

Executive summary¹

For 65 years, the NATO Communications and Information Agency and its predecessors have worked tirelessly to keep our Alliance connected and strong. We have a long legacy of dedication to our mission and commitment to our customers. Our fundamental role, as enshrined in our Charter, is to provide Consultation, Command and Control (C3) capabilities and deliver communications and information systems (CIS) services to NATO and its Member Countries.

Yet NATO is in a period of change. The environment in which we operate is evolving. The Alliance, as part of its continuous adaptation, has embarked on an ambitious new transatlantic agenda – NATO 2030 – to make a strong Alliance even stronger, and to ensure our collective readiness for the future.

With its Strategic Direction and Guidance 2022-2026, our Agency Supervisory Board (ASB) established its ambition to ensure our effectiveness and future relevance by adapting our organizational knowledge, structures and processes to our core business functions. The expectations set on us are clear – to respond efficiently to customers' needs and enable the delivery of modern CIS capabilities across four focal areas: NCI Agency core business, adaptive support to NATO core tasks, cyber security and cyber resilience and digital modernization.

Fulfilling NATO's ambition requires us to change alongside the Alliance. We need -CIS, capabilities and services across the Alliance. We will be agile and adaptable to support and enable NATO's own changing course, and in doing so, we will execute our mission at the speed of relevance and to the satisfaction of our strategic partners and customers. We will institutionalize a culture of delivering value. Our staff will have a keen awareness of and sense of accountability for the value they bring to the Alliance. Our leaders will promote efficiency and decision-making that enables our talented staff to perform.

¹ This executive summary has been edited for clarity.

Our utmost concern remains our support to the Alliance's operational commitments. As such, we will prioritize support to current NATO missions, but we will also be able to adapt and react quickly to new operational demands and provide support across the full spectrum of operations and missions in support of NATO's core tasks.

Our programme for change structures our efforts and aligns our resources according to four strategic goals:

1. **Excellence in Delivery.** Our success is weighed against how we fulfil the demands and requirements of our customers; we will therefore drive towards improving the maturity and value of our services and management processes.
2. **Support NATO's Ambitious Agenda.** The speed of technological change has never been higher, and delivery for today must be adaptable to ensure success for tomorrow.
3. **Hire, Train, and Retain the Best.** Delivering success depends upon having the right personnel with the right skillsets, experience, and motivation in the right place at the right time, hosted in modern, secure, and sustainable facilities.
4. **Strong and Lasting Partnerships across the NATO Enterprise.** Our success comes when we work together with our strategic partners in an environment of trust, transparency and close cooperation.

The Strategic Plan 2022-2026 is a marathon, not a sprint. Our journey will be one of learning to crawl, walk and run on the way to organizational maturity. We commit ourselves to be held accountable against these goals, and will strive towards them in meaningful, measurable ways. We will pursue them with the same drive and determination which have characterized our efforts to keep the Alliance connected and strong.

