

**INTEGRATED AIR AND MISSILE DEFENCE
CENTRE OF EXCELLENCE
DRAFT BUDGET BOOK 2023**



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

2023

**& ANNUAL FUNDING SCHEDULE
& MEDIUM-TERM FINANCIAL PLAN (MTFP)
FOR FY 2024 - 2028**

August 2022

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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 1st 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. Founded on this regulatory framework, the Centre prepared a preliminary Draft Budget for the FY 2023 and the MTFP for FY 2024 - 2028. 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 staff;

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 2023 considering the provisions of 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 are to be continued or/and may be rescheduled for execution in the year 2023;

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, if any, 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, ensuring the successful execution of the IAMD COE mission and achieving cost effectiveness simultaneously.

BUDGET PREPARING ANALYSIS

3. Draft Budget for FY 2023 includes sufficient 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 forthcoming SC Meeting with the parallel approval of the POW for year 2023, in accordance with the par. 10.1 and 13 of the FAPs.

4. The main 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 coming/potential requests [based on accreditation assessment criteria - IAMD COE Accreditation Questionnaire (Q.3.11.2 & Q.3.11.4)];

4.2 The provisions of Section 8 ("Participants' Responsibilities") and Annex E ("*Framework Nation Support*") of the IAMD COE Operational MOU, on the basis of which, inter alia, security infrastructure and services, cryptographic equipment,

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connectivity, services and the respective maintenance, and military postal services are to be provided by the FN free of charge with ongoing support, and in addition, all costs for national training measures and education - training as specified in the job descriptions as prerequisites are responsibility of the respective participating nations;

4.3 The provisions of Annex D of the IAMD COE Operational MOU ("*Shared Costs*") define the framework of the expenses which are eligible to be borne by the Shared Budget;

4.4 The inflation rate in the current time period (>10%), especially in the energy sector, which results in an upward pressure on prices of all products - services, a financial trend which is estimated to be maintained in short-medium term;

4.5 The fact that significant needs of building maintenance (included its equipment) do not appear to be occurring for year 2023 (given the coverage of all the renovation and major maintenance of the facilities by the FN) and furthermore, the majority of CIS infrastructure and equipment (computers, communication systems, etc.) are covered by a guarantee including the year 2023;

4.6 The experience gained from the COVID-19 pandemic and its impacts to the manner of carrying out the activities in which the Centre participates or conducts [probability of some activities to be cancelled or held online (via VTC), without physical presence].

5. In this regard and according to the Planning Process of the Centre in short-medium term, the Draft Budget for FY 2023 has been prepared based on the following main planning considerations, challenges and future prospects :

5.1 The context of continuing staff training both in targeted IAMD domain and the Centre's pillars (Missile Defence, Surface Based Air Defence, Concept Development and Experimentation, Lessons Learned, Doctrine & Standardisation, Education & Training) and necessary support field (network security, information knowledge management, etc.) in order to maintain and enhance the high level of expertise, strengthening in parallel the relationship between IAMD COE and the other entities through the participation in courses, conferences, workshops, seminars and exercises;

5.2 The annual organising of the IAMD COE Conference (to be continued for the year 2023), as our major event, through which we achieve a high-level of promotion for our Centre to the IAMD stakeholders;

5.3 The active involvement of the Centre's SMEs in the IAMD Common Education & Training Programme (CET-P), delivering tactical level education on execution of SBAMD operations, considering also the Centre's intention of hosting iteration(s) of this programme in Chania;

5.4 The pursuit of hosting the NIAG SG-XXX C-RAM HVP kick-off and final meetings or/and the JCG SBAMD WG activities [JCG SBAMD 2023 fall meeting (including CDI & C2I SGs) and the CDI SG winter or summer 2023 meeting];

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5.5 The cooperation/contracts (already established or/and planned to be concluded) with academic institutions, research centres or other relevant economic operators for projects such as, the production of review papers, studies, simulation data analysis, etc. in the area of IAMD (e.g. overview of international hypersonic weapons programmes - potential ways to exploit physical phenomena around hypersonic weapons, emerging disruptive threats technical simulation data for improvement of the missile defence planning, etc.), acquiring the whole intellectual property rights of these products;

5.6 The computer services (licenses - subscriptions) required in order for the Centre to continue to be complied with minimum requirements of Cyber Defence for the protection of NATO Related Networks (as 2000/TSC-MVX-0010/TT-0452/Ser: NU/ 31 Oct 18/HQ SACT order, based on the AC/322-D(2017)0047 "Minimum Requirements of Cyber Defence for the Protection of NATO Related Networks", Annex 1, Appendix 1, first approved 15 Nov 17);

5.7 The requisite upgrade of the Centre's capabilities by using/implementing NCIA application services - Information Knowledge Management (IKM) Tool-set, as the Enterprise Document Management System (EDMS), the Tasker and Project Tracker Applications Service [Tasker Tracker Plus (TT+) and Project Implementation Tracking Tool (PITT)] and the NATO Information Portal Service, over NS WAN, for the Directorate and all the Centre's SMEs.

6. 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 optimise the management of budgetary resources.

PROPOSAL

7. In the abovementioned perspective, taking firstly into account the current juncture mainly affected by the recent inflationary pressure, making however every effort to keep the required funds at proper effective levels, the Shared Budget (expenditures) proposal for FY 2023 is amounted to two hundred fifty six thousand euros (**256.000 €**), within the ceiling set under the last MTFP figures [as noted by the SC (2nd/2021 SC Meeting)], remaining at the same level as the approved Budget for year 2022. Notwithstanding, given that the revenues foreseen for the current FY (2022) are estimated to be increased (event fees, etc. ≈11.500 €), the final Participants' shares/contributions are estimated to be lower for the FY 2023 by 4,5% (at least).

8. Concerning the annual financial schedule for the payment of the Participants' contributions [submission of the Calls for Funds (CFF)], it is proposed/planned to submit two (2) CFF for the FY 2023, the first one (issued by 15 December 2022) for the contributions concerning the 60% of the Shared Budget 2023 (to cover the needs for the first 6-8 months of 2023) and the second one during the 2nd quarter (Apr - Jun) of 2023 following the settlement of payments (finalisation of expenditures - revenues of the FY 2022 and balance any existing appropriations) and the approval of any appropriations carried forward.

RESPONSIBILITY

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

SUBJECT	SC's DECISION HELD	SC's DECISION
Budget 2022	- 2 nd /2021 SC Meeting (17 - 18 Nov 21) Approval	<p>The SC approved the Shared Budget for FY 2022 at the amount of 256.000,00 €, analysed per Chapter as follows:</p> <ul style="list-style-type: none"> - Chapter 71: 30.225,00 € - Chapter 72: 115.775,00 € - Chapter 73: 110.000,00 € Total: 256.000,00 € (expenditures) - Chapter 74: 600,00 € Total: 600,00 € (revenues)
Medium-Term Financial Plan (MTFP) 2023-2027	- 2 nd /2021 SC Meeting (17 - 18 Nov 21) Notation	<p>The SC noted the submitted -presented MTFP 2023-2027 with the following figures for the FY 2023:</p> <ul style="list-style-type: none"> - Chapter 71: 26.000,00 € - Chapter 72: 120.000,00 € - Chapter 73: 110.000,00 € Total: 256.000,00 € (expenditures) - Chapter 74: 2.000,00 € Total: 2.000,00 € (revenues)

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INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE

DETAILED DRAFT BUDGET 2023

(based on Annex C of FAPs)

CISI			Annotation	FY 2021 ⁽¹⁾		FY 2022			FY 2023
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures ⁽²⁾	Appropriations carried forward ⁽³⁾ from FY 2021 to 2022	Appropriations requested
71 Personnel	01 Consultants	01	Consultants and Temporary Staff	0,00	0,00	0,00	0	0,00	0,00
		02	Academic Expenses	5.000,00	0,00	3.000,00	3.000 - 3.500	0,00	5.000,00
		03	Research Project Contracts	0,00	0,00	12.000,00	8.000 - 14.000	0,00	24.000,00
	02 Training	01	Transportation	12.000,00	2.435,26	6.000,00	3.700 - 4.200	0,00	8.160,00
		02	Course Fee	10.670,00	4.250,00	9.225,00	7.200 - 8.350	0,00	12.460,00
TOTAL				27.670,00	6.685,26	30.225,00	≤ 30.050	0,00	49.620,00

JUSTIFICATION

CISI BREAKDOWN

- 710101** No temporary staff is scheduled to be hired/used for the FY 2023 [funds required for any external audit decided by the SC e.g., from International Board of Auditors NATO (IBAN), will be planned/scheduled for the following FY (2024)]. Any other consulting needs are to be met by contractors.
- 710102** Expenditures concerning transportation costs (flight, local transportation, lodging, etc.) for invited key-note speakers, speakers, lectures, facilitators - moderators 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 5.000 € is based on the need to cover lodging expenses for the speakers of IAMD COE Annual Conference (≈ 15-20 persons for 2 nights in average ≈ 3.000-3.500 €) and potential cooperation (≈ 1.500-2.000 €) with other lectures for any other events.
- 710103** Contracts with academic institutions, research centres or other relevant economic operators for projects in the area of the IAMD. The cost estimation of 24.000 € is based on the potential contract with the Technical University of Crete (TUC)/Turbomachines & Fluid Dynamics Laboratory [with indicative objects, the writing, delivery and publishing of review papers, studies, etc. or/and creating simulations [≈ 14.000 € indicative projects/products, as papers about hypersonic weapons programmes (starting from year 2022), emerging disruptive threats technical simulation data for improvement of the missile defence planning (to be established for year 2023), etc.] and other similar academic entities or/and operators (≈ 10.000 €).
- 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 2021 ⁽¹⁾		FY 2022			FY 2023
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures ⁽²⁾	Appropriations carried forward ⁽³⁾ from FY 2021 to 2022	Appropriations requested
72 Contractual Supplies and Services	01 Printing and Photocopying	01	Printing and Photo-copying Rental/Lease	0,00	0,00	0,00	0	0,00	0,00
		02	Printing and Photo-copying Consumables	1.362,76 (0,00 + 1.362,76)	1.362,76	1.000,00	1.000 - 1.900	0,00	2.150,00
	02 Public Affairs	01	Public Affairs Supplies	10.000,00	9.626,71	10.000,00	≤ 10.000	0,00	11.000,00
		02	Hospitality and Representation	10.000,00	3.535,71	10.000,00	≤ 15.000	0,00	20.000,00
	03 Utilities	01	Electricity	7.800,00	3.105,84	7.000,00	5.000 - 6.500	0,00	7.500,00
		02	Water and Sewage	2.000,00	1.405,21	1.000,00	1.000 - 1.500	0,00	1.600,00
		03	Heating and Cooling	2.000,00	560,36	1.200,00	1.000 - 1.200	0,00	1.200,00

JUSTIFICATION

CISI BREAKDOWN

- 720101** No printing and photocopying rental or leasing is estimated to be needed for the FY 2023.
- 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, flags - flagpoles, coins, mugs, bags, folders, notepads, flyers, ceremonial plaques/items and labels, souvenirs, engravings, other promotional material, etc.. The budgeted amount includes, inter alia, the needs for any events which are to be hosted by the IAMD COE (organising Annual Conference, SC Meeting, hosting CET-P, JCG SBAMD or/and CDI SG or/and NIAG C-RAM, etc.) or in which the Centre will participate (e.g. COE Marketplace).
- 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 the local society and in the Centre's community of interest. Includes coffee tables, official daily meals, refreshments and dinners, ice-breakers, etc. for the quests, visitors and invited persons, and in addition, moral - welfare activities - events (change of command - directorate, Senior National Representatives hand-over take-over, etc.).
- 720301** Electricity expenses for the IAMD COE facilities [estimated cost: 480-620 € (monthly cost range) x 12 months: 5.760-7.440 €].
- 720302** Water and sewage expenses for the IAMD COE facilities [estimated cost: 85-130 € (monthly cost range) x 12 months: 1.020-1.560 €].
- 720303** The cost of consumption for heating [from November to April (150 days) - estimated cost: 200-220 € (monthly cost range) x 5 months= 1.000-1.100 € - forecast for 9-10% additional funds depending on the weather conditions].

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CISI			Annotation	FY 2021 ⁽¹⁾		FY 2022			FY 2023
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures ⁽²⁾	Appropriations carried forward ⁽³⁾ from FY 2021 to 2022	Appropriations requested
72 Contractual Supplies and Services	04 Facilities and Buildings	01	Rental of Minor Facilities	3.000,00	300,00	4.000,00	≤ 4.000	0,00	8.000,00
		02	Minor Building maintenance	2.000,00	553,60	3.000,00	≤ 250	0,00	500,00
		03	Facilities and Buildings Equipment maintenance	1.000,00	0,00	500,00	≤ 300	0,00	300,00
		04	Facilities and Buildings Services	8.000,00	2.707,29	5.000,00	3.760 - 5.000	0,00	4.500,00
	05 Computers	01	Computers Rental and Operational Lease	0,00	0,00	0,00	0	0,00	0,00
		02	Computers Spare/Repair Parts	1.000,00	0,00	500,00	0 - 100	0,00	250,00
		03	Computers Maintenance	2.000,00	0,00	500,00	0 - 100	0,00	250,00
		04	Computers Services	7.000,00	4.168,20	7.000,00	≤ 11.000	0,00	12.300,00

JUSTIFICATION

CISI BREAKDOWN

- 720401** Rental of conference rooms for conducting/hosting events (workshops, conferences, courses, seminars, etc.), estimating ≈4.000 - 4.400 € to host - organise the Annual Conference and the SC Meeting, ≈1.600 € to cover needs for hosting NIAG C-RAM SG (3 days), CDI SG Winter or Summer meeting (2 days), JCG SBAMD Fall meeting (3 days) and ≈2.000 € for hosting 2 courses for CET-P (25 persons - 5 days) for two iterations.
- 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, garbage collection/disposal (included related materials as cans, etc.), disinfection - decontamination services and refilling/annual inspection of fire extinguishers {estimated indicatively 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 above ≈850 €, incorporating an adjustment range (9 - 11%) ≈450 € due to inflation, total: 4.500 €}.
- 720501** No computers rental or leasing is estimated to be needed (given that it is not deemed cost-effective or efficient) for the FY 2023.
- 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 Microsoft 365 Business Premium annual subscriptions for IAMD COE personnel and CIS & Security Specialist [32+1 users x (max.) 16,90 € per month ≈6.700 €], back-up solutions (≈600 €) in order to be complied with minimum requirements of Cyber Defence for the protection of NATO Related Networks (as 2000/TSC-MVX-0010/TT-0452/Ser:NU HQ SACT order). Moreover, website re-building services (excluding investments which refer to CISI 730002), renewal of subscription and prolongation for warranties and licenses: antivirus, firewall, imaging, etc..

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CISI			Annotation	FY 2021 ⁽¹⁾		FY 2022			FY 2023
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures ⁽²⁾	Appropriations carried forward ⁽³⁾ from FY 2021 to 2022	Appropriations requested
72 Contractual Supplies and Services	06 Communication Systems	01	Communication Systems Rental and Operational Lease	0,00	0,00	0,00	0	0,00	0,00
		02	Communication Systems Spare Parts and Consumables	0,00	0,00	500,00	0 - 100	0,00	300,00
		03	Communication Systems Maintenance	2.000,00	0,00	0,00	0	0,00	0,00
		04	Communication Systems Services	8.000,00	3.273,00	8.000,00	4.000 - 4.500	0,00	4.500,00
	07 Mission Carriers	01	Mission carriers Rental and Operational Lease	2.000,00	388,54	2.800,00	2.800 - 5.000	0,00	10.500,00
		02	Mission carriers Maintenance	2.400,00	1.320,00	1.500,00	≤ 1.500	0,00	2.000,00
		03	Mission carriers Fuel Costs	2.130,00	1.911,07	2.150,00	4.000 - 4.200	0,00	4.500,00
		04	Mission carriers Insurance	0,00	0,00	0,00	0	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 2023.
- 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 2023.
- 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 (≈3100 € for the annual conference, ≈300 € for SC Meeting, ≈2800 € for JCG SBAMD (fall meeting) or/and CDI SG (winter or summer meeting) or/and NIAG C-RAM, ≈3.500 € for CET-P courses and ≈800 € for other transportation needed for visitors and guests).
- 720702** Credits for the annual service of the vehicles and the expenditures for any spare parts/maintenance material (tyres, lubricants, etc.).
- 720703** Fuel consumption expenses [estimated cost: 2.500 lt x 1,8 € (estimated average price per lt) = 4.500 €] for the Centre's vehicles.
- 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 2021 ⁽¹⁾		FY 2022			FY 2023
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures ⁽²⁾	Appropriations carried forward ⁽³⁾ from FY 2021 to 2022	Appropriations requested
72 Contractual Supplies and Services	08 Travel	01	Transportation	21.800,00	7.555,98	29.500,00	≤ 28.000	0,00	36.000,00
		02	Participation fee	2.500,00	360,00	2.000,00	≤ 700	0,00	1.700,00
	09 Other Expenditures	01	Literature and Periodicals	2.000,00	0,00	2.500,00	≤ 500	0,00	1.500,00
		02	Office supplies	2.637,24 (4.000,00 - 1.362,76)	880,32	4.000,00	≤ 1.500	0,00	2.500,00
		03	Bank charges	100,00	0,00	125,00	125 - 225	0,00	470,00
		04	Postal/shipping services	100,00	0,00	0,00	0	0,00	160,00
		05	Miscellaneous Supplies	6.000,00	3.296,44	6.000,00	2.000 - 2.500	0,00	4.500,00
		06	Miscellaneous Services	6.000,00	3.039,99	6.000,00	≤ 10.000	0,00	5.000,00
CHAPTER 72 - TOTAL				114.830,00	49.351,02	115.775,00	≤ 115.575	0,00	143.180,00

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 participate in POW (non-courses) activities [*"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 and Centre's work.
- 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, e-commerce charges, foreign exchange, etc.).
- 720904** Credits for private postal/courier services [the majority of mail needs are to be covered from military postal services, which are provided by the FN free of charge with ongoing support (IAMD COE Operational MOU, Annex E, par. 2bvii)].
- 720905** Credits for purchase of various goods that are not covered/not described by the Chapter 72 other codes (CISIs), including (indicatively) antiseptic gels, badge - card holders, tablet - notebook briefcases, ornamental plants and flowers, tools and relevant consumables, etc..
- 720906** Credits for services - works that are not covered/not described by the Chapter 72 other codes (CISIs), including (indicatively) diagnostic testing (e.g. SARS-COV-2 tests for travellers), IT deployment cloud and on-premises services, printing and bookbinding services, etc..

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CISI			Annotation	FY 2021 ⁽¹⁾		FY 2022			FY 2023
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures ⁽²⁾	Appropriations carried forward ⁽³⁾ from FY 2021 to 2022	Appropriations requested
73 Capital and Investments	0001		Computers	27.000,00	18.419,90	10.000,00	3.700 - 4.500	1.865,00	8.000,00
	0002		Communications	50.510,00 (70.000,00 - 19.490,00)	8.558,16	70.000,00	77.250 - 79.000	23.612,16	35.000,00
	0003		Furniture and Office Equipment	2.490,00 (0,00 + 2.490,00)	2.490,00	0,00	1.000 - 1.500	0,00	3.000,00
	0004		Vehicles	0,00	0,00	30.000,00	25.000	0,00	16.000,00
	0005		Machinery	1.500,00	0,00	0,00	0	0,00	1.200,00
	0006		Installed Equipment	0,00	0,00	0,00	0	0,00	0,00
	0007		Buildings	0,00	0,00	0,00	0	0,00	0,00
CHAPTER 73 - TOTAL				81.500,00	29.468,06	110.000,00	≤ 110.000	0,00	63.200,00
TOTAL EXPENDITURES				81.500,00	85.504,34	256.000,00	≤ 255.625	0,00	256.000,00

JUSTIFICATION

CISI BREAKDOWN

- 730001** Credits for purchase of computers [included personal computers, screens and peripherals, laptops, tablets, uninterruptible power supplies (UPS), printer machines/ photocopiers and other relevant equipment].
- 730002** Credits for NCIA application services - IKM Tools (APP030 - Tasker Tracker Plus, APP031 - Enterprise Document Management System and APP086 - NATO Information Portal over NSWAN) for at least 20 users [415 € (138 € + 139 € + 138 € per each service per user) x 20 = 8.300 €] and the respective Platform (Sharepoint, SQL, Active Directory, etc.) and Infrastructure services (virtual machines, storage, backup, etc.) [≈ 15.500 € annually, planned to be provided for year 2023 from Q3: ≈ 7.000 €]. In addition, purchase of software/hardware required to extend / update communications infrastructure (included servers, gateway and LAN switches, cameras for VTC, audio-visual means such as TVs, projectors, microphone equipment, sound speakers etc. and other relevant hardware/equipment) and capabilities (electronic platforms' licenses for operational needs, software for logistics, property controlling, accounting, e-procurement and other support procedures).
- 730003** Credits for furniture and office equipment extension (workstations for NS WAN per Branch, etc.)
- 730004** Credits for the purchase of 1 more vehicle to serve the common transportation - support needs, including transportation for the Centre's visitors and associates (following the purchase of 1 staff car within the year 2022). The depreciation of the acquisition value of the vehicle to be purchased is estimated at ten (10) years which is deemed as cost-effective and efficient, given the counterbalance/offset of vehicle rental costs.
- 730005** Credits for machinery purchases concerning electrical appliances (such as refrigerators, air purifiers, coffee machines, etc.).
- 730006** No credits for installed equipment investments are estimated to be needed for the FY 2023.
- 730007** Buildings and supporting infrastructure that houses the IAMD COE are responsibility of FN (IAMD COE Operational MOU, Annex E, par. 2biv).

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CISI			Annotation	FY 2021		FY 2022	FY 2023
Chapter	Item	Sub-item		Revenues forecasted	Actual revenues	Revenues forecasted	Forecast of Revenues
74 Revenues	0001		Tuition Fees	0,00	0,00	11.000,00	11.000,00
	0002		Studies and Publications	0,00	0,00	0,00	0,00
	0003		Interest Income	600,00	651,01	500,00	500,00
	0004		Sponsoring	0,00	0,00	0,00	5.000,00
	0005		Miscellaneous	0,00	0,00	0,00	0,00
CHAPTER 74 - TOTAL				600,00	651,01	11.500,00	16.500,00

JUSTIFICATION

CISI BREAKDOWN

- 740001 Tuition fees (including any event participation fees) estimated to be received for the FY 2023 (IAMDCOE Annual Conference, etc.).
- 740002 No Centre's activity is expected to produce revenue from studies or publications for the FY 2023.
- 740003 Bank interest foreseen to be received based on the current bank interest rate combined with the weighted average available account balance and the estimated rhythm of the procurement process and payments.
- 740004 Sponsorship estimated to be received within the FY 2023 (based on the provisions of IAMDCOE DIR 85-02).
- 740005 No other sources of revenues are expected/foreseen for the FY 2023.

REMARKS:

- (1) Approved appropriations and actual expenditures for the previous FY (2021) are provided based on the final approved budget (including notes in cases of transfers of appropriations by the IAMDCOE Director) and the Financial Statements 2021 (budget execution statement).
- (2) Forecasts of expenditures for current year (FY 2022) is based on a preliminary (up to Aug 22) estimate/assessment of the current status of expenses and the upcoming/predictable payments, considering all the relevant parameters and factors, as analysed in the Financial Controller's introductory summary - notes (par. 4). In case significant discrepancies occur in the recorded forecasts, an update will be submitted/notified to SC (by the forthcoming SC Meeting).
- (3) Appropriations which were approved by the SC to be carried forward from the FY 2021 to the FY 2022.

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INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE
DRAFT BUDGET 2023 SUMMARY

CHAPTER	DESCRIPTION	BUDGET FY 2022	MTFP FY 2023	DRAFT BUDGET FY 2023
71	Personnel	30.225,00	26.000,00	49.620,00
72	Contractual Supplies and Services	115.775,00	120.000,00	143.180,00
73	Capital and Investments	110.000,00	110.000,00	63.200,00
TOTAL EXPENDITURES		256.000,00	256.000,00	256.000,00
74	Revenues	600,00	2.000,00	16.500,00
TOTAL REVENUES		600,00	2.000,00	16.500,00

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INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE
ANNUAL FUNDING SCHEDULE FOR FY 2023

TIMETABLE	2022			2023								
	SCM	DEC		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Bulgaria	Approval of the Shared Budget 2023			^{1st} CFF payment						^{2nd} CFF payment		
Czech Republic												
Greece												
Romania												
Türkiye												
IAMD COE		Submission (by 15 Dec 22) of the 1 st Call for Fund (CFF) for FY 2023 (60% of the approved budget)		Finalising the expenditures for FY 2022 (submit proposal for appropria- tions to carried forward and the Financial Statements for FY 2022)			Submission of the 2 nd CFF for FY 2023 (up to 40% of the approved budget)					

CFFs FOR FY 2023:

Participant	Assigned Positions	Percentage (cost share formula)	Maximum Share/ contribution	1 st CFF (60% of Approved Budget 2023)	2 nd CFF (up to 40% of Approved Budget 2023)	2 nd CFF forecast [in case of (unused appropria- tions + revenues for FY 2022) = 11.875 (256.000 - 255.625 max. estimated expenses + 11.500 revenues for 2022)]
Bulgaria	1	6,25% (1/16)	16.000,00	9.600,00 (256.000 x 60% x 1/16)	6.400 - (unused appropriations + revenues for FY 2022) x 1/16	5.657,81
Czech Republic	1	6,25% (1/16)	16.000,00	9.600,00 (256.000 x 60% x 1/16)	6.400 - (unused appropriations + revenues for FY 2022) x 1/16	5.657,81
Greece	11	68,75% (11/16)	176.000,00	105.600,00 (256.000 x 60% x 11/16)	70.400 - (unused appropriations + revenues for FY 2022) x 11/16	62.235,94
Romania	1	6,25% (1/16)	16.000,00	9.600,00 (256.000 x 60% x 1/16)	6.400 - (unused appropriations + revenues for FY 2022) x 1/16	5.657,81
Turkey	2	12,50% (2/16)	32.000,00	19.200,00 (256.000 x 60% x 2/16)	12.800 - (unused appropriations + revenues for FY 2022) x 2/16	11.315,63
TOTAL	16	100,00% (16/16)	256.000,00	153.600,00	≤ 102.400,00	≤ 90.525,00

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INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE
MEDIUM-TERM FINANCIAL PLAN (MTFP) 2024-2028

CHAPTER	DESCRIPTION	FY				
		2024	2025	2026	2027	2028
71	Personnel	65.000,00	50.000,00	50.000,00	50.000,00	65.000,00
72	Contractual Supplies and Services	145.000,00	150.000,00	165.000,00	170.000,00	170.000,00
73	Capital and Investments	70.000,00	80.000,00	65.000,00	60.000,00	45.000,00
TOTAL EXPENDITURES		280.000,00	280.000,00	280.000,00	280.000,00	280.000,00
74	Revenues	22.000,00	27.000,00	30.000,00	35.000,00	40.000,00
TOTAL REVENUES		22.000,00	27.000,00	30.000,00	35.000,00	40.000,00

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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 PARTICI- PATE	CISI				REMARKS
					710201 (travel)	710202 (fees)	720801 (travel)	720802 (fees)	
1	IAMD COE	NSO N5-68 NATO Operational Law Course	NSO, Oberammergau, Germany	1	480,00	550,00			IAW NATO School Oberammergau (NSO) Financial Agreement for Academic Year 2023, 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 for travel to Europe (mostly to Munich, Oberammergau) in the amount of 480 € per travel (weighting and taking into account the probability of any cancellations e.g. due to COVID-19 restrictions, etc. and the historical data for travel expenditures factoring any local transportation costs in this amount). NOTES (1) Courses to be attended consecutively by the same trainees (second trip to be avoided). (2) 10-weeks course (1 st and 10 th week in person - 2 nd - 9 th DL: 2 travels are re- quired).
2	IAMD COE	NSO P5-07 NATO Information Knowledge Management Course	NSO, Oberammergau, Germany	1	480,00	550,00			
3	IAMD COE	NSO S7-135 NATO Global Programming Analysis Course	NSO, Oberammergau, Germany	1	480,00	550,00			
4	IAMD COE	NSO N3-20 ⁽¹⁾ NATO Missile Defence Course	NSO, Oberammergau, Germany	2	960,00	1.100,00			
5	IAMD COE	NSO N3-134 Introduction to ⁽¹⁾ NATO Surface Based Air Defence Course	NSO, Oberammergau, Germany	2		1.100,00			
6	IAMD COE	NSO M6-108 ⁽²⁾ Network Security Course	NSO, Oberammergau, Germany	1	960,00	3.500,00			
7	IAMD COE	NSO M7-51 Concept Development and Experimentation Course	NSO, Oberammergau, Germany	1	480,00	550,00			
8	IAMD COE	NSO N7-163 Lessons Learned Management Course	NSO, Oberammergau, Germany	1	480,00	550,00			
9	IAMD COE	NSO N1-38 NATO Security Course	NSO, Oberammergau, Germany	1	480,00	550,00			
10	IAMD COE	Comprehensive - Integrated Air and Missile Defence (C-IAMD) Course	CCSBAMD, Ramstein, Germany	2	960,00				
11	IAMD COE	NMIOTC 25000 Course - Drafting, produ- ction and maintenance of NATO Standards	NMIOTC, Chania, Greece	1-2		450,00			
12	IAMD COE	NMIOTC 17000 Course - Train the Trainers - Technical Instructor	NMIOTC, Chania, Greece	2		1.400,00			
13	IAMD COE	NATO Lessons Learned Portal Manager Course	NCIA Academy, Oeiras, Portugal	1	480,00				
14	IAMD COE	NATO Lessons Learned Staff Officer Course	SWEDINT, Kungsängen, Sweden	1	480,00	250,00			
15	IAMD COE	Allied Joint Doctrine Development Course	Budapest, Hungary	1	480,00	390,00			
16	IAMD COE	Standardization within NATO Course	MUT, Warsaw, Poland	2	960,00	970,00			
TOTAL					8.160,00	12.460,00	-	-	

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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)	
1	NATO ACO AIRCOM	IAMD Common Education & Training Program (CET-P)	TBD <small>(IAMD COE only in cases of hosting)</small>	3			1.440,00		The costing of the travel expenses was made under the assumption of average cost of travel [mostly to Europe (95%) and secondly to USA (5%)] in the amount of 480 € per travel, weighting and taking into account the probability of any changes/cancellations and the historical data for travel expenditures, factoring any local transportation costs in this amount.
2	GER - NLD	JPOW 2023	Vredepeel, Netherlands	1			480,00		
3	EUCOM	ASTRAL KNIGHT 2023	TBD	2			960,00		
4	NATO ACO AIRCOM	Ramstein Century 2023 (RACE 23)	Vredepeel, Netherlands	2			960,00		
5	NATO HQ ACO	STEADFAST ALLIANCE 24 (STAL 24)	TBD	4			1.920,00		
6	NATO ACO AIRCOM	Ramstein Legacy 2024 (RALY 24)	AIRCOM, Germany - Romania - Bulgaria	2			960,00		
7	NATO (RfS 21#078)	Layered Resilience Concept (NWCC deliverable)	TBD	3			1.440,00		
8	NATO ACT CPD (RfS 22#026)	Annual COE's Directors Conference 2023	TBD	1			480,00		
9	ACT/DPRD (RfS 21#0626)	NATO Defence Planning Process	TBD	3			1.440,00		
10	NATO (RfS 21#011)	NATO LL Conference 2023	TBD	1			480,00		
11	NATO (RfS 21#013)	ACT LL Fall WG 2023	TBD	1			480,00		
12	NATO (RfS 22#022)	2023 COE Marketplace	TBD	3			1.440,00		
13	NATO (RfS 22#023)	ACT Lessons Learned Spring week 2023	TBD	1			480,00		
14	NATO (RfS 22#024)		TBD						
15	NATO ACT CPD (RfS 21#007)	Support to NATO Doctrine	TBD	4			1.920,00		
16	NATO	NATO Counter Unmanned Aerial Systems (C-UAS) WG, activities and exercises <small>(e.g. Technical Interoperability Exercise 2023)</small>	TBD	4			1.920,00		
17	NATO	Joint Capability Group Unmanned Aircraft Systems	TBD	2			960,00		
18	NATO HQ SACT	COE Legal Advisors and Financial Controllers Workshop 2023	TBD	2			960,00		

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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)	
19	NIAG	NIAG SG-XXX QRT "C-RAM Technology and Required Capabilities"	TBD	4			1.920,00		
20	NATO	C-RAM HVP	TBD	1			480,00		
21	NIAG	NIAG SG-265 QRT "SBAMD Survivability and Effectiveness in Joint and Combined Operations when faced by a Peer State Threat"	12th Bremen, Germany 13th TBD 14th TBD 15th London, UK	3			1.440,00		
22	NAAG	JCG SBAMD 2023 (Joint Capability Group in Surface Based Air and Missile Defence)	1st NATO HQ, Belgium 2nd TBD (IAMD COE in case of hosting)	2			960,00		
23	NATO ACO AIRCOM	Balistic Missile Defence (BMD)/Integrated Air and Missile Defence (IAMD) Annual Discipline Conference	AIRCOM, Germany	2			960,00		
24	NATO ACO AIRCOM	Air Operation Annual Discipline Conference	AIRCOM, Germany	1			480,00		
25	HQ SACT	Annual NATO Operations Research and Analysis Conference	TBD	1			480,00		
26	NATO ACT CPD	Annual conference/coordination meeting for COE pillar: E&T conducted by ACT	TBD	1			480,00		
27	NATO	Annual conference/coordination meeting for COE pillar: D&S conducted by ACT	TBD	1			480,00		
28	ACT CPD	Annual conference/coordination meeting for COE pillar: CD&E conducted by ACT	TBD	1			480,00		
29	CZE Defence University	International Air Defence Conference	Brno, Czech Republic	1			480,00		
30	COEs' - HQ AIRCOM	IAMD COE meeting with IAMD stakeholders (JAPCC and AO COE, CCSBAMD, HQ AIRCOM and other NATO Entities)	TBD	2			960,00		
31	COEs	CA2X2 2023 Forum - M & S Sprint Week	TBD	1			480,00		

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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)	
32	NATO SACT JFD	Department Head (DH) Forum and Individual Training and Education Programme (ITEP) Planning Board (IPB) 2023	TBD	1			480,00		
33	ACT	NATO Warfighting Capstone Concept (NWCC) & Warfare Development Agenda (WDA)	TBD	3			1.440,00		
34	COE	IAMD COE Marketing Plan	TBD	4			1.920,00		
35	HQ SACT	Requests for Support by HQ SACT	TBD	TBD			3.360,00		Forecast of appropriations for travels (3.360 € ≈ 7 travels) concerning RfS by HQ SACT (IAW the IAMD COE Operational MOU, par. 3.3)
36		Conference - participation fees for the above-mentioned activities	TBD	TBD				1.700,00	Under the assumption of 100 € (average cost) of participation fees for 17 activities (from the 34 recorded - 50%)
TOTAL					-	-	36.000,00	1.700,00	