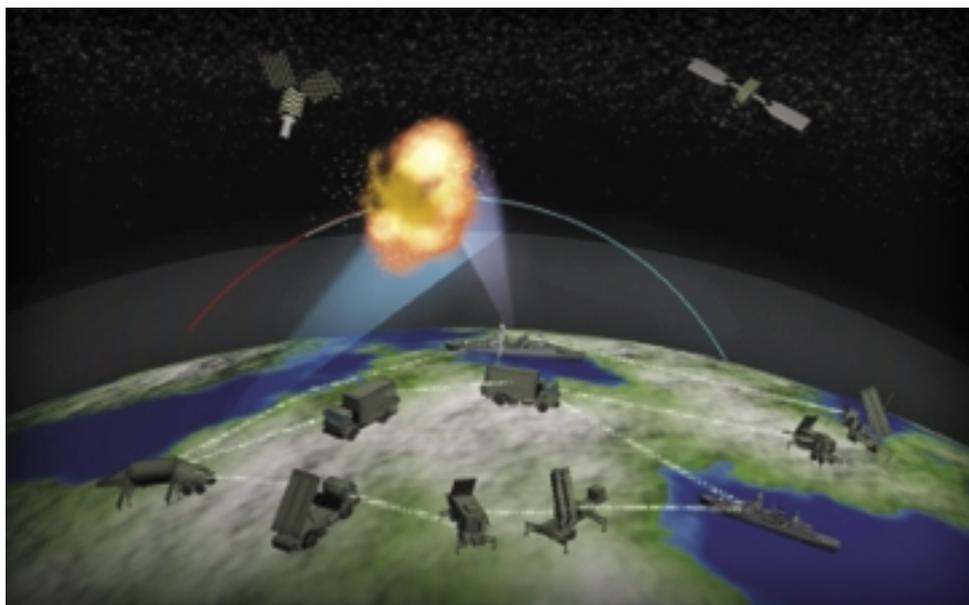


ACT's key role in the development of NATO's first ever territorial missile defence capability should be considered a lesson learned for capability development for Smart Defence.



A Precious Anticipation

This year in Chicago, NATO aims to declare Interim Operational Capability for its first territorial missile defence capability; it will protect NATO's 900 million citizens from the proliferating threat of ballistic missile technology and nuclear, biological and chemical weapons. The timely delivery of this capability hinged upon the use of prototypes developed under the Allied Command Transformation's (ACT) Experimental Programme of Work (Link-16 SAMC2 Interoperability Demonstrator/LSID and Extended Air Defence Planning Tool/PLATO) by the and Consultation, Command and Control (C3) Agency.

PLATO allows the Commander to plan and prepare for battle; LSID provides a situational awareness and missile engagement tool. Both of these prototypes were funded by ACT through forward-looking experiments at a time when the Alliance was only just beginning to examine the ballistic missile threat. A few years later, when NATO's operational community demanded fast-tracking of NATO missile defence, these prototypes were available as pragmatic and

fast-effective solutions for delivering NATO's first interim capability.

On the one hand, this shows the value of ACT's Experimental Programme of Work in delivering urgent operational capabilities to NATO and its member

Nations. On the other, it demonstrates the potential role of NATO Agencies, as a source of corporate memory and expertise, in strategic partnership with ACT, in leveraging various strands of work to address new threats and challenges in an effective and efficient manner.

Relevant and Accurate

This contribution of NATO Agencies is applicable to Smart Defence as a mindset — in addition to the Secretary General's mantra of prioritise, specialise and provide multinational solutions. NATO Agencies can therefore add to this mantra — reuse and recycle. It demonstrates the business value of the ability of NATO Agencies to ensure that various strands of work are visible, thereby enabling effective sequencing and coherence of NATO programmes to deliver what is needed as we approach new capability development. NC3A, and soon the NCIA, can and will play a part in this vital role, but only in concert with ACT.

Industry welcomes this approach, as prototypes (if shared early enough) lower its business risk (operational requirements are well validated), and ensure quicker delivery; Nations can also reuse these capabilities for national purposes, or – very much in the spirit of Smart Defence – launch multinational projects to further develop such prototypes if modifications are required, in partnership with Industry.

How to Embed This in Smart Defence?

The question is how do we guarantee that we are equally effective in using multiple strands of work, also in the future?

It all starts with ensuring that we have a comprehensive, common operating picture of current capabilities being developed.

This must be underpinned by a long-term perspective, so coherence and re-use should not rely on the individual being a common reference point; this is an added benefit. The ability to deliver and field capabilities that are engineered to be coherent, is achieved by taking a full life-cycle approach to system design across the full spectrum of National and Alliance programmes. With ACT we are taking the first steps towards the objective by establishing a design authority in the NC3A's Chief Technology Office.

The NATO APP Store

Another initiative must be to ensure visibility for all the development (and capabilities) that is ongoing. The NC3A is currently soliciting support for a NATO 'App Store' initiative that would make all applications that have been certified as eligible for release or reuse available via an easy to use online platform – for Nations and operational commanders, the App Store could also be used as a market to provide their own 'Apps' to other Nations.

The App Store would provide dramatic visibility of the valuable work being developed under the ACT Experimental Programme of Work, as well as in other areas; it would also be a Smart Defence tool for Nations and Industry – giving them insight into what is available as a starting point for either urgently meeting or fast-tracking industrial development.

Ready for the Future

ACT's mission is to ensure the Alliance is ready for new threats and challenges. The case study of the territorial missile defence capability directly supports ACT's mission by providing a coherent approach to capability development. In moving forward, NATO Agencies will support ACT and NATO overall in embedding this approach into the wider embodiment that is Smart Defence.

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