

**INTEGRATED AIR AND MISSILE DEFENCE  
CENTRE OF EXCELLENCE  
DRAFT BUDGET BOOK 2024**



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

**2024**

**& ANNUAL FUNDING SCHEDULE  
& MEDIUM-TERM FINANCIAL PLAN (MTFP)  
FOR FY 2025 - 2029**

*July 2023*

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**IAMD COE DRAFT BUDGET BOOK 2024**

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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 (IAMDCOE) 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 IAMDCOE (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 IAMDCOE. The Budget shall be accompanied by an annual funding schedule, showing the shares of the SNs (FAPs, par. 10.1).

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

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

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

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

#### **PROCESS**

2. Founded on this regulatory framework, the Centre prepared a preliminary Draft Budget for the FY 2024 and the MTFP for FYs 2025 - 2029. 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 Centre's 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 (re)scheduled for execution within the year 2024;

2.5 In order to cover the shared costs detailed in Annex D of the IAMD COE Operational MOU which are not specified as sole responsibilities of the participating nations (as Section 8 and Annex E of the Operational MOU);

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. The Draft Budget for FY 2024 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 the year 2024, 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 periodic assessment criteria - IAMD COE Periodic Assessment Questionnaire/June 2023 (Q.2.8.1 & Q.2.8.2)];

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, 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,

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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*") that define the framework of the expenditures which are eligible to be borne by the Shared Budget;

4.4 The inflation rate in the current time period [4,7%, on average, in the first five (5) months of 2023], which may result in an upward pressure on prices of products - services required, a financial trend which is estimated to level off in short term;

4.5 The fact that significant needs of building maintenance (included its equipment) do not appear to occur for the year 2024 (given the coverage of all 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 2024 (having considered their maturity and assets life cycle);

4.6 The experience gained through the last years regarding the manner of carrying out the activities in which the Centre participates or conducts [statistics and probability of activities to be cancelled or held online (via VTC), without physical presence, etc.];

4.7 The assumption that the Centre will be relocated to its new premises probably in 2024 (likely in Q3), following the approaching completion of the main construction project and supporting infrastructure by the FN.

5. In this regard and according to the Planning Process of the Centre in short-medium term, the Draft Budget for FY 2024 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), as well as the necessary support field (legal/finance training, etc.) in order to maintain and enhance the high level of expertise, strengthening in parallel the relationship between the IAMD COE and 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 2024), as our major event, through which we achieve a high-level of promotion for our Centre to the IAMD stakeholders;

5.3 The lead role and overall responsibility taken over from the Centre to annually organise the Surface Based Air and Missile Defence (SBAMD) Common Education & Training Programme (CET-P), delivering tactical level education on execution of SBAMD operations, having established a schedule to provide/deliver two (2) iterations of this programme in Chania within the next year;

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5.4 The pursuit of hosting Joint Capability Group Unmanned Aircraft Systems (JCGUAS) or/and Counter-UAS meeting(s) by the IAMD COE, in Chania, in the context of maximising the Centre's involvement and role;

5.5 The medium-term project of developing a Modeling & Simulation (M&S)/ Analysis Laboratory, based on modelling and simulation tools, capable of providing support for experimentation, analysis, testing, and developing exercise scenarios, to support and improve education and training in IAMD domain;

5.6 The additional needs [utility bills, facilities services (cleaning, etc.), supporting equipment, supplies and materiel] that may arise following the relocation of the Centre to the new (permanent) larger facilities/building, expanding the current capabilities;

5.7 The external audit of the Financial Statements of previous FYs by an independent auditing entity/body (as proposed to be approved);

5.8 The computer services (licenses - subscriptions) required in order for the Centre to continue to comply 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);

5.9 The coming upgrade of the Centre's capabilities by using/implementing NCIA application services - Information Knowledge Management (IKM) Toolset, 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 (NIP) Service, over NS WAN, for the Directorate and all the Centre's SMEs in line with direction and guidance provided by the HQ SACT for digital transformation (as ACT/JFD/CPD/TT-7269/SER:NU:1713/29 Jun 23/HQ SACT letter).

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 the FY 2024 is amounted to two hundred eighty thousand euros (**280.000 €**), within the ceiling set under the last MTFP figures [as noted by the SC (1<sup>st</sup>/2022 SC Meeting)]. It should be highlighted that, since the revenues foreseen for the current FY (2023) are estimated to be approx. 11.000 € (conference - tuition fees and bank interest), the final shares/contributions per participating nation (per cost-share position) are estimated to be lower for the FY 2024, considering also the recent adding of France and the forthcoming bid/assignment of one (1) more



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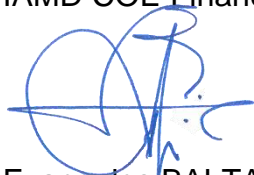
position from the Czech Republic (E&T Branch post) and one (1) from Greece (COS post) [three (3) new cost-share positions / nineteen (19) total cost-share positions from FY 2024] (as further simulation analysis included in the annual financial schedule, p. 23).

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) CFFs for the FY 2024, the first one (issued by 15 December 2023) for the contributions concerning the 50% of the Shared Budget 2024 [to cover the needs for the first six (6) months of 2024] and the second one within Q2 2024 following the settlement of payments (finalisation of expenditures - revenues and lapsed credits of FY 2023) 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 the vast majority of RfS by NATO and cover all Centre's approved activities, maintaining the flexibility to handle any unexpected needs/requirements.

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 2023	- 1 <sup>st</sup> /2022 SC Meeting (26 -27 Sep 22) <b>Approval</b>	The SC approved the Shared Budget for FY 2023 at the amount of 256.000,00 €, analysed per Chapter as follows: - Chapter 71: 49.620,00 € - Chapter 72: 143.180,00 € - Chapter 73: 63.200,00 € Total: <b>256.000,00 €</b> (expenditures) - Chapter 74: 16.500,00 € Total: <b>16.500,00 €</b> (revenues)
Medium-Term Financial Plan (MTFP) 2024-2028	- 1 <sup>st</sup> /2022 SC Meeting (26 -27 Sep 22) <b>Notation</b>	The SC noted the submitted - presented MTFP 2024-2028 with the following figures for the FY 2024: - Chapter 71: 65.000,00 € - Chapter 72: 145.000,00 € - Chapter 73: 70.000,00 € Total: <b>280.000,00 €</b> (expenditures) - Chapter 74: 22.000,00 € Total: <b>22.000,00 €</b> (revenues)
Funds to be carried-forward from FY 2022 to FY 2023	- Upon NU.684/02 Dec 22/ IAMD COE letter - Upon NU.22/18 Jan 23/ IAMD COE letter <b>Approval</b>	The SC approved funds to be carried forward from FY 2022 to FY 2023 as follows: - 71.153,00 € <i>[SC members approval e-mails: BGR/16 Dec 22 - CZE/06 Dec 22 - GRC/15 Dec 22 - ROU/12 Dec 22 - TUR/08 Dec 22]</i> - 9.000,00 € <i>[SC members approval e-mails: BGR/08 Feb 23 - CZE/30 Jan 23 - GRC/30 Jan 23 - ROU/26 Jan 23 - TUR/26 Jan 23]</i> Total: <b>80.153,00 €</b>

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

**DETAILED DRAFT BUDGET 2024**

(based on Annex C of FAPs)

CISI			Annotation	FY 2022 <sup>(1)</sup>		FY 2023			FY 2024
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures <sup>(2)</sup>	Appropriations carried forward <sup>(3)</sup> from FY 2022 to 2023	Appropriations requested
71 Personnel	01 Consultants	01	Consultants and Temporary Staff	0,00	0,00	0,00	0	0,00	8.500,00
		02	Academic Expenses	2.646,70 <small>(3.000,00-353,30)</small>	2.646,70	5.000,00	4.470	0,00	5.500,00
		03	Research Project Contracts	16.000,00 <small>(12.000,00+4.000,00)</small>	7.000,00	24.000,00	85.000	9.000,00	0,00
	02 Training	01	Transportation	4.328,30 <small>(6.000,00-1.671,70)</small>	4.294,16	8.160,00	4.320 - 5.280	0,00	7.680,00
		02	Course Fee	7.250,00 <small>(9.225,00-1.975,00)</small>	7.250,00	12.460,00	7.710 - 8.810	0,00	8.323,00
TOTAL				30.225,00	21.190,86	49.620,00	≤ 103.560	9.000,00	30.003,00

**JUSTIFICATION**

**CISI BREAKDOWN**

- 710101** Upon a respective decision by the SC according to the provisions of FAPs (par. 8.1), Chartered Accountants of an independent audit firm are scheduled to be used for external audit of the annual financial statements for the first four (4) FYs 2020-2023, regarding the IAMD COE Shared Budget execution of FYs 2021-2023 (no Shared Costs borne by the Centre for FY 2020) - breakdown of estimating costs: audit fees ≈ **6.800 €** and any potential travel (transportation, accommodation, etc.) costs of auditors ≈ **1.700 €**. Other consulting needs, if any, are to be met by contractors.
- 710102** Expenditures concerning transportation costs (flight, local transportation, lodging, etc.) for invited key-note speakers, speakers, lecturers, facilitators - moderators or mentors for the carrying-out 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 5.500 € is based on the need to cover lodging expenses for the speakers of IAMD COE Annual Conference (≈ 21 persons for 2 nights in average ≈ **4.200 €**) and airfare (≈ **1.300 €**) for invited lecturers from academia and research entities/institutions.
- 710103** New contracts with academic institutions, research centres or other relevant economic operators for projects in the area of the IAMD are not scheduled to be established within the year 2024 [multi-year (2023-2025) project regarding “AI-Empowered Drone Detection Passive Radar Using 5G Signals” is to be fully funded by the Shared Budget of FY 2023]. Additional research projects with academic/research foundations, entities or/and operators, if any, will be covered by transferring of funds required within the approved Shared Budget.
- 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 (p. 27).
- 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 (p. 27).

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CISI			Annotation	FY 2022 <sup>(1)</sup>		FY 2023			FY 2024
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures <sup>(2)</sup>	Appropriations carried forward <sup>(3)</sup> from FY 2022 to 2023	Appropriations requested
72 Contractual Supplies and Services	01 Printing and Photocopying	01	Printing and Photocopying Rental/Lease	0,00	0,00	0,00	0	0,00	0,00
		02	Printing and Photocopying Consumables	1.882,69 (1.000,00+882,69)	1.882,69	2.150,00	≤ 1.760	0,00	2.150,00
	02 Public Affairs	01	Public Affairs Supplies	9.877,40 (10.000,00-122,60)	9.877,40	11.000,00	≤ 11.000	0,00	12.000,00
		02	Hospitality and Representation	13.997,39 (10.000,00+3.997,39)	13.997,39	20.000,00	≤ 20.000	0,00	23.000,00
	03 Utilities	01	Electricity	7.000,00	5.649,02	7.500,00	4.500 - 5.500	0,00	17.200,00
		02	Water and Sewage	1.000,00	537,25	1.600,00	1.200 - 1.400	0,00	2.000,00
		03	Heating and Cooling	1.200,00	987,29	1.200,00	≤ 1.200	0,00	900,00

### JUSTIFICATION

#### CISI BREAKDOWN

**720101** No printing and photocopying rental or leasing is estimated to be needed for the FY 2024.

**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, badges/lanyards, souvenirs, engravings, magazines/journals, 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, Coordination Meeting with IAMD stakeholders, SC Meeting, hosting CET-P, C-UAS or/and JCG C-UAS meeting(s), etc.] or in which the Centre will participate (e.g. NATO 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 guests, visitors and invited persons and the Centre's events/activities [such as Annual Conference, Coordination Meeting with IAMD stakeholders, SC Meeting, CET-P, C-UAS - JCG C-UAS meeting(s), etc.] and in addition, moral - welfare activities (change of command - directorate, Senior National Representatives hand-over take-over, etc.).

**720301** Electricity expenses for the IAMD COE facilities {estimated cost: 1.300 - 1.430 € (monthly cost range) x 12 months ≈ 15.600 - 17.160 € [factoring in the consumption for the current temporary facilities, co-estimating the expected increased power consumption for the new facilities which will also include the expenditures of air-conditioning unit (heating/cooling)], having also taken into account the current status of inflation rate}.

**720302** Water and sewage expenses for the IAMD COE facilities [estimated cost: 145 - 165 € (monthly cost range) x 12 months: 1.740 - 1.980 €].

**720303** The cost of consumption for heating [from January to March - estimated cost: 280 - 300 € (monthly cost range, including forecast for 10% additional funds depending on the weather conditions) x 3 months = 840 - 900 €]. For the period from November to December (use of new Centre's facilities), the corresponding expenditures will be incorporated in electricity costs.

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CISI			Annotation	FY 2022 <sup>(1)</sup>		FY 2023			FY 2024
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures <sup>(2)</sup>	Appropriations carried forward <sup>(3)</sup> from FY 2022 to 2023	Appropriations requested
72 Contractual Supplies and Services	04 Facilities and Buildings	01	Rental of Minor Facilities	3.720,00 (4.000,00-280,00)	3.720,00	8.000,00	≤ 5.700	0,00	6.500,00
		02	Minor Building Maintenance	0,00 (3.000,00-3.000,00)	0,00	500,00	0 - 160	0,00	500,00
		03	Facilities and Buildings Equipment maintenance	285,79 (500,00-214,21)	285,79	300,00	200 - 220	0,00	500,00
		04	Facilities and Buildings Services	3.978,57 (5.000,00-1.021,43)	3.976,27	4.500,00	4.000 - 4.300	0,00	16.000,00
	05 Computers	01	Computers Rental and Operational Lease	0,00	0,00	0,00	0	0,00	0,00
		02	Computers Spare/Repair Parts	62,72 (500,00-437,28)	62,72	250,00	150 - 250	0,00	300,00
		03	Computers Maintenance	466,00 (500,00-34,00)	466,00	250,00	200 - 250	0,00	300,00
		04	Computers Services	10.471,01 (7.000,00+3.471,01)	10.471,01	12.300,00	≤ 12.300	0,00	10.000,00

## JUSTIFICATION

### CISI BREAKDOWN

- 720401** Rental of conference rooms for conducting/hosting events (conferences, courses, meetings, seminars, etc.): ≈4.000 - 4.500 € to host - organise the Annual Conference and the SC Meeting (if necessary to use facilities of third-parties), ≈1.500 € for hosting 2 iterations for CET-P (up to 40 persons for 5 days) and ≈500 € to cover needs for hosting C-UAS or/and JCG C-UAS meeting(s).
- 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.), gardening services (including the cutting of grass, pruning of trees or any other horticultural activity including landscaping, tree planting and the materials required for such activity), disinfection - decontamination services and refilling/annual inspection of fire extinguishers {indicatively, breakdown of estimated cost: for cleaning services [one (1) cleaner]: [1,5h (hour) per working day x 8,70 € (price per hour) x 130 (working days for 1<sup>st</sup> semester)] ≈1.700 € + [8h (hours) per working day x 8,70 € (price per hour) x 130 (working days for 2<sup>nd</sup> semester)] ≈9.050 €, cleaning materials: [100 € (per month in average) x 12 months] ≈1.200 €, garbage collection/disposal: [85 € (average monthly cost for) x 6 months (for 1<sup>st</sup> semester)] ≈500 €, gardening services ≈1.700 € & other services described above ≈1.100 €, incorporating an adjustment range (4,7%) ≈750 € due to current inflation, total: 16.000 €}.
- 720501** No computers rental or leasing is estimated to be needed (given that it is not deemed cost-effective or efficient) for the FY 2024.
- 720502** Credits for various parts of computers' relevant equipment (switches, special cables, flash memories and other small IT equipment).
- 720503** Maintenance of PCs, TVs, tablets and their relevant peripherals [Uninterruptible Power Supplies (UPSs), printers, etc.].
- 720504** Procurement of Microsoft 365 Business Premium annual subscriptions for IAMD COE personnel and CIS & Security Specialist (admin) [37+1 users x (max.) 20,60 € per month ≈9.400 €] 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 2018/HQ SACT order). Moreover, website hosting and re-building services (excluding investments which refer to CISI 730002), renewal of subscription - prolongation for warranties and licenses: antivirus, firewall, imaging (≈600 €), etc..

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CISI			Annotation	FY 2022 <sup>(1)</sup>		FY 2023			FY 2024
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures <sup>(2)</sup>	Appropriations carried forward <sup>(3)</sup> from FY 2022 to 2023	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	716,73 (500,00+216,73)	716,73	300,00	150 - 300	0,00	800,00
		03	Communication Systems Maintenance	180,00 (0,00+180,00)	180,00	0,00	0	0,00	100,00
		04	Communication Systems Services	3.156,97 (8.000,00-4.843,03)	2.179,66	4.500,00	≤ 2.500	0,00	3.700,00
	07 Mission Carriers	01	Mission carriers Rental and Operational Lease	2.370,00 (2.800,00-430,00)	2.370,00	10.500,00	4.500 - 4.800	0,00	7.000,00
		02	Mission carriers Maintenance	1.976,50 (1.500,00+476,50)	1.976,50	2.000,00	≤ 600	0,00	1.700,00
		03	Mission carriers Fuel Costs	4.000,00 (2.150,00+1.850,00)	2.978,69	4.500,00	3.300 - 3.700	0,00	3.700,00
		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 2024.
- 720602** Credits for various parts of communication systems including minor communication equipment (WiFi access points, cables, switches, etc.).
- 720603** Credits for maintenance/services regarding established networks (fiber optic, cabling infrastructure, etc.).
- 720604** Telephone (commercial lines) and mobile telephony charges including internet connection (based on established contract and historical data) .
- 720701** Credits for rental of vehicles (buses, minivans, etc.) for the IAMD COE visitors - guests and the trainees/attendees of the Centre's events/activities: ≈1.200 € for the Annual Conference, ≈2.800 € for CET-P courses, ≈400 € for SC Meeting and Coordination Meeting with IAMD stakeholders, ≈ 2.000 € for C-UAS or/and JCG C-UAS meeting(s), and ≈600 € for other transportation needed for visitors and guests.
- 720702** Credits for periodic and unscheduled service, if any, of the Centre's vehicles and the expenditures for any spare parts/maintenance material (tyres, lubricants, etc.).
- 720703** Fuel consumption expenditures [estimated cost: 2.300 lt x 1,6 € (estimated average price per lt) ≈3.700 €] 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 2022 <sup>(1)</sup>		FY 2023			FY 2024
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures <sup>(2)</sup>	Appropriations carried forward <sup>(3)</sup> from FY 2022 to 2023	Appropriations requested
72 Contractual Supplies and Services	08 Travel	01	Transportation	29.500,00	21.842,57	36.000,00	≤ 29.200	0,00	32.160,00
		02	Participation fee	2.000,00	1.064,99	1.700,00	≤ 1.350	0,00	1.600,00
	09 Other Expenditures	01	Literature and Periodicals	2.949,00 (2.500,00+449,00)	2.949,00	1.500,00	0 - 1.500	0,00	2.900,00
		02	Office supplies	2.345,30 (4.000,00-1.654,70)	2.345,30	2.500,00	≤ 1.000	0,00	2.000,00
		03	Bank charges	116,52 (125,00-8,48)	116,52	470,00	220 - 250	0,00	287,00
		04	Postal/shipping services	0,00	0,00	160,00	0 - 40	0,00	100,00
		05	Miscellaneous Supplies	3.153,46 (6.000,00-2.846,54)	3.058,06	4.500,00	≤ 1.400	0,00	5.700,00
		06	Miscellaneous Services	9.368,95 (6.000,00+3.368,95)	9.368,95	5.000,00	≤ 1.000	0,00	2.400,00
CHAPTER 72 - TOTAL				115.775,00	103.059,80	143.180,00	≤ 111.680	0,00	155.497,00

**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 (p. 28-30).
- 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 (p. 28-30).
- 720901** Credits for books, magazines (included electronic types, subscriptions to e-libraries, etc.) related to air & missile defence domain 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 (e-commerce charges, remittance costs, card expenses, 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) ornamental plants and flowers, badge - card holders, mechanic tools and relevant consumables, small equipment, lights, stands, doormats, ornaments, 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), printing and bookbinding services, etc..

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CISI			Annotation	FY 2022 <sup>(1)</sup>		FY 2023			FY 2024
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures <sup>(2)</sup>	Appropriations carried forward <sup>(3)</sup> from FY 2022 to 2023	Appropriations requested
73 Capital and Investments	0001		Computers	6.209,91 (10.000,00-3.790,09)	6.201,90	10.000,00 (8.000,00+2.000,00)	18.000 - 21.000	0,00	27.000,00
	0002		Communications	78.261,66 (70.000,00+8.261,66)	7.108,66	33.000,00 (35.000,00-2.000,00)	14.000 - 16.000	71.153,00	49.000,00
	0003		Furniture and Office Equipment	3.560,77 (0,00+3.560,77)	3.560,77	3.000,00	≤ 3.000	0,00	15.000,00
	0004		Vehicles	21.967,66 (30.000,00-8.032,34)	21.967,66	16.000,00	0	0,00	0,00
	0005		Machinery	0,00	0,00	1.200,00	≤ 650	0,00	3.500,00
	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				110.000,00	38.838,99	63.200,00	≤ 40.650	71.153,00	94.500,00
TOTAL EXPENDITURES				256.000,00	163.089,65	256.000,00	≤ 255.890	80.153,00	280.000,00

#### JUSTIFICATION

##### CISI BREAKDOWN

- 730001** Credits for purchase of computers [such as personal computers, laptops, tablets, UPSs, printer machines/photocopiers and other relevant/peripheral equipment (monitors, keyboards, mouse devices, network cards, etc.), including needs of creating new workstations [e.g. new posts for staff, developing the Modelling & Simulation (M&S)/Analysis Laboratory, etc.] and extending the capabilities of the current ones.
- 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 23 users [415 € (138 € + 139 € + 138 € per each service per user) x 22 = **9.545 €**], the respective Platform (Sharepoint, SQL, Active Directory, etc.) and Infrastructure services (virtual machines, storage, backup, etc.) [**≈ 15.500 €** annually] including +20% in total (**≈ 5.000 €**) for additional users and any potential increase of tools pricelist (in view of coming upgrade of Sharepoint used/provided from NCIA). In addition, purchase of software/hardware required to extend / update communications infrastructure (such as servers, gateway and LAN switches, cameras for VTC, audio-visual means like TVs, projectors, microphone/conference equipment extension/upgrade, sound speakers, etc., fiber optic electronic tools for networks maintaining, testing and troubleshooting and any other relevant communications hardware/equipment) and capabilities (electronic platforms' licenses for operational needs, software for logistics, property controlling and accounting, e-procurement platform and any other support procedures).
- 730003** Credits for furniture and office equipment extension/replacement (including NS WAN workstations for Directorate/all SMEs, establishment of the M&S Laboratory, extending capabilities of rooms of organising workshops/courses and providing lunch meals/coffee for attendees, etc.).
- 730004** No credits for procurement of vehicles are estimated to be needed for the FY 2024.
- 730005** Credits for machinery purchases regarding electrical appliances (professional coffee machines, refrigerators, air purifiers, dishwasher, etc.).
- 730006** No credits for installed equipment investments are estimated to be needed for the FY 2024.
- 730007** Buildings and supporting infrastructure that houses the IAMD COE are responsibility of the FN (IAMD COE Operational MOU, Annex E, par. 2biv).

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CISI			Annotation	FY 2022		FY 2023	FY 2024
Chapter	Item	Sub-item		Revenues forecasted	Actual revenues	Revenues forecasted / estimated	Forecast of Revenues
74 Revenues	0001		Tuition Fees	0,00	6.050,00	11.000,00 / 10.770,00	11.000,00
	0002		Studies and Publications	0,00	0,00	0,00 / 0,00	0,00
	0003		Interest Income	600,00	309,07	500,00 / 450,00	500,00
	0004		Sponsoring	0,00	0,00	5.000,00 / 0,00	5.000,00
	0005		Miscellaneous	0,00	0,00	0,00 / 0,00	0,00
<b>CHAPTER 74 - TOTAL</b>				<b>600,00</b>	<b>6.359,07</b>	<b>16.500,00 / 11.220,00</b>	<b>16.500,00</b>

**JUSTIFICATION**

**CISI BREAKDOWN**

- 740001** Tuition fees (including any event participation fees) estimated to be received for the FY 2024 (IAMDCOE Annual Conference, CET-P iterations, etc.).
- 740002** No Centre's activity is expected to produce revenue from studies or publications for the FY 2024.
- 740003** Bank interest foreseen to be received based on the weighted average available account balance, the estimated rhythm of the procurement process and payments, the amounts of funds to be carried-forward and the estimated return on any term deposits.
- 740004** Sponsorship estimated to be received within the FY 2024 (based on the provisions of IAMDCOE DIR 85-02).
- 740005** No other sources of revenues are expected/foreseen for the FY 2024.

**REMARKS:**

- (1) Approved appropriations and actual expenditures for the previous FY (2022) are provided, based on the final approved budget (including notes in cases of transfers of appropriations by the IAMDCOE Director) and the Financial Statements 2022 (budget execution statement).
- (2) Forecasts of expenditures for current year (FY 2023) are based on a preliminary (up to July 23) estimate/assessment of the current status of needs and the upcoming/predictable expenses, considering all 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 (through the forthcoming SC Meeting).
- (3) Appropriations which were approved by the SC to be carried forward from the FY 2022 to the FY 2023.

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**INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE**  
**DRAFT BUDGET 2024 SUMMARY**

CHAPTER	DESCRIPTION	BUDGET FY 2023	MTFP FY 2024	DRAFT BUDGET FY 2024
71	Personnel	49.620,00	65.000,00	30.003,00
72	Contractual Supplies and Services	143.180,00	145.000,00	155.497,00
73	Capital and Investments	63.200,00	70.000,00	94.500,00
<b>TOTAL EXPENDITURES</b>		<b>256.000,00</b>	<b>280.000,00</b>	<b>280.000,00</b>
74	Revenues	16.500,00	22.000,00	16.500,00
<b>TOTAL REVENUES</b>		<b>16.500,00</b>	<b>22.000,00</b>	<b>16.500,00</b>

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**INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE**  
**ANNUAL FUNDING SCHEDULE FOR FY 2024**

TIMETABLE	2023			2024								
	SEP	DEC		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Bulgaria	Approval of the Shared Budget 2023 (SCM)			<div>1<sup>st</sup></div> CFF payment						<div>2<sup>nd</sup></div> CFF payment		
Czech Republic												
France												
Greece												
Romania												
Türkiye												
IAMD COE		Submission (by 15 Dec 23) of the 1 <sup>st</sup> Call for Fund (CFF) for FY 2024 (50% of the approved budget)		Finalising the expenditures for FY 2023 (submit proposal for appropriations to carried forward and the Financial State-ments for FY 2023)			Submission of the 2 <sup>nd</sup> CFF for FY 2024 (up to 50% of the approved budget)					

**CFFs FOR FY 2024:**

Participant	Assigned Cost Share Positions	Percentage (cost share formula)	Maximum Share/ contribution (€)	1 <sup>st</sup> CFF (50% of Approved Budget 2024)	2 <sup>nd</sup> CFF (up to 50% of Approved Budget 2024)	2 <sup>nd</sup> CFF forecast [in case of (unused appropriations + revenues for FY 2023) = 11.330 (256.000 - 255.890 max. estimated expenses + 11.220 revenues for 2023)]
Bulgaria	1	5,2632% (1/19)	14.736,84	7.368,42 (280.000 x 50% x 1/19)	7.368,42 - (unused appropriations + revenues for FY 2023) x 1/16	6.660,29
Czech Republic	2*	10,5263%* (1/19)	29.473,68*	14.736,84* (280.000 x 50% x 2/19)	14.736,84 - (unused appropriations + revenues for FY 2023) x 1/16	14.028,71*
France	1	5,2632% (1/19)	14.736,84	7.368,42 (280.000 x 50% x 1/19)	7.368,42 - (unused appropriations + revenues for FY 2023) x 0/16	7.368,42
Greece	12**	63,1579% (11/19)	176.842,12**	88.421,06** (280.000 x 50% x 12/19)	88.421,06 - (unused appropriations + revenues for FY 2023) x 11/16	80.631,70**
Romania	1	5,2632% (1/19)	14.736,84	7.368,42 (280.000 x 50% x 1/19)	7.368,42 - (unused appropriations + revenues for FY 2023) x 1/16	6.660,29
Türkiye	2	10,5263% (2/19)	29.473,68	14.736,84 (280.000 x 50% x 2/19)	14.736,84 - (unused appropriations + revenues for FY 2023) x 2/16	13.320,59
<b>TOTAL</b>	<b>19</b>	<b>100,00% (19/19)</b>	<b>280.000,00</b>	<b>140.000,00</b>	<b>&lt; 140.000,00</b>	<b>≤ 128.670,00</b>

\* New cost-share position (E&T post/ETB-07 - CZE) has been taken into account for cost-share formula from the FY 2024 (in view of the forthcoming/under progress approval process).  
 \*\* New cost-share position (COS post/DIR-03 - GRC) has been taken into account for cost-share formula from the FY 2024 (in view of the forthcoming/under progress approval process).

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**INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE**  
**MEDIUM-TERM FINANCIAL PLAN (MTFP) 2025-2029**

CHAPTER	DESCRIPTION	FY				
		2025	2026	2027	2028	2029
71	Personnel	60.000,00	65.000,00	55.000,00	50.000,00	50.000,00
72	Contractual Supplies and Services	180.000,00	180.000,00	185.000,00	190.000,00	190.000,00
73	Capital and Investments	60.000,00	55.000,00	60.000,00	60.000,00	60.000,00
<b>TOTAL EXPENDITURES</b>		<b>300.000,00</b>	<b>300.000,00</b>	<b>300.000,00</b>	<b>300.000,00</b>	<b>300.000,00</b>
74	Revenues	20.000,00	25.000,00	30.000,00	30.000,00	30.000,00
<b>TOTAL REVENUES</b>		<b>25.000,00</b>	<b>25.000,00</b>	<b>30.000,00</b>	<b>30.000,00</b>	<b>30.000,00</b>

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**INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE**  
**BREAKDOWN OF TRAVEL EXPENSES AND FEES**

S/N	REQUESTOR/ RFS	COURSE DESCRIPTION	LOCATION	TRAVELS/ OFFICERS TO PARTICI- PATE	CISI				REMARKS
					710201 (travel)	710202 (fees)	720801 (travel)	720802 (fees)	
1	IAMD COE	NSO M5-34 NATO Legal Advisor Course	NSO, Oberammergau, Germany	1	480,00	550,00			IAW NATO School Oberammergau (NSO) Financial Agreement for Aca- demic Year 2024, 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 workforce allocation, etc. and the historical data for travel ex- penditures factoring any local trans- portation costs in this amount). <b>NOTES</b> (1) Courses to be attended consecutively by the same trainee (second trip to be avoided). (2) Provided through National Kapodistian University of Athens (Centre of Continuing Education and Lifelong Learning) or by Chartered Institute of Public Finance and Accountancy (CIPFA) of United Kingdom.
2	IAMD COE	NSO M7-98 NATO Instructor Course	NSO, Oberammergau, Germany	2	960,00	1.100,00			
3	IAMD COE	NSO S7-135 NATO Global Programming Analysis Course <sup>(1)</sup>	NSO, Oberammergau, Germany	1	480,00	550,00			
4	IAMD COE	NSO S7-136 NATO System Approach to Training <sup>(1)</sup>	NSO, Oberammergau, Germany			550,00			
5	IAMD COE	NSO N3-20 NATO Missile Defence Course	NSO, Oberammergau, Germany	1	480,00	550,00			
6	IAMD COE	NSO N3-134 Introduction to NATO Surface Based Air Defence Course	NSO, Oberammergau, Germany	1	480,00	550,00			
7	IAMD COE	NSO S7-137 NATO Quality Assurance Course	NSO, Oberammergau, Germany	1	480,00	550,00			
8	IAMD COE	NSO M7-51 Concept Development and Experimentation Course	NSO, Oberammergau, Germany	2	960,00	1.100,00			
9	IAMD COE	Comprehensive - Integrated Air and Missile Defence (C-IAMD) Course	CCSBAMD, Ramstein, Germany	3	1.440,00				
10	IAMD COE	NMIOTC 25000 Course - Drafting, produ- ction and maintenance of NATO Standards	NMIOTC, Chania, Greece	3		1.650,00			
11	IAMD COE	JFAC Operations Course "Basic"	CASPOA, Limonest, France	2	960,00				
12	IAMD COE	Allied Joint Doctrine Development Course	Budapest, Hungary	1	480,00	390,00			
13	IAMD COE	Standardization within NATO Course	MUT, Warsaw, Poland	1	480,00	485,00			
14	IAMD COE	International Public Sector Accounting Standards (IPSAS) training	e-learning (TBD) <sup>(2)</sup>	1		298,00			
<b>TOTAL</b>					<b>7.680,00</b>	<b>8.323,00</b>	<b>-</b>	<b>-</b>	

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S/N	REQUESTOR/ RFS	ACTIVITY DESCRIPTION		LOCATION	TRAVELS/ OFFICERS TO PARTICIPATE	CISI				REMARKS
						710201 (travel)	710202 (fees)	720801 (travel)	720802 (fees)	
1	COE	Training courses-seminars related to IAMD domain (participation of IAMD COE SMEs as instructors)		TBD	2			960,00		The costing of the travel expenses was made under the assumption of average cost of travel [the vast majority to Europe (98%) and secondly to USA (2%)] in the amount of 480 € per travel (in average), weighting and taking into account the probability of any changes/cancellations and the hi-storical data for travel expenditures (from previous years, including discount programmes in which the Centre participates), factoring also any local transportation costs in this amount.
2	NATO ACO AIRCOM	SBAMD Common Education & Training Program (CET-P)		TBD (no travel in cases of hosting/ organising at IAMD COE)	2			960,00		
3	NATO NATIONS-MODs	Exercises organised by NATO nations-MODs	JPOW series	Vredepeel, Netherlands	4			1.920,00		
			ASTRAL KNIGHT series	TBD						
			NIMBLE TITAN series	TBD						
4	NATO (ACO, AIRCOM)	NATO Exercises	Ramstein Century (RACE)	TBD	5			2.400,00		
			Steadfast Alliance (STAL)							
			Ramstein Legacy (RALY)							
			Steadfast Jupiter (STJU)							
			Ramstein Guard (RAGU)							
5	NATO (RfS 21#078)	Layered Resilience Concept (NWCC deliverable)		TBD	2			960,00		
6	NATO ACT CPD	Annual COEs' Directors Conference 2024		TBD	1			480,00		
7	HQ SACT - SEE (RfS 23#164)	NATO Defence Planning Process		TBD	2			960,00		
8	NATO (RfS 23#013)	NATO LL Conference 2024		TBD	1			480,00		
9	NATO	2024 COE Marketplace		TBD	3			1.440,00		
10	NATO	ACT Lessons Learned Spring Event 2024 (NATO LL Conference & COE LL meeting/workshop) or ACT Lessons Learned Spring week 2024 (in case there is not NATO LL Conference)		TBD	1			480,00		
11				TBD						
12	NATO ACT CPD (RfS 21#007)	Support to NATO Doctrine		TBD	5			2.400,00		
13	NATO	NATO Counter Unmanned Aerial Systems (C-UAS) WG, activities and exercises (e.g. Technical Interoperability Exercise series)		TBD	4			1.920,00		

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S/N	REQUESTOR/ RFS	ACTIVITY DESCRIPTION	LOCATION	TRAVELS/ OFFICERS TO PARTICIPATE	CISI				REMARKS
					710201 (travel)	710202 (fees)	720801 (travel)	720802 (fees)	
14	NATO	Joint Capability Group Unmanned Aircraft Systems	TBD	2			960,00		
15	NATO HQ SACT	COE Legal Advisors and Financial Controllers Workshop 2024	TBD	2			960,00		
16	NAAG	JCG SBAMD 2024 (Joint Capability Group in Surface Based Air and Missile Defence)	1 <sup>st</sup> : NATO HQ, Belgium, Brussels 2 <sup>nd</sup> : TBD	4			1.920,00		
17	NATO ACT - AIRCOM	Annual Discipline Conference regarding IAMD	TBD	1			480,00		
18	HQ SACT	Annual NATO Operations Research and Analysis Conference	TBD	1			480,00		
19	CZE University of Defence	International Air Defence Conference	Brno, Czech Republic	1			480,00		
20	COEs - HQ AIRCOM	IAMD COE meeting with IAMD stakeholders (JAPCC and AO COE, CC SBAMD, HQ AIRCOM and other NATO Entities)	TBD	2			960,00		
21	COEs	CA2X2 2023 Forum - M & S Sprint Week	TBD	1			480,00		
22	NATO SACT JFD	Department Head (DH) Forum and Individ- ual Training and Education Programme (ITEP) Planning Board (IPB) 2024	TBD	1			480,00		
23	ACT	NATO Warfighting Capstone Concept (NWCC) & Warfare Development Agenda (WDA)	TBD	2			960,00		
24	COE	IAMD COE Marketing Plan	TBD	1			480,00		
25	NATO ACT CPD	Annual conference/coordination meeting per COE pillar conducted by ACT	TBD	1			480,00		
26	NATO STO	NATO Modelling and Simulation (M&S) Group (NMSG)	TBD	2			960,00		
27	NATO STO	353 Research Task Group (RTG)	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)	
28	NATO STO	Research Task Group (RTG)	TBD	2			960,00		
29	COE	Establishing/developing IAMD COE M&S Laboratory	TBD	1			480,00		
30	NATO ACT CPD	BMD Operational User Group	TBD	1			480,00		
31	NCIA/AMDC2	BMD Test and Exercise Annual Meeting (BMD TEAM)	NCIA, Hague, Netherlands	1			480,00		
32	STO CSO MSCO (NMSG) (DST) (RfS 23#171)	Support to NATO Distributed Synthetic Training (DST)	NATO HQ, Belgium, Brussels	1			480,00		
33	NATO	Requests for Support by NATO/HQ SACT	TBD	TBD			2.880,00		Forecast of appropriations for travels (2.880 € ≈ 6 travels) concerning RfS by HQ SACT on behalf of NATO entities (IAW the IAMD COE Operational MOU, par. 3.3)
34		Conference - participation fees for the above-mentioned activities	TBD	TBD				1.600,00	Under the assumption of 100 € (average cost) of participation fees for 16 activities (from the 32 recorded = 50%)
<b>TOTAL</b>					-	-	<b>32.160,00</b>	<b>1.600,00</b>	

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