



NATO COMMITTEE ON THE CHALLENGES OF MODERN SOCIETY (CCMS)

GUIDELINE DOCUMENT FOR DIRECTORS OF CCMS PILOT STUDIES, SHORT TERM PROJECTS AND WORKSHOPS

(20 January 2004)

INTRODUCTION

1. The Committee on the Challenges of Modern Society (CCMS) provides a unique forum for the sharing of knowledge and experiences on technical, scientific and policy aspects of social and environmental matters, both in the civilian and military sectors. Its activities have been expanded over the years to respond to the needs of Partner (EAPC) countries and Mediterranean Dialogue countries and adapted more recently to take into account emerging issues to security.
2. To better reflect the programme's adaptation to NATO's new mission and to provide guidelines for future work, the Committee has identified five Key Objectives. New project proposals should stay in line with these objectives, which are:
 - (a) Reducing the **environmental impact of military activities**
 - (b) Conducting **regional studies** including cross-border activities
 - (c) Preventing **conflicts in relation to scarcity of resources**
 - (d) Addressing **emerging risks to the environment and society** that could cause **economic, cultural and political instability**; and
 - (e) Addressing **non-traditional threats to security**.
3. These key objectives are not exclusive or restrictive. The primary criteria for initiating CCMS activities remain the interest of a sufficient number of nations to work collectively on topics related to challenges of modern society in line with the five key objectives, and their willingness to commit resources.
4. The Committee does not engage itself in any research activities. Its work is carried out on a decentralised basis, through its pilot studies, short-term projects and workshops, which are funded by nations. **Pilot studies** normally last three to five years; **short-term projects**, which should focus on a specific topic, should last 12 to 24 months; and **topical workshops** (single events) are organized to address topics of special interest to NATO, Partner or Mediterranean Dialogue countries.
5. The work of the Committee is carried out on a decentralised basis. Participation by nations to the pilot studies, projects and workshops, which are nationally funded, is voluntary. The NATO Civil Budget provides limited funding for CCMS to award grants to enable experts to participate in CCMS activities.

SUBMISSION OF NEW PROPOSALS

6. A proposal for a new pilot study, short-term project or workshop should be transmitted to the CCMS Secretariat by any NATO or EAPC Partner country through the CCMS National Representative (*The list of CCMS National Representatives is available at CCMS Secretariat*). This proposal, consisting of about 3 or 4 pages, has to reach the CCMS Secretariat at the latest 8 weeks before the CCMS Plenary Meeting during which the proposal will be examined; this will allow translation and distribution of the document to nations well in advance of the meeting. The CCMS meets twice a year, usually in March (NATO and EAPC format) and in October (NATO format).
7. Details to assist experts in the preparation of a proposal are attached at *Annex 1*. A proposal should also indicate the expected level and status of participants from nations.
8. Pre-consultation between as many NATO and EAPC Partner countries as possible should be carried out by the project director before the presentation of a proposal.
9. It is the responsibility of the project director (a) to ensure that there is no unnecessary duplication of ongoing work in other fora related to the topic, (b) to identify new elements for consideration by CCMS before submitting the proposal, and (c) to include a statement in the proposal confirming that this has been done. Nations suspecting duplication should provide concrete and documented evidence to CCMS and the project director, if possible prior to the CCMS plenary meeting (if not, during the plenary meeting) during which the proposal will be examined.

APPROVAL OF NEW PROPOSALS

10. The formal decision for launching pilot studies, short-term projects or workshops lies with the CCMS plenary in Alliance format. Proposals should be submitted to the CCMS Secretariat through the National CCMS Representative. They are circulated to CCMS Representatives as soon as received. They are then examined at the next CCMS plenary meeting when nations are invited to indicate whether they will participate in the proposed project. The participation of NATO members and EAPC countries is always on a voluntary basis.
11. To be launched, a pilot study or short-term project will require the participation of at least four other countries (of which at least two should be NATO countries).
12. A proposal can be made jointly by an EAPC Partner country and a NATO country; to be launched it will require the participation of at least three other countries (of which at least two should be NATO countries).

PARTICIPATION AND RESPONSIBILITIES

13. Following the approval of a proposal by the CCMS plenary meeting, the CCMS National Representatives are requested to identify the experts who will participate in the new project. The name of these experts should be sent both to the CCMS Secretariat and to the project director.
14. The participation of **non-NATO non-EAPC non-Mediterranean Dialogue countries** in a CCMS pilot study, short-term project or workshop, has to be requested officially by the pilot country (the nation leading the study/project/workshop) under a silence procedure. This should be done at least 8 weeks before the pilot study/project meeting. An official letter should be sent to NATO Secretary General, with copy to all NATO members through their delegation. The list of NATO, EAPC and Mediterranean Dialogue countries is attached at *Annex 2* and an example of such a request is attached at *Annex 3*.
15. Each pilot country is responsible for developing, conducting and, together with the CCMS Secretariat, disseminating the results of its pilot study. Co-pilot countries and other participating countries share the workload according to their interest.
16. The director of a pilot study or short-term project should keep the CCMS Secretariat as well as CCMS National Representatives informed about all scheduled meetings to be held under the framework of their pilot study/short term project (copy of invitation, agenda, invited participants). **After each meeting** (at the latest two months after the meeting), **the proceedings and the list of participants – including their nationality and affiliation – should be sent to the CCMS Secretariat.**
17. When a pilot study/project/workshop is terminated, final reports should be prepared by the pilot country: a *summary report* destined for the Committee and for onward transmission to the Council (to be sent to CCMS Secretariat for translation and distribution, at least 8 weeks prior to the next plenary meeting); and a *full technical report* destined for wider circulation. Details on the preparation of these documents can be found in *Annex 4*. An oral presentation on the conclusions of the pilot study/project/workshop will be scheduled at a CCMS plenary meeting (normally presented by the pilot study/project director, or one of the participants or the National CCMS Representative).
18. Full reports should contain, as a preamble, a paragraph on CCMS and a clear indication that for the content of the reports, only the authors are responsible, and that it does not necessarily represent official NATO, nor national policies.

COST OF THE PILOT STUDY/PROJECT/WORKSHOP

19. As a general rule, the pilot country as well as the participating countries meet the cost of their own personnel and their travel to meetings. The country hosting a meeting meets the organisational costs of the meeting they host. For a meeting held in a Partner country, the share of costs has to be defined with the NATO country which is acting as co-pilot.
20. The pilot country is, in addition, expected to meet the cost of publication of full reports.

21. The CCMS Secretariat has no budget to fully finance the organisation of pilot study/short term project meetings or the publication of full technical reports. It can only help with occasional grants to help experts to attend meetings or to partially fund some organisational expenses in Partner countries. *Annex 5* explains the procedure to follow when funding is needed.

DISSEMINATION OF RESULTS

22. The director of the pilot study, short-term project or workshop has primary responsibility, assisted by the National Representative, to identify appropriate contacts (persons, institutes, libraries, etc.) to whom the results of a CCMS pilot study, short-term project or workshop should be sent.

23. The director of the pilot study, short-term project or workshop is responsible for the content that is to be included on the CCMS website (www.nato.int/ccms) and is expected to ensure that the information found on the website is current. The director must therefore ensure that the CCMS is provided with the following:

- i. A concise description of study objectives (maximum one page)
- ii. Short summary reports of all meetings
- iii. Lists of participants after each meeting
- iv. Announcements regarding upcoming meetings

24. The director must appoint a webmaster during the first meeting. The webmaster will be responsible for providing initial information and regular updates to the CCMS Secretariat (science.admin@hq.nato.int or ccms@hq.nato.int). The CCMS web site is then updated by the NIDS (NATO Integrated Data Service). The webmaster must notify CCMS of any changes to be made to any of the above and must ensure that updates are submitted on a regular basis.

FOLLOW-UP ACTION ON COMPLETED PILOT STUDIES, PROJECTS AND WORKSHOPS

25. The summary final reports of selected CCMS activities will be submitted to the NATO Council for notation, once they have been approved at plenary meetings.

26. National Representatives who identify the need to communicate the results of a project to other relevant NATO bodies and Committees, may recommend this to the CCMS Secretariat. On a yearly basis, the CCMS Secretariat informs the National Representatives about related ongoing activities in other NATO bodies and Committees.

27. The recommendations and conclusions of CCMS studies, projects and workshops are intended to be used by National Representatives to encourage action of their governments, where appropriate.

NEW PROPOSAL FOR A CCMS PILOT STUDY, SHORT-TERM AD HOC PROJECT OR WORKSHOP

1. This document is intended to assist nations in the preparation of new pilot study, short-term ad hoc project or workshop proposals under the NATO/CCMS Programme.

2. The CCMS Programme provides a unique forum for the exchange of information on environmental issues, in particular defence-related environmental matters, and acts as a stimulus for multilateral cooperation. The success of a pilot study depends, among others, on the interest and the uniqueness of the theme, on the number of participating countries and on a clearly defined work plan. Therefore, the subject of a new proposal should be of interest to NATO, EAPC Partner or Mediterranean Dialogue countries and should provide a well-defined work plan to enable countries to take a decision on whether or not to participate in its work.

3. The presentation of a proposal should give evidence of a specific competence and experience in the subject on the part of the proposing country (not exclusively from the scientific standpoint) as well as of the existence of both adequate, national support structure and resources to ensure the successful completion of the proposed project.

4. The proposal should consist of the following elements.

FULL TITLE OF THE PROPOSAL

BACKGROUND

1. This introduction to the proposed pilot study or short-term ad hoc project should include information on what has led to proposing it, such as environmental and/or public health needs, identification of the benefits of such a study and how the study can contribute to the overall work of the CCMS Programme. Proposals may reflect what the lead country sees as a need for international cooperation in a certain area through the identification of common problems and a forum in which to address them.

PURPOSE AND SCOPE OF THE PROPOSAL

2. This section should include identifying the clearly-stated purpose of the proposal and should be as specific as possible. There are many purposes of pilot studies, including the protection of human health, or the improvement of environmental conditions such as the abatement of air and water pollution. The purpose of studies can also be to carry out activities not being undertaken in other international organizations and to facilitate the exchange of information that is mutually beneficial to all participating countries. The proposal should also include identification of objectives relating to environmental and related policies, such as those on defence, economics, and social institutions.

3. The scope of the study should be broadly described so there is a good idea of how detailed the undertaking will be. This may include identifying only some areas of a broad topic on which to concentrate, especially where there is work going on in other fora, or the scope can cover an entire environmental or security issue.

METHODOLOGY AND PLAN OF WORK

4. This is where the proposal should describe the plan of work and the methods that will be used to carry out the study. It should note whether the study will be a multi-step process, with one completed task leading to another or whether the study is structured to serve as an "umbrella" to accommodate separate sub-topics where countries can choose to participate or not. There should be a detailed description of activities to be undertaken, including a description of tasks and how they will be implemented (expert meetings, workshops, exchanges, demonstrations projects, etc.).

SCHEDULE OF WORK

5. This is a section that will contain a timetable for the duration of the activity, which is usually three years for a pilot study and less than 18 months for a short term project. The proposal should indicate how many meetings are envisioned under the study, though exact dates and venues should be decided by the participants. It is traditional in CCMS that the country leading the pilot study or the short term project hosts the first "organisational meeting" when participating countries discuss and finalize the scope and programme of work for the study. This meeting may be held in the proposed Pilot Country or in a participating country, depending on the geographical location that will allow the best possible attendance and economy. This section should also indicate the study's schedule for issuing interim and final reports on the activities, progress and accomplishments of the study.

COSTS OF THE PROPOSAL

6. Depending on the schedule of work as described in para. 5 above, and recognizing that budgets vary from country to country, the proposing Pilot Country, for its own purposes, may wish to consider the following factors when estimating its costs for carrying out the scheduled activities:

- * Personnel- number of persons required full time and/or part-time.
The Pilot Country may require additional personnel.
- * Travel
- * Meeting costs if hosting - support staff, conference room, audio/visual equipment, communications (phone/fax/postage), supplies (stationery, meeting materials)
- * Report costs - preparation and distribution of interim and final reports.

Participating countries contribute their own resources for travel to meetings.

MISCELLANEOUS

- a) The proposing nation is advised to hold informal meetings with interested parties before forwarding the final proposal to the Committee. These meetings may be held by telephone and/or video-teleconference.
- b) The proposing nation is encouraged to indicate in the document the name of the future pilot study director, his affiliation, full address as well as telephone, telefax numbers and e-mail address.
- c) The proposing nation is invited to indicate in the document the expected level and status of participants.
- d) The proposing nation is also invited to indicate the name and address of experts from Alliance and Partner countries who have already shown an interest to participate in the project, in order to facilitate the coordination between the experts and the National Representatives.

LIST OF COUNTRIES

NATO Countries

Member countries of the North Atlantic Treaty Organisation are:

Belgium, Canada, Czech Republic, Denmark, France, Germany, Greece, Hungary, Iceland, Italy, Luxembourg, the Netherlands, Norway, Poland, Portugal, Spain, Turkey, the United Kingdom and the United States

Invited Countries

Seven nations have been invited to join the Alliance in 2004; they are:

Bulgaria, Estonia, Latvia, Lithuania, Romania, Slovak Republic, Slovenia

EAPC Partner Countries

The following Partner countries are members of the Euro-Atlantic Partnership Council:

Albania, Armenia, Austria, Azerbaijan, Belarus, Croatia, Finland, Georgia, Ireland, Kazakhstan, Kyrgyz Republic, Moldova, Russian Federation, Sweden, Switzerland, Tajikistan, the former Yugoslav Republic of Macedonia⁽¹⁾, Turkmenistan, Ukraine, Uzbekistan

Mediterranean Dialogue Countries

NATO has recently set up a dialogue with seven countries of the Mediterranean region, known as the Mediterranean Dialogue; these countries are:

Algeria, Egypt, Israel, Jordan, Mauritania, Morocco and Tunisia

(1) Turkey recognises the Republic of Macedonia with its constitutional name

**SILENCE PROCEDURE FOR
THE PARTICIPATION OF NON-NATO, NON-EAPC, and
NON-MEDITERRANEAN DIALOGUE COUNTRIES**

The Director of a pilot study, short-term project or workshop who recommends the participation of a non-NATO, non-EAPC, non-Mediterranean Dialogue country should notify his Ambassador at NATO Headquarters through the National CCMS Representative. The Ambassador makes a written request to the NATO Secretary General, following the example given below.

An official document is then issued by CCMS Secretariat to circulate this request to all NATO members under a silence procedure. If there are no objections, the request is formally approved and the Director is informed that such a country can be invited to attend meetings.

Dear (NATO Secretary General),

I have been instructed by my authorities to request consent by way of silence procedure on the participation of Argentina, Brazil, Colombia, Costa Rica and Mexico in the future meetings of the CCMS Pilot Study on Chemical Accidents.

The aforementioned countries have shown a special interest in the subject and their membership might be a valuable contribution to this study.

Copies will be sent to the CCMS Liaison Officers.

CCMS PILOT STUDY and SHORT TERM PROJECT

GUIDELINES IN THE PREPARATION OF FINAL REPORTS

1. There are two kinds of final reports:
 - (a) a summary report, which will be examined by the Committee in its plenary session and then forwarded to the Council if needed;
 - (b) a full, technical report, which will be made available for wider circulation.

I. SUMMARY REPORT

2. This report should be presented to the Committee for approval in advance of publication of the full report. Summary reports need consist of no more than 5-6 pages, should be written (to the extent possible) in non-technical language, and should contain the following information:

- (a) Date of the study's or project's establishment
- (b) Its stated objectives
- (c) Names of countries which participated
- (d) Historical résumé of the study's progress, to include highlights and any aspects which received particular attention
- (e) List of reports (if any) already issued
- (f) Information concerning publication of the full report
- (g) Conclusions
- (h) Recommendations

II. FULL REPORT

3. It is the responsibility of the pilot country to publish the full technical report. However, if a pilot study presents technical reports on an annual basis, including reports of special sessions, these reports may replace the full report at the end of the pilot study. Distribution over the Internet disseminates results in a very timely fashion.

4. Clearly, no standard presentation can be laid down for full reports, since this will depend not only on the way the study has been carried out but also on the individual judgement of the pilot study director (or editor). Full reports should, however, contain all the information in paragraph 2 above, together with the full texts of technical papers, abstracts, analyses, graphs, illustrations and other relevant details too complex for inclusion in a summary report. It should also contain, as a preamble, a paragraph on CCMS and a clear indication that for the content of the reports, only the authors are responsible, and that it does not necessarily represent official NATO, nor national policies. Examples of CCMS reports can be downloaded from the CCMS website.

5. Full reports can be issued either as a commercial publication or as a “CCMS Blue Book”. Pilot study or short term project directors who choose to edit in the Blue Book Series and distribute the report themselves (at their own cost), should contact the CCMS Secretariat in order to get a report number. The CCMS Secretariat can, if requested, have the “blue” covers printed at NATO Headquarters. Examples of Blue Books can be obtained from the CCMS Secretariat.

FINANCIAL ASSISTANCE BY CCMS FOR ACTIVITIES HELD IN THE FRAMEWORK OF ITS PROGRAMME

The CCMS Study Visit/Support Grant Programme

Introduction

1. With the help of a small yearly budget, the CCMS is able to provide financial assistance (to cover transportation and/or living expenses) to experts who have difficulty in obtaining the necessary funds to attend meetings of CCMS pilot studies, short term projects or workshops. The CCMS can also, in exceptional cases, provide partial funding for some expenses in relation to the organisation of a meeting.
2. The CCMS Study Visit/Support Grant Programme is open to experts from NATO countries¹, EAPC Partner countries (eligible for support² and Mediterranean Dialogue countries³. **Other countries are not eligible for funding by CCMS.** The procedure to apply for CCMS funding is, however, different for each group of countries.
3. Grants are given according to budget possibilities. As a general rule, funding is given to only one expert per country. Only in exceptional cases, will this be reconsidered.

A. Applicants from NATO Countries

4. Experts and key speakers from NATO countries, who need financial support from CCMS, should submit to the CCMS Secretariat a formal application for a Study Visit Grant (SVG). This should be done **well in advance of the meeting dates**. Copy of the application should also be sent to the pilot study/project director and to the National CCMS Representative, who are both invited to confirm to CCMS Secretariat that they endorse the funding request. The SVG application form (*see enclosure A*) is available in electronic format at CCMS Secretariat. The list of National CCMS Representatives is also available at CCMS Secretariat.
5. Once the grant has been awarded, an award letter is issued and sent to the applicant together with a payment form. The award letter and the payment form have to be completed, dated and signed by the applicant personally and returned to CCMS Secretariat.

1 **NATO countries:** *Belgium, Canada, Czech Republic, Denmark, France, Germany, Greece, Hungary, Iceland, Italy, Luxembourg, the Netherlands, Norway, Poland, Portugal, Spain, Turkey, UK and USA.*

2 **EAPC Partner countries eligible for financial support:** *Albania, Armenia, Azerbaijan, Belarus, Bulgaria, Croatia, Estonia, Georgia, Kazakhstan, Kyrgyz Republic, Latvia, Lithuania, Moldova, Romania, Russian Federation, Slovak Republic, Slovenia, Tajikistan, the former Yugoslav Republic of Macedonia, Turkmenistan, Ukraine, Uzbekistan.*

Invited countries (underlined) will be considered as EAPC Partner countries until their full accession as NATO members.

3 **Mediterranean Dialogue countries:** *Algeria, Egypt, Israel, Jordan, Mauritania, Morocco, Tunisia*

6. The expert who has been awarded a CCMS Study Visit Grant is requested to **submit a report/closure form** to CCMS Secretariat and to his National CCMS Representative at the end of his mission. The SVG closure form (*see enclosure B*) is available at CCMS Secretariat in electronic format.

B. Applicants from EAPC Partner Countries and Mediterranean Dialogue countries

7. Experts from EAPC Partner countries and from Mediterranean Dialogue countries who need financial support in order to attend a CCMS meeting should address their request **to the pilot study/project director** with a Study Visit Grant application form (*see enclosure A*); this form is available in electronic format. The funding request should be introduced well in advance of the meeting dates.

8. The pilot study/project director will receive the appropriate funds – under the form of a Support Grant – to cover the participation of these experts who need funding. The participants who have applied for CCMS funding will have to buy their own air/train ticket (cheapest available fare) which will be reimbursed upon arrival at the meeting location. They will also receive a small subsistence allowance to cover their living expenses.

C. Guidance for Directors of CCMS Pilot Studies/Short Term Projects/Workshops

9. The CCMS Support Grant Programme (SGP) is intended to provide funding to Directors of CCMS pilot studies/projects/workshops to cover travel and living expenses of participating experts from eligible Partner countries and from Mediterranean Dialogue countries. As a general rule, CCMS will fund only one expert per country (this could be reconsidered on a case by case basis, depending on the contribution of the experts).

10. Funding can also be given for minor organizational expenses (such as conference rooms, local transportation, interpreters, equipment for interpreters...), in particular for meetings organized in Partner countries. CCMS funds **cannot** be used for hospitality expenses (coffee breaks, lunches, dinners, receptions, etc.) or for salaries.

11. The Director of a CCMS pilot study/project/workshop who has received funding requests from potential participants from these countries, is invited to complete an application for Support Grant (*see enclosure C*). This application form can be obtained from the CCMS Secretariat in electronic format. An application for funding should be made **well in advance of the meeting** (preferably 6 weeks), to enable the CCMS Secretariat to process the request, prepare the award and forward the funds prior to the meeting dates.

12. Once the grant has been awarded, an award letter is sent to the Director together with a payment form. The Director is free to indicate, on the payment form, the account number of another beneficiary (maybe the point of contact in the host country where the meeting will be held) in order to facilitate the management of funds.

13. With the funds received, the Director is invited to:
- a) reimburse the transportation costs (airfare, train fare) of the eligible experts (or provide a prepaid ticket for the expert if requested); these experts are expected to produce a photocopy of their air ticket and an invoice from their travel agent if possible;
 - b) pay the hotel directly (room + breakfast + taxes only) and deduct the hotel costs from the living expenses received from CCMS for these experts;
 - c) give the remaining funds to the experts (perdiem minus hotel costs);
 - d) ask the experts to sign a receipt indicating that they have received the appropriate funds.
14. After the meeting, the Director should submit a grant closure form to the CCMS Secretariat (*see enclosure D*) with details of expenditure; this form can be obtained in an electronic format from the CCMS Secretariat.

D. CCMS Secretariat

15. Queries, questions, forms and further information can be obtained from:

CCMS Secretariat

(Ms. Susan Williamson or Ms. Martine Deweer)

NATO Public Diplomacy Division

B-1110 Brussels, Belgium

Tel: +32 2 707 4928 or 4850

Fax: +32 2 707 4232

E-mails: science.admin@hq.nato.int or ccms@hq.nato.int

APPLICATION FORM

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**NATO COMMITTEE ON THE CHALLENGES OF MODERN SOCIETY (CCMS)
STUDY VISIT GRANT – Application Form**

*CCMS Secretariat, Division of Public Diplomacy, Blvd. Leopold III, B-1110 Brussels, Belgium
Tel: +32 2 707 4928/32 2 707 4850; Fax: +32 2 707 4232;
E-mail: science.admin@hq.nato.int or ccms@hq.nato.int*

NOTES FOR APPLICANTS

The CCMS Study Visit Scheme is intended to provide financial assistance to experts who have difficulty in obtaining the necessary credits to attend meetings held in the framework of the CCMS Programme. This application form is available electronically from CCMS Secretariat.

a) Applicants from NATO should submit this application form to the CCMS Secretariat, with copy to the pilot study/project director and to the National CCMS Representative; both the director and the National Representative are requested to confirm to the CCMS Secretariat that they support the funding request. Once the grant has been awarded, a letter is sent to the applicant together with a payment form. Applicants should realise that, unless their request is submitted well in advance of the meeting, payment might occur after their return from the meeting. The expert who has been awarded a CCMS Study Visit Grant is requested to submit a report/closure form to CCMS Secretariat and to the CCMS National Representative at the end of his mission.

b) Applicants from EAPC Partner and Mediterranean Dialogue countries should submit this application form to the director of the pilot study/project/workshop.*

1. APPLICANT

<i>Name, title, Institute name, Institute address, phone, fax, e-mail</i>	<i>For NATO use only</i>
	<i>NC</i> <i>PSD.....</i>

2. NATIONALITY, OCCUPATION AND QUALIFICATIONS

Nationality: Occupation: Qualifications (add short CV if necessary):	
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*** EAPC Partner countries eligible for financial support:** *Albania, Armenia, Azerbaijan, Belarus, Bulgaria, Croatia, Estonia, Georgia, Kazakhstan, Kyrgyz Republic, Latvia, Lithuania, Moldova, Romania, Russian Federation, Slovak Republic, Slovenia, Tajikistan, the former Yugoslav Republic of Macedonia, Turkmenistan, Ukraine, Uzbekistan.*

Invited countries (underlined) will be considered as EAPC Partner countries until their full accession as NATO members.

Mediterranean Dialogue countries: *Algeria, Egypt, Israel, Jordan, Mauritania, Morocco, Tunisia*

3. TITLE OF CCMS PILOT STUDY/SHORT TERM PROJECT

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4. LOCATION AND DATES OF THE MEETING

Location:	Dates:
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5. HOW WILL YOUR ATTENDANCE CONTRIBUTE TO THE PROGRESS OF THE PILOT STUDY?

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6. EXPENSES	Amount (Currency)	<i>For NATO use only</i>
<p>(a) Travel Expenses: <i>Give exact itineraries and means of transport:</i></p> <p><i>(For trips up to 500 km, travel should be in principle by surface transport – train, etc.; travel by air should be with the lowest available fare.)</i></p>		
<p>(b) Living Expenses: <i>Please specify price of hotel if known:</i></p> <p><i>Travel dates:</i></p> <p><i>Number of nights to be spent at the hotel:</i></p> <p><i>(Living expenses, based on the applicant’s travel dates, are calculated according to the official NATO per diem rate for the country visited or adjusted to the hotel price indicated by the host country.)</i></p>		
TOTAL		

I hereby certify that I am unable to obtain sufficient financial support from other sources to attend this meeting. If I receive a grant, at the end of my visit I will submit a mission report to the National CCMS Representative and to the CCMS Programme Director.

Date:

Signature:

GRANT CLOSURE

NATO COMMITTEE ON THE CHALLENGES OF MODERN SOCIETY (CCMS)

STUDY VISIT GRANT – Closure Form

*CCMS Secretariat, PUBLIC DIPLOMACY Division, NATO, B-1110 Brussels, Belgium
Tel: (32-2) 707.4928/4850 - Fax: (32-2) 707.4232 – Email: science.admin@hq.nato.int or ccms@hq.nato.int*

The grantee should submit this report to CCMS Secretariat and to the National CCMS Representative, not later than one month after the visit. Invoices, receipts, tickets etc. should not be enclosed but kept on file for a period of two years.

1. TITLE OF THE PILOT STUDY, SHORT TERM PROJECT OR WORKSHOP

2. PLACE AND DATES OF THE MEETING

3. NAME OF GRANTEE (as in the award letter)
(please give name, institute, address, telephone, fax and E-mail)

4. MEETING REPORT
(please use additional sheets if necessary)

Date:

Signature:

APPLICATION FOR FUNDING FROM DIRECTORS
OF CCMS PILOT STUDIES/PROJECTS/WORKSHOPS

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**NATO COMMITTEE ON THE CHALLENGES OF MODERN SOCIETY (CCMS)
SUPPORT GRANT – Application Form**

*CCMS Secretariat, Division of Public Diplomacy, Blvd. Leopold III, B-1110 Brussels, Belgium
Tel: +32 2 707 4850/32 2 707 4928; Fax: +32 2 707 4232;
E-mail: science.admin@hq.nato.int or ccms@hq.nato.int*

NOTES FOR DIRECTORS:

This form should be used by the Director of a CCMS pilot study/short term project/workshop and submitted to CCMS Secretariat well in advance of the meeting dates.

The CCMS Support Grant Programme is intended to provide funding to directors of CCMS pilot studies/projects/workshops to cover travel and living expenses of participating experts from Partner countries and countries from Mediterranean Dialogue in their meetings.*

As a general rule, CCMS will fund only one expert per country. Funding can also be requested for minor organisational expenses when strictly necessary (see details in Annex 5 of the CCMS Guideline Document).

A separate form should be completed for Partners and for Mediterranean Dialogue countries. This application form is available electronically from CCMS Secretariat.

1. TITLE OF CCMS PILOT STUDY / SHORT-TERM PROJECT / WORKSHOP

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Meeting location:	Meeting dates:
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2. NAME OF DIRECTOR:

<i>(name, title, institute name, institute address, telephone, fax, e-mail)</i>

3. BUDGET FOR PARTNERS or MEDITERRANEAN DIALOGUE

*** EAPC Partner countries eligible for financial support:** *Albania, Armenia, Azerbaijan, Belarus, Bulgaria, Croatia, Estonia, Georgia, Kazakhstan, Kyrgyz Republic, Latvia, Lithuania, Moldova, Romania, Russian Federation, Slovak Republic, Slovenia, Tajikistan, the former Yugoslav Republic of Macedonia, Turkmenistan, Ukraine, Uzbekistan.*

Invited countries (underlined) will be considered as EAPC Partner countries until their full accession as NATO members.

*** Mediterranean Dialogue countries:** *Algeria, Egypt, Israel, Jordan, Mauritania, Morocco, Tunisia*

GRANT CLOSURE – FINANCIAL REPORT
FROM DIRECTORS of CCMS PILOT STUDIES/
PROJECTS/WORKSHOPS

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NATO COMMITTEE ON THE CHALLENGES OF MODERN SOCIETY (CCMS)

SUPPORT GRANT – Closure Form

*CCMS Secretariat, Division of Public Diplomacy, Blvd. Leopold III, B-1110 Brussels, Belgium
Tel: +32 2 707 4928/32 2 707 4850; Fax: +32 2 707 4232;
E-mail: science.admin@hq.nato.int or ccms@hq.nato.int*

NOTES FOR DIRECTORS

This report should be submitted by the Director of the pilot study/short-term project/workshop to the CCMS Secretariat no later than two months after the meeting. Invoices, receipts, tickets, etc. should not be enclosed but should be kept on file for a period of two years after the meeting. This application form is available electronically from CCMS Secretariat.

1. TITLE OF CCMS PILOT STUDY / SHORT-TERM PROJECT / WORKSHOP

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Meeting location:	Meeting dates:
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2. NAME OF GRANTEE (same as in the award letter)

(name, title, institute name, institute address, telephone, fax, e-mail)

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3. COMMENTS ON FINANCIAL MATTERS

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4. FINANCIAL REPORT

a) Payments

	Amount Awarded (EUR)	Amount Received (currency)
Current award (according to award letter):		
Balance remaining from previous grants:		
Bank interest on NATO funds:		
TOTAL:		

b) Expenses For Participants

Name of experts & country	Travel costs	Visa cost	Travel dates	Hotel nights	Hotel: total cost	Living expenses (meals, etc.)	Other expenses (specify)	TOTAL per expert

c) Organisational Expenses

Please indicate nature and amounts of expenses incurred (as budgeted in grant request):

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d) Summary of expenses

	Amounts (specify currency)
Total expenses for participants:	
Total organisational expenses:	
TOTAL:	

e) Balance Leftover (if any):

I declare that the details in this report are correct

Date:

Signature: