NATO CIS Enterprise Approach

Opportunities and Challenges

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What is C3?

C3 – Consultation, Command & Control

**Consultation** - The exchange of views and the conduct of deliberations amongst the highest authorities of the Alliance and member nations aiming at harmonising positions and formulating recommendations on issues of common concern.

**Command** – The authority vested in an individual of the armed forces for the direction, coordination, and control of military forces.

**Control** - The authority exercised by a commander over part of the activities of subordinate organizations, or other organizations not normally under his command, that encompasses the responsibility for implementing orders or directives.
NATO HQ Organisation and Governance

Private Office (PO)
- Secretary General (SecGen)
- Deputy SecGen
- DIR PO

International Staff
- Assistant Secretary General
  - Emerging Security Challenges
  - Defense Investment
  - ...)

International Military Staff
- Director General
- NHQC3S
- Director DIV

Chairman Military Committee

North Atlantic Council
- SPC*
- C3 Board
- DPPC (CD)
- ...

Military Committee

*Senior Policy Committee
Enterprise Approach

NATO Summit 2010, Lisbon

• Agencies Reform
  – Plan to reach 20% savings
  – Reduced demand for military manpower
  – Savings on Nations’ C4ISR expenditures

• Cyber Defence
  – Prevention and Resilience
  – Non-duplication
  – Information Sharing and Security
Enterprise Approach

NATO Summit 2012, Chicago

• Connected Forces Initiative (CFI)
  – Expanded education and training
  – Increased exercises
  – Better use of technology
Enterprise Approach – Organisational View

Coalition Federation
- United Nations
- European Union

Alliance Federation
- NATO Force Structure
- NATO Command Structure
- Agencies

NATO Enterprise
- NATO Headquarters

NATO Nations
- NATO Partners

Non-Governmental Organizations

Interest

Influence

Responsibility

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Enterprise Approach – Organisational View
Mandate of the C3 Capability Area Manager (C3 CAM)

- Develop a coherent and coordinated implementation plan for C3-related programmes
- Align and focus all associated staff efforts
- Liaise with the relevant programme management entities
- Participate in other aspects of C3 related NATO capability development activities
- Attend meetings of the relevant committees and boards
Capability Area Management

Capability Development Executive Board (CDEB)
Chairman: Deputy Secretary General

Capability Area Manager C3 (C3 CAM)

C3 Coordination Group (C3CG)

ACO
DCOS CCD
ACT
ACOS C2DS
GM
NCIA
NOR
...

Capability Area Manager JISR (JISR CAM)
Current Key Activities in Support of Enterprise Approach

• **C3 CAM Agreed Lines of Effort (LoEs)**
  - LoE 1: C3 Integrated Master Schedule
  - LoE 2: IT Modernisation
  - LoE 3: Future Mission Network
  - LoE 4: Service Catalogue

• **Streamlining C3 Regulatory Framework**
  - C3 Strategy
  - Policy Compendium
C3 Regulatory Document Types

- Strategy
- Policy
- Directive
- Guidance
- Support
  - SPC Positions
  - Standards
  - Architecture
  - Study
  - Others
Development of a C3 Strategy

Goals for the NATO Enterprise

• Adapting an Enterprise Approach
• Coherent streamlining of C3 capabilities and ICT services
• Sharing information and services in a connected, protected environment

Goals for NATO Nations

• Applying NATO established procedures and standards
• Acknowledging advisory framework for NATO led Coalition Operations to be a mandatory framework when joining
Key Take Aways

The Enterprise Approach is an essential:

• Enabler for the collective environment
• Prerequisite for a Federation of Mission Networks
• Facilitator for anticipated Agencies Reform efficiencies and savings

The Enterprise Approach requires a change of:

• Mindset
• Adaptation of Responsibilities and Processes
• NATO Nations’ commitment
Question Time
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