



# INTEGRATED AIR & MISSILE DEFENCE

## CENTRE OF EXCELLENCE

Souda Air Base, 73100, Chania

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



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<b>Date:</b>	28 Jul 2023	<b>Email:</b>	info@iamd-coe.org

**To:** See Distribution  
**SUBJECT:** **IAMD COE Programme of Work 2024**  
**No:** 15

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 GER	TBD	TBD	L. Cdr PEROUTSEAS e.peroutseas@iamd-coe.org	E&T	Courses that assist SMEs/ IAMD COE 's personnel to fulfil their mission. See Bidding list.
2		COE	X						X	COE	Training courses-seminars related to IAMD domain (Not in NSO)	Participation of IAMD COE 's SMEs (as trainees or instructors) in training courses related to IAMD domain (not in NSO), such as C-IAMD Course, Missile Defence Planning Course (on AIRC2IS). Ballistic Missile Defence (BMD) Orientation Seminar, IAMD Tactical Education and Training in CAOCs etc.	N	TBD	TBD	TBD	L. Cdr PEROUTSEAS e.peroutseas@iamd-coe.org	E&T	Courses that assist SMEs to fulfil their mission. Moreover, by supporting these courses with our SMEs as instructors, IAMD COE contributes to NATO 's effort so that Nations adapt and standardise TTPs. <b>POINT PAPER FOR IAMD Tactical Education and Training in CAOCs</b>

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3		COE							X	COE	Training courses-seminars related to D&S pillar	Participation of IAMD COE 's SMEs in training courses related to D & S 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 course	N	TBD	TBD	TBD	Lt MOUSTAKAKIS n.moustakakis@iamd-coe.org	E&T	Courses that assist SMEs to fulfil their mission
4		COE							X	COE	Training courses-seminars related to A&LL pillar	Participation of IAMD COE '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 course	N	TBD	TBD	TBD	COL SARIDAKIS n.saridakis@iamd-coe.org	E&T	Courses that assist SMEs to fulfil their mission
5		COE							X	COE	Training courses-seminars related to E&T pillar	Participation of IAMD COE 's SMEs in training courses related to E & T procedures, such as: -NATO SOF Instructor Training (NSIT) Course or Train the Trainers Technical Instructor Course (NMIOTC 17000) - and any other related course	N	TBD	TBD	TBD	L. Cdr PEROUTSEAS e.peroutseas@iamd-coe.org	E&T	Courses that assist SMEs to fulfil their mission
6		COE							X	COE	International Public Sector Accounting Standards (IPSAS) e-learning training.	To enhance the skills and knowledge of FINCON about accounting standards for the Centre, based on NATO Financial Regulations and IAMD COE FAPs in preparation of the annual Financial Statements and the proper implementation of accrual basis accounting.	N	TBD (e-learning)	TBD	TBD	FINCON - fincon@iamd-coe.org	E&T	NEW TRAINING / POINT PAPER
7		NATO ACO AIRCOM	X							NATO ACO AIRCOM-NATO Countries	SBAMD Common Education & Training Program (CET-P)	1. Leading the course by proving instructors and hosting it for the 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	NMIOTC, Chania, GRC	22/04/2024 04/11/2024 Upon request MTT	26/11/2024 09/11/2024 Upon request MTT	MAJ RABINAK p.rabinak@iamd-coe.org	E&T	Resident training program to be continued from 2023

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												2. Organizing Mobile Training Teams with the other stakeholders upon request 3. Participation in the SBAMD CET-P WG for updating the content of the course, development and synchronization of briefings and coordination of the instructors for the future events.							
8		MOD-NATO NATIONS		X						MOD-NATO NATIONS	EXERCISES Organised by NATO nations - MOD	Participation of IAMD COE's SMEs in exercises (planning or execution) when requested by NATO nations or MODs. This kind of exercises are JPOW series, ASTRAL KNIGHT series and NIMBLE TITAN series. The contribution to any other exercise related to IAMD focus areas will be approved by SC.	N	TBD	TBD	TBD	COL. ORUC o.oruc@iamd-coe.org	E&T	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. <b>POINT PAPER FOR NIMBLE TITAN EXERCISE</b>
9		NATO	X							NATO	NATO EXERCISES	Participation of IAMD COE's SMEs in exercises (planning or execution regarding IAMD activities) when requested by NATO (NATO entities, NFS, NCS, ACO etc). This kind of exercises may be : - Ramstein Century series (RACE) -STEADFAST ALLIANCE series (STAL ) -Ramstein Legacy series (RALY) -STEADFAST JUPITER series (STJU ) -Ramstein Guard (RAGU) and any other NATO exercise upon request	Y	TBD	TBD	TBD	COL ORUC o.oruc@iamd-coe.org	E&T	IAMD COE is one of the stakeholders in IAMD domain so it is crucial for the Center to support NATO entities (NFS, ACO, NCS, ACT) in their exercises for IAMD related activities
10	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 to be continued from 2023
11	23#034	HQ SACT JFD JDLL Branch	X							ACT	LL related to the situation in and around Ukraine (2024)	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	Y	TBD	01/01/2024	31/12/2024	COL SARIDAKIS n.saridakis@iamd-coe.org	A&LL	RFS renewed from 2023

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												(LL) process.							
12	21#005	NATO ACT	X							NATO ACT	ACT CPD Branch Coordination VTCs	ACT CPD Branch Coordination VTCs. COEs requested to support ACT CPD Coordination online meetings. Such as: 1. Directors Online Meeting, 2. POW Officers Coordination VTCs, 3. Pillar (CDE, DDS, ET, LLA) Coordination meetings, This RFS can be used as reference in POW related to all coordination VTCs organized by ACT JFD CPD Branch.	Y	TBD	25/01/21	31/12/24	CPT KAPELLAS c.kapellas@iamd- coe.org	MISC	RFS to be continued from 2023
13	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	28/01/2021	31/12/2024	COL ORUC o.oruc@iamd- coe.org	E&T	RFS to be continued from 2023
14	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	31/12/2024	COL ORUC o.oruc@iamd- coe.org	E&T	RFS to be continued from 2023
15		NATO ACT CPD	X							NATO ACT CPD	Annual COE's Directors Conference 2024	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	01/01/2024	31/12/2024	Col LIODAKIS e.liodakis@iamd- coe.org	MISC	Annual conference

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16	23#164	HQ SACT SEE	X							NATO	NATO Defence Planning Process	COE is requested to support ACT efforts in the Bi-SC contribution to NATO Defence Planning Process (NDPP). This RFS should be prioritized in order to exploit the specialist support of COE in ongoing ACT Capability Area Group (CAG) activities within the NDPP	Y	TBD	1/1/2024	31/12/2024	COL PANOU e.panou@iamd -coe.org	CD&E	RFS renewed from 2023
17	23#013	HQ SACT LL	X							NATO	NATO LL Conference 2024	According to the BiSC LL Battle Rhythm HQ SACT requests COE LL participation & support to the NATO LL Conference in 2024. This is a Placeholder, further information (date/ participants) will be updated when available.	Y	TBD	2/1/2024	6/30/2024	COL SARIDAKIS n.saridakis@ia md-coe.org	A&LL	RFS renewed from 2023
18		NATO	X							HQ SACT JFD CPD	2024 COE Marketplace	The inaugural COE Marketplace, opened by DEPSECGEN, took place in July 2019 at NATO HQ. A similar event is being proposed to take place, every two years. 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.	Y	TBD	01/01/24	31/12/24	Col LIODAKIS e.liodakis@iam d-coe.org	MISC	Periodic event (every 2 years)
19		NATO	X							HQ SACT JDLL	ACT Lessons Learned Spring Event 2024 (NATO Lessons Learned Conference + COE LL meeting/WS)	COE LL POC Support to LL Spring Event 2024 (Placeholder). LL Spring Event includes NATO LL Conference- two/three-day event plus one day COE LL meeting/WS	Y	TBD	TBD	TBD	COL SARIDAKIS n.saridakis@ia md-coe.org	A&LL	Annual event
20		NATO	X							HQ SACT JDLL	ACT Lessons Learned Spring week 2024 (in case there is not NATO LL Conference)	COE LL POC Support to ACT LL SPRING WEEK 2024 (Placeholder). If there is not NATO LL Conference during 2024.HQ SACT requests COEs to host, support and participate to the ACT LL SPRING WEEK 2024.This event includes two/three-day COE LL meeting/WS. This is a Placeholder; further information (date/ participants) will be updated	Y	TBD	TBD	TBD	COL SARIDAKIS n.saridakis@ia md-coe.org	A&LL	Annual event

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												when available.							
21	23#035	HQ SACT	X							NATO	COE Support to NATO Lessons Learned Process (2024 Placeholder)	COE LL POC is requested to analyse an issue within the realm of the COEs specific area of expertise in order to develop an Analysis Report either in support of HQ SACT and JALLC or leading the study. Conduct an Analysis Report (AR) in the COE specific area of expertise either in support of HQ SACT/JALLC or by leading the activities related to the AR (Placeholder for 2024)	Y	TBD	01/01/24	31/12/24	COL SARIDAKIS n.saridakis@iamd-coe.org	A&LL	RFS renewed every year
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 Standardisation Boards. This RFS is to be used as Reference Number in the POW for the COE doctrinal activities.	Y	TBD	27/01/2021	31/12/2024	LTC RYCKEBUSCH s.ryckebusch@iamd-coe.org	D&S	RFS to be continued from 2023
23		NATO	X							NATO	NATO Counter Unmanned Aerial Systems (C-UAS) WG, activities and exercises (e.g., Technical Interoperability Exercise series)	- Participation of IAMD COE in every related Workshop - WG - exercises and Class I C-UAS Documentation Development Process (e.g., C-UAS Doctrine development). - Hosting a meeting of NATO C-UAS WG in Chania in 2024	Y	TBD	TBD	TBD	COL PANOU e.panou@iamd-coe.org	CD&E	To be continued from 2023
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	To be continued from 2023

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25		NATO HQ SACT	X							NATO HQ SACT	COE Legal Advisors and Financial Controllers Workshop 2024	Participation in Workshop	Y	TBD	TBD	TBD	LEGAD - legad@iamd- coe.org & FINCON - fincon@iamd- coe.org	MISC	Annual Workshop
26		NAAG	X							NATO	JCG SBAMD 2024 (Joint Capability Group in Surface Based Air and Missile Defence)	Participation in JCG SBAMD WG and its SGs (CDI SG - C2I SG)	Y	1st NATO HQ, BEL 2nd TBD	April 2024  Oct 2024	April 2024  Oct 2024	LTC RYCKEBUSCH s.ryckebusch@i amd-coe.org	D&S	To be continued from 2023
27		NATO ACT - AIRCOM	X							NATO ACT - AIRCOM	Annual Discipline Conference regarding IAMD: [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	TBD	TBD	TBD	COL ORUC o.oruc@iamd- coe.org	E&T	Annual conferences
28		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	Conference organized every year
29		NATO ACT CPD	X							NATO ACT CPD	Annual conference/co ordination meeting for each COE pillar conducted by ACT	Participation of IAMD COE 's SMEs to the annual conference/coordination meeting for each pillar (E&T, A&LL, CD&E, D&S) conducted by ACT	Y	TBD	TBD	TBD	COL ORUC o.oruc@iamd- coe.org (for E&T), COL SARIDAKIS n.saridakis@ia md-coe.org (for A&LL), COL PANOU e.panou@iamd -coe.org (for CD&E), LTC RYCKEBUSCH s.ryckebusch@i amd-coe.org (for D&S)	MISC	Conference organized every year either via VTC or via physical presence for each pillar

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30		CZE Defence University		X					X	CZE UNIVERSITY OF DEFENCE	International Air Defence Conference	Participation to the conference	N	BRNO, CZE	TBD	TBD	MAJ RABINAK p.rabinak@iamd-coe.org	E&T	Conference organized every year
31		COE							X	COE	Annual IAMD COE conference	Organization of the Annual IAMD COE conference	N	Chania, GRC	TBD	TBD	COL PANOU e.panou@iamd-coe.org	MISC	Conference organized every year
32		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 <u>IAMD COE, JAPCC &amp; AO COE</u> , but also required with any other IAMD stakeholders (NATO entities or not) to synchronise and avoid duplication of efforts and identify opportunities in order 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.) - Organizing and hosting the Annual IAMD coordination Meeting with IAMD stakeholders (blended mode)	N	TBD	TBD	TBD	COL SARIDAKIS n.saridakis@iamd-coe.org COL PANOU e.panou@iamd-coe.org	MISC	Meetings and conferences organized every year
33		COEs						X		M&S COE	CA2X2 2024 Forum - M & S Sprint Week	Participation at 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
34		COE		X					X	COE	IAMD COE Steering Committee Meeting SC 2024	Organization of IAMD COE Steering Committee	N	Chania, GRC	TBD	TBD	Col LIODAKIS e.liodakis@iamd-coe.org	MISC	Annual event
35		NATO SACT JFD	X							SACT/JFD	Department Head (DH) Forum and Individual Training and Education Programme (ITEP) Planning Board (IPB) 2024	Forum and Planning Board executed by SACT to coordinate DH activities and ITEP planning	Y	TBD	TBD	TBD	COL ORUC o.oruc@iamd-coe.org	E&T	Annual event



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36		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". In this perspective IAMD COE keeps following to the possible extend the NWCC & WDA activities and supports ACT's requests regarding on attendance at conferences, responses to surveys, provision of feedback on documentation, etc.	Y	TBD	TBD	TBD	COL PANOU e.panou@iamd-coe.org	CD&E	To be continued from 2023
37		COE							X	COE	IAMD COE Marketing Plan	Invitations/promotion for/of IAMD COE from/to NATO Entities - Members - Partners	N	TBD	TBD	TBD	Col LIODAKIS e.liodakis@iamd-coe.org	MISC	Marketing plan to be continued from 2023
38		NATO STO	X						X	NATO STO	NATO Modelling and Simulation (M&S) Group (NMSG)	Attendance to the NMSG BM as Associate Member. The COEs actively participates in level 3 activities at the Science and Technology Organization.	Y	TBD	TBD	TBD	COL PANOU e.panou@iamd-coe.org	CD&E	To be continued from 2023
39		STO	X							NATO STO	353 Research Task Group (RTG)	The objective of the task group is to develop a common M&S framework that can evaluate relevant C-UAS scenarios at mission-level. The framework shall be able to model all relevant characteristics of the UA, the environment, detection methods, C2 systems and effectors	Y	TBD	TBD	TBD	COL PANOU e.panou@iamd-coe.org	CD&E	To be continued from 2023
40		STO	X							NATO STO	Research Task Group (RTG) XXX	Common synthetic environment for validation (or operation) of offensive and defensive architectures for Hypersonic Operational Threats (HOT)	Y	TBD	TBD	TBD	COL PANOU e.panou@iamd-coe.org	CD&E	To be continued from 2023
41		COE	-						X	COE	External Audit of Financial Statements	External audit of the Financial Statements of previous Fiscal Years to ensure that these are in accordance with the approved financial framework.	N	Chania, GRC (IAMD COE)	May 24	June 24	CPT BALTADOROS fincon@iamd-coe.org	MISC	The SC determines the period and the body that shall perform an external audit of IAMD COE's financial statements in accordance with IAMD COE Operational MOU (FAPs, par. 8.1). <b>POINT PAPER</b>
42		COE							X	COE	PROJECT: IAMD COE M & S Laboratory	According to Medium Term Operational Plan of the IAMD COE it is scheduled to be developed a laboratory, based on modelling and simulation tools, capable of providing support for	N	TBD	1/1/2024	31/12/2028	COL PANOU e.panou@iamd-coe.org	CD&E	To be continued from 2023

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												experimentation, analysis, testing and developing exercise scenarios, to support and improve education and training for IAMD.							
43		NATO ACT CPD	X							NATO	BMD Operational User Group	Supports the Capability Management Authorities (CMA). The BMD OUG is a user centric collaboration forum for the development, implementation, acceptance, and operational evolution of the BMD capability.	Y	TBD	TBD	TBD	LTC RYCKEBUSCH s.ryckebusch@iamd-coe.org	D&S	POINT PAPER
44		NCIA/AM DC2	X							NATO	BMD Test and Exercise Annual Meeting (BMD TEAM)	Focus = Development of the 2-year test and exercise schedule for the NATO BMD Capability delivery and to foster shared awareness of needs and availability of each stakeholder.	Y	NCIA The Hague, NLD	Mar-24	Mar-24	LTC RYCKEBUSCH s.ryckebusch@iamd-coe.org	E&T & CD&E	Annual conference organized every year for 3 days. POINT PAPER
45	23#169	ACT JFD ETPP	X							NATO	Understanding the Instruments of Power effects on Military IoP in Multi-Domain Operations from training perspective.	In the realm of MDO, the interaction between Instruments of Powers becomes even more challenging, requiring a deep understanding of their effects and implications. From a training perspective, it is vital to equip personnel involved in utilizing various Instruments of Power with the necessary knowledge, skills, and attributes to operate effectively in multi-domain environments. Training programs must address the challenges of integrating and synchronizing Instruments of Power across multiple domains, while also considering the advancements in technology and the evolving nature of modern warfare.	y	TBD	01/07/2023	01/01/2026	COL ORUC o.oruc@iamd-coe.org	E&T	To be continued from 2023

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			NATO	SN/FN/ MODs	PARTNER NATIONS	NON- NATO	IO/ Other	Other COEs	COE SG**										
46	23#168	ACT ETPP	X							NATO	Understanding the Human Factors in Multi-Domain Operations: Implications for Training and Performance Enhancement.	Multi-domain operations (MDO) involve the integrated use of capabilities across multiple domains, such as air, land, sea, space, and cyberspace. This research aims to explore the human factors associated with MDO and their implications for training and enhancing human performance in complex multi-domain environments. Investigate the cognitive and psychological demands placed on individuals operating in multi-domain environments.	y	TBD	01/08/2023	31/12/2024	Col. Ozkan ORUC o.oruc@iamd-coe.org	E&T	To be continued from 2023
47	23#171	STO CSO MSCO (NMSG) (DST)	X				X			IO/OTHERS	Support to NATO Distributed Synthetic Training (DST)	The NATO Distributed Synthetic Training (DST) working group is a multi-national effort of currently 22 nations (150+ members) to create a coalition-wide federation of national synthetic mission training capabilities to enable regular and frequent access to operational training opportunities at team, collective, joint and coalition levels. Essentially, DST aims to connect national training systems (simulators, ships, training devices, etc.) to enable multi-national team training.	Y	NATO HQ	01/07/23	31/12/2024	COL PANOU e.panou@iamd-coe.org	E&T	To be continued from 2023

**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 considering any changes made by the requestor.

FOR THE IAMD COE:



B. Gen (OF-6) Nikolaos KOKKONIS GRC (AF)  
IAMD COE Director

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**ANNEXES**

“A” Trainings Courses in NATO School of Oberammergau

DISTRIBUTION (via e-mail if not otherwise stated)

**External**

Action: -  
Information: SC – Members

**Internal**

Action: POW Manager  
Information: Dir  
DDir  
COS  
BHs  
FINCON  
LEGAD

ANNEX A TO  
IAMD COE NU.  
Jul 2023

**Trainings Courses in NATO School of Oberammergau**

NO	REQUESTOR	REQUESTOR (Check the box)							END USER/ CUSTOMER	PROJECT/ ACTIVITY NAME	BRIEF DESCRIPTION (a)	SUPPORTING NATO (Y/N)	START DATE (c)	END DATE (d)	REMARKS
		NATO	SN/FN/ MODs	PARTNER NATIONS	NON- NATO	IO/ Other	Other COEs	COE SG**							
1	COE							X	COE	N3-20 NATO Missile Defence Course	1. To enhance the skills and capability of SMEs within the NATO Missile Defence environment. 2. To educate and prepare the SMEs who will be assigned as instructor in conducting SBAMD CET-P.	N	9/12/2024	13/12/2024	
2	COE							X	COE	N5-31 NATO Senior Officer Policy Course	To equip senior officers of IAMD COE with the key factors, concepts and principles of NATO's current and future security environment while providing insight into the strategies and policy of the Alliance.	N	16/09/2024	20/09/2024	
3	COE							X	COE	M5-34 NATO Legal Advisor Course	To prepare legal advisor to address non-operational, administrative legal issues routinely encountered.	N	7/11/2024	11/11/2024	
4	COE							X	COE	M7-51 NATO Concept Development and Experimentation Course	To provide Concept Development and Experimentation (CD&E) practitioners with the NATO programmatic approach to NATO CD&E and pursue CD&E activities in IAMD COE.	N	30/09/2024	4/10/2024	
5	COE							X	COE	M7-98 NATO Instructor Course	To improve SMEs/Instructors' competencies in providing effective methods of instruction and presentation techniques in conducting any courses, trainings etc.	N	21/10/2024 11/11/2024	25/10/2024 15/11/2024	
6	COE							X	COE	N3-134 NATO Introduction to NATO SBAD	1. To provide SMEs with foundational education and training on NATO Surface Based Air Defence (SBAD) capabilities, threats, doctrine, policies, and concepts. 2. To prepare Instructors who will be tasked in conducting SBAMD CET-P.	N	2/12/2024	6/12/2024	
7	COE							X	COE	S7-135 NATO Global Programming Analysis Course	1. To provide foundational knowledge and skills on Global Programming Analysis to manage NATO Education and Training (E&T). 2. To pursue E&T activities in IAMD COE.	N	21/10/2024	25/10/2024	
8	COE							X	COE	S7-136 NATO System Approach to Training	1. To produce Course Control Documents (CCDs) which support the delivery of NATO certified E&IT solutions. 2. To pursue E&T activities in IAMD COE.	N	21/10/2024	25/10/2024	
9	COE							X	COE	S7-137 NATO Quality Assurance Course	To support the alignment of performance requirements to meet the NATO Quality Standards for ETFs' institutional accreditation for IAMD COE.	N	4/11/2024	8/11/2024	

1<sup>st</sup> /2023 SCM

Subject No 15

NO	REQUESTOR	REQUESTOR (Check the box)							END USER/ CUSTOMER	PROJECT/ ACTIVITY NAME	BRIEF DESCRIPTION (a)	SUPPORTING NATO (Y/N)	START DATE (c)	END DATE (d)	REMARKS
		NATO	SN/FN/ MODs	PARTNER NATIONS	NON- NATO	IO/ Other	Other COEs	COE SG**							
10	COE							X	COE	N7-163 NATO Lesson Learned Management Course	To develop a LL Management Capability within the IAMD COE which allows LL professionals to execute and manage their organizational roles and responsibilities as LL Staff Officers in accordance with the structure, process, tools, and training.	N	21/10/2024	25/10/2024	

**Remarks**

- 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.
- POC in IAMD COE for NSO courses is: **L.Cdr. E. PEROUTSEAS** [e.peroutseas@iamd-coe.org](mailto:e.peroutseas@iamd-coe.org)

FOR THE IAMD COE:



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