Communicator

The life cycle concept
in action

NITEC 15

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Enabling C4ISR: Training, Education and Applications

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New NATO HQ from an IT perspective

More clarity, more conversation, less bureaucracy

Colleagues,

2014 ended with a lot of change. The security situation in Europe has changed significantly, some would say dramatically. The Agency looks very different, with a new structure in place.

What has not changed is the importance of the services we deliver, 24/7. In his first inaugural address to NATO staff, Secretary General Jens Stoltenberg emphasized the fundamental value of NATO's support structure to the Alliance's success. I echo his words, and join him in thanking all of you, as well those who support you, for your dedication and continuing hard work.

As we settle in the new structure, we should continue to challenge ourselves to innovate; if you see processes that can be improved, I challenge you to raise ideas with your team leaders and Directors and to put them forward for our innovation fund. As an organization, we should never truly settle. We need to remain flexible, constantly seeking more effective and efficient ways of delivering services to our customers and users.

My wishes for 2015? There are two.

First - less bureaucracy and more delegation. I have discussed this with Directors and we will make this a priority for the year ahead.

Second, more conversations. It is a point I keep bringing up with not just Directors, but also the OF/A5 team leaders. In the course of this year that has just started, we will have to decide on a couple of fundamental issues for the future of the Agency – how far do we want to take new ways of working? What benefit can they bring to staff and our customers? How can we further improve our collaboration and engagement with Industry to lower the overall cost of IT to NATO? What can we do differently? Every time I visit teams and have these conversations, I am impressed with your thoughts and suggestions. We need to have more of them, at all levels and across the Agency structure.

On behalf of the citizens who trust NATO to deliver a safe and secure environment in turbulent times, on behalf of the decision-makers and customers who rely on us,

- Koen Gijsbers

Welcome back, welcome to 2015

Service Lines

A key element of the Agency's strategy is to transition to a service-based organization. This means moving away from a paradigm of offering individual components of a solution for customer to self-assemble (communication links, routers, servers, software licenses and applications) and instead offering complete services that allow our users to remain focused on their operational responsibilities.

In order to move to a service-based organization the Agency was structured into thirteen Service Lines in 2014. Concurrently new director positions to oversee the Service Lines were instantiated including a Director for Service Operations (DSO), a Director for Infrastructure Services (DIS), and a Director for Application Services (DAS).

As part of the move to a more efficient and centralized service offering the Agency established the Operations Centre in Mons and renamed the former Sectors and Squadrons of our Agency to "Communications and Information Systems (CIS) Support Unit(s)" (CSUs) and Detachments were renamed to "CIS Support Elements" (CSE). The CSUs and CSEs are the face of the Agency to our end users and are a critical element of the Agency's desire to remain close to the issues and needs of its customers. Therefore a vital element of the Agency's customer service lies with the CSUs and CSEs and the newly established Ops Centre.

In the new construct, each Service Line is responsible for a group of services, aligned in accordance with the C3 Taxonomy. The taxonomy decomposes the delivery of C4ISR into a series of separate, but interdependent layers – communications services, core enterprise services, community of interest (COI) enabling services and COI services – which are then further decomposed into the detailed technical services.

This process resulted in five Service Lines responsible for delivering C3 and business services:
- AirC2 Programme Office & Services
- Ballistic Missile Defence Programme Office & Services
- Command & Control (C2)
- Joint Intelligence, Surveillance and Reconnaissance (JISR)
- Service Support and Business Applications (SSBA)

Two Service Lines responsible for operational planning and support services:
- Operations and Exercises (O&E)
- Operational Analysis (OA)

Four Service Lines for providing the enterprise-wide Information and Communications Technology (ICT) services:
- Core Enterprise Services (CES)
- Network Services and IT Infrastructure (NSII)
- Service Management and Control (SMC)
- Cyber Security (CS)

Two Service Lines providing enabling services for the others:
- Education and Training (E&T)
- Independent Verification and Validation (IV&V)

Each Service Line has full life cycle responsibility for its area, drawing on staff from across the Agency to provide (as appropriate) research and development, experimentation, acquisition, transition, and operations and maintenance support. Work within each Service Line can be in the form of customer-funded projects (finite duration activities set up to deliver some specific products) or customer-funded services (typically running on an annual basis, delivering support services according to an agreed level of service).

The Service Line Chief is responsible for this full life cycle and ensuring a seamless life cycle from 'build' to 'transition' to 'operate'. Lessons learned from operations can be fed back into the start of the life cycle, allowing the continual improvement of the services provided to the end user.

SLs & CSUs - mutual interdependence

The Service Lines do not exist in isolation – the chain is as strong as its weakest link as each relies on the services provided by the others. As an example, a typical C2 service provided to the headquarters will be delivered by the C2 Service Line, but it will depend on the underlying core enterprise services provided by the CES Service Line, which in turn relies on the underlying network and communications infrastructure provided by the NSII Service Line. Each of these Service Lines will also rely on the support of the Cyber Security Service Line to deliver a secure end-to-end service and on Service Management and Control (SMC) services to monitor and control the quality of the services being delivered to the customer.

In the current setup, CSUs are not only responsible for the services provided at all NATO Command Structure (NCS) sites but also for the administration of gateways and enclaves in 28 Nations. They are the focal point for supporting nine territorial CIS host nations and well over a dozen capability packages, as well as dealing directly with the customer on a day-to-day, eye-level basis. Together, the Service Lines, Operations Centre and CIS Support Units aim to provide trusted, seamless, effective and efficient delivery of C3 capabilities and CIS services to the service men and women of the NATO Alliance.

The following pages will introduce the Service Lines and their Chiefs followed by an overview of the CSU and CSEs and their Commanders.

Input by: Dr Paul Howland and Directorate Service Operations

Service Lines overview

Education and Training

Mr Jean-Paul Massart - Chief Education and Training
The Education and Training (E&T) Service Line is responsible for Education and Training services to Agency customers and internal staff in support of NATO strategic, operational and business objectives. The E&T SL comprises aproximately150 staff across the Agency locations Mons, Glons, The Hague and includes the NATO CIS School at Latina.

Independent Verification and Validation

Mr Brian Christiansen - Chief, Independent Verification and Validation
The Independent Verification and Validation (IV&V) Service Line brings together all Agency activities related to the assurance of a service being fit for purpose (utility) and fit for use (warranty). Two main facilities will be available: one for application-level services (located in The Hague), and one for communication layer services (located in Mons). These will initially be used for the services offered by the NCI Agency to provide a better assurance of the services provided.

Joint Intelligence, Surveillance and Reconnaissance

The Joint Intelligence, Surveillance and Reconnaissance (JISR) Service Line is responsible and accountable to its customers for planning and executing all life cycle management activities for JISR services, including: strategy, policy, process, application / capability design, implementation, acquisition, transition, service operation and improvement. Its portfolio includes: Intelligence Applications Services, Surveillance & Reconnaissance Services, Electronic Warfare & Sensors Services, and Geospatial Services.

Command & Control

Dr Paul Howland - Chief, Command & Control
The Command & Control (C2) Service Line is responsible for the provision of full life cycle services in the area of Command and Control. The work of the Service Line is diverse and includes: land C2; maritime C2; joint C2; special operational forces (SOF)C2; situational awareness; environmental functional services; nuclear C2; chemical, biological, radiological and nuclear (CBRN) defence; operational planning, and C2 interoperability and data exchange mechanisms. Staff in the Service Line are engaged across the life cycle – from research and development to operational support.

Operational Analysis

Ms Sylvie Martel - Chief, Operational Analysis
The Operational Analysis (OA) Service Line provides full-spectrum operational analysis support to planners and decision makers within NATO and the Nations. This includes supporting the NATO Defence Planning Process and nations' defence planners, Operations Assessment for current and future Alliance missions, supporting functional/Peace Establishment analysis and reviews, and identifying Information and Knowledge Management needs and recommendations for enterprise change.

Core Enterprise Services

Ms Lillian Rossini - Chief, Core Enterprise Services
The Core Enterprise Services (CES) Service Line provides generic, domain independent, technical functionality that enables and facilitates the operation and use of IT resources, independent of issues concerning communications, Information Assurance and Service Management and Control. Services include communication and collaboration; web and information services; infrastructure storage and processing; infrastructure networking, composition and mediation; and managed desktop and end-user device services. Services are provided throughout the entire life cycle to both internal and external customers.

Operations and Exercises

COL Herve Sirault - Chief, Operations and Exercises
The Operations and Exercises (OE) Service Line provides the Agency's interface for supply of C2 Catalogue Services to customers that are planning and/or executing deployed operations and exercises. The OE SL ensures that the Agency's responsibilities to deployed operations are met in line with the agreed Service Level Agreements and Command and Control Arrangements. In the post-recovery phase, the OE SL will conduct satisfaction monitoring with the customer, including production of Lessons Identified.

Service Support and Business Applications

Mr Bert Tiems - Chief, Service Support and Business Applications
The Service Support and Business Applications (SSBA) Service Line is responsible for planning and executing all life cycle management activities, such as design, transition, operations and retirement for all logistics (medical, military engineering, host nation support,…) and business (finance, acquisition, travel, asset management, human resource management, …) application services, including subject matter expertise, research and development, software engineering, acquisition, and operations & maintenance in a variety of community of interest (COI) technical service areas.

Cyber Security

Mr Ian West - Chief, Cyber Security
The Cyber Security (CS) Service Line is responsible for the full life cycle of NATO Cyber Security activities. This includes design, implementation and operation, providing scientific and technical cyber security expertise, supporting Acquisition, Maintenance and Sustainment, and conducting cyber security operations and Incident Management. In addition it provides services accross CIS Security, Cyber Defence, Information Assurance, COMPUSEC and COMSEC.

Ballistic Missile Defence Programme Office & Services

Mr D Midgley - Programme Director BMD
The focus of the Ballistic Missile Defence Programme Office & Services (BMD PO&S) is on the upgrade, test and integration of NATO's command and control systems and underlying communication network to enable effective information exchanges between various NATO and national missile defence systems. This integrated system-of-systems architecture will create a larger range of detection, communication and missile defence capabilities for NATO forces, whether deployed within or beyond NATO's area of responsibility, and NATO populations and territories.

AirC2 Programme Office & Services

Mr Enzo Montalti - Programme Director AirC2
The AirC2 Programme Office & Services (AirC2 PO&S), as part of the NCI Agency, ensures the harmonized planning, implementation, evolution and support of the NATO ACCS and other AirC2 assigned programmes. The AirC2 PO&S provides full life cycle management for AirC2 capabilities and services, using the most suitable technology to meet the customers' needs in close collaboration with NATO, the Nations, and Industry.

Service Management and Control

Mr José M. Marcos - Chief, Service Management & Control
The Service Management and Control (SMC) Service Line covers the full life cycle support (strategy, design, transition, operation and continuous service improvements, including Subject Matter Expertise, Research and Development) for the Enterprise Service Management Systems (ESMS). The ESMS is used to enable and automate the Agency service provisioning processes.

Network Services and IT Infrastructure

Mr Tom Plachecki - Chief, Network Services and IT Infrastructure
The Network Services and IT Infrastructure (NSII) Service Line assures delivery of NATO Communications Infrastructure Services; enables the interconnectivity and functionality of NATO Static and Deployable Infrastructures and associated services; and is depended upon for NATO Satellites links and anchoring facilities to support NATO deployed CIS. Furthermore, it is relied upon by maritime and other deployed forces to provide HF/VHF/UHF/SHF radio, messaging and IP communication systems.

Operations Centre

Mr Chris Romney - Chief, Operations Centre
The Operations (Ops) Centre is the focal point of IT operations in the NCI Agency. It supports network integrity and end-to-end service coherence, providing: 24/7 monitoring and control of all Networks provided by the Agency; helpdesk services for all users of the Agency's IT Services; and VTC services throughout the Agency's area of responsibility.
De-centralized services are currently being centralized in the main and alternate Ops Centre locations.

CIS Support Units - critical to our customers
closing the service loop

Critical to the delivery and support of the Agency's services to our customers are the CIS Support Units (CSUs) and CIS Support Elements (CSEs). The CSUs and CSEs are located with the customer and are an essential link in the service loop. This direct relationship with the end-users and epitomizes the unique value the Agency brings to the Alliance.

Currently, the structure of the organization and the reporting lines remain on an as-is basis. However as we transition towards the "optimized substructure", the organization and the reporting lines will align more to a technical hierarchy and flatten out, thus enabling a more centralized approach.

Preparing for change

For the CSUs the most obvious change will be the shift of business towards the CIS Operations Centre. The Ops Centre will provide centralized NATO-wide service desk and VTC services, and will be the main route for end-users to request services or report issues. The Ops Centre also monitors operations through the Network Operations (NETOPS) Centre and the Cyber Defence Operations Centre. The Ops Centre's Service Desk can task the CIS Support Units to provide immediate 1st and 2nd line support, or to request support from the Service Lines for more in-depth engineering support.

The General Manager's decision to enable a responsibility split between the Director Infrastructure Services (DIS) and Director Service Operations (DSO) ensures strong support to operations and a clear responsibility for the handover of CIS assets, whilst strengthening the day-to-day interface of the operational part of our community. The Director of Service Operations, Brigadier General Tomaiuolo, is now able to remain focused not only on the CIS Sustainment, Operations, Exercises and the Ops Centre, but also on the Agency's interface towards our customers. CSUs enable this latter function by providing an end-to-end CIS service as they install, operate, maintain and support the full range of CIS capabilities to meet the diverse needs of the NATO Command Structure.

Currently, CSU ISAF and the five major CSUs of Brunssum, Naples, Mons, Brussels and Norfolk report directly to the DIS, whilst the remaining CSUs report to the DSO through the five major CSUs. As such, the Area of Responsibility (AOR) of a major CSU spans not only the NATO Command Structure but they also have geographical responsibilities and serve different types of customers in the areas of Service Operation and Customer Relation Management (CRM). As the Agency moves to the optimized substructure all Service Operations activities will be centralized in the Engine Room.

IT Modernization

The enduring goal of more than 1,300 men and women serving in the CSUs is to meet the Agency's obligations and liabilities in an environment of ongoing change and uncertainty. However, in the move towards a service-based organization, a second change for customer facing elements will be inevitable in order to meet the demands by the Nations. There will be a reduction of the decentralized workforce of the CSUs & CSEs as we reap the benefits of centralization.

The aforementioned organizational and structural measures will achieve full maturity through Information Technology modernization, further standardization and the re-use of business models. Moreover, the new definition and implications of Customer Relations Management (CRM) and Service Operation Processes will be attained as we shift from current regional AORs of CSUs to a process-based organization. The regional geographical responsibilities of CSUs will be proportionally reduced as the engine room and other centralization projects mature and take over these responsibilities.

The work of the CSU Commanders (see fig. 1) and their teams is centred on making these envisioned changes happen to the benefit of the NATO Nations and other customers, whilst at the same time ensuring that deliverables, ongoing operations and customers' operations autonomy is safeguarded. This new method of operation demands not only a coherent, effective and integrated information service, but also a more abstract and theoretical approach to the implementation of project-oriented visions and new ways of adapting business-as-usual-procedures. These procedures must be fit for purpose and able to survive the strain of daily repetition. All our Agency's CSUs are at present maintaining the status quo at the same time as pioneering new ways to meet customer demands and advising their local customers how to approach the rapidly changing environment of their single role of CIS service provider.

The list of CSUs & CSEs and their Commanders (fig.1)		
Unit	Subsuming elements	Commander
CSU ISAF		COL Kenneth Yunevich
CSU Brunssum		COL Manfred Kraetzig
	CSU Bydgoszcz	MAJ Arkadiusz Zdrojewski (acting)
	CSU Ramstein	COL Jeffrey Sorrell
	CSU Uedem	LTC Christopher Kuehn
CSU Naples		COL Marcello Turchetta
	CSU Izmir	COL Askin Simseker
	CSU Poggio Renatico	LTC Sebastiano Franco
	CSE Athens	MAJ Fotios Katsantas
	CSU La Spezia	Mr Clive Cruse
CSU Mons		COL Frank Gonzales
	CSU Northwood	COL Kevin Thomas
	CSU Stavanger	LTC Atle Kjosnes
	CSU Lisbon	LTC Nelson Martins
	CSU Torrejon	LTC Rafael Sanchez Alfonso
	CSE Yeovilton	Mr John Howard
CSU Brussels		Mr David Jenkins
CSU Norfolk		COL Anthony Audrey
CSSC Brunssum		COL Antoine Visser
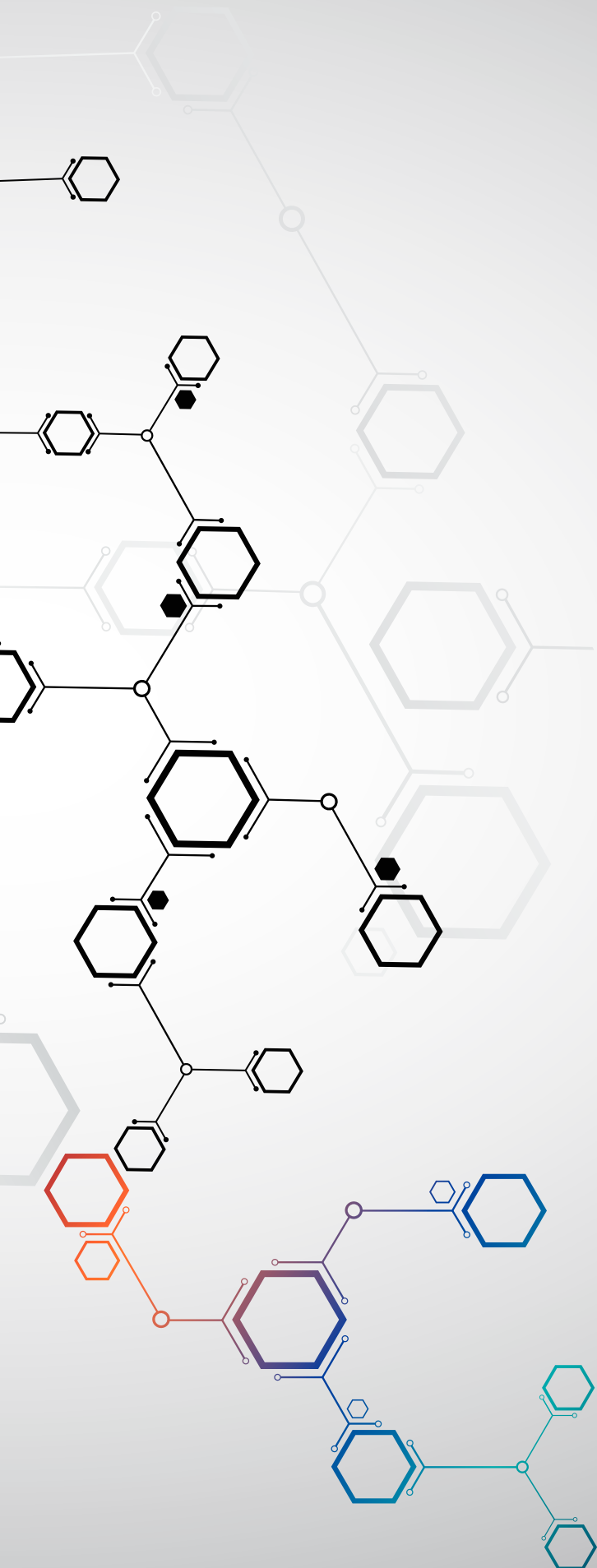
Although initially the Agency is offering these different services directly to the customer, over time the Agency's customer-facing catalogue will focus increasingly on the higher-level application services (OA, C2, JISR, SSBA and E&T) with the lower-level services hidden from customer view and instead factored into the customer offering through internal service provision via an appropriate internal agreement, called an Operational-Level Agreement (OLA).

Author: Directorate of Service Operations

UNIFIED Vision

2014

Author: Joe Ross, JISR Design Authority, JISR SL

What happened

The Agency recently completed support of the execution phase of the live trial Unified Vision 2014 (UV14). UV14 was the largest and most ambitious Joint Intelligence, Surveillance, and Reconnaissance (JISR) interoperability trial ever conducted by NATO. Mr Ludwig Decamps, NATO's JISR Capability Area Manager (CAM), indicated that the trial was being used to evaluate new technologies, concepts, and processes required by the JISR community; specifically the command and control (C2) of JISR assets within the NATO Response Force (NRF) command structure. The trial, conducted in an operational environment (live air, land, and maritime manoeuvres), was a critical milestone on the road to NATO's defined Initial Operational Capability (IOC) for JISR, which will be evaluated using exercises for NRF 2016.

UV14 took place between 12 and 28 May 2014, with trial flying events initiated on 19 May. The focus of the trial was the Ørland Main Air Station (MAS) in Norway, with links to 19 remote sites across 7 nations in Europe and North America. 18 nations provided more than 50 sensor systems, more than 200 different system types, and over 2,000 personnel to support the trial.

Nations participating in the trial were: Belgium, Canada, Czech Republic, Estonia, France, Germany, Greece, Hungary, Italy, Latvia, Lithuania, Netherlands, Norway, Romania, Spain, Turkey, United Kingdom, and United States of America. Observers came from three non-NATO nations: Australia, Finland, and Sweden. Significant remote sites included: Florennes and Brussels, Belgium; Bruz, France; Ramstein, Germany; Sigonella and Pratica Di Mare, Italy; The Hague, Netherlands; Waddington, United Kingdom; Yuma, AZ, and Beale Air Force Base, United States of America.

Integrating capabilities funded by many customers, the Agency played a key role in the success of the trial by designing and implementing the core NATO CIS capabilities required to allow the trial to function and be assessed. In addition, the Agency provided key enablers, specialist assets to support NATO operations and the subject matter expertise in a way that demonstrated the Agency's holistic vision for JISR operations in NATO.

What we did

While the Agency has a long history of involvement in predecessors to this trial, UV14 was the first example of cross-Agency coordination for all the components. The importance of the trial to NATO and the extensive scope of Agency participation made this desirable. At the Initial Planning Conference, where the different Agency components proposed their roles for participation in the trial, it became apparent the Agency would play a major role in planning, executing, and assessing the JISR processes.

Because of the large number of systems taking part in the trial, the Agency was tasked to develop the Target Architecture for the trial, which was used to support the overall network design, the security accreditation process, and the laydown of systems within the designed network infrastructure. In addition, the Agency designed, built, tested, deployed and helped administer the classified network environment for the trial; providing the Core Enterprise Services, the Community of Interest (COI) enabling services, the

Functional Area Services, Data Recording and additional specialist tools that allowed the operation and assessment of the JISR processes in an NRF structure. In addition, CFBLNet was used to connect and provide collaboration services to the multiple sites participating in the trial, which included providing cross-domain connections to the BICES network.

In addition to the Networking components, Agency staff supported numerous technical and operational efforts that were aimed at proving new concepts or assessing new functionality. The Multi-intelligence All-source Joint Intelligence, Surveillance and Reconnaissance (ISR) Interoperability Coalition (MAJIIC 2) project was tapped to provide the glue that allowed NATO and national capabilities to operate together. In addition MAJIIC 2 provided Management Team (TMT) support, the initial Tactics, Techniques, and Procedures (TTP) document that was evolved into the JISR TTPs by ACT and ACO, a service based work flow management capability to

support the multi-echelon, multi-nation Information Requirements Management & Collection Management (IRM&CM) process, vignette development, test development & support, test & evaluation leads, risk reduction testing with nations and BICES, and Coalition Shared Data (CSD) systems and services.

The NAEW&C community provided significant support, demonstrating and evaluating IP based communications using JTAC, the NCI Agency produced prototype 2nd Generation E-3A Chat/IP Airborne Rack (2GE3AR) and policy based routing (PBR) of selected applications and data over specific carriers in support of Battle Management Command and Control (BMC2) of JISR, Digitally-Aided Close Air Support (DACAS), Joint Chat on board of the E-3, and Improved Situational Awareness through connection to CSD. In addition, they supported the Cooperative ESM Operations (CESMO) effort, providing near-real-time data exchange with other ESM capable platforms and by extending the reach Beyond Line-Of-Sight (BLOS) by using Iridium to send data directly into the SEWOC SIA (SIGINT authority).

Other significant efforts included support from the Bi-SC Space Working Group who demonstrated and evaluated the ability to improve Collaborative Space Support to Operations. This resulted in increased awareness of how to plan for and use space based products and services, an assessment of the overall process, and inclusion of Space Imagery to support operations.

The Navigation Warfare community continued their investigation into mechanisms to detect and locate jamming of signals received from GPS satellites. The team successfully detected jammers provided by the nations in the trial area and reported those positions back to the Signals Intelligence (SIGINT) Electronic Warfare Operation Centre (SEWOC).

As a first in the Biometrics area, the Agency, under the sponsorship of SHAPE and in support of the NATO Defence Against Terrorism Capability Group, collaborated with the Royal Netherlands Marechaussee and the US Army to demonstrate interoperability. They successfully demonstrated Automated Compliance and Verification (ACV) and Automated Data Synthesis (ADS) between the Dutch, US, and NATO systems. This effort was performed in support of the Defence Against Terrorism Emerging Security Challenges.

In order to enhance Tactical Data Link (TDL) interoperability, the IOTA/SMACQ tool set was run against all Link16 data available on the internet. This was used to improve situational awareness of TDL and to asses the data and connectivity quality based in the IP transport of TDL data based on NATO standards.

From The Hague numerous staff members monitored the overall operation of the JISR enterprise and specific systems. In addition, the NATO Alliance Ground Surveillance (AGS) Capability Testbed (NACT), hosted in The Hague, was connected to the trial network. This connection allowed developmental AGS Industry assets to perform interoperability testing with live data and integration testing with NATO Capabilities. This effort was seen as a risk reduction effort on the road to delivery of the AGS capability.

See More
http://www.youtube.com/nciagency

Summary

A 50 person team supported the data captured effort that will be used for analysis and assessment. The overall assessment will be used to develop the baseline for implementation of JISR IOC capabilities for NRF16 and will eventually lead to acquisition and implementation of the enduring JISR Capability that will integrate the AGS capability into an overall NATO capability.

Funding sources have come from: Allied Command Operations (ACO), Allied Command Transformation (ACT),the Multi-intelligence All-source Joint Intelligence, Surveillance and Reconnaissance (ISR) Interoperability Coalition (MAJIIC 2) nations, NATO Airborne Early Warning & Control (NAEW&C), NATO Alliance Ground Surveillance Management Agency (NAGSMA), and the NATO Consultation, Command and Control Board (NC3B).

Our Strategy
Where are we headed 15 strategic goals

2015 will be the first year of execution of the Agency's new five-year strategic campaign

In November, the Agency's Supervisory Board, comprised of senior representatives of NATO's 28 Nations, approved four strategic goals and a total of 15 underpinning strategic objectives for the Agency to execute in the 2015-2020 time-frame. These will drive Agency decision-making.

They include: supporting operations and delivering critical capabilities; working more closely with Nations (including Partners) to support national capability development; investing in a strong, modern Agency working culture; streamlining business processes; and continuing to maxi-mize efficiency and effectiveness in how we support NATO, including through a fundamental modernization of the Alli-ance's IT.

Each Director (or the CoS) will be an objective champion, responsible for driving its implementation (in close coopera-tion with her or his colleagues). These Champions derived Targets which must be hit to ensure the success of the Objectives between now and 2020. This year, to ensure accountability, these Agency G&O and their targets will be assigned by me to individual Directors for them to deliver as part of their 2015 Performance Appraisal. I will review Direc-tor's progress quarterly and Nations will review the same during the two annual meetings of the ASB.

More importantly, through our Performance Management system these G&O and targets will be cascaded to each and every one of you. As such, all of us will play a role in driving forward the Agency in the direction that our Nations have set us. After all, collective effort is the only way we'll be able to succeed...

Alliance

Alliance Goal - NCI Agency supports the Alliance and Partners deliver NATO 2020.

Obj 1 – NATO 2020 Connectivity: implement NATO Enterprise Infrastructure, facilitate Connected Forces, NATO First & Federated Mission Networking and Alliance Enterprise information sharing. *Lead - Director Infrastructure Services.*

Obj 2 – NATO 2020 Capabilities: Serve as a catalyst to drive synergy so NATO and nations leverage their respective capability investments to achieve preparedness for Op & Exs. *Lead - Director Application Services.*

Obj 2a – NATO 2020 Capabilities: Implement BMD. *Lead - BMD Programme Director.*

Obj 2b – NATO 2020 Capabilities: Implement Harmonized AirC2. *Lead - AirC2 Programme Director.*

Obj 3 – NATO 2020 Cooperative Security: Enable Military Planning and Associated Partner Engagement – "Diplomacy Through Technology". *Lead – Director Demand Management.*

The road to a strategy

The development of the Agency's strategic plan began in February 2014, where A/OF6, A/OF5s as well as senior A/OF4s took part in a series of workshops to identify major issues and direction the Agency must take toward 2020.

These workshops resulted in some 15 proposals for strategic initiatives or issues that need to be addressed. The Directors reviewed this and agreed on a list of 13 strategic objectives for the 2015-2020 timeframe. Discussions with myself and the Nations resulted in the ultimate list and the definition of the targets, which were then approved by our Supervisory Board.

You'll be hearing more soon

For further information, please see the Agency strategy Community of Practice on our Intranet, where you can find a copy of the Strategic plan and join discussion on how we are going about its implementation.

You will also see the strategic goals and objectives in the boxes on these pages. I expect you will be hearing from the Executive team, your Directors or A/OF5s, about these G&O and their 2015 Targets and your role in their execution.

Koen Gijbers, GM NCI Agency

Learning & Growth

Learning & Growth Goal - NCI Agency builds a workforce and culture to become NATO's trusted enabler of information superiority and exellence.

Obj 11 – Develop the appropriate NCI Agency Workforce.
Lead – Chief of Staff.

Obj 12 – Change the Culture.
Lead – Chief of Staff.

Obj 13 – Improve KM/IM.
Lead – Director Service Strategy.

Customer

Customer Goal - NCI Agency sustains and increases its operational services building upon Agency Reform.

Obj 4 – Promote NATO for Nations (Alliance & Partners).
Lead – Director Demand Management.

Obj 5 – Exploit New Technologies and Emergent Lessons with Nations (including Academia) their Industries, STO and ACT.
Lead – Director Service Strategy.

Obj 6 - Build Partnership with ACO, focusing on end-users and NCISG.
Lead – Director Service Operations.

Obj 7 – Continue to deliver Savings and Benefits.
Lead – Financial Controller.

Internal Processes

Internal Processes Goal - Deliver the expectations of Agency Reform and be positioned for broader change in the wider NATO C4ISR enviroment.

Obj 8 – Position Agency (in conjunction with NSPA) as Shared Services provider and customer.
Lead – Director Acquisition.

Obj 9 - Improve processes to support external Governance.
Lead – Director of Service Strategy.

Obj 10 – Implement process-based organization to improve productivity.
Lead – Director of Service Strategy.

The life cycle concept in action

and the peculiar things that happen when
CSUs and Service Lines work well together...

In June, 2014, it looked as if the success of the Agency's support to the NATO Summit taking place on 4 and 5 September was heading for a disaster.

We lacked elments of the needed infrastructure to adequately protect critical services for the SecGen, we weren't sure weeks of research of a technical set of solutions was sound, we lacked the fulll financial support from the customers who expected unprecedented guarantees, and we were well past any normal acquisition timelines that had been achieved rapidly in the past.

The situation was not good. The NATO HQ in Brussels had twice been attacked by Hacktivist groups in the previous three months. In both cases, the NATO website was affected as well as email and other critical services used by the International Staff, the IMS and the SecGen himself. There was little to no expertise in understanding how to protect against these emerging threats, not in the CSU or in the Agency. We had no real idea how much it would cost, and what was enough to make things better. There were also questions about the technology required to protect against these threats; what was it, who was the best, and whether or not the Customer was even willing to pay.

…and then something magic happened.

From a whitepaper generated by CIS Support Unit (CSU) Brussels staff in coordination with the Cyber Security Service Line (CS SL) the Assistant Secretary Generals for Executive Management and Emerging Security Challenges released, in an unprecedented move, immediate funding to the Agency to implement identified infrastructure and protection measures. We were to use these funds to design, acquire, develop, build, implement and sustain a multi-layer protection array that was expected to guarantee protection against almost any attack during the Summit. The good news was

we had a commitment that a half-million Euros would be available, the bad news: we only had six weeks to make it happen.
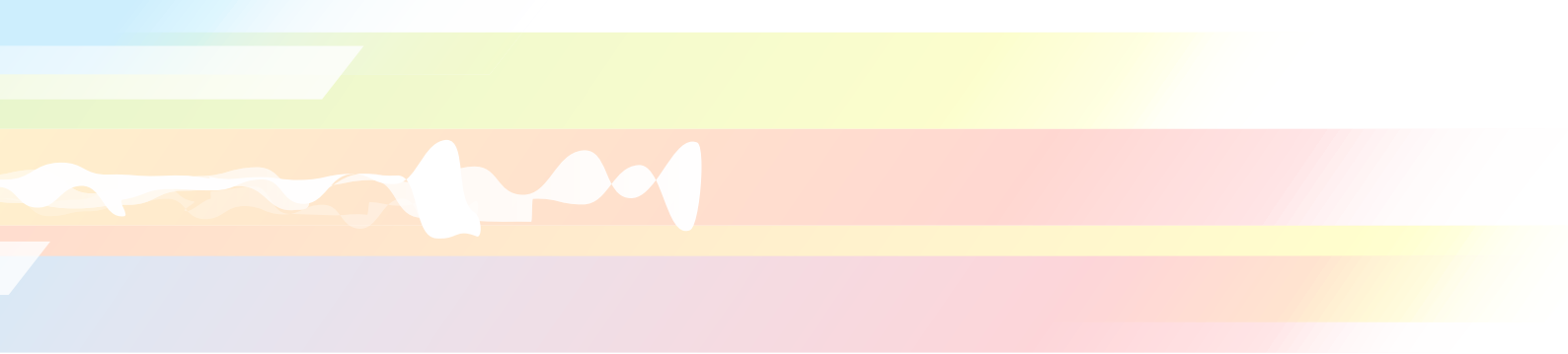
Two things were immediately put in motion. First, the CS SL from The Hague began coordinating the acquisition of the various systems with the CSU and the 3rd party vendors selected as the providers of choice. The work of Customer and Agency budget offices for release of Purchase Orders and minute-by-minute requirements generation had to be managed between CS SL, the CSU, and the Acquisition Directorate. Second, implementation schedules had to be conceived; system and service outages coordinated and required system monitoring integration had to be synchronized between the CSU and CS SL.

Once the needed infrastructure was delivered it became a daily exercise of mutual coordination and communication between the SL and the CSU that continued until the final night of the Summit.

In the end, the Summit and the NATO Headquarters were indeed attacked - over several days and several times, in fact. What made this peculiar? The impact of these attacks to users and the rest of the free world scanning NATO.int as Heads of State made decisions on rapid response forces, ISAF and military intervention in Ukraine was zero. No service interruption at any point in time! This, to me, illustrates why we are here and what we can do provided we organize efficiently and are focused toward those who rely on our services and expertise – the user.

What can be learned from this story transcends just the Summit and what was essentially an exercise in collaboration between a CSU, a Service Line and Directorates of Enabling Services.

The most important lesson to be drawn from this event is the life cycle concept does work, very effectively, in fact, when a CSU, a Service Line and Enabling Services are mutually supportive and unified in a goal.

For CSU Brussels, the element that enables us to work well with most Service Lines was a reorganization that was designed in 2013 to establish a new way of doing business coherent with the Service Line / life cycle concept. In March 2014, CSU Brussels reorganized along functional lines by establishing Section Heads aligned with a like function Service Line. Guidance to Section Heads was purposely vague but directed that "…you will integrate to the Service Line's daily Battle Rhythm (daily operations) and establish a point of contact within the Service Line that facilitates your active participation in daily standups, weekly meetings and any other venues at the management level." My expectation in doing this was that CSU Section Heads, armed and informed with this Service Line information, would be recognized as a facilitator of the SL mission and would be able to inform my decisions related to prioritization and local needs and requirements.

Through this new way of interacting with central services, information and coordination became a two way street and the CSU Section Heads became the keystone between the CSU Commander and the SL Chief in accomplishing daily life cycle tasks that integrated to the bigger picture.

This has worked well in some Service Lines and is not so developed in others yet, but continues to improve consistently as we look to greater centralization in the future.

As the CSU continues to work through this new way of doing business there are three essential principles I have found to be critical success factors. For the functional areas that are operating well, all three of these principles are attributable. For others not yet operating well, there is currently still friction or a lack of at least one of these principles in the CSU/SL/Enabling Services chain and a focus area for improvement as we continue to try and improve how we deliver services.

1. Personalities Matter. I have found this to be the single most influential difference between a well-functioning CSU/SL/Enabling Services relationship. CSU Commanders and SL Chiefs must have a genuine understanding and agreement between them that the local user, our customer, is the ultimate focus. They must also realize there will be many differences in how services are delivered and as differences surface there must be a willingness to resolve friction points in the interest of NATO and the local user community. Enabling Services might benefit from organizing themselves along these same lines to obtain situational awareness at every local level. This might also help with gaining situational awareness of applicable SL's and their priorities in support of broader Agency goals and objectives.

2. One CSU point of contact for each Service Line. It is essential for the CSU Commander to be informed of SL activities applicable to his/her location so that local integration with all activities can be de-conflicted, organized, integrated and directed. It is equally important for the CSU Commander to keep the SL informed by ensuring at least a weekly (if not daily) interaction between the CSU, SL and the applicable Enabling Service is actively taking place. To assure this happens, I found that, where manning levels allow, there has to be one responsible person identified in the CSU for each Service Line who can integrate into at least the weekly SL Battle Rhythm – assigning this task to the OPSM did not work for us. Any rank works; military or civilian as long as their CSU function duplicates the respective Service Line's function, they had supervisory authority and they were proactive in identifying and solving problems.

3. Regular and focused Staff Meetings. Inevitably, the CSU/SL will not function well together if CSU Commanders and SL Chiefs are not having regular staff meetings internally with their respective Section Heads. These meetings must be focused on delivery of ICT services and taking into account the information exchange methods proposed previously in this article. Internal CSU/SL management meetings must be effective, efficient and inclusive. Depending on management styles, these meeting are typically weekly or bi-weekly. This enables CSU Commanders as well as SL Chiefs to issue the guidance subordinates need or to intervene to keep operations on track. Decisions could be recorded on the respective unit Intranet portal as an Action Item Lists or by the use of published meeting minutes.

In the end, it boils down to making human connections with a passion to deliver a service that's second to none. The method for achieving this idea can be done many ways, but as the recent success with DDoS countermeasures illustrates, these principles are one formula that could work well for CSUs, Service Lines and Enabling Services as we continue to build Agency ICT services in the future.

Author: David Jenkins

Living with a terminal illness

One would not think this lady in her 40s was told just a few years ago she would not have many more years to live. A marathon fanatic and mother of a son, Mrs Karen Skalvoll, spouse of one of our colleagues in Ramstein has been living for years with a mystery disease. It was 2011, five years after being diagnosed with asthma that her true illness was revealed by a GP in Germany. What has kept this woman going and why is there such a fog surrounding her disease? Karen's fight starts in 2006. She used to run marathons, climb mountains, scuba dive and travel the world. All of this changed when she was diagnosed with severe non-responsive asthma.

"I was diagnosed with asthma and I decided, even though I was diagnosed, I still wanted to run the New York marathon. When I got very ill in 2009, I was just about to run the Oslo Marathon, but my lungs just fully collapsed. At the time I lived in Bergen, Norway, and moved to Oslo for my dream job. By the time I had moved, it got even worse and at that point I had to stop with running. In 2010 I was incubated, I was in coma due to my asthma, the doctors told me. I spent more time in hospital than out of it until the end of 2011. I was at a specialist hospital for 5 or 6 weeks, for rehabilitation and got even more drugs. The asthma attacks were so severe that they wanted to fit me with a Bricanyl pump that would give me intravenous drugs to keep my airways open. I declined. They told me to move out of Oslo, to get rid of my dog, and I did all of this. However, I did not get any better. They then offered to put me on disability, because they didn't think I would ever be able to work again. I refused, I found myself a 50% job at the national asthma foundation. I thought if anyone could have me as an employee, this would be the place. It did not work out, I was only four weeks into the job when I had to quit. At that point my entire life more or less fell apart, the only thing I could do was to try to keep myself as fit and well as possible. I could not travel, not

go into restaurants, nor use public transportation. My life was very limited. At the end of 2010 I was back at the specialist hospital, and received even more drugs. It was a turmoil, going from being an athlete to becoming a full-time patient. To not be able to do what I have always done. I travelled the world, met amazing people, and saw amazing places. I had backpacked through northern Africa on my own as a single woman with my kid. For this to be happening to me was quite frightening in the beginning.

When I decided to move to Germany we made contact with my husband's GP, who sent me to a specialist. The Professor there quite soon thought my problems were related to Alpha-1 Antitrypsin Deficiency (A1AD). I remembered reading about it in a leaflet the last time I was at the specialist hospital. It was printed in the late 1990s, and I remember feeling relieved I didn't suffer

from that, but in fact I did. He performed a test that showed I had the ZZ genotype and that I had a very insignificant amount of antitrypsin in my blood. I was just turning 40, so this was my birthday present -that I was terminally ill. It was a shock. And to take in the fact that this is a genetic disease, meaning that I had passed it on my son, was the most devastating thing to know."
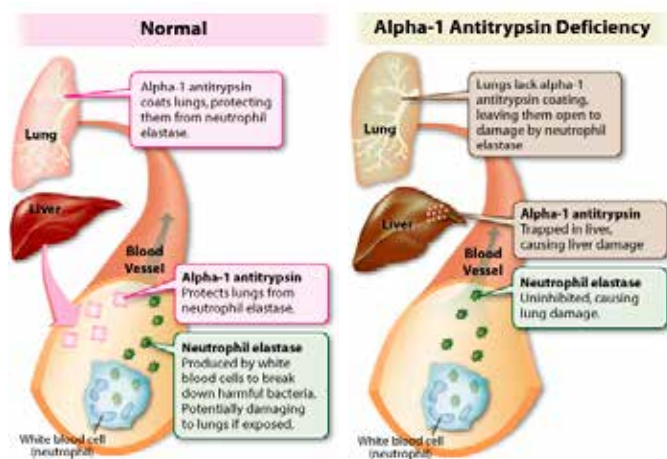
How are you coping with it?

"Living with A1AD you find yourself in a very lonely place. Finding out that there were others out there as well was a revelation, because I felt so dreadfully alone. So I had to start looking for someone to talk to. Someone to actually understand what it is like to be a young person with a disease that makes your body behave like it is a lot older. The disease you cannot see on the outside so people even say 'oh you look so good'. Yes, on a good day, no one can even tell. So after my diagnosis I started my blog. That was the first thing that happened, because I needed to, not so much for clearing my own mind, but to give it a face.

It is very supportive to have Alpha friends. But it can also be very sad. Like when someone dies, gets turned down for a lung transplant, or a newly diagnosed that join the groups on Facebook. Especially when it is someone only 30 years old with young children. But to meet up with the Alpha's is wonderful, we talk freely in a way we can't talk to other friends. They know exactly how you feel, what the pain in the lungs is like. Through my blog I got to know what has become one of my dearest and closest friends. She is also an Alpha, and received her new lungs a little over a year ago. When we met in May 2013 it was like meeting myself. It was amazing both for me and my husband to finally sit at a table with people that actually could relate to what was going on. They had been through the entire thing we are going through. We email and we use a messenger service, there is not a day that goes by without us connecting. She is the one to which I can unload to when I've just had enough - when there is another obstacle that I have to get around. Frankly, we would probably not be as sane and alive if we had not that reciprocal possibility to vent.

How did you experience your treatment?

In my native country Norway, the plasma infusion that I rely on every week is approved as a drug but it is not used. There is only one single patient in Norway that gets this treatment. I think the reason why only one patient is getting it, is because it is very expensive. Just to produce one dosage several thousand litres of human blood is required. Of course the treatment should start the minute you see that the lung density goes down. But in Norway, Sweden and Denmark there is no treatment. I think that is such a shame, because the only thing that does help except for prevention is plasma infusion. Poland, Italy, Belgium, Germany, and France are actually giving Alpha's a chance to live longer, and have a better life while we are living.

I have been fortunate to find a professor that is on top of everything and is really knowledgeable about A1AD, as well as having an insurance company that has been very helpful and understanding. Not having to struggle with the insurance company on top of everything else that is going on is very important. I got my first infusion on 24 May 2012. It was like someone switched on the light for the first time in my life. Before I could not walk or talk at the same time. I had three weeks on and one week off with antibiotics. And to go from that to actually getting an easier life, that has been an awesome journey. Of course I still have bad days, my lungs hurt like crazy when I try to do certain things, but thanks to the infusions I now have a lot more freedom. I have been reasonably well for such a long time that I have forgotten what it's like when attacks just suddenly hits. They still happen but there are less of them, requiring fewer injections. I am carrying my emergency kit with me all the time. I have other diagnoses on top of A1AD, but I haven't been able to breathe so well since 2006. It is truly amazing. Your life expectancy gets a whole lot longer; you can actually stall the disease.

How does it impact your daily life?

With the rigidness of an athlete's life, you have to get up at a certain time, you have to do the job and keep on doing it. That helps me, because the structure to stay healthy with this disease is quite evasive. You have to take your medicine at regular intervals, you have to eat right, and you have to move. If you stop doing all those things you will suffer an early death. That is what I put out to the Alpha family. All those are fighting the same battle as I am, staying alive for as long as possible. This is what we do – we get up and we fight. Then when another part of the body may fail, we have to conquer that as well. Probably the scariest part is that all the drugs have side effects, to which other parts of the body react negatively. In fact, the drugs that keep you alive also tear you down. The more illnesses and diseases you have along with the Alpha one,the shorter the lifespan.

A lot of people think that when they get seriously ill the best thing to do is to rest and get better, but it's not. The body needs exercise, the more you can do the longer you can go. Of course I will never be able to run as fast as I was used to. But that is not a goal anymore. I am doing 10km races in Oslo and London with my husband this year. Even if I will have to crawl over the finish line - I will complete them. For healthy people 10km is easy if you are fit, for me it is a long haul. It takes a lot of hours to prepare, but this is my big goal for this year. All the workouts give me something, I almost feel healthy and normal, because most of the time when you have the disease that people cannot see on the outside, you feel pretty abnormal. There are so many things that I would love to do, but that I cannot do because of my illness. When I hear people wining about little things, really they don't know how lucky they are.

What would be your advice to someone who gets this diagnosis and their families?

Don't give up, and reach out for the others! There are so many hands out there that are willing to share their experience, to help newly diagnosed individuals through the jungle of misconceptions about A1. What has kept me going was to never give up and never ever give in. That has been my mantra ever since I was diagnosed. It keeps me going. When I started to read up on the disease and what could and should be done I decided to try for infusion therapy. I had to knock on several doors before that happened, partly because this is a very expensive drug. My professor told me that most people when they get the first door slammed in their faces, they give up. Thankfully I did not.

Do the foundations/communities/forums help?

I believe the Alpha battle must be fought on every single level, towards the research community and medical community. There is no awareness of A1 even among doctors. We need to make people understand that there is such a disease and that it is killing people on a daily basis all over the world. It is a random very silent killer that you carry within, you don't know that it is there until it is too late. It takes on average 7 years to get a diagnosis. They need to spread the word, highlighting the most important thing, and raise money for research. We need to diagnose Alpha-1, we need to recognize it. It is not a rare disease, it is rarely diagnosed.

Useful links
http://www.curealphaone.com
Karen Skalvoll's personal blog, which can be read in English and many other languages.

http://www.alpha1portal.org/
Website of the Alpha-1 Foundation

http://www.youtube.com/watch?v=wYsaosl26oQ
*Video - Mystery Diagnosis - Alpha-1*

- GrM

A1AD

It is a genetic disorder that causes defective production of alpha 1-antytypsin, leading to decreased A1A activity in the blood and and deposition of excessive abnormal A1A protein in liver cells. There are several forms and degrees of deficiency, principally depend- on whether the sufferer has one or two defective alleles on the affected gene because it is a co-dominant trait. Severe A1AD deficiency causes panacinar emphysema or COPD in adult life in many people with the condition (especially if they are exposed to cigarette smoke), as well as various liver diseases in a minority of children and adults, and occasionally more unusual problems.

Alpha-1 antitrypsin deficiency damages the tiny air sacks (alveolis) in the lungs. When the alveoli are damaged, the lung able to expand and contract well enough for the person to breathe normally. Patients may feel short of breath, and they may cough or wheeze. As the lungs deteriorate, many patients develop lungdiseases, such as emphysema, asthma, or chronic bronchitis.

It is treated by avoidance of damaging inhalants, and in severe cases by intravenous infusions of the A1AD protein, by transplantation of the liver and/or lungs. It usually produces some degree of disability and reduced life expectancy. There currently is no cure for A1AD. Augmentation therapy is available in some countries, but despite this many other countries refuse to acknowledge this treatment. This treatment is not a cure but may enhance quality of life, and may bring people back to being tax-paying workers rather than depending on benefits due to their illness.
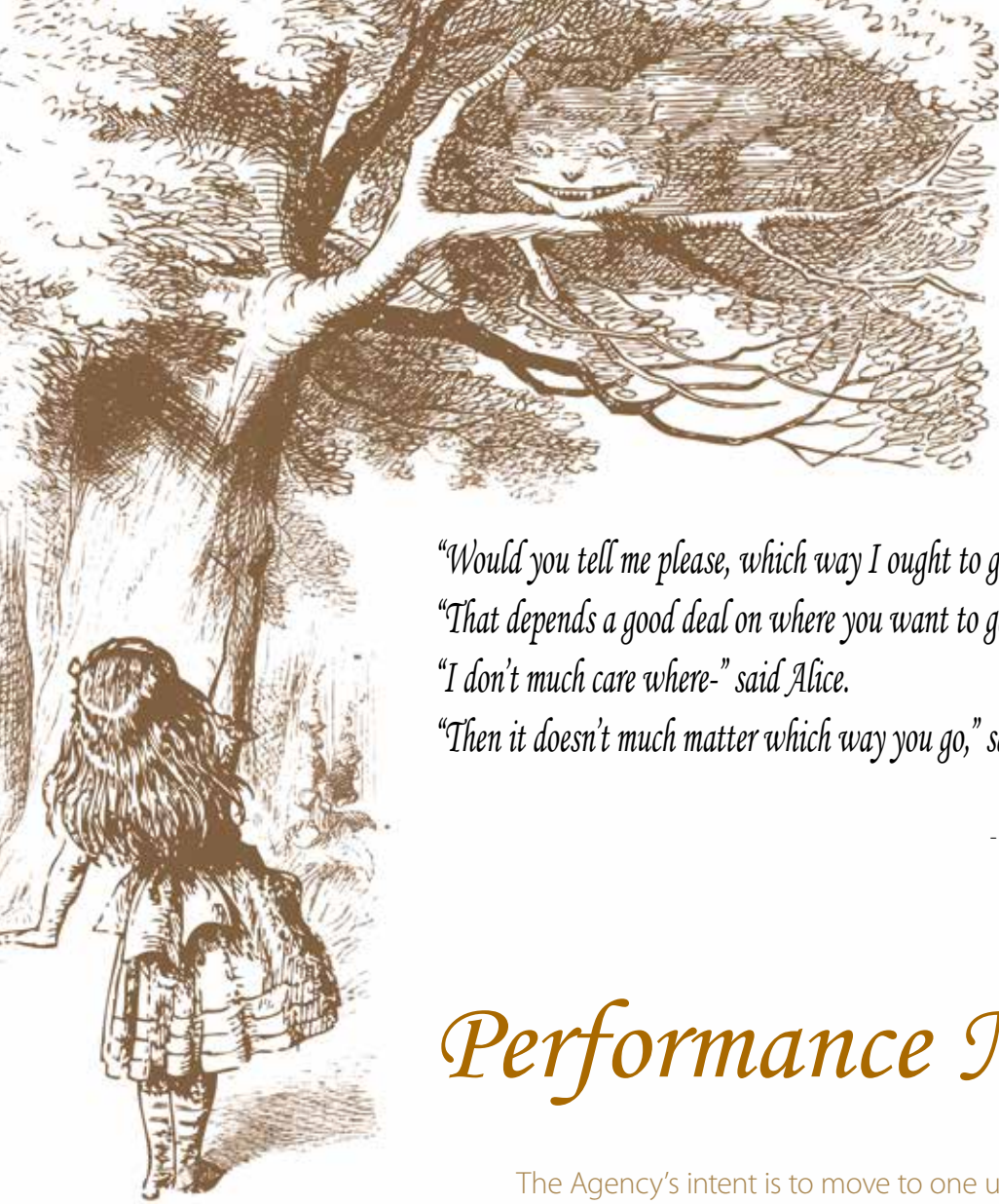
"Would you tell me please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where-" said Alice.

"Then it doesn't much matter which way you go," said the Cat.

"Alice in Wonderland" - Lewis Caroll"
- From Alice's Adventures in Wonderland

Performance Management

The Agency's intent is to move to one unified performance management process for all staff in 2015. Our employees are the most significant resource in our business, and performance reviews reflect the organization's commitment to develop our human capital. So, what exactly are the plans for developing staff performance in the Agency and the latest trends in industry?

Every year, the Agency goes through a planning process to develop a strategic plan, which lays out the long-term priorities and commitments, and articulate the strategy and performance. This framework aligns the implementation activities of programmes and projects with the Agency's strategic direction, vision and mission.

But a strategic plan would be a waste of time and effort if it does not get communicated and tied to the employee's performance. Having no destination in mind is very similar to jumping into a taxi and asking the driver to take you somewhere. The amount of money you would spend on that journey could be infinite with no idea on what is the desination. The more accurately you describe the destination the cheaper the fare will be. In business and life the more clarity you have about your destination the faster you are able to get there. A logical path to take after setting the strategic plan is to build the Agency's performance plan upon the strategy and performance framework, in other words, performance plans should contain the tactical, short-term steps necessary along the path to reach each strategic goal.

Swiftly we can move within performance management to a critical task, which is managing employee's performance. Research shows that if effectively done it can lead to employee's satisfaction, retention, and engagement, and thus has important internal and external outcomes. Although this takes time and knowing that performance is a long-term and continuous process, it is something each of us that has to keep pushing for, as the critical side to all of this is us, the people! We are human and as such are typically much more productive when we have clear goals, expectations, and feedback.

"Performance management is a discipline that aligns performance with strategy."

The strategic intent to move to one process

While the Agency has recently realigned, this is the perfect time to align our performance management policy by synchronizing our processes and tools.

Performance management wise, the "as is, where is" situation still applies, having multiple performance management processes and tools in place to conduct performance reviews, staff reports and related military reports. The current strategies range from paper based bi-annual staff reports to an online performance management system measuring for example behavioural competencies and potential. On one hand feedback is done top down whereas on the other hand performance reviews come in several categories i.e. feedback from the employee himself; feedback from the employee's co-workers and customers and feedback from the manager.

Harmonization of performance management processes is a key initiative and an enabler of the General Manager's strategic intent to have one team and one mission.

How can we ensure that the Agency's strategic goals can be effectively communicated and linked to each of us?

Whether it is an informal or formal process, it goes without saying that a system with specific checkpoints needs to be developed to be sure the communication is constant and two-way, to ensure that the employee is on-track and getting both positive and constructive feedback in a timely manner. Without a formal process, goals are unclear at best, and feedback may be rare. To facilitate a process that is successful for both the employee and the organization, a formal performance management system can "work for you". A well-designed performance management system should make your job easier and not more cumbersome.

With this context in mind, the Agency started a performance management implementation initiative involving staff from across the Agency. The aim is to move towards a uniform process resulting in all staff following the same strategic goals, being measured consistently across the Agency, having their technical and behavioural skills measured, assessed and developed, and providing management with a clear set of performance measurements, and a detailed picture of the depth and breadth of skills of its staff.

The strategy behind performance management

Performance management strategy aims to provide the means through which better results can be obtained from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals and competence requirements. It involves the development of processes for establishing a shared understanding about what is to be achieved, and an approach to managing and developing people by increasing their chances to succeed. Evaluating periodically the human resources inside the organization can strengthen the motivation and commitment of employees and enable individuals to develop their abilities, increase their job satisfaction and achieve their full potential to their own benefit and that of the organization.

Performance management strategy has to focus on developing a continuous and flexible process that involves managers and those who they manage acting as partners. This should lay out how they can best work together to achieve the required results. It focuses on future performance planning and improvement rather than on retrospective performance appraisal. It provides the basis for regular and frequent dialogues between managers and individuals or teams about performance and development needs.

"When you say performance, many assume it's about reporting on the past and looking in the rear-view mirror. What we really want to do is look forward and use leading indicators to help us steer the Agency."

Performance management is mainly concerned with individual performance and development but it can also be applied by teams.

The science of performance has progressed significantly in recent years

It really doesn't take a lot of effort to ask an employee how they are doing. A simple question that shows genuine interest will go a long way towards developing a two-way communication channel between employees and their line managers. Employees need to know that they are doing a good job, even top level staff need feedback and reassurance. Creating a culture of regular feedback encourages employees to ask for help if they need it and gives them the opportunity to provide their own input on potential issues and solutions. Give praise when praise is due, privately or publicly, and empower line managers to communicate effectively and positively.

In order to generate the most thorough and accurate feedback for employees, the best approach actually combines wider input. Feedback that management provides is a critical part of the evaluation process, but to build a better foundation for this feedback one needs to gather performance data from other workplace sources. Some of the feedback tools currently used in other organizations is i.e. 360 degree feedback from crowd sourcing.

The 360 degree feedback process, whereby managers and staff receive confidential, anonymous feedback from people they work with, is a multi-source feedback that overcomes the disadvantage of single person feedback. Feedback from multiple perspectives also has a sense of fairness about it and provides a high level of motivation to help address challenges.

Crowd sourcing is generally used for idea generation and problem solving, but now organizations also use this to change the way they manage their employees and organizational culture. By capturing input from many, rather than a few, organizations can do performance evaluation beyond a single person doing it. In the crowd sourcing concept, co-employees and peers can identify desired behaviours and cultural attributes. And unlike 360 degree reviews, which require managers to provide a formal, forced review of an individual, crowd sourcing is more of a peer-to-peer performance feedback. It captures feedback from everyone the employee works with and not just one person. That ensures that there are no personal biases.

By leveraging feedback from across the organization, managers can expand the traditional performance reviews to include positive feedback from co-workers and peers alike. These ongoing reviews provide a more accurate collection for how individuals are performing within teams and across departments.

Author: Ms Gulumser Kaplan,
HR Performance Management
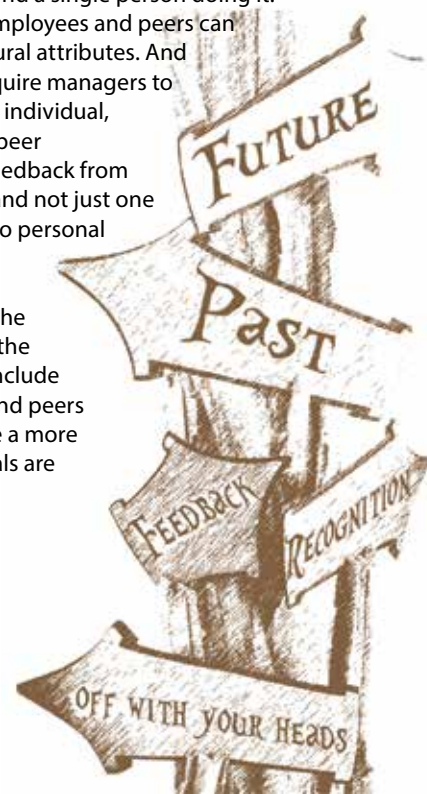
One Nassara (white man) in Burkina Faso

Nestled in the Niger Bend, in the heart of West Africa, Burkina Faso, which means « Land of upright people», is the symbol of meeting and exchanging. It is a country mostly made up of savannah, with hardly any mountains. In the North, dunes give people a taste of the wide open Saharan spaces to be found in Mali and Niger, its neighbours.

Everywhere, villages stud the savannah, with big dams here and there to provide water to the surrounding areas. But what most strangers retain is the hospitality of its wealth of people.

When I was young, I decided to go as a teacher in Africa. I arrived in Baskoure, a small village of the East of Burkina Faso (former Upper Volta). After 4 years, I had to leave and I thought I would never be back.

But, in 2012 my daughter decided to write her thesis on the Traditional Medicines in Africa. I jumped on the occasion and tried to contact some of my old friends in Baskoure and Ouagadougou. They accepted to help her so she left for a 5 week-experience in Africa. That was the chance for me to go back to my old life so I joined her for 2 weeks. I was really impressed and surprised to see my friends and realize that they still knew me and remembered the good memories of more than 30 years ago.

But one thing that had not really changed within the last few years is the primary school of the village. It is still crowded and with not enough equipment to have the best learning conditions for the children. Since I left the village, many people died from HIV, Ivory Coast civil war, etc. leaving widows with children with no real good future opportunities. As you can see on pictures, some classes are made with vegetal roof only, and in the first year school (children between 5 and 8 years old = 136) there are so many children that to make writing exercises, half of the have to wait outside. Nelson Mandela said: "Education is the most powerful weapon which you can use to change the world". I totally agree and personally think that the most important thing

to help such a country to grow is to help the young people to go to school, get educated and have the opportunity to learn. This would maybe not avoid children to be found workless or taken as slaves, but it should help them to get better future opportunities and maybe avoid them to try to join Europe with all the risks that they take.

I 'm not and don't want to be part of any NGO, I just want to help these people I used to know and live with. They told me what could be convenient for them and the lack of school furniture. I chose to go "on holiday" in Baskoure and bringing them what they really need. In February, my daughter (new thesis on World Bank FBR program in Burkina Faso) and I went with 53kg of school furniture and some money. Those things are not given to someone at the beginning of a chain, it is given directly to the school director and we bought together some paint to renew the blackboards, etc. I convinced them to make a kind of

inventory before the beginning of next school year so that we know in advance what to bring next time we go.

When the school is finished, children have also to help their family before doing their homework with hands lamps because they still don't have electricity (neither water tap). So we should forget about technology that our children are using here. Needs are huge, average limited, but the joy on their faces, is our/my best gift.

This year, I had also the chance to have a private appointment with the King of the Mossi (10 million people), the Mogho Naba Baongo, who thanks me for what I'm doing.

I just want to say a huge thank you to all people from NCI Agency Brussels, from BICES and also from friends who helped me in this project. They would never get so much without you!

Author: J ean-Luc Bodson, Senior Technician,
NCI Agency CSU Brussels / Batiment Z

After Wales, towards Warsaw

The outcomes of the September Summit meeting of NATO Heads of State and Government mean that NATO and us, its C4ISR Agency, will be very busy in 2015 and 2016.

At the meeting, Presidents and Prime Ministers from 28 countries agreed on a strong response to the security challenges on NATO's eastern and southern borders.

This includes: the launching of a Readiness Action Plan with a very high readiness 'spearhead' force to be based in Poland; practical measures to support Ukraine in its ability to maintain its territorial integrity; the launching of support to the Iraqi government in training their armed forces; and – as previously announced – transition to a new mission in Afghanistan.

Importantly, the Alliance's 28 leaders agreed to reverse the trend of declining defence budgets and raise them over the coming decade, a move that will further strengthen the transatlantic bond. "*In this dangerous world we recognize that we need to invest additional effort and money so today the Alliance made a pledge on defence investment*," said the then Secretary General, Anders Fogh Rasmussen.

How will the Summit decision affect the work of the Agency? A full analysis will only be possible once all the 'taskings' from the Summit are fully developed. However, a number of elements are already apparent.

Time for creativity

First, the number and complexity of exercises will increase. Under the Readiness Action Plan, exercises - including large-scale live exercises - are an important public sign of the Alliance's readiness to counter the threat of 'hybrid' warfare. These exercises will require more connectivity, that will need to delivered more rapidly than before.

An important aspect of our support to exercises is the Agency's landmark partnership with NATO's Land Command in Izmir and the First German-Netherlands Corps. The aim is to re-use combat-proven NATO software from Afghanistan for national use and to connect national and NATO training centres. This speeds and lowers the effort involved in certifying national corps for the NATO Response Force.

"Russia's aggressive actions against Ukraine have fundamentally challenged our vision of a Europe whole, free, and at peace. Growing instability in our southern neighbourhood, from the Middle East to North Africa, as well as transnational and multi-dimensional threats, are also challenging our security. These can all have long-term consequences for peace and security in the Euro-Atlantic region and stability across the globe. Our Alliance remains an essential source of stability in this unpredictable world."

- NATO Heads of State and Government at Wales Summit
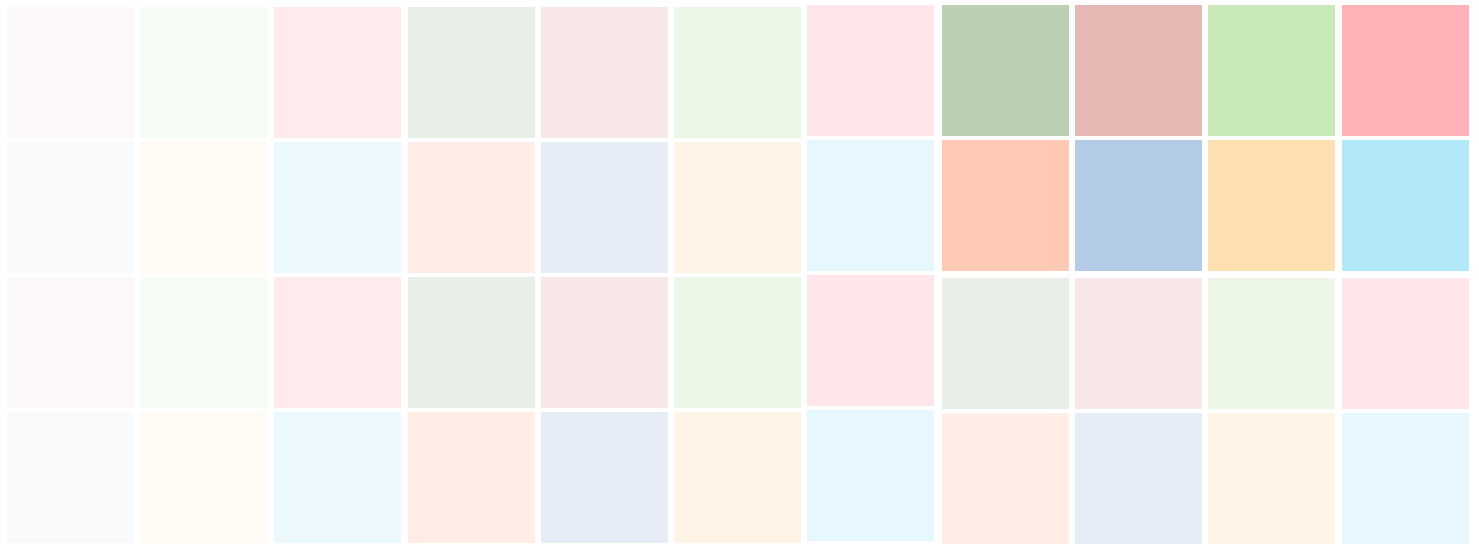
"It will be very difficult for us to meet this demand through traditional ways of doing business," said General Manager Koen Gijsbers, *"More than anything the next years will be about creativity – continuing to find new, innovative ways of supporting our customers and users."*

Closer partnerships with Industry, support to Ukraine

This need for innovation applies in particular to cyber security. Like in the run up to the Summit (see separate article on the defence of the HQ Web site), also in the months after, cyber threats continue to rise. Indeed, it is clear that cyber attacks are now an integral part of real-world tensions and conflict.

At the Summit the Presidents and Prime Ministers launched a NATO-Industry Cyber Partnership and the Agency will have an important part to play in taking this initiative forward.

Another important Summit decision was to increase NATO's support to Ukraine, including the launch of Trust Funds. In December, foreign Minister formally activated the five trust funds. Out of these, the Agency will be the executive agent for the C4 Trust Fund led by Germany, Canada and the United Kingdom. To determine which specific projects will be launched, the Agency's Operational Analysis team is already engaged in a study of Ukraine's C4 needs.

Finally, NATO will continue to progress critical capabilities like air and missile defence, including progressing against the goal of integrated air and missile defence. Pressure will increase not only for the Agency to deliver on its current commitments in the Air Command and Control System (ACCS) programme, but also to look at ways of accelerating the roll out to NATO's eastern members.

At the heart of NATO's challenges

Along with a number of other important NATO projects 'going online' – such as the Alliance's Ground Surveillance capability, to be based in Sigonella, Italy, the workload for the Agency is certainly set to increase.

The next NATO Summit, to be held in Warsaw, Poland, in July 2016 will be looking specifically at progress made against the decisions made at Wales. So between now and then there will be a lot of high-level political pressure on the Agency to support the implementation of these initiatives. Hold on for the ride!

"I encourage all colleague to take the Wales Summit Declaration, read through and tick of the areas," said the General Manager, *"You will quickly see that saying that the Agency is 'at the heart' of NATO's post-Wales programme of work is not much of an exaggeration. This is a source of great pride, but also a continuing responsibility on us to deliver. I look forward to working with all of you to do ensure that NATO does remain 'an essential source of stability in this unpredictable world."*

Dag Wilhelmsen
Reflecting on 40 years in and around NATO

Sir, at the end of 2014 you said farewell to NATO after nearly 40 years in various assignments. How do you look back on this?

Let me start with pointing out that between NATO and myself there is a special relationship. I was born in 1949 when NATO was formed; I started working with NATO matters already in 1969 upon graduating from the Army Signals School. When I came out of university I started to work almost immediately on the NATO project for the Norwegian Defence Organization, implementing their defence digital network.

In 1979 I came to the The Hague location for the first time. The organization then was the SHAPE Technical Centre, working with leading edge technology developing the NATO Integrated Communication Systems Master Plan and Systems architecture. This was a milestone in the history of this organization, and I was there as part of the 16 invited national delegations. I was impressed by the work that was done here and felt that it was a great place and I came to work here again in 1981 as a seconded Senior Scientist. This was the first international experience I got, and it gave me a great opportunity working with people from different nations on what were then the leading technologies in telecommunications.

When my organization in Norway called me back to lead the implementation of the Norwegian Defence digital network I already had a good feel for NATO and for the work done. After I had spent some years in Norway and went to Turkey to help Turkey develop their national defence network architecture, I applied for the job as the Communications Division Chief at STC. I joined STC again in 1994 and had eight great years. These years I saw a lot of important things happening in this organization, including the establishment of the NATO C3 Agency (NC3A) as a result of the merger of the NATO Communications & Information Systems Agency (NACISA) and STC, a number of important projects such as the SATCOM Post-2000 programme under my leadership, but more importantly maybe the fact that we assisted SACEUR in implementing the IT solutions that were required for the IFOR and later SFOR mission in Bosnia and Herzegovina.

That led me to the clear understanding that this organization is unique and has unique value to offer to our operational users in

its ability to sit close to the operational community and understanding their requirements, being close to the technology leads in the world, to find technical solutions that can be rapidly implemented to solve important operational issues.

After the eight years as Chief and for a short period also Director of Resources I left the Agency. I had a short three year period in Paris working also on a NATO project, but this time from the industry side developing the standards for tactical networks of the future, the so called TACOMS post 2000 STANAGS. This was a great continuation of the work I had done bringing the internet and internet technologies into the military environment that we are working in.

Then, I came back as the General Manager of NC3A. I was very honoured to be selected to take over the organization that I had helped develop. I led NC3A for five years as General Manager, during which of course the successes continued while also the challenges remained, but we helped in creating rapid, agile, sustainable solutions for the war fighters, Nations and NATO as a whole. During my time with NC3A of course Afghanistan came up on the agenda in the last three years of my tenure. Afghanistan and the ISAF operation, and the support we provided were essential. It was highly critical that we could contribute what we did in that setting.

The following three years I spent in Mons being Technical Director to the NATO Communications and Information Systems Services Agency (NCSA). That experience allowed me to understand well from the 'other side of the fence' the challenges of receiving capabilities, putting them into operation and supporting them through operations - in ways that I before did not understood fully as part of the capability delivery organization NC3A. In Afghanistan, and especially in the context of AMN, we saw that it was possible to achieve important operational success in cooperation between both Agencies and our operational colleagues from many nations.

When the NCI Agency was formed in 2012 I was asked to help the General Manager in establishing the transition to this new organization. These last two years I have been working with that goal and for the last 9 months I have also been setting up the Infrastructure Services Directorate. These are the two jobs that I am leaving now, my jobs number 6 and 7 in NATO.

I am now retiring and leaving the Agency with strong but mixed feelings. I feel great about a lot of excellent successes thanks to the great people that I have been working with and thanks to the excellent support we have had from the user communities along the way. I feel frustrated and disappointed because we have not been able to implement our vision at the pace our people and our customers have deserved.

What is your vision for the future for the NCI Agency and NATO?

I have always believed that you should dream the impossible dream, and unfortunately it was not possible in the time given to execute the full extent of the dream we had when we stood up the NCI Agency. I am therefore really hoping that the people

coming in to continue the work on this will fulfil the dream of establishing an agile, effective, efficient service delivery and capability delivery organization that supports our Alliance. I believe there is an issue with the inertia in our broader NATO organization, there is an issue with the processes that we are operating under. Particularly, the processes related to decisions to applying funds and resources to projects, which seem to build on the assumptions of time not being of critical importance.

What I think we now see from the operational and political environment we live under, and the way technology particularly in the IT area is moving, time has probably become the most important factor. The ability to turn around requirements quickly and move into what we call spirally developed capabilities predominates, rather than going for the big goal in the long term. We rather meet short term requirements quickly, but in planned and coordinated ways. That I think is the challenge that is left to solve. I think this organization has great possibilities, you have great opportunity with the staff of the organization, with the competences and the cultures that I really think are excellent to solving this challenge.

I think NATO has a significant future based on what we see around us in today's world, which is even more uncertain than when I started working for NATO 40 years ago. There is quite clear evidence that an organization starting with 12 member Nations, now at 28, and possibly growing in the future, will have a significant role to play to allow the Nations to collaborate in establishing peace and security inside our area and around. The Agency inside this setting is what I consider to be possibly the most important player because we do contribute with technology and with solutions, the means to share information, the means to communicate, and the means to work together. That is all that is needed, and it is implemented in a way that I think only an Agency like ours can do - that is my future vision for the Agency and for NATO.

Would you have any messages to NATO and NATO staff where you believe we can improve with significant impact?

I have to start with the message on the need to be cost sensitive. An importance here is that we are responsible to the 28 Nations for the way we spend the funding that they make available to us. We have to be transparent and efficient in the way we apply these resources for the best of the Alliance and its uses. That is why I think it is essential that we follow the line of the Benefits and Savings Plan that is built into the implementation of the next state of the Agency, which I call the 2018 Organization. In 2018, all of these changes that we are now tying up will be implemented and will have resulted in a leaner, more effective and efficient organization, that is the critical point to start with.

I think it is important that the organization does not lose contact with the user community and the ability to support the users. That means the NATO Command Structure, the political structure around the HQ, all the multinational elements and Nations themselves. I see this Agency being a very important mediator between those that provide the actual solutions, industry, and our user community.

My third message is to create a culture that brings together all the elements that were amalgamated into the NCI Agency. Not adopt one of those five legacy cultures, but build a new culture that takes the best of all of these elements and create a very strong sense of "One Team, One Mission" across all of these elements. I want to wish everybody good luck with that.

You indicated at the end of your tenure that you would like to raise awareness for the need to help disadvantaged people in Afghanistan. What motivated you to do this?

What I decided when my time was up - I am reaching the mandatory age of retirement - is that I am not going to be some sort of old man sitting in the corner giving advice to the future. I won't come back, I promise. But since I am leaving and since I have had dealings with so many colleagues and friends over all those years it would be impossible for me to cover everybody or to see myself as someone who should be thanked for that. I thank the organization for being so good to me, and for the friends and colleagues I have been working with all these years and remind us what our main goal is:

"A world in peace and democratic development giving our young generation hope for a good life."

This is basically what it comes down to, what we are here for.

That I think is something that we have all in the back of our minds when we do our daily work for the Agency; whether we are in an office or a lab, or in a forward operational location, as we have many of our staff deployed. To mark that and to establish a link to that goal, I decided that - instead of farewell dinners, gifts and "vins d'honneurs" - I would ask for a quiet exit, but with a donation to a specific project. I put € 500,- forward, and invited everybody in the Agency who has been working with me to come forward with any contributions to support this cause.

The specific project is an organization I worked with in Afghanistan, PARSA. Ms Marnie Gustavson, who is the leader of that organization, is doing wonderful work with the young people, especially young women/girls to help them off to a good start in life. Among other initiatives they have a set of volunteers, scouts, young girls in the Bamiyan province in the north-west of Kabul. There is a lot of unrest, difficulties, poverty and lack of basic things in this area. The scouts have started a kindergarten and will start a new one for young kids from the local area. This project will be assisting these volunteers with means so they have material and equipment to run it.

I thank very much all of you who joined my call for contributions to equip this preschool for children who hopefully get a chance to grow up in peace, with hope for a positive life. Your response means two more kindergartens will be opened! I could not have asked for a more meaningful and appropriate exit from the organization and I thank everybody for helping me over all those years, in what I consider to be the best years of my life.

- GrM

New **NATO Headquarters**
from an IT perspective

The requirement for a new headquarters for NATO finds its root in the 1960s, at the time the NATO HQ was moved from France to the current HQ compound in Belgium, which was supposed to last for approx. 10 years.

At the 50th Anniversary Summit in Washington in April 1999, the Heads of State and Government agreed to construct a new NATO Headquarters in Brussels "to meet the requirements of the Alliance in the 21st Century". Obviously in a modern era nothing can be conceived without considering the Information and Communication Technology (ICT) as an integral part of any realization. In fact, former elements of the NCI Agency, such as the NATO Command, Control and Consultation Agency (NC3A), the Information Communication Technology Management (ICTM) department of the International Staff (IS), to name a few, have contributed and provided support to the New NATO HQ (NNHQ) vision, through close collaboration with the HQ Project Office (HQPO), since 2006.

With the establishment of the NCI Agency, this collaboration has not diminished, on the contrary it has become much more assiduous and intense.
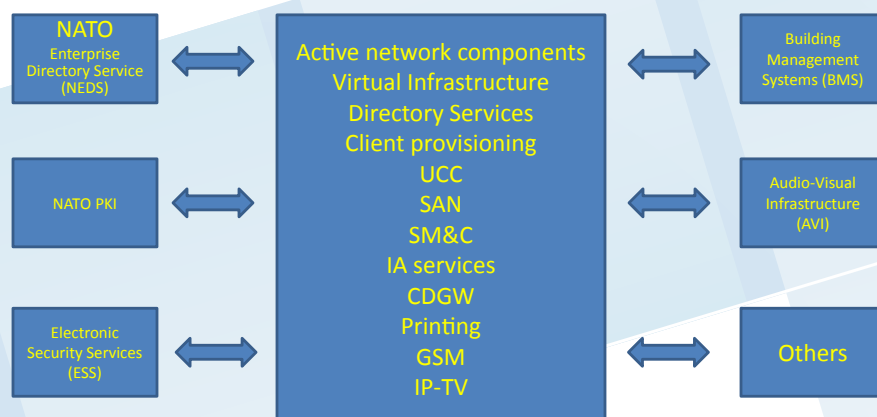
Amongst its responsibility for the NNHQ, the Agency needs to deliver the heart of the ICT ecosystems, the Active Network Infrastructure (ANWI) that directly support the vision statement for the NNHQ facility. As stated in the NNHQ Target Architecture, "the new NATO HQ will be a secure, collaborative network enabled capability supporting NATO business for your and for

future generations". The ANWI project is managed by the Agency and has the responsibility to deliver four security domains in the NNHQ (NATO SECRET, Business (NU/NR), EAPC aka Partner, and Public), by enabling the major ICT services, such as the active network components (e.g. routers and switches); directory services of any kind (e.g. Active Directory); Unified Communication and Collaboration or UCC (e.g. voice, e-mail); infrastructure processing and storage (e.g. Virtual Infrastructure or VI, Storage Area Network or SAN); client provisioning either thin or thick clients, Service Management & Control (SM&C); Information Assurance (IA) services, such as malware protection, the Integrated Test Facility (ITF), etc. ; as well as Cross Domain Gateways (CDGW) that will securely enable the required information exchange amongst the four above mentioned security domains, including the internet.

In fact, the ANWI project is understood as the heart of the NNHQ ICT ecosystem, because it has interfaces and data exchange with all other IT-related projects supporting the NNHQ realization either directly (i.e. Electronic Security System) or indirectly (i.e. NATO PKI).
On the picture you can see a schematic representation of the ANWI project and some of its interfaces.

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NATO Enterprise Directory Service (NEDS)	⬌	Active network components
		Virtual Infrastructure
NATO PKI	⬌	Directory Services
		Client provisioning
		UCC
		SAN
		SM&C
		IA services
Electronic Security Services (ESS)	⬌	CDGW
		Printing
		GSM
		IP-TV

Building Management Systems (BMS) ⬌

Audio-Visual Infrastructure (AVI) ⬌

Others ⬌

The Agency support to the preparation of the NNHQ programme for the so-called NATO 2020, and beyond is not limited to the IT-related projects such as the ANWI, NPKI, NEDS, PIA, etc., which are indeed the most visible part of the effort but not necessarily the most important. Behind this showcase made of numerous projects, there are dozens of Agency's staffs that, on a daily basis, attend meetings, provide coordination of complex activities, submit strategies and plans and make proposals for their improvements, inspect and test materials , provides advises in several domains (i.e. NATO policy, IT researches, IT maturity and adoption, enterprise and security architectures, international standards and best practices, etc.), and review hundreds of pages of documentation as built by the contractors. This effort is in support not only to the HQ Project Office (HQPO), who has the leading role on behalf of NATO HQ for the NNHQ related activities and coordination between the Host Nations being MoD Belgium, NCI agency and EM-ICTM, but also in support to other entities that take an active role in the NNHQ programme and with different motivation as follows, to name a few: the Transition Office (TO), responsible for the planning and organization of the migration into the NNHQ building of almost 5000 people and significant number of equipment; and the Business Data & Application Migration

(BDAM), responsible for the migration of the business application landscape and its data into the new campus.

Even though the new HQ has not yet been accomplished, the Agency is forward-looking and intends to capitalize the conceptualization and development that is being provided for the realization of the NNHQ campus, so to project the ICT ecosystem of the NATO Organization into a new era, by fostering a major paradigm shift in the way IT services are provided and consumed. In fact, it is not a case that in several forums the ANWI project was mentioned as the precursor of the IT Modernization (ITM) project, which mission is to ferry the NATO IT into a more sustainable, reliable and flexible world where the IT is even more effectively, strategically aligned to the business (aka business-driven) and rightly sized (i.e. risk-based). All the above should shed some light on the enormous intellectual effort that the Agency and ultimately the Agency staff has committed to, with aim to make such an important program a success for the Alliance and consequently for the Agency.

Mr Claudio Solano   Prince2, TOGAF, SABSA SCPA
Enterprise Senior ICT & Security Architect
Head Architecture Team - Coherence CSU Brussels

Jens Stoltenberg
NATO Secretary General

Mr Jens Stoltenberg is a Norwegian politician and the 13th Secretary General of NATO.

Born: March 16, 1959 (age 55), Oslo, Norway

Previous offices:
State Secretary at the Ministry of the Environment
Since   1991 : Member of Parliament
1993 - 1996 : Minister of Industry and Energy
1996 - 1997 : Minister of Finance
2000 - 2001 : Prime Minister of Norway
Since   2002 : Leader of the Norwegian Labor
                         Party
2005 - 2013 : Prime Minister of Norway
           2013 : U.N. Special Envoy on Climate
                         Change

Profile

Mr Jens Stoltenberg took up his post as NATO Secretary General on Wednesday 1 October 2014. The former Norwegian Prime Minister succeeded Mr Anders Fogh Rasmussen as Secretary General who's term expired after 5 years and 2 months at the helm of the Alliance. On his first day in office, Mr Stoltenberg outlined his three priorities:

To keep NATO strong as a political and a military Alliance.
To work with our partners to bring more stability to our neighbourhood.
To keep the bond between Europe and North America rock-solid.

In his first months as SecGen Mr Stoltenberg showed Alliance solidarity through visits to several member nations, including Poland, Turkey, Greece, Slovenia, Latvia, and Estonia. Visiting the Patriot deployment at Gaziantep, the NATO Secretary General thanked personnel from the United States, Germany, Netherlands, host nation Turkey and other Allies. He also visited Afghanistan to take stock of the progress made during the thirteen-year ISAF mission, to thank international and Afghan troops, and to reaffirm NATO's continued engagement, including through the launch of the new mission Resolute Support on 1 January 2015.

Mr Stoltenberg is a strong supporter of enhanced transatlantic cooperation, including better burden-sharing across the Atlantic. He sees NATO and the EU as complementary organizations in terms of securing peace and development in Europe and beyond. During his first meeting with the EU High Representative and subsequently with the EU Defence Ministers he called for closer cooperation between NATO and the European Union to address common security challenges the two organizations face. Furthermore as part of NATO's contribution to the comprehensive approach of the international community he exchanged views on Ukraine with the Organization for Security and Cooperation in Europe (OSCE).

Prior to joining NATO, Mr Stoltenberg has had a number of international assignments. These include chairing the UN High-level Panel on System-wide Coherence and the High-level Advisory Group on Climate Change Financing. He was until recently UN Special Envoy on Climate Change. Mr Stoltenberg holds a postgraduate degree in Economics from the University of Oslo. After graduating in 1987, he started work at Statistics Norway (SSB). Jens Stoltenberg was born in Oslo on 16 March 1959. He spent his childhood years abroad, with his diplomat father, mother and two sisters.

On 24 October, as part of his visit to Allied Command Operations in Mons, the NATO Secretary General Jens Stoltenberg paid a first visit to the NCI Agency's Cyber Security Operations Centre. NCI Agency General Manager, Koen Gijsbers together with Ian West, Chief of Cyber Security, briefed the Secretary General on the Agency's cyber security organization, it's unique capabilities as well as some of the more significant cyber threats that provide daily challenges to the security of Alliance networks.

Previous Years.....

In July 2011, Mr Jens Stoltenberg embraced a survivor of the Utoeya island shooting. He as the Prime Minister of Norway vowed to work for more democracy, openness, and humanity, but without naivety.

In 2013, Prime Minister Jens Stoltenberg spent an afternoon working incognito as a taxi driver in Oslo. Mr Stoltenberg said he had wanted to hear from real Norwegian voters and that taxis were one of the few places where people shared their true views.

Norwegian Prime Minister Jens Stoltenberg visits Kvam, a flooded area, in central Norway in May 2013. Heavy rains have prompted Norwegian authorities to issue flood warnings throughout the country, with river levels already elevated due to snow melt in the mountains.

NCI Agency introduces 3D printing

Recently, 3D printing was introduced by the Agency's Prototype Engineering Centre (PEC) and Creative Media Centre (CMC) in The Hague. The 3D printing system procured by PEC enables rapid prototyping and functional testing, while the 3D printer at CMC enables visualization of 3D designs into tangible objects.

Functional testing and more

"After a comprehensive survey we decided to purchase a 3D Systems ProJet 3510 SD printer", says Arne den Exter, the Head of PEC. *"It is an important addition to our existing crafting and mechanical equipment and we anticipate this printer will enable to respond rapidly on emerging requests from our customers. It also challenges our customers to think out of the box while working on new prototypes and capabilities."*

The printer is able to produce durable plastic parts for functional testing, form and fit verification, rapid tooling and more. Using so called Multi-Jet modelling technology the printer produces very thin layers of UV-durable polymers resulting in high quality, high resolution products. There is a range of materials available in various colors and translucencies, as well as tensile strengths. The support material is a white, melt-away wax. It is even possible to print movable parts in one piece!

Virtual meets reality

For the Agency's Creative Media Centre in The Hague the procurement of its 3D Builder Dual Feed printer evolves its virtual 3D modelling services to include the production of tangible mockups. CMC has supported for many years already the Agency with its 3D modelling expertise. Recently, CMC printed scaled mockups to support the approval process of the new building's exterior façade design. Its printer is capable of producing objects in two colors (materials) such as MDF-like, and PLA (corn based environmental friendly material) through one nozzle. Therefore the printer complements the services provided by the high-end device at PEC and is also able to print objects up to 67 centimeters.

Requests

When there is a need for a 3D print for any kind of project or urgently needed (broken) part a request can be send to the Prototype and Engineering Centre (NS). A 3D model and print will be created on demand.

For 3D visualizations and requests to turn these into tangible mockups you are encouraged to contact the Creative Media Centre or solicit more information through Michael Williams at room 210 in The Hague.

For more info about PEC's capabilities visit the Prototype and Engineering Centre's Intranet page or email the Head of PEC Arne den Exter: arne.denexter@ncia.nato.int

For more info about CMC's capabilities visit the Creative Media Centre's Intranet page or email the Creative Media Manager & Head of CMC, Richard van Nijnatten: richard.vannijnatten@ncia.nato.int

- GrM
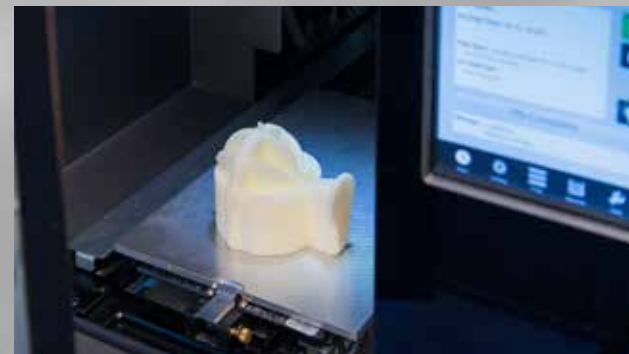
Thinking Green
is part of the present

NCI Agency, CIS Sustainment Support Centre (CSSC)

As the NCI Agency is changing to a customer-funded organization, it is also time for all of us to start thinking green. Cpl Coen Ludwiczak, who works within the Coordination and Control section of CSSC, NCI Agency in Brunssum, came up with the initiative to give a "second" life to unused cartridges that were no longer used or had been earmarked for write off.

Coen: One of my daily tasks, working in CSSC is to help in the Discrepancies and Disposal cell together with my colleague Ms. Trudy Eitschberger. We noticed that there was a large amount of unused cartridges that were awaiting write off. After I spoke with Trudy about the idea we started collecting data and compiled a list. I went with this list to the Commander CSSC to inform him about the idea. He was also positive about this "green" project and concurred that such initiatives would definitely be appreciated throughout the Agency.

On the basis of this information and the list we had, I contacted Inkt-Collect, a company that we as NCI Agency Brunssum (formerly NCSA Brunssum) have maintained good customer relations with for many years. I asked them whether they would be interested in buying unused cartridges which could still be used. To this I received a positive answer: "yes we do".

The first step was completed and soon after followed an appointment with the company to come and inspect the cartridges. Mr Wessel Sniedt came to us for a visit. After several hours of checking and verifying there was a specified list of cartridges that the company could buy. Now we could begin the logistics part, soon I was sorting and packing the cartridges on pallets, and that same week we received a message with a bid for the discussed cartridges.

This agreement was put to our financial colleagues from Procurement and Contracting (PRC) as they would later handle the financial aspect of the project.

Then, the moment had arrived and we loaded and delivered the cartridges to Inkt-Collect in Renswoude, NLD. Meanwhile PRC passed the financial data to Inkt-Collect so they could pay NATO. The final output of this "green" project is nearly € 6,000, a nice bonus that in turn benefits NCI Agency.

Author: CPL Coen Ludwiczak