



**RAP File 19**  
**Shared Budget 2024**  
**Medium Term Financial Plan (MTFP 2025 - 2029)**



20'

CPT (OF-2) Evangelos BALTADOROS, GRC A  
Financial Controller





## Topics



- **Draft Budget Book 2024**
  - Introduction
  - Budget 2023 & MTFP 2024–2028 Decisions
  - Detailed Draft Budget 2024 (by Chapters – Codes)
  - Summary of Draft Budget 2023
- **Annual Funding Schedule FY 2024**
  - Schedule for Call for Funds (CFF)
- **Medium Term Financial Plan (MTFP)**
  - MTFP 2025–2029
- **Recommendations & Decisions**
  - Budget 2024 (*unanimous approval*)
  - MTFP 2025 – 2029 (*notation*)



# Draft Budget Book 2024



Introduction

Budget 2023 –  
MTFP 2024–2028

Draft Budget 2024  
(detailed)

Draft Budget 2024  
(summary)

## *Regulatory Framework*

- Operational MOU
- Financial Administrative Procedures (FAPs)

### ➤ *SHARED BUDGET*

The estimated expenditures/revenues required for the operation of the IAMDCOE

### ➤ *ANNUAL BUDGET ESTIMATE*

Is based mainly on the POW

Includes the shared costs for necessary supplies and services

### ➤ *ANNUAL FUNDING SCHEDULE*

Accompanies the budget, showing the estimated shares of the SNs

### ➤ *MEDIUM TERM FINANCIAL PLAN (MTFP)*

The estimated expenditures revenues of the five (5) years following the next FY  
(for planning purposes)



# Draft Budget Book 2024



## Introduction

Budget 2023 –  
MTFP 2024–2028

Draft Budget 2024  
(detailed)

Draft Budget 2024  
(summary)

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



**2024**  
& ANNUAL FUNDING SCHEDULE  
& MEDIUM-TERM FINANCIAL PLAN (MTFP)  
FOR FY 2025 - 2029

July 2023

- ✓ Internal coordination
- ✓ Invitation letters – messages & requests received/expected
- ✓ Preliminary /draft POW 2024
- ✓ Experience acquired from FYs 2021–2023
- ✓ Priority to perform/complete NATO RfS
- ✓ No critical resource shortfalls will be existed
- ✓ Anticipated relocation to new facilities
- ✓ The FN Support
- ✓ Continuing staff training
- ✓ Achieving the optimal balance of funding and efficiency
- ✓ Optimizing the management of budgetary resources



# Draft Budget Book 2024



## Introduction

## Budget 2023 – MTFP 2024–2028

## Draft Budget 2024 (detailed)

## Draft Budget 2024 (summary)

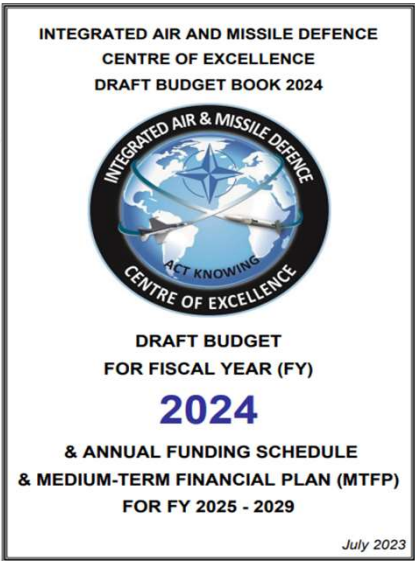
Continuing staff training both in targeted IAMD domain and the Centre's pillars

Annual organising of the IAMD COE Conference

Active involvement in the IAMD Common Education & Training Programme (CET-P)

Hosting Counter-UAS or/and the JCGUAS meetings

Additional utility - services required for new facilities



Minimum requirements of Cyber Defence for NATO Related Networks

NCIA application services - Information Knowledge Management (IKM) Toolset

Targeted procurement for capital & investment

Supporting all travel needs for POW requirements

Balanced trend on prices due to inflation rate





# Draft Budget Book 2024



Introduction

Budget 2023 –  
MTFP 2024–2028

Draft Budget 2024  
(detailed)

Draft Budget 2024  
(summary)

SUBJECT	SC's DECISION HELD	SC's DECISION
Budget 2023	- 1 <sup>st</sup> /2022 SC Meeting (26-27 Sep 22) <b>Approval</b>	<p>The SC <b>approved</b> the Shared Budget for FY 2023 at the amount of 256.000,00 €, analyzed per Chapter as follows:</p> <ul style="list-style-type: none"><li>- Chapter 71: 49.620,00 €</li><li>- Chapter 72: 143.180,00 €</li><li>- Chapter 73: 63.200,00 €</li></ul> <p>Total: <b>256.000,00 €</b> (expenditures)</p> <ul style="list-style-type: none"><li>- Chapter 74: 16.500,00 €</li></ul> <p>Total: <b>16.500,00 €</b> (revenues)</p>
MTFP 2024 - 2028	- 1 <sup>st</sup> /2022 SC Meeting (26-27 Sep 22) <b>Notation</b>	<p>The SC <b>noted</b> the submitted - presented MTFP 2024-2028 with the following figures for the FY 2024:</p> <ul style="list-style-type: none"><li>- Chapter 71: 65.000,00 €</li><li>- Chapter 72: 145.000,00 €</li><li>- Chapter 73: 70.000,00 €</li></ul> <p>Total: <b>280.000,00 €</b> (expenditures)</p> <ul style="list-style-type: none"><li>- Chapter 74: 22.000,00 €</li></ul> <p>Total: <b>22.000,00 €</b> (revenues)</p>



# Draft Budget Book 2024



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Budget 2023 –  
MTFP 2024–2028

Draft Budget 2024  
(detailed)

Draft Budget 2024  
(summary)

CISI			Annotation	FY 2022		FY 2023			FY 2024
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures	Appropriations carried forward	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 (3.000,00-353,30)	2.646,70	5.000,00	4.470	0,00	5.500,00
		03	Research Project Contracts	16.000,00 (12.000,00+4.000,00)	7.000,00	24.000,00	85.000	9.000,00	0,00
	02 Training	01	Transportation	4.328,30 (6.000,00-1.671,70)	4.294,16	8.160,00	4.320 - 5.280	0,00	7.680,00
		02	Course Fee	7.250,00 (9.225,00-1.975,00)	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



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(detailed)

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(summary)

CISI			Annotation	FY 2022		FY 2023			FY 2024
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures	Appropriations carried forward	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





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(detailed)

Draft Budget 2024  
(summary)

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Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures	Appropriations carried forward	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



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Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures	Appropriations carried forward	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



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CISI			Annotation	FY 2022		FY 2023			FY 2024
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures	Appropriations carried forward	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



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CISI			Annotation	FY 2022		FY 2023			FY 2024
Chapter	Item	Sub-item		Appropriations approved	Actual expenditures	Appropriations approved	Forecast of expenditures	Appropriations carried forward	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



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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		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
CHAPTER 74 - TOTAL				600,00	6.359,07	16.500,00 / 11.220,00	16.500,00

As current Financial Status Update,  
it is anticipated to have increased  
revenues up to 12.540 €





# Draft Budget Book 2024



Introduction

Budget 2023 –  
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Draft Budget 2024  
(detailed)

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>



# Annual Funding Schedule 2024



TIMETABLE	2023		2024								
	SCM	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Bulgaria	Approval of the Budget 2022		1 <sup>st</sup> CFF payment						2 <sup>nd</sup> CFF payment		
Czech Republic											
France											
Greece											
Romania											
Türkiye											
IAMD COE	Submission (by 15 Dec 22) of the 1 <sup>st</sup> Call for Fund (CFF) for FY 2023 (60% of the approved budget)		(payment within 90 days)			FS 2023	2 <sup>nd</sup> CFF submission		(payment within 90 days)		

Participant	Assigned Positions	Percentage (cost share formula)	Maximum Share/ contribution	To be returned - estimated unused appropriations & Revenues 2023	1 <sup>st</sup> CFF (50%)	2 <sup>nd</sup> CFF (up to 50%)
Bulgaria	1	5,2632% (1/19)	14.736,84		7.368,42 (280.000 x 50% x 1/19)	6.660,29
Czech Republic	2*	10,5263%* (1/19)	29.473,68 *		14.736,84 * (280.000 x 50% x 2/19)	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
Greece	12**	63,1579% (11/19)	176.842,12 **		88.421,06 ** (280.000 x 50% x 12/19)	80.631,70 **
Romania	1	5,2632% (1/19)	14.736,84		7.368,42 (280.000 x 50% x 1/19)	6.660,29
Türkiye	2	10,5263% (2/19)	29.473,68		14.736,84 (280.000 x 50% x 2/19)	13.320,59
TOTAL	19	100,00% (19/19)	280.000,00	≥ 11.220	140.000,00	≤ 128.670,00

## CFF 2024

\* New post (CZE) (ETB-07)

\*\* COS post (GRC) (DIR-03)

≤ 268.670 €



# 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>20.000,00</b>	<b>25.000,00</b>	<b>30.000,00</b>	<b>30.000,00</b>	<b>30.000,00</b>



## Recommendations & Decisions



### ➤ **Budget 2024**

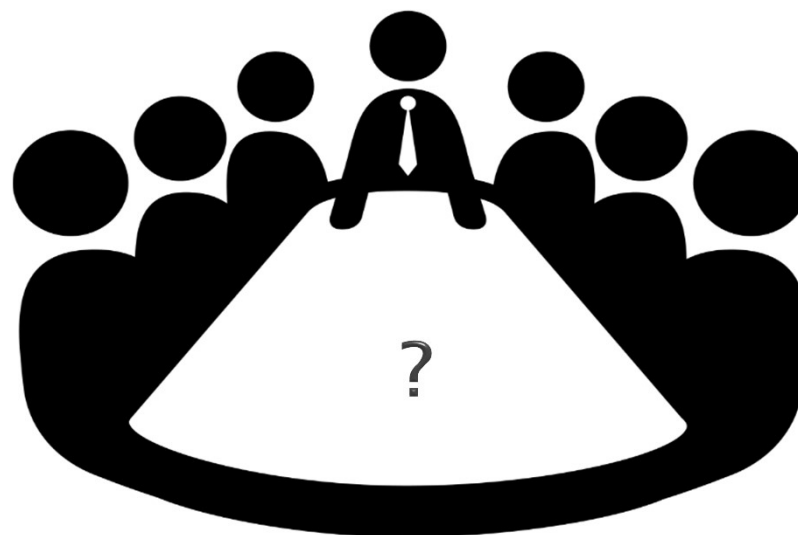
- SC members are kindly requested to unanimously **approve** the Budget 2024.

### ➤ **MTFP 2025 - 2029**

- SC members are kindly requested to **note** the MTFP 2025 - 2029.



# Shared Budget 2024 - MTFP 2025-2029



Questions

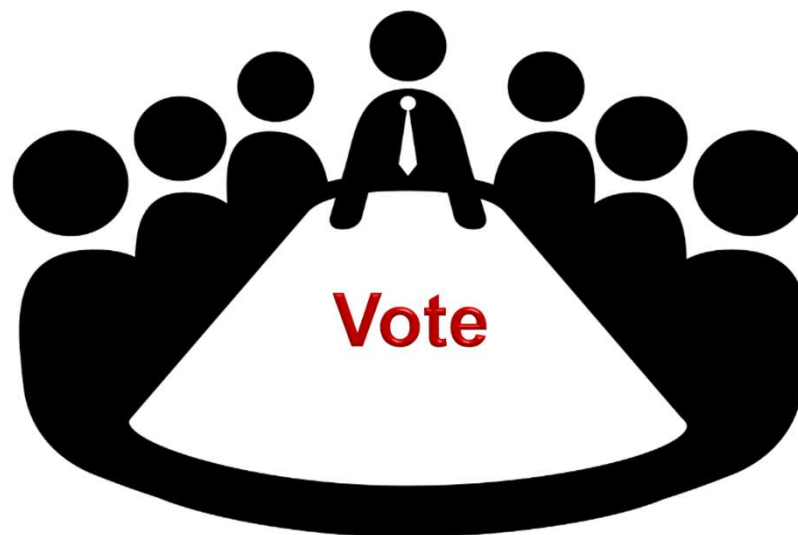
NATO UNCLASSIFIED







# Shared Budget 2024



## RAP File 19 Shared Budget 2024

NATO UNCLASSIFIED





## New Building RAP File 20



10'

LTC (OF-4) Michael PAPADAKIS, GRC HAF  
FN Support Branch Head





## IAMD COE NEW BUILDING



- ▶ The new IAMD COE building will have total gross area 915m<sup>2</sup> which will house the center's main activities, as well as a new small substation building next to the building of IAMD COE, gross area 51m<sup>2</sup> approximately.
- ▶ The new building facility is located in a currently vacant space between the building installation of the Naval Defense Center () and the gate 68 of the IMO in the northern sector of N/K and is approximately 1,300m from NMIOTC.



## IAMD COE NEW BUILDING



- ▶ The axes that characterize the resolution of the configuration and the orientation of the building complex are as follows:
  - a. Exploitation of the view: The building and the free spaces are developed with view to the sea and the bay of Souda.
  - b. Protection from climatic conditions and utilization of the high sunshine of the area: Most of the main uses of the building and the free ones areas are developed with a South or Southeast orientation.



## IAMD COE NEW BUILDING



Additionally, during the architectural resolution, they were received taking into account the following assumptions – requirements:

- ▶ a. All main areas (offices, halls, casual catering) to have, as far as possible a view to the sea as well as natural lighting and ventilation.
- ▶ b. Bathrooms should have natural lighting and ventilation.
- ▶ c. The main entrance to the building to project and highlight the Center of Excellence.





## IAMD COE NEW BUILDING



- ▶ d. The dining room area – casual dining should have direct access to the outdoor space.
- ▶ e. The location and configuration of the kitchen and the outdoor area to incorporate the requirement to create a refreshment room and to be able to support the running of events.

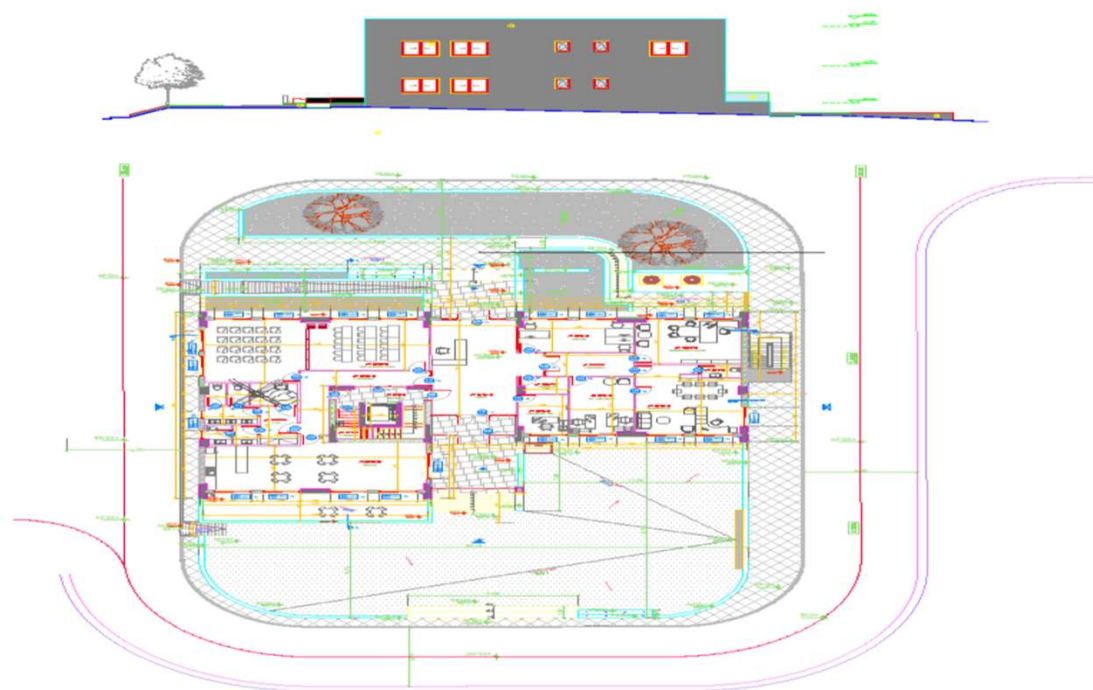


# IAMD COE NEW BUILDING MAIN VIEW





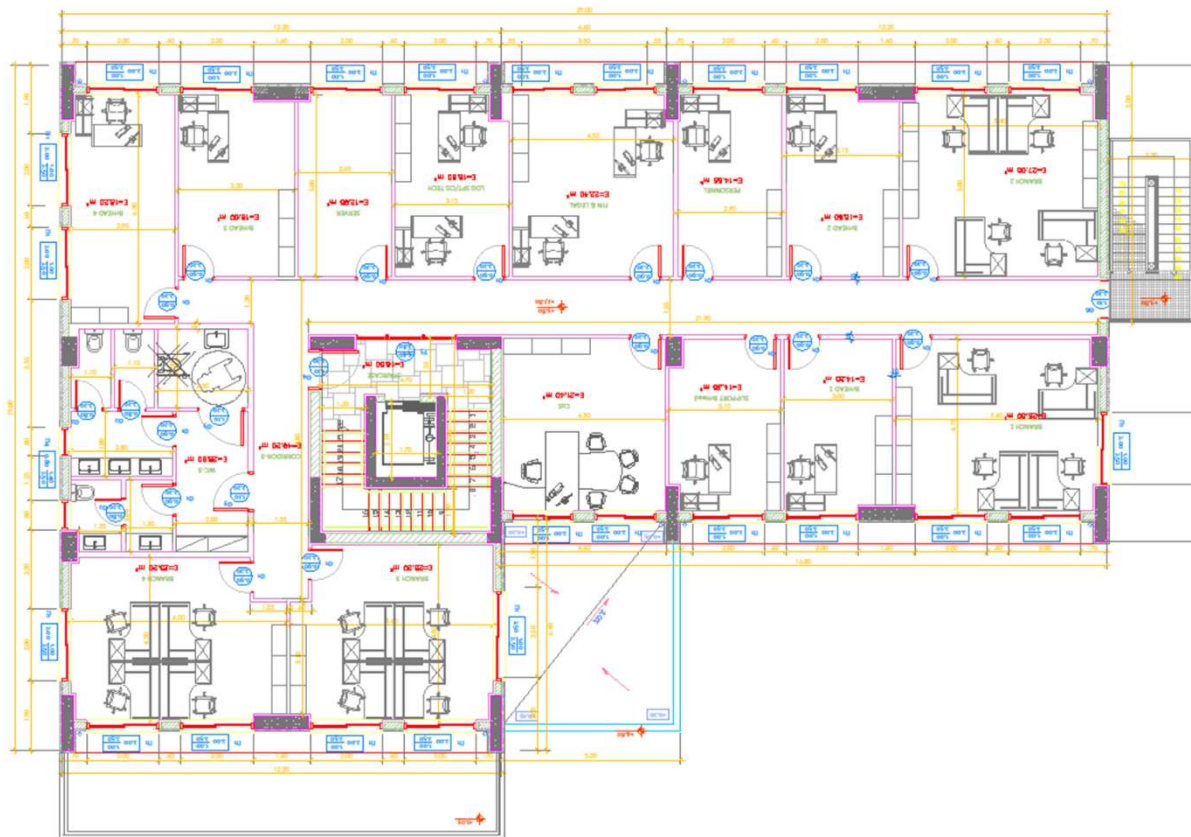
# IAMD COE NEW BUILDING GROUND FLOOR VIEW



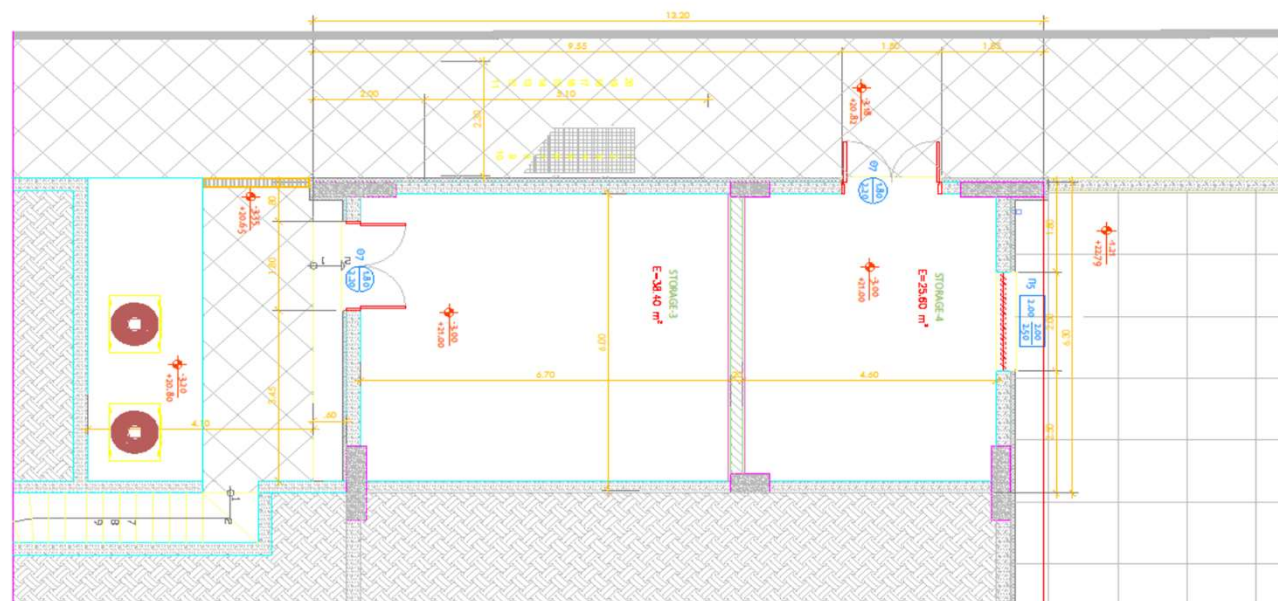


# IAMD COE NEW BUILDING

## 1<sup>ST</sup> FLOOR VIEW



# IAMD COE NEW BUILDING BASEMENT VIEW





# Building Spot



## View of the initial constructions





# Main Building current construction



# Power Substation





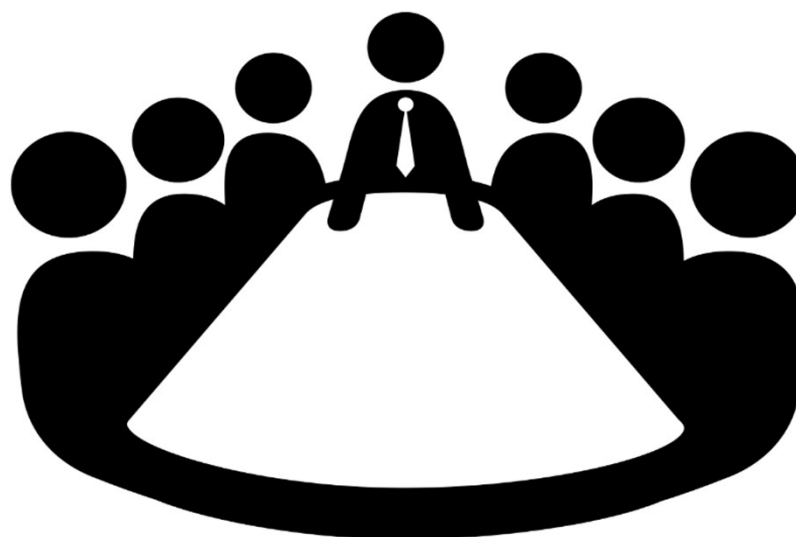
## Recommendations & Decisions

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SC members are kindly requested to *note* the IAMDCOE new building presented.





# Questions

## New Building







## Periodic Assessment RAP File 21



10'

LTC (OF-4) Michael PAPADAKIS, GRC HAF  
FN Support Branch Head





## PERIODIC ASSESSMENT



- ▶ The 1st periodic assessment of the IAMDCoE since its accreditation.
- ▶ The HQ SACT Periodic Assessment Team (PAT) visited the IAMDCoE on 7-8 June 2023 and resulted in a positive outcome.
- ▶ The HQ SACT Periodic Assessment Team conducted through:
  - The periodic assessment questionnaire,
  - Interviews with the IAMDCoE staff members,
  - Physically checked the facility and
  - Validated COE's compliance with NATO safety and security requirements.



# PERIODIC ASSESSMENT



The Periodic Assessment Team concluded that:

“The IAMDCOE continues to meet accreditation requirements and that products and services provided by the Centre remain consistent with the quality, standards, practices and procedures within NATO.”



## COE Progress



- ▶ Increased IAMD COE workforce (current overall PE fill of 79%)
- ▶ Increased visibility within the IAMD Community of Interest (COi) (e.g. IAMD COE annual conference)



## COE Progress



- ▶ Increased cooperation with NATO (currently 55% of the IAMDCOE POW are NATO RfSs)
- ▶ Proactive coordination with other NATO and NATO-related entities in the IAMDCOE field of expertise, such as HQ AIRCOM, Joint Air Power Competence Centre (JAPCC) and Air Operations COE (AO COE) in order to avoid duplication of efforts



## PERIODIC ASSESSMENT TEAMS OBSERVATIONS



- ▶ 10 SME posts remain unbid and unfilled due to limited number of SNs.
  - **Recommendation:** IAMDCOE SNs and the COE leadership to bolster targeted IAMDCOE information campaign to attract other Allies as SNs.
- ▶ To mitigate the SME shortage in the COE and to tap into the knowledge and expertise outside the Centre
  - **Recommendation:** COE to develop and significantly expand the IAMDCOE Community of Interest (COI) beyond the currently existing COI for LLs. It should comprise full spectrum of participants, including Partners, non-NATO entities, industry and academia, taking into consideration NATO security requirements





## PERIODIC ASSESSMENT TEAMS OBSERVATIONS



- ▶ In the context of Multi Domain Operations (MDO) concept implementation, involvement of the IAMDCOE is currently very limited.
  - **Recommendation:** The Centre to increase its involvement and support to the MDO implementation. In addition, the Team emphasizes the importance for the IAMDCOE to collaborate with other COEs in order to ensure access to and exchange of knowledge and expertise in related domains ( e.g. cyber, space, CBRN).
  
- ▶ Currently the IAMDCOE develops and delivers majority of its products and activities as unclassified.
  - **Recommendation:** Considering the specifics of the IAMDCOE area, the IAMDCOE and its Nations to elevate classification level of events, products and activities in order to facilitate more in depth analysis.



## PERIODIC ASSESSMENT TEAMS OBSERVATIONS



- ▶ The HQ SACT PA Team emphasized the importance of NSWAN on site of the IAMDCoE.
  - **Recommendation:** At the moment there are sufficient number of NSWAN workstations in the COE premises, yet with the construction of a new building, Framework Nation Greece is invited to consider installation of secure VTC in addition to current number of NSWAN workstations.
  
- ▶ In the area of Analysis and Lessons Learned,
  - **Recommendation:** The IAMDCoE and its SNs to consider providing analysis on IAMDCoE aspects and LLs from the conflict in Ukraine.



## PERIODIC ASSESSMENT TEAMS OBSERVATIONS



- ▶ IAMDCOE already is in a process to acquire knowledge management tools from NCIA.
  - **Recommendation:** The IAMDCOE Nations to support this effort in order to preserve corporate knowledge of the COE.
- ▶ The HQ SACT PA Team also commends the IAMDCOE and its Sponsoring Nations' ambition to develop an IAMDCOE modelling and simulation laboratory in the new building and sees it as of great value to NATO and Allies



# PERIODIC ASSESSMENT TEAMS OBSERVATIONS

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Following ACT's observations and recommendations IAMDCOE has already conducted a Task Board Meeting in order to provide the necessary directions to every Branch and initiate all the actions needed.

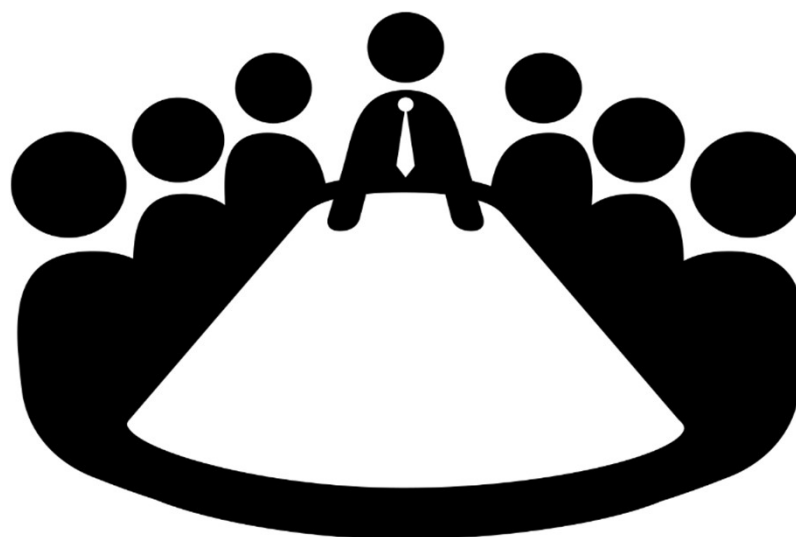


## Recommendations & Decisions

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SC members are kindly requested to *note* the 1<sup>st</sup> Periodic Assessment of IAMD-COE.



# Questions

## Periodic Assessment RAP File 21







## RAP File 22

# Revision of Concept (New posts- Organizational Chart- Workforce Table Revision & JDs)



15'

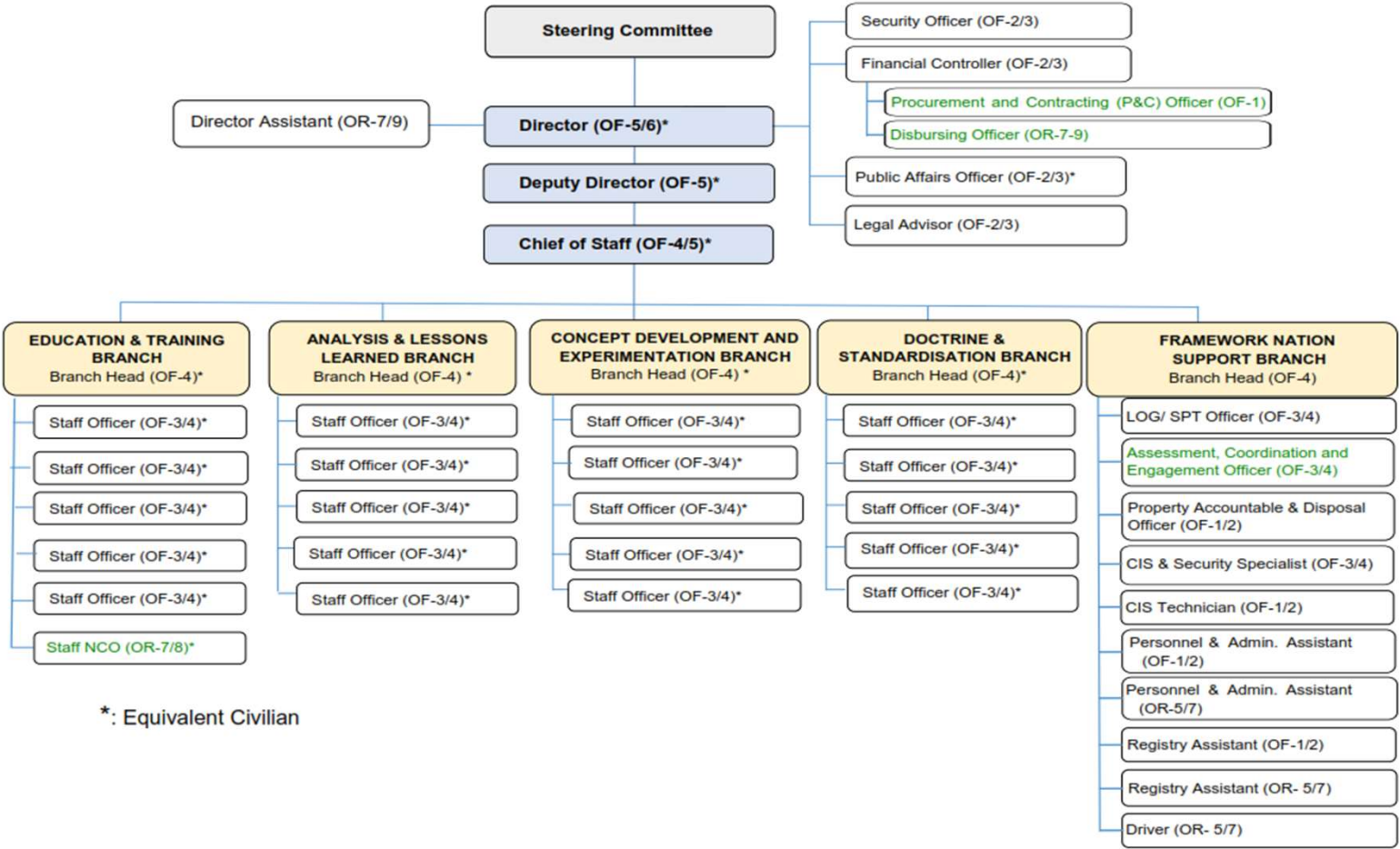
LT (OF-1) Theodora SISKOU, GRC A  
IAMDCOE LEGAD





# Organizational Chart

Annex B to Concept of IAMDCOE



\*: Equivalent Civilian

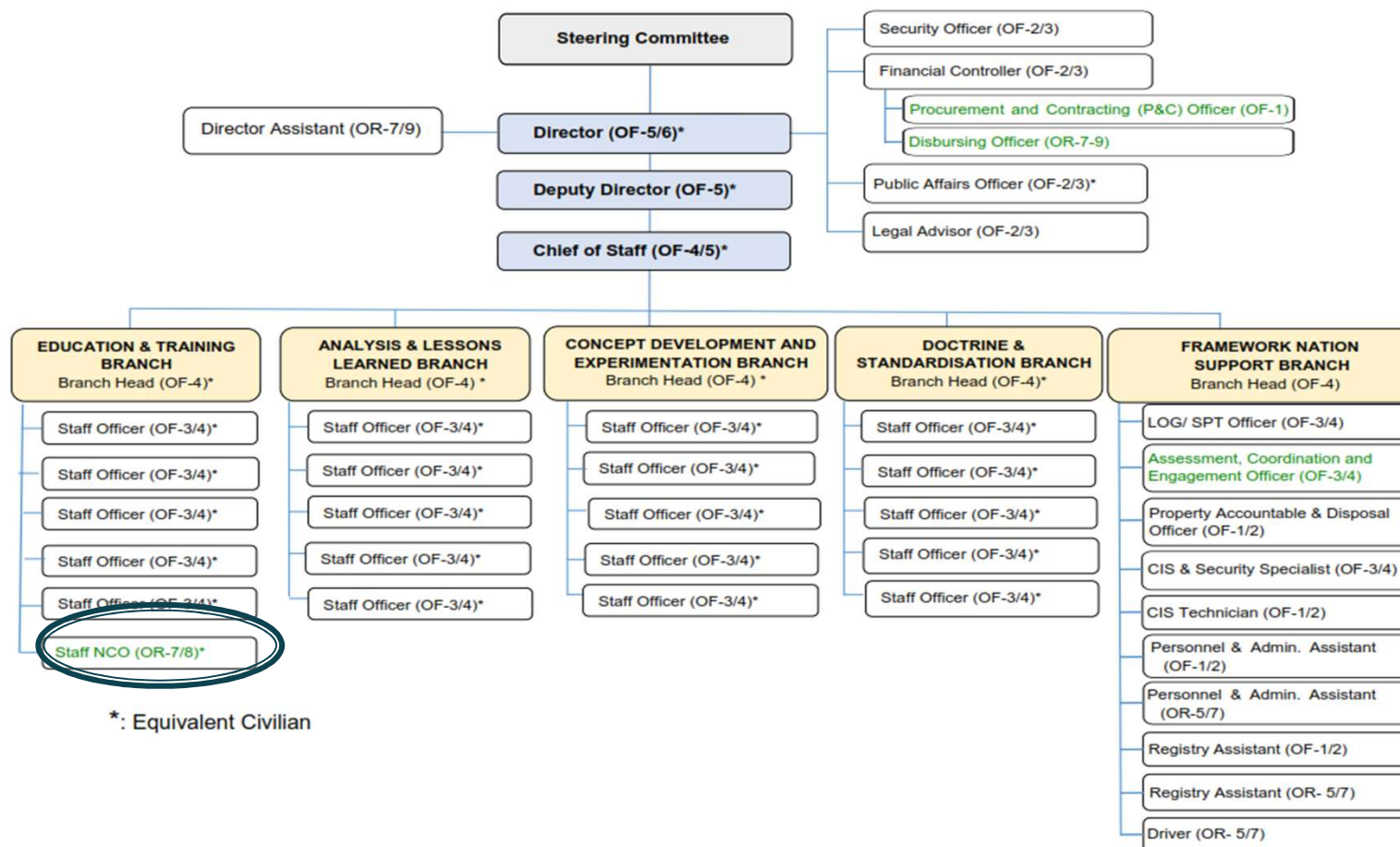
B-1

REV4



# Organizational Chart

Annex B to Concept of IAMDCOE



\*: Equivalent Civilian

B-1

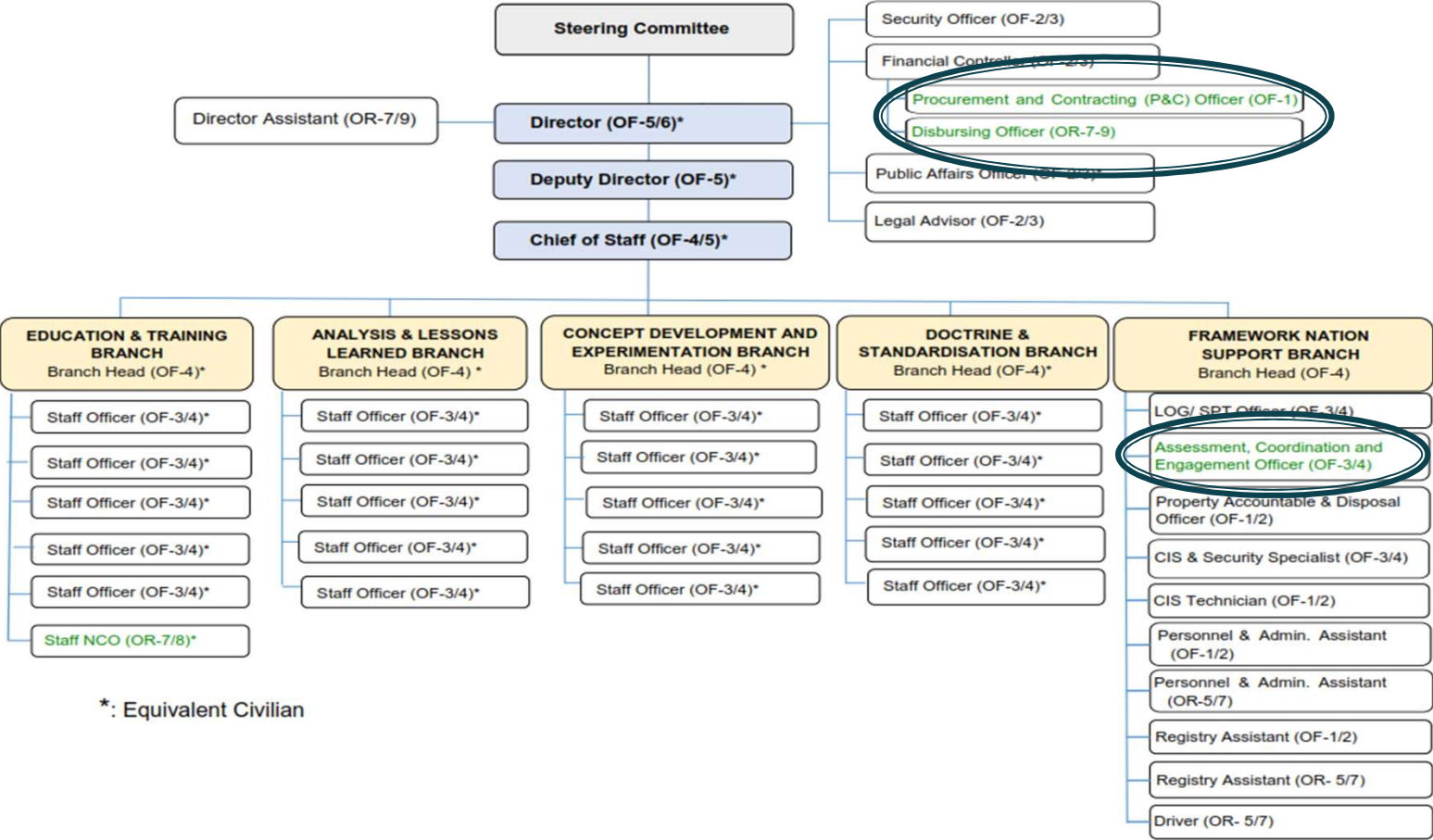
REV4



# Organizational Chart



Annex B to Concept of IAMDCOE



\*: Equivalent Civilian

B-1

REV4





# Organizational Chart (NEW POST)



## 1. Procurement & Contracting (P&C) Officer (DIR09)

9. Directorate | IAMD-DIR09 | Procurement and Contracting (P&C) Officer | OF-1 | All Services | GRC | No subject to cost share

NATO UNCLASSIFIED

### IAMD COE JOB DESCRIPTION

#### PART I - JOB SPECIFICATIONS

**POST NUMBER:** IAMD-DIR09 **DATE:** SEP 2023  
**HQ / UNIT:** IAMD COE **DUTY LOCATION:** CHANIA/GR  
**JOB TITLE:** PROCUREMENT AND CONTRACTING (P&C) OFFICER **JOB CODE:** DIR09  
**NATIONALITY:** GRC **SERVICE:** ANY **AUTH. RANK:** OF-1

#### PART II - DUTIES

**A. Post Context:** This is a Staff Officer post in the IAMD COE. The incumbent is responsible for the procurement of goods and services on behalf of the IAMD COE. The working language is English.

**B. Reports to:** The incumbent reports to the FINCON.

#### C. Principal Duties:

- Acting as the Procurement and Contracting (P&C) Officer for the IAMD COE.
- Dealing with tax authorities for procedures regarding his/her duties/responsibilities, as required.
- Ensuring effective contracting, compliance with procurement terms and conditions, and safeguarding the interests of the IAMD COE in all its contractual relationships.
- Ensuring that the requirements for the execution of procurements/contracts have been met and the corresponding requests for commitments have been approved.
- Ensuring that the economic operators/potential contractors receive impartial, fair, and equitable treatment including the proper commercial-in-confidence handling of commercial bids.
- Requesting and considering the advice of specialists in audit, law, engineering, transportation, and any other appropriate field required for the procurement procedures.
- Reviewing requirements/technical specifications as outlined in a Statement of Work (SOW), Performance Work Statement (PWS), Statement of Objectives (SOO), etc. to ensure clarity, consistency, competitive fairness, etc. before submitting them for approval as part of a solicitation package/bidding procedure.

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NATO UNCLASSIFIED

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### IAMD COE JOB DESCRIPTION

- Drafting and negotiating purchase orders and contracts terms and conditions, under FINCON's guidance, ensuring cost-efficiency and effectiveness.
- Verifying the eligibility of third parties for procurement support and determining best means for satisfying requirements.
- Conducting market surveys, reviewing/editing the wording of technical specifications to be used in solicitations, establishing evaluation criteria for source selections and evaluating proposals.
- Properly managing purchase orders and contracts once awarded.
- Monitoring contractors' performance, keeping track of past performance records and coordinating the invoice certification process.
- Keeping on file (electronic or physical), for the intended time in accordance with Financial Administrative Procedures (FAPs), all supporting documentation of the procurement process.
- Performing any other specific duties in accordance with IAMD COE FAPs.

#### D. Additional Duties:

The incumbent of the post may be required to perform other specific/related duties as directed by the FINCON or/and the Director.

#### PART III - QUALIFICATIONS

##### A. Essential Qualifications:

- Professional/Experience:**
  - Relevant experience in national contracting, finance, purchasing or procurement procedures.
  - Knowledge of procurement and contracting rules, policies and practices.
- Education/Training:**  
Finance or/and Resource Management/Logistics.
- Security Clearance:**

**NATO SECRET.** National authorities are to ensure that security clearance is provided before arrival of the individual at the IAMD COE.

#### 4. Language (Listening, Speaking, Reading, Writing):

English: SLP 3333.

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### IAMD COE JOB DESCRIPTION

#### 5. Standard Automated Information System (AIS) Knowledge:

- Working knowledge of the current office suite (document, spreadsheet, presentation, database).
- Working knowledge of the current mail tool.
- Working knowledge of the web browsing tools.
- Detailed knowledge of e-procurement/contracting/commerce software.

#### B. Desirable Qualifications:

##### 1. Professional/Experience:

- Business acumen, judgment, character and integrity.
- Previous experience in NATO logistics.

##### 2. Education /Training:

NATO Resource Management Education Programme Course.

##### 3. Additional Language:

Not Required.

#### C. Civilian Post:

Not Applicable.

#### D. Remarks:

A minimum handover period of two (2) weeks is required on the rotation of appointees.

Page 3 of 3  
NATO UNCLASSIFIED



# Organizational Chart (NEW POST)



## 2. Disbursing Officer (DIR10)

10. | Directorate | IAMD-DIR10 | Disbursing Officer | OR-7/9 | All Services | GRC | No subject to cost share

NATO UNCLASSIFIED  
IAMD COE JOB DESCRIPTION  
PART I - JOB SPECIFICATIONS

POST NUMBER: IAMD-DIR10 DATE: SEP 2023  
HQ / UNIT: IAMD COE DUTY LOCATION: CHANIA/GR  
JOB TITLE: DISBURSING OFFICER JOB CODE: DIR10  
NATIONALITY: GRC SERVICE: ANY AUTH. RANK: OR-7-9

PART II - DUTIES

**A. Post Context:** This is a Staff Officer post in the IAMD COE. The incumbent is responsible for preparing/making the payments on behalf of the IAMD COE. The working language is English.

**B. Reports to:** The incumbent reports to the FINCON.

**C. Principal Duties:**

1. Acting as the Disbursing Officer for the IAMD COE.
2. Registering (initial entry) of all bank transfers / transactions on the internet banking platform of the cooperating bank(s) to be approved by FINCON.
3. Signing (first signature) on each check/payment voucher issued regarding payments to third parties and cash withdrawals.
4. Maintaining complete and accurate records for any transactions, providing to the FINCON all supporting documentation for the respective accounting records (journal entries).
5. Preparing the Standard Operating Procedures (SOP) pertaining to holding, safekeeping and transporting of cash, following FINCON's guidance.
6. Managing the cash entrusted to him/her and handling/monitoring its dispensing/returning to/from petty cash holders, according to the IAMD COE Financial Administrative Procedures (FAPs).
7. Signing payment confirmations for any activity fees collected as well as any other revenues for which proof of the respective transaction is needed for the payer.
8. Performing any other specific duties in accordance with IAMD COE Financial Administrative Procedures (FAPs).

**D. Additional Duties:**

The incumbent of the post may be required to perform other specific/related duties as directed by the FINCON or/and the Director.

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IAMD COE JOB DESCRIPTION  
PART III - QUALIFICATIONS

**A. Essential Qualifications:**

1. Professional/Experience:

Relevant experience in national disbursing procedures.

2. Education/Training:

Nil.

3. Security Clearance:

**NATO SECRET.** National authorities are to ensure that security clearance is provided before arrival of the individual at the IAMD COE.

4. Language (Listening, Speaking, Reading, Writing):

English: SLP 3232.

5. Standard Automated Information System (AIS) Knowledge:

- a. Working knowledge of the current office suite (document, spreadsheet, presentation, database).
- b. Working knowledge of the current mail tool.
- c. Working knowledge of the web browsing tools.

**B. Desirable Qualifications:**

1. Professional/Experience:

- a. Business acumen, judgment, character and integrity.
- b. Previous experience in NATO fiscal/disbursing section posts.

2. Education /Training:

Nil.

3. Additional Language:

Not Required.

**C. Civilian Post:**

Not Applicable.

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IAMD COE JOB DESCRIPTION  
PART IV - REMARKS

**D. Remarks:**

A minimum handover period of two (2) weeks is required on the rotation of appointees.

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# Organizational Chart (NEW POST)



## 3. Assessment, Coordination & Engagement Officer (FNS11)

46. | **FN Support Branch** | **IAMD-FNS11** | **Assessment, Coordination and Engagement Officer** | **OF-3/4** | **All Services** | **GRC** | **No subject to cost share**

NATO UNCLASSIFIED

### IAMD COE JOB DESCRIPTION

#### PART I - JOB SPECIFICATIONS

**POST NUMBER:** IAMD-FNS11      **DATE:** SEP 2023  
**HQ / UNIT:** IAMD COE      **DUTY LOCATION:** CHANIA/GR  
**JOB TITLE:** ASSESSMENT, COORDINATION AND ENGAGEMENT OFFICER      **JOB CODE:** FNS11  
**NATIONALITY:** GRC      **SERVICE:** ANY      **AUTH.RANK:** OF-3/4

#### PART II - DUTIES

**A. Post Context:** This is the post in the Framework Nation Support (FNS) Branch of the IAMD COE, responsible for supporting the IAMD COE function, provides cross-functional capabilities and expertise in the IAMD COE Concept transformation/development and support of the IAMD COE activities and projects. The Assessment, Coordination and Engagement Officer is the supervisor of the relevant section and supports planning and organization of the IAMD CoE main engagement events such as the annual IAMD COE Conference, the Steering Committee meetings, annual Reports documents and manages the process to draft, layout and distribute the IAMD COE official publications (Directives, SOPs etc).

**B. Reports to:** The incumbent reports to the Head of FNS Branch.

#### C. Principal Duties:

1. Supports IAMD COE's planning and organization of the Centre's main engagement events, such as the annual Conference, the Steering Committee meetings, the periodic assessment, etc.
2. Takes all appropriate actions to submit and deliver on time the periodic Reports that are not assigned to other Branches or sections within IAMD COE.
3. In coordination with LEGAD, operates for the transformation/development of the IAMD COE Concept.
4. Liaises with the Financial Controller and Public Affairs Officer in order to carry out with success the scheduling of all the above-mentioned events.
5. Contributes to the annual financial planning.
6. Manages the process to draft, layout and distribute the IAMD COE official publications (Directives, SOPs, Journals, studies, etc.).
7. Monitors the sponsorship and the internship program of IAMD COE.
8. Substitutes the FNS Branch Head, if required.

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### IAMD COE JOB DESCRIPTION

#### D. Additional Duties:

1. The incumbent of the post may be required to perform other specific duties as directed by the FNS Branch Head or higher.

#### PART III - QUALIFICATIONS

#### A. Essential Qualifications:

1. **Professional/Experience:**
  - a. General Staff officer with conceptual and operational background.
  - b. Expertise in Conceptual work and Planning
2. **Education/Training:**

Graduate of national training courses relevant to his/her grade and specialty.
3. **Security Clearance:**

**NATO SECRET.** National authorities are to ensure that security clearance is provided before arrival of the individual at the IAMD COE.
4. **Language (Listening, Speaking, Reading, Writing):**

**English:** SLP 3333.
5. **Standard Automated Information System (AIS) Knowledge:**
  - a. Working knowledge of the current office suite (document, spreadsheet, presentation, database).
  - b. Working knowledge of the current mail tool.
  - c. Working knowledge of the web browsing tools.

#### B. Desirable Qualifications:

1. **Professional/Experience:**

Previous experience in NATO conference organization.
2. **Education /Training:**

Not Required.

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### IAMD COE JOB DESCRIPTION

#### 3. Additional Language:

Not Required.

#### C. Civilian Post:

Not Applicable.

#### D. Remarks:

1. A minimum handover period of two (2) weeks is required on the rotation of appointees.

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# ORGANIZATIONAL CHART (POST BIDDING)



## 4. Chief of Staff (DIR03)

3. | Directorate | IAMD-DIR03 | Chief of Staff | OF-4/5\* | All Services | GRC | SBAMD experience required

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### IAMD COE JOB DESCRIPTION

#### PART I - JOB SPECIFICATIONS (REV 1)

POST NUMBER: IAMD-DIR03 DATE: SEP 23  
HQ / UNIT: IAMD COE DUTY LOCATION: Chania/GR  
JOB TITLE: Chief of Staff (COS) JOB CODE: DIR 03  
NATIONALITY: MN GRC SERVICE ANY AUTH. RANK: OF-4/5

#### PART II - DUTIES

**A. Post Context:** This is a central post in the Integrated Air and Missile Defence Centre of Excellence (IAMDCOE) responsible for implementing the decisions of the Director and Deputy Director, respectively. The COS, on behalf of the Director, directs, coordinates, prioritizes and supervises all activities of the IAMDCOE staff and ensures that the best and most timely staff work is produced. The COS is a member of the Directorate and above the Branch Head level. He/she is to maintain the closest possible relationship with the Deputy Director, keeping him/her informed on the full range of Staff activities within the COE. The working language of the IAMDCOE is English.

**B. Reports to:** He / She reports to the Deputy Director of IAMDCOE.

#### C. Principal Duties:

1. Principal staff officer in the IAMDCOE who acts as focal point for the operations and administrative direction, guidance and co-ordination within the IAMDCOE;
2. Reports to Deputy Director for the smooth and efficient organization and running of the COE. Assists DCOM in the execution of his principle duties and provides for their execution in his absence.
3. Directs, coordinates, prioritizes and supervises all activities of the IAMDCOE (except those specifically assigned to the Deputy Director) to ensure that the best and most timely staff work is produced;
4. Suggests policies for the general operations of the IAMDCOE; provides priorities, guidance and advice to subordinates;
5. Ensures that all published policy, guidance and instructions are in accordance with in-place policies;
6. Directs and monitors the IAMDCOE Program of Work;
7. Directs and monitors the IAMDCOE Planning Process;
8. Develops and oversees execution of the Support Branch Work Plans;
9. Legal authority held to sign on behalf of the Deputy Director.
10. Liaises closely with the Senior National Representatives (SNRs) on matters of national interest to them, but without usurping the formal chain of command.

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### IAMD COE JOB DESCRIPTION

#### D. Additional Duties:

1. The incumbent of the post may be required to perform other related duties as directed by the superiors in the chain of command.
2. The incumbent of the post may be required to undertake temporary duty detachments in the performance of his duties.
3. In the absence of the Deputy Director, assumes his responsibilities and authorities.

#### PART III - QUALIFICATIONS

#### A. Essential Qualifications:

1. **Professional/Experience:**
  - a. Broad operational and command experience;
  - b. Previous staff experience at component or higher NATO HQ or national equivalent;
  - c. Knowledge of the Fundamental Principles of Air Defense Doctrine;
  - d. NATO and National experience at the tactical and operational level of command;
  - e. Previous experience in organizational operations and budget planning and policy writing;
2. **Education/Training:**
  - a. In-residence graduate of National Service or Joint War College or equivalent;
  - b. Knowledge of the full range of air operations and capabilities;
  - c. NATO School Staff Officers' Orientation Course completed ;
  - d. NATO School Senior Officers' Policy Course to be attended prior to or after posting.

#### 3. Security Clearance:

**NATO SECRET.** National authorities are to ensure that security clearance is provided before arrival of the individual at the IAMDCOE.

#### 4. Language (Listening, Speaking, Reading, Writing):

English: SLP4343.

#### 5. Standard Automated Information System (AIS) Knowledge:

- a. Working knowledge of the current office suite (document, spreadsheet, presentation, database);
- b. Working knowledge of the current mail tool;

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### IAMD COE JOB DESCRIPTION

- c. Working knowledge of the Web Browsing tools;

#### B. Desirable Qualifications:

1. **Professional/Experience:**
  - a. Experience in Joint Air Battle Management.
  - b. Experience in Planning and Command and Control of Joint Air Operations;
  - c. Experience from National and/or NATO deployed operations;
2. **Education/Training:**
  - a. NATO Missile Defence Course to be attended prior to or after posting;
  - b. Ballistic Missile Defence Experience Course by European IAMDCOE.

#### C. Civilian Post:

Applicable.

#### D. Remarks:

A minimum handover period of two weeks is required on the rotation of appointees.

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# ORGANIZATIONAL CHART (JD Revision)



## 5. Financial Controller (DIR05)

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### IAMD COE JOB DESCRIPTION

#### PART I – JOB SPECIFICATIONS (REV 1)

POST NUMBER: IAMD-DIR05 DATE: SEP 2023  
HQ / UNIT: IAMD COE DUTY LOCATION: CHANIA/GR  
JOB TITLE: FINANCIAL CONTROLLER JOB CODE: DIR05  
NATIONALITY: GRC SERVICE: ANY AUTH. RANK: OF-2/3

#### PART II – DUTIES

A. **Post Context:** This is a Staff Officer post in the IAMD COE. The incumbent is responsible for providing Financial Management support to the IAMD COE. The working language of the IAMD COE is English.

B. **Reports to:** The incumbent reports to the IAMD COE Director.

#### C. Principal Duties:

- Acting as the principal advisor to the Director IAMD COE on financial and budgetary issues.
- Ensuring the correct use of the Centre's budget/funds and cash-~~entrusted to him~~.
- Drawing up the annual budget, regular and extraordinary reviews and the infrastructure programmes based on the operating requirements of the IAMD COE.
- Presenting, explaining and gaining approval for the annual budget, budget review and the infrastructure programmes.
- Establishing and maintaining complete, accurate and comprehensive accounting (journal) entries with all supporting documentation according to the applicable accounting standards.
- Preparing auditable annual Financial Statements in accordance with the provisions of the IAMD COE Financial Administrative Procedures (FAPs).
- Drawing up, revising and co-ordinating all Directives, ~~and Standard Operating Procedures (SOP) and Instructions (SOI)~~ pertaining to financial and tax procedures, taking into account international agreements and national laws and regulations.
- Signing confirmation messages-invoices for any claim of activity (courses, conferences, seminars, workshops, etc.) fees submitted/sent to the respective participants/attendees/trainees.

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### IAMD COE JOB DESCRIPTION

9. Conducting regular and extraordinary Internal Financial auditing. Preparing and supporting external audits. Making proposals and directives based on the results of these ~~checks/audits~~.

~~10. Acting as procurement officer for IAMD COE and entitled personnel, dealing with the tax authorities as required.~~

~~10. Supervising the procurement and contracting process, providing directions, instructions and guidance to the Procurement and Contracting (P&C) Officer, endorsing/signing all the respective documents.~~

~~11. Supervising the disbursing procedures, providing directions, instructions and guidance to the Disbursing Officer, endorsing all transactions/payments and signing all the respective documents.~~

~~12-13. Developing computer-based visual representations of the accounts/budget and any financial matters.~~

~~12-13. Supports the development and execution of the Financial Controller Work Plan.~~

~~13-14. Interacts with economic entities for the support of IAMD COE's functions and activities.~~

~~14-15. Performing any other specific duties in accordance with IAMD COE FAPs, taking all necessary actions to issue the required implementation instructions.~~

#### D. Additional Duties:

Nil.

#### PART III - QUALIFICATIONS

#### A. Essential Qualifications:

##### 1. Professional/Experience:

- Experience of running an accounts office or previous assignment as budget or/and fiscal officer.
- Experience of dealing with tax issues in multinational organization.

##### 2. Education/Training:

- Qualified Accountant.
- Knowledge of national and international tax regulations.

##### 3. Security Clearance:

NATO SECRET. National authorities are to ensure that security clearance is provided before arrival of the individual at the IAMD COE.

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NATO UNCLASSIFIED

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### IAMD COE JOB DESCRIPTION

#### 4. Language (Listening, Speaking, Reading, Writing):

English: SLP 3333.

#### 5. Standard Automated Information System (AIS) Knowledge:

- Working knowledge of the current office suite (document, spreadsheet, presentation, database).
- Working knowledge of the current mail tool.
- Working knowledge of the web browsing tools.
- Detailed knowledge of accounting software.

#### B. Desirable Qualifications:

##### 1. Professional/Experience:

Previous appointment in NATO.

##### 2. Education /Training:

~~Not Required.~~

a. NATO Resource Management Education Programme Course.

b. Training in International Public Sector Accounting Standards (IPSAS).

##### 3. Additional Language:

Not Required.

#### C. Civilian Post:

Not Applicable.

#### D. Remarks:

A minimum handover period of two (2) weeks is required on the rotation of appointees.

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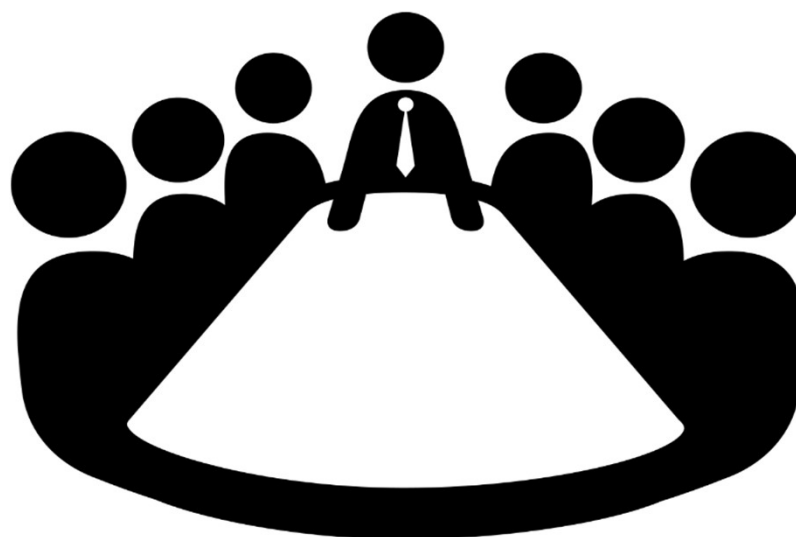


## Recommendations & Decisions

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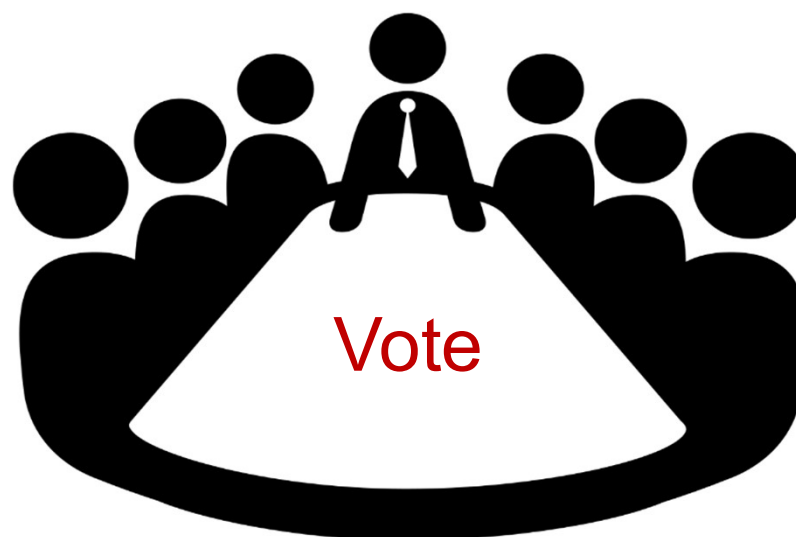
SC members to *approve* the IAMD COE Concept Revision 4 and the respective Job Descriptions.



# Questions

RAP File 22  
IAMD COE Concept Revision 4





**RAP File 22**  
**IAMD COE Concept Revision 4**







## Open House-Family Photo



B. Gen. Nikolaos KOKKONIS  
IAMDCOE Director





15 minutes

## COFFEE BREAK





## **RAP File 23**

### **E&T Branch – Job Descriptions (JDs-New Post and Updates)**



5'

**Col. (OF-5) Ozkan ORUC, TUR (A)**  
**E&T Branch Head**

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# Job Descriptions (JD) Amendments



POST NUMBER:	IAMD-ETB01	DATE:	NOV 2021
HQ / UNIT:	IAMD COE	DUTY LOCATION:	CHANIA/GR
JOB TITLE:	EDUCATION & TRAINING	JOB CODE:	ETB01
	BRANCH HEAD		
NATIONALITY:	TUR	SERVICE:	ANY
AUTH.RANK:	OF-4		

POST NUMBER:	IAMD-ETB02	DATE:	NOV 2021
HQ / UNIT:	IAMD COE	DUTY LOCATION:	CHANIA/GR
JOB TITLE:	EDUCATION & TRAINING	JOB CODE:	ETB02
	STAFF OFFICER		
NATIONALITY:	GRC	SERVICE:	ANY
AUTH.RANK:	OF-3/4		

POST NUMBER:	IAMD-ETB04	DATE:	NOV 2021
HQ / UNIT:	IAMD COE	DUTY LOCATION:	CHANIA/GR
JOB TITLE:	EDUCATION & TRAINING	JOB CODE:	ETB04
	STAFF OFFICER		
NATIONALITY:	MN	SERVICE:	ANY
AUTH.RANK:	OF-3/4		

POST NUMBER:	IAMD-ETB05	DATE:	NOV 2021
HQ / UNIT:	IAMD COE	DUTY LOCATION:	CHANIA/GR
JOB TITLE:	EDUCATION & TRAINING	JOB CODE:	ETB05
	STAFF OFFICER		
NATIONALITY:	GRC	SERVICE:	ANY
AUTH.RANK:	OF-3/4		

POST NUMBER:	IAMD-ETB06	DATE:	NOV 2021
HQ / UNIT:	IAMD COE	DUTY LOCATION:	CHANIA/GR
JOB TITLE:	EDUCATION & TRAINING	JOB CODE:	ETB06
	STAFF OFFICER		
NATIONALITY:	MN	SERVICE:	ANY
AUTH.RANK:	OF-3/4		

## EXISTING STATEMENT

Part III Qualifications  
A. *Essential* Qualifications  
2. Education/Training:  
a. ...  
b. –

## PROPOSAL

Part III Qualifications  
A. *Essential* Qualifications  
2. Education/Training:  
a. ...  
b. NSO Courses:  
• N3-134 Introduction to NATO Surface Based Air Defence (during the tour of duty).  
• N3-20 NATO Missile Defence Course (during the tour of duty).





# Job Descriptions (JD) Amendments



POST NUMBER:	IAMD-ETB02	DATE:	NOV 2021
HQ / UNIT:	IAMD COE	DUTY LOCATION:	CHANIA/GR
JOB TITLE:	EDUCATION & TRAINING	JOB CODE:	ETB02
	STAFF OFFICER		
NATIONALITY:	GRC	SERVICE:	ANY
		AUTH.RANK:	OF-3/4

POST NUMBER:	IAMD-ETB03	DATE:	NOV 2021
HQ / UNIT:	IAMD COE	DUTY LOCATION:	CHANIA/GR
JOB TITLE:	EDUCATION & TRAINING	JOB CODE:	ETB03
	STAFF OFFICER		
NATIONALITY:	CZE	SERVICE:	ANY
		AUTH.RANK:	OF-3/4

POST NUMBER:	IAMD-ETB04	DATE:	NOV 2021
HQ / UNIT:	IAMD COE	DUTY LOCATION:	CHANIA/GR
JOB TITLE:	EDUCATION & TRAINING	JOB CODE:	ETB04
	STAFF OFFICER		
NATIONALITY:	MN	SERVICE:	ANY
		AUTH.RANK:	OF-3/4

POST NUMBER:	IAMD-ETB05	DATE:	NOV 2021
HQ / UNIT:	IAMD COE	DUTY LOCATION:	CHANIA/GR
JOB TITLE:	EDUCATION & TRAINING	JOB CODE:	ETB05
	STAFF OFFICER		
NATIONALITY:	GRC	SERVICE:	ANY
		AUTH.RANK:	OF-3/4

POST NUMBER:	IAMD-ETB06	DATE:	NOV 2021
HQ / UNIT:	IAMD COE	DUTY LOCATION:	CHANIA/GR
JOB TITLE:	EDUCATION & TRAINING	JOB CODE:	ETB06
	STAFF OFFICER		
NATIONALITY:	MN	SERVICE:	ANY
		AUTH.RANK:	OF-3/4

EXISTING STATEMENT	PROPOSAL
<p>Part II Duties</p> <p>C. Principal Duties</p> <p>13. Coordinates his efforts with the other IAMD COE Branches regarding:</p> <ul style="list-style-type: none"> <li>* Offensive-Def. Integration</li> <li>* Anti- Access/Area Denial</li> <li>* C-RAM</li> <li>* System Integration and</li> <li>* Passive AMD</li> </ul>	<p>Part II Duties</p> <p>C. Principal Duties</p> <p>13. <i>Coordinates his efforts with the other Branches regarding the IAMD COE Focus Areas and gets prepared to assume the responsibility of overall coordination, preparations and organization of any courses (e.g. SBAMD CET-P) delivered by the Centre as the Officer of Primary Responsibility (OPR).</i></p>



## E&T Branch – Review of POW-2023

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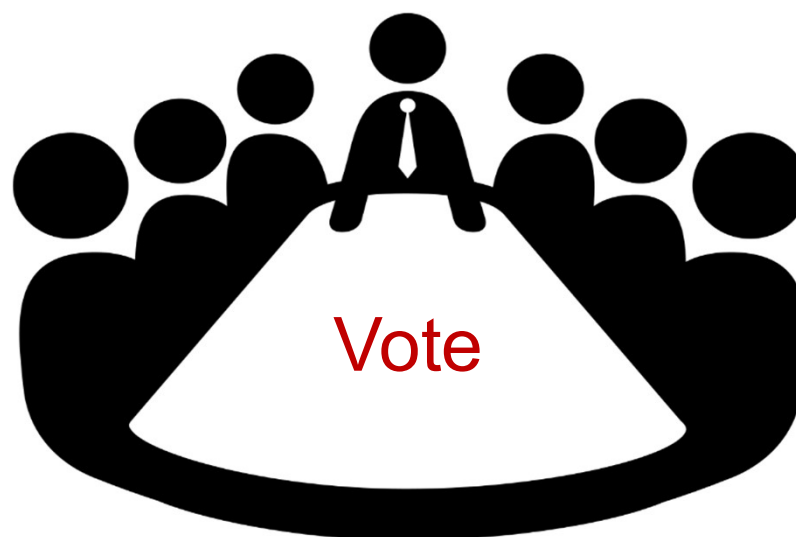
SC members to *approve* the Job Descriptions (JD) Amendments of E&T Branch





## Questions





**RAP File 23**  
**E&T Branch – Job Descriptions**





## RAP File 24

# Designation of Senior National Representative (SNR) to the Director



5'

LT (OF-1) Theodora SISKOU, GRC A  
IAMDCOE LEGAD





# Senior National Representative (SNR)



## ✓ LEGAL FRAMEWORK:

IAMD COE Operational MOU  
Section 6.9

“Each Participant designates a Senior National Representative (SNR) to the Director for all issues regarding the national responsibilities and discipline of their personnel assigned to the IAMD COE.”





## Recommendations & Decisions

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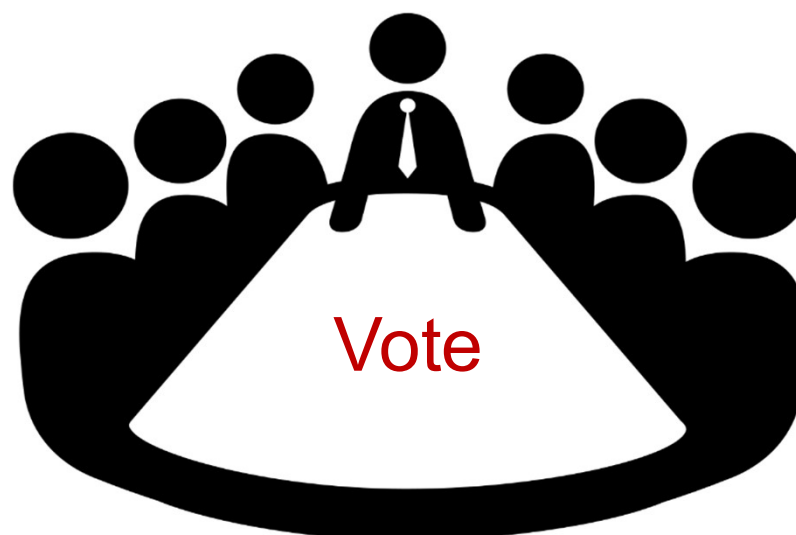
SC members to **designate** the Senior National Representative for their Nation to the Director.





## Questions





**RAP File 24**  
**Designation of Senior National Representative (SNR)**  
**to the Director**





## RAP File 25

### Nations' Responsibilities for Travel Costs (Accommodation and Per Diem)



15'

LT (OF-1) Theodora SISKOU, GRC A  
IAMDCOE LEGAD





# Participation in IAMDCOE Activities



PARTICIPATING NATION	STAFF (Directorate & SMEs)		ACTIVITIES / TRAVELS	TRAVEL DAYS		CONTRIBUTION IN TRAVEL ACTIVITIES (%)
				TOTAL	PER INDIVIDUAL (IN AVERAGE)	
BULGARIA	1	4,55% (1/22)	1	3	3 (3/1)	1,22% (3/246)
CZECH REPUBLIC	1	4,55% (1/22)	5	31	31 (3/1)	12,60% (31/246)
GREECE	17	77,25% (17/22)	43	202	12 (202/17)	82,11% (202/246)
ROMANIA	1	4,55% (1/22)	0	0	0 (0/1)	0,00% (0/246)
TURKIYE	2	9,10% (2/22)	2	10	5 (10/2)	4,07% (10/246)
TOTAL	22	100% (22/22)	51	246		100% (246/246)



# Participation in IAMD COE Activities



PARTICIPATING NATION	STAFF (Directorate & SMEs)		ACTIVITIES / TRAVELS	TRAVEL DAYS		CONTRIBUTION IN TRAVEL ACTIVITIES (%)
				TOTAL	PER INDIVIDUAL (IN AVERAGE)	
BULGARIA	1	4,35% (1/23)	0	0	0 (0/1)	0,00% (0/108)
CZECH REPUBLIC	1	4,35% (1/23)	2	13	13 (13/1)	12,04% (13/108)
FRANCE	1	4,35% (1/23)	4	11	11 (11/11)	10,19% (11/108)
GREECE	17	73,90% (17/23)	21	84	5 (0/1)	77,77% (84/108)
ROMANIA	1	4,35% (1/23)	0	0	0 (0/1)	0,00% (0/108)
TURKIYE	2	8,70% (1/23)	0	0	0 (0/2)	0,00% (0/108)
TOTAL	23	100% (23/23)	27	108		100% (108/108)





# Participation in IAMDCoE Activities



## Türkiye SC member comment on the issue

I would like to inform you that bureaucratic procedures of Türkiye do not guarantee any personnel working abroad to appoint for a certain period (you mentioned as minimum 15 days) to another country during the year. The system is working on case-by-case basis. Being able to approve this matter is beyond my jurisdiction as a SC member.

## IAMDCoE comment

It is important to note that addressing this issue on a case-by-case basis might pose challenges. Typically, we receive invitation letters for activities at the Centre at least 20 days in advance of the main event. Therefore, implementing extra time for internal national processing for the Nations could potentially burden us with difficulties, leading to delays and disorganization in the task allocation process.

In all instances, it is crucial that all SNs come to a consensus and ensure that personnel from the Directorate and Operational Branches are available for duty and can represent the Centre at IAMDCoE activities. This is vital for ensuring the seamless operation of the Centre.



# Recommendations & Decisions

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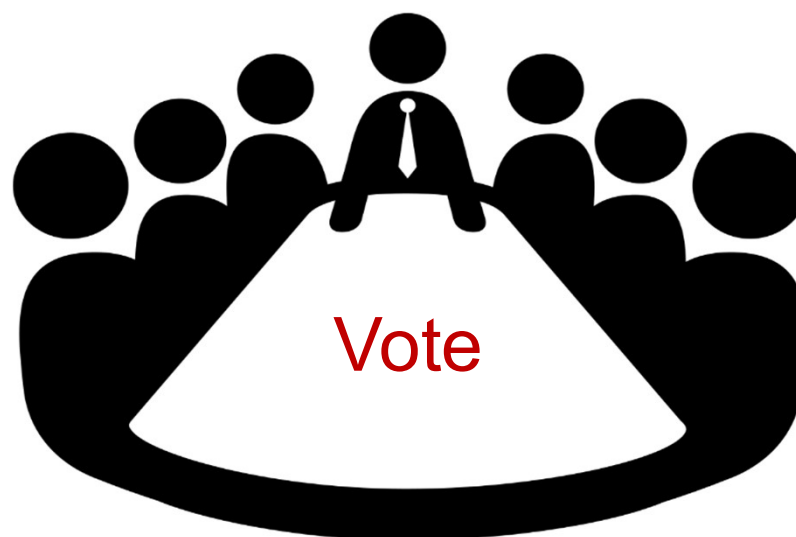


SC members to **approve** the revision of Directorate and Operational Branches' Job Descriptions in order the incumbents of the respective posts to be properly funded to travel on temporary duty, for a minimum of 15 days per year.



## Questions





**RAP File 25**  
**IAMD COE Participation in IAMD Activities**





## Any Other Business of SC 1/2023



B. Gen. Nikolaos KOKKONIS  
IAMDCOE Director







## Statement of / Open issues by the Participating Nations



B. Gen. Nikolaos GIAPRAKAS  
IAMDCOE SC Chairperson





## Venue and Time of Upcoming SC-Meeting



B. Gen. Nikolaos KOKKONIS  
IAMDCOE Director





# Approval Procedure of SCM minutes

Procedure when Steering Committee members attend meeting  
via remoted connection & physical presence

1. Sum-Up by CP on topics that need clarification.

2. Electronic distribution (for remoted participants) and Hardcopy distribution (for physical presence) of 1<sup>st</sup> draft minutes' Document

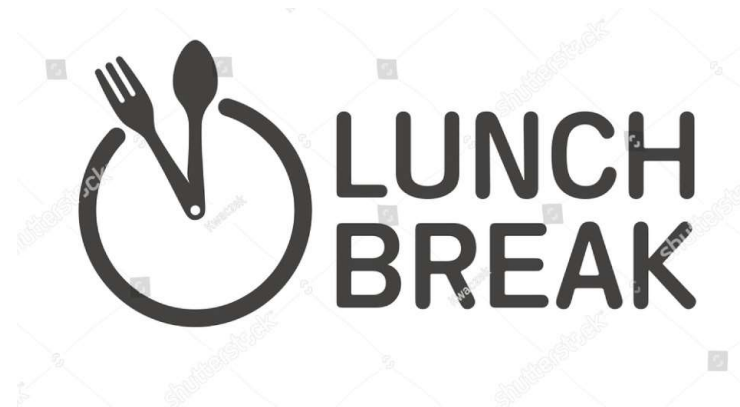
3. Review of 1<sup>st</sup> Draft by SC Members (1 / 2 Hour)

4. Joint Review session – Read-through by CP

5. Distribution of final minutes' document to SC members

6. Signing and approval by letter sent via email (only for remoted participants)

The minutes  
stand approved



Next Agenda ITEM: Review and Consolidation of SCM 1/2023 Minutes







## Review and Consolidation of SCM 1/2023 Minutes



150'

B. Gen. Nikolaos GIAPRAKAS  
IAMDCOE SC Chairperson







## Closing Remarks



150'

B. Gen. Nikolaos GIAPRAKAS  
IAMDCOE SC Chairperson





## Farewell Address



150'

NATO UNCLASSIFIED

B. Gen. Nikolaos KOKKONIS  
IAMDCOE Director

