

MULTINATIONAL ICC



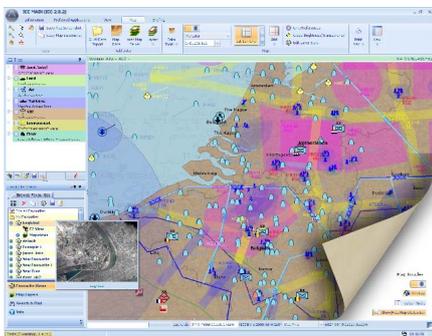
What is NC3A?

The mission of the NATO Consultation, Command and Control Agency (NC3A) is to enable NATO's success through the unbiased provision of comprehensive Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) capabilities.

What is ICC?

The NATO Integrated Command and Control system (ICC) is a NATO funded capability. The system is currently available to all NATO Command Structure sites as well as in 24 NATO Nations and Sweden.

The ICC system is NATO accredited and is developed by the ICC Team NC3A and is maintained in a cooperative venture by the NC3A and the NATO Programming centre (NPC).



Some highlights in ICC's Track Record include:

- ICC is currently being used 24 hours a day, 7 days a week in 24 countries in more than 400 locations;
- ICC is mandated for NATO high readiness forces (Land) and is Minimum Military Requirement for major surface fleets under NATO flag;
- NC3A has multiple support contracts with NATO Nations and Pfp Nations;
- The ICC Team provided consultancy to the NATO ACCS project on HMI improvements and the Air C2 workflows;
- ICC has been adopted as National COP viewer system for use by worldwide UK forces and is a viewer of the NATO JCOP;
- ICC is being used in ISAF for interoperability with US systems and standards

The ICC system is available free of charge from NATO to NATO and NATO Nations. NC3A offers tailored support services to Nations in support of using, interfacing, or adapting ICC in a national context.

What is the scope of multinational ICC?

With the NATO successors of ICC being worked on, i.e. AIRC2IS (part of the BiSC AIS) and NATO ACCS, it is anticipated that NATO funding for ICC will be reduced in the upcoming years. Several Nations (among

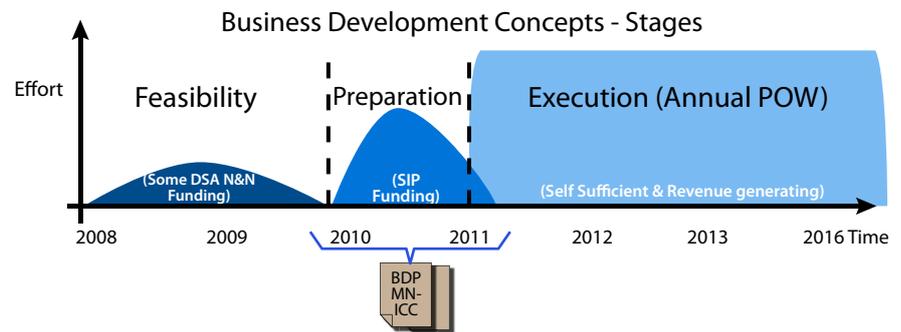
others Belgium, Bulgaria, Czech Republic, France, Italy, The Netherlands, Poland, Portugal, Spain, the United Kingdom and the United States) have expressed to NC3A interest in the establishment of a Multi-National ICC system in order to sustain the ICC usage in those countries in the 2011-2016 timeframe until suitable national replacement options for ICC have been identified.

Nations are already using the common funded ICC to support national operations. Some Nations are looking to extend the current ICC functionality to meet further national requirements. In fact, in 2009, the United Kingdom has funded NC3A for the development of specific functionality in support of enhancing the COP viewing capabilities of ICC. NATO has agreed to add this new capability to the upcoming common funded baseline of ICC. Specifically, NATO,

What can NC3A offer to Nations?

NC3A is authorised by Charter to provide NATO C3 technical advice and support to customers such as the Nations. Potential MN-ICC related business is mutually beneficial in that it enables the provision of valuable services to the Nations based on many years of Air C2 system implementation and support experience, as well as, enables the preservation and extension of Air C2 skills and expertise of the Agency.

In December 2008 a 1st Multi-National ICC workshop with the Nations was organised to determine if there is sufficient interest to proceed and to develop a viable business arrangement. NC3A presented high level proposals for legal, financial and management frameworks. These proposals were very well received and ten Nations expressed their interest for NC3A to continue the preparation towards an MN-

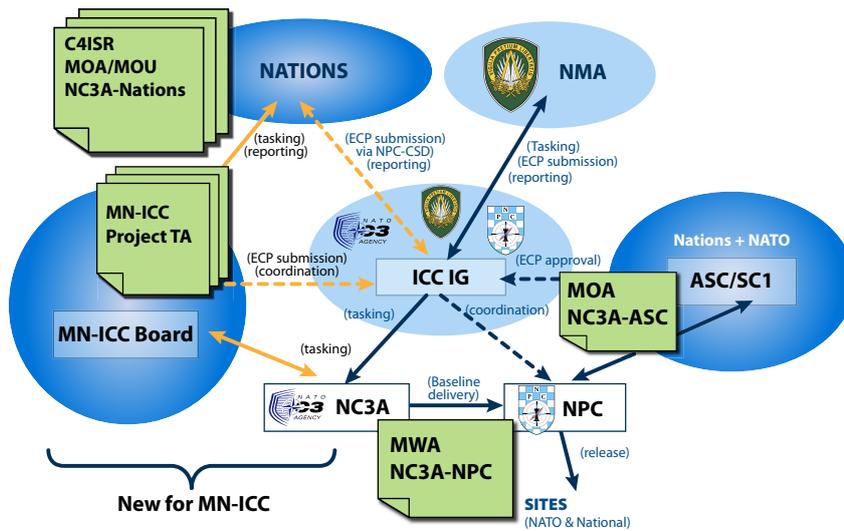


through the ACCS Software Committee (ASC- a subcommittee under the NACMO, which is responsible for ICC), has agreed this, as a pilot case for analysing the impact of a future and expected multi-national ICC project.

ICC is also used in non-air environments (e.g. ICC is MMR for NATO Standing Maritime Flagships) and provides capability to the Land and Maritime forces beyond what is planned in the NATO successors of ICC. Therefore it is logical that some Nations will seek to support ICC while they are looking for replacement options and/or during transition periods (estimated 2011 to 2016). NC3A may be in a good position (given our experience with ICC, MCCIS/future Triton and LC2IS) to assist Nations with the definition of their requirements for follow on capabilities.

ICC. The NATO CIS Support Agency (NCSA) / NATO Programming Centre (NPC) also stated in a position briefing that they fully support MN-ICC and are prepared to provide centralised configuration management/ configuration control and independent test and validation of the capability.





NC3A services:

Project Management and Reporting

This involves the development of the project plan, the oversight of the tasks, planning and execution of checkpoint meetings and the production of monthly internal project highlight reports and quarterly project highlights reports for external stakeholders, preparation and reporting to the ASC and the ICC IG and adhoc interaction with Nations and NATO entities such as NPC, SHAPE, NACMA and the ASC. This will also include a lessons learned report which might be used for future MN projects

Development of letter of introduction and proposal for Nations

This involves the refinement of the proposed project organisation/structure, scope and milestones based on internal NC3A review and comments on the BDP. This will also require some analysis by ICC subject matter experts to compile a high level description of the benefit to Nations to participate in this project. Also, the legal and financial offices will be required to provide more detail on the specifics of the structure for the Technical Agreement and example content (i.e. for indications of cost shares, billing, development of programme of work, tasking structure, etc.).

Development of MN-ICC Technical Agreement

A first draft of the Technical Agreement should be completed by March 2010 and requires input from ICC SMEs, legal and financial offices. A second draft will be produced following the first workshop and then finalised during the second workshop with Nations. The final version of the TA will be sent to Nations for their acceptance by mid 2010.

Development of Financial Framework

This involves the determination of the financial framework for this project which includes details of the composition of price proposals and the derivation of solutions and procedures to meet the billing requirements of the Nations and financial reporting, etc.

Organisation and execution of three workshops with Nations (two to draft and finalise the TA and one to establish the MN-ICC Board and begin to develop the POW for 2011)

This involves the preparation for three workshops of two days in duration. It includes the administration of inviting Nations and booking meeting rooms, preparing the agenda and relevant briefings, preparing for working sessions to review

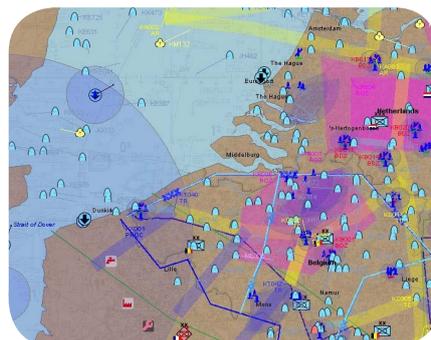
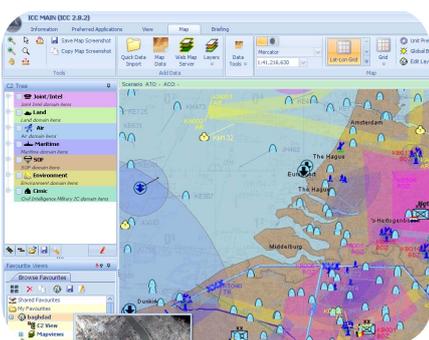
the project structure and drafts of TA and POW documents. It also includes preparing workshop summary notes and following up actions such as receiving letters of intent and letters of acceptance.

Development of MN-ICC MWA with NPC

This involves the refinement of an existing MOA with NCSA/NPC to produce an MWA which is in line with the final description of the project structure and the TA. This will involve ICC SMEs to describe the task requirements and conditions. NC3A Legal will be required to review and agree the final document.

Refinement of MOA with ASC

This involves the development of an MOA with the ASC which concerns tasking for the support of ICC. The MOA should accommodate the provisions for configuration management and control, and support tasking to include the user requests of the Nations in the ICC baseline. Existing MOA's between NAMSA and the ASC can be used as guideline. This will involve ICC SMEs to describe the task requirements and conditions. NC3A Legal will be required to review and agree the final document.





Constraints:

As the ICC will be partially NATO funded and partially multi-nationally funded with NATO centralised configuration management/control, the following shall apply:

- Intellectual Property Rights (IPR) shall remain with NATO (no change from current practice);
- The ICC core capability shall remain as a single baseline for both NATO and National sites (although the MN-ICC may generate additional compatible supplementary modules)
- NATO Configuration Management performed by NACMO/ASC and ICC IG;
- Only the MN-ICC sponsor/member Nations will have a say in the annual MN-ICC POW.
- The current ICC Configuration Management will be leveraged to manage the addition of National user requirements that are not a NATO priority while ensuring that NATO objectives are not jeopardised. As a result of sticking with a single baseline, the NCSA/ NPC and NC3A should be able to provide to the Nations: second and third level support, analysis and error correction, software maintenance, custom on-site support and custom training.

Timeframe:

The following sequence of events is planned:

- NC3A prepares a formal letter introducing the MN-ICC project describing the benefit for Nations and outlining a sequence of events to establish the project (February 2010)
- NC3A prepares first draft of the Technical Agreement and sends to all Nations
- An MN-ICC Workshop is organised at NC3A-NL to review with Nations the initial version of the TA (April 2010)
- Following the workshop, Nations are invited to return Letters of intent by mid 2010
- A 2nd (and optionally a 3rd) Workshop is held with only those Nations that provided the Letter of Intent with the objective to finalise the drafting of the TA.
- Subsequently, Nations provide a Letter of Acceptance of the TA by Summer 2010,.
- NC3A, as financial controller, sends a call for one time joining fees to Nations who have accepted the MN-ICC TA.
- C3A hosts the first MN-ICC Board meeting with the intent to refine the Board activities and begin discussion on the 2011 POW and estimate the associated POW costs.
- It is intended that the MN-ICC POW will be defined on an annual basis and this activity will be part of the execution stage of the business.

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