

CONSOLIDATED PROGRAMME OF WORK 2011



AN AGENCY OF



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Introduction by General Manager



Georges D'hollander

The NATO C3 Agency's (NC3A) mission is to enable NATO success through the unbiased provision of comprehensive C4ISR1 capabilities.

As NATO's only fully Customer Funded agency, we respond to the market principles of supply and demand. In early 2009 as market conditions deteriorated across the defence sector in response to the financial crisis, we began to freeze hiring of some posts and cut our expenditures. As the scale of NATO's financial predicament became clearer, we revised the Financial Plan 2010 to reflect the new reality and began a process of downsizing NC3A and cutting back all but essential expenditures

For 2011, our programme of work and financial planning reflect the following trends and areas of emphasis:

Support to Alliance Operations and Missions will remain our top priority and will be heavily underpinned by fulfilling demand for C4ISR capabilities e.g. AMN FOC, ISAF CIS Post 2010.

Adherence to the NNEC concept and C4ISR that delivers interoperability in a secure environment will remain vital to NATO and NC3A's success. NC3A will need to execute its technical coherence role in NATO.

The new Strategic Concept will recognize the need to move NATO into a more security focused future and the need to address new security threats emerging outside NATO's territory such as Cyber Defence, Terrorism and the proliferation of Weapons of Mass Destruction.

Agency sponsor demand will continue to decline in some established areas before stabilising. Demand will increase for multi-national and Comprehensive Approach security related procurement activities.

These factors, coupled with the hosting of NATO Agencies and project offices, provide the foundation for our plans, including sizing of our capacity to deliver to quality, time and cost requirements.

NC3A management and staff work to continually enhance NC3A relevance in providing quality services at the lowest possible cost to NATO. Throughout 2011, the emphasis will be on:

Ensuring the 2011 plan balances revenue with expenditures thus breaking even.

Implementing assigned NATO's reforms following changes to its structures which will impact all Agencies noting that NC3A is well positioned to help where required.

Responding with appropriate flexibility and agility to changing requirements.

Following through the two year staff reductions into 2011, as part of the Agency's rightsizing plan announced 12 Feb 2010; and

Continuing our work towards full transparency and responsiveness to the Nations' needs.

The forecast is the result of careful analysis and consultation, with risks addressed and flexible mechanisms built in. Nonetheless one must acknowledge continuing uncertainty surrounding global economic outlooks; national and international budget pressures; potential impact of the new Strategic Concept; continuingly evolving security threats; and the dynamic and complex nature of NATO's operational challenges. This reinforces the need for the Agency to maintain the flexibility of its financial and operating mechanisms, as foreseen in the current planning.

I recommend to the C3B to approve the Consolidated Programme of Work.

¹ Consultation, Command, Control, Communications, Intelligence, Surveillance and Reconnaissance

Executive Summary

INTRODUCTION

The Consolidated Programme of Work (CPOW), details the portfolio of projects forecast for execution in 2011. CPOW work is composed of portfolios, programmes and projects from a sponsor base spanning the NATO Alliance’s organizations and NATO Nations.

The estimated demand for our services in 2011, at 446 person-years, is lower than for 2010 (489 person-years) and is in line with the management assumptions approved to the NATO C3 Board in August 2010.

The predicted volume remains an indicator of the NATO requirements and NC3A’s success in providing a diverse range of support to a spectrum of sponsors. Candidate work is assigned to the portfolio of a Director Sponsor Account (DSA) and is tested for its consistency with the NC3A Mission and policy / technical conformance as per the NATO C3 Organization’s Charter.

At this point (August 2010) sponsors have submitted programmes of work and budget estimates for 2011. The NC3A CPOW is the sum of what gets funded by resource committees during the screening processes plus work contracted in previous years that is planned to be executed in 2011. Work already contracted and on the Agency’s order book offers some flexibility in absorbing the effect of sudden changes of funding. NC3A is ready to modify its CPOW and Financial Plan to reflect material changes if they arise.

Allied Command Transformation (ACT)

NC3A continues to view itself as a strategic partner for ACT, supporting its role of NATO’s leading agent for change. For 2011, the work forecasted to be commissioned is organized in the following three portfolios:

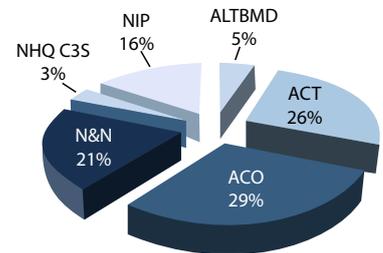
- Research and Development Portfolio (R&D POW) is the means by which ACT investigates how existing technologies can resolve operational capability deficiencies. Some of the areas to be investigated by ACT in 2011 are: Information Assurance, Interoperability Standards, Information Exchange and Joint Intelligence Surveillance and Reconnaissance. Capability Requirement Enabler (formally Defence Planning) provides ACT with the necessary analytical support for capability planning which looks at operational shortfalls as well as medium and long-term requirements.
- Experimentation Portfolio (EPOW) builds from the R&D POW and enables ACT to experiment concepts in an operational-like scenario and environment, and then provides valuable inputs for the development of new capabilities based on the results of these experimentations. In 2011, some of the planned experimentations expected to be commissioned to NC3A are: NATO SNOW LEOPARD, Civil Military Interaction, Expeditionary Medical Support and NNEC Infrastructure Services.
- JWC and JFTC Portfolio supports the Joint Warfare Centre (JWC) and the Joint Force Training Centre (JFTC). One of the main elements of this portfolio is the support to the series of STEADFAST exercises, which aim at training flag and senior NATO officers in the planning and conduct of NATO operations.

Allied Command Operations (ACO)

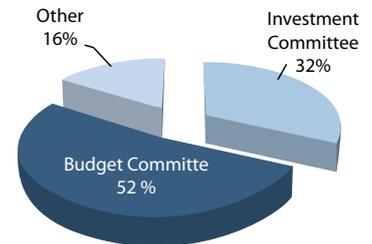
NC3A values its strategic relationship with ACO and its subordinate commands, providing support to NATO’s operations through five broad areas:

- Support to Near Term Operational Requirement (SNTOR) is ACO’s primary tool for bringing the Agency’s scientific and technical capabilities to bear on C4ISR issues immediately affecting operations. In 2011, we are expecting to dedicate a significant portion of the SNTOR effort on geospatial support.
- Support to NCSA in several areas, Functional Area Services (FAS) amongst others.
- Support to SHAPE beyond SNTOR, SHAPE commissions work to NC3A such as support associated with the Tools for Operational Planning, Forces Activation and Simulation (TOPFAS) and the provision of a strategic assessment capability.

NC3A Sponsor Accounts



Funding Sources



2011 CPOW Breakdown

- Crisis Response Operations Portfolio provides scientific services including Countering Improvised Explosive Device (CIED), Joint Intelligence Surveillance and Reconnaissance (JISR) and Geographic Systems, it also provides ACO's subordinate commands with in-theatre NC3A support, working side by side with HQ's staff. Main efforts will be with ISAF and support to NATO's Balkans operations.
- NSIP Alliance Operations and Mission with NC3A as Host Nation for NSIP funded C4ISR capabilities required by operations. NC3A will lead critical projects required by ISAF such as Afghanistan Mission Network, CIS Support to ISAF Post 2010, ISAF Full Motion Video and Intelligence Functional Areas.

NNEC and Implementation Programme

NC3A will be pressing forward with the implementation of several C4ISR related, NSIP funded Capability Packages (CP). CP implementation is managed through the NATO Network Enabled Capability (NNEC) and Implementation Programme (NIP). Implementation of multiple projects stemming from capability packages associated with the Bi-Strategic Command Automated Information System (Bi-SC AIS) programme represents the largest effort. Projects supporting SATCOM, deployed CIS and communication infrastructure programmes will continue to deliver critical capabilities.

NATO HQ - C3 Staff

Support the C3B and its associated sub-structure in various C3 domains such as Information Assurance, development and maintenance of architecture and NNEC.

NATO and Nations

Many NATO Nations and NATO entities are requesting services to address C4ISR issues similar to those facing ACT and ACO. Currently seven NATO Nations (and potentially ten more) and two partner Nations have framework agreement to use NC3A expertise presented in the NC3A C4ISR catalogue. Approximately 21% of NC3A planned work will be funded under this portfolio, which contains acquisition projects for radars and communications on behalf of Poland, Czech Republic, Hungary, Lithuania. There are an increased demand from Nations for NATO tools such as JDARTS, TOPFAS, JEMM, Tasker Tracker and iGeosit, for national use.

Multinational projects, such as NATO-Russia Council's Cooperative Airspace Initiative, the Multi-sensor Aerospace-ground Joint ISR Interoperability Coalition (MAJIC), are an important part of this account where NC3A acts as a central hub for technical support and programme management. In 2011 new initiatives such as multinational (MN) ICC, MN C-IED, MN maritime project and MN cooperation on cyber defense are planned. The portfolio also includes scientific and technical support projects for sponsors such as NATO Airborne Early Warning & Control Force (NAEW&CF) for whom we provide services in the JISR and Command and Control areas, but there is more work in support of NAMA, NAGSMA and other NATO entities. Support to NACMA is now moved in NIP portfolio for greater program coherence. In 2011 Agency will explore opportunities to support transition in Afghanistan, Kosovo and to establish cooperation with more partner nations and organizations.

Active Layered Theatre Ballistic Missile Defence (ALTBMD)

In 2011 NC3A will continue to provide support to a full-strength ALTBMD Programme Office (ALTBMD PO) and its contracted workforce. An integrated test-bed facility provides state-of-the-art support for the acquisition of theatre missile defence capabilities for the Alliance.

NC3A Overview

Mission Statement: Enable NATO’s success through the unbiased provision of comprehensive C4ISR capabilities.

Vision Statement: The NC3A as an essential contributor to NATO success.

Value Statement: One team; one motive: NATO’s success.

Chartered Purpose

As NATO’s C4ISR Coherence Agent and Chief Architect, the NATO C3 Agency:

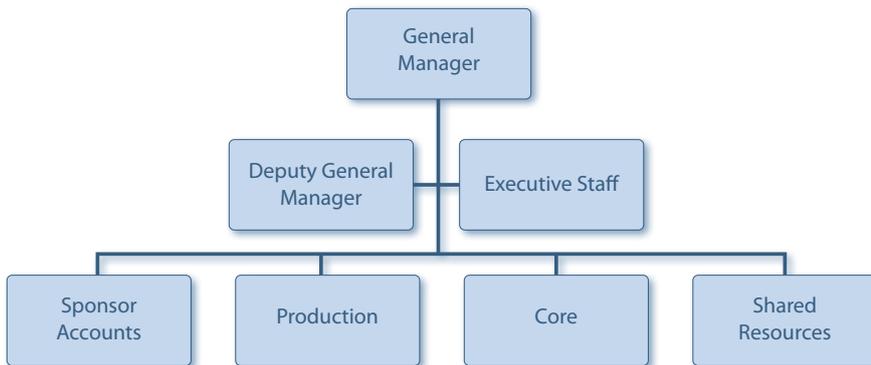
Performs systems design, integration, engineering, testing and technical support for assigned NATO Consultation, Command and Control systems.

Provides scientific and technical advice and support across NATO on matters pertaining to operations research, intelligence, surveillance, reconnaissance, target, acquisition, and air, land, and maritime command and control. This includes missile and theatre missile defence, electronic warfare and airborne early warning as well as control, communication and information systems to support experimentation, exercises and operations.

Performs technical policy and standardization work.

Organization

The Agency is organized in four segments.



Sponsor Accounts are the interface to our sponsors; it is where we develop new business, manage the sponsor accounts, and where our sponsors find their single and dedicated interface point.

Production executes the projects producing the services and capabilities required by our sponsors; it consists of eight Capability Area Teams (CATs).

Core Segment is responsible for ensuring that the Agency’s work is coherent in terms of its internal business processes, technical and architectural solutions, and acquisition processes.

Shared Resources is where Agency-wide shared support services, such as human resources, finance, laboratories and IT, and general services such as travel, conference services and building support are delivered.

KEY ASSETS FOR NATO

In addition to the knowledge and skills that our staff brings to NATO, the Agency runs state of the art laboratories and test beds that allow the Alliance to develop, validate and verify new C4ISR capabilities. These include the cyber defence, NATO-Russia laboratories and the theatre missile defense test bed; the Agency is also the European hub for the Combined Federated Battle Laboratories Network (CFBLNET). These facilities provide NATO nations and industry with a unique venue for validating and verifying the interoperability of their systems with those of NATO.

ALIGNMENT WITH NATO GOALS AND OBJECTIVES, TRANSFORMATION

NATO exists to safeguard the freedom and security of its member countries through political and military means. In this endeavour it must be backed by credible response forces and national capabilities and commitments. This backing comes significantly from NC3A sponsors, especially the Strategic Commands which are dedicated to effecting current and future agreed NATO missions. 100% sponsor funded, NC3A aligns its priorities, goals and objectives with those of the sponsor. These include: ensuring viable military and political consultation infrastructure and tools; providing technical support and analyses leading to Force Proposals through the Defence Requirements Review Process; orchestrating key exercises and demonstrations to enhance future decision making, consultation, command and control; fostering interoperability and seamless operations at all levels including architectures and systems and process interfaces; and developing, through the concept of NATO Network Enabled Capabilities, the necessary infrastructure and culture to transform military operations.

COMMITMENTS TO OPERATING EXCELLENCE

The NC3A Programme, Portfolio, and Project (P3) management processes follow the PRINCE2 project management framework methodology and the standardized tools and techniques derived from the Project Management Institute (PMI) Book of Knowledge.

Based on these principles and techniques, NC3A has established a P3 environment which permits and provides traceability of the programme of work over the life cycle of the projects and monitors the progress of the projects during execution thus allowing for a stringent control over the time, scope and cost aspects of project management as well as an effective control of the workload versus work capacity balance towards financial break-even.

Project management, time accounting, and the accounting systems integrate into an overall management information system. The overall system of monitoring and control includes oversight and guidance by a Portfolio, Programme, and Project Board (P3B) comprised of senior staff supported by an operations support group.

The project support environment is a multi-level management and support structure where all projects are tracked and required to report on an exception basis.

Exceptions escalate through the Project Board potentially to the P3 Board, with the possibility of resolution at the lowest level depending on the nature and level of materiality of the exception.

Process management of this P3 environment is maturing each year thus becoming ever more efficient and effective in ensuring project work evolves to deliver in a logical, consistent manner.

A strong component of the PRINCE2 methodology is extensive commitment and involvement of sponsor representatives throughout a project lifecycle.

NC3A believes that its operating environment now represents implementation of Best Practices that while improving continuously can serve as a role model for others.

Consolidated Programme of Work 2011

INTRODUCTION

The Consolidated Programme of Work (CPOW) details the portfolio of projects already on the NC3A's order book and the work not yet on the order book, but forecast to be added before or in 2011. The work already contracted and planned to be executed represents more than 250 projects and tasks from a wide sponsor base spanning the NATO Alliance's organizations, NATO nations and reaching NATO's partners. In addition to these contracted projects, we are forecasting to add 492 person-years of multi-year new work between the time of publication of this CPOW and the end of 2011.

The CPOW, along with the Financial Plan, provide the planning details for 2011 that were announced in the Agency's 2011-2013 Strategic Plan. The strategic environment and the management assumptions that were discussed in the 2011-2013 Strategic Plan therefore provides the backdrop for this CPOW

From an Agency perspective the primary purpose of the Consolidated Programme of Work is to inform the revenue side of the Financial Plan by determining the NC3A's work force and skills mix that is required to execute the portfolios and programmes of assigned projects. The work force level, and the associated revenue it should generate based upon the set charge-out rates, determine the levels of expenditure that can be accommodated whilst making neither a profit nor loss, i.e. achieving breakeven.

Although the Agency is able to regulate its manning levels to match changing demand, significant alterations cannot be achieved at short notice and thus multi-year stability, or at the least predictability of workload, is highly desirable for Agency business planning. In this regard, a significant proportion of the projects to be executed in 2011 are multi-year, already contracted and being executed in 2010. A good portion of the work we do is indeed multi-year in nature and as of August 2010 we have secured contracts amounting to 128M€ for the period of 2010 to 2014. For the remaining projects, the Consolidated Programme of Work represents a forecast estimate of the effort that we believe will eventually be contracted before or in 2011. That it is no more than an informed estimate at this time must be emphasised. Where hard facts are not currently available, informed assumptions must be employed recognising that it is virtually certain that some of the projects included herein will not materialize in full or in part – either for reasons of sponsor's resource limitations, a change in their requirements, or perhaps because they identify another means to accomplish their objectives. Over the past years we have used a risk mitigation model that has proved to be adequate for our purposes and we have used it again this year to ensure that the Agency does not scale itself to work that may not materialise.

The estimated level of anticipated demand for our services in 2011 is slightly lower than for 2010 and it is in line with the management assumptions approved to the NATO C3 Board in August 2010.

The continued good health of the NC3A's order book is an indicator of the Agency's success in providing a diverse range of support to a wide spectrum of sponsors. All candidate work is assigned to the portfolio of a Director Sponsor Account (DSA) and is tested for its relevance in terms of its consistency both with the NC3A mission and its technical and policy conformance responsibilities as documented in the NATO C3 Organization's Charter.

The 2011 required level of effort is identified in terms of person-years of effort employing competencies from one of the Agency's eight production Capability Area Teams (CAT) as well as from other NC3A's elements and makes no distinction between NC3A staff and work contracted to industry. The total potential labour requirement for 2011 amounts to 636 person-years of work against a weighted (risk-mitigated) level of effort of 446 person-years.

The projects are presented and organized by Director Sponsor Account (DSA). For each DSA, a short description of each DSA's portfolio(s) is provided. In order to keep the main document to a reasonable size, detailed description of each project can be found at Annex A.

BASIS FOR 2011 PLANNED REVENUE

The work in this Consolidated Programme of Work forms the basis upon which the NC3A has forecast its revenue for 2011. In simple terms this is the number of person-years required to support the predicted work in order to earn the revenue that will meet the costs of NC3A staff, contracted workforce as well as other expenditure plans in support of strategic objectives. As indicated in the introduction above, not all the projects listed herein will come to fruition. Consequently, Agency management has assessed the likelihood of going on contract before or during the execution year for each of these projects. Consequently, each project has been assigned one of four distinct levels of contracting probability: contracted, high, medium, or low. Against each of these assessments, a coefficient has been applied, and it is the combined products of these factors which have formed the basis upon which Agency resource estimates for 2011 have been calculated. Accordingly, the potential demand for the Agency's services, for new and contracted work, for 2011 amounts to 636 person-years of work. After careful consideration of the probability of contracting, this potential demand has been weighted and reduced accordingly to 446 person-years. This number of person-years represents the total labour requirement which will be delivered by a mix of Agency staff and contracted workforce

MANAGEMENT ASSUMPTIONS

The NC3A Consolidated Programme of Work derives from close coordination with sponsors and with the C3B playing important roles.

The process involves an initial assessment of the likelihood of work contracted with NC3A. These assessments are included in a three-year Strategic Plan. For the upcoming year the assessment is refined as management assumptions which go to the C3B in May. Work then proceeds on the compilation and analysis of a Consolidated Programme of Work and a Financial Plan which are then submitted to the C3B. In September the C3B approves the Consolidated Programme of Work and endorses the Financial Plan with recommendations to the Budget Committee (BC) which screens the Financial Plan.

Management Assumptions

For 2011, our programme of work and financial planning reflect the following trends and areas of emphasis:

- Support to Alliance Operations and Missions will remain our top priority and will be heavily underpinned by fulfilling demand for C4ISR capabilities.
- Adherence to the NNEC concept and C4ISR that delivers interoperability in a secure environment will remain vital to NATO and NC3A's success. NC3A will need to execute its technical coherence role in NATO.
- The new Strategic Concept will recognize the need to move NATO into a more security focused future and the need to address new security threats emerging outside NATO's territory such as Cyber Defence, Terrorism and the proliferation of Weapons of Mass Destruction.
- Agency sponsor demand will continue to decline in some established areas before stabilising. Demand will increase for multi-national and Comprehensive Approach security related procurement activities.

Portfolio Assumptions

Management assessed the demand for 2011 and the trends for 2012 and 2013. For each sponsor area an overall risk assessment is made and the total potential demand for NC3A services is then subjected to a further assessment with respect to funding and capacity.

The table below summarizes the analysis of operational revenue by sponsor.

Sponsor {Figures in € millions}	Approved Planning Range 2011	FP 2011
Allied Command Transformation	20.0 – 23.0	22.2
Allied Command Operations	20.5 – 23.0	25.2
NNEC Implementation	12.0 - 14.3	13.4
NATO HQ C3 Staff	2.0 – 2.6	2.8
NATO and Nations	20.0 – 23.0	17.8
ALTBMD	4.5	4.4
Host Agency	2.1	2.0
Total	81.1 – 92.5	87.8

The table above represents the latest information prepared in coordination with sponsors. Two lines which are outside of the planning range deserve explanation. In the case of Allied Command Operations, the forecast level of business is higher than was expected because the demand from ISAF remains as strong as it has been in 2009 and 2010, with several major projects expected to be authorized before the end of 2010 and whose execution will take place essentially in 2011.

On the other hand we have reduced the level of work to be executed from nations and organizations. There are many prospects in this account that we are confident to bring under contract in 2011 but without the execution impact for 2011 that was initially anticipated. It is therefore prudent to reduce the 2011 execution level below the planning range. Projects for sponsor NACMA (valued for 2011 at approximately €1.5M) have been transferred from N&N account to NIP account hence further contributing to the a lower level of business from N&N account.

Risk Evaluation and Mitigation

Inherent to a sponsor-funded environment are fluctuations in demand for services and a variety of factors, many of which are beyond NC3A's control, which affect its operations, performance and results and could cause its actual results and experience to differ from the determinations expressed in the plan.

This means there are a number of risks which may affect break-even realisation. From a Consolidated Programme of Work point of view there two such risks. These are:

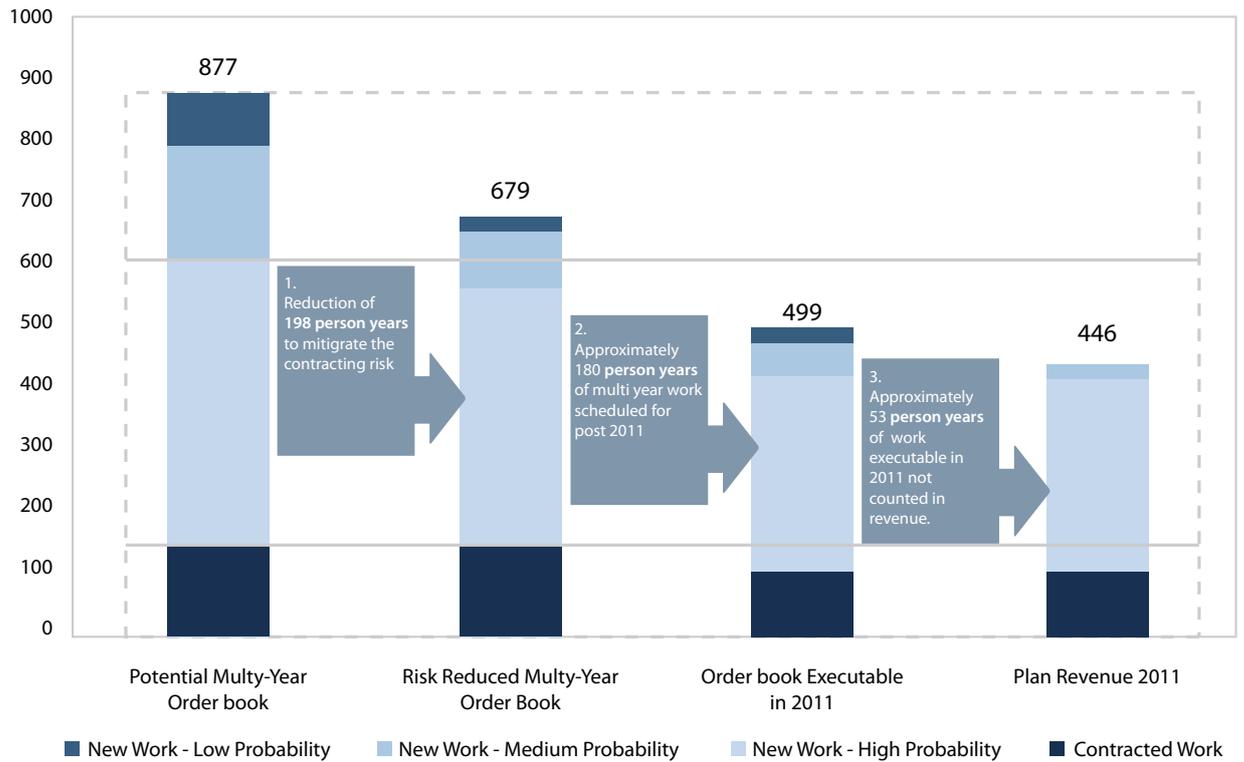
- Risk that projects may not be contracted at the planned level (Order Book); and
- Risk inherent to project management during the planning, the execution and the closing phases of project lifecycle.

Risk Mitigation: Probability of Contracting

To mitigate the risk associated with work to be contracted and therefore not yet on the order book, all the work is attributed a level of contracting probability: contracted, awaiting contract, high, medium, or low. Against each of these assessments, a coefficient is applied, and it is the combined product of these factors which have formed the basis upon which resource estimates are calculated.

- Contracted: this project is already contracted.
- High: It is very likely (90%) that this project will be contracted before or in 2011.
- Medium: This project may or may not (50% chance) be contracted before or in 2011.
- Low: It is unlikely (30%) that this project will be contracted before or in 2011.

Accordingly, the potential demand for NC3A's services for new and contracted work for 2011 and beyond could amount to 877 person-years (including both internal staff and contracted workforce) of work. (Leftmost bar on the chart above).



After careful consideration of the probability of contracting, this potential demand has been weighted and accordingly, reduced to 679 person-years of multi-year work. (Second bar from the left on the chart above).

Of this 679 person-years of multi-year work, it has been estimated that 499 person-years of effort could be delivered in 2011. (Third bar from the left on the chart above).

As an additional risk mitigating measure, 53 person-years of effort that is very likely to be executed in 2011 are currently not counted as 2011 revenue; leaving 446 person-years to be executed for 2011. (Rightmost bar on the chart above).

Risk Mitigation: Order Book

NC3A has multi-year work already contracted in its order book. This means that the Agency is not starting 2011 with an empty order book before new work is contracted. It provides flexibility in handling delays in contracting annual work.

The table below indicates the volume of work on NC3A’s order book at different points in time.

	Level of Effort (Person-Years)
1. Multi-year work on the NC3A’s order book on 1 January 2010	357
2. Multi-year work contracted from 1 January to 31 August	+ 300
3. Additional multi-year work forecast to be contracted before 31 Dec 2010	+ 118
4. Subtotal – NC3A’s multi-year order book in 2010 (lines 1 + 2 + 3)	775
5. Work forecast to be executed in 2010 (stretch goal)	- 470
6. Subtotal NC3A’s multi-year order book on 1 January 2011 (line 4 – 5)	305
7. Multi-year work forecast to be contracted in 2011	+ 374
8. Subtotal – NC3A’s multi-year order book in 2011 (lines 6 + 7)	679
9. Planned operational revenue for 2011	- 446
10. Total – NC3A’s multi-year order book projected for 1 Jan 2012 (line 8 – 9)	233

Work on the NC3A's order book in August 2010 represented a level of effort of 657 person-years to be executed over the period of 2010 to 2014.

Line 2 shows 118 person-years of additional work is forecast to be contracted in 2010; bringing the order book to 775 person-years of multi-year work.

Latest NC3A estimate indicates that 470 person-years of this work will be executed in 2010, leaving 305 person-years of work for 2011-2014.

NC3A management has assessed the level of new business to be contracted in 2011 at 374 person-years of effort, bringing the order book at 679 person-years. This multi-year risk reduced work is also reflected in the second bar from the left on the chart on the previous page.

Careful analysis of this order book's demand (including contracting risk mitigation discussed below) and Agency production's capacity has led management to aim for the delivery of 446 person-years of work in 2011.

Risk Mitigation: Project Management

Risk is also a factor to be considered at project level and must be mitigated in the planning and execution phases. In response to the level of risk identified by the project manager, an appropriate risk management or contingency factor is built into the project plan and reflected in the proposed price. The inclusion of a contingency reserve within a project plan is standard project management best practice.

The contingency reserve has both a time and a cost dimension. It consists of a set of resources, funds, work, and time which are added to the initial risk free estimate in order to keep the risk of overruns within an acceptable level. As a result, all the project's tasks are on a critical path and the project manager has to use time and cost resources from the risk management reserve to balance task variation during project execution.

Overall planning of project costs is done based on a number of assumptions. However, if abnormal events happen which force the price proposal assumptions to become unrealistic then NC3A must return to the sponsor for additional funding. By acting this way NC3A keeps its prices competitive and stays cost effective.

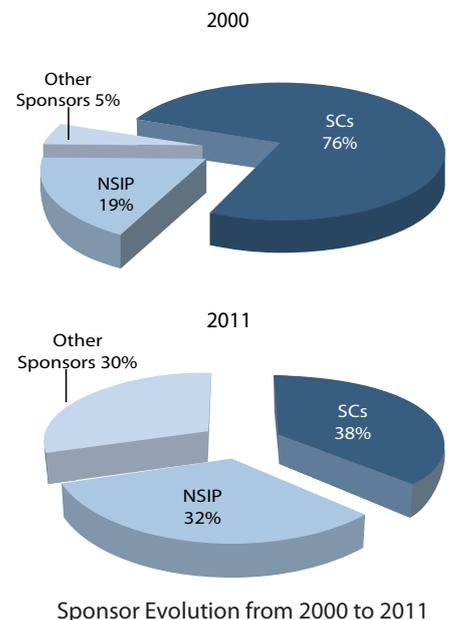
Demand for the NC3A's Services

The demand for NC3A's services remains strong in 2011 across both sponsors and C4ISR domains' spectrums.

Dividing NC3A sponsors' portfolio in three broad categories -- Strategic Commands, NSIP and Other Sponsors -- the chart on the right shows the diversification of our sponsor base which has evolved since the inception of the sponsor-funding regime in 2000.

This broad sponsor base and the Agency's involvement at almost every stage in the lifecycle are clear indicators of the NC3A's potential to provide significant value-added in the form of coherence to NATO's C4ISR capability development processes.

The following pages provide portfolios' overview for all sponsors' accounts for 2011. Annex A contains detailed descriptions for each project expected to be commissioned to the Agency for execution in 2011. The table indicates the potential and weighted level of effort, in person-years, for 2011.



Director Sponsor Account (DSA)	Potential Level of Effort for 2011 (person-years)	Weighted Level of Effort for 2011 (person-years)
Allied Command Transformation	157	116
Allied Command Operations	184	131
NNEC Implementation Programme	83	71
NHQC3S	20	14
NATO and Nations	168	93
ALTBMD	24	21
Total	636	446

Allied Command Transformation

NC3A continues to view itself as a strategic partner for ACT, supporting its role of NATO's leading agent for change. For 2011, the work forecasted to be commissioned from ACT is organized in the following three portfolios:

Research and Development Programme of Work (R&D POW) continues to be the means by which ACT investigates how existing technologies can resolve operational capability deficiencies. Some of the areas expected to be investigated by ACT in 2011, through the R&D POW, are: Information Assurance, Interoperability Standards, Information Exchange and Joint Intelligence Surveillance and Reconnaissance. Capability Requirement Enabler (formally Defence Planning) continues to provide ACT with the necessary analytical support for capability planning which looks at operational shortfalls as well as medium and long-term requirements. This effort is now part of the R&D POW.

The Experimentation Programme of Work (EPOW) builds from the R&D POW and enables ACT to experiment concepts in an operational-like scenario and environment, and then provides valuable inputs for the development of new capabilities based on the results of these experimentations. In 2011, some of the planned experimentations expected to be commissioned to NC3A are: NATO SNOW LEOPARD, Civil Military Interaction, Expeditionary Medical Support and NNEC Infrastructure Services.

The support provided to the Joint Warfare Centre (JWC) and the Joint Force Training Centre (JFTC) is grouped under the JJ Portfolio. One of the main elements of this portfolio is the support to the series of STEADFAST exercises, which aim at training flag and senior NATO officers in the planning and conduct of NATO operations.

Portfolio	Potential Level of Effort for 2011 (person-years)	Weighted Level of Effort for 2011 (person-years)
Research and Development Portfolio	118	87
Experimentation Portfolio	9	7
JWC and JFTC Portfolio	30	22
Total	157	116

Allied Command Operations

NC3A values its strategic relationship with ACO and its subordinate commands, providing support to NATO's operations through five broad areas:

Support to Near Term Operational Requirement (SNTOR). This is ACO's primary tool for bringing the Agency's scientific and technical capabilities to bear on C4ISR issues immediately affecting operations. In 2011, we are expecting to dedicate a significant portion of the SNTOR effort on geospatial support.

Support to SHAPE. Above and beyond SNTOR, ACO commissions other work to NC3A such as support associated with the Tools for Operational Planning, Forces Activation and Simulation (TOPFAS) and the provision of a strategic assessment capability.

Support to NCSA. NC3A supports NCSA in the area of Functional Area Services (FAS).

Crisis Response Operations Support Portfolio. This package of scientific services encompassing, amongst others, Countering Improvised Explosive Device (CIED), Joint Intelligence Surveillance and Reconnaissance (JISR) and Geographic Systems, provides ACO's subordinate commands with in-theatre NC3A support, working side by side with HQ's staff. In 2011, the main effort will obviously be with ISAF while still providing support to NATO's Balkans operations.

NSIP Allied Operations and Mission. NC3A is Host Nation for multiple NSIP funded C4ISR capabilities required by NATO's operations. In 2011 NC3A will manage critical projects required by ISAF such as Afghanistan Mission Network, CIS Support to ISAF Post 2010, ISAF Full Motion Video and Intelligence Functional Areas.

Portfolio	Potential Level of Effort for 2011 (person-years)	Weighted Level of Effort for 2011 (person-years)
Support to Near Term Operational Requirements	12	9
SHAPE Portfolio	26	13
NCSA Portfolio	12	5
Crisis Response Operations	38	29
NSIP Alliance Operations and Mission	96	75
Total	184	131

NNEC Implementation Programme

In 2011, NC3A will be pressing forward with the implementation of several C4ISR related and NSIP funded Capability Packages (CP). CP implementation is managed through the NATO Network Enabled Capability (NNEC) and Implementation Programme (NIP) account. The implementation of multiple projects stemming from capability packages associated with the Bi-Strategic Command Automated Information System (Bi-SC AIS) programme will represent the account's largest effort. Various projects supporting SATCOM, deployed CIS and communication infrastructure programmes will also continue to deliver critical capabilities.

Portfolio	Potential Level of Effort for 2011 (person-years)	Weighted Level of Effort for 2011 (person-years)
NSIP Capability Package	83	71
NATO Organizations	4	3

NATO HQ - C3 Staff

We continue to support the C3B and its associated sub-structure in various C3 domains such as Information Assurance, development and maintenance of architecture and NNEC. The NATO HQ C3S account, through the Chief Technology Officer (CTO) is also responsible for the work commissioned from NATO HQ regarding NCIRC.

Portfolio	Potential Level of Effort for 2011 (person-years)	Weighted Level of Effort for 2011 (person-years)
C3B	16	11
NATO Organizations	4	3
Total	20	14

NATO and Nations

Many NATO Nations and NATO entities are requesting services to address C4ISR issues similar to those facing ACT and ACO. Currently seven NATO Nations (and potentially ten more) and two partner Nations have framework agreement to use NC3A expertise presented in the NC3A C4ISR catalogue. Approximately 21% of NC3A planned work will be funded under this portfolio, which contains acquisition projects for radars and communications on behalf of Poland, Czech Republic, Hungary, Lithuania. There are an increased demand from Nations for NATO tools such as JDARTS, TOPFAS, JEMM, Tasker Tracker and iGeosit, for national use.

Multinational projects, such as NATO-Russia Council's Cooperative Airspace Initiative, the Multi-sensor Aerospace-ground Joint ISR Interoperability Coalition (MAJIC), are an important part of this account where NC3A acts as a central hub for technical support and programme management. In 2011 new initiatives such as multinational (MN) ICC, MN C-IED, MN maritime project and MN cooperation on cyber defense are planned. The portfolio also includes scientific and technical support projects for sponsors such as NATO Airborne Early Warning & Control Force (NAEW&CF) for whom we provide services in the JISR and Command and Control areas, but there is more work in support of NAMA, NAGSMA and other NATO entities. Support to NACMA is now moved in NIP portfolio for greater program coherence. In 2011 Agency will explore opportunities to support transition in Afghanistan, Kosovo and to establish cooperation with more partner nations and organizations.

Portfolio	Potential Level of Effort for 2011 (person-years)	Weighted Level of Effort for 2011 (person-years)
Nations	75	34
Organizations	54	29
Multinational	39	30
Total	168	93

Active Layered Theatre Ballistic Missile Defence (ALTBMD)

In 2011 NC3A will continue to provide support to a full-strength ALTBMDD Programme Office (ALTBMD PO) and its contracted workforce. An integrated test-bed facility provides state-of-the-art support for the acquisition of theatre missile defence capabilities for the Alliance.

Portfolio	Potential Level of Effort for 2011 (person-years)	Weighted Level of Effort for 2011 (person-years)
ALTBMD	24	21

ANNEX A – LIST OF PROJECTS

To be issued separately.



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