



NATO Communications and Information Organisation

# NCIO Agency Supervisory Board - Organisational Change Update

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# NATO Agencies Reform - a new NATO C&I Organisation

- **Lisbon Summit 2010:** HoSG direct the consolidation and rationalisation of the functions and programmes of NATO Agencies along 3 programmatic themes, including Communications & Information
- **Goals: improved governance, increased transparency, greater effectiveness, efficiency and cost-savings**
- **Establishment of NCIO:** consolidation, rationalisation and optimisation through implementation of **customer-funding** and a **new governance structure** to achieve maximum effectiveness in delivering C3 capabilities.



**Agency  
Supervisory  
Board**



NATO CIS Services Agency



NATO Consultation, Command  
and Control Agency



NATO Air Command and Control  
System Management Agency



Active Layered Theatre Ballistic  
Missile Defence Programme Office



HQ Information, Communication,  
Technology Management

# The NATO Communications & Information Agency (NCIA):

- executive body of the NCIO, composed of the General Manager and his staff;
- NATO's principal C3 capability deliverer and CIS service provider;
- ensures coherence and interoperability of C3 capabilities and provision of secure CIS services;
- **Delivers C4ISR technology**, including Cyber and Missile Defence.

# Agency Supervisory Board

- composed of a National Representative for each NATO Nation, it takes decisions by consensus;
- separate from domain policy bodies;
- responsible for organisational governance, i.e. the mechanism by which NATO **directs, administers and controls** the NCI and enables it to accomplish its mission;
- Decisions on fundamental issues such as policy, finance, organization and establishment require unanimous agreement by all member nations.

# ASB 2012-2013

## Reform in 3 phases:

- Consolidation and Rationalisation of NCIA  
→ Optimisation of NCIA

## ASB

- Approved the requirements to transition into an optimised structure;
- Approved the organisational design of NCIA based on Service Lines and end-to-end lifecycle;
- Agreed strategic documents such as the Strategic Plan and Business Plan;
- Agreed on a set of governance measures to monitor the performance of the Agency.

# ASB in 2014

## Optimisation:

- Approve NCIA Personnel Establishment
- Implement the new Customer Funding Regulatory Framework
- Review the Implementation Plan for NCIA geographical footprint
- Implement the Governance Dashboard Measures, based on KPIs

# Outlook

- NCIO needs to focus on optimisation, while continuing to manage business operations in excess of 1 billion euro/year
- Comprehensive C4ISR approach is a powerful instrument for change management in NATO and represents an opportunity for further efficiencies among Nations





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**Any Questions or Comments?**

