NATO OTAN

Allied Command Transformation

Norfolk, Virginia | USA

NATO-ACCREDITED CENTRES OF EXCELLENCE

2023 CATALOGUE



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SUPREME ALLIED COMMANDER TRANSFORMATION

GENERAL PHILIPPE LAVIGNE, FRENCH AIR AND SPACE FORCE



I am honoured to present the 2023 Catalogue of NATO-accredited Centres of Excellence (COEs), listing the current COEs and outlining their respective missions and programmes.

In these extraordinary times, with war in Europe and a transformed NATO following its Madrid Summit, it is more vital than ever that the Alliance make use of all available resources to further its mission. The NATO-accredited COEs provide an effective way of tapping into the expertise and innovative ideas to be found within our member states. Individually, they each bring a specific expertise to the wider set of NATO capabilities, and together make all of us stronger in the process.

The range of that expertise grows more impressive with each passing year: we now have 28 COEs, with a further two, the Space COE in France and the Climate Change and Security COE in Canada, expected to complete the necessary formalities to become NATO accredited in 2023.

In 2022, two events in particular contributed to raising the profile of COEs: the COE Directors met in Norfolk, hosted by the CJOS COE and a COE Marketplace was held in NATO Headquarters in Brussels in order to familiarize staff and delegations there with COE programmes and activities. I am also keen to highlight the active role played by the COEs in providing support and expertise in areas related to the ongoing conflict in Ukraine. These included: Cyber (with the CCD COE), Strategic Communications (STRATCOM COE), Energy Security (ENSEC COE) and Chemical, Biological, Radiological and Nuclear (JCBRN Defence COE) and Crisis Management & Disaster Response (CMDR COE); as well as through building closer links with Ukrainian entities working on similar issues.

As far as ACT is concerned, all COEs continued to contribute actively to the implementation of the NATO Warfighting Capstone Concept, through actions pertaining to the Warfare Development Agenda that provides our way ahead, as well as to my immediate priorities for 2023, the Alliance's Digital Transformation and Multi-Domain Operations.

I take this opportunity to thank all those, NATO Members and Partner Nations in particular, who provided material support or appointed personnel to the COEs, thus contributing to COE successes in 2022.

The Alliance has many challenges ahead, which is why we must all pull together, through different mechanisms and in various settings, especially since no one has a monopoly on good ideas. Part of that common endeavour, I know, will come from the COEs, who will continue to play their part and achieve great things in 2023, as they did in 2022.



Philippe Lavigne
General, French Air and Space Force
Supreme Allied Commander Transformation

What is a NATO-accredited COE?

A NATO-accredited Centre of Excellence (COE) is a multi-nationally or nationally established and sponsored entity, which offers recognized expertise and experience within a defined subject matter area to the benefit of the Alliance within the four pillars of NATO's COE program. A COE is not a part of the NATO Command Structure (NCS) or of other NATO entities, but forms part of the wider framework that contributes to the functioning of the Alliance.

Background

The idea for NATO-accredited COEs originated in MC 324/1, "The NATO Military Command Structure," dated 14 May 2003. The Military Committee (MC) refined this idea into the MCM-236-03; "MC Concept for Centres of Excellence (COE)" dated 04 December 2003. Once the idea and the concept were firmly established, the accreditation criteria was defined. In 2004, IMSM-0416-04, "NATO COE Accreditation Criteria" was agreed on and the first NATO COE was formally accredited on 01 June 2005. MCM-236-03 has been superseded by MC 0685 (Military Committee Policy For Centres Of Excellence) dated 04 December 2019; the NATO COE Accreditation and Periodic Assessment Criteria policy has been updated through MCM-0086 dated 23 June 2022.

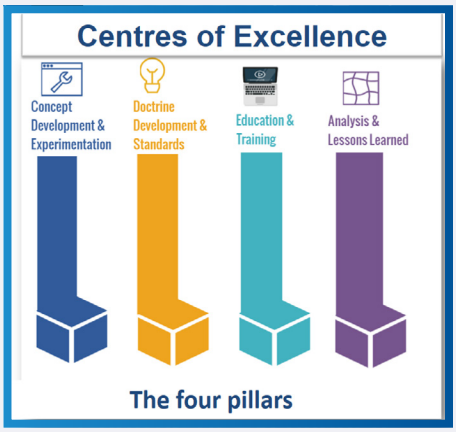
Principals

- No cost to NATO;
- Conform to NATO procedures, doctrines and standards;
- No duplication with existing assets;
- Relationships with Strategic Commands through Memorandum of Understanding agreements;
- Relationships with partners are supported and encouraged.

Pillars

Not every organization can become a NATO-accredited COE. In order to become a COE, expertise must be demonstrated in the four transformation pillars:

- Education and Training;
- Analysis and Lessons Learned;
- Concept Development and Experimentation;
- Doctrine Development and Standards.



Bottom Line

There are many reasons why a nation or nations, as Framework Nation, decide to offer a Centre of Excellence to NATO. One of the most common reasons is to contribute to NATO whilst at the same time directly benefiting one or more Nations. The number of NATO COEs is growing. Through the MC Concept and the NATO accreditation criteria, COEs have proven to be a successful and enduring model for strong multinational solutions. As a result, the NATO Command and Force Structures are supported by a robust network of COEs, which are nationally or multi-nationally managed and funded and open for participation by NATO and Partner Nations.

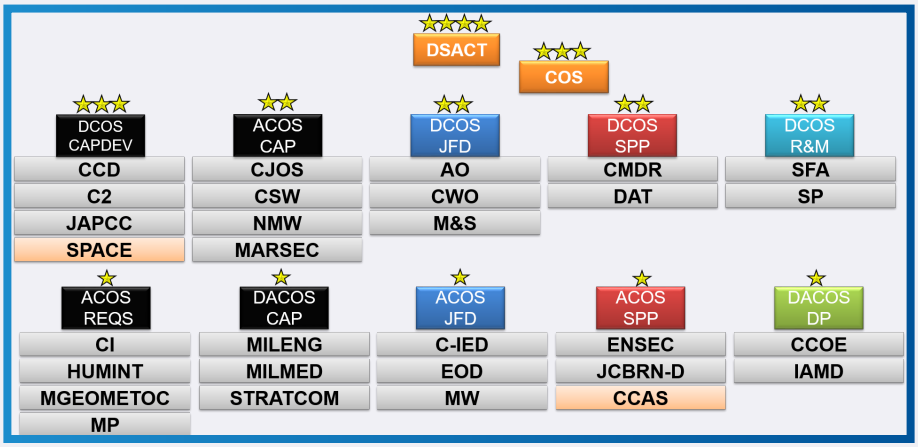
HQ SACT Coordination with COEs

Although there are many key documents when it comes to working with COEs (several of which are summarized later in the catalogue), HQ SACT Directive 80-03 – HQ SACT Coordination of NATO COEs (30 September 2020) perhaps has the greatest influence in shaping the day-to-day interactions between HQ SACT and NATO-accredited COEs. This directive provides the policy, guidance and responsibilities for the coordination of NATO COEs in HQ SACT.

HQ SACT Directive 80-03 defines the responsibilities of:

- Deputy SACT - assigned as HQ SACT's strategic Focal Point of Contact (FPOC) for all COEs and SACT's direct supervisor for the assigned ACT COE Flag Officer/General Officer (FOGO) Champions;
- Chief of Staff (COS) - who provides overall governance in accordance with BI-SC Dir 080-001, and is assigned as HQ SACT's strategic level coordinator for COE output in balance with HQ SACT's Programme of Work;
- COE FOGO Champions - who act as the strategic POC to their allocated COEs, and provide direction and guidance as required and ensure their COEs' activities remain in line with ACT's Warfare Development agenda;
- Subject Matter Experts (SMEs) - a staff officer, preferably with subject matter expertise in the specialty of the COE, assigned to support the FOGO Champion and liaise directly with their COE and provide functional coordination of the COE's products and services;
- COE Programme Development (CPD) Branch - responsible, on behalf of SACT, for the coordination of all NATO-accredited COEs, the initial accreditation process and subsequent periodic assessments of NATO COEs;
- Legal Advisor – provide legal support to CPD in the process of developing Memoranda of Understanding (MOUs) and Notes of Joining (NOJs), providing certified copies maintaining a library of all official legal documents pertaining to the NATO COEs.

More information about these responsibilities, including the reference document, are available on TRANSNET's COE Community of Interest portal (page 10).



COE Programme Development Branch in 2022

In 2022, the COE Programme Development (CPD) branch continued to improve its way of working and connecting with the NATO-accredited Centres of Excellence.

In order to ensure consistent and effective communication with COEs, CPD organized, and participated in, numerous conferences, events and virtual teleconferences. This included conveying strategic intent at meetings between the Deputy Supreme Allied Commander Transformation, ACT Flag & General Officers and COE Directors, down to working-level staff meetings concerning the four pillars, communications, and the Programmes of Work.

Internally, the CPD branch has continued to enhance the new Request for Support (RfS) tool, develop other online tutorials and organized promotional events such as the COE Marketplace at NATO HQ. The aim of the Marketplace, attended by all 28 NATO-accredited COEs, was to provide an opportunity for the NATO HQ delegations to showcase their national contributions made to the Alliance through their COE sponsorship, and provide an opportunity for the IS and IMS staff to meet, recognize, understand and embrace the value of the expertise, support and advice provided by the Centres. The new version of the RfS tool, developed and implemented by summer 2021, facilitates communication between NATO and COEs with a more user-friendly interface. These promotional activities continue to increase overall awareness of the unique expertise of the COEs within the Alliance, while highlighting their outstanding contributions especially during the current conflict in Ukraine.

FINLAND AND SWEDEN A&I

Following the decision by the NATO Heads of States and Government at the Madrid Summit in June 2022 to invite Finland (FIN) and Sweden (SWE) to begin Accession Talks to join NATO, CPD was tasked to establish and lead the working groups responsible for the coordination of the functional areas of military integration. The Accession and Integration (A&I) of both nations commenced in July and has continued along similar timelines and, dependent upon the ratification of the Accession Protocols by all Allies, the military integration process is tentatively forecast to be completed during 2023.



COE PERIODIC ASSESSMENTS IN 2022

With a return to normal travel conditions to Europe, the Branch was able to conduct the majority of Periodic Assessments scheduled throughout the year as on-site visits. In total nine PAs were completed successfully, with seven of these conducted in person and two virtually. These personal engagements with the Director and COE personnel allow the CPD staff to gain a more accurate vision of the constraints and challenges of the Centres while enhancing the overall relationship between the COEs and ACT thus enabling greater understanding, efficiency and synergies with NATO.

NATO Centres Of Excellence – Key Documents

MC 0685 – Military Committee Policy For Centres Of Excellence (04 December 2019)

- This fundamental policy document, agreed by the Nations in December 2019, replaced the original MC Concept from 2003 that describes the arrangements for NATO-accredited COEs.
- It covers the definitions, principles, accreditation, further development, relationships, interactions, and legal arrangements that apply to the Military Committee Policy for COEs.
- The Policy confirms that, in accordance with MC 0324/3 - The NATO Military Command Structure, the Supreme Allied Commander Transformation (SACT) is the coordinating authority for the NATO COEs.

MCM-0086-2022 NATO Centres Of Excellence Accreditation and Periodic Assessment Criteria (23 June 2022)

This document supersedes IMSM-0416-04.

- It establishes the criteria for assessment of COEs for their initial NATO accreditation, periodic assessment and re-accreditation in terms of mandatory and highly desirable categories.
- It further describes the accreditation, periodic assessment and re-accreditation process to be employed in accordance with these criteria.

BI-SC DIR 080-001 – Bi-Strategic Command Directive For The Coordination Of NATO Centres Of Excellence (18 June 2020)

This directive, revised in early 2020 to reflect MC 0685, describes the relationship between HQ SACT (supported Command) and SHAPE (supporting Command) in their interaction with the NATO COEs.

- It defines responsibilities with regard to the COEs and the management processes used to maximise the benefits provided by the COEs to the Alliance.
- It further sets out the key processes and battle rhythms used to manage and synchronise all COE coordination activities along with roles and responsibilities.

HQ SACT Directive 80-05 - NATO Centres Of Excellence Establishment, Accreditation and Assessment Process (8 November 2022)

- This directive describes the establishment and accreditation process of a NATO Centre of Excellence (COE) for HQ SACT.
- It defines the roles and responsibilities of HQ SACT staff for each stage of the COE establishment and accreditation process.
- It also identifies the anticipated interactions between HQ SACT staff and other COE stakeholders within NATO and NATO related entities, including National Liaison Representatives (NLRs) to HQ SACT.
- It sets out the COE establishment and accreditation process that consists of nine formal steps with the responsibilities of the involved HQ SACT branches explained within each.
- Additional steps, related to the coordination and validation of the COE Concept or MOUs, may be initiated by HQ SACT in coordination with SHAPE and/or the NATO HQ International Staff (IS) / International Military Staff (IMS)
  as necessary.

COE Frequently Asked Questions

Are COEs part of NATO? The Military Committee (MC) Policy MC 0685 (Military Committee Policy for Centres of Excellence) states, "A COE is a multi-nationally or nationally established and sponsored entity, which offers recognized expertise and experience within a defined subject matter area to the benefit of the Alliance within the four pillars of NATO's COE program." We may say that NATO-accredited COEs have one foot within NATO (because they are "part of the wider framework that contributes to the functioning of the Alliance") and they have one foot outside NATO (because they are "not part of the NATO Command Structure or of other NATO entities"). This gives COEs greater flexibility in the relationships with other international and civilian entities.

Where does the COE idea come from? Can NATO "initiate" a COE? As per MC 0685, "A NATO Nation may decide to offer a COE to NATO by formally presenting the offer to the [Chairman of the Military Committee]. That could either be in response to an MC endorsed list or by its own initiative. The MC may, based upon SACT's advice coordinated with SACEUR, accept the offer and task ACT accordingly to proceed with the development as set forth in this Policy."

What is the difference between a NATO-accredited COE and any other COE? As per MC 0685, a NATO-accredited COE (also referred to as a "NATO COE") is a COE that has been established by SACT, has received MC endorsement, and has received subsequent North Atlantic Council (NAC) approval. Only when these steps are complete can a COE be called a 'NATO-accredited COE'. Further, "Once accredited, the NAC may grant a COE international status under the Paris Protocol." If NAC approval has not been granted, then it is not a NATO-accredited COE.

Can NATO task the COEs? No, NATO cannot task the COEs, because they are not under command authority of SACT. However, in accordance with MC 0685, "COEs have a functional relationship with HQ SACT and are, consistent with their accreditation, expected to prioritize NATO requests, act as a primary advisor to the NCS in their area of expertise when applicable and have responsibility to support within their means and capabilities, subject to the approval and allocation of resources by their Steering Committee.

How does NATO request COE products and services? NATO can request support from a COE by submitting a Request for Support (RfS) through the Program of Work (POW) tool. This is a process within the COE POW Development Cycle (page 11).

Can Nations join/withdraw from a COE after it is NATO-accredited? Yes, they can. The addition of any new Sponsoring Nation to a COE is done through a Note of Joining, to be signed by the joining Nation and the already participating Sponsoring Nation(s). Unless otherwise specified, the Note of Joining will come into effect on the date of the last signature. Any Sponsoring Nation may withdraw from the COE giving the twelve months written notice to all other Sponsoring Nations and by informing the Director and Steering Committee in writing.

Are NATO-accredited COEs eligible for Common Funding? As per MC 0685, "COE infrastructure, operating and maintenance costs are the responsibility of the Sponsoring Nations…Exceptional eligibility for Common Funding may be established by the appropriate NATO resourcing authority…"

Can Partner Nations join COEs? Yes, they can. Partner Nations can join NATO-accredited COEs as Contributing Partners, which means that they will be able to provide inputs and have access to COE's products and services; however, they will not have voting rights in the Steering Committee. These relationships should be managed by the COEs on a case by case basis, taking security aspects into account.

Can COEs engage with non-military entities, such as industry and academia? Yes they can, moreover they are encouraged to do so. These relationships are managed by the COEs on a case by case basis, taking security aspects into account.

Where can I find more information about the COEs? There are multiple sources available, depending on exactly what you are looking for:

- COE-specific - Each COE has its own homepage listed in this catalogue.
- COEs in general – ACT's website for COEs is https://www.act.nato.int/centres-of-excellence
- COEs – detailed information. This is contained in HQ SACT's information portal called TRANSNET (more information on page 10).

COE Management Framework

COE Steering Committee

The Steering Committee (SC) is the highest decision making level within a COE. It is the main body for guidance, oversight and decisions on all matters concerning the administration, policies and operation of a NATO-accredited COE. The SC is responsible for the direction, guidance and supervision of the COE. It approves the Program of Work (POW) and the budget, and supervises their execution. The Terms of Reference of each NATO-accredited COE's SC are laid down in their Operational Memorandum of Understanding (MOU).

The SC consists of one representative from each Sponsoring Nation. The SC Chair comes from the Framework Nation (FN), and is not identical with the representative of the FN. Routine meetings of the SC take place at least once a year, and the Chairman of the SC may call additional meetings. Normally, the SC makes decisions by consensus of the representatives. During these meetings, several individuals and groups may be present, but do not have a vote:

- The SC Chair;
- The COE Director (defined below);
- HQ SACT's assigned Subject Matter Expert (SME) is invited to participate, normally to advise the SC on NATO entities' requirements and priorities;
- Other representatives as invited by the SC may attend in an advisory capacity.

The responsibilities and tasks of the SC may include:

- The consideration and approval of additional in-year requests for the POW and possible amendments to the budget;
- Review the budget report and approve the annual Financial Statement;
- Provide guidance on the functional relationships of the COE with other organizations and nations;
- Review and amend the Concept of the COE;
- Propose changes to the MOU and its Annexes.

COE Director

The Director of a NATO-accredited COE is responsible to the SC for the fulfilment of the mission, the tasks and the operation as well as administration of the COE. Taking into account the requests of HQ SACT, Sponsoring Nations, Contributing Partners, and others, the COE Director prepares and submits a draft POW to the SC for the following calendar year. The SC considers all requests for services and products, including associated costs, and then approves the POW for the COE.

Chairman of the COE Director's Conference

COE Directors meet in person, on an annual basis, during the COE Directors' Conference. Although not a formal position within individual COEs, one Director is selected amongst his/her peers to be the conference Chairman for a period of one or two years (according to his/her availability). Tasks conducted by the Chairman include:

- To call representatives and/or specialists to attend the conference, once attendance is approved by COEs' Directors;
- To set the conference topics and agenda;
- To chair the conference in accordance with the respective agenda;
- To promote and foster open discussions amongst members;
- To facilitate negotiation in order to achieve consensus;
- To communicate the Conference results;
- To represent the Directors collectively to relevant authorities when requested and agreed by all of them.

Requesting COE products and services

HQ SACT coordinates the submission of NATO Requests for Support (RfS) to the COE Programmes of Work (POW). This process is called the "RfS Process". The overall aim of the process (managed by the COE Programme Development (CPD) Branch) is to optimize the use of the COEs, and to prioritize requests when required. In an effort to streamline the process and better use the resources available to the COEs, requestors (including the NATO Command Structure) should primarily use the "RfS Tool" that is available 24/7 on TRANSNET.

TRANSNET (including access to COEs)

TRANSNET is an unclassified restricted access site available via the internet. The aim of the NATO TRANSNET Portal is to foster collaboration and create an internet accessible forum for Communities of Interest (COI) to come together and share knowledge and expertise. Access to TRANSNET is for individuals from NATO, NATO nations, MOD/DOD, NATO Partners, commercial/industry entities and others that have a standing business case with NATO. The TRANSNET Portal is password protected, so an account must be created. Please follow the steps below to sign up for TRANSNET and request access to the COE COI:

1. Go to https://transnetportal.act.nato.int/Pages/home.aspx;
2. Click on "Register" and provide your information. Commercial email accounts like Gmail, Yahoo, Hotmail or AOL will not be accepted. Only official military/government/organizational email addresses containing the requestor's name will be accepted. After providing your personal information, at the end please write your justification for asking access to the TRANSNET Portal;
3. Once your sign up request is approved by the TRANSNET administrator, login and go to your home page;
4. Click on the "Request Community Access" button;
5. From the list of available COIs, you can find Centre of Excellence (COE) COI;
6. Click on the "Request Access" button;
7. In the "COIs Requested" part, find "READ – COE" and add it to your wish list. Please provide justification for joining this COI;
8. Click on "Save" and your request will be sent to CPD Branch for approval.

Once your request is approved you will be able to view the content in the COE COI, including COE POWs and the RfS Tool.

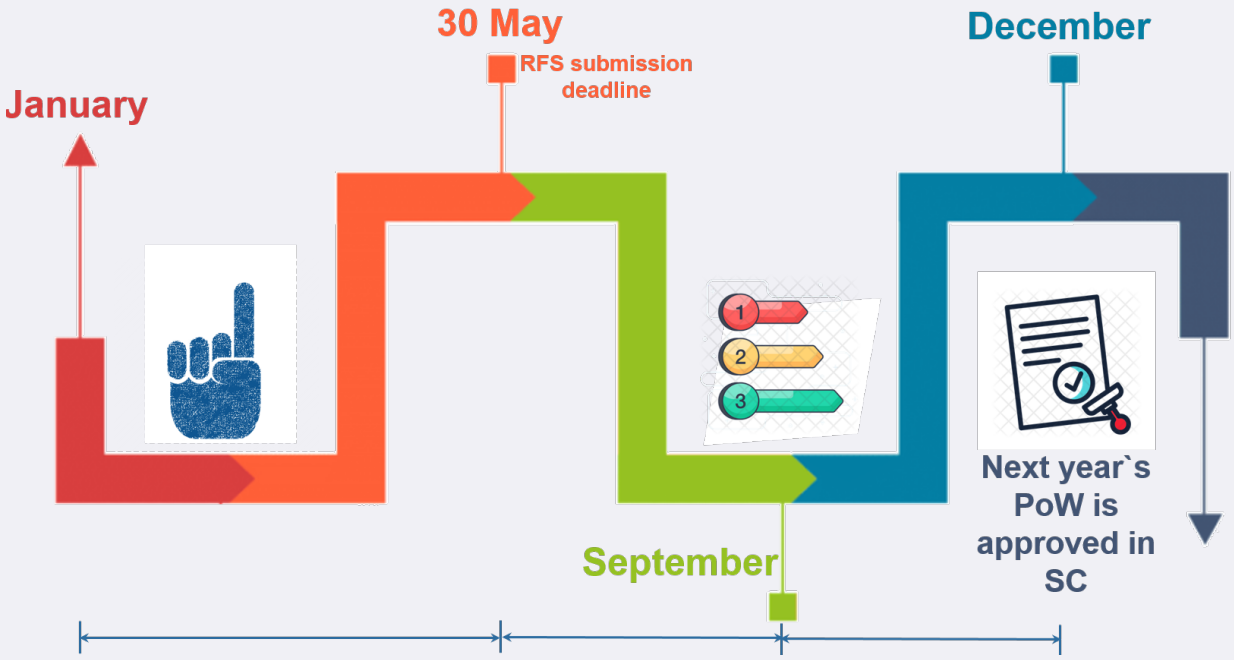
Centres of Excellence Community of Interest

One of the major advantages of joining the COE COI is that it is intended to be a "one-stop shop" for NATO-accredited COEs. Some of the content includes links to all of the COEs (and their POW if classification permits), key events, contacts, documents, and references. If an organization is considering becoming a NATO-accredited COE, there is a section on the requirements for establishment. One of the greatest benefits, however, is the ability to submit requests for support from NATO-accredited COEs. This resource is found under the "COE POW and RfS Tool" tile.

Requests for Support

The RfS tool is meant to serve as a constantly available coordination tool between two or more stakeholders. It identifies the requesting organization, the COE(s) requested to support, a high-level description of the request, and associated timeline. Although requests should usually be entered before June for work to be carried out in the subsequent year (based on the COE POW cycle), out-of-cycle requests may be carried out if sufficient capacity/resources exist. Users unfamiliar with the RfS Tool should contact the CPD Branch for assistance, but in general, the following steps are required in order to request support from NATO-accredited COEs:

1. The requestor submits the request in the RfS Tool (note: prior discussions with the COE(s) via phone or email can be helpful in determining specific resource requirements and for crafting the request);
2. The COE(s) evaluates the request to determine appropriate expertise and available resources;
3. COE(s) provide feedback via the RfS Tool response;
4. HQ SACT provides validation and prioritization (if required) of the RfS and coordinates with the potentially affected stakeholders;
5. The COE SC either accepts or rejects the RfS for the COE POW;
6. If the RfS is accepted, the COE POW is updated;
7. The COE develops the product, and formally closes the loop with the requestor;
8. Once the request is complete, the requestor informs the HQ SACT RfS Manager; the RfS Manager will update the RfS tool accordingly.



Promotional Tools

The NATO-accredited Centres of Excellence annual catalogue has become one of the most popular vehicles for the promotion of the centres' expertise within NATO bodies as well as among other stakeholders. This success relies on the significant efforts made by the COE community to face current challenges through innovative initiatives that maintain their diverse expertise for the benefit of the Alliance. More specifically, the COVID-19 pandemic has highlighted the requirement and utility of using of online solutions, and has prompted CPD to initiate its own programme of virtual solutions.

The primary objective is to facilitate the understanding of exactly what the NATO COEs are and their value to the Alliance. Further the promotional tools also explain their creation and, most importantly, how their support is requested.

Promotional activities were oriented in three directions:

- Develop a series of simple, but widely accessible, tutorials through CPD's internal SharePoint site for ACT staff, or through the externally available TRANSNET COE Community of interest for all other NATO personnel.
- Create a "COE 101" WEBINAR aiming to explain, in basic terms, what the COEs are and how they might best be used.
- Assist ACT's Communications branch with developing a video animation for posting through ACT's portals and social media channels.

A further line of effort will be to revive the ACT e-learning portal part dedicated to the COEs including the related links to COE courses.

CPD tutorials

The CPD branch, in collaboration with ACT's Modelling & Simulation Training Technologies (MSTT) branch, has developed an initial batch of tutorials that respond to simple frequently asked questions (FAQs) questions such as "What is a COE?", "How does the idea of creating an accredited Centre of Excellence start?" or "What is the establishment and accreditation process of a COE?"

Those tutorials are aimed at audiences that wish to gain an increased knowledge of the NATO-accredited COEs' missions and activities.

COE Marketplace

The 2022 edition of the NATO-Accredited Centres of Excellence (COE) Marketplace took place at NATO HQ in Brussels on Tuesday 10 and Wednesday 11 May 2022.

Scheduled to take place at NATO HQ every two years, this event aims at highlighting the diverse, but crucial, support that the NATO COEs provide to the Alliance. It provides an opportunity for the National delegations to showcase their contributions made to the Alliance as Sponsoring Nations of the COEs, and for the International Staff and International Military staff based at NATO HQ to meet the COE personnel and recognize, understand and embrace the value of the expertise, support and advice provided by these 28 NATO-accredited COEs. The event also provides an excellent opportunity for the COEs to promote their work and share examples of the products and outputs they deliver to NATO..

ACT Communications branch video animations

Designed by ACT Communications branch, these animations aims at drawing the COEs "out of the shadow" for some people in NATO various communities of interest and for a wider public audience.

The video animations (2 minutes) are displayed through NATO social networks and can be used by the COEs as an open source for promotion.

Video: "What is a COE?"
(https://media.act.nato.int/record/~eda5a8a075)

Video: "COEs - Catalysts for change"
(https://media.act.nato.int/record/~ddc92aa3ff)

COE e-Learning programme

ACT's Joint Advance Distributed Learning (JADL) site contains an area dedicated to COE-courses hosted by ACT's MSTT branch.

- This area is structured with separate areas where each COE can organize its own subject matter expertise domain. It is the responsibility of each COE to request their own area through the MSTT branch.

These individual areas provide twin benefits for each COE:

- It provides the Centre the opportunity to reach a large number of potential students within NATO, by providing useful information and contact details.
- When provided with a separate area, a COE can request support from the MSTT branch to develop and improve its own JADL competency.

CENTRES OF EXCELLENCE UNDERGOING NATO ESTABLISHMENT AND ACCREDITATION

NATO Climate Change and Security Centre of Excellence (CCASCOE)

The NATO Climate Change and Security Centre of Excellence (CCASCOE) will be an internationally recognized hub of expertise for military and civilian practitioners, working cooperatively to expand knowledge and capabilities in the field of climate change and security (CCS) for the benefit of NATO, Allies, partners, and the international community.

The CCASCOE's mission will be to:

1. Enhance knowledge and understanding of the ways that climate change will affect the security interests of NATO, NATO Allies and Partners through research, experimentation, doctrine and concept development, education and training, as well as analysis in support of developing lessons learned;
2. Help NATO and Allies to adapt and build resilience to the security impacts of climate change with particular focus on military operations, missions and tasks, including the future operating environment; and
3. Develop and share best practices and expertise to improve operational effectiveness and to reduce the climate and environmental impact of the military and defence sectors, while maintaining operational effectiveness.

The CCASCOE will be located in Montreal, Quebec, Canada and will be structured so as to maximise cooperation with relevant NATO, Allied and Partner entities, including by being equipped to engage virtually with stakeholders across the globe.

NATO Space COE

Per its vision, the NATO Space COE will be the catalyst for the comprehension, improvement, and transformation of Space Power by delivering effective solutions and providing relevant expertise to the benefit of NATO and its Allies.

The center will provide knowledge, analysis, and products covering the three operational functions (Space Domain Awareness (SDA), Operational Space Support (OSS), and Space Domain Coordination (SDC)), stimulate Space expertise sharing and interoperability, and constitute a bridge between NATO and all relevant national and international Space organizations from various sectors (Defence, Civil, Industry, Acadamia, and Research).

The NATO Space COE will focus on key roles of NATO pertaining to Space. In particular, it will address the 12 requirement associated with the four pillars. To that end the NATO Space COE will act as a dedicated hub for the development and management of collective shared knowledge, LL, and military expertise on Space-related topics. It will also provide Space expertise, and contribute to the LI/LL process related to measures undertaken by Nations in Space defence-related situations.

Located in Toulouse, France, at the heart of a valuable Space ecosystem, the NATO Space COE will be able to take advantage of worldwide Space resources and expertise to monitor the latest trends, detect technological breakthroughs, assess their consequences, and leverage their benefits for NATO, Allies and partners.

All of this will result in the ability to:

- Deliver effective solutions through independent analysis and critical thinking;
- Provide a unique expertise on combined joint activities in Space and be an open venue to collaborate for NATO, Allies, and partners, by developing, accumulating, and harmonizing knowledge, and creating and disseminating products;
- Act in consultation with NATO as an autonomous incubator for the Space Domain, connected to the other domains, devoted to meet and anticipate the Alliance's needs;
- Contribute to the development of the Space community of interest by engaging relevant stakeholders within and outside of NATO.

Consistent with the Overarching Space Policy, the NATO Space COE, support NATO to accelerating its work, deepening and expanding its use of the Space Domain, securing access to the Space services, products, and capabilities that are essential for the conduct of the Alliance's operations, missions, and activities.

Agenda:

In January 2023, 15 Sponsoring Nations will sign the Operational Memorandum of Understanding establishing the NATO Space COE. Once founded, the Centre will seek for its Full Operational Capability (FOC).

The initial steps toward the FOC will be the accreditation, and consequently the Paris Protocol Activation. These two milestones are respectively planned for Spring and Summer of 2023. The Centre will also be designated as the Department Head for Space Operations Education and Training Discipline. In this role, the NATO Space COE will be responsible for identifying and coordinating education and training solutions in Space for all NATO bodies across the Alliance. Furthermore, when approved by the appropriate Tasking Authority, the centre will be assigned the custodianship of Space-related Allied publications.

When FOC is met, the centre will be able to perform the full range of its missions with a 42-person staff fully dedicated to support NATO and the centre's member nations.

NATO AIR OPERATIONS CENTRE OF EXCELLENCE (AO COE) - CASPOA

Director's Message

After two years as the head of the Air operations CoE, I am still convinced of the excellence provided by this unit and its personnel for many years. I know that we support political end states with joint military effects by leading and evolving to understand and dominate in the field of Air Operations (AO), which truly encompasses a vast domain. The centre has faced multiple NATO challenges in the traditional four pillars. Continuing the efforts in the field on how to employ emerging disruptive technologies, the first Air C2 digitization projects have been launched and should thus bring first results in the coming years. These results will be shared with the entire community. No matter how future challenges shape the world, the AO CoE will continue using its robust, eclectic Programme of Work, 20+-years of organizational experience and deep operational background to support NATO and its partners. Now and into the future, technically and operationally, we will provide premier capabilities across the AO domain.



Colonel
Emmanuel SINGARAUD

Mission Statement

To enhance air operations effectiveness across NATO Command Structure (NCS), NATO Force Structure and with partners, as well as to support development of air operations capabilities, concepts, doctrine and experimentation.



Who we are / What we do

The Air Operations CoE, a multi-national manned French-funded organization, draws on experience and skills within air operations, technical simulation and Air C2 systems domains to provide English-speaking trainings and expertise. AO CoE manning includes highly-trained resident officers from the French Air Force, Army and Navy, as well as from Italy and the United States, in order to give a diverse, joint air operations perspective to all AO CoE activities.

Vision

By continually reflecting on, improving and even evolving our Air Operations focused mind-set, the centre aspires to provide NATO with primary tactical training and expertise in the Air Operations domain. It also covers the full-spectrum of NATOS's Air Operations discipline through courses listed in NATO's Education and Training Opportunities Catalogue (ETOC). Working closely with ACO and ACT, AO CoE provides world-class education and training to joint, multi-national war fighters who plan, task, command and control air operations. The latter contributes to C2 experimentation in the technical realm along with concept and doctrine development, shaping the future of the Air Operations domain.



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Major products and activities in 2022

- Delivered over 38 training events and welcomed roughly 662 students;
- Contributed to future Air C2 systems development, test and evaluation;
- Continued to seek to understand and document Air C2 beyond 2023, the tools, structure and capabilities, as well as possible roadblocks and pitfalls as AO CoE progresses towards that point;
- Continued to collaborate with the NATO Scientific Technology Organization (STO) through membership in the NMSG;
- Focused on the integration of Multi-Domain strategy and thinking into all AO CoE courses;
- Provided guidance for the Allied Command Operations joint targeting community both as an SME and training provider;
- Supported SHAPE and AIRCOM in capturing training requirements, offering optimal training opportunities and cooperating with NCIA, the NCS and ACT;
- Launched a new project called C2lab IC2ARE aiming at including innovation technology start-ups to encourage a paradigm of thought in terms of innovation within Air Operations.

Major products and activities in 2023

- Keep on delivering training events and welcoming students from NATO Nations;
- Continue to collaborate with the NATO Scientific Technology Organization (STO) through membership in the NMSG;
- Research, document and validate the Air C2 tools and capabilities of tomorrow. The near-term goal is to identify where AO CoE should use its capabilities and resources to accelerate their adoption. This include contributing to the testing and evaluation of future Air C2 systems and structures;
- Experiment with and assess the impact of Multi-Domain Operational thinking on the current Air C2 paradigm;
- Provide guidance for the Allied Command Operations joint targeting community both as an SME and training provider;
- Continue support SHAPE and AIRCOM in capturing training requirements, offering optimal training opportunities and cooperating with NCIA, the NCS and ACT;
- Continue with the project IC 2ARE to encourage a paradigm of thought in terms of innovation within Air Operations;
- Continue our contribution to NATO exercises, notably Steadfast Jupiter 2023;
- Continue our involvement with DST meetings that shall materialize with our participation to the Spartan Warrior exercise.



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CIVIL-MILITARY COOPERATION CENTRE OF EXCELLENCE (CCOE)

Director's Message



Colonel (GS)
Andreas ECKEL

In times of rising global challenges and growing competition, NATO recognises that a comprehensive approach is necessary for a credible deterrence and defence mission as well as a contribution to international crisis management of the Alliance. A military joint function that integrates the understanding of the civil factors of the operating environment and that enables, facilitates and conducts Civil-Military Interaction to support the accomplishment of missions and military strategic objectives in peacetime, crisis and conflict. In order to support the CIMIC transformational, educational and operational requests of the NATO Strategic Commands, the CCOE Sponsoring Nations, NATO Customers, and other customers, the CCOE's fundamental and enduring purpose remains to provide up-to-date and relevant Subject Matter Expertise in the field of CIMIC.

Mission Statement

The CCOE provides Subject Matter Expertise in NATO Civil-Military Cooperation (CIMIC) and Civil-Military Interaction (CMI) to support the transformational and operational requests of the NATO Command Structure, Sponsoring Nations, and other customers.

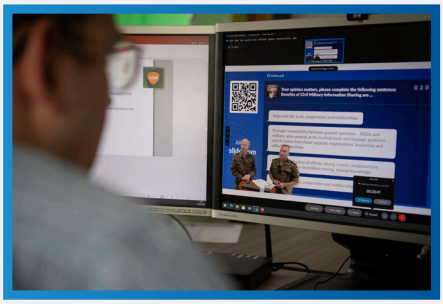


Who we are / What we do

On the 31st of July 2007, the CCOE was recognized as a NATO accredited Centre of Excellence, now located in The Hague, Netherlands. The CCOE is the recognised asset to assure NATO Nations' and Partners' access to up-to-date knowledge and expertise in the field of CIMIC and CMI and to promote NATO's role in the area of transformation and innovation to external audiences. The CCOE is NATO Department Head for CIMIC & CMI (including Civil Preparedness), and a NATO accredited Education & Training Facility. Based on the NATO EU joint declarations regarding intensifying cooperation, the CCOE became the European Union Discipline Leader (EU DL) for CIMIC, providing a comparable coordinating function for EU like as DH for NATO, and a member of the European Security Defence College in 2020. CCOE's program of work, coordinated and consistent with NATO efforts, is guided by 1. Education and Training, 2. Lessons Learned and Analysis 3. Concept Development and Experimentation, and 4. Doctrine Development and Standards.

Vision

The CCOE acts as the recognised hub of knowledge and expertise in CIMIC & CMI and as a unique platform for cooperation and partnership. Therefore the CCOE is the preferred network campus to connect people, share collective knowledge and gain unity of purpose in the field of Civil-Military Cooperation and Civil-Military Interaction.



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Education and Training

The Training and Education Branch (T&E) functions as the COE's accredited education & training facility for CIMIC & CMI. It uniquely combines expertise with training and education. The CCOE is also the Department Head for the CIMIC & CMI Discipline regarding Education-Training-Exercises-Evaluation (ETEE). This setting facilitates the immediate alignment of CIMIC & CMI courses to NATO's training requirements, its operational environment and present-day security challenges.

In 2023 the CCOE plans to align training solutions and address mutual challenges with related disciplines; Military Contribution to Peace Support (MC2PS), Gender (NCGM), Building Integrity and STRATCOM.

Furthermore, the CCOE also focuses on synchronisation training efforts with US Civil Affairs.

Lessons Learned & Analysis

CCOE's Lessons Learned & Analysis (LL&A) Branch intends to support the CIMIC & CMI Community of Interest by providing observations and lessons which foster capability improvement and thus contribute to the future development of CIMIC and enable transformation:

- Collection of CIMIC-related observations in the real-world environment with focus on their impact on CIMIC training and doctrines;
- Collection of CIMIC-related observations in NATO, EU and national exercises;
- Cooperation with JALLC and COE LL Community of Interest;
- Support revision of CCOE's course landscape;
- Support revision process of CIMIC-related doctrines;
- Support to capability development of CIMIC Analysis & Assessment and Joint CIMIC;
- Provide CIMIC SME to Federated Mission Networking CIMIC Meeting and NATO SHIPPING Working Group.

Concept Development and Experimentation

The CCOE supports the continuously evolving, adapting and innovating joint function CIMIC, including academic studies and the development of concepts development, processes, doctrine and documents:

Actual topics include:

- CIMIC Analysis & Assessment capability (SHAPE J9 Strategic Initiative 5);
- NATO Warfighting Capstone Concept – and Warfare Development Agenda-related products and deliverables (including but not limited to: Multi Domain Operations Concept, Layered Resilience Concept, Cognitive Warfare, Longterm Strategic Shaping, Day Zero Integration, China Posture, Climate Change, EDT).

Doctrine Development and Standards

The CCOE is the custodian for AJP 3.19 ALLIED JOINT DOCTRINE FOR CIVIL-MILITARY COOPERATION with its finalization as point of main effort in 2023 and works to ensure the appropriate reflection of CIMIC aspects in related doctrine and publications.

The CCOE edits publications that vary from academic books to more practical applications, such as the CIMIC Handbook and other semi-formal publications (handbooks, Makes-Sense booklets and fact/info sheets).

Within the "US Civil Affairs Euro-NATO CIMIC Synchronisation project", the CCOE is hosting a US CA liaison officer who contributes to progress in all its lines of effort.

Furthermore, the CCOE works to ensure the appropriate inclusion of CIMIC-related aspects to NATO Cross-Cutting Topics and emerging topics and the inclusion of those topics in CIMIC-related products.

For 2023 we expect a further dynamic in the conceptualisation of NATO's contribution to Human Security.



CCOE Events 2023

- Annual Discipline Conference (ADC): 13-15 June 2023 (tbc)
- Community of Interest Workshop in September combined with SHAPE J9 CIMIC Key Leader Conference CKLC

CENTRE OF EXCELLENCE COLD WEATHER OPERATIONS (COE-CWO)

Director's Message



Colonel
Jo HAUGOM

History reveals what cold weather can do to the fighting power of military units. But also in today's ongoing war in Ukraine, we have seen reports on cold weather related injuries and challenges on the battlefield. COE-CWO experience a greater interest of NATO countries capability development within CWO, and a number of national Arctic strategies have been developed during the last years. The Allied Command Transformation (ACT) Strategic Foresight Analysis (SFA) on the region also contributed to a regional perspective with current and future challenges to NATO. COE-CWO is and will be the provider of expertise and experience to NATO within all four COE pillars. Main effort is currently the process of developing Concept for Joint Operations in Cold Weather Environments and doctrine for land tactical level. Now when Sweden and Finland are on their way to NATO membership, the Alliance will experience an extension of territory in the High North. This add on to the already awareness of the importance of NATO CWO warfighting capabilities for the future.

Mission Statement

COE-CWO will strengthen the Alliance's ability to conduct military operations in Cold Weather Environments by serving as the principal advisor to SACT within all pillars of the COE program. The COE will provide development, training and education within all domains and command levels. Together with HQ SACT and Allied Nations, COE-CWO will identify and develop what is demanded in order to contribute to the Alliance's transformation.



Who we are / What we do

Situated on NATO's northern flank in Norway, the Centre has deep knowledge and experience from operating under harsh winter conditions. We are network based and output focused.

We share our experience to the best of the Alliance, through offering education and training opportunities, doctrine and concept development work, and through sharing lessons identified and best practice.

In order to provide the best available support to the Alliance, the Centre draws on resources from its network organization.

Additionally, our Community of Interest comprises nations and organizations that bring in valuable perspectives and relevant competence, making our source of knowledge comprehensive and multinational.

Vision



To become the recognised expert for NATO's Transformation in the field of CWO, the COE-CWO will utilise its expertise on CWO in the whole spectrum of the Alliances on-going and possible future operations. It will support education, training and exercises related to cold weather and winter conditions. It will generate competence by means of a well-developed network of military and civilian as well as national and international competence-units and organizations, in order to continuously improve and be updated on all CWO related knowledge and developments. It will test and validate ideas, equipment and concepts through experimentation, where the COE will use either the COE's own experiments or other entities' experiments to gain knowledge.

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The current geopolitical situation underlines the importance of NATO being able to operate anywhere without much time to prepare. COE-CWO's efforts in making NATO able to conduct warfighting in the Cold regions of the world is ongoing, and within the next years to come a substantial contribution will be made.

COE-CWO is in a very good position for further work and development. The COE supports on all four pillars within the COE Program, the schoolhouse has the benefit of having a very competent crew at the COE, a wide network organization, and the COE-CWO Steering Committee recognise the importance of prioritising the COE's Program of Work and future development to the benefit of the Alliance.

Achievements in 2022, ongoing projects and future development

General:

- Periodic Assessment of COE-CWO in April 2022.
- Supported Cold Weather Equipment development projects to the Framework Nation.



CD&E:

- In charge of developing a CWO concept that will support JFC level planning and preparations for CWO. Timeframe 2021-2024.
- Validation experiment during STJU23. Timeframe Jan-Oct 2023.

DD&S:

- Custodian for ATP-3.2.1.5 Conduct of land tactical operations in cold weather environments. Final draft due Dec 2022.
- Organizing workshop during LOWG Specific Environments Panel fall meeting.
- Organizing and hosting Standardization within NATO course.

A&LL:

- Support to MARFOR EUR/AF evaluation team during Ex CORE22.
- Development of COE-CWO Lessons Learned Standard Operating Procedure, including identification of CWO Lessons Learned data collection arenas.
- Initiated a Best Practise paper describing what considerations should be addressed during Crisis Response Planning for a CWO scenario.

ETEE:

- Supported battle staff training at RRC-FR with CWO expertise.
- SME support to RRC-FR and VJTF Bde during EX BRJU22 and CORE22.
- Arranged NATO staff officers CWO planning course.
- Organizing CWO planning WEBINAR for NATO staff officers.
- Provide CW training for allied forces preparing for Ex Joint Viking 23.
- SME support to JFC NF in preparations for Ex STDE24.

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COMBINED JOINT OPERATIONS FROM THE SEA CENTRE OF EXCELLENCE (CJOS COE)

Director's Message



Vice Admiral
Daniel
DWYER

The Combined Joint Operations from the Sea (CJOS) COE is committed to developing NATO's ability to conduct joint operations from the maritime environment. Hosted at the U.S. Navy's largest maritime base -- NATO's only home in North America -- CJOS is dedicated to helping NATO forces maintain their warfighting edge and advantage through horizon scanning on maritime operational matters, analysing innovative maritime technology, and developing conceptual thought across the Atlantic. In 2023 we embark on another ambitious program to answer the demand signal from our Sponsor Nations, focusing on multi-domain integration, amphibious development, innovation, and understanding competitors. Underpinning all of this, the CJOS team strives to advance interoperability and integration, whether through analysis and commentary, or in-person engagement. We are here to help you - if you have a challenge that you think CJOS can advise on, we want to hear from you.

Mission Statement

To support the Sponsoring Nations (SNs) and NATO in improving their ability to conduct Allied combined joint operations from the sea in order to counter current and emerging maritime global security challenges.

Who we are / What we do

CJOS COE is a small but dynamic and well-connected COE based in Norfolk, Virginia (U.S.A), that provides a maritime focus for Alliance warfare development, acts as a conceptual trans-Atlantic bridge for the Alliance Maritime Enterprise, drives maritime interoperability and integration, and supports the four pillars of NATO transformation. The Centre draws on knowledge and capabilities of Sponsoring Nations, Allied Command Transformation (ACT), U.S. SECOND Fleet, Joint Force Command Norfolk, along with other neighbouring U.S. commands, to drive maritime warfare development.

Vision

Working closely with partners and stakeholders from international militaries, governments, non-governmental agencies, industry, and academic communities of interest, CJOS COE aims to be the Alliance's source of expertise in the conduct of combined and joint operations in the maritime environment.



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The 2022/2023 CJOS COE Programmes of Work are built within the following six Lines of Effort, many evolving from previous CJOS COE work, and all taking into account NATO priorities from a maritime perspective:

Drive Interoperability, Integration, and Force Development:

- Chair, participate, and contribute to a variety of doctrine and lesson learned working groups - advancing NATO's capabilities in the maritime environment to adaptably interoperate forces and resources.
- Published Version 3 of the Allied Interoperability and Integration Guide.
- Support exercises – CJOS provides maritime subject matter experts to US and multinational exercises.
- Contribute directly to progressing NATO's communication systems, with real-time command and control challenges.
- Explore efficient procurement potential amongst NATO nations in support of interoperability.
- Discuss capabilities of Finland and Sweden as they pertain to the maritime environment, and determine the best use of these assets.

Multi-Domain Integration:

- Bring together stakeholders to address key challenges, and thereby improve collective maritime security.
- Investigate AI, autonomous vehicles and computing to enhance maritime ISR.

Support the Alliance's Development and Integration of Amphibious Capabilities:

- Continue to be a chief contributor to the NATO Amphibious Leaders activities, developing and operationalizing a multinational amphibious task force in support of NATO.
- Participate in multiple working groups, focusing on integration issues and the NATO Amphibious Task Force concept.

Support the Alliance's Development of Innovative Technologies:

- Chair "Working Package E" of the ASW Barrier Smart Defence Initiative.
- Provide doctrine, policy, research studies and exercise analyses of Manned-Unmanned technologies in multiple areas of warfare, including maritime warfare and joint operations.

Deepen Our Understanding of Challenges and Our Competitors in the Maritime Domain:

- Produce the annual magazine "Cutting the Bow Wave", providing wide-reaching articles and information pertaining to combined and joint operations with a maritime focus.
- Research and analyse Arctic operations, including addressing C4ISR challenges and cold weather impacts.
- Examine the impact of non-traditional potential NATO adversaries, including non-state (terrorism) and state (China) actors.

Support Administrative Activities:

- Support and coordinate with fellow COEs, ACT and ACO on administrative matters.

Within these Lines of Effort, CJOS COE projects span across all activities within the NATO pillars: Education & Training, Analysis & Lessons Learned, Concept Development &Experimentation, and Doctrine Development & Standards.

In addition to the outlined Lines of Effort, CJOS COE delivers the Future Maritime Warfare Symposium (FMWS). Now in its second year, this flagship event aims to bring together key leaders and thinkers in the maritime to consider challenges and opportunities, and increase our collective understanding of our maritime context.



Director's Message

Command and Control enables NATO to orchestrate its international capabilities. How does it work? Which are the best practices within the Alliance? How to adapt to ever changing circumstances? At the NATO Command and Control Centre of Excellence we work on answering these questions. We are "Catalysing C2", by research, experimentation, evaluation, and analysis. By doing so we continuously support NATO transformation.



Colonel
Mietta
GROENEVELD

Mission Statement

We support NATO transformation, nations and international institutions/organizations with subject matter expertise on Command and Control.

C2 at the operational level is our primary interest, with a focus on C2 processes and structures (including connectivity), Information and Knowledge Management and Human Factors (including leadership).



Who we are / What we do

The NATO C2COE is a multinational organization designed to permanently focus on specific areas of C2, primarily at the operational level. These three specific areas are:

- C2 processes and structures (including connectivity);
- Information and knowledge management (IM and KM);
- Human factors including leadership.

By concentrating purely on these C2 aspects, the NATO C2COE is unique; no other NATO related organization focuses exclusively on the overarching joint function C2. It gains its expertise by assessing and evaluating C2 aspects during missions, exercises and experiments.

These assessments and insights from the real world on all aspects of C2 in a joint, interagency and combined environment are the basis for further analysis and peer-to-peer discussions. The final results support concept development and experimentation, doctrine and policy development, education and training, and requirements definition.

Vision

NATO C2COE catalyses C2 by capturing, creating, assessing and distributing C2 knowledge. The joint and multinational capacity of NATO C2COE and its partners will lead to robust and applicable knowledge.



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The NATO Command and Control Centre of Excellence (NATO C2COE) is a multi-nationally, accredited international military institution which offers expertise and experience for the benefit of the Alliance and its member nations.

The NATO C2COE, as a team of multinational experts, is to provide decision-makers effective solutions and tangible products on operational level C2, in order to safeguard NATO and the members Nations' interests.

We bring together NATO Allies and partners working alongside the alliance as force multiplier and hub of knowledge.

In 2022 the NATO C2COE continued the work on creating clarity on the term Multi- Domain Operations (MDO) and the MDO C2 concept. In 2023 the efforts on the MDO topic will continue through several ACT-led and own projects.

Several presentations at well visited main events, organised by either The Netherlands, NATO or industry, were provided. The NATO C2COE joined the discussion about Multi-Domain Operations during the first NATO MDO Conference hosted by ACT in Oxford, United Kingdom, where we opened the second day with a keynote speech about Multi-Domain Command and Control, which led to fruitful discussions about current capabilities and future challenges.

The two "Future of the Command Post studies" dealt with the attitude of current leadership for automated decision-making support and explored the impact of technology developments on future staff work. The MDO C2 Demonstrator (MDOC2D) project raised the awareness of senior national and NATO leadership of the potential of currently available or emerging technology to support a commander in the Military Decision Making Process (DMP). We are currently working on a follow-up project together with civilian partners. This effort will be will be finalised during 2023.

The NATO C2COE will continuously provide support to the STEADFAST-series and JACKAL-series exercises in the phases IIB and IIIB, with C2 SMEs. Main activities are aimed at the training audience as part of the JWC Stavanger training teams.

In 2022 the NATO C2COE continued its role as Department Head for the Operations Planning Operations Assessment and Alternative Analysis Discipline within Global Programming in order to coordinate and improve NATO's education and training (E&T) within these fields. It culminated in organising and leading the second Annual Discipline Conference in September.



In order to professionalize the E&T-solutions/products a temporarily E&T section was established in 2022 and extended for the upcoming years. This relative new section will continue capturing the Centre's (applicable) knowledge on C2 in the upcoming years.

In 2022 the NATO C2COE organised its well received, in-house developed C2 seminar with the title "Executing C2 in a Multi-Domain Environment. Who is in Command and who do we Control. This was the first physical seminar after the COVID-19 pandemic. The aim of the seminar was to inform and challenge participants on the arguments and theory surrounding MDO and multi-domain C2 (MDC2) by providing the latest insights and perspectives on C2 in a layered operating environment. In order to achieve this, the NATO C2COE invited a range of experts – from academia and across The Alliance – to share their viewpoints on various aspects of MDO and MDC2, thus illustrating its increased relevance, while providing the initial framework for C2 in the not too distant future battlefield.

CENTRE OF EXCELLENCE FOR OPERATIONS IN CONFINED AND SHALLOW WATERS (COE CSW)

Director's Message



Rear Admiral
Henning FALTIN

Without doubt, confined and shallow waters are a highly relevant part of the global commons in many aspects. They are affecting a majority of the world's population as hubs of transport, trade, livelihood, and nutrition source, to name just a few. Confined and shallow waters show inherent characteristics of competing interests from different national, economic and individual actors, combined with dense activity patterns and complex environmental conditions. The resulting challenges are affecting maritime endeavours, general military and security-related operations, and legal aspects and policy-making alike.

Addressing such challenges, COE CSW supports the Alliance's mission efforts and interoperability, utilising knowledge gained through the plethora of our activities and projects. We are engaged in a wide range of actions from developing warfare capabilities and discussing operational maritime law issues through to the level of supporting strategic decision making.

It is my firm intention to continue in progress with my team in 2023, and to deliver tangible high-quality products and relevant service to our customers within NATO and beyond.

Mission Statement

The COE CSW mission is to provide joint and combined subject matter expertise in the range of operations in CSW in order to support the Alliance, our participating nations and other customers thus contributing to NATO transformation and enhancing the interoperability amongst the allies and partners.



Who we are / What we do

The COE CSW was established in 2007 and accredited by NATO in 2009. Drawing upon navies' experiences in confined and shallow waters operations, bringing together this unique expertise from different nations and thus creating synergy in a relevant field of competence is an excellent way to advance NATO's transformational efforts in areas such as the unique and extremely demanding operational environment of CSW. Our multinational team of subject matter experts covers the pertinent warfare areas and supports NATO in the entire COE work spectrum to support transformation in general, and warfare capability development in particular.

Vision

As the very hub of knowledge, the COE CSW is recognised as an essential provider of competence and a tangible supporter to the Alliance, the participating nations, and other customers.

We are an indispensable element of NATO Transformation by generating synergies and sharing best practices in a multinational environment.

We are playing the key role in advancing the joint and combined understanding of specific challenges related to operations in CSW, as well as in driving forward the development of high standard warfare capabilities and skills.

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- Working in a range of NATO Working Groups (WG), e.g. the Maritime Operations WG (MAROPS WG), the Allied Joint Operational Doctrine WG (AJOD WG), Force Protection WG (FP WG), Counter-Improvised Explosive Devices Working Group (C-IED WG), NATO Electronic Warfare WG (NEWWG), Amphibious Operations Working Group (AMPHIBOPS WG), Naval Mine Warfare Working Group (NMWWG), NATO Joint Capability Group Unmanned Aerial Systems (JCGUAS), NATO Counter-Unmanned Aircraft Systems WG (C-UAS WG); acting as official liaison between AJOD WG and MAROPS WG;
- Promoting global Maritime Security by organising side events within the Munich Security Conference (MSC) and through related project work;
- Contributing to the ACT led initiative to provide a C-UAS handbook for NATO C-UAS WG;
- Contributing to ACT's Smart Defence Initiative (SD 1.1271) Deployable ASW Barrier Operations;
- Supporting the implementation of NATO Maritime Synthetic Collective Training, incl. the implementation exercise DYNAMIC MIRAGE (2024);
- Advocating the crucial role of the Electro Magnetic Spectrum (EMS) in maritime operations, supporting MARCOM and custodians in developing respective publications and fostering experimentation, education and training;
- Supporting the NATO Maritime Unmanned Systems (MUS) Initiative as part of the Staff Advisory Groups (SAG) inside the Steering Board;
- Co-Sponsoring the NATO´s Industrial Advisory Group (NIAG) study on "Industrial perspective on NATO's military digital underwater communications capability and new fields of applications";



- Building up a computer-assisted wargaming capability to train maritime staffs at the tactical level and to support concept- and warfare development in an analytical context;
- Analysing options for the use of space capabilities for maritime operations in CSW, including experimentation in exercises;
- Supporting the series of Robotic Experimentation and Prototyping Exercise augmented by Maritime Unmanned Systems (REPMUS) and the Dynamic Messenger series;
- Fostering a common understanding and the development of Operational Maritime Law, e.g. by our annual "Conference on Operational Maritime Law".

COOPERATIVE CYBER DEFENCE CENTRE OF EXCELLENCE (CCDCOE)

Director's Message

The NATO Cooperative Cyber Defence Centre of Excellence brings together 38 nations with shared values and similar needs. Its members believe that cooperation can enhance their capability to carry out cyber operations. The main areas, where shared experiences are especially valuable, are related to common frameworks for multi-domain and combined operations, military-civilian coordination, and public-private partnerships. CCDCOE has four flagship projects: prominent multidisciplinary conference on cyber conflict - CyCon, biggest live-fire exercise Locked Shields and technical red-teaming cyber exercise Crossed Swords take place annually. Currently is also in progress Tallinn Manual 3.0 – guide on how international law applies to cyber operations.



Dr.
Mart NOORMA

Mission Statement

Our mission is to support our member nations and NATO with unique interdisciplinary expertise in the field of cyber defence research, training and exercises covering the focus areas of technology, strategy, operations and law.



Who we are / What we do

We offer a unique interdisciplinary approach to the most relevant issues in cyber defence with our research, trainings and exercises. CCDCOE engages in international cyber cooperation, conducting large-scale cyber conferencing and cyber exercises.

Vision

CCD COE brings together NATO Allies and partners beyond the Alliance. In addition to fostering cooperation of like-minded nations, we also enhance our cooperation with industrial partners and academia. The Centre sees itself as the independent epicentre for know-how and expertise in cyber domain.

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2022 / 2023

In 2022 CCDCOE welcomed five new members – Canada, the Republic of Korea, Luxembourg, Ireland and Japan. In March, the CCDCOE Sponsoring Nations unanimously accepted Ukraine as a future member of the Centre and started the accession process. While there are 5 countries in the process of becoming members of CCDCOE, we are already today proud to present 33 nations.

Despite the challenges due to COVID, CCD COE was successful within the last year in organizing our flagship projects – cyber exercises Crossed Swords and Locked Shields and our International Conference on Cyber Conflict, shortly CyCon.

CyCon brought to Tallinn the highest-ranking generals and experts from 50 countries from all around the world. Like CCD COE itself, CyCon will also celebrate its 15th anniversary next spring. The 15th Conference is taking place from 30 May until 2 June 2023 and is going to be themed "Meeting Reality". It seeks to challenge our assumptions about cyber conflict and associated technologies in general, in addition to their role in peacetime as well as crisis and conflict. CyCon 2023 encourages the discussion of concepts of cyber conflict as tested by real world events, addressing questions that might have appeared niche and theoretical just a few years ago, but now have proven to be of real-life significance.

CCD COE is committed to continually improve our training offerings to address the changing needs of the ever-developing cyber security field. To best meet the training requirements of our Allies, Partners and NATO as a whole, we provide courses in different formats and locations, covering a broad range of topics in the technical, legal, strategic and operational cyber security domains. The CCD COE Training Catalogue for 2022 can be downloaded from our website.





NATO COUNTER-IMPROVISED EXPLOSIVE DEVICES CENTRE OF EXCELLENCE
(C-IED COE)

Director's Message



Colonel
Javier
CORBACHO MARGALLO

IEDs continue being the main cause of violent casualties in the world. The type of missions that NATO is facing currently and in which there are NATO troops deployed give the false impression that IEDs are less harmful for our troops and/or our societies than they were in past years. As my predecessor in the C-IED COE Director's position used to say, "IEDs have gone to stay". C-IED COE will continue providing C-IED support to NATO and Sponsoring Nations on a daily basis, setting the main focus of the C-IED COE activities in 2023 in continuing with the institutionalization of C-IED within International community, making our analysis and studies to have impact in current scenarios and AOOs and supporting NATO priorities in C-IED training, concept development and capacity building.

Mission Statement

The C-IED CoE mission is to provide subject matter expertise in order to support the Alliance, its Partners, and the International Community in the fight against the IED system and to co-operate to increase the security of Allied Nations and all troops deployed in theatres of operations by reducing or eliminating the threat posed by the use of improvised explosive devices by non-state actors, terrorists and/or insurgents networks.



Who we are / What we do

The C-IED COE is the natural venue for all C-IED issues within NATO area. The C-IED CoE is organized into three pillars: Attack the Network, Defeat the Device and Prepare the Force, and has a staff over 60 people, of which more than 40 are subject Matter experts in the field of C-IED. Its director participates in related working groups of both NATO and the European Defence Agency (EDA), facilitating the creation of synergies between both organizations.

Vision

Our vision is to use a comprehensive and synergistic interagency approach fusing support from military personnel, law enforcement, police, the intelligence community as well as civilians from academia, and the research and technology industry to defeat both terrorist and insurgent networks that use IEDs as well as the IEDs themselves. Further, we want to ensure the IED environment is considered as an inherent part of future hybrid warfare scenarios and included in future planning processes at all levels.



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2022 / 2023



Support to Concepts, Doctrine and Standardization Development

- Custodianship for STANAG 2294, STANAG 2295.
- Keep on supporting the NATO Technical Exploitation Concepts development.
- Support Partner Nations in their C-IED doctrine development process.
- Provide support to NATO Defence Against Terrorism Program of Work (DAT POW).
- Support the NATO Warfighting Capstone Concept.
- Support the NATO C-UAS POW under Air and Missile Defence Committee.
- Support the NATO Technical Exploitation Group.
- Keep on supporting NATO Human Network Analysis in support of Targeting (HNAT) development.
- Support the NATO Intelligence Community, lead by NATO HQ JISD, with doctrinal and concept developments.

Support to Lessons Learned and Analysis Activities

- Act as C-IED Community of Interest content manager on NATO Lessons Learned Portal (NLLP).
- Maintain and improve C-IED Lessons Learned process.
- Conduct a Lessons Learned workshop.
- Supervise the "out-of-the-theatre C-IED Lessons Learned process" and incorporate results of TTP analysis and LL in NATO training activities/solutions.
- Analyse new threats, trends, along with Tactics Techniques and Procedures (TTPs).
- Conduct technical and intelligence analysis in support of C-IED Community of Interest.
- Provide anticipatory analysis regarding Global IED threats and related Threat Networks.
- Conduct a C-IED Interagency Workshop.

Support to Technologies, Experiments and Information Management

- Assess technological developments to defeat the IED.
- Analyse current and emerging IED trends to identify potential solutions.
- Support C-IED enablers' concept of employment development and technical exploitation.
- Provide technical advice on explosive threat and C-IED technologies.
- Support NATO initiatives and work strands (RTO SCI 243, SCI 233, SCI 256).
- Collaborate with other organizations in R&D projects as industries and university: PRINSE project (Protection of infrastructures against explosions), BLADE project (Blast protective Walls using absorbing devices), SAFEDRONE project (detection of buried IEDs).
- Collect / assess / analyse information regarding C-IED to develop and maintain a C-IED Equipment Database.
- Conduct a Technology Workshop.
- Continue supporting the development of the Technical Exploitation in Water Environment area.

Support to Education & Individual Training

- Conduct the related tasks of Department Head for C-IED training within NATO.
- Develop, conduct and support courses in collaboration with NATO and other organizations.
- Promote the use of the approved standardized C-IED Common Training Model (CCTM) for partner training.
- Develop and conduct C-IED courses in support for partners (Non Classified, e.g. Defence Capacity Building activities).
- Organize and conduct C-IED related Mobile Training and Advisory Teams (MTT & MAT).
- Conduct Senior Leadership Seminars and/or Engagement (SLS & SLE) for NATO.
- Support NATO Command Structure (NCS) / NATO Force Structure (main) exercise.
- Develop Advanced Distributed Learning (ADL) tools in support of C-IED and courses.
- Support development electronic Military Training and Exercise Programme (E-MTEP), support and maintain Education & Training Opportunities Catalogue (ETOC) and Partnership Real-time Information, Management and Exchange System (ePRIME).
- Be the reference body for the training and education subject matter experts (SME's) for C-IED related activities.

NATO COUNTER INTELLIGENCE CENTRE OF EXCELLENCE (NATO CI COE)

Director's Message



Colonel
Mariusz NOGAJ

Russia's brutal aggression in Ukraine definitively ended a period of relative peace, showing no one is safe from the ambitions of the former Soviet Empire. This breakthrough moment in world security demands adequate answers. By adopting a new strategic concept at the Madrid summit in 2022, NATO showed it is ready for new challenges in this area. We are witnessing the return to a classic rivalry of powers where military threats come to the fore, including the nuclear threat. Efficient and effective counter-intelligence is an important first line of defence in this context. Countering intelligence threats is an ongoing process during both peace and war. Although counter-intelligence is mainly a national domain, NATO as an Alliance must act effectively in this field as well. The NATO Counter Intelligence (CI) Centre of Excellence (COE) was established for this purpose.

The NATO CI COE is a key element in the Alliance's efforts to degrade destructive activities of hostile intelligence services. It is a force multiplier for the CI efforts of NATO operations, exercises, policies, concepts, and strategies.

Mission Statement

The mission of the NATO Counter Intelligence Centre of Excellence is to expand the capabilities of the Alliance and its Member States by providing comprehensive expertise in the field of counter-intelligence.



Who we are / What we do

The NATO CI COE is staffed by subject matter experts from eleven countries: Poland, Slovakia, Croatia, Czech Republic, Germany, Hungary, Italy, Lithuania, Romania, Slovenia, and the United States. France also participates as an observer nation. The Centre is headquartered in Kraków, Poland, and has full access to the facilities of the Military Training Center in Lešť, Slovakia.

The NATO CI COE undertakes efforts to harmonize NATO CI publications, integrate best practices, and serve as a hub for CI expertise, thereby enabling NATO CI forces to achieve the highest levels of interoperability and integration. A substantial part of the Centre's portfolio resides in education and training. It provides a variety of CI-focused courses, seminars, conferences, and workshops. The intent is to establish a robust CI Community of Interest within the NATO Command Structure, NATO Force Structure, and NATO Nations.

Vision

The vision of the NATO CI COE is to be a catalyst for NATO innovation by supporting the development, promotion, and implementation of new policies, concepts, strategies, and doctrine that transform and enhance Allied counter-intelligence capabilities and interoperability.



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2022 / 2023



The NATO CI COE conducts advanced in-residence NATO CI training courses in both Poland and Slovakia. It also conducts Mobile Education and Training Team (METT) events and seminars based on NATO Nation's requests. The Centre supports NATO CI Exercise STEADFAST INTEREST (STIN) with multiple staff experts, and cooperates with academia, other intelligence-related COEs, and NATO CI entities to develop solutions to new challenges. It also conducts pre-deployment seminars for the "Forward Presence" (FP) initiative, and is developing guidance for NATO CI operators when responding to Unmanned Aerial System (UAS) incidents. The NATO CI COE received Allied Command Transformation Quality Assurance (QA) accreditation and is a NATO-approved education and training facility. In 2022, the NATO CI COE expanded its capacity with a modern education and conference building in Kraków, which adds to capability provided by a secure educational facility recently completed at the Military Training Center in Lešť, Slovakia.

A core Centre function is enhancing NATO and National CI lessons learned (LL) capabilities and multinational interoperability by exchanging information, best practices, and analytical products. The NATO CI COE provides CI expertise to courses and exercises, and advises on NATO member requests for support. The Centre designs, develops, and delivers tailored training opportunities to enhance the knowledge and skills of NATO personnel in the fields of analysis and LL. The Centre also provides a repository for International, National, and NATO-shared CI information, analysis, and LL in cooperation with the Joint Analysis and Lessons Learned Centre (JALLC). A wider NATO audience can benefit from a NATO CI COE online course on basic counter-intelligence and security principles, hosted by JALLC.

The NATO CI COE is also the custodian of two major CI-related NATO publications: Allied Joint Publication (AJP) 2.2, Counterintelligence and Security Procedures; and Allied Intelligence Publication (AIntP) 19, Counterintelligence Tactics, Techniques, and Procedures. These two documents are foundational elements in shaping Alliance CI activities. The Centre also contributes to NATO doctrinal efforts by providing comments, suggestions, assessments, compliance solutions, and expert knowledge of existing or revised NATO policies, doctrines, and procedures related to CI. The NATO CI COE also leverages its relationships with complementary functions like Security, Force Protection, and Human Intelligence (HUMINT) to ensure consistency and alignment among doctrine document.

The multidimensional nature of the military environment has developed significantly and is expected to grow even faster. Emerging and disruptive technologies bring opportunities and threats, posing new challenges for understanding today's operating environment and neutralizing potential threats to Alliance security. Blurring the line between the virtual and physical domain, traditional tactics, techniques, and procedures (TTP) by which CI operators execute their tasks must be adapted to the new operational context and integrated with the latest technological innovations to increase effectiveness and interoperability among NATO Nations. The Centre's concept development and experimentation branch develops and implements innovative solutions to address CI implications of new technologies, and coordinates both national and multinational efforts to improve CI capabilities, avoid duplications, and save precious and highly specialized resources.



NATO CRISIS MANAGEMENT AND DISASTER RESPONSE CENTRE OF EXCELLENCE (CMDR COE)

Director's Message



Colonel
Orlin
NIKOLOV

Proudly forming part of the wider network of NATO Centres of Excellence (COE), the CMDR COE contributes to the Alliance's transformation and adaptation by serving as a hub of expertise and a platform for information, knowledge, and exchange of good practices in the Crisis Management and Disaster Response (CMDR) domain. The complex nature of the CMDR domain requires both a deep insight into what is already at hand, and a great foresight into what lies ahead. In such a complex security environment, collaboration is undoubtedly the key to success, and the CMDR COE makes dedicated efforts to establish constructive partnerships and to nourish the ever growing CMDR community of interest. We strive to provide conditions which will further enable a collaborative and collective approach to CMDR, for we believe in its inclusive, transformative, and innovative potential.

Meet Challenges, Seize Opportunities, Anticipate the Future!

Mission Statement

Being fully cognizant of the current security environment and its related imperatives, the Centre's objective is to act as a catalyst for the enhancement of NATO's, NATO Nations' and Partners' capabilities in CMDR operations by placing utmost importance on the principles of Comprehensive Approach and on fruitful collaborative partnerships.



Who we are / What we do

The Centre, located in Sofia, Bulgaria, currently has a 40-strong team of both civilian and military experts who continuously tackle a wide range of CMDR-related issues with the ultimate goal of supporting NATO's standardisation and transformation.

Strong partnerships and effective collaboration are critical for the successful achievement of the afore-mentioned goal. Hence, the Centre has forged excellent partnerships and systematically enhances its cooperation with key NATO and EU bodies, institutions, and agencies.

As a hub of expertise in CMDR, the Centre provides a wealth of information and expertise. Additionally, it serves as a platform for key NATO events, as well as for numerous CDR-related conferences, workshops, and training opportunities.

Vision

The Centre is determined to sustain its position as an internationally recognised and highly respected body which provides value-added education and training products, research and analysis, strategic policy recommendations, and advice by means of concept experimentation and doctrine development.



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SCAN FOR
COE WEBSITE

2022 / 2023



After more than two years of pandemic, present-day world events show that the global community needs to ramp up efforts to mitigate the humanitarian crises caused by the war in Ukraine and conflict elsewhere.

These developments bring to light the great importance of close cooperation and coordinated actions and interaction among key crisis management and disaster response (CMDR) stakeholders. Never before has the CMDR domain changed in such a swift manner, nor has the international community been so strongly interconnected.

Taking into account the current intricate security environment, we emphasize the importance of innovative critical thinking, close cooperation among governmental (civilian and military) and non-governmental organizations. We also believe in continuous transformation within the CMDR domain. With the objective to promote said values, we co-organized and carried out events in cooperation with our long-term partners. The Centre's partnership with international organizations, government agencies and local authorities was further enhanced thanks to our participation in the modelling and simulation of disaster and response efforts, through our support in programs that involve initial surveillance activities via drone, and by overall supporting the decision making process during workshops and joint training events.

Therefore, CMDR COE offers a large variety of courses and other educational events, including an annual conference, several training opportunities and exercises, as well as workshops and seminars. With regard to the increasing demand for remote communication and education, we managed to maintain our scheduled courses online and in hybrid mode.

Alongside with our regular courses, available at https://www.cmdrcoe.org/menu.php?m_id=40 , this year we have expanded our thematic portfolio with three new courses to include Crisis Management in Multilateral Frameworks (IGOs): The Role of Political/Civilian and Military Crisis Diplomacy, Building Integrity for Senior Leaders, and a Cultural Property Protection course. Furthermore, we would like to emphasize that we have been granted a NATO Quality Assurance Accreditation Certificate for Unconditional Accreditation and all our certified courses bear a NATO-Approved status as they meet the Alliance's quality requirements.

Not only has our Centre successfully implemented and carried out our ambitious Programme of Work (PoW) for 2022, but is also planning an even more dynamic PoW for the following year. Moreover, we continue to improve our Internship Programme, while abiding by prevention and control protocols. We are certain that having skilful and highly-motivated young professionals on our team will play a significant role in successfully dealing with modern challenges and the transfer of knowledge between and among generations. Additionally, we are proud to announce that we have managed to introduce a stipend for the interns selected to join our team.



We are understand the complexity of the security environment at present and the growing need for active collaboration, innovation and flexibility. Therefore, we are extremely happy that, although 2022 proved to be quite challenging for the entire CMDR domain, we managed to stay united, respond effectively to this new type of crisis, and thus fulfil our mission to transform the multiple challenges to security into opportunities for a better future.

Director's Message



Colonel
Oğuzhan PEHLİVAN

Terrorism, in all its forms and manifestations, is the most direct asymmetric threat to the security of our citizens and to international peace and prosperity. Therefore countering terrorism is essential to our collective defence, and to achieve this we need mutual and comprehensive understanding. We can only hope to combat terrorism by coming together and sharing our experiences, best practices, and challenges. Understanding how other nations perceive and combat terrorism and comprehending the context within which terrorism gestates will generate fresh and comprehensive ideas to fight, prevent, and respond to terror. Terrorists always searching for new TTPs so we need to cooperate for quick and proactive response more than ever. The work we do on behalf of NATO is critical, thus, on behalf of our team I kindly invite you to communicate regularly with and ideally visit COE-DAT. We will be very glad to host you residential and assist you in any CT relevant issue.

Mission Statement

COE-DAT provides key decision-makers with a comprehensive understanding to terrorism and Counter Terrorism (CT) challenges, in order to transform NATO and Nations of interest to meet future security challenges. This transformation is embedded into NATO's three declared core tasks of Collective Defence, Crisis Management, and Cooperative security.



Who we are / What we do

COE-DAT is a NATO accredited multi-national sponsored entity currently comprised of nine NATO nations (Albania, Germany, Hungary, Italy, Netherlands, Romania, Türkiye, the United Kingdom, and the United States). COE-DAT is NATO's hub for all Terrorism, CT, and Defence Against Terrorism (DAT) education and training. COE-DAT provides three main services to NATO: the Department Head for Terrorism/CT/DAT Education and Training, an Education and Training Facility (focusing on both Alliance and Partner Nation needs), and as a think tank supporting the other two roles and NATO leadership.

Vision

An internationally recognized and respected resource for Defence Against Terrorism expertise for NATO, the hub of a wide network of international military, government, non-government, industry and academic communities of interest.

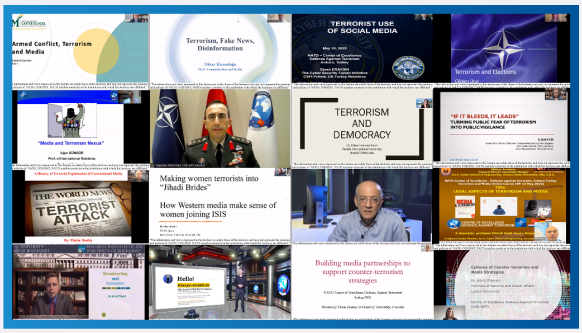
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2023



2023 Major Work Items

Department Head for CT

- Training Needs Analysis Workshop 25 January 2023
- COE-DAT CT Long Range Planning Conference 16 March 2023
- Annual CT Discipline Conference 18-19 April 2023
- SOF Roles in CT Seminar 03-05 May 2023
- Gender and CT Workshop 16-17 May 2023
- Defence Against Terrorism WS with Pakistan 14-15 June 2023
- Terrorism Experts Conference 18-19 October 2023
- Defence Against Terrorism (Executive Level) Seminar 01-02 November 2023*

Education & Training:

Courses:

- Defence Against Terrorism 20-24 February 2023 (NATO Approved) (Online)
- CT / Attack the Network 27-31 March 2023 (NATO Approved) (Online)
- Terrorism and Media 10-14 April 2023 (NATO Approved) (Online)
- Efficient Crisis Management to Mitigate the Effects of Terrorist Activities 22-26 May 2023 (NATO Approved)
- Critical Infrastructure Security and Resilience Against Terrorist Attacks 19-23 June 2023
- Advanced Critical Infrastructure Security and Resilience Against Terrorist Attacks 19-23 June 2023
- Terrorist Use of Cyberspace in General Terms 19-22 September 2023 (NATO Approved)
- Defence Against Suicide Attack 27 November - 01 December 2023 (NATO Approved) (Online)
- Border Security, Refugees, and CT 04-08 December 2023 (NATO Approved)

Mobile Training Teams and Advanced Training Courses:

Kuwait

2X TBD

Transformation (Concept and Doctrine Development):

- Good Practices in CT Maritime Domain Seminar 04-05 October 2023
- Emerging Threats in Terrorism and CT Project
- Terrorism Simulation Exercise Project
- Defence Against Terrorism Review (DATR) e-journal

Knowledge (Analysis and Lessons Learned):

- Border Security in Contested Environments Project
- Collaboration with Colombia LL Workshop 24-25 October 2023

*According to the probable change at the date of Periodic Assessmnet, the date of Defence Against Terrorism (Executive Level) will be postponed one week later.

The complete Event and Course Calendar can be found at our Website (www.coedat.nato.int)

NATO ENERGY SECURITY CENTRE OF EXCELLENCE (NATO ENSEC COE)

Director's Message

The NATO ENSEC COE is recognized hub of knowledge and expertise in Energy Security for the benefits of the Allies, Partner Nations and the NATO bodies in three main domains: awareness of energy developments with security implications for NATO; improving the energy efficiency of NATO military forces through proposing common standards, reducing dependence of fossil fuels, and demonstrating energy-efficiency solutions for the military. NATO's capacity to support national authorities in protecting critical energy infrastructure, as well as enhancing their resilience against energy supply distributions that could affect national and collective defence, including hybrid and cyber threats.



Colonel
Dgrius UŽKURAITIS

Mission Statement

The mission of the ENSEC COE is to support NATO, Nations and Partners to meet the challenges of a dynamic energy security environment by addressing resilience, operational energy efficiency, and critical energy infrastructure protection.



Who we are / What we do

We, the NATO ENSEC COE, are a widely recognized international military organization that strives to provide qualified and appropriate expert advice on questions related to operational energy security. We offer technical, scientific and academic subject matter expertise on energy security that contributes to: risk assessment analyses; energy wise secure solutions for the development of environmentally friendly and efficient military capabilities; developing the Smart Defence Initiative; and Supports NATO Operations through targeted technical scientific assessment.

Vision

NATO ENSEC COE acts to be the recognized hub of knowledge and expertise in Energy Security within NATO, and to be a unique platform of cooperation and partnership in this area for Allies and Partner Nations.



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Facebook: Facebook.com/NATOENSEC
LinkedIn: LinkedIn.com/company/the-natoenergy-security-centre-of-excellence

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2022 / 2023

Major Products and Activities



EXPERIMENTATION

- Experimentation campaign, in cooperation with the ITA Army, to verify the possibility to use an electric bike for military purposes and also try to define all military requirement for the future possible procurement;
- Hydrogen Fuel Cell experiment which primary objective is to analyze the tactical energy currents within a mobile logistical military unit and to develop reasonable and feasible scenarios where the experimental technology might apply its advantages for military missions;
- Helping develop concepts and doctrines for NATO with our expertize on energy security issues.

CONFERENCE

- International on-line conference on Climate Change and consequences to the NATO energy security in cooperation with the "Fondation pour la recherche Stratégique" in Paris to gather NATO and national experts to debate over the Alliance future regarding climate change issues.

EXERCISES

- Table Top Exercises on Critical Energy Infrastructure Protection in Lithuania – "Coherent Resilience 2021 Baltic",
- Table Top Exercises on Hybrid Threats to Critical Energy Infrastructure - CORE 22 – Georgia,
- Table Top Exercises on Hybrid Threats to CEPS in light of Cyber Concerns – CORE 22 - FRANCE

TRAINING

- Advanced Energy Security Seminar in Baku, Azerbaijan;
- Maritime Security Courses and Exercises in MARSEC COE.

COURSES

- Baltic Defence College Operational Level Energy Security Course;
- Energy Efficiency in Military Operations Course in cooperation with NPS;
- Energy Security Strategic Awareness Course in NSO;
- Operational Level Energy Security Course in Turkish PfP training centre;
- Introduction to Energy Security (ADL course);
- Introduction to the NATO Energy Security Centre of Excellence (ADL course).

STUDIES AND RESEARCH

- Development of the NATO operational energy concept;
- Energy supply developments for military mobility until 2050 using synthetic and carbon free fuels;
- Challenges and risks of offshore wind farms for energy and military security;
- Climate change consequences on NATO and partner nations' energy policies and technological developments.

STRATEGIC ANALYSES

- Strategic analysis on the Key Minerals markets in the framework of the hybridization of the fighting aircraft, vehicle and warship powertrain. The study identify the energy dependency of the NATO Nations in short, medium and long term regarding the increase use of batteries in hybrid powertrains of new war materials;
- Energy supplies from Middle East and Logistic consequences for NATO;
- Impact of COVID-19 on NATO energy security – view on fuels, gas and renewable energy.

WEBSITE AND PUBLICATIONS

- In order to enhance the Energy Security awareness inside NATO, ENSEC COE hosts a website which includes the Centre's production - researches and studies, also articles about current relevant energy developments,

ENSEC COE is getting closer to NATO LL PORTAL in order to enhance and applaud ENSEC COE productions realisable on the official site.


ALLIED COMMAND TRANSFORMATION
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NATO CENTRES OF EXCELLENCE
LOCATIONS


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MNE
BGR
20
MKD
ALB
GRC
16
12
TUR
1 Analysis and Simulation Center for Air Operations (AO) , Lyon
2 Civil-Military Cooperation (CCOE) , The Hague
3 Climate Change and Security (CCAS), Montreal *Under Establishment Process
4 Cold Weather Operations(CWO) Elverum
5 Combined Joint Operations from the Sea (CJOS), Virginia
6 Command & Control (C2), Utrech
7 Operations in Confined and Shallow Waters (CSW), Kiel
8 Cooperative Cyber Defense (CCD), Tallinn
9 Counter-Improvised Explosive Devices (C-IED), Madrid
10 Counter Intelligence (CI), Krakow
11 Crisis Management & Disaster Response (CMDR), Sofia
12 Defence Against Terrorism (DAT), Ankara
13 Energy Security (ENSEC), Vilnius
14 Explosive Ordnance Disposal (EOD), Trencin
15 Human Intelligence (HUMINT), Oradea
16 Integrated Air & Missile Defence (IAMD), Chania
17 Joint Air Power Competence Centre (JAPCC), Kalkar
18 Joint Chemical Biological Radiological & Nuclear Defence (JCBRN-D), Vyskov
19 Maritime Geospatial, Meteorological & Oceanographic (MGEOMETOC), Lisbon
20 Maritime Security (MARSEC), Istanbul
21 Military Engineering (MILENG), Ingolstadt
22 Military Medicine (MILMED), Budapest
23 Military Police (MP), Bydgoszcz
24 Modelling & Simulation (M&S), Rome
25 Mountain Warfare (MW), Begunje na Gorenjskem
26 Naval Mine Warfare (NMW), Ostende
27 Security Force Assistance (SFA), Rome
28 Space , Toulouse *Under Establishment Process
29 Stability Policing (SP), Vicenza
30 Strategic Communications (STRATCOM), Riga

NATO EXPLOSIVE ORDINANCE DISPOSAL CENTRE OF EXCELLENCE (EOD COE)

Director's Message

The year 2022 was definitely a challenge because of the heavy-footed restart of in-person cooperation activities due to COVID restriction in the past, but also because of the war in Ukraine. Malfunctioned munitions and explosive remnants of war in this conflict are everyday threat to forces and civilian population. It had an impact on requirements towards provision of EOD education and high number of soldiers applied for COE courses. Beside this, we continued in our effort to support standardization, to develop new innovative approach to EOD training and to enhance information sharing among specialists of EOD Community of Interest.



Colonel
Róbert CSÁSZÁR

Mission Statement

The EOD COE mission is to support and enhance the NATO transformation and operational efforts in the field of EOD.



Who we are / What we do

The EOD COE is recognised as the leader in its specialised field of EOD providing NATO, Sponsoring Nations and other military and civilian institutions with operational and transformational expertise. We represent a highly professional and very well established capability to influence across the NATO MILENG and EOD domain, as well as broader range of NATO programmes. With NATO as our primary customer, the COE already delivers valuable contribution to warfare development, especially in the areas of doctrine development and experimentation, education, training and exercises, and lessons learned.

In 2016, the EOD COE gained unconditional accreditation as the NATO Education and Training Facility and in January 2022, we proved to the ACT team of experts, that we still comply and fulfil the demanding NATO Quality Standards in E&T Quality Assurance.

Vision

To be NATO's catalyst for improvement and transformation of EOD.





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2022 / 2023



2022

- Official commencement of the EOD/IEDD VR/XR Training and Combat Support Kit project sponsored by NATO HQ;
- Development of the EOD/IEDD Equipment Catalogue (67 producers and 240 products available) https://www.eodcoe.org/en/eod-tools/equipment-producers/;
- Issue of the Book of Papers summarizing NATO EOD Demonstrations and Trials 2021 and containing 14 articles of the speakers;
- Successful organization of the 9th EOD Workshop 2022 and its execution as the first hybrid event from 4th till 6th MAY 2022;
- Continuous work on the AJP-3.18 (Allied Joint Doctrine for EOD Support of Operations) revision as a custodian;
- Delivery of the Former Warsaw Pact Ammunition Handbook Vol.4 Artillery Fuzes;
- Contribution to Working Groups and Conferences related to EOD COI;
- Participation to development of other publications related to the AJP-3.18 (ATP-3.18.1, AJP-3.15);
- Delivery of eight iterations of the EOD specialized Education and Individual Training (E&IT) opportunities https://www.eodcoe.org/en/education-training/about-us/;
- Contribution to Collective Training and Exercises (CT&E) – Northern Challenge;
- Successful delivery of training to sponsoring nations thru Mobile Training Teams.

2023

- Upgrade of EOD/IEDD Equipment Catalogue's to enhance the information sharing from producers towards the EOD military customers and back;
- Organize and conduct the 7th iteration of the NATO EOD Demonstrations and Trials on 11-12 October 2023 in Bratislava;
- Compilation of the "EOD COE's considerations for future EOD development";
- Test and evaluate the first phase of the EOD/IEDD VR/XR Training and Combat Support Kit;
- Promulgation of the new edition of AJP-3.18 (Allied Joint Doctrine for EOD Support of Operations);
- Contribute to Working Groups and conferences connected with EOD COI;
- Participation to elaboration or update of other MILENG and C-IED publications related to EOD specialization;
- Development of a study about EO threat within Ukrainian war;
- Participation on the study of Artificial Intelligence (AI) utilization within EOD COI;
- Contribute to EOD related CT&E – Northern Challenge, Steadfast Jupiter;
- Deliver six iterations of the selected E&IT;
- Update of the EOD doctrine course on the Joint ADL portal.





Director's Message



Colonel
Florin-Vasile TOMIUC

Fully aware of the multitude of challenges that the Alliance has to manage, and understanding its need for support in these endeavours, the NATO HUMINT Centre of Excellence (HUMINT COE) has adopted a pro-active posture, by adjusting its efforts towards making NATO HUMINT relevant, and adapting its overall activities to integrate emerging requirements.

The HUMINT COE keeps NATO HUMINT up-to-date with the latest trends by analysing lessons learned and identifying best practices, continuously revising HUMINT standards, and offering a consistent educational portfolio to NATO Nations and organizations.

Capitalizing on the agility provided by its status, the HUMINT COE seeks to enlarge its network of Academia and Industry partners, by developing joint research projects with prestigious academic institutions that provide expertise in the areas of HUMINT development and adaptation.

The HUMINT COE remains devoted to its core principle - striving for excellence in all its activities in support to NATO, and maintaining a steadfast commitment to the highest quality services and products for the benefit of the Alliance.

Mission Statement

HUMINT COE provides the highest quality services and products in response to the requirements and needs of NATO Command Structure, NATO Force Structure, NATO Nations and, when feasible, Partner Nations.



Who we are / What we do

HUMINT COE is an agile and resilient International Military Organization, providing quality support to NATO. Acting as a hub of HUMINT expertise, the Centre permanently seeks to enhance the HUMINT capability in NATO, in conjunction with stakeholders and various communities of interest within the NATO HUMINT Enterprise. HUMINT COE chairs the NATO HUMINT working groups, acts as custodian for HUMINT doctrines, conducts research and development projects and manages HUMINT Lessons Learned and Best Practices. In the area of Education and Training, the Centre is appointed as Department Head for HUMINT and delivers a large portfolio of certified courses as a NATO accredited Education and Training Facility.

Vision

HUMINT COE drives the transformation of the HUMINT capability in NATO based on lessons learned and best practices, coupled with integration of scientific research and modern technologies, innovative standards and effective, quality-based education and training, in order to keep Human Intelligence relevant in NATO and better answer the evolving operational environment requirements and challenges.

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2022 / 2023



- HUMINT COE is the custodian for the HUMINT Doctrine, AJP-2.3, and the Doctrine for HUMINT Tactics, Techniques and Procedures, AIntP-05. In 2022, the Centre finalized the revision of AIntP-05 and submitted the document for ratification by Nations.
- To increase the interoperability, by establishing a common HUMINT technology baseline within NATO operations, HUMINT COE initiated the development of the NATO HUMINT Operator Ensemble Toolset (NHOET) Standardization Recommendation (STANREC). The STANREC will provide HUMINT elements within NATO Command Structure/NATO Force Structure with guidance for conducting the full spectrum of HUMINT activities at high standards, using the types of tools as proposed by the NHOET.
- HUMINT COE is the author of several handbooks and studies that support HUMINT activities at all levels. In 2022, with the support of expertise provided by multiple nations and organizations, the HUMINT COE revised and published the "HUMINT in Support of Maritime Operations" and "HUMINT in Support to Air Operations" studies.
- In the Concept Development & Experimentation area, HUMINT COE contributes to NATO HUMINT adaptation efforts by developing concepts and studies related to HUMINT agile structures, and Artificial Intelligence in support of HUMINT operations. Additionally, HUMINT COE is ready to contribute to the Warfare Development Agenda, if requested.
- HUMINT COE acts as Department Head (DH) for HUMINT, with tangible results in the HUMINT E&T curricula development. HUMINT COE individual education and training program contributes to the Alliance's needs for permanent development and preparation of a resilient HUMINT capability, ready to deploy in support of NATO operations.
- HUMINT COE E&T courses portfolio includes training solutions covering the entire HUMINT structure and specialized skillsets:
  - Five blended courses - status NATO APPROVED;
  - Two resident courses - status NATO APPROVED;
  - Three online courses - status NATO APPROVED;
  - One HCOE resident course.
- HUMINT COE manned the key positions in NATO HUMINT exercise STEADFAST INTEREST (STIN) 2022 and provided HUMINT SMEs as part of EXCON in support of Joint Exercises STEADFAST JACKAL 2022 (STJA22), STEADFAST JUPITER 2022 (STJU22) and Loyal LEDA 2022 (LOLE22).
- HUMINT COE E&T contributed to key leader training, as well as staff and cross-functional awareness, by conducting Mobile Education and Training Team events and seminars.
- As manager of HUMINT Lessons Learned database on NATO LL Portal, HUMINT COE actively supports sharing, staffing, and disseminating Lessons Identified and Best Practices to all NATO HUMINT stakeholders. Moreover, HUMINT COE conducts data collection, analysis and reporting from NATO ongoing operations, NATO Education, Training, Exercises and Evaluation activities, and various HUMINT related events.
- In the area of Human Capital Enhancement, the Centre is ready to provide support to the Strategic Leadership Initiative; subsequently, the DH office has developed a study on the selection of HUMINT personnel and their professional development.
- HUMINT COE has a proactive relation with Academia and Industry, being involved in various common research projects and participating in scientific conferences and workshops. The HUMINT Boot Camp organised by our institution is a proof of openness toward innovative ideas, based on interaction with "young disruptors" with various fields of experience.



INTEGRATED AIR AND MISSILE DEFENCE CENTRE OF EXCELLENCE (IAMD COE)

Director's Message



Brigadier General
Nikolaos KOKKONIS

The IAMD COE is an organization born during the Covid-19 pandemic. Despite the numerous challenges we faced, the IAMD COE managed to successfully overcome all difficulties and become the 27th NATO accredited COE on the 25th of January 21. The year of 2022 has been very fruitful for the Centre, with major achievements such as the conducting of the 1st Annual IAMD COE Conference in Chania/Crete, carrying the leading role of CET-P, and the development of the IAMD LL COI under JALLC supervision. We moved forward in all the focus areas that IAMD COE deals with, in order to execute our mission and accomplish every task undertaken. Solid ground has been formed for promising future in IAMD COE.

Mission Statement

The mission of the IAMD COE is:

a. To enhance the interoperability and support the development and exploitation of IAMD capabilities of NATO, NATO Nations and Partner Nations, based on modern requirements and a smart defence/multinational solutions mind-set;
b. To provide opportunities for comprehensive research, experimentation, doctrine and concept development, education and training and comprehensive analysis in support of the lessons learned process.

Who we are / What we do



The IAMD COE, located in Chania, Crete, Greece, was established on 08 April 2020. On 25 January 2021, the North Atlantic Council approved the accreditation of the IAMD COE as a NATO COE and its activation as a NATO Military Body. IAMD COE is staffed by SMEs from the Framework Nation: Hellenic Republic, and four Sponsoring Nations: Republic of Bulgaria, Czech Republic, Romania, and Republic of Türkiye. France participates as an observer nation, the process of joining the center as a Sponsoring Nation being in progress. The IAMD COE, led by a sense of duty and responsibility, focuses its efforts on broadening, to the greatest extent possible, the IAMD related field of knowledge, along with avoiding duplication of effort with similar institutions. This goal will be achieved by IAMD COE's steady presence and participation in relevant training, exercises, conferences, Working Groups and Committees, combined with the development of relationships with other entities (NCS entities, IOs, academia and industry).

Vision

The vision of the Centre is to act as an internationally recognized focal point for knowledge and expertise, which supports NATO transformation and capability development in a cooperative and cost-efficient way, in support of NATO Missions and Tasks, remaining committed to the NATO Alliance's key values and principles.



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SCAN FOR
COE WEBSITE

2022 / 2023

The IAMD COE's efforts are focused on four pillars:

Doctrine & Standardization



The IAMD COE supports NATO by contributing to the development/ revision of IAMD-related documents, in accordance with the Allied Joint Doctrine Campaign Plan (AJDCP). Moreover, it participates in the Allied Joint Operations Doctrine Working Group (AJOD WG) and IAMD-related ones and holds the Vice Chairperson Position in the Capability Development and Interoperability (CDI) Subgroup, of the Joint Capability Group of Surface-Based Air Missile Defence (JCG SBAMD). Additionally, the Centre participates in the development of NATO Industrial Advisory Group (NIAG) Studies, with an advisory role, as a member of the Quick Response Team (QRT).
The IAMD COE, being highly interested in the C-RAM capability, is monitoring all the latest tendencies through its participation in the C-RAM HVP, in which the Centre was initially accepted with an advisory role (without voting rights). The IAMD COE focuses on exploring innovative solutions to utilize the C-RAM capabilities in a rapidly evolving and challenging environment and supports the HVP upon request.

Analysis & Lessons Learned

IAMD COE participated in seminars, conferences and working groups related to Lessons Learned. Supported by the JALLC, IAMD COE created the Integrated Air and Missile Defence Lessons Learned Community of Interest (IAMD LL COI). The aim of the Community is to become a valuable and reliable source of information and knowledge for all NATO entities and personnel interested/involved in IAMD. The IAMD COE intends to become the hub for the development of Lessons Learned in the IAMD domain and to support NATO Operations by identifying, implementing, and sharing Lessons Learned and Best Practices under the guidance of JALLC and NATO HQ AIRCOM.

Education & Training

The IAMD CoE provides Subject Matter Experts (SMEs) to support the NATO Command Structure (NCS) headquarters and NATO nations during preparation and execution of IAMD related exercises, such as STEADFAST ALLIANCE (STAL) or RAMSTEIN LEGACY (RALY) series. IAMD CoE's role during exercises is to provide Expertise, Trainers, Mentors and Consultors in support of development of Concept of Operations, Incidents and Exercises Training Objectives.
IAMD CoE, has the Lead role in the delivery of the recently developed IAMD Common Education & Training Program (CET-P), providing IAMD Subject Matter Experts (SMEs) as Trainers for the proper individual preparation of the NATO members prior to major IAMD exercises and missions (VJTF, eFP). Additionally, IAMD CoE supports the developments within IAMD Education & Training Discipline.

Concept Development & Experimentation

IAMD COE participated in various CD&E events including seminars, working groups and conferences. The Centre is a permanent member of the NATO Countering Unmanned Aircraft System Working Group (NATO C-UAS WG), the Joint Capability Group for Unmanned Aircraft Systems (JCGUAS), the Joint Capability Group on Surface Based Air & Missile Defence (JCG SBAMD), and the Study Group 260 (SG-260) for IAMD Multifunction Sensors.
During the aforementioned activities, CD&E has undertaken the lead in constructing a part of the new C-UAS Doctrine, specifically Chapter 5, which refers to the "Operational Guidance" topic. Also, we participated in the development phase of the Allied Joint Doctrine for Air & Space Operations (AJP 3.3). We also contributed to the development of the "Standards for Integrated Air and Missile Defence (IAMD) Multifunction Sensors Networking into Fire Control Clusters" which has been the outcome of the SG 260 work (Phase 3 Report).



We analyzed the implications of Emerging and Disruptive technologies in light of integration and interoperability and contributed to the development of the Alliance Future Surveillance and Control Initial Concept of Operations in terms of advice and inputs.
Finally, we support SACT and NATO members in the implementation phase of the NATO Warfighting Capstone Concept and its integration in the NATO Defence Planning Process, through our engagement to the Layered Resilience Concept (LRC), the Cognitive Warfare Concept (CWC) and the Multi Domain Operations Concept (MDOC).

JOINT AIR POWER COMPETENCE CENTRE OF EXCELLENCE (JAPCC)

Director's Message

The Joint Air Power Competence Centre provides world-class subject matter experts across a wide range of Joint Air & Space mission areas. As they have for the past 17 years, the JAPCC continues to lead NATO in the development of Concepts & Doctrine, Capability Development, Education & Training, Exercise Development & Execution, and Lessons Learned. The first accredited Centre of Excellence fuels innovation, delivers high quality products, and is the transformation engine for Air & Space Power.



General
James B. HECKER

Mission Statement

The JAPCC, as a team of multinational experts, is to provide key decision-makers effective solutions on Air and Space Power challenges, in order to safeguard NATO and the Nations' interests.

Who we are / What we do

The JAPCC is NATO's Air and Space Power Think Tank, supporting both NATO HQs and all Allies and Partners. The JAPCC features a variety of experienced Subject Matter Experts from all services. With every task, their combined knowledge and experience contributes to NATO's relevance, readiness, and future capability. They conduct collaborative research by leveraging their independent thoughts and a global network of experts across the military, academic, and industrial spheres. We offer you to profit from this massive knowledge and experience: the JAPCC supports exercises, writes doctrine, and publishes our own studies and articles including two professional journals annually. We are responsive to your needs and interests--simply send us a Request for Support via our Website!





Vision

Be NATO's catalyst for the improvement and transformation of Joint Air and Space Power, delivering effective solutions through independent thought & analysis.



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SCAN FOR
COE WEBSITE

2022 / 2023

The JAPCC delivers a broad menu of products and services in support of NATO Allies, Partners, and Headquarters. Our SMEs represent all services drawn from 14 (and growing) nations and the JAPCC also leverages an extensive network of experts from industry, academia, and the military.



The JAPCC's flagship publication, the twice-yearly Transforming Joint Air and Space Power, features senior leader perspectives, and incisive articles exploring the future of NATO Air and Space Power, from practical to theoretical. While all publications are available on our newly branded website, our newest product, the Online Feature, gives a quick perspective on timely issues–check back often. The JAPCC is also the custodian for more than ten doctrines, such as AJP 3.3 Air and Space Operations and other NATO publications such as the MC Policies for Force Protection and SEAD.

We also publish about four white papers per year for a truly deep dive on the most compelling issues. Recent white papers include:

- **"Future Approaches to Red Air Delivery in NATO Air Forces in 5th Generation Fighter Training"** which examines options to provide credible threat replication despite technical and budgetary pressures.
- **"National Military Space Operations Centres"** establishes structural and procedural guidelines for national Space Operations Centres to ensure compatibility across the alliance for space-based information.
- **"NATO ISTAR – Enabling a NATO- owned Intelligence, Surveillance, Target Acquisition, and Reconnaissance Capability"** identifies NATO JISR gaps and envisions new NATO-owned ISTAR capabilities as prerequisites for Multi Domain Operations (MDO).

The JAPCC also provides a wide variety of direct engagement and support, including exercises such as Ramstein Ambition, Steadfast Jupiter, Mare Aperto, and internal and external NATO courses. We also provide SME support to external studies, providing speakers and panellists to conferences worldwide, and participating in over 25 NATO working groups (and chairing seven).

Stay tuned! The JAPCC is embarking on a multi-year effort to study **Multi Domain Operations.** We'll look past the buzzwords and examine the process, command relationships, and yes, technology that will enable this evolution. Our work will provide specific observations and actionable solutions for member nations and ACO organizations alike. We look forward to your engagement on this topic–with examples of past challenges and successes, as well as robust discussion of options to streamline decision-making–to deliver truly integrated effects at the speed of relevance.

You are invited to our annual Air and Space Power conference, held annually in October at Messe Essen, Germany. The conference is hosted by the JAPCC Director, Gen Hecker, and includes keynote and panel discussions with senior military leaders, top academics, and CEOs of major defence firms. Join us next year!

We welcome engagement with our audience and submissions by external authors: contact us with your questions, ideas, suggestions, outlines, or drafts.

JOINT CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND NUCLEAR DEFENCE CENTRE OF EXCELLENCE
(JCBRN DEFENCE COE)

Director's Message



Colonel
David MARTÍNEK

Despite international treaties such as the Chemical Weapons Convention or Treaty on the Non-Proliferation of Nuclear Weapons the CBRN threat is still present. New NATO's Chemical, Biological, Radiological and Nuclear (CBRN) Defence Policy states that the potential use of CBRN materials or Weapons of Mass Destruction (WMD) by state and non-state actors remains a central and evolving threat to Allied security. Moreover, Russian actions in Ukraine indicate that CBRN threat is used also as a part of hybrid warfare. In addition, technological developments provide new challenges and opportunities in CBRN defence area. JCBRN Defence COE is carefully monitoring and analysing these developments to be ready, flexible, and innovative to react to these new challenges. To achieve that, the JCBRN Defence COE is continuously developing its capabilities.

Mission Statement

The Centre provides advice in all CBRN defence-related areas; develops CBRN defence, doctrines, standards and knowledge to support the improvement of interoperability and capabilities; provides opportunities to enhance education and training; contributes to the lessons learned processes; and within an approved Programme of Work (POW) , assists NATO, Sponsoring Nations and Partners in their CBRN defence related efforts including validation through experimentation.

Who we are / What we do

The Centre combines skills and expertise from more than 70 personnel from fourteen nations in the areas of CBRN concept, doctrine and standards, capabilities development, defence planning, experimentation, education and training, lessons learned, modelling & simulation and operations support; acts as a NATO Department Head for WMD/CBRN defence training and education; and acts as EU Military Training Discipline Leader for WMD CBRND. The Centre forms the core of the NATO CBRN reachback capability providing timely, coordinated, authoritative and detailed technical and scientific support. In addition, the Centre is expanding outreach efforts beyond a purely military focus to civil-military, EU, other international organizations, academia and industry.

Vision

The JCBRN Defence COE leads institutional and operational efforts to support NATO capability development, mission effectiveness, and interoperability. Through the approved POW, the JCBRN Defence COE strives to promote adaptive and innovative methods for preventing the proliferation of WMD and protecting against CBRN incidents.

2022 / 2023

2022

- Organized JCBRN Defence COE Annual Conference focusing on two new strategic documents approved respectively endorsed by the Heads of State and Government of the NATO Allies, during the NATO Summit in Madrid (NATO 2022 Strategic Concept, NATO's Chemical, Biological, Radiological and Nuclear (CBRN) Defence Policy);
- Filled key roles in the Joint CBRN Defence Capability Development Group (JCBRND-CDG) and its panels including providing Chairperson of Doctrine and Terminology Panel (DTP) and Training and Exercise Panel (TEP), Secretary of DTP, TEP and Detection, Identification and Monitoring Panel (DIMP), and Joint POW custodian;
- Supported NATO Arms Control, Disarmament, and WMD Non-Proliferation Centre (ACDC) revision of 2009 NATO's Comprehensive, Strategic-Level CBRN Defence Policy;
- Supported ACDC in developing an implementation plan for NATO's CBRN Defence Policy;
- Supported implementation of the NATO Warfighting Capstone Concept (NWCC).
- Continued enhancing CBRN defence outreach, and cross-functional efforts;
- Supported concept, doctrine and terminology development and provided custodian for Allied Joint Doctrine (AJP)-3.8 (Comprehensive CBRN Defence) and Allied Tactical Publication (ATP)-3.8.1 Volume I (CBRN Defence on Operations);
- Contributed to the revision of CBRN defence requirements, concepts, doctrines, standards, terminology, planning documents and tactical procedures;



- Acted as a NATO Department Head for WMD/CBRN Defence Education and Training (E&T) Discipline;
- Supported ACT SEE in the revision of the Capability Codes and Capability Statements (CC&CS) 2020 and of the Qualitative Requirements in preparation for the new NATO Defence Planning Process (NDPP) 2022-2026;
- Acted as EU Military Training Discipline Leader for WMD CBRND.
- Supported NATO STEADFAST series exercises, and multinational CBRN exercises, such as the CLEAN CARE 2022 exercise;
- Supported the planning of exercise DEFENDER 23;
- Conducted JCBRN Defence COE courses;
- Attended and supported EU HORIZON Europe eNOTICE Joint Activities, Consortium and Policy meetings;
- Organized in cooperation with United Nations Counter Terrorism Centre (UNCCT) Training for the first responders to CBRN Incident course for Jordanians;
- Provided NATO with CBRN Reachback, modelling, simulation and operations planning support in response of Ukrajine conflict;

2023

- Organize JCBRN Defence COE Annual Conference;
- Support JCBRND-CDG and its panels by providing the Chairperson of DTP and TEP, Secretary of DTP, TEP and DIMP, and Joint Programme of Work custodian;
- Support implementation of the NATO Warfighting Capstone Concept (NWCC);
- Provide support to Joint Declarations on EU – NATO cooperation (Consortium Member in the EU HORIZON Europe eNOTICE project until its end in August 2023);
- Support concept, doctrine and terminology development and provide custodian for AJP-3.8 and ATP-3.8.1 Volume I;
- Support the Alliance with recommendations as to where to focus on S&T resources in order to improve the Alliance's CBRN defence capabilities against Emerging and Disruptive Technologies (EDT);
- Contribute to the revision of CBRN defence requirements, concepts, doctrines, standards, terminology, planning documents and tactical procedures;
- Act as a NATO Department Head for WMD/CBRN Defence E&T Discipline;
- Act as EU Military Training Discipline Leader for WMD CBRND;
- Support ACT SEE in developing Minimum Capability Requirements (MCR) as part of step 2 of the NDPP;
- Support the development of a CBRN Defence Functional Service (FS) in cooperation with NCIA;
- Conduct JCBRN Defence COE courses;
- Support the Middle East and North Africa (MENA) Partners by facilitating the CBRN Defence Awareness course;
- Maintain and enhance CBRN Reachback, modelling and simulation and operational planning support to exercise, operations and contingency planning;
- Implementation of the Technical Arrangement regarding JCBRN Defence COE Reachback support;
- Collect Lessons Learned (LL) material on CBRN-related NATO exercises and activities;
- Maintain NATO CBRN LL Community of Interest (CoI) on both NATO unclassified and NATO secret LL portals. Promote the NATO CBRN LL CoI services across NATO events.



SCAN FOR
2023 COURSES

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MARITIME GEOSPATIAL, METEOROLOGICAL AND OCEANOGRAPHIC CENTRE OF EXCELLENCE (MGEOMETOC COE)

Director's Message



Captain
César CORREIA

For the MGEOMETOC COE, 2022 was a year of consolidation, our main effort was to solidify our interaction with NATO entities and establish a good cooperation with all stakeholders of the GEOMETOC network. We strived to start delivering products and services timely and with good quality. In 2023 we are looking to extend our networking to other entities, mainly with industry and academia. This effort will be supported by the MGEOMETOC COE's diamond events, the Robotic Experimentation and Prototyping Exercise Augmented by Maritime Unmanned Systems (REPMUS 23) and Dynamic Messenger 23 operational experimentation exercises where we envisage to support participating NATO commands, Allied Nations, Partners, Industry and Academia with the development of unmanned systems in support of Rapid Environmental Assessment in maritime operations.

Mission Statement

The MGEOMETOC COE mission is to enhance the transformation efforts in the field of Maritime GEOMETOC to the benefit of the Alliance.

Who we are / What we do

The MGEOMETOC COE is an independent multi-national body sponsored by Portugal (Framework Nation), Romania, Spain, and Türkiye. The centre is located in Lisbon and based on the expertise of the Portuguese Hydrographic Institute, a Navy body and National State Laboratory, internationally recognised.



Our goals is to fulfil the existing gaps on Maritime GEOMETOC in NATO and explore maritime battlefield environment in order to optimize the employment of sensors, weapons, targeting, logistics, equipment and personnel, enabling close cooperation between NATO and International Organizations within the agreed frameworks, in the development of an international collaborative partnership approach to transform Maritime Operations GEOMETOC Support capabilities and to foster continuous self-development of the NATO MARITIME GEOMETOC COE by conducting results oriented research, studies, experiments, analysis, education and training, as well as by applying lessons learned and best practices.

Vision

The MGEOMETOC COE vision is to be an internationally recognized hub of expertise, working to expand the capabilities in the field of Maritime GEOMETOC.





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2022 / 2023

Education and Training

- **Robotic Experimentation and Prototyping Exercise Augmented by Maritime Unmanned Systems (REP-MUS 2023)**

Participate in the REP(MUS) 2023 exercise to offer experimental opportunities to Allied Nations and Partners (industry and academia) to the development of new GEOMETOC technological solutions.

- **DYNAMIC MESSENGER 2023**

Participate in the Dynamic Messenger 2023 exercise supporting MARCOM in providing experimental opportunities to Allied Nations and Partners (industry and academia), to the development of new GEOMETOC technological solutions.

- **SMEs TO EDUCATION & TRAINING**

Support HQ SACT to deliver the NATO GEOSPATIAL Orientation Course (2 editions).
Support HQ SACT to deliver the NATO METOC Orientation Course (1 edition).

- **BLACK SEA DRIFTING MODEL**

Support MARCOM in the development and assessment of a surface drifting model at the Black Sea.

- **REAL THAW EXERCISE 23**

Support the Portuguese Air Force Real Thaw 2023 exercise.

Analysis and Lessons Learned

- **Provision of METOC SME support to JALLC**

Maintain links with JALLC to input METOC or GEOSPATIAL expertise as needed to support the NATO Lessons Learned process.

Concept Development and Experimentation

- **NCOP GEOMETOC WEB-SERVICES**

Support STRIKFORNATO to implement, within the NATO IMETOC principle, the capability to use of GEOMETOC information web services, to build an operational Recognized Environmental Picture (REP) in the NATO COMMON OPERATIONAL PICTURE software (NCOP).

- **OPERATIONAL OCEAN FORECAST CATALOGUE**

Compile Allied Nations operational oceanographic forecast capabilities, foreseeing the production of a common NATO catalogue to support NCS under the IMETOC principle.

- **JOINT CONCEPT FOR OPERATIONS IN COLD WEATHER ENVIRONMENTS**

Collaborate with Cold Weather Operations COE in the development to the Joint Concept for operations in Cold Weather Environments.

- **LAYERED RESILIENCE CONCEPT**

Collaborate with HQ SACT in the Layered Resilience Concept under the NWCC's Warfare Development Imperative for Layered Resilience.

- **ASW Barrier**

Provide support to the NATO Smart Defence Initiative SD 1.1271 (Deployable ASW Barrier). Glider Data Collection and exchange formats.

- **Federated Mission Network**

Provide expertise to the development of the future NATO Federated Mission Networks and Communication and Information Systems security and interoperability compliance. Contribute for the definition of GEOMETOC data exchange standards and requirements.

- **Support to Multi-Domain Operations (MDO)**

Generic placeholder for support provided to the implementation on MDO as described in the MDO Implementation Plan.

Doctrine Development and Standards

- **ATP 3.2.1.5**

Support to the production of ATP 3.2.1.5, Conduct of Land Operations in Cold Weather Environments.

- **REP Concept**

Contribute to the review of the Recognized Environmental Picture Concept.

- **AJP-3.11**

Support HQ SACT for the custodianship of AJP-3.11

Director's Message



Captain
Sümer
KAYSER

The maritime domain is uniquely vulnerable to exploitation because of its vast expanse, ease of access, and jurisdictional gaps. Maritime Security issues are persistent and refuse to disappear, especially those affecting the movement of goods and people on the world's oceans. Countering trans-national crimes requires coordinated diplomatic, law enforcement, information sharing, military, safety, security, and economic efforts as well as multinational cooperation and public-private partnerships. Maritime Security Operations (MSO) 7 tasks are the backbone of the Military Contribution to Maritime Security; **Support Maritime Situational Awareness (MSA), Support Maritime Counter-Terrorism (MCT), Contribute to Maritime Security Capacity Building (MSCB), Uphold Freedom of Navigation (FoN), Maritime Interdiction Operations (MIO), Fight Proliferation of Weapons of Mass Destruction and Protect Critical Infrastructure** which are the centre of gravity for MARSEC COE Activities. Moreover, NATO MARSEC COE is ready to work with the Global Maritime Community of Interest (GMCOI).

Mission Statement

The mission of the NATO Maritime Security Centre of Excellence (MARSEC COE) is to expand the capabilities of NATO and Partner Nations by providing comprehensive, innovative, and timely expertise in the field of Maritime Security Operations (MSO).

Who we are / What we do

MARSEC COE is a dynamic and well-connected Centre of Excellence based in İstanbul/Türkiye. Its strategic location amongst NRDC-TUR, National Defence University Campus and co-location with Multinational Joint Warfare Center and MARCOM OSG SOCCE creates an intellectual and synergetic environment.

Strictly faithful to our motto "Working Together for Maritime Security", we are a multidisciplinary and interagency oriented organization focusing on maritime security. We therefore reach out to other relevant institutions and actively link up with specialists from the military, academia, industry, and politics. You are more than welcome to bring in your expertise and join this unique global network tailored to our scope of work.

Vision

The vision of the NATO Maritime Security Centre of Excellence (MARSEC COE) is to become an internationally well recognized focal point as well as comprehensive expertise and knowledge provider in the area of Maritime Security, thus expanding capabilities of NATO and Partner Nations.

2022 / 2023



Considering of transnational characteristic of maritime crimes including hybrid perspective and cross-sectoral impacts to maritime domain, MARSEC COE events bring all maritime related entities for the benefit of the Alliance. Without a comprehensive, shared understanding of what is occurring in the maritime domain achieved through Maritime Situational Awareness (MSA), vital opportunities to detect and mitigate threats or critical vulnerabilities at the earliest opportunity may be lost. In addition, today, Maritime Security is the top priority for energy diversification through energy and food security. In this perspective;

By the meeting held with NATO ENSEC COE representatives at MARSEC COE on 23rd June 2022 and with the LoI signed with USPTC on 07th June 2022, an essential contribution has been carried out for Maritime Energy Security. Professor Brenda SHAFFER from US Naval Post Graduate School Energy Academy paid a visit to NATO MARSEC COE on 30th November 2021. And later on a LoI was signed with NPS.

GoG region will have more importance as of maritime energy security in the future. The participation of ICC representative Yaoundé Code of Conduct Capt. Emmanuel Isaac BELL to the EXSPEC Conference of EXER MARSEC-23 has made a great



contribution to the determination of training objectives of the exercise. (Photo-3)

With the participation to MSPC in Dublin/Ireland on 28th March 2022, MARSEC COE had the opportunity to exhibit its capabilities and products to the other representatives and visitors.

With the participation to the COE Marketplace which was held on 09-11th May 2022, products of MARSEC COE was introduced to the personnel of NATO HQ. (Photo-5)

Hosting NATO Joint CBRND Capability Development Group Meeting gives great networking opportunity NATO MARSEC COE's MSO Task "Fight Against WMD Proliferation" (Photo-6)

Within the scope of the multidisciplinary approach of Maritime Security, LoIs was signed with the universities in Istanbul to receive academic support. (Photo-7)

"Quality Assurance Accreditation Certificate" of 6 years was given to MARSEC COE as a result of Quality Assurance (QA) on side visit of ACT Quality Assurance Team of Experts on 08th July 2022.



MARSEC COE's 2 courses became **"NATO Approved" namely "Maritime Operational Awareness for Joint Operations Course", and "Naval Cooperation and Guidance for Shipping (NCAGS) Course".**

In this regard, MARSEC COE developed Projects and participated in activities in the context of COE Pillars:

Education and Training

- NCAGS Course
- Maritime Security Exercise 2023 (EXER MARSEC-23) Exercise Specification Conference (ESC).
- Maritime Security Exercise 2023 (EXER MARSEC-23) Initial Planning Conference (IPC)

Analysis and Lessons Learned

- Maritime COEs' Lessons and Observations Analysis Forum (Chairman).
- MARSEC COE Lessons Learned (LL) Working Group (WG) establishment.
- Two "Observation, Discussion, Conclusion, and Recommendation (ODCR)" Forms were uploaded to NATO Lessons Learned Portal in accordance with Joint Analysis and Lessons Learned Centre (JALLC) LL Handbook.



Quality Assurance Accreditation Certificate

The core processes and procedures of the **NATO Maritime Security Centre of Excellence** (MARSEC COE) were reviewed and identified as being aligned with NATO Quality Standards. Therefore the Institution qualifies for

UNCONDITIONAL ACCREDITATION

Certificate ACT/JFD/HCEIT/TT-5843/Ser.NU1184
Effective: 08 JUL 2022 Expires: 08 JUL 2028

The MARSEC COE was found to have:

a. sound internal procedures for the assurance of quality;

b. procedures that are applied effectively at each level to ensure the quality of education and training;

c. effective and regular processes of reviewing the curriculum and implementing required changes and enhancements;

d. accurate, complete and reliable information about its curriculum.

FOR THE SUPREME ALLIED COMMANDER TRANSFORMATION:

Guillermo CAVO
Major General, ESP AF
Deputy Chief of Staff Joint Force Development

Concept Development and Experimentation

- Concept Development of "Cyber Intelligence in MSO" and "Unmanned Systems in MSO" experimentation plan and objectives plan.

Doctrine Development and Standards

- Support NATO Doctrine Development and Standardisation Process.
- NATO MSO Doctrine Development Plan.

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MILITARY ENGINEERING CENTRE OF EXCELLENCE (MILENG COE)

Director's Message



Colonel
Thorsten LUDWIG

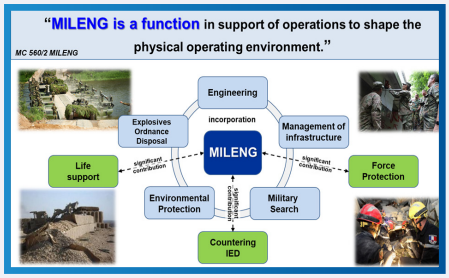
MILENG COE is a permanently established fulltime organization dedicated to NATO Military Engineering. Resourced with MILENG Subject Matter Experts covering the spectrum of the NATO MILENG Function the MILENG COE provides the conscience of MILENG within NATO. Working closely with the NATO Command and Force Structures the organization is dedicated to enhance interoperability and deliver the required benefits to our 17 Sponsor Nations and NATO.

Mission Statement

The MILENG COE is to enable the development of Sponsor Nations' and Alliance Military Engineering capability and interoperability, in order to enhance the effectiveness of Military Engineering support to NATO operations and exercises. This is delivered by leading NATO MILENG policy, concepts and doctrine developments and delivering a broad spectrum of courses through our NATO accredited Education and Training Facility. Thus enhancing the Alliance's Military Engineering capability and interoperability.

Who we are / What we do

The Military Engineering Centre of Excellence facilitates interoperability and standardisation within NATO's Military Engineering community. We achieve this via:



- Being the focus for NATO MILENG Doctrine development and assisting NATO in Concept and Policy development;
- Providing a hub for MILENG information and lessons exchange;
- Coordinating multi-national MILENG projects and experimentation on behalf of NATO;
- Delivering individual MILENG interoperability training to NATO staff and nations;
- Facilitating MILENG engagement within NATO.

The MILENG COE is the Department Head for MILENG Training and Education within NATO and is also a NATO Accredited Education and Training Facility. It has a leading role as the working body for the NATO MILENG Working Group. The MILENG COE acts as custodian of Military Engineering related policies and doctrine, and provides essential SME support to staff ACT, ACO, NATO-HQ's, nations and numerous Standardisation Working Groups in regards with Military Engineering.

Vision

The Military Engineering Centre of Excellence is to sustain and improve on its already excellent reputation amongst NATO's military engineering community and beyond. Innovation is to be at the heart of everything we do. 'Continuous improvement' must be seen as normal business.

Our training should be at the cutting edge meeting the exacting requirements of our customers.

I want to see the MILENG COE grow beyond its already impressive 17 sponsoring nations to eventually have representation from all those NATO nations that have Military Engineering Capability and principle partner nations.



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SCAN FOR
COE WEBSITE

2022 / 2023



2022 was a significant year for the MILENG COE as we passed our Periodic Assessment. The COE also received the results of its Quality Assurance review which was conducted at the end of 2021. The COE received an unconditional accreditation for the next 6 years. Next to the standard course schedule, the Training & Education Branch executed a Train-the-trainer course in Latvia in order to teach the Latvian instructors how to do Bridge Assessment. This effort will be continued in 2023 as our instructors will support the Latvian instructors with the organization of their first Bridge Assessment Course. We finalised the review of ATP-3.12.1 (Allied Tactical Doctrine for MILENG) and ATP-3.12.1.10 (Land Forces Combat Engineer Messages, Reports and Returns), which will hopefully be promulgated in 2023. 2023 promises to be another busy year with a full course schedule and number of NATO Conferences which MILENG COE staff will directly support and lead or attend by our staff. The following major activities are planned for 2023:

Training:

2023 will have an additional iteration of NIASP Course, following an increased requirement from 2022. MILENG COE will execute 3 Mobile Training Teams (MTT) demonstrating continued requirement to support Sponsor Nations training pipeline. Details of our training courses can be found at the following link:
http://milengcoe.org/course/Pages/default.aspx

Course Curriculum 2022

COURSE	DATE 1	DATE 2
MILENG Multinational Basic Course (MEMBC)	13 - 17 Feb	04 - 08 Dec
MILENG Multinational Advisory Course (MEMAC)	20 - 24 Mar	09 - 13 Oct
NATO Tactical MILENG Course (NTMEC)	06 - 10 Mar (Spain)	20 - 24 Nov
NATO Operational MILENG Course (NOMEC)	08 - 12 May	25 - 29 Sep
NATO Infrastructure In Support of Planning Course (NIASPC)	26 - 30 Jun	06 - 10 Nov
NATO Military Environmental Protection, Practices and Procedures Course (NMEPPPC)	24 - 28 Apr	/
Bridge Assessment Course (BAC)	15 - 19 May	23 - 27 Oct

NATO Event Facilitation

- 23rd Military Engineering Working Group – Ingolstadt (DEU) – 06 - 10 Feb 2023;
- 24th Military Engineering Working Group – Amsterdam (NLD) – 13 - 17 Jun 2023;
- NATO Senior Joint Engineer Conference (NSJEC) 2023 – Oslo (NOR) – 25 - 26 Oct 2023;
- MILENG Information Exchange Seminar and Industry Day 2023- Ingolstadt, (DEU) – 05 - 07 Dec 2023



Director's Message



Colonel Dr.
László
FAZEKAS

The NATO MILMED COE will continue to be the catalyzer of medical transformation in the Alliance via its innovative projects and solutions, training opportunities, professional events, and the single dedicated medical exercise series in NATO (Vigorous Warrior). Being in a turbulent time for every military service member, we as medical professionals are now focusing on the aftermath and current effects of the COVID-19 pandemic, collecting and processing the observations and lessons of the effort against it, and thus preparing ourselves for future challenges of this kind. Furthermore, we are concentrating on the Alliance-wide goal of strengthening our resilience in Article 5 posture and supporting the effort to mitigate the challenges of medical support in these scenarios."

Mission Statement

The mission of the NATO MILMED COE is to support and assist the Strategic and all other levels of Commands, other NATO bodies, nations and other civil and military organizations by supporting the transformation of the Alliance and thereby improving medical support to operations and to provide subject matter expertise in the following areas:

- Medical training, exercises and evaluation leading to certification
- Medical Lessons Learned and Innovation
- Standards development and custodianship
- Deployment-related health surveillance



Who we are / What we do

NATO MILMED COE is a hub of military medical knowledge, building a reliably accessible Community of Interest within its areas of expertise. MILMED COE is an essential part of NATO's transformation efforts by being a medical knowledge centre to the benefit of the entire Alliance. NATO MILMED COE, as a knowledge centre, remains an open institution that links military and civilian medicine together by collecting up-to-date medical knowledge and expertise from both communities, continuing to cooperate with the widest possible range of partners. NATO MILMED COE develops and implements projects to empower superior and effective medical support services across NATO, during missions abroad and in their home countries. NATO MILMED COE unites highly experienced medical professionals and it is composed of 5 branches: Support, Training, Lessons Learned and Innovation, Interoperability, Force Health Protection (FHP) Branch – a satellite branch located in a country other than the Framework Nation.

Vision

Further development of NATO medical support by innovation, experience, creating and sharing best practices. NATO MILMED COE aims to remain a hub of military medical expertise and a focal point of knowledge, providing invaluable training, education and deployment health surveillance capabilities, lessons learned databases and concept development support.

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2022 / 2023



In the last years, the NATO MILMED COE has successfully pivoted towards capabilities that are more resilient and less prone to interference during a pandemic or when its staff members must work from outside of its facilities. With taking medical innovation as a new priority area, the COE has first transformed itself into an organization that is able to work from anywhere and has a robust technical background to maintain a functional and active subject matter expert (SME) network, and to deliver a considerable amount of its products, such as trainings and professional events, online, offering multiple e-Learning opportunities and online or hybrid events. We have laid great emphasis on disease surveillance, delivering a working interim module for near-real-time medical surveillance to supplement NATO's medical-C4 capabilities. The limitations deriving from the pandemic also prompted us to try out new formats for our exercises, as the Vigorous Warrior Exercise Series (the single dedicated, wide-spectrum, multinational medical exercise in NATO) has been conducted in a live tabletop format, which provided a special and very intensive command staff training for the participants and it has set the perfect tone for the upcoming, 2024 iteration of the original format, for which we would like to invite all NATO and Partner Nations! We believe that the overall quality and the relevant products of the Centre, combined with this proactive stance led to the fact that ACT has found the COE to be aligned with NATO's quality standards and has given us unconditional accreditation as a Centre of Excellence until 2028.



NATO MILITARY POLICE CENTRE OF EXCELLENCE (NATO MP COE)

Director's Message



Colonel
Mirosław ŁABĘCKI

The NATO MP COE is a unique NATO Military Body which provides complex and effective work on all Military Police (MP) aspects across the full spectrum of NATO operations. With the armed forces as well as civilian organizations heavily engaged throughout the world, the need to prepare efficient military police officers and non-commissioned officers for multinational cooperation is becoming increasingly important. Therefore, the Centre not only offers a variety of MP-related courses and events to comply with those requirements but also prepares high quality products and provides additional opportunity to enrich knowledge of the worldwide MP Community of Interest (COI).

Mission Statement

The NATO Military Police Centre of Excellence enhances capabilities of NATO MP, fosters interoperability, and provides subject matter expertise on MP activities in accordance with the Alliance's Strategic Concept.



Who we are / What we do

The NATO MP COE is an international military organization which develops and delivers subject matter expertise. In cooperation with other military and civil actors the Centre supports further transition and development of MP standards and capabilities in order to facilitate cooperation and interoperability of NATO nations, and their military police and gendarmeries in their role in the development of future capability in accordance with the NATO Strategic Concept across the full spectrum of operations.

The Centre focuses on but does not limit its activities to the cooperative facets of MP in support of the NATO Strategic Concept, and current or future operations in the following core areas:

- Doctrine, Concept Development and Experimentation;
- Education and Training;
- Research and Development;
- Analysis and Lessons Learned;
- Consultation.

Vision

As a Military Police think tank and motor for innovation, we build bridges between nations, organizations and institutions for further evolution of MP standards and capabilities to support cooperation and interoperability of NATO and partners.



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COE WEBSITE

2022 / 2023

Since 2022, the NATO MP COE events have been transferred back to a residential mode. However, the Centre is always ready to conduct them online. Over the course of the last two years, the staff have acquired considerable experience in that matter. Moreover, the COE took the opportunity to explore capabilities through online training in order to incorporate these insights into future projects.

Among a variety of activities, the Centre carried out a number of courses and workshops, as well as organised conferences and delivered several studies/handbooks.

The NATO MP COE organised all its courses on-site in Bydgoszcz. Furthermore, the COE has expanded its engagement within Communities of Interest (COI) by conducting a webinar on "MP K9 Units" for MP Working Dogs Handlers and a webinar on "MP/GTF Endeavours in Migration and Refugee Crisis" for Lessons Learned COI.

The Centre continued supporting the MP COI by reviewing NATO doctrinal documents. The priorities were ATP-3.7.2 MP Guidance and Procedures revision, contribution to the Warfare Development Agenda stemming from the NATO Warfighting Capstone Concept and continued support to the Ukrainian Military Police. Moreover, outcomes from the Annual MP Lessons Learned Conference 2021 were presented in the NATO MP COE LL Reports Booklet available on the NATO LL Portal. Besides that, the Centre supported Provost Marshals in doctrinal issues and organised the MP Crime Investigation Forum.



The 2023 course offer includes the well-known courses, as well as the new ones. The NATO MP COE will conduct the NATO MP Digital Evidence Collection and Handling in support of Investigations Course whose pilot edition was held last year. The course is to prepare NATO MP Officers to collect and triage media that is gathered through proper collection of evidence from crime scenes focusing on battlefield digital forensics.

The MP Close Protection Forum 2023 is going to take place in Canada. The event will be co-organised with the Canadian MP, and it will aim to strengthen understanding of complex close protection considerations in NATO operations.

The world is changing, therefore the MP have to adapt to it. The NATO MP COE takes into consideration ongoing armed conflicts and draws conclusions from them for the sake of MP/GTF and is looking for lessons learned that can be integrated into its offers.

To sum up, the NATO MP COE has planned the following core events for 2023:

- NATO MP Lessons Learned Staff Officer Course;
- NATO MP Senior Officer Course;
- NATO MP Senior Non-Commissioned Officer Course;
- NATO MP Junior Officer Course;
- NATO MP Digital Evidence Collection and Handling in support of Investigations Course;
- NATO Military Policing Annual Discipline Conference;
- Annual MP Lessons Learned Conference;
- Provost Marshal Forum;
- MP Close Protection Forum;
- MP Close Protection Workshop;
- MP Crime Investigation Forum;
- MP K9 Units Workshop/Forum/Webinar;
- MP Lessons Learned Workshop/Forum/Webinar.

More details can be found in the NATO MP COE Event Catalogue 2023 available on our website.

NATO MODELLING AND SIMULATION CENTRE OF EXCELLENCE (NATO M&S COE)

Director's Message

The NATO Modelling and Simulation Centre of Excellence is an international source of expertise dedicated to support the Digital Transformation of the Alliance providing M&S capabilities through the four pillars of the Transformation: Education and Training, Lessons Learned and Analysis, Concept Development and Experimentation, Doctrine Development and Standardization. The M&S COE is a catalyst for the NATO transformation promoting cooperation, sharing of specialized expertise, and contributing to the development of new M&S concepts and capabilities.



Colonel
Francesco PACILLO

Mission Statement

To support NATO, NATO Nations and Partner Nations by providing subject matter expertise in all aspects of M&S activities.

Who we are / What we do

An organization of experienced military leaders and "digital generation" talents from 4 NATO Nations, representing all domains with expertise in both combat and combat support roles, and in the application of modelling and simulations in support of military activities.



Vision

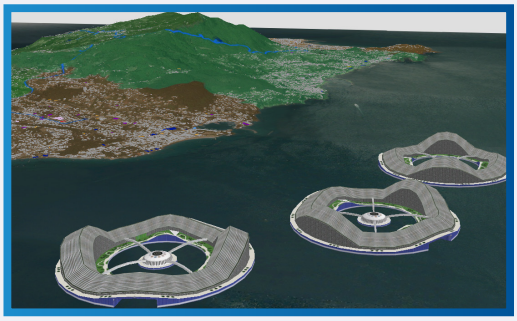
To contribute to NATO Transformation by enhancing operational effectiveness and resource management.

2022 / 2023

MODELLING AND SIMULATION SERVICES

M&S Services Branch focused heavily on Wargaming during 2022. The MSCOE continues to maintain our Wargaming Interactive Scenario Digital Overlay Model (WISDOM), which is a very powerful solution available to support Wargaming activities. In 2022, the MSCOE contributed to the development of the NATO Audacious Wargaming Capability. This includes support to NATO Science and Technologies research teams and participation in the Wargaming Initiative for NATO. The M&S Services Branch began conceptual work in Wargaming and Simulation integration to connect WISDOM and a simulation system. In 2023, the Branch will continue to improve its wargaming knowledge and technology and participate in the Multi-Domain Operations Wargame.

CONCEPT DEVELOPMENT AND EXPERIMENTATION



M&S as a Service (MSaaS) is a concept that enables an ecosystem that will supply and provide improved services to discover, compose and execute required simulation environments, using cloud-based computing. MASTER is an MSaaS environment for orchestrating both physical and virtual applications and networks, equipped with an intuitive web interface (drag & drop), capable of creating and managing dynamic deployment environments for simulation products and services and was employed as an M&S tool during CWIX 2022 as a cloud Server Node.

Electromagnetic Spectrum Operations (EMSO) project is an essential element to conduct future military operations. The MSCOE conducted a project to create a synthetic environment for the virtualization of the EMSO. The MSCOE will continue to work on the Electromagnetic Layer for Multi-domain Operations (ELMO), building electromagnetic multi-domain virtual scenarios to produce a proof of concept implementation and multi-level integration of M&S processes.

The Centre worked on the SWORDOM (SWORD - WISDOM) project, an Integrated Synthetic Environment between two tools, WISDOM and MASA SWORD to enable digital traditional wargaming activities.

Moving forward, the Branch will develop a conceptual framework (proof of concept) to explore possible solutions to improve decision making,Training and Wargaming in the CBRN field, defining a CBRN layer in a synthetic environment.

DOCTRINE EDUCATION AND TRAINING

The Doctrine, Education & Training (DET) Branch is responsible for conducting the Centre's courses on M&S, Quality Assurance, and Professional Development.

In 2022, DET conducted four NATO approved courses on M&S to include two iterations of the NATO M&S Basic Course (virtual), which provides basic education on M&S and how it is used in the NATO Alliance. The DET Branch will continue to conduct two iterations virtually. The NATO Exercise Support, M&S Integration Specialist Course is a course to prepare technicians to integrate command & control systems with simulation systems used in a NATO exercise. The NATO CAX Specialist Certification Course trains NATO personnel on the systems they will use as part of a response cell of a NATO exercise. This course decreases the amount of time needed for pre-exercise training and continues to grow in popularity. The M&S courses provide education and training from beginners to advanced practitioners and supported over 150 students from over 20 nations.

MAJOR EVENT

The MSCOE also executes the **NATO Computer Assisted Analysis, Exercise and Experimentation (CA2X2) Forum**, an event that brings together the M&S community of interest to present current and future projects. The CA2X2 Forum hosted over 450 registered participants from more than 35 nations while presenting more than 70 sessions related to M&S. Lastly, the MSCOE also executes the **Modelling and Simulation for Autonomous Systems (MESAS)** conference in conjunction with the Czech University of Defence bringing this niche community together to advance their projects.







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Director's Message



Colonel
Borut FLAJŠMAN

The NATO MW COE is an independent military organization, which can contribute to strengthening the resilience of the Alliance. As such it is paramount that the Centre is more and more recognized as a leading institution in the area of Mountain Warfare. The Centre's task is to provide the basic documents such as standards, manuals and training activities that are necessary to enable the establishment of Mountain Warfare capabilities at Alliance level. It is crucial that the community of interest recognizes the NATO MW COE as an institution whose know-how can contribute to the achievement of the common goal and that the knowledge acquired in the Center can be used in a wider environment.

Mission Statement

The mission of the NATO MW COE is to assist NATO member countries, partners, other countries and international organizations to enhance mountain warfare capabilities through the following core areas:

- Development of mountain warfare-specific doctrine and tactics;
- Concept development and experimentation;
- Mountain warfare lessons learned process;
- Education and training;
- Support for capability development.



Who we are / What we do

The NATO MW COE is a multi-nationally sponsored entity which offers recognized expertise and experience to the benefit of the Alliance, especially in support of its transformation endeavours. One mandatory purpose of the NATO MW COE is to provide tangible improvement in NATO's capabilities, thereby adding value.

It incorporates a professional core that ensures and develops the subject matter expertise to meet the requirements of mountain warfare challenges. This enhances the ability of individuals and military units to engage in mountain warfare, as well as the Alliance's readiness to operate in the mountain environment.

Vision

The vision of the NATO MW COE is to be the hub for mountain warfare expertise in the NATO community.

2022 / 2023



Doctrine and Standardization:

2022:

- Finalizing Study Draft of ATP 3.2.1.3 (Conduct of Land Operations in Mountainous Terrain) as custodian;
- Keep working on the revision of ATrainP-6 (Mountain Warfare Education & Training) as custodian;
- Support the 4th NATO Mountain Warfare Congress: "Physical and Psychological Performance of Mountain Warfare Soldiers, Followers and Leaders".

2023:

Main effort:

Complete the Ratification Draft of ATP 3.2.1.3 and accompany the ratification process.

Additional plans:

- Keep working on a Mountain Warfare Handbook for instructors and leaders in accordance with ATrainP-6 and ATP 3.2.1.3;
- Conduct a meeting with mountain specialists from military mountain units and topic-related civilian organizations to evaluate recent accidents in mountainous environments (Risk Management).

For more information please check the Homepage: https://www.mwcoe.org/doctrine-and-standardization/articles/

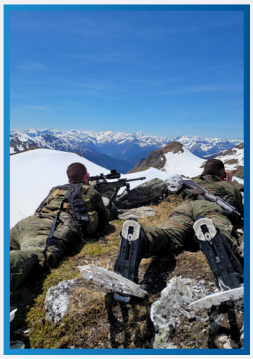
Concept Development & Experimentation:

Core Tasks:

- Conducting research and experiments and proposing solutions based on the findings;
- Cooperation with the relevant internal and external entities.

2022:

- Updating and refining the NATO MW Concept 0.9 following comments received from both strategic commands;
- Conducting "Cavalry support to MW Ops" workshop (Pre-Initiation Phase);
- In cooperation with the industry sector, testing specific equipment with a prospective use in MW;
- Executing a workshop concerning a Battle Dress Uniform for MW and concluding this project;
- Cooperation with particular COEs.



2023:

- Cavalry support to MW Ops (organizing 2nd and 3rd workshops).
- Vertical Manoeuvre in the Mountain Environment (a topic of the MW Congress);
- Multi-Domain Mountain Warfare Concept (Pre-initiation).
- Exoskeleton project (cooperation with the industry and particular NATO-accredited COEs).
- Contributing the MW aspect to the creation of various ongoing concepts.

Education and Training Branch:

Conducts education and training activities with highly qualified experts, lecturers, instructors and guest speakers through courses, seminars, workshops and participation in MW exercises.

2022:

We conducted five residential courses for different leadership levels and our METT participated in several multinational MW exercises.

2023:

We plan to conduct five residential courses in the NATO MW COE, Croatia and Poland for leaders at team/squad level up to battalion/brigade staff level. The precondition for our courses is to complete two e-learning courses available on the JADL platform and NATO MW COE website. The seminar Protection in Mountain Warfare will be held in Romania.

The Education and Training Branch METT offers individual and collective specialized training in any mountain environment, where requested.
More details at: www.mwcoe.org/education-and-training.

Lessons Learned Branch:

2022:
The NATO MW COE LL Staff Ride is an event which we organized this year; we would like it to become an annual event. The aim is to gather experts from different NATO and national HQ's to highlight MW battles in history (WWI – Soška/Isonzo Front 12th Offensive, Piave Battles) and assess the implications for Mountain Warfare today.

2023:

At least once a year we would like to gather our Community of Interest in a Workshop where we will analyze topics related to Mountain Warfare and the COE's position on them.

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Physical Address

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NATO NAVAL MINE WARFARE CENTRE OF EXCELLENCE (NATO NMW COE)

Director's Message



Commander
Filip CLAUWAERT

Naval Mine Warfare is now more relevant than ever. The sea mining in the Black Sea region hit international shipping and trade hard. Vast amounts of mines are in stock worldwide (e.g. Russia, China and Iran). These stocks consist of classic mines, classic mines upgraded with modern sensors/ activation mechanisms and more complex, sophisticated mines. At the same time, there is the threat of maritime improvised explosive devices (IED's) which are easy to make and capable of having enormous (economic) impact.

Among NATO allies, own sea mine laying capabilities are underestimated. This need to change. Finland and Sweden might empower this as soon as they join NATO.

In the meantime, many different new innovative technologies are implemented to counter sea mines. These capabilities differ significantly from the classic means and include remote controlled and autonomous vehicles and other revolutionary systems. To introduce joint NATO MCM new doctrine and tactics, planning and evaluation algorithms, a necessity for tools, education and training of personnel is paramount. The NATO Naval Mine Warfare Centre of Excellence aims to guide and support these developments to take NATO's Naval Mine Warfare capabilities into the next era.

Mission Statement

To assist NATO, Nations, Partners and other bodies by supporting the NATO transformation and operational efforts; NATO's capability development process; mission effectiveness and interoperability by providing comprehensive expertise on Naval Mine Warfare.



Who we are / What we do

The NATO NMW COE emerged from the Belgian-Netherlands Naval Mine Warfare School EGUERMIN, which has been recognized and respected by many NATO countries as an institution in the field of NMW since the mid-1960s. The NATO Naval Mine Warfare COE is manned by Belgium, Germany, Italy, Poland and the Netherlands. The NATO NMW COE requests more participants to join as the exiting new era requires more from the COE and to jointly shape the future of NMW.

The NATO NMW COE addresses an atypical warfare area as for the operating environment and the characteristics of the threat. The NATO NMW COE is not only founded on experience, but is also at the forefront of the developments in the NMW domain. As is the case for any COE, our focus is also on Concept Development and Experimentation, Doctrine and Standardization, Lessons Learned and Analysis as well as Education and Training.

Vision

The NATO Naval Mine Warfare Centre of Excellence is the recognized hub of knowledge and expertise in Naval Mine Warfare for NATO, Allied and Partner Nations and their associated research institutes in support of NATO transformation.

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B-8400 Ostend, Belgium

2022 / 2023

The NMW COE continued to:

- Be NATO's central hub leading and supporting activities related to the integration of classic and modern autonomous systems into a common MCM Planning and Evaluation process.
- Actively contribute to the NATO Doctrine and Standardization process, by participating in and leading various working groups.
- Initiate, lead and participate in Concept Development and Experimentation initiatives and campaigns for future Naval Mine Warfare capabilities, like REP(MUS) and promulgation of NMW EXTAC's e.g. 878, 882, 884 and 885.
- Contribute to ACT Minimal Viable Product initiatives as LIME 711 and MCM Trumpet.
- Support the NATO NMW Principle Warfare and Staff Officers' courses at the Navy Academy, formerly known as Eguermin.
- Participate in different conferences related to the work done in the four pillars.
- Host the NATO Naval Mine Warfare Conference in Ostend.
- Work on the 'Requests for Support' send by ACT, JALLC, JWC, MARCOM and the Italian Navy, to name a few.
- Host the Naval Mine Warfare Working Group in Ostend.

Many of these activities will continue in 2023.







NATO SECURITY FORCE ASSISTANCE CENTRE OF EXCELLENCE (NATO SFA COE)

Director's Message



Colonel
Massimo DI PIETRO

The NATO Security Force Assistance COE is fully committed to better support the Alliance with significant projects that demonstrate, more than ever, the increased importance of SFA in response to current challenges. SFA thrives both in conflict prevention and below the threshold of armed conflict. Thus, the Centre is focusing its studies on how to leverage the SFA capacities and capabilities of NATO partners to deter and contain any conventional and non-conventional aggression. SFA is intertwined with capacity building from the tactical to the strategic level, ranging from enabling Local Forces to promoting Good Governance and the respect of the Rule of Law. The COE will stimulate the entire SFA community to deepen their interests within the area by providing high-quality products and original ideas, respecting the vision that inspired its foundation.

Mission Statement

Improve the effectiveness of the Alliance in promoting stability and reconstruction efforts for conflict and post-conflict scenarios through related Lessons Learned, Education and Training analysis, development of Concept and Doctrine activities. Provide a unique capability to Alliance, NATO Nations and NATO Partners in the field of SFA.



Who we are / What we do

The NATO SFA COE is a multinational organization sponsored by Albania, Italy (Framework Nation), Slovenia, and Austria which is in the process of becoming a Contributing Participant. It is committed to providing a unique capability to the Alliance and NATO Partners in the field of SFA through the sharing of expertise and knowledge, while cementing the varied skills required to accomplish the numerous tasks, missions, and challenges that the COE faces as a team.

The strength of the Centre is based on the inseparable connection established with a heterogeneous domain consisting of an academic sphere, NATO Command Structure (NCS) and NATO Force Structure (NFS), IOs, COEs, think tanks and research institutes. The COE's comprehensiveness is the critical aspect of the approach in developing projects and related activities carried out along three lines of effort: Policy, Human Capital, and Support to the Operations.

These multiple connections guarantee an out-of-the-box perspective in analysis and research and in the development of the yearly Program of Work.

Vision

The SFA COE is to be an internationally recognized focal point to expand the capabilities of NATO, Nations, and other partners by providing comprehensive expertise and support in the area of SFA.

2022 / 2023



Along the 4 pillars of transformation, the SFA COE is conducting a variety of activities.

1. Doctrine Development & Standards

- Supporting the respective custodians in the revision of the AJP-3.16 and all the NATO publications related to SFA.
- Developing the outcomes of the Seminar "Religious, Peace, and Security: Challenges and Prospects in the MENA Region" aimed at analysing the role that the "religious factor" can play in crisis management, conflict resolution, peace building and post-conflict stabilization processes.

- Publishing newsletters, articles, and books such as "Insights on Strategic Advising for Security Force Assistance" aimed at highlighting the best practices and guidelines for SFA Strategic Advisors engaged in crisis scenarios.



2. Education and Training:

- Delivering of NATO Selected Courses such as the:
  - ADL 362 "Introduction to SFA," that introduces the NATO SFA Concept and the AJP-3.16.
  - "SFA Operators course," that aims to improve the competency and effectiveness when working in defence capacity building missions.
  - "Institutional Advisor course," that aims to develop skills at the Host Nation's institutional level in supporting their Local Forces (LF).
- Co-Chairing the NATO Seminars on institutional Advisors aimed at increasing the training of military and civilian personnel who will be employed as Advisors at the institutional level in SFA and Stability Policing (SP) missions.
- Supporting the NCS and the NFS with Mobile Training Teams and SFA Subject Matter Experts.

3. Concept Development and Experimentation:

- Following the publishing of the Study Paper on the implementation of the NATO SFA Concept within the NCS, is supporting the Capability Code process for SFA units/components.
- Developing a SFA Planning Guide aimed at complementing the NATO planning process.
- Giving support to the Joint Warfare Centre, for NATO exercises such as the STEADFAST JACKAL, and to the Joint Force Training Centre for pre-deployment training of the NATO Mission Iraq.

4. Analysis and Lessons Learned:

- Implementing the SFA Operators Profile study paper with the aim to improve and standardize the NATO recruitment, selection, and training procedures and to increase the skills for NATO's personnel involvement in SFA activities.
- Conducting the SFA Advisors' Enhancement Seminar aimed at analysing, testing, and standardizing the knowledge and skills that Advisors must acquire in order to operate effectively in the ever-changing international scenarios.
- Continuing to support the NATO Joint Analysis and Lessons Learned Centre (JALLC) during the analysis phases of the LL process in the SFA domain.

Plans for 2023:

The COE plans to continue to further its objectives through the development of the following new projects, included in the 2023 POW. Specifically, the Centre will:

- Define SFA metrics for Planners (MOP and MOE).
- Propose Capability Statements and Capability Codes for SFA.
- Conduct a study on how to conduct SFA remotely.
- Propose to NATO a new joint function called Assistance.
- Expand the training offer by certifying new or current training solutions.
- Enrich the SFA library with new publications and through new academic collaborations.
- Support the NATO effort on the Eastern and the Southern flanks by any possible means.
- Conduct a strong media campaign to enlarge the Community of interest and attract new Sponsoring Nations/Contributing Partners.



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NATO STABILITY POLICING CENTRE OF EXCELLENCE (NATO SP COE)

Director's Message



Colonel
Giuseppe DE MAGISTRIS

In 2023, the NATO Stability Policing Centre of Excellence marks its seventh year of activities. As the Alliance faces multi-domain threats that may jeopardize security and democracy, Stability Policing keeps striving to contribute to ensuring safety and security to populations in need. Guided by our 2022-2024 Strategic Plan, we will continue providing a coherent response to our ever-growing Community of Interest, being the undisputed think-thank on the subject matter. Indeed Stability Policing is an <<open club>>, where "everybody can do something, not everybody can do everything": in this vein, also during 2023 we will pivot on our Alliance's counterparts and beyond, including Academia, to improve our deliverables with the ultimate aim to enhance – by virtue of our Police skills – the Protection of Civilians, preserve the Rule of Law and uphold Human Rights, thus providing NATO's leadership with the best Stability Policing-oriented advice, thanks to our "blue lens".

Mission Statement

The mission of the NSPCoE is to be an internationally recognized focal point and a hub of expertise for a Community of Interest in the field of SP, which is a set of police related activities intended to reinforce or temporarily replace the indigenous police forces of an unstable area in order to contribute to the restoration and/or upholding of the public order and security, rule of law, and the protection of human rights (AJP 3-22).

Who we are / What we do

The NSPCoE was formally established on 9 April 2015, upon the entry into force of the two Memorandums of Understanding ruling the internal functioning of the NATO SP COE, the chain of command, the external relations and the functional relationship with ACT. The early Parties were Italy, as the Framework Nation, and the Czech Republic, France, Netherlands, Poland, Romania, Spain, Türkiye, as the Sponsoring Nations, as well as the Allied Command Transformation (ACT). On 4 October 2018, Greece joined the Centre.

Vision

The vision of the NATO SP COE: a. to operate as a prime mover to increase contribution to NATO stabilization and reconstruction efforts in conflict and post-conflict scenarios; b. to provide an unique capability to the Alliance and its member States, as well as NATO partners and International Organizations in the area of SP.

2022 / 2023



Major Products and Activities for 2022

The Centre undertook numerous initiatives, fulfilling its mission and vision, supporting the Alliance to the utmost extent possible, inter alia, as follows:

Concept Development & Experimentation:

- Contributing to the Intermediate Force Capabilities Concept and, within the Warfighting Development Agenda's efforts, to the Multi Domain Operation and Cognitive Warfare Concepts,
- Drafting:
  - Framework Concepts on SP contribution in Counterinsurgency, Counterterrorism and Cultural Property Protection (CPP);
  - A book on "Stability Policing potential".

Standardization & Doctrine Development:

- Leading the Writing Team for ATP-103 Replacement & Reinforcement of Indigenous Police Forces;
- Contributed to:
  - reviewing 12 NATO doctrinal publications;
  - NATO Terminology development;
  - implement Plans/PoW of Technical Exploitation and Battlefield Evidence policies;

- review the Capability Codes and Capability Statements within the NATO DPP;
- Organize 2nd Doctrine Forum on "SP contribution in countering hybrid threats";



Education & Training:

- Delivered:
  - Six residential courses;
  - One iteration of the Institutional Advisor Seminar jointly with the SFA CoE;
  - Upon NATO HQ's request, three iterations of the "Battlefield Evidence Institutional Level Course" for NATO Partners;
- Designed:
  - "Police Capability Building in Post Conflict Country" residential course;
  - "SP Contribution to CPP in NATO Operations" e-learning course;
  - "Preserving an Incident Scene in NATO Operations" e-learning course;
- Supported:
  - planning process and execution phases of STEADFAST JACKAL 2022 Exercise
  - NSO and MP CoE by providing lectures on SP in various courses;
  - DEEP for Tunisia, by delivering a SP module.

Lessons Learned (LL) & Analysis:

- Invest and enlarge the SP Lessons Learned Community of Interest;
- Strengthen the cooperation with US Special Inspector General for Afghan Reconstruction (SIGAR);
- Support the NSPCoE trainings and doctrinal developments;
- Contribute with SP and LL expertise to NATO exercises;
- Supporting ACT&JALLC to review and provide comments for the NATO lessons learned process;
- 5-7 July 2022 LL Workshop & Conference "Stability Policing in Afghanistan: did NATO miss an opportunity? Lessons from a 20-year campaign";
- LL Conference with SIGAR, aimed at presenting the SIGAR lessons learned report "Police in conflict. Lessons from the US experience in Afghanistan".

Major products and activities for 2023

NSPCoE will keep striving to support the Alliance as well as to finalise ongoing/launch the following workstreams:

- ATP-103 promulgated;
- AJP-3.22 revision;
- NATO TE/BE policies' implementation Plan of the PoW;
- COIN, CT & CPP Framework Concepts;
- "Stability Policing potential", book 2;
- Supporting from SP viewpoint main ACT projects, including LR and MDO Concepts, and doctrinal publications under review;
- Hosting:
- Data Fusion Workshop to review AJP-3.22 "Stability Policing";
- Third Stability Policing Doctrine Forum;
- Workshops on BE, on books under development and on LL matters;
- Invest and enlarge the SP Lessons Learned Community of Interest;
- Conduct analysis on the SP implications in NATO missions;
- Organize 3 LL workshops, aimed at discussing possible role of SP in Cyber, Hybrid, and Intel;
- Supporting ACT in "NATO LL from the situation in and around Ukraine".

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NATO STRATEGIC COMMUNICATIONS CENTRE OF EXCELLENCE (STRATCOM COE)

Director's Message



Mr. **Janis SARTS**

Russia's unprovoked invasion of Ukraine has threatened values that underpin the rules-based international order. With this war expanding outside what we have considered a traditional battlefield and entering the cognitive domain using the unlimited opportunities information space offers, it is more important than ever that strategic communications maintains its place at the highest level of decision-making.

NATO StratCom COE works to deliver up-to-date and in-depth analysis of methodologies applied by malicious actors across the information space. Our work focuses on but is not limited to the digital environment analysis, with particular focus on emerging technologies and AI, to provide comprehensive and practical knowledge base to StratCom practicioners. We also aim to build knowledge base of complex communications and narratives' formation processes for NATO and its nations. Expertise in StratCom allows the COE to contribute to the development of NATO doctrines and form research-based framework for Alliance's operations. The COE's expertise has formed by combining knowledge from private, public and academic sectors and successfully applying research in recognizing emerging threats in the information environment.

Mission Statement

The COE's mission is to support NATO's strategic communications capability and contribute to the Alliance's communication processes by providing comprehensive analysis, timely advice and practical support.

The Centre's aim is to contribute substantially to the improvement of NATO, its Allies' and Partners' strategic communication capabilities through research, analysis, concept development, prototyping, doctrine development, standardisation and case studies, furthermore investing into the continuing development of StratCom education and training.

Who we are / What we do

During its first 8 years of full operational capability the NATO StratCom COE has established itself as one of the primary research and fusion hubs on subjects of strategic communications, countering disinformation, revealing trends in digital security and understanding hostile actor strategies, tactics, methodologies and techniques in the Euro-Atlantic area. COE's international team of experts conducts research in response to the needs of NATO and governments of participating nations, develops trainings, designs programmes to advance the development of NATO military doctrine, and provides comprehensive analysis and practical support for decision makers in the Alliance. The COE covers StratCom and all its core communication capabilities and functions: InfoOps, PsyOps, Public Diplomacy, Public Affairs and Military Public Affairs.



Vision

NATO StratCom COE has determined that its vision foresees seeking to increase Centre's knowledge pool in areas critical to development of strategic communications, through research, experimentation, cooperation and prototype development. This knowledge will be shared with NATO, its Allies and Partners through assistance in doctrine and concept development, education and training inputs and interaction with stakeholders across the Euro-Atlantic area. To capture the complexity of contemporary information environment, the COE will focus on looking into the military, government, societal and technological aspects of StratCom.

2022 / 2023

In 2022, NATO StratCom COE has shifted back to the on-site operational setup, but still adapting its event management and research production strategy to the current situation related to the spread of COVID-19.

Altogether, the COE has organized 18 events in 2022 with an aim to support global efforts in countering dis- and misinformation, as well as to reach multiple stakeholder groups and boost the engagement of interested audiences through various platforms COE has published more than 30 various researches and papers on mentioned topics available publicly online, as well as introduced "StratCom Podcast" (available in both audio and video formats).



COE has also worked closely with local and international media to educate society on issues related to the information environment. In total, COE and its experts were cited and/or mentioned in more than 400 news pieces, including such media outlets as BBC, New York Times, ARTE, Tagesspiegel, Washington Examiner, etc.

To ensure global discussion platform aimed to tackle current issues in global security, information environment and cognitive domain, the COE organized its annual conference "Riga StratCom Dialogue 2022" attracting more than 600 on-site participants (mainly – StratCom practitioners working for governments, military and non-state actors).

The COE's subject matter experts were involved in numerous projects designated for the development of the StratCom mind-set, processes, and related functions and capabilities as well as events organised by the StratCom, Military PA, PSYOPS, and InfoOps communities of interest.

As a custodian for the Allied Joint Doctrine for Strategic Communications (AJP-10), COE has successfully finalized the first edition of strategic communications fundamentals for the operational level of NATO's command structure.

Education & Training (E&T):

NATO StratCom COE has dedicated its subject matter experts to several projects designed for the development and improvement of StratCom education and training solutions.

In 2022, the COE ensured several on-site and online courses as "Introduction to Strategic Communications", "Online and Social Media Analysis" and "Information environment Assessment Course".

The Centre also supported major NATO exercises, e.g. STEADFAST PYRAMID/PINNACLE and STEADFAST JUPITER, mainly during the preparatory phases.

COE has also dedicated its resources to the NATO School of Oberammergau for the course "NATO Certified Strategic Communications", as well as the Polish Academic Centre for "NATO Strategic Communication Course" and the Hellenic MPSOTC for the "Media OPS course".

The Centre also organized the Annual Discipline Conference and Training Needs Analysis workshops to tackle the education and training gaps, as well as participated in the course design and development processes.

LL & Analysis:

In 2022, the NATO StratCom COE has participated in regular NATO LL community meetings organized by HQ SACT, as well as the NATO LL Conference. During the NATO exercises, COE has been supporting NCS and NATO countries by providing experts for the conduct (Exercise Control) of the exercise and the Evaluation Team. Observations captured during the joint evaluation are provided to exercise organizers to develop the LI/LL and submit to the JALLC.

As for the 2023, the COE will continue its work according to the PoW 2023 by strengthening StratCom capabilities of NATO, its Allies and Partners through research, analysis, concept and doctrine development, prototype development and case study analysis process. A special focus will be put on assessing emerging trends in StratCom on different communication platforms, information environment assessment, as well as the impact of AI on the information environment. The Centre will contribute to continuous development of StratCom education and training, sharing its knowledge through organizing, delivering and mentoring StratCom related courses and seminars. The Centre will also continue issuing the academic journal "Defence Strategic Communications".

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CURRENT COE STATUS AND LOCATION

Centre of Excellence (COE)	FN	Sponsoring/ Partner Nations	Location	Accreditation Date
Air Operations (AO)	FRA	FRA	Lyon Mont Verdun, FRA	18-Feb-08
Civil-Military Cooperation (CCOE)	NLD & DEU	DEU, HUN, ITA, LVA,NLD, POL	The Hague, NLD	31-Jul-07
Cold Weather Operations (CWO)	NOR	NOR	Elverum, NOR	31-Jul-07
Combined Joint Operations from the Sea (CJOS)	USA	CAN, DEU, ESP, FRA, GBR, GRC, ITA, NLD, NOR, PRT, ROU, TUR, USA	Norfolk, USA	14-Dec-06
Command and Control (C2)	NLD	ESP, NLD, TUR, USA	Utrecht, NLD	04-Apr-08
Confined and Shallow Waters (Operations In) (CSW)	DEU	DEU, DNK, EST, GRC, ITA, LTU, NLD, POL, TUR, USA	Kiel, DEU	03-Mar-09
Cooperative Cyber Defence (CCD)	EST	ALB*, BEL, BGR, CAN, CZE, DEU, DNK, ESP, EST, FRA, GBR, GRC, HRV, HUN, ISL*, ITA, LUX, LTU, LVA, MKD*, MNE, NLD, NOR, POL, PRT, ROU, SVK, SVN, TUR, USA, AUS*, CHE, FIN, SWE, KOR, JPN*, IRE*, UKR*	Tallinn, EST	28-Oct-08
Counter Improvised Explosive Devices (C-IED)	ESP	CZE, DEU, ESP, FRA, GRC, HUN, NLD, PRT, ROU, TUR, USA, SWE	Madrid, ESP	14-Nov-10
Counter-Intelligence (CI)	POL & SVK	CZE, DEU, HRV, HUN, ITA, LTU, POL, ROU, SVK, SVN, USA	Krakow, POL	22-Feb-17
Crisis Management and Disaster Response (CMDR)	BGR	BGR, GRC, HUN, POL, ROU	Sofia, BGR	31-Mar-15
Defence Against Terrorism (DAT)	TUR	ALB, DEU, GBR, HUN, ITA, NLD, ROU, TUR, USA	Ankara, TUR	14-Aug-06
Energy Security (ENSEC)	LTU	DEU, EST, FRA, GBR, ITA, LTU, LVA, POL, TUR, USA, FIN, GEO, UKR	Vilnius, LTU	12-Oct-12
Explosive Ordnance Disposal (EOD)	SVK	CZE, HUN, POL, ROU, SVK	Trencin, SVK	28-Apr-11
Human Intelligence (HUMINT)	ROU	CZE, GRC, HUN, POL, ROU, SVK, SVN, TUR, USA	Oradea, ROU	29-Jul-10
Integrated Air & Missile Defence (IAMD)	GRC	BGR, CZE, FRA*, GRC, ROU, TUR	Chania, GRC	25-Jan-21

In RED: Partner nations *: In Process of Joining

Centre of Excellence (COE)	FN	Sponsoring/ Partner Nations	Location	Accreditation Date
Joint Air Power Competence Centre (JAPCC)	DEU	BEL, CAN, CZE, DEU, ESP, GBR, GRC, HUN, ITA, NLD, POL, ROU, TUR, USA	Kalkar, DEU	01-Jan-05
Joint Chemical, Biological, Radiological and Nuclear Defence (JCBRN Defence)	CZE	CAN, CZE, DEU, FRA, GBR, GRC, HUN, ITA, POL, ROU, SVK, SVN, USA, AUS	Vyškov, CZE	31-Jul-07
Maritime Geospatial, Meteorological & Oceanographic (MGEOMETOC)	PRT	ESP, PRT, ROU, TUR	Lisbon, PRT	23-Jun-22
Maritime Security (MARSEC)	TUR	GRC, PRT, ROU, TUR	Istanbul, TUR	08-Jun-20
Military Engineering (MILENG)	DEU	BEL, CAN, CZE, DEU, DNK, ESP, FRA, GBR, GRC, HUN, ITA, NLD, NOR, POL, ROU, TUR, USA	Ingolstadt, DEU	09-Mar-09
Military Medicine (MILMED)	HUN	BEL,CZE, DEU, FRA, GBR, HUN, ITA, NLD, POL, ROU, SVK, USA	Budapest, HUN & Munich, DEU	12-Oct-09
Military Police (MP)	POL	BGR, CZE, DEU, GRC, HRV, HUN, ITA, NLD, POL, ROU, SVK	Bydgoszcz, POL	28-May-14
Modelling & Simulation (M&S)	ITA	CZE, DEU, ITA, USA	Rome, ITA	18-Jul-12
Mountain Warfare (MW)	SVN	CZE, DEU, HRV, ITA, POL, ROU, SVN, AUS	Begunje na Gorenjskem, SVN	27-Nov-15
Naval Mine Warfare (NMW)	BEL & NLD	BEL, ITA, NLD, POL	Ostend, BEL	17-Nov-06
Security Force Assistance (SFA)	ITA	ALB, ITA, SVN	Rome, ITA	30-Nov-18
Stability Policing COE (SP)	ITA	CZE, ESP, FRA, GRC, ITA, NLD, POL, ROU, TUR	Vicenza, ITA	09-Dec-15
Strategic Communications (STRATCOM)	LVA	CAN, DNK, DEU, EST, GBR, ITA, LTU, LVA, NLD, POL, SVK, USA, HUN, FIN, SWE, AUS	Riga, LVA	01-Sep-14

In RED: Partner nations *: In Process of Joining

NATIONS PARTICIPATING IN COEs

	Country	Sponsoring Nation of	Framework Nation of
	ALB	DAT, CCD, SFA	
	BEL	CCD, JAPCC, MILENG, MILMED, NMW	NMW
	BGR	CCD, CMDR, IAMD, MP	CMDR
	CAN	CCD, CJOS, JAPCC, JCBRN Defence, MILENG, STRATCOM	
	CZE	CCD, CI, C-IED, EOD, HUMINT, IAMD, JAPCC, JCBRN Defence, MILENG, MILMED, M&S, MP, MW, SP	JCBRD Defence
	DEU	CCD, CCOE, CI, C-IED, CJOS, CSW, DAT, ENSEC, JAPCC, JCBRN Defence, M&S, MILENG, MILMED, MP, MW, STRATCOM	CCOE, CSW, JAPCC, MILENG
	DNK	CCD, CSW, MILENG, STRATCOM	
	ESP	C2, CCD, C-IED, CJOS, JAPCC, MGEOMETOC, MILENG, SP	C-IED
	EST	CCD, CSW, ENSEC, STRATCOM	CCD
	FRA	AO, CCD, C-IED, CJOS, ENSEC, IAMD*, JCBRN Defence, MILENG, MILMED, SP	AO
	GBR	CCD, CJOS, DAT, ENSEC, JAPCC, JCBRN Defence, MILENG, MILMED, STRATCOM	
	GRC	CCD, C-IED, CJOS, CMDR, CSW, HUMINT, IAMD, JAPCC, JCBRN Defence, MARSEC, MILENG, MP, SP	IAMD
	HRV	CCD, CI, MP, MW	
	HUN	CCD, CCOE, CI, C-IED, CMDR, DAT, EOD, HUMINT, JAPCC, JCBRN Defence, MILENG, MILMED, MP, STRATCOM	MILMED
	ISL	CCD	
	ITA	CCD, CCOE, CI, CJOS, CSW, DAT, ENSEC, JAPCC, JCBRN Defence, M&S, MILENG, MILMED, MP, MW, NMW, SFA, SP, STRATCOM	M&S, SFA, SP
	LUX	CCD	
	LTU	CCD, CI, CSW, ENSEC, STRATCOM	ENSEC

*: In Process of Joining

	Country	Sponsoring Nation of	Framework Nation of
	LVA	CCD, CCOE, ENSEC, STRATCOM	STRATCOM
	MKD	CCD	
	MNE	CCD	
	NLD	C2, CCD, CCOE, C-IED, CJOS, CSW, DAT, JAPCC, MILENG, MILMED, MP, NMW, SP, STRATCOM	C2, CCOE, NMW
	NOR	CCD, CJOS, CWO, MILENG	CWO
	POL	CCD, CCOE, CI, CMDR, CSW, ENSEC, EOD, HUMINT, JAPCC, JCBRN Defence, MILENG, MILMED, MP, MW, NMW, SP, STRATCOM	CI, MP
	PRT	CCD, C-IED, CJOS, MARSEC, MGEOMETOC	MGEOMETOC
	ROU	CCD, CI, C-IED, CJOS, CMDR, DAT, EOD, HUMINT, IAMD, JAPCC, JCBRN Defence, MARSEC, MGEOMETOC, MILENG, MILMED, MP, MW, SP	HUMINT
	SVK	CCD, CI, EOD, HUMINT, JCBRN Defence, MILMED, MP, STRATCOM	CI, EOD
	SVN	CCD, CI, HUMINT, JCBRN Defence, MW, SFA	MW
	TUR	C2, CCD, C-IED, CJOS, CSW, DAT, ENSEC, HUMINT, IAMD, JAPCC, MARSEC, MGEOMETOC, MILENG, SP	DAT, MARSEC
	USA	C2, CCD, CI, C-IED, CJOS, CSW, DAT, ENSEC, HUMINT, JAPCC, JCBRN Defence, M&S, MILENG, MILMED, STRATCOM	CJOS
	COUNTRY	PARTNER NATION OF	
	AUT	CCD, JCBRN Defence, MW	
	AUS	CCD, STRATCOM	
	CHE	CCD	
	FIN	CCD, ENSEC, STRATCOM	
	GEO	ENSEC	
	IRE	CCD	
	JPN	CCD	
	SWE	CCD, C-IED, STRATCOM	
	KOR	CCD	
	UKR	CCD, ENSEC	

***: In Process of Joining**

NOTES

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HQ SACT VISUAL INFORMATION

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