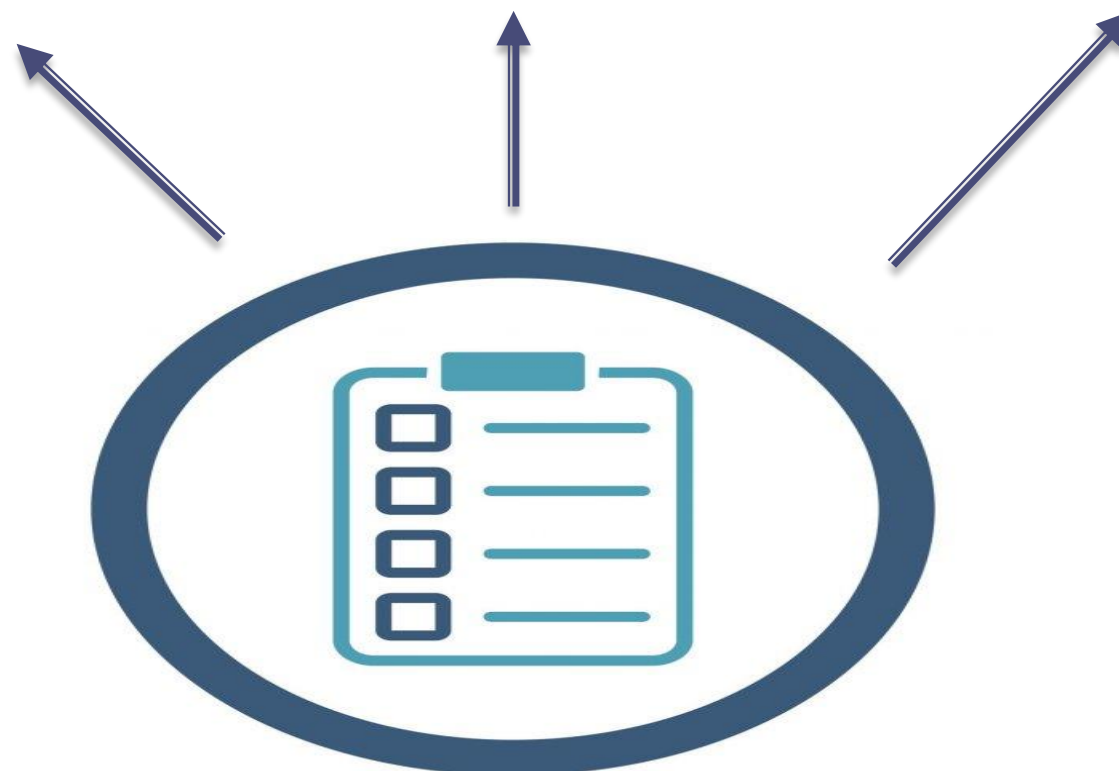
Discipline issues



Legal Conditions

Financial Conditions

Security issues



SC members are requested to be informed regarding the abovementioned issue.





**THANK YOU  
FOR YOUR  
ATTENTION**



# LEGAL ISSUES

## Internship Program





AGENDA ITEM: 5a-RAP Topic 4

# LAYERED RESILIENCE CONCEPT



10'

Col (OF-5) Emmanouil PANOU, GRC AF  
CD & E Branch Head





# LAYERED RESILIENCE CONCEPT



## TOPICS:

- BACKGROUND
- ANALYSIS & STATUS
- WAY AHEAD
- ACT RFS/IAMD COE POINT PAPER-PROPOSAL



# LAYERED RESILIENCE CONCEPT BACKGROUND



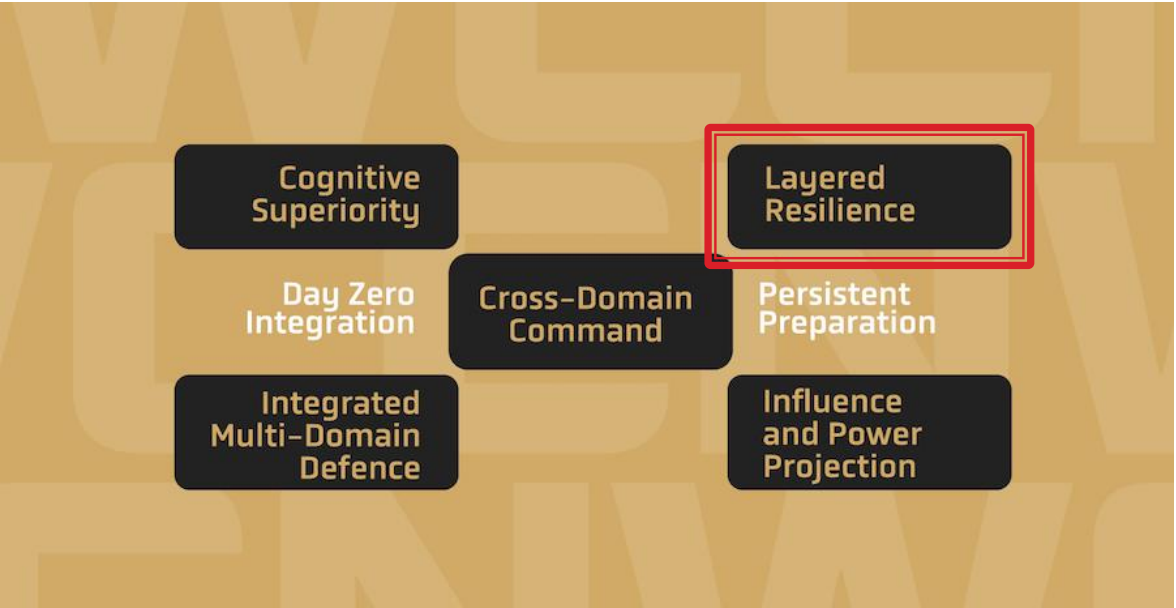
**May 2019**

- Concept for the Deterrence and Defence of the Euro-Atlantic Area **(DDA)**
- NATO Warfighting Capstone Concept **(NWCC)**

**27 Jan 21** - NWCC Endorsed by MC

**17 Feb 21** - NWCC Endorsed by DM

## 5 Warfare Development Imperatives - the “musts”







# LAYERED RESILIENCE CONCEPT ANALYSIS & STATUS



LRC agreed by CHoDs as one of their priorities from the NWCC outputs.

## *Layered resilience.*

- Withstand immediate shocks
- Be able to to supply lines or communications
- Be able to to supply attacks in the cognitive domain
- Be prepared to sustain in challenging situations over long periods of time.

## *Layered Resilience Concept – Problem Statement*

NATO considers Resilience as an Alliance imperative that underpins its Deterrence and Defence, but thinking has been biased principally on Civil Resilience developed from the civil preparedness agenda.





# LAYERED RESILIENCE CONCEPT WAY AHEAD



## *Layered Resilience Integrated Project Team (RIPT)*

- A NATO Concept that explains:
  - ❖ The interdependencies across resilience layers.
  - ❖ The connections between Military and Civil resilience that are necessary to support the Military Instrument of Power (MIOp) .
- Increase common understanding of the connected components of resilience.
- Overall impact on the MIOp and its contribution to Deterrence and Defence.



# LAYERED RESILIENCE CONCEPT WAY AHEAD



## *Layered Resilience Integrated Project Team (RIPT)*

- Support NATO priorities:
  - ❖ Enhanced resilience of Nations and the Alliance.
  - ❖ Enablement of SACEUR's AOR and through this,
  - ❖ Deterrence and Defence of the Euro-Atlantic Area.
- Focusing on two Layers: Civil and Military Resilience.
- Writing team to propose and the nations to agree to as we work through the process.



# LAYERED RESILIENCE CONCEPT WAY AHEAD



*Layered Resilience Concept to cover an approach for:*






- Considerations on the key areas of military capability where we have known vulnerabilities, for example C2 including both CIS and infrastructure.
- An associated methodology for the cyclical assessments that can link to the biennial Resilience Assessment.
- The methodology through which critical shortfalls can be identified.
- Implications for MIOP and Warfare Development.
- Implications for the Baseline Requirements.



# LAYERED RESILIENCE CONCEPT WAY AHEAD



RFS\_Tool - Layered Resilience Concept (NWCC deliverable)...

VIEW	
 Edit Item	 Version History
 Delete Item	 Alert Me
Manage	 Workflows
Actions	
Requestor	HQ SACT SPP
Requestor POC Name	John Gray GBR-N
Requestor POC Email	<input type="checkbox"/> john.gray@act.nato.int
Requestor POC Phone #	+1 757 747 4339
Start Date	01/09/2021
End Date	31/12/2025
RFS Editor	<input type="checkbox"/> john.gray@act.nato.int
RFS Title	Layered Resilience Concept (NWCC deliverable)
Description, Detailed	Layered Resilience Concept (LRC) deliverable under the NWCC's Warfare Development Imperative for Layered Resilience.
Deliverable	NATO Concept for Layered Resilience, focused on Military Instrument of Power, that considers both Civil and Military resilience layers, the Interdependencies between them, and associated considerations for Warfare Development. LRC will follow the NATO CD&E process commencing 3Q22 for completion 4Q25 and approval mid-2026. Initiation will be through a Concept Proposal to be drafted by end-2021. COE contribution to the Concept proposal will be invited through activity in Oct 21 (virtual) and Nov 21 (live workshop). The proposal will map the subsequent programme of work, including opportunities for COE contributions. See SACT initial Alliance Warfare Development Agenda (iWDA) for further detail.
Travel	COE funded
Pillar	Concept Development and Experimentation
Category	ACT
Phases	In Progress
Serial #	21#078
MGEOMETOC_FB#:Assessment	
MGEOMETOC_FB#:BG	



# LAYERED RESILIENCE CONCEPT POINT PAPER/PROPOSAL



NATO UNCLASSIFIED

2<sup>nd</sup>/2021 SCM

Subject No 4



## INTEGRATED AIR & MISSILE DEFENCE

### CENTRE OF EXCELLENCE

Souda Air Base, 73100, Chania

<https://www.iamd-coe.org>



## 2<sup>nd</sup>/2021 Steering Committee Meeting POINT PAPER

Our Ref: NU. 265 Tel.: +302821440715  
Date: 30 SEP 2021 NCN: 615-4015  
Email: [info@iamd-coe.org](mailto:info@iamd-coe.org)

SUBJECT: LAYERED RESILIENCE CONCEPT (LRC) DELIVERABLE UNDER THE  
NWCC'S WARFARE DEVELOPMENT IMPERATIVE FOR LAYERED RESILIENCE  
4

ENCLOSURES Ø

PURPOSE: To inform the SC about the intention of IAMD COE to participate in the initial NATO LRC workshop activities (Oct 21 – virtual) and the upcoming one (Nov 21 – live).

BACKGROUND: In May 2019, NATO decided to develop two high-level and coordinated concepts. The Concept for the Deterrence and Defence of the Euro-Atlantic Area (DDA), and the NATO Warfighting Capstone Concept (NWCC). Both concepts together support the Alliance ability to successfully deter and defend against any threat from any direction. The NWCC, as an overarching warfighting capstone concept, will inform the development of NATO's Military Instrument of Power (MIoP) to ensure that NATO maintains and continues to build decisive military advantage.

ANALYSIS & STATUS: NATO Concept for Layered Resilience, focused on Military Instrument of Power, that considers both Civil and Military resilience layers, the interdependencies between them, and associated considerations for Warfare Development. COE contribution to the Concept proposal will be invited through activity in (Oct 21 – virtual) and (Nov 21 – live workshop). The proposal will map the subsequent program of work, including opportunities for COE contributions.

Participation of IAMD COE is considered to be permanent in every Workshop-WG, and the estimation is for 2 or 3 meetings per year. In case any

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2<sup>nd</sup>/2021 SCM

Subject No 4

### FINANCIAL CONSIDERATIONS & FUNDING:

training requirements will come up from this Program SC will be informed.

Any financial impacts of the aforementioned activities will be covered from the existing budget of the current year (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.  
Any financial obligations for the next years will be foreseen in the shared budget of the respective Fiscal Years.

RECOMMENDATIONS & DECISION: SC members are requested to consider and approve the participation of IAMD COE personnel in the NATO LRC workshop-WG activities.

FOR THE IAMD COE:

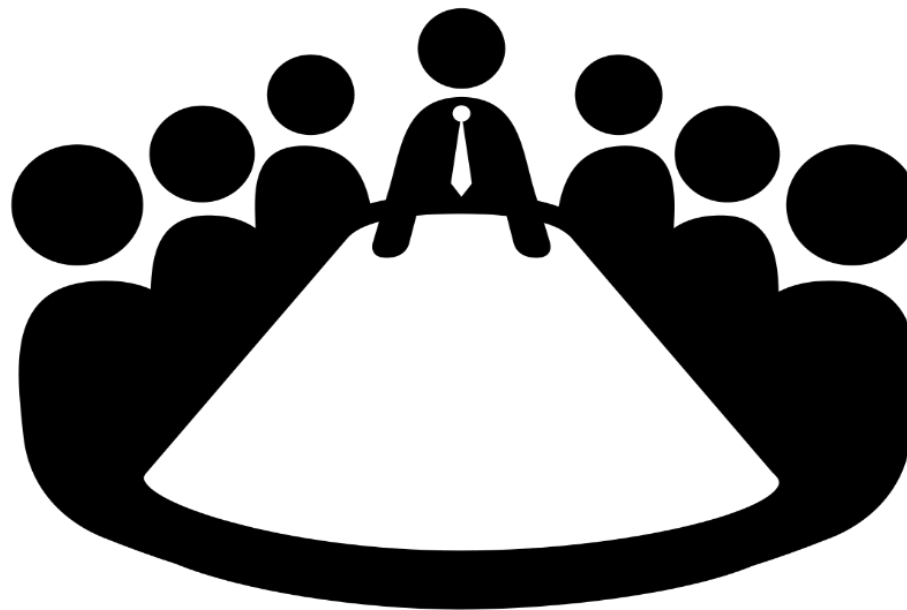
Col (OF-5) Evangelos Tzikas GRC (AF)  
IAMD COE Director

Disclaimer: This is a document of the Integrated Air & Missile Defence Centre of Excellence (IAMD COE). It is produced for specific motives with regard to the IAMD COE Program of Work and does not necessarily reflect the notions of NATO or the Participating States of IAMD COE.

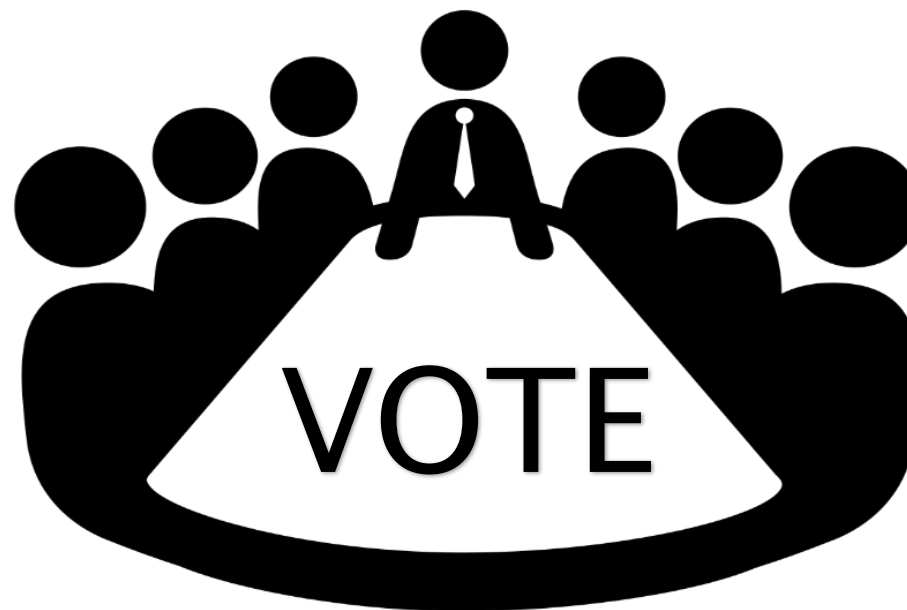
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Action: CD & E Branch Head  
Information: Dir





Questions



## LAYERED RESILIENCE CONCEPT

SC members to **approve** the participation of IAMDCOE in Layered Resilience Concept.



AGENDA ITEM 5b

# C-RAM High Visibility Project



5'

Maj (OF-3) Merkourios KATSAMAKAS, GRC Army  
Doctrine & Standardization Branch





# C-RAM HVP



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2nd/2021 SCM

Subject No 5



**INTEGRATED AIR & MISSILE DEFENCE  
CENTRE OF EXCELLENCE**  
Souda Air Base, 73100, Chania  
<https://www.iamd-coe.org>



## 2<sup>nd</sup>/2021 Steering Committee Meeting POINT PAPER

**Our Ref:** NU.266 **Tel.:** +302821440747  
**Date:** 30 Sep 2021 **NCN:** 0302-615-4047  
**Email:** info@iamd-coe.org

**TO:** See Distribution

**SUBJECT:** Participation in the Rapidly Deployable Mobile C-RAM High Visibility Project with an Advisory Role to the Specialist Team

**No:** 5

**PURPOSE:** 1. To approve the participation of IAMD COE in the Rapidly Deployable Mobile C-RAM High Visibility Project in an advisory role to the Specialist Team.

**BACKGROUND:** 1. On 23 Oct 2020 four Allied Nations (Germany, Greece, Hungary and the United Kingdom) signed a Letter of Intent launching a new NATO multinational High Visibility Project to address growing challenges in the area of Rapidly Deployable Mobile Counter Rockets, Artillery and Mortar.

2. On 27 Jan 2021 the 1<sup>st</sup> C-RAM Specialist Team meeting organized by NATO IS/DI was held virtually. The IAMD COE participated with 3 SMEs.

3. The Centre's SMEs participated also in the next 2 meetings with an advisory role to the Specialist Team via vtc :

- 24 Mar 2021, 2<sup>nd</sup> Specialist Team meeting
- 23 Jun 2021, 3<sup>rd</sup> Specialist Team meeting

**ANALYSIS &  
STATUS:**

1. The Centre's SMEs contributed to the Project of Key User Requirements (KUR) by providing comments and inputs for the development of Key User Requirements (KUR) as well as proposals for 2 definitions.

-1-

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Subject No 5

2. Currently, more Allied Nations intent to join the C-RAM High Visibility Project including the USA, Norway and more.

3. The next 4<sup>th</sup> C-RAM Specialist Team meeting is scheduled for Oct 2021.

4. The IAMD COE considers that the participation in the Rapidly Deployable Mobile C-RAM High Visibility Project with an advisory role to the Specialist Team is very beneficial for the Centre, taking into account that the project applies to C-RAM which is an assigned focus area.

### FINANCIAL CONSIDERATIONS & FUNDING:

Any financial impacts of the aforementioned activities (in case of meetings in physical presence) will be covered from the existing budget of the current year (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. Any financial obligations for the next years will be foreseen in the shared budget of the respective Fiscal Years.

### RECOM/TIONS & DECISION:

The SC members are kindly requested to approve the participation of IAMD COE in the Rapidly Deployable Mobile C-RAM High Visibility Project with an advisory role to the Specialist Team.

FOR THE IAMD COE:

Col (OF-5) Evangelos Tzikas GRC (AF)  
IAMD COE Director

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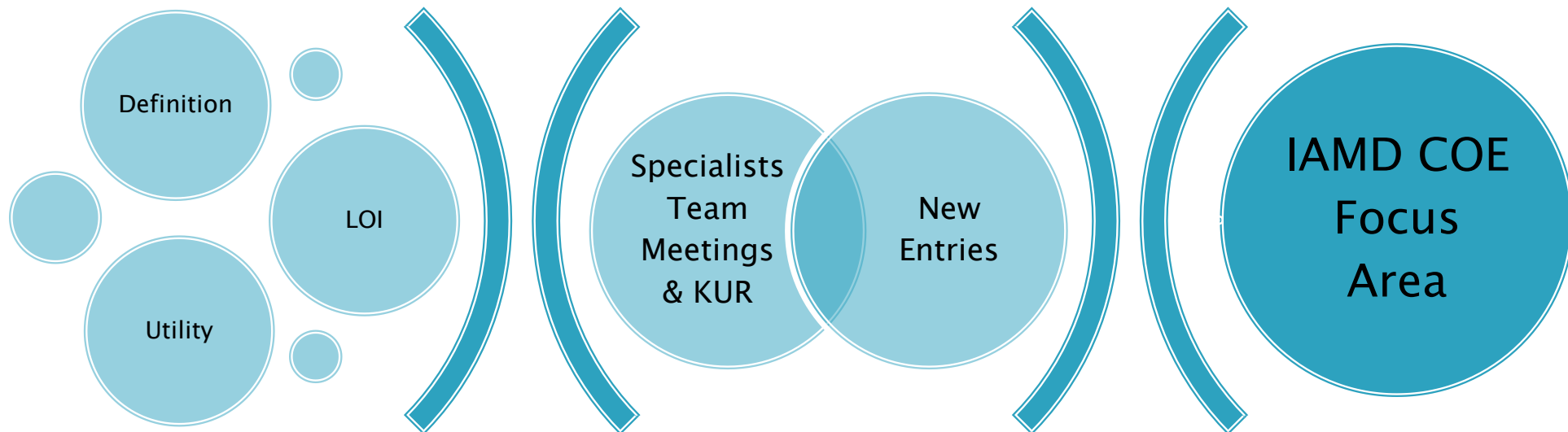
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Action: D&S Branch  
Information: Dir

-2-







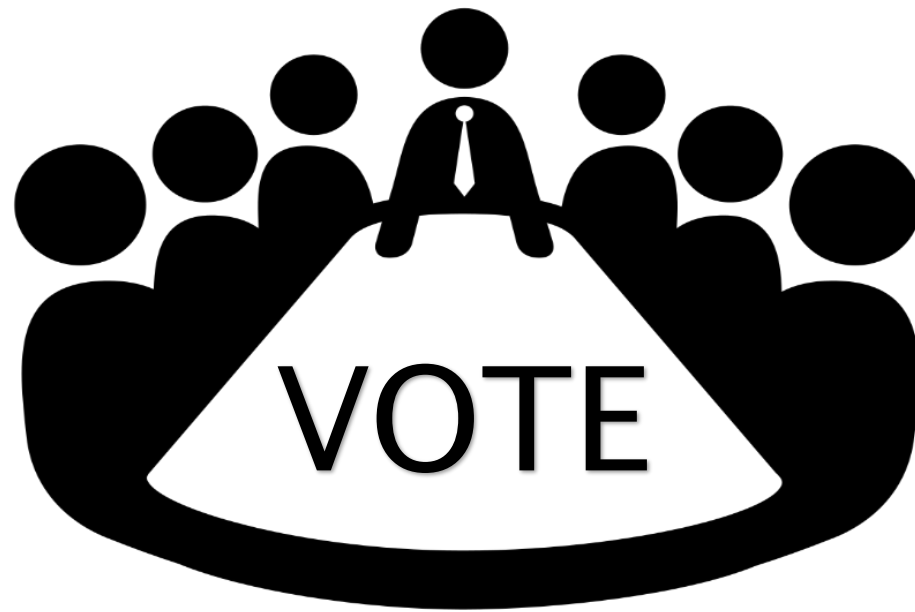
# RECOMMENDATIONS & DECISIONS

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## ➤ C-RAM HVP

- SC members to *approve* the participation in the C-RAM HVP in all the future meetings and activities



**C-RAM High Visibility Event  
IAMD COE SC 2021-1 meeting**





SC members to *vote* POW 2022 after the presentation of the NEW ENTRIES –  
POINT PAPERS





# LUNCH BREAK

