NATO/PFP UNCLASSIFIED

Under revision

HANDBOOK

The Defence Against Terrorism

Programme of Work

(DAT PoW)

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HANDBOOK

The Defence Against Terrorism Programme of Work (DAT PoW)

PURPOSE

The aim of this Handbook is to provide a "User's Manual" for DAT PoW stake-holders to include Lead and Supporting nations, NATO and national experts. It provides guidance on the programme's mission, objectives, policies, operating procedures, and other useful information such as Best Practices[1], and financial issues[2].

HISTORY

In immediate response to the Madrid bombings in March 2004, the Conference of National Armaments Directors (CNAD), proposed the Defence Against Terrorism Programme of Work (DAT PoW). It was subsequently endorsed by NATO's Heads of State and Government at the Istanbul Summit in June 2004.

Launched to bridge the gap between longer-term military and urgent operational requirements needed to better defend against terrorism, the DAT PoW focuses on existing and near mature technologies that can be delivered to operational forces within 3 years. Identifying short-term capability solutions remains the Programme's most important deliverable.

The DAT PoW offers a multi-national forum for information sharing and technical interoperability collaboration. Since its inception, the DAT PoW has evolved from the identification and initial development of new technologies, to the testing, evaluation and integration of such technologies, in a wide variety of demonstrations, tests and trials.

It currently contains 10 initiatives[3] focused on the most critical threats posed by terrorism and other asymmetric threats. They are:

Item 1:   Large Aircraft Survivability (LAS);

Item 2: Protection of Harbours & Ports (PHP);

Item 3: Helicopter Protection (HP);

Item 4:   Counter IED (C-IED);

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[1] See Enclosure 1

[2] See Enclosure 2

[3] Item 5: Precision Air Drop (PAD) (removed from programme as technologies are now with operational forces);

Item 6:   Chemical, Biological, Radiological and Nuclear Defence (CBRN)

Item 7: Intelligence, Reconnaissance, Surveillance and Target Acquisition (IRSTA);

Item 8:   Explosive Ordnance Disposal (EOD);

Item 9:   Defence Against Mortar Attack (DAMA);

Item 10:   Critical Infrastructure Protection (CIP);

Item 11:   Non-Lethal Capabilities (NLC)

The support of the Special Operations Forces Community could be also put in the context of DAT POW.

VISION STATEMENT

To provide a mechanism to rapidly identify, develop and deliver technical counter-measures as part of the Alliance's response to terrorism and other asymmetric threats.

MISSION STATEMENT & OBJECTIVES

In line with the Conference of National Armaments Directors' mission, "to enable multinational co-operation on the delivery of interoperable military capabilities to improve NATO forces' effectiveness over the whole spectrum of current and future operations", the DAT POW is to provide short-term technological solutions to enhance NATO forces' effectiveness in their fight against terrorism and asymmetric threats.

Objective 1**:** To equip operational forces with new or adapted technologies to detect, disrupt and defeat terrorists and other asymmetric threats.

Objective 2: To provide rapid response capabilities for the protection of civilian populations and infrastructure.

Objective 3:   To enhance NATO's response capabilities through multi-national technical collaboration.

Objective 4: To improve technical interoperability between NATO/national   civilian/military crisis response forces and organizations.

Objective 5:   To facilitate multi-national approaches for finding Alliance counter-measure solutions.

DAT POW POLICIES.

The CNAD has approved the following policies:

1) While countering terrorism remains a top NATO priority and should continue to be covered as part of the DAT programme, Force Protection against asymmetric threats should also be a major focus for the DAT POW. The programme's capability-based approach supporting expeditionary operations in a civil- military context should be strengthened as well.

2) The DAT PoW will address short-term NATO military requirements and will become more agile at addressing urgent operational requirements.

3) The following DAT PoW Measures of Effectiveness have been established to guide project work. Projects will:

> - Exploit readily available and/or emerging technologies with a realistic prospect for integration into a capability.

- Be tied to military requirements.

- Have a 3-year planning horizon.

- Be harmonized with similar projects within the Alliance.

- Be coordinated with relevant MAG sub-groups.

DAT POW GOVERNANCE, METHODOLOGIES & MECHANISMS

Governance Approach.

The DAT PoW was designed to mitigate cumbersome bureaucratic procedures through the development of a "Lead Nation" concept. Each DAT POW initiative is brought forward by individual Lead Nations so as to leverage the capacities of national governments, industry, science and research, and thereby accelerate counter-measure development and fielding.

Lead Nations.

Nations with the capacity and competence to provide the leadership to coordinate, plan, and complete technology projects to meet urgent military requirements. Within the organizational framework created by the Lead Nations, other nations, to include Non-NATO nations , when approved, can act as Supporting Nations to coordinate sub-projects and activities. In order to foster a broader exploitation of national capabilities and expertise, an initiative can be transferred from Lead Nation to another Lead Nations when necessary to further contribute to the development of that capability. Nations may wish to give specific responsibilities, including leadership of a DAT POW item, to multinational cooperation models, such as Centres of Excellence or multinational Headquarters.

Methodology.

In order to meet pressing military requirements, Lead Nations leverage a non-traditional technology development process by collaborating with the operational community, NATO bodies, national battle-labs, research organizations, and Industry.

DAT POW projects have been guided by requirements formulated by the Strategic Commands and approved by the Military Committee (MCM-0035-2008, updated by IMSM-0167-2010). In the future, requirement setting for DAT POW will become fully integrated with the NATO Defence Planning Process (NDPP). The current practice of DAT POW specific military requirements will be replaced with the inclusion of DAT requirements in the set of capability requirements and statements to be developed under the NDPP. This will enhance overall coherence and prioritisation in the future.

Nations indicated that an overly centralised top-down approach would be detrimental to the flexibility of the DAT programme, erode the role fo Lead Nations, and possibly not address important national capability shortfalls. It is therefore essential that the NDPP top-down approach be matched with concrete project proposals by Lead and Supporting Nations.

Mechanisms.

NATO Counter-Terrorism Coordinator (NCTTC). The NCCTC[4] is the overall coordinator of the programme and its budget. The NCCTC provides a programme report at each semi-annual CNAD.

The Counter Terrorism Technology Unit (CTTU). The CTTU[5] provides staff support to the programme and serves as a clearing house for DAT PoW activities and requirements.

Measures of Effectiveness (MoEs). MoEs have been developed to provide guidance to Lead Nations in the conduct of their work. Projects must:

    a.   Exploit readily available technology that has a realistic prospect for integration into a capability;

    b.   Be responsive to a military requirement;

    c.   Have a maximum 3 year planning horizon;

    d.   Be harmonised with other relevant efforts undertaken within the Alliance;

    e.   Be coordinated with relevant MAG sub-group.

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[4] Currently DASG for Armaments, Defence Investment Division, NATO HQ

[5] Currently under Armaments Programmes Support Section (APPS) , Armaments Directorate, Defence Investment   Division, NATO HQ)

Exit Criteria. The following Exit Criteria have been formulated to evaluate the progress and results of each initiative:

a) Military Requirements/Lead Nation Objectives for item have been met;

b) Product, technology or concept adopted by NATO operational forces;

c) Force Proposal developed;

d) Concept of Employment developed;

e) NATO Statement of Requirement developed;

f) STANAGS detailing technical interoperability requirements proposed.

DAT PoW workshops.   DAT PoW workshops are held semi-annually to take stock of programme results, exchange information on specific initiative work, identify best practices, lessons learned and challenges, and to develop recommendations for decision by the National Armaments Directors.

Briefing Days. DAT PoW has organised and developed means of building a community of interest, such as ISAF Counter-Improvised Explosive Devices Briefing Day and Force Protection Briefing Day.

Technical demonstrations and exhibitions. These venues provide a collaborative framework to enhance technical interoperability, provide Industrial outreach, and identify and promote technologies.

Financial Regulations. DAT PoW financial regulations and fiscal management procedures are contained in DI-ARM(2008)0019-REV1 (see enclosure 2).

Annual Stock-taking reports. Lead nations provide annual reports to summarize their work and achievements over the previous year. The detailed format for the Item Roadmap may be found at Annex 10 of D-ARM(2008)0019-REV1. Annual stock-taking reports are due 1 March annually (see enclosure 2).

Project Proposal. Lead Nations submit project proposals which clearly define objectives, benefits to NATO and projected NATO & national financial costs. The project proposal template may be found at Annex 3 of DI-ARM(2008)0019-REV1.   Project proposals are due 15 September annually for the subsequent budget year (see enclosure 2).

Project Report. Each budgeted project requires the submission of a project report providing objectives, description of work conducted, results achieved and outcomes and benefits to NATO. The detailed template for project reposts may be found at Annex 6 of DI-ARM(2008)0019-REV1. These reports are due upon completion of the project. They are also needed to authorize payment for the project (see enclosure 2).

Roadmaps.   The DAT PoW is managed through the development of specific initiative roadmaps. Roadmaps provide information on project objectives, deliverables, status of work, plan of action and milestones. A detailed format for the Item Roadmap may be found at Annex 10 of D-ARM(2008)0019-REV1.   Updated roadmaps are due 15 September annually (see enclosure 2).

The DAT POW website. A password-protected website has been set up in order to distribute information on DAT POW projects and activities. As the Defence Investment Portal is being developed, the DAT POW website will be updated with a particular focus on enhancing the exploitation of the programme's deliverables (project reports, outcome of demonstrations, study reports, etc.).

The NATO Counter-Terrorism Technology Development Programme (NCTDP).   The NCTDP was launched in 2006 to provide a "matching service" between DAT PoW customer technical needs and service provider solutions. Through this web-based tool, DAT PoW stakeholders could post their technical requirements and registered Industry or other service providers could identify and propose technical solutions.   The NCTDP is currently being reviewed in order to enhance its outreach function to the industry and promote multinational acquisition building on DAT POW deliverables.   [NAMSA is currently developing a proposal which will be briefed to NADREPs and further developed for inclusion in the Handbook].

The DAT POW NETWORK

Through the numerous DAT PoW activities, a network of national counter-terrorism and asymmetric warfare experts, industries, NATO Bodies and Agencies, Centres of Excellence, national battle-labs, and with other international organizations has been developed. Practical operational advice and expertise is provided by the Strategic Commands' (SC) in such joint efforts as the annual ISAF Counter IED Briefing Day and Force Protection Briefing Day.

The DAT PoW is also integrated within the broader CNAD Armaments community. DAT PoW items are aligned with MAG sub-groups. Each initiative has a correspondent armaments community; The MAG Sub-Groups are more mid-term and long-term oriented while the DAT POW focuses on short-term. The MAG Sub-Groups could also participate in the identification of relevant issues for the DAT POW. A DAT POW synchronisation matrix aimed at intensifying cooperation across the CNAD substructure is attached at enclosure 3.

The Research and Technology Organization (RTO) has conducted numerous scientific studies in such areas as Electro-Optical counter-measures, and Information Fusion in asymmetric operations. The NATO Industrial Advisory Group (NIAG) conducts industrial studies in direct support of the DAT POW.

Concerning the NATO Defence Planning Process (NDPP), while the full framework for its implementation is still a "work in progress", the DAT POW plays a key role in supporting the levels of ambition for the NDPP.   As a material solution provider, DAT POW technical

demonstrations, tests and trials provide venues for promoting and integrating existing multi-national technologies, testing and trialling near mature multi-national technologies, and contribute to overall multi-national technical interoperability. Hence, DAT POW is mainly contributing to the NDPP step 4 "Facilitating Implementation". However, the DAT POW can also play an advisory role on technology development and its network of technical experts, military operators, Industry, Academia, battle-labs and CoEs provides an ideal collaborative "test-bed" for seeking practical and effective material solutions based on requirements.

Finally, Lead Nations are encouraged to coordinate their activities with other programmes of work such as ACT's Experimentation POW, the NATO Military Training and Education Programme, NATO's Science for Peace Programme, and other programmes conducted by NATO Centres of Excellence. To that end, representatives from these various bodies are invited as regular participants in the DAT POW Workshops.

PARTNERSHIPS

The CNAD has taken concrete steps to encourage the participation of Non-NATO Countries (NNCs). Now, under certain criteria, six of the DAT initiatives are currently open to NNC participation. NNCs may increase their involvement in the DAT POW by actively participating in projects, proposing new projects focused on national "niche" expertise where they are prepared to take the lead, or offering ranges or special facilities.

At the Fall 2007 DAT POW Workshop most participants agreed there are technical and political imperatives to increase NNC participation in the DAT PoW. A set of proposed criteria for NNC participation[6] was reviewed with a view towards providing a useful basis for evaluating proposals from nations who wish to participate in specific activities. However, nations wished to have some flexibility in applying these criteria. Precise measures to safeguard sensitive technologies and industrial knowledge must be guaranteed. Participation should not be expanded to where the efficiency of the working groups are affected. Additionally, a decision to open specific activities must be taken in compliance with Alliance policies governing various categories of NNCs (PfP, MD, ICI, and Contact Nations). From these discussions, it was concluded that interested NNCs should be invited to formally provide proposals as to how they could contribute to the programme (activities, expertise, etc.). These proposals will be considered by Lead Nations who will make a recommendation to the CNAD. Where necessary, final approval will be sought from the appropriate Alliance political body. Each NNC's request will be considered on a case-by-case basis.

SUMMARY

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[6] Criteria were: NNC provides added value to DAT PoW area ; is already active in supporting CNAD group, puts forward concrete proposals for this participation, and NATO security regulations are met.

This handbook is designed to provide the user with a ready reference guide on the DAT PoW. It will be updated periodically

Enclosure 1

DAT PoW Best Practices

Introduction: This chapter highlights procedures and methodologies that have proven useful for Lead and Supporting Nations in their DAT PoW work.

Project Organization & Management

1) Best Practice.   Ensure "top down "support.
   Observations.

   - PAD Lead Nation Chair was also US PAD project manager;

   - DAMA: NE & NO assigned full-time experts to manage initiative with full support from national research organizations.

2) Best Practice: Align DAT POW item with MAG sub-group.

   Observations.   See Footnote[7]

3) Best Practice.   Focus on existing & maturing technologies.

   Observations.

   - PHP, CIP & DAMA: Integrated "off the shelf" ground, air, maritime sensor technologies.
   - PAD: Activities demonstrated and promoted existing PAD technologies.
   - IRSTA: Activities leveraged existing technologies and NATO   standardized ISR reporting procedures

4) Best Practice: Use a "Work Break-Down Structure" (WBS).

    Observation.   "DAMA Framework" created[8] providing structure to organize division of labour and overall project activities.

 5) Best Practice.   Scope the work.

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[7] LAS aligned with NAFAG ACG 3 (Survivability); PHP with NNAG MCM 2 (Underwater Engagement); MCM 5 (C 2); MCM 8 (EW). PAD with NAFAG Joint PAD Capability Working Group; CBRN: with NAAG JCGCBRN.; IRSTA with NAFAG JCGISR and ACG 3   (Survivability). ; DAMA: with with NAAG LCG 4 (Ground-based Air Defence; ; NLC with NAAG TG 3

[8] (Prevent; Protect; Detect; Intercept; Warn; Attack; Command & Control)

Observations.

- C-IED: Integrated Planning Team formed to identify major areas for initiative work.
DAMA/NLC: Surveys sent to nations in order to identify national needs, scope activities and focus work.

6) Best Practice: Conduct NIAG industrial feasibility studies[9] .

Observation.   Industrial expertise leveraged to assist Lead Nations with initial identification of promising and technically ready technologies and for attracting industry participation.

7) Best Practice: Set manageable objectives and timelines for initiative.
Observations.

- PHP/ISR/CIP: Work would culminate with Proof of Concept demonstrations.
- PAD: Initiative would capitalize on existing national PAD development programme and terminate upon delivery to forces.
- DAMA: NLD & NOR both planned for a 2-3 year timeline for work, with focus on existing and/or near maturing technologies.

8) Best Practice: Focus on technology with high technical readiness to meet delivery levels of ambition (2-3 years).
Observations.

- PHP/ISR/CIP: Work focused on available sensor technologies for joint operating environment.
- PAD: Numerous nations now purchasing "off the shelf" PAD systems & technologies demonstrated and promoted in DAT POW initiative.
- DAMA: Counter-mortar "Sense and warn" technological concept now in use in ISAF.

9) Best Practice: Focus on "NATO solutions".
Observations.

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[9] NIAG SG 82 - UUVs for Harbour Protection ; NIAG SG 83 - Vulnerabilities of helicopters to ground attack: NIAG SG 84 - Technologies to counter IEDs; NIAG SG 85 - CBRN stand-off technologies; NIAG SG 87- New technologies for ISRTA; NIAG SG 86 - NATO Integrated Harbour barrier System; NIAG SG 94 - PAD technologies; NIAG SG 96 - Systems for DAMA NIAG SG 109 – Critical Infrastructure Protection

- PAD: Non-proprietary PAD mission planning software developed; Interchangeable Joint Mission Planner developed (C-17/C-160/C-130); Interoperable Wireless Gate Release System developed for launching of multiple loads.
- DAMA, PPH, ISR & CIP: Technological concepts focused on national sensors integrating into common battle-management system.

Conduct of Technical Demonstrations

10) Best Practice: Attracting Industry.
Observations.

- Waive Industry participation fees, but Industry should cover all other costs.
- Develop "Operational Expert Teams" to observe the company demonstrations and provide feedback to Industry.
- Define theme, objectives, scope and operating parameters early and refuse all exceptions.
- Send invitations to Industry via NADREPs and NIAG 15 months prior to event.

11) Best Practice: Conduct larger scale NATO tech Demos every 3-4 years.
Observations.

- Continue organizing Tech Demos under NATO banner - great interest from Industry.
- Provides for high awareness of available and nearly mature technologies and provides opportunity for both large and smaller companies.

12) Best Practice: Conduct early and sufficient planning conferences.
Observations.

- Conduct initial planning conference (IPC) 13-15 months prior (scope, objectives, and basic scenarios provided discussed);

- Conduct MPC 6 months prior (detailed scenarios provided; detailed discussions on logistic/funding requirements);

- Conduct FPC 2 months prior (final coordination conducted).

15) Best Practice: Encourage an interaction between operators and Industry
Observation. At BELCOAST 09 there was open exchange between operators and industry during scenario play allowing for frank assessments of technologies and operational needs.

16) Best Practice: Conduct sufficient visitor opportunities.

Observation.   At BELCOAST 09, a VIP and separate Subject Matter Expert day conducted. Observers were allowed to view "Cluster work" throughout two week period.

Item 3:   Engaging Stake-Holders

17) Best practice: Conduct early information campaign with stake-holders.
Observation: Brief relevant bodies at NATO to include NADREPs. MCWG (COOP) with partners, coordination with Strategic Commands and one on one meetings with specific PfP nations.

19) Best Practice: Leverage extant work in subject area.
Observation.   Non-Lethal Capabilities initiative is leveraging foundational work of NAAG Quick reaction Team (Non-Lethal Weapons), Topical Group 3 (Non-lethal Weapons) & RTO SAS-035 (Non-Lethal Weapons Effectiveness).

20) Best Practice: Modify scope to meet needs of stakeholders.
Observation.   NATO SOF Coordination Centre invited to identify their SOF requirements for NLC. With 15 additional SOF–related operational tasks added to NLC task list.

21) Best Practice: Conduct active engagement campaign.

Observation.   Twenty one (21) PAD meetings and activities conducted with stake-holders, and twenty (20) DAMA working groups/activities conducted to engage stake-holders and monitor/coordinate work. Both technologies now in ISAF.

22) Best Practice: Offer incentives to Industry.
Observation.   PAD demos offered important opportunities for PAD "niche" industry, with provision of "free" flight time for industry to exercise their technologies.

23) Best Practice: Develop forums to support NATO operational community

Observations.   Annual ISAF IED Briefing Day created to serve as "real-time" forum for ISAF Troop Contributing Nations, subject matter experts and armaments community to provide feedback and identify operational shortfalls.   Annual Force Protection Briefing Day instituted for relevant communities to discuss force protection issues.

24) Best Practice: Develop strategic partnerships
Observations.
  • The CNAD has recognized political, operational and technical reasons to expand Non-NATO Country (NNC) participation. Qualified[10] NNCs may now participate in 60% of the DAT PoW items.

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[10]   NNC participation criteria: a) NNC should be active in supporting CNAD groups & work; b) provides concrete proposals for its participation; c) meets NATO security regulations

- BELCOAST 09 provided opportunity to showcase work to potential strategic partners such as EDA, French Gendarmerie, international think-tanks and organizations.

Item 4:   Harmonizing complementary work

25)   Best Practice: Coordinate and reinforce complementary DAT PoW work.
       Observations.

- A joint Proof of Concept technical demonstration ("Tech Demo 08", Eckenforde, Germany, Sep 08) was conducted by German-led DAT 7 (ISRTA) ,with Italian-led DAT 2 (PPH) and Belgian-led DAT 10 (CIP), and JCGISR support. A network-centric collaborative target detection, characterization and management sensor "system of systems" was successfully used against multi-dimensional/multi-environment threats.
- TechDemo 08 exploited data models and encodings developed in the MAJIIC programme and supported NATO's Network Enabled Capabilities (NNEC) project.
- DAT PoW supported JCGISR & ACG 3 (Survivability) ISR Trials focused on enhancing technologies and procedures for networked cooperative geo-location, ISR data exchange processes, Time Sensitive Targeting, and enhancements to common operating picture.
- Exercise Northern Challenge, hosted annually by Iceland, provides a forum for EOD specialists to improve IED "Render Safe" procedures.
- DAT 4 (IED), DAT 6 (CBRN) & DAT 8(EOD) collaborated on a joint C-IED-EOD-CBRN demonstration and seminar to enhance skills of EOD specialists in detecting, analyzing and neutralizing potential improvised chemical and biological explosive devices.

26)   Best Practice: Use existing NATO standardized procedures.
       Observations.   At Eckenforde, through NATO standard reporting standards in NATO ISR Interoperability Architecture (AEDP-2), all C2 cells[11]   were able to exchange information to form a common operational picture. This validated technologies and procedures for target detection and management in a networked and multi-dimensional/environment.

27)   Best Practice: Develop framework for joint work.

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[11] Camp Protection Operations Centre (CPOC)); Joint Exploitation Cell (coordinated wide area aerial surveillance and reconnaissance); Maritime Sensor Cell (monitored maritime surface and sub-surface sensors),

Observation. DAT PoW "Harmonization Framework" developed and exercised for Tech Demo 08[12]:

Item 5:   Leveraging Resources & Expertise

28)   Best Practice: Use "Lead/Support Nation" concept.
Observation.   "Lead/Support Nation" concept allows for a multi-national approach with national capacities leveraged and cost-burdens shared.

29)   Best Practice: Leverage national contributions.
Observation.   DAT PoW encouraged resource contributions by supporting nations to include hosting of demonstrations and logistic support contributions (aircraft for PAD, battle-lab expertise, use of military facilities and ranges etc.) by lead/Supporting nations.

30)   Best Practice: Form partnerships with relevant NATO/ national agencies.

Observations.

- PPH: NATO Underwater Research Centre.
- PAD: Natick Labs, USA; Centre de Lancement de Missiles (CELM), France.
- CBRN: DRDC Suffield/Valcartier in Canada; Multi-national CBRN Battalion.
- DAMA: US Counter-Strike Task Force at Fort Sill; Air & Missile Defence Battle Lab at Fort Bliss; Netherlands TNO; Norwegian FFI.
- NLC: Joint Non-Lethal Weapons Directorate, USA; DRDC, Valcartier, Canada
- CoEs: DAT CoE (TUR); CoE (CBRN); CoE (EOD); CoE (C-IED)[13].

31)   Best Practice: Exploit strategic opportunities.
Observation.   Demonstrations such as BELCOAST allowed opportunities for potential strategic partners such as EDA, law enforcement agencies etc. to observe DAT PoW work.

Item 6:   Information Management

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[12] a) Identify likely common threats (ground/air/maritime intrusions) ;b) Craft likely scenarios; c) Identify lessons learned and useful technologies; d) Test technologies with emerging concepts and doctrine; e) Reflect Alliance political guidance and address military requirements; f) Synchronize work with applicable NATO bodies and other lead nations; g) Operationalize and harmonize work through technology demonstrations

[13] CoE (EOD) & CoE (C-IED) are in the process of NATO accreditation

32)   <u>Best practice</u>: Develop system to share information.

    <u>Observation</u>.   DAT PoW web-site created with Public and controlled access with longer term intention to hyperlink to other websites.

33)   <u>Best Practice</u>: Create archiving tool.
    <u>Observation.</u>   Web-based "DAMA Tool Box" created to archive reports,   QUAD charts, etc.

34)   <u>Best Practice</u>:   Provide forums for information exchange.
    <u>Observation</u>. DAT PoW Workshop, ISAF IED Briefing Day, Force Protection Briefing Day established to provide venues for information exchange.

35)   <u>Best Practice</u>: Provide practical updates on the DAT PoW.
    <u>Observation</u>.   DAT POW report by NATO Counter-Terrorism Technology Coordinator published semi-annually to CNAD; Lead Nations provide stock-taking reports annually.

<div align="right">Enclosure 2</div>

Subject: ANNUAL DAT POW PLANNING AND FUNDING PROCESS –

DI-ARM(2008)0019-REV1

References: (a)   DI-ARM(2008)0019

(b)   NATO Financial Regulations

1.   Following recommendations of the NATO Financial Controller's Office in 2007, Reference A was published to align DAT POW financial management procedures with Reference B. Based upon initial experience with these procedures and feedback by nations, the Financial Controller, and the International Board of Auditors, a revision to Reference A is hereby published.

2.   The main objective of this revision is to streamline the relevant procedures and assist Action Agents[14] (AAs) in carrying out their DAT POW fiscal responsibilities, formulating their funding requests, and facilitating the reimbursements of payments.

■   In order to facilitate work at national level, the general rule is that national financial regulations including national procedures for competitive bidding will be applicable to projects conducted by national Action Agents. NATO will pay service providers upon receipt of the necessary documents (See Annex 2, para. 3.2.) VAT excluded.

4.   The different steps in the DAT POW planning process and templates for the different inputs into this process are outlined in the following Annexes:

4.1   Annex 1: overview of the "Annual DAT POW Planning Process" identifying main activities, timelines, responsibilities and deliverables of the different steps in the DAT POW planning process.

4.2   Annex 2: guidelines for "DAT POW Financial Management" both for nations and NATO bodies.

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[14]   Action Agent is normally the Lead, Supporting, Host nation, or NATO agencies/bodies.

4.3　　Annex 3: "DAT POW Project Proposal" template, which serves as the key document for AAs to provide justification and request funding for projects, and upon which both funding allocation and commitment decisions will be made.

4.4　　Annex 4: "DAT POW Funding Confirmation Letter" template, which will be forwarded to AAs confirming the committed funding for the respective activities.

4.5　　Annex 5: "DAT POW Project Payment Cover Letter" template, which AAs will submit forwarding detailed original invoices for the activity, confirming that work conducted met project objectives and that a competitive bidding process was conducted in accordance with national rules and regulations.

4.6　　Annex 6: "DAT POW Project Report" template, which is due upon completion of the project work/activity/event.　It will serve as evidentiary documentation on the project/activity.

4.7　　Annex 7: A "DAT POW Annual Stocktaking Report" template, due annually by 1 March from Lead Nations.

4.8　　Annex 8: "Anticipated DAT POW Activities & Financial Estimate" template due from all Action Agents by 1 May, annually, for projected activities in the subsequent year.

4.9　　Annex 9: Overview of "Authorized and Non-authorized DAT POW Expenditures".

4.10　　Annex 10: The "DAT POW Roadmap" template for the respective DAT items to be updated by Lead Nations annually and submitted to CTTU by 15 September.

5.　　As a transitional measure and in order to limit the administrative burden for nations, the NATO Headquarters Contract Awards Committee agreed direct payment to suppliers by NATO for 2007 projects above the EURO 18,000[15] threshold for competitive bidding. However, Nations requesting payment for 2007 projects and activities must still provide a cover letter confirming value of work and a project report, along with the original invoice(s) for these projects.

6.　　POCs are Françoise Perret (Team Leader, CTTU) at 0032 2 707 4815 and Marc Lieber (CTTU) 0032 2 707 7919, or "ctu@hq.nato.int".

(Signed)　Richard FROH

Annexes:　10

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[15] Financial Limits of Discretionary Powers (EFL)

ANNUAL DAT POW PLANNING PROCESS

No	Activity	Timeline	Responsibility	Sent to	Deliverables
1	Publishing DAT budget allocations for the current year	January	DASG (ARM)	Nations	Memo to Nations
2	Current year DAT Budget commitments	February/ March	DASG (ARM)	Financial Controller's Office	• Commitment forms • Commitment numbers
3	Stocktaking reports on the results of the previous year's work	1 March	Lead Nations	DASG (ARM)	Stocktaking reports for the previous year (Annex 7)
4	Semi-annual NCTTC[1] DAT Progress Report to Spring CNAD	1 April	DASG (ARM)	CNAD	Report on the results from the previous year
5	CNAD	Late April	CNAD	Nations	DAT Report approved
6	Anticipated LN[2] activities list and preliminary financial estimates for the next year (Annex 8).	1 May	Nations	DASG (ARM)	Initial plans for the next year
7	Submission of DAT budget proposal to the Civil Budget Committee (CBC)	31 July	DASG (ARM)	ASG DI / CBC	DAT budget proposal for the next year
8	• Lead nations provide updated Roadmaps (Annex 10) • All AAs provide project proposals (Annex 3) for the next year • Action Agents notify CTTU if they can not use all committed funds	15 September	Lead Nations/ Action Agents	DASG (ARM)	• Project proposal (Annex 3) • Proposals for roadmaps update (updates to Annex 10) • Notification to CTTU should AA be unable to use committed funds
9	Semi-annual NCTTC[1] DAT Progress Report to Fall CNAD	1 October	DASG (ARM)	CNAD	• Report on the results from the current year • Roadmap updates for the next year.

10	CNAD	Late October	CNAD	Nations	DAT Report approved
11	Approved DAT Budget for the next year	December	Civil Budget Committee (CBC)	ASG/DI	DAT Budget
12	Reimbursement of invoices for POW DAT activities	35 days after receipt of original invoice	DASG (ARM), Financial Controller Office	Action Agents	Money transfers

[1]   NCTTC = NATO Counter-Terrorism Technology Coordinator (DASG/ARM)

[2]   LN = Lead Nation

        AA = Action Agent

ANNEX 2

DI-ARM(2008)0019-REV1

DAT POW FINANCIAL MANAGEMENT

Projects conducted by Nations

2.1.   In general, national regulations will apply for projects conducted by Lead, Supporting, and Host Nations.   If required by national regulations, Nations are responsible for conducting a competitive bidding process between potential suppliers.

2.2.   For joint demonstrations (two or more Lead Nations involved), an agreement must be signed by all parties which clearly outlines how DAT PoW resources will be allocated for the joint event.   Appropriate authorities in the respective nations should sign the agreement (i.e. NADREP).   Having the division of funds clearly established prior to the event will preclude any confusion after the event.

2.3.   NATO will pay service providers upon receipt of Annexes 5 and 6.   As a reminder, NATO is exempt from paying Value Added Tax[16].   Thus, NATO will only pay for the goods and services reflected on the invoice, not VAT[17].   This provision will be explicitly indicated in the DAT PoW Funding confirmation letter (Annex 4). Nations are responsible to take the relevant measures for the application of this provision in the field of their national financial rules and to inform their service providers.   If required service providers will receive a NATO Tax Exoneration Certificate.

3.   Projects conducted by NATO bodies

3.1.   NATO Financial Regulations will apply.

3.2.   If required, the NATO Counter-Terrorism Technology Coordinator will establish an "ad hoc" review board, composed of NATO staff and relevant subject matter experts from nations in order to provide technical advice to the NATO body responsible for the competitive bidding process.

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[16]   NATO is exonerated from all taxes in application of Articles 9 & 10 of the Ottawa Agreement and conforming to the regulations of Ministerial Decision N ET 580L/620 dated 22 February 1967, including VAT in application of CM N 67/1970, 13, (article 42, 3, 3 of Code)

[17]   A VAT Exoneration Certificate will be provided via DI/ARM/CTTU

4.   Payment Process

4.1.   Nations may request, via the CTTU, an advance payment of up to 40% of an activity's funding allocation for activities conducted by national administrations. Nations must forward an original letter/request (E-mails and FAXs will not be accepted).

4.2.   Payment by NATO to service supplier will occur upon receipt of the "DAT POW Project Payment Cover Letter" (Annex 5) confirming the project (or a project phase) has been accomplished, that all work conducted met the stated project/phase objectives satisfactorily, and applicable financial regulations respected.   Payment is also contingent upon receipt of a project report (see Annex 6).

DAT POW PROJECT PROPOSAL

DAT POW [year]

DAT POW item (e.g. C-IED, CBRN, etc.)

[NATION]

1. KEY INFORMATION

Project Name	
Type of Activity	*e.g. demonstration, trials, conference, exercise, etc.*
Company / Institution	
Project/Trial Manager	(coordinates)
Responsible Government Organisation	*e.g. Nation's Armaments Directorate*
Project Supervisor	*(from the Government Organisation; coordinates)*
Proposed Start Date	(month/year)
Planned Completion Date	(month/year)
Duration	months

2. PROJECT ABSTRACT

(Concise information on the project importance, scope, expected results, and benefits for NATO) – up to 30 lines

3. PROJECT SUMMARY

3.1. OPERATIONAL REQUIREMENTS AND/OR SHORTFALLS.

CURRENT TECHNOLOGICAL SITUATION.

3.2. **PROJECT OBJECTIVES**

| |
| |

3.3. **DELIVERABLES**

| |
| |

3.4. **ANTICIPATED BENEFITS FOR NATO**

| |
| |

3.5. **EXPLOITATION AND DISSEMINATION OF RESULTS**

| |
| |

4. PROJECT ORGANISATION

4.1. **SCOPE OF WORK**

| |
| |

4.2. **PROJECT TIMELINE AND MILESTONES**

DEADLINES	TASKS	EXPECTED RESULTS

4.3.   RISK ASSESSMENT

TYPE OF RISK	RISK LEVEL	ANALYSIS / CONTINGENCY
	(low-medium-high)	

5.   BUDGET AND FUNDING

5.1.   BUDGET BREAKDOWN

Total Cost of the Project:	EUR
Funding sources:	EUR
1.	EUR
2.	EUR
3. Requested DAT POW Funding	EUR

5.2.   OUTLINE OF COSTS TO BE COVERED BY DAT POW

CATEGORIES	COSTS
	EUR
	EUR

	EUR
	EUR

5.3.   Coordinates of Project Manager to include: Name, mailing address, telephone number and e-mail address

DAT POW Funding Confirmation Letter

From: NATO Counter-Terrorism Technology Coordinator

To: (Project Manager)

Subject: DAT POW Funding Confirmation Letter

1.   Your project has been approved and €_____ will be allocated from the 20__ DAT POW budget. Your commitment number is _____.

2.   Please note that your national regulations must be applied for contracting potential suppliers, including a competitive bidding process if required.

3.   After receipt of a "Payment Cover Letter" (see Annex 5), and a Project Report (See Annex 6). NATO will reimburse service providers indicated in that letter.

4.   Be advised that NATO is exonerated from all taxes in application of Articles 9 and 10 of the Ottawa Agreement, to include VAT[4]. Thus DAT PoW reimbursements will be for project work only. If required, Action Agents should request to receive a VAT exoneration certificate from NATO.

[4] A VAT Exoneration Certificate will be provided via DI/ARM/CTTU

ANNEX 5

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DAT POW PROJECT PAYMENT COVER LETTER

To: The NATO Counter-Terrorism Technology Coordinator (CTTU/DI), NATO Headquarters, 1110 Brussels)

From: (Project Manager)

Subject: **PAYMENT REQUEST FOR DAT POW PROJECT**

1.   I herewith request the payment for _____ (name of project, DAT PoW item and project commitment number).

2.   All work conducted met the stated project/phase objectives satisfactorily, and at Enclosure 1 you will find a project report.

3.   I hereby confirm that the project/activity has been conducted in accordance with national rules and regulations.

4.   At Enclosure 2 you will find the original invoice(s) for goods and/or services provided. The following reimbursement is requested on the bank account mentioned below:

ACTIVITIES	COSTS
	EUR
	EUR

TOTAL	**EUR**

Bank Name & Address

SWIFT Code

IBAN

(Name of Project/Activity/Trial Manager)

Enclosure 1: Project Report

Enclosure 2:   Invoice(s)

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ANNEX 6

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DAT POW Project Report

After completion of the activities a project report is due containing as a minimum:

- DAT POW item
- Title of the activity
- Type of activity
- Timeframe
- Location
- Planned objectives
- Description of the work done
- Achieved results, including digital photos if possible
- Outcomes and benefits for NATO

ANNUAL DAT POW STOCKTAKING REPORT

(Report due from Lead Nations by 1 March annually)

The report should not exceed 10 pages and should include as a minimum:

I. Description of the activities conducted in the previous year:

1. Title

2. Period

3. Objectives

4. Outcomes and benefits to NATO (photos will be most welcomed)

5. Participation

6. Amount of national financing for each activity

II. Update on the planned activities in the current year

1. Title

2. Period

3. Objectives

4. Expected outcomes and benefits to NATO

5. Amount of national financing for each activity

III. Lessons learned/Best Practices and proposals offered to improve the DAT POW.

[NATION]

ANTICIPATED ACTIVITY/PROJECT LIST AND PRELIMINARY FINANCIAL ESTIMATES FOR [NEXT YEAR]

(Due by 1 May annually, copy to the Lead Nation NADREP)

No	POW DAT Item	Title of activity	Type of activity	Objectives	Expected POW DAT funding, €

DAT POW Authorized/Non-Authorized Expenditures

1. *The following are authorized expenditures:*

Renting of equipment - IT, projection, conference/exhibition areas and others directly related to the event;

Hiring interpreters for the event;

Shipment of materiel;

Procurement of testing materials and/or consumables (POL, paper, CDs);

Development of tools and equipment;

Studies, scientific research, experimentations, tests;

Development of handbooks, instructions, catalogues, etc. for use by all NATO nations and coalition forces;

Development of IT tools, programs, databases, websites, etc. for use by all NATO nations and coalition forces.

Subsidies for use of unique military/government services and use of facilities (laboratories, ranges, safety equipment)

2. *The following are not authorized expenditures:*

Cocktails/Receptions

Procurement of IT and communication equipment: PC, laptops, printers, phones, etc.

Procurement of facilities

Procurement of furniture/Procurement of vehicles

In general, no procurement of long-lasting materiel, equipment, and devices, which will remain for further use after completion of the activity.

Subject	ROADMAP for DAT POW Item ___	Updated (date)
Objectives	.	
Deliverables		
Lead Nation Lead Body		
Supporting nation, Supporting bodies and co-ordination requirements		
Total Known Budget		

Date	Key Activities and Milestones	Bodies and Nations Involved	Resources

Current status	
Way ahead	
Assessment: (GREEN, YELLOW or RED)	

Remarks

DAT PoW Initiatives coordination with MAGs

ITEM/ DAT Poc	LEAD NATION	LEAD GROUP
DAT POW - MAGS COORDINATION INFORMATION MATRIX		
1. Large Aircraft Survivability (LAS)	UK	ACG3 NAFAG
2. Protection of Harbours and Ports (PHP)	IT	MCG1, MCG3 + MCG5
3. Helicopter Protection (HP)	BU	LCG8 LCG2
4. Counter Improvised Explosive Devices (C-IED)	SP	LCG7+ LCG6, JCG CBRN
5. Precision Airdrop(PAD)	US	ACG5-JPACWG
6. Chemical, Biological, Radiological and Nuclear Defence (CBRN)	FR	JCG-CBRN ACG2
7. Intelligence, Reconnaissance, Surveillance and Target Acquisition (ISRTA)	US (to be confirmed)	JISRCG LCG6
8. Explosive Ordnance Disposal (EOD)	SK	LCG7
9. Defence against Mortar Attack (DAMA)	NO	LCG3 + LCG4
10. Critical Infrastructure Protection (CIP)	BE	NNAG NAAG
11. Non-Lethal Capabilities (NLC)	CA	TG3

* Initiative 5, Precision Airdrop was successfully closed.