



INTEGRATED AIR & MISSILE DEFENCE
CENTRE OF EXCELLENCE

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

1st / 2022 SCM

Subject No:5

Our Ref: NU.341

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To: See Distribution

SUBJECT: IAMD COE Programme of Work 2023

NO: 5

NO	RFS#*	REQUESTOR	REQUESTOR (Check the box)							END USER/ CUSTOMER	PROJECT/ ACTIVITY NAME	BRIEF DESCRIPTION (a)	SUPPORTING NATO (Y/N)	LOCATION (IF Applicable) (b)	START DATE (c)	END DATE (d)	COE POC (e)	SUPPORTED COE PILLAR****	REMARKS
			NATO	SN/FN/ MODs	PARTNER NATIONS	NON- NATO	IO/ Other	Other COEs	COE SG**										
1		COE							X	COE	NSO Training Courses	Participation of IAMD COE 's SMEs in training courses in NSO, as designated in NSO allocation after IAMD COE bidding request	N	Oberammergau DEU	TBD	TBD	L.Cdr. E. PEROUTSEAS e.peroutseas@iamd-coe.org	E&T	See ANNEX A
2		COE							X	COE	Training courses related to IAMD domain (Not in NSO)	Participation of IAMD COE 's SMEs in training courses related to IAMD domain (not in NSO), such as C-IAMD Course, Missile Defence Planning Course (on AIRC2IS, etc	N	TBD	TBD	TBD	L.Cdr. E. PEROUTSEAS e.peroutseas@iamd-coe.org	E&T	Annual trainings important for IAMD domain

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3		COE							X	COE	Training courses- seminars related to D&S pillar	Participation of IAMDCOE 's SMEs in training courses related to D & S pillar and procedures, such as: -Drafting, production and maintenance of NATO Standards (NMIOTC 25000) -Allied Joint Doctrine Development Course -Standardization within NATO Course - and any other related courses	N	TBD	TBD	TBD	Lt. N. MOUSTAKAKIS n.moustakakis@iamd-coe.org	E&T	Annual trainings important for personnel of D&S Branch and their evolvement
4		COE							X	COE	Training courses- seminars related to A&LL pillar	Participation of IAMDCOE 's SMEs in training courses related to A & LL procedures, such as: -NATO Lessons Learned Portal Manager course - NATO Lessons Learned Staff Officer course - and any other related courses	N	TBD	TBD	TBD	COL SARIDAKIS n.saridakis@iamd-coe.org	E&T	Annual trainings important for personnel of A&LL Branch and their evolvement
5									X	COE	Training courses- seminars related to E & T pillar	Participation of IAMDCOE 's SMEs in training courses related to E & T procedures, such as: - (NMIOTC 17000) Train the Trainers Technical Instructor Course - and any other related courses	N	TBD	TBD	TBD	L.Cdr. E. PEROUTSEAS e.peroutseas@iamd-coe.org	E&T	Annual trainings important for personnel of E&T Branch and their evolvement
6		NATO ACO AIRCOM	X							NATO ACO AIRCOM- NATO Countries	IAMD Common Education & Training Program (CET-P)	Delivery of tactical level education on execution of SBAMD operations under JFAC command. Purpose: meet tactical/procedural requirements and needs for interoperability of SBAMD units. PTA: NATO Nations	Y	IAMD COE	08 May 2023 30 Oct 2023 Upon request	12 May 2023 03 Nov 2023 Upon request	Maj P. RABINAK p.rabinak@iamd-coe.org	E&T	Resident- Training programme continued from previous year

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7		MOD- NATIONS		X						MOD- NATIONS	EXERCISES Organised by nations - MOD	Participation of IAMD COE's SMEs in exercises (planning or execution) when requested by nations or MODs. This kind of exercises may be: - JPOW 2023 -ASTRAL KNIGHT 2023 and any other exercise related to IAMD focus area upon request	N	TBD	TBD	TBD	Col. Ozkan ORUC o.oruc@iamd- coe.org	E&T	Important IAMD related exercises. IAMD COE is one of the stakeholders in IAMD domain, so it is beneficial for the Centre to support nations in IAMD related exercises when requested iaw its expertise and workforce.
8		NATO	X							NATO	NATO EXERCISES	Participation of IAMD COE's SMEs in exercises (planning or execution) when requested by NATO (NATO entities, NFS, NCS, ACO etc). This kind of exercises may be : - Ramstein Century 2023 (RACE23) -STEADFAST ALLIANCE 24 (STAL 24) -Ramstein Legacy 2024 (RALY24) -STEADFAST JUPITER 23 (STJU 23) - and any other NATO exercise upon request	Y	TBD	TBD	TBD	Col. Ozkan ORUC o.oruc@iamd- coe.org	E&T	Important IAMD related NATO exercises or NATO exercises that require support of an IAMD SME. IAMD COE is one of the stakeholders in IAMD domain so it is crucial for the Centre to support NATO entities (NFS,ACO,NCS, ACT) during exercises in IAMD matters.

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9	21#078	NATO	X							HQ SACT SPP	Layered Resilience Concept (NWCC deliverable)	Layered Resilience Concept (LRC) deliverable under the NWCC's Warfare Development Imperative for Layered Resilience. LRC will follow the NATO CD&E process commencing 3Q22 for completion 4Q25 and approval mid-2026.	Y	TBD	01/09/21	21/12/25	COL Panou e.panou@iamd-coe.org	CD&E	RfS continued from previous year
10	22#075	HQ SACT JFD JDLL Branch	X							ACT	NATO Lessons Learned from the situation in and around Ukraine	The situation in and around Ukraine developed, unfolded, and is going on. In preparation of predictable necessary analysis in the future, all stakeholders in LL might be early encouraged and requested actively engage the NATO Lessons Learned (LL) process. To enable COE's to establish the POW 2023, HQ SACT is creating a generic RfS, without specific nor detailed requirements. COE's are kindly requested to share Observations, Best Practices, LI and LL related to the situation in Ukraine. Deliverables should be shared in NLLP.	Y	Online	17/05/2022	31/12/2023	COL SARIDAKIS n.saridakis@iamd-coe.org	A&LL	RfS continued from previous year

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11	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, ALL) Coordination meetings, This RFS can be used as reference in POW related to all coordination VTCs organized by ACT JFD CPD Branch.	Y	TBD	TBD	TBD	CPT Kapellas c.kapellas@iamd- coe.org	MISC	Reference RfS
12	21#008	NATO ACT CPD	X							NATO ACT CPD	COE Support to Education and Training activities	Support to the NATO requests for attending courses run by COEs. This generic RFS is to be used as a reference whenever there is a request from different NATO bodies to send students to courses run by COEs/NETFS. Also, this RFS encompasses the SME support to courses executed in other NATO ETFs	Y	TBD	28/01/2023	31/12/2023	COL Oruc o.oruc@iamd- coe.org	E&T	Generic RfS
13	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	28/01/2021	31/12/2023	COL Oruc o.oruc@iamd- coe.org	E&T	Generic RfS

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14	22#026	NATO ACT CPD	X							NATO ACT CPD	Annual COE's Directors Conference 2023	Participation to the Annual COE's Directors Conference. This is meant to be a recurring RfS number for COE planning purposes and will be updated/edited on an annual basis as details are promulgated.	Y	TBD	1-Jan-23	31-Dec-23	LTC Liidakis e.liidakis@iamd- coe.org	MISC	Recurring RfS – Annual event
15	21#0626	ACT /DPRD	X							ACT /DPRD	NATO DEFENCE PLANNING PROCESS	This RfS is prioritized in order to exploit the specialist support of COEs in ongoing ACT Capability Area Group (CAG) activities in preparation for Step 2 of NDPP	Y	TBD	1/1/2022	31/12/2022	COL Panou e.panou@iamd- coe.org	CD&E	Probability to be continued
16	21#011	NATO	X							HQ SACT JDLL	NATO LL Conference 2023	HQ SACT requests COE LL POC(s) participation & support to the NATO LL Conference in 2022 This is a Placeholder, further information (date/ location) will be updated when available	Y	TBD	1-Jan-23	31-Dec-23	COL SARIDAKIS n.saridakis@iamd- coe.org	A&LL	Placeholder - Annual conference
17	21#013	NATO	X							HQ SACT JDLL	ACT LL Fall WG 2023	HQ SACT requests COE LL POC(s) participation & support to the ACT LL FALL WEEK in 2022. This is a Placeholder, further information (date/ location) will be updated when available	Y	TBD	1-Jan-23	31-Dec-23	COL SARIDAKIS n.saridakis@iamd- coe.org	A&LL	Placeholder - Annual event

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18	22#022	NATO	X							HQ SACT JFD CPD	2023 COE Marketplace	The inaugural COE Marketplace, opened by DEPSEC GEN, TOOK PLACE IN July 2019 at NATO HQ. A similar event is now being proposed to take place, once again, in AGORA at NATO HQ, 10-11 May 2022. As an early priority to enable further planning, it is recommended that COEs prepare for to conduct the COE Marketplace. CPD will prepare a formal COS invitation to all NATO-accredited COE Directors to participate. This RFS will be generic request which will be updated every year for the same activity while keeping same RFS serial	Y	TBD	01/01/23	31/12/23	LTC Liidakis e.liidakis@iamd-coe.org	MISC	Annual event for all COE. Participated last year as a part of our marketing plan. From now on as a separate RFS from ACT. Generic RFS
19	22#023	NATO	X							HQ SACT JDLL	ACT Lessons Learned Spring week 2023 (in case there is not NATO LL Conference)	COE LL POC Support to LL Spring Event 2023 (Placeholder). LL Spring Event includes NATO LL Conference-two/three-day event plus one day COE LL meeting/WS	Y	TBD	01/01/23	31/12/23	COL SARIDAKIS n.saridakis@iamd-coe.org	A&LL	Placeholder - Annual event
20	22#024	NATO	X							HQ SACT JDLL	ACT Lessons Learned Spring week 2023 (in case there is not NATO LL Conference)	If there is not NATO LL Conference during 2023. HQ SACT requests COEs to host support and participate to the ACT LL SPRING WEEK 2023. This event includes two/three-day COE LL meeting/WS.	Y	TBD	01/01/23	31/12/23	COL SARIDAKIS n.saridakis@iamd-coe.org	A&LL	Placeholder - Annual event

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21	22#025	NATO	X							HQ SACT JDLL	COE Support to NATO LL process (2023 Placeholder)	COE LL POC is requested to analyze 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 JALIC or leading the study	Y	TBD	01/01/23	31/12/23	COL SARIDAKIS n.saridakis@iamd- coe.org	A&LL	Placeholder - Annual project
22	21#007	NATO ACT CPD	X							NATO ACT CPD	Support to NATO Doctrine	Support to NATO doctrinal activities. COEs requested to support NATO doctrine by: - Being a Custodian to NATO Doctrine. - Support other doctrine by participating in WG, WT and Standardization Boards. This RFS is to be used as Reference Number in the POW for the COE doctrinal activities.	Y	TBD (probably two meetings)	21/01/2021	31/12/2023	Maj Katsamakas m.katsamakas@ia md-coe.org	DD&S	RFS to be continued from 2021
23		NATO	X							NATO	NATO Counter Unmanned Aerial Systems (C-UAS) WG, activities and exercises (e.g., Technical Interoperability Exercise 2023)	Participation of IAMD COE in every related Workshop - WG - exercises and Class I C- UAS Documentation Development Process (e.g., C-UAS Doctrine development)	Y	TBD	TBD	TBD	COL Panou e.panou@iamd- coe.org	CD&E	One of IAMD COE focus areas. Continuous participation in each year's related activities
24		NATO	X							NATO	Joint Capability Group Unmanned Aircraft Systems	Participation in JCG UAS Syndicate and subgroups	Y	TBD	TBD	TBD	COL Panou e.panou@iamd- coe.org	CD&E	Working group to be continued from 2023
25		NATO HQ SACT	X							NATO HQ SACT	COE Legal Advisors and Financial Controllers Workshop 2023	Participation in Workshop	Y	TBD	TBD	TBD	LEGAD - legad@iamd- coe.org & FINCON - fincon@iamd- coe.org	MISC	Annual event

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26		NIAG	X							NATO	NIAG SG-XXX QRT "C-RAM Technology and Required Capabilities"	The participation to the NIAG SG-XXX C-RAM as a member of the Quick Reaction Team (QRT), will take place after the approval of the Study by NIAG. -Hosting the NIAG SG- XXX C-RAM HVP Kick-Off and Final (2024) meetings	Y	6-8 Meetings TBD IAMD COE Chania Kick - Off Meeting Final Meeting	May 2023 April/May 2023 June 2024	June 24 April/May 2023 June 2024	Maj Katsamakas m.katsamakas@ia md-coe.org	D&S	NEW ENTRY / POINT PAPER
27		NATO	X							NATO	C-RAM HVP	Participation in the Rapidly Deployable Mobile C-RAM High Visibility Project in an Advisory Role to the Specialist Team	Y	TBD	27/01/2021	TBD	Maj Katsamakas m.katsamakas@ia md-coe.org	DD&S	One of IAMD COE focus areas. Continuous participation in each year's related activities
28		NIAG	X							NATO	NIAG SG-265 QRT "SBAMD Survivability and Effectiveness in Joint and Combined Operations when faced by a Peer State Threat"	Participation to the NIAG SG-265 as a member of the Quick Reaction Team (QRT).	Y	12th Bremen, Germany 13th TBD 14th TBD 15th London, UK	12th 7 Feb 23 13th 14 Mar 23 14th Apr 23 15th TBD	12th 9 Feb 23 13th 16 Mar 23 14th Apr 23 15th TBD	Maj Katsamakas m.katsamakas@ia md-coe.org	DD&S	Continued from previous year
29		NAAG	X							NATO	JCG SBAMD 2023 (Joint Capability Group in Surface Based Air and Missile DE fence)	- Participation in JCG SBAMD WG and in JCG SBAMD CDI SG 2023 - JCG SBAMD C2I SG 2023 -- Hosting JCG SBAMD WG activities: *JCG SBAMD 2023 Fall Meeting (including CDI & C2I SGs) **CDI SG Winder or Summer2023 meeting	Y	1st NATO HQ, Belgium 2nd TBD IAMD COE Chania	April 2023 Oct 2023 * Oct 2023 **Feb or Aug 2023	April 2023 Oct 2023 *Oct 2023 **Feb or Aug 2023	Lt Moustakakis n.moustakakis@ia md-coe.org	DD&S	Continued from previous year
30		NATO ACT - AIRCOM	X							NATO ACT - AIRCOM	Annual Discipline Conference regarding IAMD: [Ballistic Missile Defence (BMD)-Integrated Air and Missile Defence (IAMD)-Air Operation IOT coordinate Air Policing issues)	To participate in the activity and related activities such as Training Requirement Analyses (TRA) or Training Need Analyses (TNA)	Y	AIRCOM DEU	TBD	TBD	Col. Ozkan ORUC o.oruc@iamd- coe.org	E&T	Annual conference

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31		HQ SACT	X						X	SACT/NSTO	Annual NATO Operations Research and Analysis Conference	Participation in annual NATO Operations Research and Analysis Conference	Y	TBD	TBD	TBD	COL Panou e.panou@iamd-coe.org	CD&E	Annual conference
32		NATO ACT CPD	X							NATO ACT CPD	Annual conference/coordination meeting for each COE pillar conducted by ACT	Participation of IAMD COE's SMEs in the annual conference/coordination meeting for each pillar (E&T, A&LL, CD&E, D&S) conducted by ACT	Y	TBD	TBD	TBD	Col. Ozkan ORUC o.oruc@iamd-coe.org (for E&T) -COL SARIDAKIS n.saridakis@iamd-coe.org (for A&LL) -COL Panou e.panou@iamd-coe.org (for CD&E) -Maj Katsamakas m.katsamakas@iamd-coe.org (for D&S)	MISC	Annual conference
33		CZE Defence University		X					X	CZE UNIVERSITY OF DEFENCE	International Air Defence Conference	Participation in the conference	N	BRNO CZE	TBD	TBD	Maj P. RABINAK p.rabinak@iamd-coe.org	E&T	Annual conference
34		COE							X	COE	Annual IAMD COE conference	Organization of the Annual IAMD COE conference	N	Chania, GRC	2nd Quarter of JUNE 2023	2nd Quarter of JUNE 2023	COL Panou e.panou@iamd-coe.org	MISC	Annual conference
35		COEs' - HQ AIRCOM						X	X	COEs' - HQ AIRCOM	IAMD COE meeting with IAMD stakeholders (JAPCC and AO COE, CCSBAMD, HQ AIRCOM and other NATO Entities)	Meeting predicted by the IAMD COE CONCEPT (par.6) to take place between IAMD COE, JAPCC & AO COE, but also required with any other IAMD stakeholders (NATO entities or not) to synchronize and avoid duplication of efforts and identify opportunities in order	N	TBD	TBD	TBD	COL Panou e.panou@iamd-coe.org	MISC	Meetings to be organized every year, predicted by the IAMD COE CONCEPT (par.6)

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												to support NATO's IAMD capabilities. This meeting can take place as a single event or in the context of a conference. - Participation in annual conference of IAMD stakeholders (e.g., JAPCC conference, CCSBAMD conference etc.)							
36		COEs						X	X	M&S COE	CA2X2 2023 Forum - M & S Sprint Week	Participation in NATO Computer Assisted, Analysis, Exercise, and Experimentation (CA2X2) Forum, followed by event M&S Sprint Week	N	TBD	TBD	TBD	COL Panou e.panou@iamd- coe.org	CD&E	Annual Event
37		COE		X					X	COE	IAMD COE Steering Committee Meeting SC 2023	Organization of IAMD COE Steering Committee	N	Chania, GRC	4 th QT of Sep-Oct 23		LTC Liodakis e.liodakis@iamd- coe.org	MISC	Annual Conference
38		NATO SACT JFD	X							SACT/JFD	Department Head (DH) Forum and Individual Training and Education Programme (ITEP) Planning Board (IPB) 2023	Forum and Planning Board executed by SACT to coordinate DH activities and ITEP planning	Y	TBD	TBD	TBD	Col. Ozkan ORUC o.oruc@iamd- coe.org	E&T	Annual Event

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39		ACT	X							ACT	NATO Warfighting Capstone Concept (NWCC) & Warfare Development Agenda (WDA)	In the "SACT Direction, Guidance and Priorities for 2022" document, it is mentioned that: "The WDA provides the framework for ACT's warfare development program for this year and beyond". For this, ACT will develop a clear and incremental Campaign Plan to proactively govern and manage WDA projects. In this perspective, it is appropriate to explore the participation of the IAMD COE also in the work of the "Multi Domain Operations Concept" as well as the "Cognitive Warfare Concept".	Y	TBD	TBD	TBD	COL Panou e.panou@iamd-coe.org	CD&E	Continued form the previous year iaw the "SACT Direction, Guidance and Priorities for 2022"
40		COE							X	COE	IAMD COE Marketing Plan	Invitations/promotion for/of IAMD COE from/to NATO Entities - Members - Partners	N	TBD	TBD	TBD	LTC Liidakis e.liidakis@iamd-coe.org	MISC	Annual activity
41		NATO ACT CPD	X						x	NATO ACT CPD	Periodic assessment of IAMD COE by NATO ACT CPD	HQ SACT has the obligation in MCM 236-03 to perform a periodic assessment of all accredited COEs. The purpose of such an assessment is to ensure that COEs still meets the MC approved criteria for accreditation as a NATO Centre of Excellence.	Y	TBD	TBD	TBD		MISC	Mandatory procedure for COEs iaw MCM 236-03

Remarks

The data in columns (a), (b), (c), (d) & (e), is indicative (based on received information concerning these activities to date and they may be updated taking into account any changes made by the requestor or the COVID-19 constraints).

FOR THE IAMD COE:



B.GEN (OF-6) Nikolaos KOKKONIS, 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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ANNEXES

“A” Trainings Courses in NATO School of Oberammergau

ANNEX A TO

IAMD COE NU.341

1 Aug 2022

Trainings Courses in NATO School of Oberammergau

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1	COE							X	COE	N5-68 NATO Operational Law Course	Staff/SME development course	N	24 Apr 2023	28 Apr 2023	<p>iAMD-COE holds the position of one Legal Adviser. NATO Operational Law Course is regarded to be essential to deal with and address strategic, operational, and tactical legal issues relevant to NATO military operations. With the attendance of that course LEGAD of COE will be able to:</p> <ul style="list-style-type: none"> - Recall the international legal structure within which NATO operates, how the law of armed conflict and international human rights law apply to NATO forces, how the Alliance and its member states may be held legally responsible for collective actions, and what function is performed by NATO legal advisors. - Recall NATO doctrine regarding joint operations, legal issues unique to civilian law enforcement with military forces, issues regarding female involvement with a NATO operation, a NATO commander's scope of authority, the way NATO conducts exercises, and what legal issues are present in cyber operations. - Apply jus ad bellum, jus in bello, and NATO ROE by identifying legally appropriate courses of action in factual operational scenarios and presenting recommendations to other students.

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		NATO	SN/FN/ MODs	PARTNER NATIONS	NON- NATO	IO/ Other	Other COEs	COE SG**							
2	COE							X	COE	P5-07 NATO Information Knowledge Management Course	Staff/SME development course	N	15 May 2023	19 May 2023	<p>IAMD-COE must use information sources in an effective and efficient way throughout its life cycle and ensure the identification and preservation of information of permanent value. With the attendance of that course Registry of COE will be able to:</p> <ul style="list-style-type: none"> - Determine the compliance of COE with NATO's IM principles, giving examples of suboptimal practices and distinguishing the relevant NATO IM policy to these practices. - Develop an IM Plan and demonstrate its implementation through examples in the syndicate exercises. - Describe and document information needs and establish procedures for continuous improvement that measurably improve efficiency. - implement IM standards. - Distinguish the component parts and features of IM tools and specify how NATO uses these tools to support its processes. - Outline IM trends and future NATO programmes and their effects.
3	COE							X	COE	S7-135 NATO Global Programming Analysis Course	Staff/SME development course	N	29 May 2023	09 Jun 2023	<p>NATO bodies run Education and Training activities on the system of Global Programming. IAMD-COE included NATO Global Programming Analysis Course into its Job Descriptions of E&T BH in 2021. The course provides foundational knowledge and skills on Global Programming Analysis in order to manage NATO E&T. With the attendance of that course E&T SMEs will be able to:</p> <ul style="list-style-type: none"> - Describe Global Programming as part of the current NATO Education and Training system in terms of framework, purpose and design, roles and responsibilities, and core processes. - Interpret a Strategic Training Plan in accordance with Bi-SCs 75-2 and 75-7. - Participate in a TRA by analyzing a discipline landscape and documenting the findings in a final TRA report in accordance with Bi-SCs 75-2 and 75-7. - Participate in the TNA Analysis Phase in accordance with Bi-SC 75-7. - Explain the NATO course certification process. - Describe the various Education and Training Supporting Sites available to the basic Global Programming stakeholders. - Describe the components of the ACT Quality Assurance Programme.
4	COE							X	COE	N3-20 NATO Missile Defence Course	Staff/SME development course	N	11 Sep 2023	15 Sep 2023	Important course for IAMD COE, selected for bidding every year in order our SMEs to be educated about BMD within NATO
5	COE							X	COE	N3-134 Introduction to Surface Based Air Defence Course	Staff/SME development course	N	18 Sep 2023	22 Sep 2023	Important course for IAMD COE, selected for bidding every year in order our SMEs to be educated about BMD within NATO

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		NATO	SN/FN/ MODs	PARTNER NATIONS	NON- NATO	IO/ Other	Other COEs	COE SG**							
6	COE							X	COE	M6-108, Network Security Course	Staff/SME development course	N	02 Oct 2023	04 Dec 2023	Important course for IAMD COE, selected for bidding for the IAMD COE personnel to fulfil the criteria of NATO Network Security Standards
7	COE							X	COE	M7-51 Concept Development and Experimentation Course	Staff/SME development course	N	09 Oct 2023	13 Oct 2023	Important course for IAMD COE, selected for bidding every year in order our SMEs to be educated in Concept Development and Experimentation iaw NATO Standards.
8	COE							X	COE	N7-163 Lessons Learned Management Course	Staff/SME development course	N	16 Oct 2023	20 Oct 2023	Important course for IAMD COE, selected for bidding every year in order our SMEs to be educated in Analysis and Lessons Learned practices iaw NATO Standards.
9	COE							X	COE	N1-38 NATO Security Course	Staff/SME development course	N	04 Dec 2023	08 Dec 2023	Important course for IAMD COE, selected for bidding for the IAMD COE personnel to fulfil the criteria of NATO Security Standards

Remarks

1. NSO training courses are bided in annual basis for the following year. The confirmation of participation will take place after the completion of the arrival of newcomers in IAMD COE and after of the departure of the personnel that finishes their tour of duty. If there is no need for a course to be attended by an IAMD COE SME, it will be unbidden iaw the NSO procedures. If a supplementary course is needed, the bidding for it will take place accordingly provided that it does not affect the Participants contributions and the financial budget for the current FY according to FAPs.
2. POC in IAMD COE for NSO courses is : **L.Cdr. E. PEROUTSEAS** e.peroutseas@iamd-coe.org

FOR THE IAMD COE:



B.Gen (OF-6) Nikolaos KOKKONIS, 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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