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

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SUBJECT: IAMD COE POW 2024 Rev.1 - Periodic Progress Report 1-24

REFERENCES: A.IAMD COE POW 24 –Revision 1 (File Ref: IAMD COE/NU. 64/29 Jan 24)

1. Exercises:

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POW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
08	NATO nations - MODs	Participation of IAMD COE's SMEs in exercises (planning or execution) when requested by NATO nations or MODs. This kind of exercises are JPOW series, ASTRAL KNIGHT series and NIMBLE TITAN series. The contribution to any other exercise related to IAMD focus areas will be approved by SC.			<p>ASTRAL KNIGHT series IAMD COE participated in the Astral Knight 2024 (AK24) Final Planning Conference on 20-23 Feb 24. Further participation in the Execution Phase was not possible, due to lack of information and the fact that AK24 IAMD COE didn't receive an invitation Letter. The Centre is willing to participate in AK25 as well.</p> <p>Nimble Titan Until 2024, NIMBLE TITAN (NT) was an Integrated Air and Missile Defence (IAMD) wargaming campaign of experimentation, set in a notional scenario 10 years in the future. Led by US JFCC-IMD (joint Functional Component Command for Integrated Missile Defence), it was considered as the premier forum of U.S. Strategic Command for informing IAMD national security and military policy among U.S. allies and partners. According to the NT Charter, IAMD COE should be nominated and sponsored by NATO (Organizational Lead for NATO is the IAMD Defence Investment Division in NATO HQ). Some nations and NATO are currently considering stopping their participation mainly regarding the poor return on investment (with a learning process flat), and regarding the change of ownership of JFCC-IMD by the US Space Command with an experiment that may be more focused on Space than IAMD as such. For the time being, NATO is reluctant to sponsor any new member and IAMD COE participation is postponed.</p>

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09	NATO	<p>Participation of IAMD COE's SMEs in exercises (planning or execution regarding IAMD activities) when requested by NATO (NATO entities, NFS, NCS, ACO etc). This kind of exercises may be:</p> <ul style="list-style-type: none"> - Ramstein Century series (RACE) -STEADFAST ALLIANCE series (STAL) -Ramstein Legacy series (RALY) -STEADFAST JUPITER series (STJU) -Ramstein Guard (RAGU) and any other NATO exercise upon request 			<p>Ramstein Legacy 2024</p> <p>RALY24 is a key NATO IAMD Article 5 LIVEX which is coherent with SACEUR's Concept for Deterrence and Defence of Euro-Atlantic Area. It combines C2 components with AWACS support and national airborne Air Defence and SBAMD forces to exercise tactical C2 of IAMD across all domains within NATO TDL network design. RALY series of exercises are conducted biannually and RALY24 took place in Romania and Bulgaria in 2024.</p> <p>IAMD COE participated in the following events:</p> <ul style="list-style-type: none"> a. Initial Planning Conference (IPC) with one SME in 11-13 July 2023. b. Main Planning Conference (MPC) with one SME and the IAMD COE Deputy Director in 13 - 17 November 2023. c. Final Coordination Conference (FCC) with the E&T Branch Head in 19 – 21 March 2024. d. The execution phase of the exercise with two SMEs, in 3-14 June 2024. <p>Steadfast Deterrence 2024</p> <p>STDC24 is a SHAPE scheduled, strategic and operational level command post/ computer assisted exercise (CPX/ CAX) that trains NATO Command Structure and NATO Force Structure in executing the Deterrence and Defence of the Euro-Atlantic Area (DDA) Family of Plans (FoP) within multi-domain, multi-speed, and multi-scale operations. SACEUR accepted Italy's offer to lead the interim Allied Reaction Force (ARF) Headquarters (HQ) and selected NATO Rapid Deployable Corps-Italy (NRDC-ITA) to assume this role. The recognition of an ARF HQ capability was confirmed through a Joint Evaluation process, which was</p>

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					<p>conducted during STDC24, one of the first NATO exercises to be prepared in line with the new exercise process methodology.</p> <p>IAMD COE participated in the execution phase of the exercise with one Air Defence (AD) SME as an AD/TBMD evaluator from 27-30 May 2024.</p> <p>Ramstein Flag 2024</p> <p>RAFL24 is a new, tactical level, air live exercise (LIVEX) aiming to maximize the collective value of other NATO and Nation's Air exercises. The first iteration will be conducted in Greece from 30 Sep to 11 Oct 2024, with the perspective of 1 to 2 reiterations per year from 2025. The main objective of RAFL is to provide training opportunities focusing on Counter Anti-Access/Area Denial (A2/AD) mission planning and execution. The exercise process is also regarded as fit to the New Force Model.</p> <p>IAMD COE participated in the Exercise Initiation Conference (EIC) by VTC 12-14 September 2023, in IPC 22-26 January, MPC 19-23 March and FCC 27-31 May 2024 in person with one SME. IAMD COE will be part of RAFL 24 EXCON with 2 SMEs during the execution phase.</p>

2. Working Groups:

PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
23	NATO	NATO Counter Unmanned Aerial Systems (C-UAS) WG,	07/02/2024 22/05/2024	08/02/2024 23/05/2024	IAMD COE CD&E branch participated in all WG meetings via VTC or by physical presence. IAMD COE supports Class I C-UAS Doctrine Development Process by taking the lead of Chapter 4 (Operational Guidance). So far, doctrine draft has been

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		activities and exercises (e.g., Technical Interoperability Exercise series)			delivered and is available for comments. This is an ongoing process, anticipated to finish by end of 2024. Technical Interoperability Exercise is one of the few exercises that combines both UAS defence/C-UAS activities, with extensive data protocol interoperability implementation. IAMD COE attended relevant technical workshops of TIE 2024 (CDC – MPC & FPC) and plans to attend TIE 24 execution phase from 13-16 Sep 24.
24	NATO	Joint Capability Group Unmanned Aircraft Systems	04/03/2024 14/10/2024	07/03/2024 17/10/2024	The JCGUAS is the heart of allied UAS subject matter expertise within NATO, comprising two syndicates: Acquisitions/Technical Syndicate and an Operations Syndicate. IAMD COE participated with CD&E Branch Head in 04-07 Mar 24 JCGUAS meeting. The group has enhanced special cooperation with the Aviation Committee (AVC), NATO Alliance Ground Surveillance (AGS), NIAG and NATO Science and Technology Organization (STO). In addition to unmanned aircraft systems, the JCGUAS extends cooperation to include ground, surface, and subsurface systems, as well as to manned systems to enhance support for practical interoperability among NATO forces. IAMD COE participated in JCGUAS WG Spring 2024 meeting and will follow the activities of the group. Next meeting is scheduled for 14-17 Oct 24.
25	NATO	COE Legal Advisors and Financial Controllers Workshop 2024	10/09/2024	12/09/2024	NATO COE LEGAD & FINCON Workshop is to be held on 10-12 Sep 24 CCD COE by Cooperative Cyber Defence (CCD) COE (Tallinn, Estonia). Participation of FINCON and LEGAD is scheduled. The Workshop is organized as an annual forum for exchanging best practices and lessons learned regarding legal and financial aspects of administration and operation of COEs.

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PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
					Progress will be updated after the Centre's participation (prior to the SCM).
26	NATO	JCG SBAMD 2024 (Joint Capability Group in Surface Based Air and Missile Defence)	17/01/2024 16/04/2024	17/01/2024 18/04/2024	<p>IAMD COE participated with one (1) Staff Officer in the JCG SBAMD Working Group conducted in NATO HQ, Brussels on 17-19 Oct 23. The Subgroups (CDI and C2I) were deactivated in this meeting. In case-by-case scenario Informal Working Groups (IWG) will be activated to examine specific topics for the JCG SBAMD WG. A VTC meeting was conducted on 17 January 2024, where action items of the previous meeting were discussed. At the meeting held in NATO HQ Brussels from 16 to 18 April 2024, the centre did not participate due to the officer's unavailability. The next meetings will take place in July 2024 (VTC) and October 2024 at NATO HQ in Brussels. Furthermore, the IAMD COE expressed again the intention to host JCG SBAMD WG during 2025 in its new premises. Further decision will be determined by the WG Chair.</p> <p>IAMD COE will keep participating and supporting the upcoming WGs and the respective Subgroups.</p>
32	NATO	IAMD CoE Coordination meeting with IAMD stakeholders (JAPCC and AO COE, CCSBAMD, HQ AIRCOM and other NATO Entities			<p>The 2nd IAMD COORDINATION MEETING with main IAMD stakeholders (JAPCC, AO COE, CCSBAMD, HQ AIRCOM, CAOC TJ, DACCC) took place at IAMD COE premises on 12th Apr 24, just after the 1st iteration 2024 of CET-P. The aim of the meeting was to synchronize the Centre's efforts with all the main IAMD stakeholders and identify opportunities to efficiently and effectively collaborate and support the transformation and interoperability of NATO's IAMD capabilities. All participants agreed on the importance of the meeting and the necessity for further collaboration to a common & combined effort for the benefit of the Alliance. IAMD COE volunteered to host next year's meeting in Chania.</p>

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35	NATO	Department Head (DH) Forum and Individual Training and Education Programme (ITEP) Planning Board (IPB) 2024			NATO Individual Training and Education Conference (NITEC) and the IPB, which aims to strengthen NATO ETEE to better link the training COI and foster cooperation to ensure synchronization and interoperability, will take place in November 2024 (TBC). IAMD COE intends to participate in the activity.
36	NATO	NATO Warfighting Capstone Concept (NWCC) & Warfare Development Agenda (WDA)	TBD	TBD	IAMD COE keeps following the NWCC & WDA activities and supports ACT's requests regarding attendance at conferences, responses to surveys, provision of feedback on documentation, etc. Tangible examples are: - Participation in the Multi Domain Operations WS, and Layered Resilience WS during the ICDE Conference. - Contribution in writing the draft Situational Understanding Thematic Working Group Concept, part of the Layered Resilience Concept (LRC).
38	NATO	NATO Modelling and Simulation (M&S) Group (NMSG)	22/04/2024	26/04/2024	The NMSG is the Operational and Scientific-Technical Committee, reporting through the Science and Technology Board (STB), in which all NATO M&S stakeholders and subject matter experts meet to initiate, coordinate, and oversee the implementation of the NATO Modelling and Simulation Master Plan (NMSMP). The mission of the NATO Modelling and Simulation (M&S) Group (NMSG) which resides under the NATO Science & Technology Organization (STO), is to promote co-operation among Alliance bodies, NATO member nations and partner nations to maximize the effective utilization of M&S. IAMD COE participated in NMSG 53rd meeting on 22-26

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					May 24 and is going to follow the activities of the group. Participation in NMSG is anticipated to enhance the Centre's capabilities in training and in concept development and experimentation and provide the knowledge and means to improve NATO's IAMD M&S capabilities. NMSG Symposium is scheduled for 24-25 Oct 24 and IAMD COE intends to participate with one (1) SME.
39	NATO	353 Research Task Group (RTG)	24/09/2024 11/06/2024	26/09/2024 12/06/2024	A Task Group that will help and improve NATO's capabilities in C-UAS, purposing to develop a common framework for M&S of relevant UAS scenarios. The first meeting for 2024 took place at Munich 24-26 Jan & the second meeting hosted by IAMD COE at Chania Greece on 11-12 Jun 24, where the Centre participated with 3 SMEs providing comments & recommendations, including our envisaged exploitation of the Synthetic Environment, thus directly supporting the outcomes of the meeting. The Next meeting is due on 22-24 Oct at Rome N.Y.(USA). IAMD COE participation is pending (TBD).
40	NATO	Research Task Group (RTG) XXX	May 2024	May 2027	A Task Group for Hypersonic Operational Threats – HOT that helps and improve NATO's efforts against Hypersonic Threats. IAMD COE with its studies assist the alliance in creating appropriate methods of modelling and simulation to address Hypersonic effectors. With participation of CAN, DEU, ESP, NLD, IAMD CoE. NATO SECRET. Endorsed as MSG-226. (Nothing special to report up to now although the Centre will further support it).

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43	NATO	BMD Operational User Group			<p>The BMD OUG supports the CMA by executing the Capability Management Functions (CMF) in the context of the Common Funded Capability Delivery Governance Model (CFCDGM). It operates at the management level of CFCDGM and is independent from the BMD governance structures.</p> <p>The BMD OUG includes all active BMD nations and related organizations (like NCIA) that participate and contribute to the development of the BMD Program from ETEE, doctrine, concept and operational perspectives.</p> <p>IAMD COE is member of the BMD OUG as observer and attended the 2 last iterations from 3 to 6 October 2023 and 4 to 6 March 2024 in person with one SME.</p> <p>BMD OUG 44 is expected to be hosted by IAMD COE at end of September 2025.</p>
44	NATO	BMD Test and Exercise Annual Meeting (BMD TEAM)			<p>The BMD TEAM gathered all key organizations and Nations involved in the BMD mission to share schedule information, to improve the planning and the participation in BMD events and to enable de-conflicting stakeholders 'needs.</p> <p>The BMD TEAM give cooperation opportunities to stakeholders, to clarify possible synergies, such as co-locating meetings or combining test objectives for common interest groups, which will enable more efficient planning and allocation of BMD resources.</p> <p>The BMD TEAM is led by the NCI Agency which brings its knowledge of the delivery schedule for NATO BM Command, Control, Communications and intelligence (BMC3I).</p> <p>IAMD COE is member of the BMD TEAM as observer and attended the last iteration 6 and 7 March 2024 (annual meeting) in person with one SME.</p>

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49	NATO	Hosting of the 2nd 353 Research Task Group (RTG) Meeting for Y2024	11/06/2024	13/06/2024	IAMD COE accepted to organize the second physical meeting for Y2024 of NATO RTG SCI-SET-353 in Chania. The expected achievement of this RTG is that a common framework for M&S of relevant UAS scenarios will be created that can be used for SBA, CD&E, developing laydown plans and training.

3. Courses & Conferences:

PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
01	COE (SG)	NSO Training Courses	01/01/2024	31/12/2024	<p>In accordance with Job Descriptions and Staff Development plan, 10 (ten) NSO Courses have been planned for 2024, all for the last quarter of the year:</p> <ul style="list-style-type: none"> • N5-31 NATO Senior Officer Policy Course (16 Sep 2024), • M7-51 NATO Concept Development and Experimentation Course (30 Sep 2024) • M5-34 NATO Legal Advisor Course (07 Oct 2024), • S7-135 NATO Global Programming Analysis Course (21 Oct 2024) • N7-163 NATO Lesson Learned Management Course (21 Oct 2024) • M7-98 NATO Instructor Course (21 Oct 2024 & 11 Nov 2024) • S7-136 NATO System Approach to Training (28 Oct 2024) • S7-137 NATO Quality Assurance Course (04 Nov 2024) • N3-134 NATO Introduction to NATO SBAMD (02 Dec 2024) • N3-20 NATO Missile Defence Course (09 Dec 2024)

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PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
02	COE (SG)	Training courses- seminars related to IAMD domain (Not in NSO)	01/01/2024	31/12/2024	<p>To enhance the capability and skills of SMEs who will be tasked as instructors in SBAMD CET-P Course and participate in WGs related to IAMD domain, SMEs (will) attend(ed):</p> <ul style="list-style-type: none"> • “Short Course in Space and Hypersonic”, organized by University of Athens,01-03 Jul 2024, in Athens, Greece, one (1) pax. • “Comprehensive - Integrated Air and Missile Defence (C-IAMD) Course”, CCSBAMD, November 2024, three (3) pax. • “JFAC Operations Basic Course, CASPOA, September 2024, two (2) pax.
03	COE (SG)	Training courses seminars related to D&S pillar	01/01/2024	31/12/2024	<p>In accordance with Job Descriptions and Staff Development plan two (2) Courses have been planned for D&S Branch SMEs:</p> <ul style="list-style-type: none"> • Standardization within NATO Course (D&S BH SME will participate in the course in September 2024). • Allied Joint Doctrine Development Course (D&S BH will participate in the course in October 2024).
04	(SG) COE	Training courses seminars related to A&LL pillar	16/07/2024 23/09/2024	18/07/2024 27/09/2024	<p>From 16 July 2024 to 18 July 2024 a LL STAFF OFFICER COURSE will take place in NMOTC(no fees). IAMD COE plans to participate with SMEs from the centre.</p> <p>In accordance with Job Descriptions and Staff Development plan one (1) Course is planned for A&LL Branch SMEs:</p> <ul style="list-style-type: none"> • Swedish Armed Forces International Centre, NATO Lessons Learned Staff Officer Course from 23 to 27 Sep 24. The course (ETOC ETE-EV-3635) is facilitated by the (SWEDINT) in Kungsängen near Stockholm. One (1) GRC SME to participate as national obligation (Essential Course in the Job Description).

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PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
05	COE (SG)	Training courses seminars related to E&T pillar	TBD	TBD	In accordance with Job Descriptions and Staff Development plan one course was planned for E&T Branch SMEs: <ul style="list-style-type: none"> • “NATO SOF Instructor Training (NSIT) Course”, NMIO TC, December 2024 with one (1) pax.
06	COE (SG)	International Public Sector Accounting Standards (IPSAS) e-learning training	21/10/2024	21/02/2025	IPSAS training will begin from 21 Oct 24 (4 months e-learning training).
07	NATO ACO AIRCOM- NATO Countries	SBAMD Common Education & Training Program (CET-P)	08/04/2024 20/03/2024 18/11/2024	11/04/2024 21/03/2024 21/11/2024	<p>a. IAMD COE conducted the 1st iteration/2024 of the SBAMD CET-P from 8 to 11 April 2024. The course was attended by 37 students from 15 NATO countries and delivered by experts from various NATO entities (IAMD COE, JAPCC, CCSBAMD, and CAOC UEDEM) and HAF Tactical Command.</p> <p>b. The IAMD COE successfully conducted Mobile Training Team (MTT) based on the SBAMD CET-P from 20th to 21st March 2024 requested by Romanian Air Force Command. The MTT was attended by 46 students from two (2) NATO countries (Romania, Slovenia). MTT lessons were delivered by experts from various NATO entities (IAMD COE, JAPCC, CCSBAMD, AIRCOM and CAOC TORREJON).</p> <p>c. The 2nd iteration/2024 of the SBAMD CET-P is scheduled for 18-21 Nov 24.</p>
15	NATO	Annual COE's Directors Conference	10/09/2024	12/09/2024	In progress, will take place at Ingolstadt Germany, 10-12 Sep 2024 with IAMD COE Director participation.

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PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
		2024			
19	NATO	ACT Lessons Learned Spring Event 2024 (NATO Lessons Learned Conference + COE LL meeting/WS	15/04/2024	18/04/2024	NATO LL Conference took place in Lisbon from 16 to 17 Apr 2024 with a pre-conference day and a post-conference day on 15 and 18 April. IAMD COE was represented by A&LL Branch Head in the event.
20	NATO	ACT Lessons Learned Spring week 2024 (in case there is not NATO LL Conference)			Since there was a NATO LL Conference, ACT LL Spring Week 24, was cancelled for the current year.
27	NATO	Annual Discipline Conference regarding IAMD: [Integrated Air and Missile Defence (IAMD)- Air Operation IOT coordinate Air Policing issues	05/06/2024	06/06/2024	After the establishment of IAMD Discipline, SHAPE DCOS OPS was assigned as the Requirement Authority (RA), and AIRCOM COS as the Department Head (DH) in 2023. 2 nd ADC-2024 was conducted in hybrid mode in AIRCOM HQ on 05-06 June 2024. E&T Branch participated in the conference with BH and one SME. It was decided to re-structure the IAMD Discipline in four categories/sub-areas-IAMD in general, BMD, Air Policing and SBAMD. E&T Requirements of IAMD were updated during the conference and IAMD COE proposed to include the requirement of <i>"SBAMD integration into NATO C2 and common understanding and execution of NATO IAMD TTPs"</i> specified in 2021 by CAOC-UE and AIRCOM HQ which SBAMD CET-P Course is based on. The proposal was well received by the RA. Requirement and solutions will be analysed and matched during the Training Need Analysis (TNA) in January

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					2025. SBAMD CET-P Course will be linked to the requirements mentioned above during the TNA. With the inclusion of SBAMD CET-P Course into Discipline Alignment Plan (DAP), the course will be converted from LISTED to a SELECTED category.
28	NATO	Annual NATO Operations Research and Analysis Conference	04/11/2024	06/11/2024	As part of the continuous development of a NATO OR&A Community of Interest, this event builds on previous conferences and workshops, bringing together the analysis community from NATO commands and agencies, national defence analysis and research organisations, centres of excellence, academia, and industry. IAMD COE intends to participate.
29	NATO	Annual conference/coordination meeting for each COE pillar conducted by ACT			<p>E&T: (See PoW No:35).</p> <p>D&S: No meeting was conducted</p> <p>A&LL: See PoW No 19.</p> <p>CD&E: This year's NATO CD&E Annual Conference is planned to take place in October 2024, in Vilnius, Lithuania (TBC). IAMD plans to participate with CD&E Branch Head.</p>
30	CZE UNIVERSITY OF DEFENCE	International Air Defence Conference	24/04/2024	25/04/2024	The IAMD COE participated in the 24 th Air Defence Conference in Brno, Czech Republic with one SME and delivered the presentation of IAMD COE. The Air Defence Conference is a traditional event held at the Department of Air Defence, University of Defence, Brno. The topic of the conference was 'Layered Air Defence as a Key against Future Threats'.

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31	COE (SG)	Organization of the Annual IAMD COE conference	19/06/2024	20/06/2024	IAMD COE organized its 3rd Annual Conference from Wednesday 19 th to Thursday 20 th of June 2024 under the theme: "Integrated Air and Missile Defence: Shaping the operational environment to our advantage". With more than 160 participants from the military, academia and defence industry, the conference was a successful event, giving the opportunity to discuss several issues, from the current geostrategic military situation for Euro-Atlantic Allies and Partners, to the new era of Challenges, focusing on Emerging Threats, Hypersonic Weapons, and developments in Unmanned Aerial Systems (UAS), how NATO will respond to IAMD's current and future challenges, Integration and Interoperability, Effectiveness and Sustainability, as well as on Innovation, Experimentation and Wargaming.
33	M&S COE	CA2X2 2024 Forum - M & S Sprint Week	24/09/2024	26/09/2024	The 2024 NATO Computer Assisted Analysis, exercise and experimentation Forum (CA2X2 forum) will be held in Rome. The 19th annual NATO CA2X2 Forum, organized by the NATO Modelling and Simulation Centre of Excellence, is an event where military users, industry and academia meet and discuss M&S topics to include the M&S Discipline, Exercises, Experimentation, Wargaming, Analysis, Standards, Interoperability, and more. During the event, participants will be able to attend presentations, workshops, demonstrations and round tables on the latest technology and future trends. CD&E Branch will participate with one (1) SME
48	COE (SG)	IAMD COE Seminar, "Crafting Accounting Management Solutions: Expert Insights and Best Practices on Customising Accounting Software	28/02/2024	29/02/2024	The Seminar, held on February 28-29, 2024, was attended by 29 representatives from various NATO COEs and other entities. Focused on crafting accounting software solutions that comply with (the applicable) International Public Sector Accounting Standards (IPSAS), the seminar demonstrated our COE's advanced implementation. The significant decision by several

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					COEs, including MW, M&S, SP, and SFA, to migrate to our “Manager” software underscores the event’s success in displaying robust software capabilities and establishes our Centre as a leader in promoting best practices in accounting solutions among NATO COEs. Participant feedback highlighted the educational depth and practical applications, reinforcing our COE’s reputation as a hub for thought leadership and innovation in accounting, being in line with the goals of the NATO-accredited COEs LEGADs & FINCONs Annual Workshop. (further details will be provided in the “Finance & Budget” session)

4. RFS Summary:

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PoW No (Rfs)	Customer	Project Name	Start Date	End Date	Status	Project Information and Progress
10 (21#078)	NATO	Layered Resilience Concept (NWCC deliverable)	01/09/2021	31/12/2025	ACCEPTED	Situational Understanding (SU) is one of the seven Military Resilience Themes to which the Layered Resilience Concept (LRC) refers to, for which Greece is the lead Nation. In response to a request for support from the HNDGS, IAMD COE joined in 2022 the SU Thematic Working Group (TWG) COI and began supporting the SU TWG concept development work, with proposals about specific parts of the draft document such as the Introduction, the problem definition statement, the principles of Military Resilience for SU, the Critical Shortfalls–Associated Risks–Mitigation Measures tables for all SU Functions and the Recommendations – The way ahead. The draft SU TWG concept was finalized at the end of 2023. IAMD COE might further support NWCC deliverables.
11 (23#034)	NATO	LL related to the situation in and around Ukraine (2024)	01/01/2024	31/12/2024	ACCEPTED	IAMD COE prepared and uploaded on the IAMD LL COI (both on the NU and NS WANs) a report named <i>The evolving UAS threat – Lessons from the Russian – Ukrainian war</i> . Another updated report addressing the same topic will be issued by the A&LL Branch by the end of the year and made available to IAMD stakeholders.
12 (23#258)	NATO	ACT CPD Branch Coordination VTCs	25/01/2021	31/12/2024	ACCEPTED	IAMD COE 's Branches had the following Coordination VTCs: - D & S Branch participated in the Doctrine Development Coordination meetings on 12 Mar 2024. (Next Coordination meeting is planned for October 2024).

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PoW No (RfS)	Customer	Project Name	Start Date	End Date	Status	Project Information and Progress
						<ul style="list-style-type: none"> - E&T Branch participated in an online meeting managed by ACT CPD Branch in E&T pillar among COEs to coordinate E&T activities and share best practices on 02 May 2024 - CD&E participated in the CD&E coordination meeting organized by the ACT's COE Programme Development Branch (CPD) on 08 May 24. Next one is planned for 28th October 2024 - A&LL Branch Head participated via online VTC in the A&LL community meeting organized by the ACT's COE Programme Development Branch (CPD) on 26 Mar 24.
13 (23#262)	NATO	COE Support to Education and Training activities	28/01/2021	31/12/2024	ACCEPTED	<p>This generic RfS is to be used as a reference whenever there is a request from different NATO bodies to send SMEs to support E&T activities.</p> <p>IAMD COE plans to participate in IAMD Tactical Education and Training with one SME, as instructor, on demand by CAOC UE ,02-06 Sep 2024 (See PoW No 2).</p>
14 (23#261)	NATO	COE Support to NATO in the Role of the Department Head	28/01/2021	31/12/2024	ACCEPTED	<p>This is a generic RfS for all the COE's to support NATO, through the Global Programming process, in the role of Department Head.</p> <p>IAMD Discipline started to operate actively in 2023 and SHAPE DCOS was assigned as Requirement Authority (RA) and AIRCOM COS as the Department Head (DH). IAMD COE already supports IAMD DH.</p>
16 (23#164)	NATO	NATO Defence Planning Process	01/01/2024	31/12/2024	ACCEPTED	No activity.
17 (23#013)	NATO	NATO LL Conference 2024	02/01/2024	30/06/2024	ACCEPTED	NATO LL Conference took place in Lisbon from 16 to 17 Apr 2024 with a pre-conference day and a post-

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PoW No (RfS)	Customer	Project Name	Start Date	End Date	Status	Project Information and Progress
						conference day on 15 and 18 April. IAMD COE was represented by A&LL Branch Head in the event.
21 (23#035)	NATO	COE Support to NATO Lessons Learned Process (2024 Placeholder)	01/01/2024	31/12/2024	ACCEPTED	This is a generic RfS (Placeholder for 2023). With the acceptance of this RfS, COE LL POC indicates the availability to analyse, upon request, an issue within the realm of the COEs specific area of expertise to develop an Analysis Report either in support of HQ SACT and JALLC or leading the study. So far, there is no request for a specific Analysis Report. In this context, IAMD COE has created an IAMD LL Col in NLLP. Its content is periodically being updated with reports, studies, proceedings derived from IAMD COE's own projects (e.g. the annual conference, cooperation with other institutions – Technical University of Crete; The Foundation for Research and Technology – Institute for Computer Science), and participation in other entities' activities (e.g. exercises, conferences, workshops etc.).
22 (23#260)	NATO	Support to NATO Doctrine	27/01/2021	31/12/2024	ACCEPTED	Support to NATO doctrinal activities. More specifically: One SME participated to the bi-annual AJOD Working Group (7 to 9 Nov 2023 in Amsterdam and 21 to 23 May 2024 in Gdansk). CD&E Branch lead the drafting of Chapter 4 Counter Unmanned Aerial Systems (C-UAS) Doctrine (Writing Team). D&S BH is member of the Writing Team for the revision of AAP-47 Edition C. D&S BH is member of the Writing Team for the development of the new AJP-3.29 for Space Operations.
45 (23#169)	NATO	Understanding the Instruments	01/07/2023	01/01/2026	ACCEPTED	

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PoW No (RfS)	Customer	Project Name	Start Date	End Date	Status	Project Information and Progress
		of Power effects on Military IoP in Multi-Domain Operations from training perspective				ACT JFD ETPP Branch initiated the RfS. A working Group has been expected to be established, but no action has been taken by the requester. IAMD COE will create a sub-WG in 2024 to start analyzing probable RfS needs and support ACT.
46 (23#168)	NATO	Understanding the Human Factors in Multidomain Operations: Implications for Training and Performance Enhancement	01/08/2023	31/12/2024	ACCEPTED	ACT JFD ETPP Branch initiated the RfS. A working Group is expected to be established, but no action has been taken by the requester. IAMD COE will create a sub-WG in 2024 to start analyzing probable RfS needs and support ACT.
47 (23#171)	NATO	Support to NATO Distributed Synthetic Training (DST)	01/07/2023	31/12/2024	ACCEPTED	The NMSG was informed by MSCO: - activity due to complete in Jun 2024 (TBC) - Final Report to be briefed to NMSG at Spring 2024 BM. NMSG support to Distributed Synthetic Training (DST) S&T and Capability Development ACT, AO CoE, CAN, DEU, FRA, GBR, IAMD CoE, ITA, M&S CoE, CSW CoE, NLD, NOR NZL.L May 2024 2024-2027. Endorsed as MSG-228. IAMD COE will continue support the Group and is expected to provide key findings and suggestions to it based upon its M&S capabilities exploitation.

5. Marketing Plan

PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
18	NATO	2024 COE Marketplace	22/05/2024	23/05/2024	<p>This biennial event aims to promote the value of the COE Community at NATO HQ.</p> <p>This year the event took place in NATO HQ, Brussels, 22-23 May 2024.</p> <p>The Centre participated with three (3) pax in total including IAMD COE COS, who participated in the COE Directors Session facilitated by IS-DI staff, including key NATO HQ topics of interest for engagement with the COE Directors.</p>
37	COE (SG)	IAMD COE Marketing Plan	04/06/2024 13/11/2024	05/06/2024 14/11/2024	<ul style="list-style-type: none"> - IAMD COE Director delivered a presentation to the 15th NMIOTC Annual Conference ,05-06 June 2024, Chania, Greece, with the topic: "Train as you fight reinvented. Synthetic environment Exploitation to enhance NATO IAMD capabilities." - IAMD COE Director has been invited by SAE Media Group to deliver a presentation at the forthcoming Air and Missile Defence Technology Conference ,13-14 November 2024, London, United Kingdom, with the topic: "Enhance Interoperability, Supporting the Development & Exploitation of NATO IAMD Capabilities".

6. Miscellaneous:

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PoW No	Customer	Project Name	Start Date	End Date	Project Information and Progress
34	COE (SG)	IAMD COE Steering Committee Meeting SC 2024	18/09/2024	19/09/2024	Planned to take place at NAMFI'S Officers Club 'Asteria', Chania, Crete,18-19 Sep 2024.
41	COE (SG)	External Audit of Financial Statements	16/05/2024	23/07/2024	The external audit is currently in progress. The final status and details will be provided upon completion and issuance of the Audit Opinion/Report, expected NLT 23 July 2024.
42	COE (SG)	PROJECT: IAMD COE M & S Laboratory	01/01/2024	31/12/2024	The centre has acquired the necessary hardware (PCs with monitors, server, switch) and software (ISP, CSI) and installed the first 4 PCs inside the D&S Branch (M&S Lab IOC) and made the first steps towards the fulfilment of the project. The rest of the hardware will be installed in our new premises. Through the revision 2 of the POW 24 the Centre is suggesting expanding the objective of the LAB through a more comprehensive exploitation of the Synthetic Environment (more M&S capabilities), that the LAB will be an interoperable part.

7. **DIR's Statement/Summary**: This report provides a brief status on the execution of the IAMD COE POW 24.

FOR THE IAMD COE:



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

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