



MARITIME SECURITY CENTRE OF EXCELLENCE (MARSEC COE)

ENLARGEMENT BOOKLET

2026



"The sea is common to all, because it is so limitless that it cannot become a possession of any one, and because it is adapted for the use of all. Nobody has the right to deny others access to it. Every nation is free to travel to every other nation, and to trade with it."
H. Grotius, Mare Liberum, p. 2



*“Working Together for
Maritime Security”*

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DISCLAIMER:

This booklet is a product of MARSEC COE, and do not reflect NATO's policies or positions, and neither do they engage NATO in any way, but only MARSEC COE itself.

Introduction.



Seventy percent of the earth's surface is covered by sea and the vast majority of the world's population lives within a few hundred miles of the coast. Over one hundred fifty of the one hundred ninety two member states of the United Nations are littoral states. The oceans and seas connect the nations of the world, even landlocked countries. Ninety percent of world trade and two-thirds of petroleum is transported by sea. Total income of sea trade has reached to 400 billion dollars where world trade volume is more than 8 billion tons. Without shipping, the import/export of affordable food and goods would not be possible. So nations is addicted to

maritime and it's all related component and activities which are mainly regulated by The International Maritime Organization (IMO) convention ratified in 1958, ten years after its formal establishment enhance the safety of ships and their crews. IMO's main player is signatory member states and its maritime administrations. IMO only gives some guidance and member states implement it their domestic laws.

World economic growth is heavily dependant on maritime transportation which is the cost-effective way. Critical choke points, SLOCs, straits and ports accessibility and openness in maritime transportation is crucial for economic agreements created among countries. No single nations can tolerate security related issues on Maritime domains multifaceted players and transnational characteristic of crimes. Unity of efforts is most important in Maritime security because of transnational crimes at sea occur in for national government agencies and the international/regional organizations.

Describing of political/military strategic level's (UN, NATO, EU and other regional initiatives) approach to Maritime security gives us directives, principles and concepts. To implement these principles to our national systems is not an easy task because of countries' different interests, systems and mostly "non-maritime" actors whose jurisdictions overlap with the maritime sector. The crucial question is how do we implement these directives, principles and concepts to our national system? In order to tackle with regional/transnational threats related with maritime domain, there are some existing mechanisms and initiatives. In practice, we can use them that have different players, organizational behaviors and cultures.

Most of the challenges & risks in the maritime environment need links among those mechanism and initiatives. MARSEC COE adopts a comprehensive and sustainable approach to maritime security, aiming to enhance coordination, information sharing, and effective use of existing mechanisms in response to evolving maritime security challenges. In the current strategic environment, the maritime domain is no longer limited to economic connectivity and law enforcement challenges. As highlighted in NATO's Alliance Maritime Strategy (2025), maritime space has become a critical domain for deterrence, defence, and the protection of Allied interests against state and non-state threats. Increasing strategic competition, hybrid activities, and the vulnerability of maritime critical infrastructure require a comprehensive, multi-domain approach to maritime security. In this context, MARSEC COE contributes to NATO's efforts by supporting awareness, coordination, and capability development across the full spectrum of maritime security challenges.

Why does your Nation Join MARSEC COE?

In an increasingly interdependent, interconnected, rapidly evolving and globalized world, a “maritime 9/11” type event could have a devastating impact on global security and economic prosperity and shake public confidence in the global order to its core. The security of the maritime commons is not a given. Without a comprehensive shared understanding of what is occurring in the maritime domain, achieved through Maritime Domain Awareness (MDA) or Maritime Situational Awareness (MSA), vital opportunities to detect and mitigate threats or critical vulnerabilities at the earliest opportunity may be lost. It should come as no surprise that complex issues such as

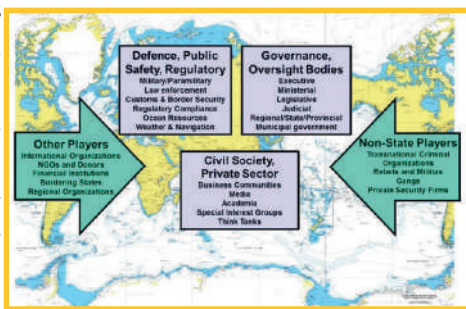
security, economic competitiveness, innovation, wealth creation, social welfare, resource management, environmental protection, political stability and climate change are inextricably linked to the maritime domain and our knowledge of it. Yet in 2015, when nearly every human being

on earth has access to a telephone and the internet, maritime security collaboration and information sharing between multinational, inter-agency and private sector stakeholders which make up the Global Maritime Community of Interest remains ad hoc. The evidence of failure in connecting maritime stakeholders together to achieve MSA is clear from the widespread inability of traditional nation-state maritime authorities to anticipate and address environmental, security, safety and economic concerns; a situation which is exacerbated by the acceleration of globalization and the growing number of stakeholders sharing maritime interests. Fortunately, MSA and maritime security can be significantly enhanced without the need to invest vast amounts of money in research, innovation and new technology. High quality data is already collected from a variety of sensors and sources spanning the globe. The real challenge is to ensure that the right data gets to the right people in the right organization at the right time to achieve the desired outcome.

MARSEC COE's and other maritime related COE's efforts and contributing study examines a number of top down and bottom up approaches to enhance MSA and concludes that developing a robust governance structure, leveraging established Maritime Security Regimes (MSRs), and building on best management practices show the most promise towards improved MSA.

The maritime environment is open to a wide range of national, regional and global level threats to maritime security including; terrorism, piracy, obstacles to freedom of navigation, illicit trafficking, proliferation of weapons of mass destruction (WMD), cyber-attacks, climate change, pollution and excessive and unregulated use of marine resources. Considering the multifaceted interconnected and transnational characteristics of these threats, a broad cross-section of civil-military organizations including land-based actors are to work together in a coordinated and collective manner to achieve the required effect, which is safe and secure maritime environment.

The new organizational namely MARSEC COE's approach to Maritime Security describes our global commons in the maritime environment and create a new global adaptor to fit everywhere for implementation of maritime security tasks. This global adaptor only needs a power or “political will” and “synergy” among maritime security stake holders in the new organizational format. Your country may have solved all the problems in maritime security or may be on the way to solving them. However, an event on the seas will affect all economies. For this reason, when you join MARSEC COE, you will both share your experiences and benefit from the activities of other countries with the activities we carry out.



What is a NATO-accredited COE?

Definition

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 were 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 12 February 2020.

Pillars

Not every organization can become a NATO-accredited COE.

In order to become a COE, expertise must be demonstrated in the following pillars:

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

Principles

- 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.

Centres of Excellence

Concept
Development &
Experimentation



Doctrine
Development &
Standards



Education &
Training



Analysis &
Lessons Learned



The four pillars

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.

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 Nation(s), 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.

How does NATO request COE products and services?

NATO can request support from a COE by submitting a request through the Request for Support Tool in TRANSNET.

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.”

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.

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.

COE FAQ

Can Partner Nations join COEs?

No, but Partner Nations can contribute to NATO-accredited COEs' activities 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.

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..."

Where can I find more information about the COEs?

There are multiple sources available, depending on exactly what you are looking for:

COEs in general – ACT's website for COEs is <https://www.act.nato.int/centres-of-excellence>.

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.

COE Management Framework

Bottom Line

There are numerous reasons why a Nation, or group of Nations acting as a Framework Nation, may decide to offer a Centre of Excellence (COE) to NATO. One of the most common motivations is to contribute to NATO's collective capabilities while simultaneously deriving direct benefits for one or more participating Nations.

The number of NATO-accredited COEs continues to grow. Governed by the Military Committee (MC) Concept and NATO accreditation criteria, COEs have demonstrated themselves to be a successful and sustainable model for delivering robust multinational solutions. As a result, the NATO Command and Force Structures are supported by a strong and dynamic network of COEs. These entities are nationally or multinationally managed and funded, and they remain open to participation by both NATO Allies and Partner Nations.

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:

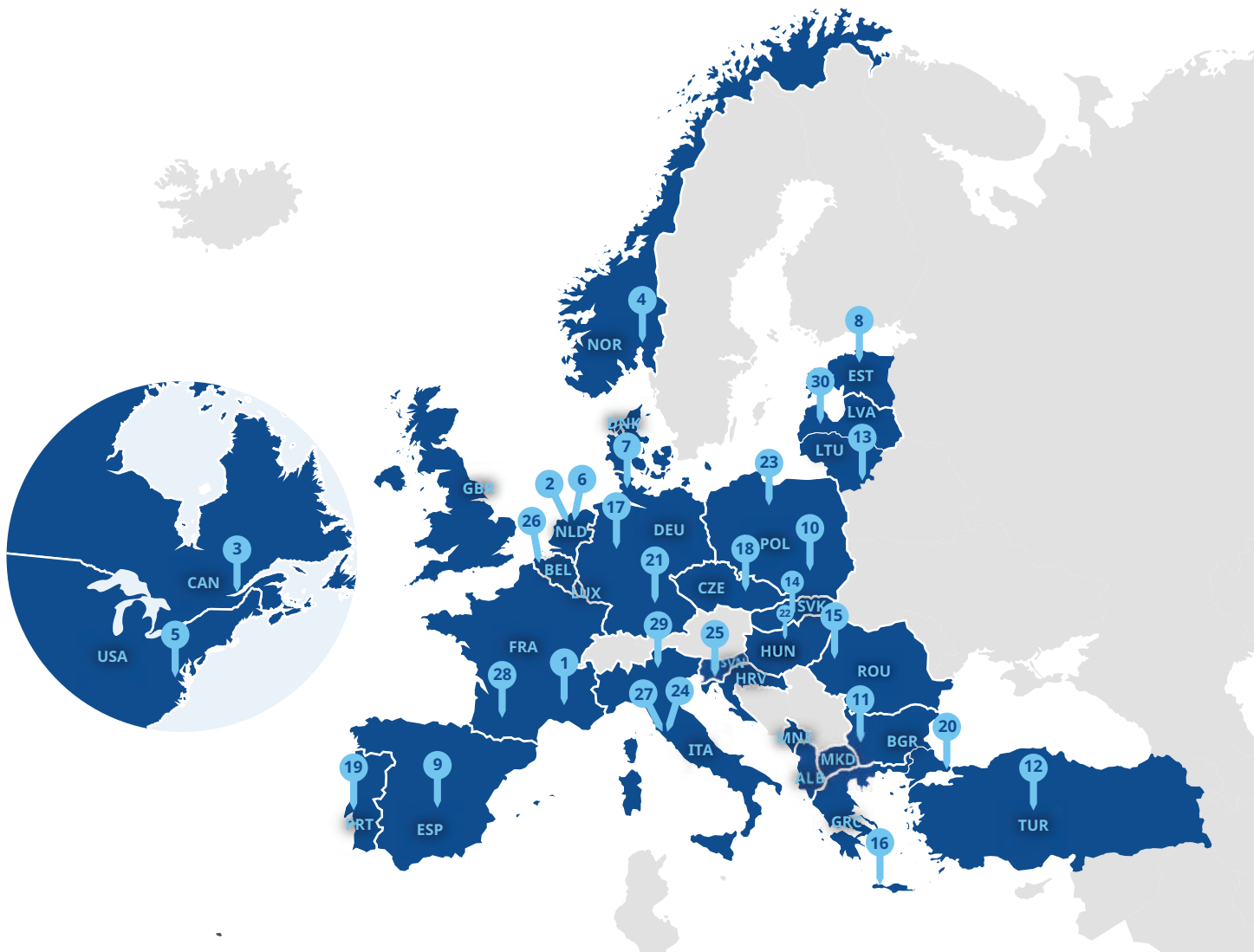
- The SC Chair;
- The COE Director;
- HQ SACT's assigned Subject Matter Expert (SME) is invited to participate, normally to advise the SC on NATO entities' requirements and priorities;
- Other representatives as invited by the SC may attend in an advisory capacity.

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 organisations and nations;
- Review and amend the Concept of the COE and propose changes to the MOU and its Annexes.



Locations of NATO Centres of Excellence



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

Source: Allied Command Transformation, 20 Years as NATO's Military Leader for Change, p.15.
<https://www.act.nato.int/wp-content/uploads/2023/06/NATO-booklet-2023-LR.pdf>

We are Maritime Security Centre of Excellence

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..

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).

Self-Conception

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 Centre and MARCOM OSG SOCCE create an intellectual and synergetic environment.

We are a unique multinational think tank of military and civilian experts in the field of maritime security, providing holistic analysis of current developments and driving the progress on future advancements.

- Permanently open-minded to changes, our innovative ambition stands for ongoing improvements and significant advancements within our area of competence.
- We, therefore, maintain and expand a dedicated, worldwide network of maritime security related experts and entities from the Military, Academia, Industry, Politics, and other Think Tanks. Accredited to NATO, we also enjoy very close relations with our participating nations.
- Based on our understanding of “Excellence”, we aim to provide our customers with sustained and premium class advice, as well as comprehensive, outstanding and trustworthy deliverables.

As the Maritime Security Centre of Excellence (MARSEC COE), we are supporting NATO's capability development process, mission effectiveness, and interoperability by providing comprehensive and timely subject matter expertise in the field of Maritime Security as well as multinational, interdisciplinary

maritime security research and training; we are professionals, reliable, flexible and innovative in our work and cooperation with partners. Therefore, benefit from and contribute to our excellence – connect and interact with us. As our motto highlights: Working Together for Maritime Security” is a must.

Vision

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.

History

Maritime security requires multinational-interagency cooperation and can only be achieved through working together with national, regional and global maritime security organizations as well as civilian agencies. There are numerous national, regional and global maritime security related initiatives around the globe. UN, NATO, IMO and EU are among these global maritime security stakeholders.

Türkiye has a big potential in terms of transportation since she is at the crossroads of Europe, Central Asia and Middle East. The geo-strategic position of the country has been rendered with comprehensive and strategic studies, and Türkiye has acquired an identity as an “Energy Corridor”.

The idea of establishing a Maritime Security Centre of Excellence (MARSEC COE) stemmed from the coordination requirement among government, private sector, industry and academies in order to get a more secure maritime environment in our region. In accordance with NATO’s smart defence approach, Türkiye decided to coordinate and unite the efforts in a centre of excellence, acting as a hub for maritime-related issues.

With this aim, on 12 November 2012, the “Multinational Maritime Security Centre of Excellence (MARSEC COE)” was officially inaugurated in Aksaz Naval Base-Marmaris/TÜRKİYE, under the command of Turkish Naval Forces Southern Task Group Command. This institution was established as an outcome of the “Smart Defence” initiative and aimed at Supporting Allies’ security interests by working on “Maritime Security” in the surrounding seas. Due to its proximity to international airports, universities and maritime industry, the centre was relocated to Beylerbeyi/İSTANBUL in January 2017, and then in March 2018, moved to its present location at the Multinational Joint Warfare Centre (MJWC) building in the National Defence University Campus, Yenilevent/İSTANBUL.



On the way to becoming a NATO Accredited Centre of Excellence (COE); Türkiye, as a Framework Nation, after several coordination visits and meetings and also inputs of NATO Allied Command Transformation (ACT), Allied Maritime Command (MARCOM), Combined Joint Operations from the Sea Centre of Excellence (CJOS COE), and Centre of Excellence for Operations in Confined and Shallow Waters (COE CSW); conducted the 1st Establishment Conference on 04-07 February 2019, and the 2nd Establishment Conference on 6-9 May 2019, and have finalized MARSEC COE concept together with Operational and Functional Memorandums of Understanding (MoU) with consensus of all participants. Greece and Romania declared their intentions as Sponsoring Nations for MARSEC COE, and MoU signing ceremony was held with the participation of Türkiye as the Framework Nation, the Sponsoring Nations, and NATO Allied Command Transformation (ACT) on 18 October 2019.

MARSEC COE 1st Steering Committee (SC) Meeting was conducted on 5-6 February 2020 with representatives from Türkiye, Greece, Romania, Azerbaijan, Georgia, Portugal, Qatar, Spain, and NATO HQ SACT at MARSEC COE in İstanbul. Later on, NATO ACT CPD representatives conducted MARSEC COE Accreditation Assessment Visit on 04-05 March 2020 at MARSEC COE. As of 8 June 2020, "NATO Maritime Security Centre of Excellence (MARSEC COE)" has achieved the status of "International Military Organization" as the 26th centre of excellence accredited to NATO.



Portugal's participation in the NATO Maritime Security Centre of Excellence (NATO MARSEC COE) was formalised with the signing of the Note of Joining on 07 December 2021. This step marked Portugal's official commitment to contribute to, and benefit from, the activities of the Centre. Following the signing, a staff officer was assigned by Portugal, and he officially joined the NATO MARSEC COE on 10 January 2022, thereby initiating Portugal's active participation in the Centre's work.

The Technical Arrangement on Azerbaijan's contribution to MARSEC COE was signed at Allied Command Transformation (HQ SACT) on 10 February 2025, with the participation of the Sponsoring Nations and Azerbaijan. An officer from the Azerbaijani Navy has been contributing to the Centre since June 2025.



Facilities

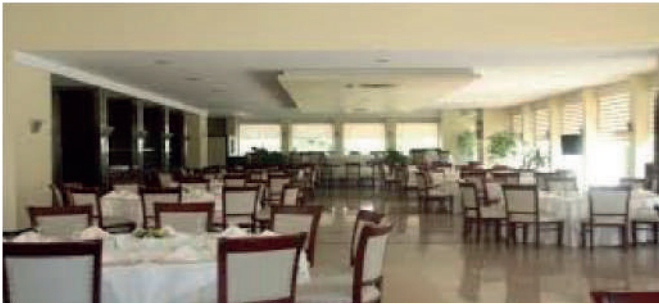
MARSEC COE is located in a campus with ambitious facilities compared to most of others, in a facility that allows the activities related to its mission areas to be carried out in the most effective way.



- Atatürk War Gaming Hall and Cultural Center
- Indoor area:
- 35.000 m2 (approx.: 6 football fields),
- Comprising of six floors and three main blocks
- MARSEC COE is on the 1st floor.



Social Facilities



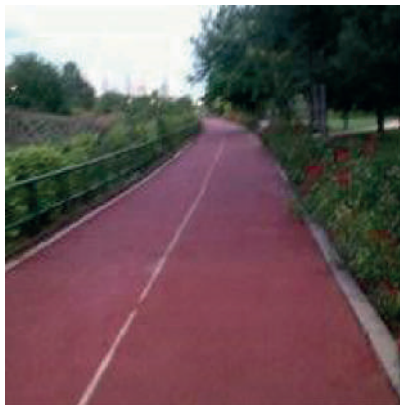
Restaurant

(National Defence University Campus)



Hospital and Polyclinics

(National Defence University Campus)



Walking and Running Track

(National Defence University Campus)

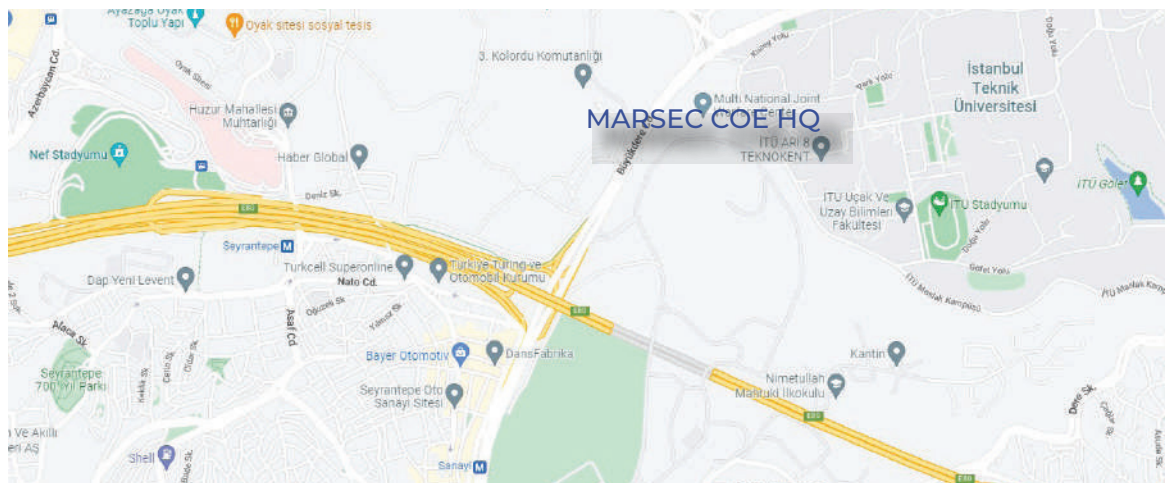


Cafeteria

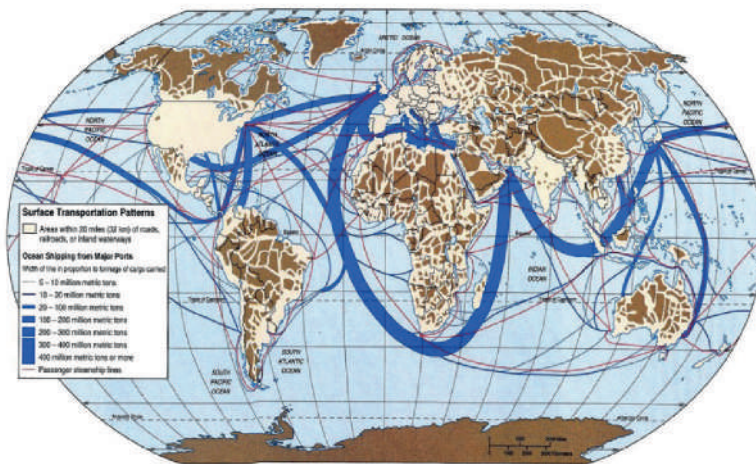
(National Defence University Campus)

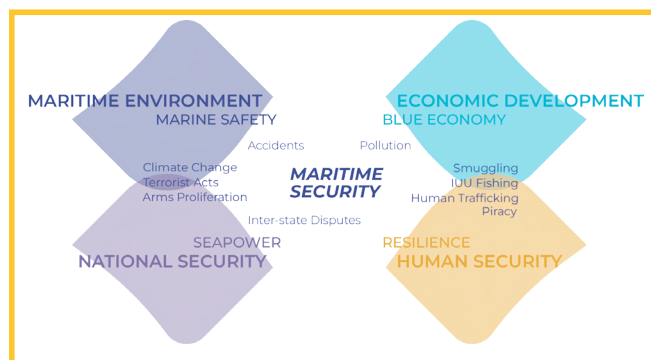
Location

NATO Maritime Security Centre of Excellence (MARSEC COE) is located at the National Defence University Campus (NDUC), Yenilevent/Beşiktaş-İSTANBUL, which is co-located with Multinational Joint Warfare Centre.



Academic Approach to Maritime Security





Source: What is Maritime Security, Christian Bueger, Cardiff University

One of academia's different approaches to Maritime Security vis-à-vis NATO belongs to a well-acknowledged professor Christian Bueger. According to him, Maritime Security is one of the latest buzzwords of international relations. Major actors have started to include maritime security in their mandate or reframed their work in such terms. Maritime security is a term that draws attention to new challenges and rallies support for tackling these, as Christian Bueger says. Yet, he also mentions that no international consensus over the definition of maritime security has emerged.

Maritime Security relates these four concepts shown on the matrix: Marine Environment, National Security, Economic Development, and Human Security. Moreover, the matrix provides a basis for scrutinizing what actors include and exclude in their concept of maritime security. The matrix is also an analytical tool to grasp the differences and commonalities of understandings of different actors.

In recent years, the maritime domain has become increasingly central to strategic competition and collective defence. Beyond traditional maritime security concerns, state-centric threats, hybrid activities, and grey-zone actions have expanded in scope and intensity. These developments have elevated the importance of the maritime domain not only for economic security, but also for deterrence, defence, and the protection of Allied interests. As a result, maritime security must be understood within a broader strategic framework that integrates military, political, economic, and technological dimensions. In recent years, the maritime domain has become increasingly central to strategic competition and collective defence. Beyond traditional maritime security concerns, state-centric threats, hybrid activities, and grey-zone actions have expanded in scope and intensity. These developments have elevated the importance of the maritime domain not only for economic security, but also for deterrence, defence, and the protection of Allied interests. As a result, maritime security must be understood within a broader strategic framework that integrates military, political, economic, and technological dimensions.



Maritime Domain Risks and Threats

The Maritime environment is open to a wide range of national, regional, and global level threats to maritime security, including;

- *Terrorist Acts*
- *Piracy and Armed Robbery*
- *Illicit Trafficking in Narcotics*
- *The Illicit Trafficking in Arms and WMD*
- *Smuggling of Trafficking of Persons by the Sea*
- *Illegal, Unreported and Unregulated (IUU) Fishing*
- *Intentional and Unlawful Damage to Marine Environment*
- *The threats to maritime security are not limited to the list above. Cyber-attacks, climate change, pollution, obstacles to freedom of navigation deriving from interstate disputes can also be added to those threats*

State-Centric and Hybrid Maritime Threats

In addition to non-state and transnational threats, the maritime domain is increasingly affected by state-centric and hybrid threats. These include coercive activities below the threshold of armed conflict, hostile state actions targeting freedom of navigation, and deliberate efforts to undermine stability and resilience in the maritime environment. Hybrid threats may combine military posturing, cyber operations, information activities, and economic pressure, often exploiting legal and jurisdictional ambiguities at sea.

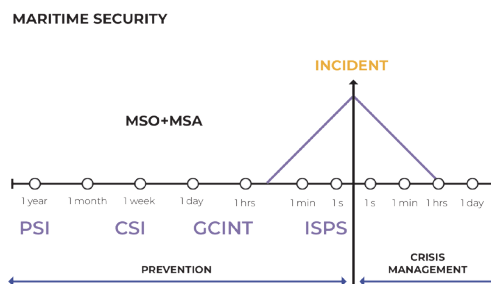
A growing area of concern is the vulnerability of maritime critical infrastructure, including ports, offshore energy installations, pipelines, and undersea communication cables. Disruption or sabotage of such infrastructure can have significant strategic, economic, and societal consequences. Protecting maritime critical infrastructure therefore requires enhanced situational awareness, improved information sharing, and close cooperation between military, governmental, and civilian stakeholders.

The main characteristics of Maritime Security Issues are;

- Interconnectedness and interrelatedness of responses in the maritime security environment
- Borderline, That is, it cannot be dealt with separately from the problems on land.
- Transnational, over limits of borders and consisting of multi actors
- Complexity of jurisdiction
- For managing this complex maritime security environment, a three-layer model application, developed within the light of experiences, is proposed. Those are;
- Level-1 is National
- Level-2 is regional and
- Level-3 is Global.

Each level is examined separately in three sub-layers

- Information Layer: Increasing Maritime Situational Awareness (MSA) to produce information and intelligence. (Automatic Identification System AIS), Long Range Identification and Tracking System LRIT System, and establishing information-sharing mechanisms like MERCURY.
- Coordination-Framework Layer: Preparation of common mechanisms and procedures to ensure coordination and unity of practice/understanding in the field. (Djibouti Code of Conduct and Contact Group on Piracy off the Coast of Somalia.)
- Joint Operation Layer: Conducted Maritime Security Operations (Operation Active Endeavour (OP AE), Combined Maritime Force (CMF)), Shared Awareness and Deconfliction Mechanism SHADE), G8++ Friends of the Gulf of Guinea Group, Information Fusion Centre in Singapore), Operation Sea Guardian (OSG)



When we put these layers on a time scale,

- Two parts emerge pre-event (prevention) and crisis management.
- If the regulations such as PSI, CSI, GCINT and ISPS, which should have been participated in the prevention phase, the amount of force allocated to the operation increase.
- In order to prevent this situation, maritime information sharing should be maximized on platforms launched under MSA.

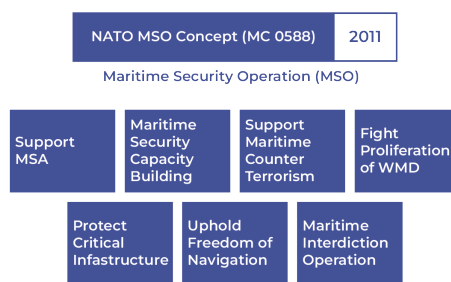
NATO's Approach to Maritime Security & MARSEC COE Focus Areas

NATO's approach to maritime security has evolved in response to changes in the global security environment. Following the development of the Maritime Situational Awareness (MSA) Concept in 2008 and the adoption of NATO's Strategic Concept in 2010, NATO introduced the Allied Maritime Strategy in 2011. This strategy provided a comprehensive framework for addressing maritime challenges, including

NATO STRATEGIC CONCEPT	2010	2022
ALLIANCE MARITIME STRATEGY	2011	2025



Building on this foundation, NATO updated its Alliance Maritime Strategy in 2025 to reflect the increasingly contested and complex security environment. The Alliance Maritime Strategy (2025) reinforces the role of maritime power as a key enabler of deterrence and defence, crisis prevention and management, and cooperative security, while addressing emerging challenges such as hybrid threats, strategic competition, and the protection of maritime critical infrastructure.



Also, the NATO MSO Concept (MC-0588) was promulgated in 2011 and included 7 MSO tasks shown above and the MARSEC COE focus areas.

When an incident occurs at sea, two main forces come to mind in the legal and operational framework: Military elements and Law Enforcement Forces.

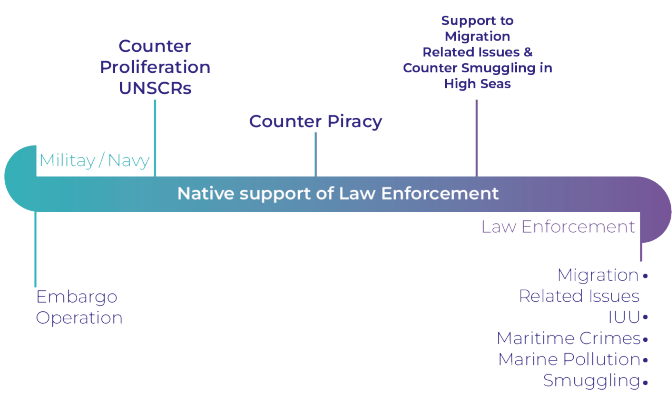
The elements that come to mind when law enforcement is mentioned are the maritime administration, coast guard, customs and maritime police. When military elements are mentioned, the Navy comes to mind.

Examples of crimes at sea intervened by law enforcement: Irregular migration, illegal fishing, marine environmental pollution, smuggling, navigational safety and port security.

The Naval Forces serve in Operation EMBARGO as the offshore enforcement element of the UN Security Council Resolutions.

Since the missions seen in the middle of the diagram require intervention beyond the exclusive economic zone on the high seas, the Navy supports the Law Enforcement force in countries without coast guard facilities. This support is carried out by utilizing the current duties of the Surface elements. In this context, the nature of the task performed is defined in detail with separate OPTASKs. This is called Maritime Security Operation.

Maritime Security Operation (MSO)



MARSEC COE's Products

In the light of products of the centre, MARSEC COE engages in various means of areas as seen below.

Centres of Excellence

Concept
Development &
Experimentation



Doctrine
Development &
Standards



Education &
Training



Analysis &
Lessons Learned



The four pillars

- Concept Development
- Exercises & Experimentation
- Doctrine Development
- Standardization WGs/WSs
- Courses(Residential/Online/ADL)
- Mobile Education and Training (METT)
- Analysis & Evaluation & LL/LI/BPs
- Projects & Research Areas
- Conferences/Symposiums/Seminars
- Participation & Support to NATO
- Publications & Other Activities

Since the establishment in 2012, MARSEC COE has been playing a key role in NATO's capacity building efforts.

12 November 2012 - 01 January 2026 (in last 13 Years)

- 62 Courses
- 45 METTs
- 25 Conferences & Symposiums
- 15 Workshops
- 12 Exercises

686 Instructors

6042 Participants

103 Nations



Concept Development Efforts

MARSEC COE supports the development of maritime security-related concepts for NATO.

NATO has included MARSEC COE's two concept developments initiative proposals in its programme.



Cyber Intelligence in MSO Concept

To enhance operational cyber MSO capabilities, provide up-to-date know-how on cyber incidents and operations with the underlying theoretical background by providing ability to draft and manage cyber risk mitigation strategy such as proper legal and compliance steps and a depth understanding of different types of cyberattacks, the business/industrial systems which are vulnerable to risk and the importance of an organization – range approach to cyberattacks.



Maritime Unmanned Systems in Support of MSO Concept

Unmanned systems have been used as platforms for collecting intelligence, surveillance and reconnaissance and have enhanced the MSA by providing more accurate and sustainable data. The adaptability, versatility and cost-effectiveness of unmanned systems have been indispensable to successful maritime operations.

This concept will focus on responding “How can we use unmanned systems in Maritime Security Operations more effectively?”

EXER MARSEC-23 Operational Experimentation (OPEX)

In order to support concept development efforts an operational experimentation (OPEX) were conducted under the umbrella of EXER MARSEC-23, at Antalya Bay, Eastern Mediterranean in October 2023.



MARSEC Conference

The MARSEC Conference is a flagship event by MARSEC COE that promotes international cooperation in maritime security. It brings together global experts from government, defense, academia, and industry to exchange knowledge, discuss policy, and address emerging maritime threats.

3rd MARSEC Conference (2023)

The 3rd Maritime Security Conference was successfully conducted in June 2023. More than 50 participants, representing 15 different countries and 33 organizations, attended the event. The aim of the conference was to bolster international cooperation in the spectrum of maritime security, facilitating insightful discussions on the latest trends, challenges, and effective strategies for enhanced maritime security.



4th MARSEC Conference (2024)

4th Maritime Security Conference, MARSEC COE's diamond event, was successfully held on June 27-28, 2024, by the Maritime Security Centre of Excellence (MARSEC COE), with the participation of 202 attendees from 27 countries.

The conference brought together 19 esteemed panelists and 4 moderators from around the world under the academic advisory of Prof. Dr. Christian Bueger, focusing on the theme of "Protection of Maritime Critical Infrastructures and the Seabed."



5th MARSEC Conference (2025)

The 5th Maritime Security Conference, MARSEC COE's flagship event, was hosted by the Maritime Security Centre of Excellence (MARSEC COE) on 24–25 June 2025 in Istanbul, Türkiye, under the theme “The Impact of Technology on Maritime Security.” The conference brought together 255 participants from 22 countries, including senior military leaders, academics, and maritime security experts.

MARSEC COE was honoured by the participation of Admiral Ercüment Tatlıoğlu, PhD, Commander of the Turkish Naval Forces, highlighting the importance of national and Allied commitment to innovation at sea. The conference was held under the academic guidance of Prof. Dr. Raul Pedrozo, who provided insights on emerging technologies, NATO interoperability, and future capability development.

Discussions addressed the opportunities and challenges of technological advancement across key areas such as autonomous systems, artificial intelligence, cyber resilience, and data-driven



6th Maritime Security Conference (2026)

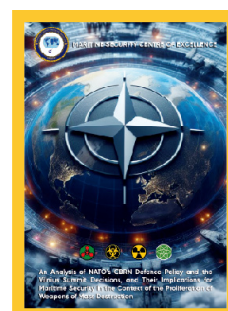
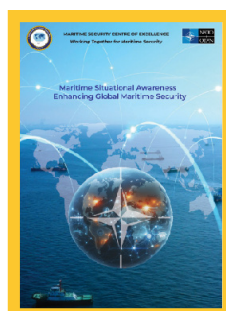
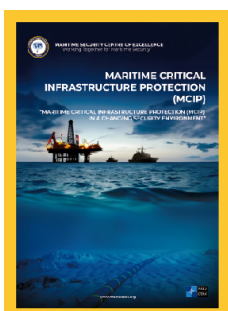
MARSEC '26 Conference, “Building Resilient Maritime Security in an Age of Grey Zone Threats and Challenges,” will be held on 9–10 June 2026 and will focus on strengthening collective awareness, cooperation, and adaptive capabilities to address evolving and ambiguous threats in the maritime domain.

Research Areas & Projects

As listed below, the centre has diverse projects within the scope of research areas for our staff and SMEs. MARSEC COE conducts several workshops to support those projects throughout the year.

SN	Title
P-04	Support Maritime Counter-Terrorism
P-06	Maritime Security Capacity Building : Best Practices and L/L

Publications



Maritime Security Exercises (EXER MARSEC)

MARSEC COE prides itself with its already established EXER MARSEC series, the signature dedicated biennial Maritime Security Exercise whose overarching aims are improving cooperation, collaboration and awareness among maritime security stakeholders across the globe, and helping in developing leading guidelines, including concepts and doctrines, on multinational and multiagency engagement for maritime security challenges.



EXER MARSEC - 23

Taking place in November 2023, the fourth iteration of EXER MARSEC focused on the Gulf of Guinea Region and presented to the audience a scenario that was equally realistic, challenging, and relevant.

The event gathered over 100 participants representing 35 different organizations and 15 nationalities. Most importantly, the event benefited from the full representation of the Yaoundé Architecture for Maritime Security (YAMS), the overarching maritime security framework established by the regional countries in the Gulf of Guinea. Equally noteworthy were the participation of the Navies of Greece, Egypt, Indonesia, Romania and Türkiye, and the presence of CJOS COE, Hybrid COE, NMIOTC, Turkish NDU, and US NPS.

The Command Post Exercise (CPX) benefited from a specifically tailored computer assisted exercise (CAX) infrastructure, modelling and simulation (M&S) and management tools, and real time, near-real time and pre-collected data and imagery from space-based remote sensing systems over the whole spectrum of commercial space tools for Maritime Situational Awareness (MSA) available at the moment (S-AIS, SAR, IR and Optical Imagery, Thermal Imagery, and RF Finding).

EXER MARSEC-25

Exercise MARSEC-25 (CPX) was conducted from 1 to 10 October 2025 with the objective of executing a collaborative Maritime Security Operation (MSO) in a complex maritime environment. The exercise scenario was based on a major natural disaster in the Strait of Malacca and Singapore (SOMS) region, requiring coordinated multinational maritime security efforts to ensure the effective protection of humanitarian operations under post-disaster conditions.

The exercise aimed to strengthen multinational coordination, interoperability, and maritime situational awareness, with particular emphasis on information sharing and the coordination of MSO tasks in response to evolving maritime challenges, including smuggling and illicit trade, dark shipping, unauthorized sub-sea surveillance, countering emerging IED threats, and other hybrid risks affecting the maritime domain.

A total of 97 participants from 14 nations took part in Exercise MARSEC-25.

Participants from NATO nations, listed in alphabetical order, included personnel from Canada, Finland, Greece, Portugal, Romania, Spain, Türkiye, and the United States.

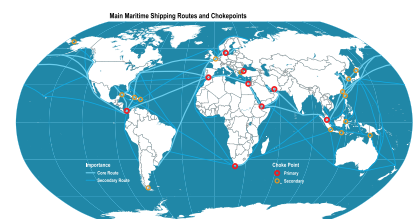
Participants from non-NATO nations, listed in alphabetical order, included personnel from Cameroon, Indonesia, Japan, Malaysia, Mauritania, New Zealand, Singapore, and Thailand.

In addition to national participation, the exercise brought together representatives from 13 companies, 3 NATO Centres of Excellence (C-IED COE, HUMINT COE, and Hybrid COE), and 2 regional maritime security organizations (IFC Singapore and AMSAA). Observer participants from Greece also contributed valuable perspectives to the exercise. The activity was further supported by 18 personnel from MARSEC COE, along with experts from academia and industry.



EXER MARSEC-27

Representing the sixth iteration of the series, EXER MARSEC-27 is currently under development, with its thematic and geographic focus to be determined during the planning phase. This approach reflects and further demonstrates the EXER MARSEC series' well-established flexibility in theme and focus, its ambition in terms of training quality and relevance, and its ability to address areas of critical interest for Maritime Security Communities across the globe.

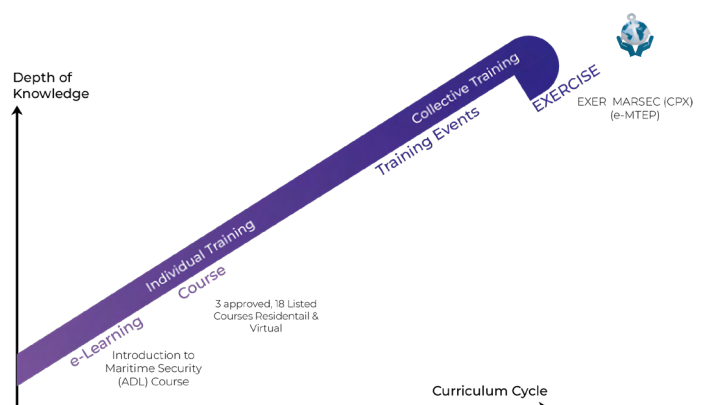


In light of MARSEC COE's commitment to always provide topical, quality and relevant training to interested audiences from the focus region and beyond it, the Exercise Process (EP) for EXER MARSEC-27 follows the bellow timeline allowing ample time for considerate engagement, expertise building, proper planning, and tailored development of a topical Exercise (dates for 2027 are tentative and subject to change, whilst dates for 2026 activities are to be considered established; any change to the bellow timeline shall be communicated well in advance to all interested parties).



MARSEC COE directs its efforts so the outcome of individual and collective trainings (e.g. courses, trainings, exercises etc.) remain aligned with NATO policies and procedures, yet relevant and of real value for all our Partners.

BI-SC Directive 75-2 Education and Training Directive Activities in MARSEC COE



Diamond Events

MARSEC COE conducts periodical diamond events, which gather up different stakeholders, not only from; NATO, Partner, and other, Military and Governmental entities, but also from industrial and academic organizations.

They provide crucial windows of opportunity, and networking, timely discussing relevant topics within a broad spectrum of maritime security.



MARSEC Conference
Annually

Next Iteration:
09-10 June 2026

EXER MARSEC (CPX)
Biennially

Next Iteration:
October 2027



Courses

Since its establishment, the centre has twenty one courses.

MARSEC COE also can conduct the courses virtually via our learning management system (LMS).

Within the context of transformation and the “quality over quantity” approach; the centre intends to have a more compact, modular, flexible, and efficient course structure; by continuing with four main, up-to-date, and more attractive courses and merging the others with seven MSO tasks, to create a brand new “Comprehensive MSO Course”, along with an “ADL course”, to have only seven robust courses, depicted with red colour while the remaining suspended ones (in blue), will continue to serve as “on-demand courses” as well.

- ◀ Maritime Operational Awareness for Joint Operations Course (NATO APPROVED)
- ◀ Naval Cooperation and Guidance for Shipping (NCAGS) Course (NATO APPROVED)
- ◀ International and Port Facility Security (ISPS) Code Course
- ◀ Maritime Counter Terrorism (MCT) Course (NATO APPROVED)
- ◀ Introduction to Maritime Security (ADL) Course
- ◀ Comprehensive Maritime Security Operations (MSO) Course
- ◀ Maritime Security Law Course
- ▶ Cyber Intelligence in MSO Course (CYBERSPACE OPS. DH)
- ▶ Maritime Situational Awareness (MSA) Course
- ▶ Maritime Security Operations (MSO) Staff Officer Course
- ▶ Counter Proliferation of WMD in MSO Course (CBRN/WMD DH)
- ▶ Chemical Biological Radiological Nuclear (CBRN) Defense Maritime Security Operations (MSO) Course (CBRN/WMD DH)
- ▶ Critical Infrastructure Protection in Maritime Domain Course
- ▶ Irregular Migration Course
- ▶ Maritime C-IED Awareness Course
- ▶ Maritime Security and Counter Piracy Course
- ▶ Maritime Interdiction Operations Course
- ▶ Vessel Protection Detachment, Private Contracted Armed Security Personnel Course
- ▶ Cultural Awareness for Maritime Security Operations (MSO) Course
- ▶ Harbour Security Course
- ▶ Maritime Security Exercise MEL/MIL Development Course

Mobile Training Teams (MTT)

Another capability of the centre is the mobile training teams, aiming to improve maritime security, cooperation and capacity building at sea, mainly at operational and strategic levels.

- REPMUS Exercise
- Sea Shield Exercise
- Mauritania DCB Programme
- NATO ICI Regional Centre (NIRC) CB Programme In Kuwait



Participation & SME Support to NATO

MARSEC COE supports and participates with the directorate and relevant SMEs in other NATO events. Some of these activities we are a member of as follows.

- NATO Shipping Working Group (NSWG)
- Maritime COEs Lessons and Observations Forum – Chairmanship
- COEs Marketplace Events (NATO)
- COE Directors Conference (ACT/COEs)
- Annual Discipline Conferences (RAs/DHs)
- NATO Entities POC Meeting (NSD-S Hub)
- Maritime Enterprise Advisory Board (MEAB)
- Allied Joint Doctrine Working Group (AJODWG)
- Joint CBRN Defense Working Group (JCBRNWG)
- NATO Maritime Enterprise Synchronization Meetings
- Maritime Operations Working Group (MAROPSWG)
- Maritime Security Regimes Round Table (MSRT/COEs)
- Long Term Military Strategic Shaping WG – Active Participation
- CORE Series Table Top Exercise/TTX (NATO ENSEC COE)
- Maritime Enterprise Advisory Board Working Group (MEABWG)
- Maritime COEs Lessons and Observations Forum (NATO Maritime COEs)
- Warfare Development Agenda (WDA) & NATO Warfighting Capstone Concept (NWCC)

NATO Institutional Quality Assurance

NATO Institutional Quality Assurance is a NATO confirmation to the alliance that our products meet NATO requirements and standards, and confirm that COE is utilizing an effective quality management system.

The MARSEC COE has awarded with an Unconditional QA Accreditation as of 08 July 2022 by NATO HQ SACT.

Quality Assurance Accreditation Benefits

MARSEC COE's PERSPECTIVE

- Operate in line with NATO Quality Standards
- Provide NATO Approved courses
- High status & prestige
- Personnel development
- Increased visibility in NATO.

NATO PERSPECTIVE

- Institutions' alignment with NATO Quality Standards
- Continuous Improvement of NATO E&IT
- Stimulate institutions' contribution to NATO
- Ensuring support to Global Programming



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:

- sound internal procedures for the assurance of quality;
- procedures that are applied effectively at each level to ensure the quality of education and training;
- effective and regular processes of reviewing the curriculum and implementing required changes and enhancements;
- 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

Program of Work-2026

DATE*	ACTIVITY	POC
09-13 February 2026	Maritime Security Law Course	eduso.etebranch@marseccoe.org ccso.etebranch@marseccoe.org ccpo.etebranch@marseccoe.org
25 February 2026	Maritime Situational Awareness WG Meeting-26/1	msa.cdbranch@marseccoe.org
23-26 March 2026	46th Doctrine and Terminology Panel (DTP) meeting of the Joint CBRN Defence Capability Development Group (JCBRND-CDG)(<i>Hosting</i>)	wmd.cdbranch@marseccoe.org
05-06 May 2026	Steering Committee (SC) Meeting- 26/1	legad@marseccoe.org
11-15 May 2026	NATO Naval Cooperation And Guidance for Shipping (NCAGS) Course	eduso.etebranch@marseccoe.org ccso.etebranch@marseccoe.org ccpo.etebranch@marseccoe.org
14 May 2026	Usage of MUS in Support of MSO Concept Development Work Shops (WS)	msa.cdbranch@marseccoe.org
20 May 2026	Maritime Situational Awareness WG Meeting-26/2	msa.cdbranch@marseccoe.org
04 June 2026	EXER MARSEC-27 Exercise Specification Conference (EXSPEC)	eso.etebranch@marseccoe.org epo.etebranch@marseccoe.org
09-10 June 2026	6 th MARSEC COE Maritime Security Conference	wmd.cdbranch@marseccoe.org
01 September 2026	Maritime Situational Awareness WG Meeting-26/3	msa.cdbranch@marseccoe.org
30 September 2026	MARSEC COE Cyber Intelligence in MSO Concept Development WS	wmd.cdbranch@marseccoe.org
06-08 October 2026	HQ SACT CPD Periodic Assessment	cos@marseccoe.org legad@marseccoe.org
19-23 October 2026	Maritime Counter Terrorism Course (<i>Online</i>)	eduso.etebranch@marseccoe.org ccso.etebranch@marseccoe.org ccpo.etebranch@marseccoe.org
27 October 2026	Usage of MUS in Support of MSO Concept Development Work Shops (WS)	msa.cdbranch@marseccoe.org
04-05 November 2026	Steering Committee (SC) Meeting- 26/2	legad@marseccoe.org
11-12 November 2026	EXER MARSEC-27 Initial Planning Conference (IPC)	eso.etebranch@marseccoe.org epo.etebranch@marseccoe.org
23 November – 04 December 2026	Comprehensive MSO Course	eduso.etebranch@marseccoe.org ccso.etebranch@marseccoe.org ccpo.etebranch@marseccoe.org
09 December 2026	Maritime Situational Awareness WG Meeting-26/4	msa.cdbranch@marseccoe.org

* Dates are tentative. Please contact PoC for confirmation
 * Please visit www.marseccoe.org for details.

Community of Interest (COI) & Letter of Intent (LOI)

The centre aims to expand its comprehensive and continuous community of interest, in line with its motto, “working together for maritime security”. In addition to the existing wide and diverse COI, letter of intent and cooperation agreements are signed between MARSEC COE and various stakeholders.



The Way Ahead

The Centre’s long term strategic plan includes, but is not limited to, three main courses of action, namely:

- Supporting NATO standardization,
- Development of expertise,
- Bracing NATO’s transformation efforts.

MARSEC COE, as the one and only NATO COE in “maritime security” field and the closest one to the black sea, intends to conduct related projects while contributing to the NATO transformation and efforts in this area.

In addition, in the context of this plan and vision of the Centre; it is conceptually desired to have “maritime security” as a separate **NATO discipline**, to be the **department head** of that particular area, while filling an existing gap by leading the creation of a “NATO MSO doctrine”



More Reasons for joining MARSEC COE ...



Being in a Maritime COE is an asset to keeping up with some nations' latest defence policies and monitoring what is going on around the World.

Opportunities for

- Experiencing NATO Standards and NATO Environment.
- Covering many gaps in Maritime Security Issues of NATO and Maritime Security Community.
- Exchanging the experience/ knowledge/ lessons learned about maritime security
- Reflecting your nation's positions on Maritime Issues
- A step forward to leverage your nation's positions in such a global collective security effort via supporting this centre
- Contribution to the presence of your nation in NATO and Partners
- Maintaining and expanding a dedicated, worldwide network of maritime security-related experts and entities from the Military, Academia, Industry, Politics, and other Think Tanks.
- Enjoying very close relations with our participating nations. (Türkiye, Greece, Romania, Portugal, and Azerbaijan; likely to expand soon)



Means of your Nation's Contribution to MARSEC COE

- For NATO Nations as Sponsoring Nation (SN)
- Permanent personnel assignment to COE post(s)
- Annual financial contribution
- For Partner Nations as Contributing Partner (CP)
- Permanent personnel assignment to COE post(s)
- Annual financial contribution
- As an initial step,
- Your nation may participate in the Steering Committee Meeting of MARSEC COE, and declare your intention during the meeting
- Or sending an official Letter of Intent regarding joining
- After being SN/CP, the centre may still enjoy your nation's personnel contributions via Voluntary National Contribution (VNC)*.



A Sponsoring Nation is a NATO Nation that proposes a COE to NATO or subsequently joins and undertakes to man, equip, fund and provide any other support or resources to ensure the continued operation of the COE. Sponsoring Nations are voting members of the Steering Committee.

A Contributing Partner is a NATO Nation or a Partner Nation³ that contributes to a COE consistent with this policy and under a separate arrangement concluded with the Sponsoring Nations.

MILITARY COMMITTEE POLICY FOR CENTRES OF EXCELLENCE (MC 0685)

Voluntary National Contribution (VNC) : A military or civilian person who has been provided voluntarily by a Participant or Contributing Partner in response to a Steering Committee decision.

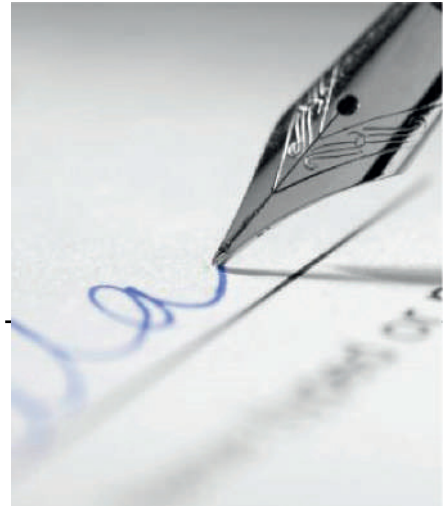
MARSEC COE OPERATIONAL MOU, DATED 18 OCT 2019

Process for Joining MARSEC COE

- MARSEC COE is governed by a steering committee composed of participant nations (only NATO member states). Only the participant nations have voting right in the Steering Committee, and all decisions are taken with consensus. MARSEC COE director is the person from framework nation (FN) directing the MARSEC COE who reports to and is tasked by the steering committee.
- Your attention is drawn to the point that all the decisions regarding joining MARSEC COE shall be taken by the steering committee. Therefore your side needs to formulate an official signed a letter of intent to start cooperation as contributing partner (CP) or Sponsoring Nation (SN) that will be forwarded to all the Steering Committee members. The initial decision on your side should be taken about the institution through which your nation will contribute to the centre.
- After it waits for the decision by the Steering Committee, and only if it is approved, a Note of Joining (NOJ) or Technical Arrangement (TA) negotiation procedure will commence.
- To begin, a draft technical arrangement is prepared.
- Then, the first round of TA/NOJ national staffing is in-progress. You might require following your national regulation for the staffing of the memorandum of understanding type of agreement. Certain countries need to send around the ministries concerned with the text and receive their opinion. (around 2 months)
- Following this, remarks are gathered by FN/COE, and consolidated text is prepared.
- Later, the second round of TA/NOJ national staffing takes place. (around 2 months)
- Next, remarks are gathered by FN/COE, and consolidated text is prepared.

- Followed by, the final text is circulated by FN/COE asking for the confirmation of readiness to sign (authorization to sign) (around 2 months)
- The signature date is set after the receipt of all confirmations.
- The signature place usually is set in Norfolk, NATO HQ SACT.
- Finally, TA / NOJ enters into force, and FN archives it.

LOI **LETTER OF INTENT**



Partners Responsibilities

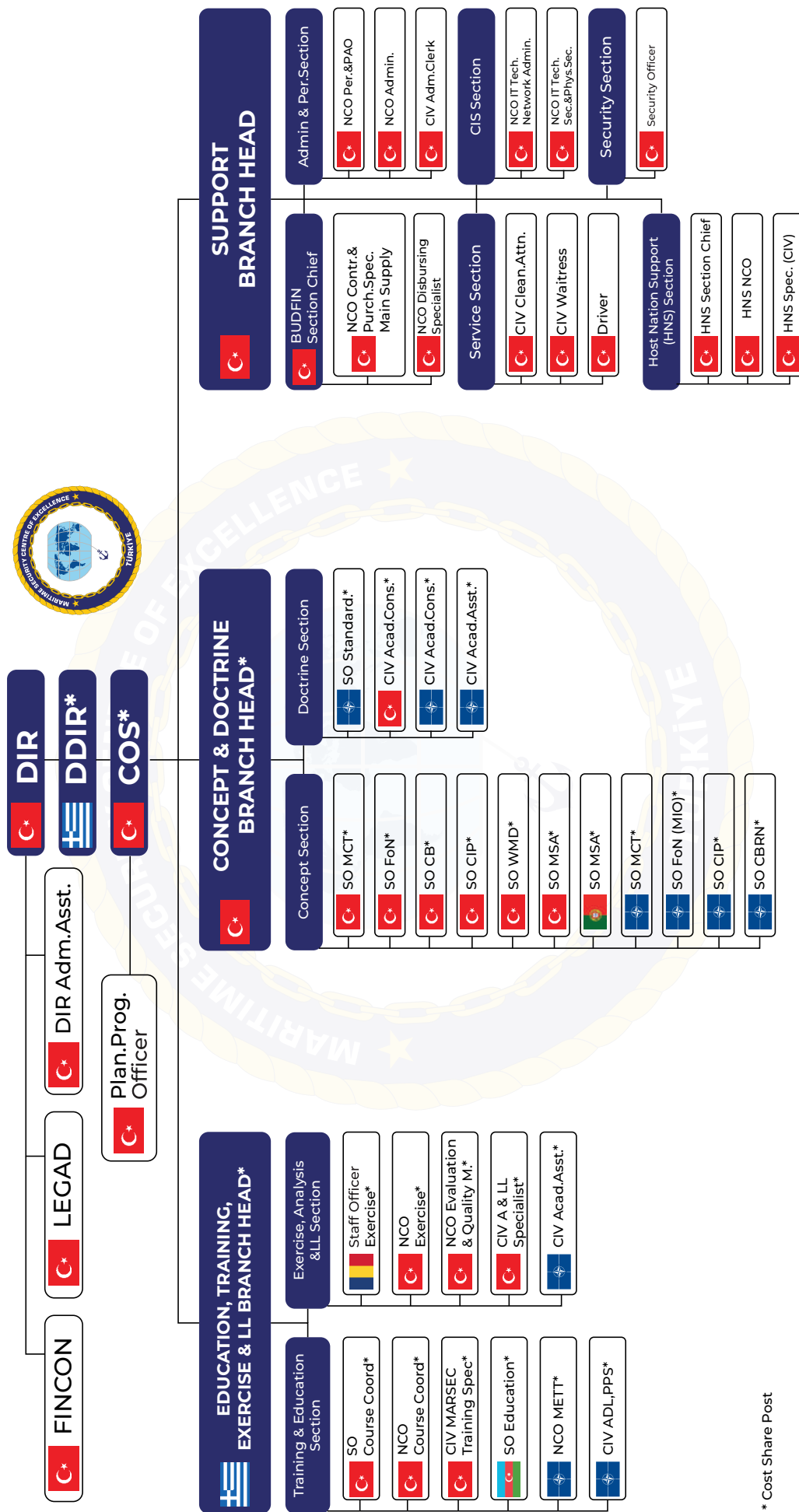
- MARSEC COE's shared budget is calculated every year.
- The contribution amounts is calculated as per each nation's number of seats.
- For 2026, the fee is around 14.000 Euros per post.

Partners' responsibilities generally include covering the costs for;

- Salaries, allowances and national support requirements, per diem (lodging, meals and incidental costs) associated with activities,
- Travel (transportation and per diem) for initial appointment and departure at the end of that personnel's term of office,
- Ensuring health care insurance for their personnel or other appropriate arrangement/coverage, in accordance with its applicable national laws,
- Other details should be mentioned during technical arrangement (TA) negotiation or as stated in MOU.

The Posts to Assign Your Personnel

MARSEC COE Manning Table is shown below. Your nation may offer to attach/assign personnel on the posts with NATO Flag.



* Cost Share Post

AVAILABLE POSTS FOR NEW NATIONS' JOINING

1	JOB TITLE	Freedom of Navigation (FON) Maritime Interdiction Operations (MIO) Staff Officer
	POST CONTEXT	The main function of FON (MIO) Staff Officer is to support Concept & Doctrine Branch with FON and MIO related issues, and thereby contribute to the development/changing process of a certain concept/doctrine/policy documents including MIO.
	RANK/GRADE	OF-3
2	SERVICE	Navy
	JOB TITLE	Maritime Counter Terrorism (MCT) Staff Officer
	POST CONTEXT	The main function of Maritime Counter Terrorism (MCT) Staff Officer is to support Concept & Doctrine Branch with MCT related issues, and thereby contribute to the development/ changing process of a certain Concept/Doctrine/Policy document.
3	RANK/GRADE	OF-3
	SERVICE	Navy
	JOB TITLE	Standardization Officer
4	POST CONTEXT	The major function of the Standardization Officer is to develop proposals for NATO maritime security concept, doctrine and standards, which describe the necessary steps to enhance transformation in maritime security field of operation, by processing, analysing and sharing the worldwide academic information on maritime security related matters, following added-value criteria.
	RANK/GRADE	OF-3 / CIV.
	SERVICE	NAVY / CIV.
5	JOB TITLE	Chemical, Biological, Radiological and Nuclear (CBRN) Staff Officer
	POST CONTEXT	The main function of the Chemical, Biological, Radiological and Nuclear (CBRN) Staff Officer is to support Concept & Doctrine Branch with CBRN related issues, and thereby contribute to the development/changing process of a certain concept/doctrine/policy document.
	RANK/GRADE	OF-3
5	SERVICE	NAVY
	JOB TITLE	Critical Infrastructure Protection (CIP) Staff Officer
	POST CONTEXT	The main function of Critical Infrastructure Protection (CIP) Staff Officer is to support Concept & Doctrine Branch with CIP related issues, and thereby contribute to the development/changing process of a certain concept/doctrine/policy document.
5	RANK/GRADE	OF-3
	SERVICE	NAVY

JOB TITLE	Academic Consultant
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6	POST CONTEXT	The main function of Academic Consultant (ACCO) is to give academic advice to assist in the development of the activity schedule and to provide links to academia for potential speakers.
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RANK/GRADE	Civ.
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SERVICE	Joint
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JOB TITLE	Academic Assistant
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7	POST CONTEXT	The main function of Academic Assistant is to give academic advice to assist in the development of the activity schedule and to provide links to academia for potential speakers and help Academic Consultant (ACCO) in the area of his/her responsibility.
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RANK/GRADE	Civ.
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SERVICE	Joint
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JOB TITLE	Mobile Education & Training Team (METT) Non-commissioned Officer (NCO)
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8	POST CONTEXT	The main function of the Mobile Education & Training Team (METT) NCO is to plan maritime security related education/training when requested / needed and get them executed via METT members
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RANK/GRADE	OR-9
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SERVICE	Navy
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JOB TITLE	Advanced Distributed Learning (ADL), Plan & Program Specialist
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9	POST CONTEXT	The main function of the Advanced Distributed Learning (ADL), Plan & Program Specialist is to follow the on-line courses available to NATO, NATO nations and partners and to make plan/program for NATO MARSEC COE staff to deliver these courses related to their area of responsibility.
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RANK/GRADE	Civ
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	Civ.
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Letter of Intent Template to join as Sponsoring Nation (for NATO Nations)

TO: NATO Maritime Security Centre of Excellence and Turkish General Staff (Framework Nation)

DATE:

LETTER of INTENT

Concerning the sponsorship of [NATION] to NATO Maritime Security Centre of Excellence

This Letter of Intent signifies the ambition of [NATION] ;

to become the Sponsoring Nation to NATO Maritime Security Centre of Excellence (MARSEC COE) based in İstanbul, Türkiye.

to provide the personnel for the following post[s]:

EDU/CON-000 (... Staff Officer (... SO)) as of [expected date of posting]

The principal point of contact in [NAME] will be [NAME, POSITION, CONTACT DETAILS].

We hereby anticipate for the internal procedures of MARSEC COE to be completed in order to continue joining process.

Yours faithfully,

[SIGNING AUTHORITY, SIGNATURE]

***We avail ourselves of facilitating your
nation's valuable contribution
to MARSEC COE***

Should you need more information or have interest in our COE, please never hesitate to contact.

Letter Of Intent Template to join as Contributing Partner (CP) (for NATO Partners and NATO Nations)

TO: NATO Maritime Centre of Excellence and Turkish General Staff (Framework Nation)

DATE:

LETTER of INTENT

Concerning the partnership of [COUNTRY or INSTITUTION] to
NATO Maritime Security Centre of Excellence

This Letter of Intent signifies the ambition of the [COUNTRY or INSTITUTION] to become the Contributing Partner to the North Atlantic Treaty Organization Maritime Security Centre of Excellence (MARSEC COE) based in İstanbul, Türkiye.

It is anticipated that [COUNTRY or INSTITUTION] will participate in the MARSEC COE through its [NATIONAL INSTITUTION and relation to governmental institution {if applicable}].

Should [COUNTRY or INSTITUTION] become a Contributing Partner, the annual fee will be paid by [INSTITUTION]

[COUNTRY or INSTITUTION] intends to contribute personnel to the MARSEC COE for the following post[s] in order to provide subject matter expertise.

EDU-000 (... Staff Officer (... SO)) as of [expected date of posting]

The principal point of contact in [COUNTRY] will be [NAME, POSITION, CONTACT DETAILS].

We hereby anticipate for the internal procedures of the MARSEC COE to be completed in order to continue joining process.

Yours faithfully,

[SIGNING AUTHORITY, SIGNATURE]

MARSEC COE's Point of Contact

Director: director@marseccoe.org

Legad: legad@marseccoe.org

Should you need more information or have interest in our COE, please never hesitate to contact.



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