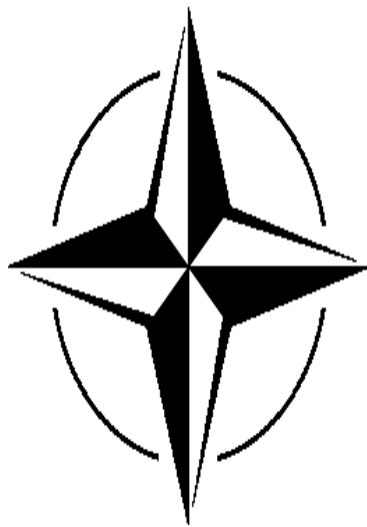


**LIFECYCLE INTEGRATION
CNAD PARTNERSHIP GROUP
(LCI-CPG)**



HANDBOOK

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RECORD OF AMENDMENTS

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THE GROUP OF NATIONAL DIRECTORS FOR LIFE CYCLE INTEGRATION (LCI-CPG)

CNAD PARTNERSHIP GROUP (CPG)

1. INTRODUCTION

This Handbook on Aims, Organisation and Working Procedures was developed by the Group of National Directors for Life Cycle Integration (LCI-CPG) as an instruction manual to guide all those involved in the work of LCI-CPG. It is intended to standardise, streamline and regulate action within the LCI-CPG by outlining the scope of the work, tasks and procedures agreed by the Group

1.1 Status

LCI-CPG is a CNAD Partnership Group (CPG) subordinate to the Conference of National Armaments Directors (CNAD) and reports to the CNAD annually.

1.2 History

In 1989 NATO recognised the need to address Defence System Lifecycle management and support issues in a co-ordinated manner. Following an NICG prefeasibility study, the Computer Aided Logistics Support (CALs) (later renamed Continuous Acquisition and Lifecycle Support) initiative was sanctioned as CNAD AC/301 Subgroup D. In October 1993 the CNAD endorsed the creation of the NATO CALs Organisation with a resident full time staff, designated to take the lead on all CALs issues within NATO. NATO CALs operates under a 3 year MoU umbrella, which has been renewed twice, and expires on 31 December 2002. In 1998 the NCMB, following CNAD guidance, created a CALs Transition Working Group (TWG) to identify the best option to transition NATO CALs to a permanent home within NATO. Following the TWG results, the NCMB recommended the CNAD to transition NATO CALs to a CNAD Partnership Group (CPG) for Defence System Life Cycle Integration (LCI). The CNAD endorsed this recommendation during its May 2001 Meeting.

1.3 AIM

The Aim of the LCI CPG is to be an important contributor toward continuously improving NATO defence system acquisition and logistic processes. The LCI CPG will help NATO identify best business practices which support and capitalise on these processes in order to efficiently and effectively meet the operational needs of the warfighter. In today's environment information management is a critical element for process improvement. The LCI CPG work will focus on identifying and applying high value information management concepts across defence

system life cycle planning and support activities to further refine coalition defence system development, production, and in-service support.

Specifically, Life Cycle Integration is defined as:

The coordinated and coherent deployment and exploitation of advanced management information techniques and practices in order to enhance the effectiveness and efficiency of NATO's business processes across the life cycle of defence systems, resulting in measurably improved support to NATO's operational capabilities.

Life cycle integration ensures cross-functional processes are harmonised across all acquisition, acquisition logistics, and operational logistics functions through effective use of product information and information technology. By necessity, life cycle integration encompasses the evolution of a new life cycle framework that builds upon modern information technology, clear identification of the information required by the new framework, and identification of the functional requirements for applications and telecommunications capacity to manage the information.

1.4 Mission

The mission of the LCI CPG is to enhance the ability of NATO to operate in a coalition environment through the sharing of information in all phases of the defence system lifecycle, enabled by the use of improved processes, and practices, application of international standards, advanced tools and technologies, and increased co-operation with operational logistics through the SNLC and in co-operation with the NIAG.

1.5 Objective

The LCI CPG objective is to establish and maintain a NATO policy and strategy that promotes and monitors the use of improved processes based on best practices, acknowledgement of international standards, the use of advanced tools and technologies, and increased co-operation with industry. To adopt, in close co-operation with other NATO Logistics and Standardisation bodies, and in co-operation with the NIAG, a consistent model for defence system life cycle support. To provide a coherent information framework (as a part of the overall NATO information architecture) that enables information sharing between the differing national approaches to acquisition and logistics and which facilitates multi-national development, production and sustainment of NATO defence systems.

1.6 Terms of Reference for CPG on LCI

[See Annex B](#)

1.7 Program of Work

[See Annex C](#)

2. ORGANISATION

2.1 Structure

LCI-CPG shall consist of a main group. Sub-Groups and Ad hoc working groups may be established as appropriate. The LCI-CPG LCI CPG, if Required, will determine its subordinate organisational structure after creation. . ([Annex A Organisation chart](#))

2.2 Composition

The Main group reports to the CNAD and assures close co-ordination with other organisations, NATO groups and NATO agencies The Main Group is responsible for establishing policy, strategy and for defining and directing workload. It can establish, disestablish, instruct and approve Sub-Groups and Ad hoc expert groups as required.

The Main Group is composed of representatives from NATO and Partner Nations. The representative is referred to as the national member on LCI-CPG, and his appointment should be officially notified in writing to the Secretary of LCI-CPG

2.3 Membership

Membership is open to representatives from each NATO member nation and to participation by Partner countries. To help ensure that Representative and Participants have the necessary knowledge and experience, a recommended profile is provided at [Annex G](#). One or more assistants may accompany them. Continuity of national representation on the Group is desirable. Representatives of NATO organisations may participate in a consultative capacity in the deliberations of the Group on those subjects concerning them. The Secretary of the Group, with their full official address to ensure proper distribution of papers, will register participants.

The group will be open to designated representatives of interested PfP nations that may, at their discretion, contribute to discussion and associate themselves with the decisions taken by the Group. However, within the group, NATO Allies retain the right to meet and to take decisions among themselves. Decision making is by consensus.

2.4 LCI-CPG Main Group

2.4.1 The main Group is the Principle body of the LCI-CPG. The Main Group shall consist of the Chairman and National members (or their representatives) from those NATO and Partner countries desiring to participate. The Main Group National representative shall be referred to as "Head of Delegation".

The Group may be supported, as required, by representatives of NATO groups and agencies and by bodies of the NATO Military Authorities.

2.4.2 The Group shall:

- (a) review the Group's terms of reference as required;
- (b) establish a programme of work and submit it for approval to the CNAD;
- (c) establish subordinate bodies as required, subject to the approval of the CNAD;
- (d) task the Sub-Groups and approve their work;
- (e) meet as required, but at least once a year;
- (f) submit a progress report at least once a year to the CNAD; and
- (g) submit recommendations for action to the CNAD.

2.5 Chairman

2.5.1 The Secretary shall invite nations to submit nominations for Chairman. A Chairman, by simple majority, shall be elected from among the Group of national members, in a secret ballot, for a two year tenure of office. The Chairman can serve more than one term at the discretion of the Main Group.

2.5.2 The function of chairman shall be separated from the function of the national representative. The Chairman, to obtain the names of suggested candidates, shall contact all members before meetings where the election of Chairman is on the Agenda. The Chairman, before the meeting, shall make these names known to all members' at least two weeks before the election

2.5.3 The Chairman has the following responsibilities:

- (a) to conduct the discussions;
- (b) to ensure that decisions are taken for all questions examined;
- (c) to summarise the decisions at the end of the agenda items prior to their recording in the Decision Sheet; and
- (d) to draw attention of members to all comments, proposals and related documents submitted to the Group.

2.6 Secretary

2.6.1 The United States will provide an LCI-CPG Group Secretary for an interim period of not less than 2 years.

2.6.2 The Secretary has the following responsibilities:

- (a) to prepare meetings including handling of requests from countries for agenda items, briefs, etc. The Secretary will arrange for the collation and translation of such material and the distribution of the agendas and the circulation of supporting papers at least 2-weeks in advance of the meetings;
- (b) to make arrangements for Group meetings including the provision of conference rooms, interpretation facilities;
- (c) to produce the Decision Sheet within 2-weeks of the meeting, (publish in French and English);
- (d) to prepare briefs or summaries of statements from material already on file;
- (e) to ensure the satisfactory preparation, updating and timely availability of publications for which the LCI-CPG Group is responsible; and
- (f) to provide information to members of the Group on all NATO matters affecting the work of the LCI-CPG and preparation of International Staff contributions for discussion with LCI-CPG.

2.7 Meetings

The Group shall normally hold its meetings at the NATO Headquarters in Brussels, Belgium, and shall meet at least once a year. The Chairman may call meetings at any time and special meetings must be called upon request from three or more member countries. When a country is unable to be represented at a meeting, a note to that effect is to be forwarded to the Secretary at least two weeks before the meeting is to take place.

2.8 National Delegates

All LCI-CPG delegates are expected to:

- (a) come to the LCI-CPG meetings fully briefed and prepared to present co-ordinated, national, tri-service views and those of interested civilian agencies or departments, when such views are pertinent to the discussions;
- (b) participate in discussions which lead to agreed NATO decisions.

2.9 Sub-Groups

2.9.1 Sub-Groups maybe set up by the Main Group with a defined duration or review date to accomplish tasks of a longer-term nature. They are composed of representatives of the NATO and Partner countries and NATO bodies/agencies. The Sub-Groups may make decisions within the framework of their Terms of Reference, work plan, policy and tasks established by the Main Group. They will invariably receive authority and instruction directly from the Main Group and will report back to that body. They will request guidance from the Main Group when:

- (a) no agreement can be reached on a group decision; or
- (b) a decision requires the Sub-Group to go beyond its Terms of Reference or would conflict with the general policy laid down by the Group.

2.9.2 The Chairman of a Sub-Group will be appointed by the Main Group and should preferably be a member of the Main Group. The function of Chairman should be separated from the function of national representative on that Sub-Group.

2.9.3 Meetings of the Sub-Groups shall normally be held at the NATO Headquarters in Brussels independent of the Main Group and not concurrently with Main Group meetings. When a country is unable to be represented at a meeting, a note to that effect is to be forwarded to the Secretary at least two weeks before the meeting is to take place.

2.9.4 A Sub-Group shall meet as often as justified by the volume of work.

2.9.5 The Chairman of a Sub-Group is responsible for regularly reporting to the Main Group. His report should be forwarded to the Secretary of the Main Group in time for circulation to the Main Group members (i.e. normally 6 weeks before a Main Group meeting). A Sub-Group Chairman should, whenever possible, attend Main Group meetings.

2.9.6 Terms of Reference for the Sub-Groups are to be developed at the direction of the main group upon the decision to stand up a Sub-Group.

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The TOR's for existing Sub-Groups are presented as Appendices to [Annex D](#).

2.10 Ad Hoc Working Groups

Ad Hoc Working Groups may be set up for defined short term task, as required by the Main Group or Sub-Groups. The Sub-Group must obtain consent from the Main Group to establish Ad-Hoc Working Parties.

2.11 Observers

Provision exists for the participation of Observers, including the NIAG, at LCI-CPG. Such Observers may be invited to attend LCI-CPG sessions when their participation is considered likely to benefit the organization which they represent or to LCI-CPG. Participation of any observer is subject to the approval of LCI-CPG members.

3. PROCEDURES

3.1 Documentation

3.1.1 LCI-CPG Documents

3.1.1.1 LCI-CPG documents are published in the two official languages of NATO (English and French). As a CNAD Partnership Group (CPG) the reference category for documents is 'PFP(LCI-CPG)...' and for documents for NATO members only is 'AC/XXX...'. The five main categories are designated as follows:

- (a) PFP(LCI-CPG)A or AC/XXX-A/ - an agenda for a meeting;
- (b) PFP(LCI-CPG)DS or AC/XXX-DS/ - a Decision Sheet listing the decisions reached at a meeting, without explanatory details or discussions;
- (c) PFP(LCI-CPG)D or AC/XXX-D/ - a Document normally containing material destined for review and discussion at a meeting;
- (d) PFP(LCI-CPG)N or AC/XXX-N/ - a Notice containing information of an administrative nature;
- (e) PFP(LCI-CPG)WP or AC/XXX-WP/ - a Working Paper, containing background information or first drafts for topics to be discussed;

3.1.1.2 Subordinate bodies use a similar categorisation for documents but include the designation of the subordinate body within brackets, e.g. PFP(CPG/LCI-SG-1)... or AC/XXX(SG-1)....

3.1.2 Memoranda and Letters

3.1.2.1 Memoranda may be written in either of the two NATO languages and are circulated to all members of the LCI-CPG Main Group.

3.1.2.2 Memoranda are referenced DS/LCI-CPG(YEAR)/ followed by a serial number.

3.1.2.3 Letters may be written in either of the two NATO languages, should be restricted to correspondence with individual members and should not normally be subject to a discussion at a meeting.

3.2 Preparation of the Programme of Work

3.2.1 The Current Program of Work (PoW), is [at Annex C](#).

3.2.2 Establishment

The PoW will be reviewed periodically (normally for one calendar year) by the Main Group and its subordinate bodies.

3.2.3 Approval

The Main Group POW will be submitted for approval to the CNAD, together with the Progress Report mentioned in paragraph 4.3. Each POW shall include the objectives for the following year with target, planning dates and priorities allotted.

3.2.4 Inputs

On the above basis, the LCI-CPG POW could include subjects proposed or recommended by:

- (a) NATO member countries or participating Partner countries;
- (b) CNAD and other NATO bodies;
- (c) The Main Group;
- (d) Individual Main Group Sub-Groups or Ad-Hoc Working Parties; or
- (e) the Defence Support Division, International Staff.

3.2.5 All requests originating outside LCI-CPG will be forwarded in writing to the Main Group Chairman and the Secretary. Under normal circumstances, such requests will then be presented initially to the Main Group at a Main Group meeting. In exceptional circumstances, where a high priority request cannot be dealt with in this way, it may be necessary to obtain the views of Main Group members by correspondence or by other means.

3.3 Reports

3.3.1 Main Group

A progress report (*Annex E*) will be submitted annually by the Main Group to the CNAD, through the NADREPs. An outline of such reports is given at Annex E Part A.

3.3.2 Subordinate Bodies

Sub-Group and Ad Hoc Working Group Chairmen are responsible for reporting (*Annex F*) the progress made in their respective Groups. At each Main Group meeting a report should be submitted by the Sub-Groups and if deemed necessary by the Ad Hoc Working Parties. Should a Sub-Group or Ad Hoc Working Group not meet during the reporting period, a report will not be required.

3.3.3 After consideration of these reports and depending upon the overall tasking situation, the Main Group may consider it necessary to adjust its programming to change the priorities which have been allotted to work which is already in hand.

3.4 Silence Procedure

3.4.1 The silence procedure is used to seek committee action on urgent matters between, meetings, or to avoid burdening committee agendas with items that do not require discussion, in order to save time for more pressing business. In the latter case, the procedure is likely to be used when the subject is one that is likely to achieve consensus either because it is not-controversial or has been prepared by previous discussion or agreed by a subordinate body at its level. Any nation providing comments, other than editorial, during the Silence Procedure period will automatically break Silence. If a silence procedure is interrupted, the matter is either put on the agenda of the next meeting of the Committee, or becomes the subject of a new silence procedure after amendments have been made. The time limit for approving/commenting on the document under "Silence Procedure" is specified on the Document and normally ranges from 4 weeks to three months. This time limit is at the discretion of the Main Group. If no comments are received by the specified time limit, the document will automatically be approved.

3.5 Security Procedure

As outlined in AAP 3, standard NATO procedures governing NATO classification of documents and materials shall be followed.

3.6 Intellectual Property Rights:

3.6.1 Disclaimer Issue

There is no official NATO Policy for Disclaimers. However, There is AC/313 Draft language, proposed by the Netherlands, "Ref: DS/DAPP(2000) 136", Which reads as follows:

"Although the contents of this document have been drafted with due care, NATO accepts no responsibility for any damages arising from the use or application of this document."

It is recommended that each separate nation, on a case by case basis, evaluate the use of such a disclaimer statement for adequacy of protection.

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3.6.2 NATO International Property Issues

Refer to the published NATO Booklet on Intellectual property rights.

4. **PUBLICATIONS**

4.1 **General**

In order to allow an unequivocal implementation by nations, agreements reached in LCI-CPG will be properly documented. The status of STANAGs and Allied Publications under the responsibility of LCI-CPG is published annually in AAP-4 - NATO Standardisation Agreements and Allied Publications.

4.2 **STANAGs and Allied Publications**

Details for the proposition, preparation, handling, promulgation, updating and distribution of STANAGs or Allied Publications are published in Document AAP-3 (Procedures for the Development, Preparation, Production and Updating of STANAGs and APs).

4.3 **NATO Standardisation Agreements (STANAGs)**

4.3.1 As per AAP-6, the NATO Glossary of Terms and Definitions, the definition of a NATO STANAG reads as follows:

"A Standardisation Agreement is the record of agreement among several or all the member nations to adopt like or similar military equipment, ammunition, supplies and stored; and operational, logistic and administrative procedures. National acceptance of a NATO Allied Publication may be recorded in a Standardisation Agreement (STANAG)."

4.3.2 STANAGs are normally used to publish NATO agreements that require official recording of specific facts.

4.4 **Allied Publications (APs)**

An AP is an official NATO standardisation document which some or all NATO member countries agree to use as a common implementing document and which is distributed down to user level. The Group has the liberty to select a series of APs for the documentation of their work. For example the AC/250 CPG for quality has adopted two: Allied Quality Assurance Publications (ALCIPs) and Allied Reliability and Maintainability Publications (ARMPs).

4.4.1 **Types of APs**

- (a) **Contractual Type:** These documents are intended for incorporation by reference into contracts and are therefore written in a Technical Specification format. Requirements to be imposed by contractual type shall be the minimum necessary to accomplish the purpose of the document, and they shall be expressed solely in mandatory language. No requirements of an administrative or procedural nature shall be included in a

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Contractual. Requirements shall not violate fundamental concepts prevailing in any member nation. While consent to publish a Contractual type must be unanimous, member nations may record reservations concerning specific requirements.

- (b) **Guidance Type**: These documents are intended to provide standardised guidance unrelated to a specific contractual. These documents shall be written in a handbook or manual format normally using permissive language. Mandatory language should be used only to reiterate a mandatory requirement of a STANAG. Although they are not intended for contractual use they may be invoked in a contract/purchase order, if required by the Purchaser.
- (c) **Information Type**: - These documents are intended for use as reference documents only. They shall be written in an informative style appropriate to the content without imposing requirements or encouraging any specific actions or doctrines.

4.4.2 Other Publications

Other publications such as the booklet "Information of Life Cycle Integration in NATO" may be developed by the Group on an "as needed basis" to improve understanding.

5. LCI-CPG RELATION WITH NATO AGENCIES AND COMMANDS

- 5.1** In pursuing its mission and role, LCI-CPG needs NATO agencies and commands to contribute actively, at an expert level, to initiatives of the Group and its Sub-Groups. NATO agencies and commands are requested to:
- (a) support harmonisation, improvement and advancement of NATO life cycle integration principles and practices;
 - (b) anticipate future needs with respect to information management;
 - (c) foster the concept of continuous process improvement;
 - (d) provide special expertise to support LCI-CPG and its Sub-Groups;
 - (e) share information and experience on LCI practices; and
 - (f) implement and provide feedback on NATO LCI policy and concepts.
- 5.2** In order to provide a forum for this support, LCI-CPG invites informal expert level representation from NATO agencies and commands at Main Group meetings and invites active participation in its Sub-Groups.
- 5.3** To achieve this in an effective and efficient manner, with minimum administrative overhead, NATO Agencies and Commands will identify a common spokesperson. The spokesperson would be recognised as a special member of the LCI-CPG Main Group, and would be the focal point for communication and co-ordination. Furthermore, the spokesperson would keep the Secretary of LCI-CPG current on participating NATO Agencies and Commands and their contact persons.

6. PARTNERSHIP FOR PEACE (PFP) AND CNAD PARTNERSHIP GROUP (CPG)

6.1 Background

Partnership for Peace (PfP) is an Alliance initiative to deepen political and military ties between NATO and Partner countries and to contribute further to the strengthening of security within the Euro-Atlantic area. This initiative is also intended to facilitate transparency in national defence planning and budgeting processes.

6.2 Guidelines Regarding Partner Involvement

6.2.1 Partner representatives may fully participate in the discussions of the LCI-CPG Main and Sub Groups. Partner representatives are invited to identify any problem areas or discussion topics they would like to have reviewed or addressed by LCI-CPG Main Group and Sub Groups.

6.2.2 The LCI-CPG Main Group retains the right to meet with NATO member countries only, to discuss issues that are of a NATO-internal nature or of no interest to Partner countries. The decision to meet with NATO members only will be determined on a case-by-case basis whenever an issue calling for a closed session arises. NATO members have the right to take formal decisions among themselves, however Partners may associate themselves with the decisions taken by the LCI-CPG Main Group.

6.2.3 LCI-CPG Main Group remains the focus within the CNAD Cadre Groups for the specialised activities under their Terms of Reference (TOR), and continues to develop any documents as required for the needs of the current NATO Allies. However, these specialised activities/related documents should be readily available to Partner countries in order to assist them in implementation of key standards and practices. In accordance with previous CNAD decisions, LCI-CPG Main Group has the authority to decide upon the release of NATO unclassified information in its area of responsibility. All historical and future NATO Unclassified documentation initiated by the group is authorised for release to Partners. Requests for release of classified information will be evaluated in accordance with existing NATO Security policies and procedures. The decision shall be recorded in the Decision Sheet.

ANNEX A

LCI-CPG

ORGANISATION CHART

ANNEX B

ANNEX B - Terms Of Reference

General

Listed below are the CNAD (May 2001 meeting) approved LCI-CPG Main Group Terms of Reference (ToRs).

Guiding Principles

The LCI-CPG applies the following basic principles in pursuit of its mission:

- (a) foster technical and managerial cooperation associated with all phases of the lifecycle of defense systems among Nations;
- (b) pursue an integrated, systems approach to management and information through the whole lifecycle of defence systems. This includes all logistics functions (acquisition, acquisition logistics, operational logistics and disposal). This encompasses functional processes, information management and enabling telecommunication infrastructure requirements across the defense system lifecycle;
- (c) promote acknowledgement of international and commercial standards as NATO standards when/where appropriate;
- (d) influence the evolution of international standards to the benefit of NATO;
- (e) promote continuous improvement of life cycle process and information integration;
- (f) remain abreast of the state-of-the-art developments/thinking in life cycle Integration and related disciplines;
- (g) avoid duplication of effort with other NATO bodies by developing and maintaining formal interfaces with other related NATO groups/organisations such as NC3, SNLC, NSA. Systematically coordinate appropriate work effort and documents with other NATO bodies;
- (h) solicit industry's perspective in the development of NATO LCI policies and processes through close coordination with NATO Industrial Advisory Group (NIAG); and
- (i) promote the use of best practices by the exchange of information on national/NATO practices.
- (j) use metrics to determine the level of achievement and to determine development targets.

Role

ANNEX B

Due to the lifecycle nature of LIC-CPG, it coordinates and actively involves stakeholders from across the lifecycle to include other CNAD subordinate groups, or other NATO groups such as SNLC, NC3A, NSA, and NIAG representing industry. With this cooperation, the LCI-CPG undertakes activities related to its mission and guiding principles and delivers products through a sub-structure of Sub-Groups and Ad Hoc Working Parties.

Below are the prioritized activities for which the LCI-CPG is responsible:

I Over arching Role of the LCI-CPG:

- (a) **Role:** provide leadership in the development and implementation of Life Cycle Integration concepts within NATO;

II Permanent Roles or Enablers:

- (b) **Role:** coordinate CNAD life cycle initiatives with the SNLC;
- (c) **Role:** maintain awareness of technological advancements and anticipate the future needs of NATO with respect to Life Cycle Integration;
- (d) **Role:** actively participate in ISO Standardisation work in order to maintain coherence between LCI products (e.g. NPDM) and ISO.
- (e) **Role:** Seek advice and feedback from, and give guidance to, NATO agencies, commands, groups (including NIAG) and collaborative projects.

III LCI CPG Core Roles

- (f) **Role:** develop and publish a NATO policy on life cycle integration;
- (g) **Role:** establish and maintain an information framework for life cycle integration within NATO;
- (h) **Role:** provide and evaluate methods and guidance for implementation and use of end-state and process metrics;
- (i) **Role:** facilitate exchange of successes and lessons learned associated with life cycle integration.

ANNEX C

ANNEX C - Program Of Work

PROGRAM OF WORK

The LCI-CPG will undertake the following tasks in concert with other NATO groups (including NIAG representing industry) as appropriate. These Roles are prioritized to follow the ToRs:

Role: Provide leadership in the development and implementation of Life Cycle Integration concepts within NATO.

Tasks:

- 1) Develop, with SNLC and others, a vision of how NATO, Nations, and Industry IT infrastructures can inter-relate in the digital age.
- 2) Identify and document examples of the benefits of Life-Cycle Integration, including a business case, which can be used to encourage nations to adopt this concept.

Role: Coordinate CNAD life cycle initiatives with the SNLC.

Tasks:

- 1) Assist the SNLC Ad Hoc Working Group on Co-operation in NATO logistics, by assisting in the development of new business models, identifying process improvements and selection / development of standards.
- 2) Continue support of Asset Tracking Working Group, by attendance to meetings and or information exchange. (i.e. minutes, briefings)

Role: Maintain awareness of technological advancements and anticipate the future needs of NATO with respect to Life Cycle Integration.

Tasks:

- 1) Maintain, as appropriate, close liaison with industry through attendance to industry sponsored symposiums, conferences, and training.
- 2) National LCI CPG representatives engage in information exchange activities such as, providing presentations at CPG meetings and distribution of materials and information gathered at various conferences.

ANNEX C

Role: Actively participate in ISO Standardisation work in order to maintain coherence between LCI products (e.g. NPDM) and ISO.

Tasks:

- 1) Actively participate in ISO standardisation work in order to maintain coherence between NPDM and ISO.
- 2) Actively participate in ISO standardisation to ensure development of NATO life cycle standards consistent with ISO.
- 3) To identify those standardisation activities that impact NATO's programme of life cycle integration.

Role: Seek advice and feedback from, and give guidance to, NATO agencies, commands, groups (including NIAG) and collaborative projects.

Tasks:

- 1) Identify relevant NATO bodies.
- 2) Create a web based information repository and exchange tool.
- 3) Sponsor Life Cycle Integration (LCI) based seminars and conferences.

Role: Develop and publish NATO policy on life cycle integration.

Tasks:

- 1) Evaluate current defence systems related information policies.
- 2) Create strategies for management and sharing of information.
- 3) Coordinate with other NATO groups.
- 4) Develop implementation guidelines for the NPDM
- 5) Establish the Implementation guidelines as an Allied Publication
- 6) Register NPDM Data elements with the NATO Data Administration group (NDAG)
- 7) Initiate a cover STANAG for Information Management which will refer to NATO Product Data Model (NPDM) and associated Implementation Guidelines, both published as Allied Publications (APs).

ANNEX C

Role: Establish and maintain an information framework for life cycle integration within NATO.

Tasks:

- 1) Extend the use of existing NATO CALS products (TLBM,NCOPS and the NPDM) and services by active business change agents in NATO, National and Multi-national acquisition or logistic projects, to accelerate the implementation of Through Life Information Management.
- 2) Improve information exchange / sharing among nations and NATO bodies.
- 3) Support the development of standards that will contribute to interoperability and information sharing across NATO and nations.
- 4) Support SNLC Ad-Hoc Working Group (AHWG) on Co-operative Logistics.
- 5) Develop architectures
- 6) Evaluate and make recommendations to nations w/r/t infrastructure.
 - (a) Nations
 - (b) Industry
- 7) Develop high level data and process models.
- 8) Ensure security is a major component of the information framework.
- 9) Monitor and influence technical architectures to ensure secure, interoperable, defense systems related technical information sharing throughout the life cycle.

Role: Provide and evaluate methods and guidance for implementation and use of end-state and process metrics.

Tasks:

- 1) Continue the development of a single metrics model for NATO use and provide recommended standards / metrics to be applied.
- 2) Create an internet based best-practice repository for access by all nations.

ANNEX C

Role: Facilitate exchange of successes and lessons learned associated with LCI.

Tasks:

- 1) Continue to use an internet based electronic information repository to foster information exchange within the CPG, across NATO agencies and among nations.
- 2) Create and maintain, within the repository, a lessons learned database gathered from NATO agencies, projects and national sources.

Successful completion of these tasks will provide the CNAD and NATO with a comprehensive framework for life cycle management that enables multi-national development, production, and sustainment of NATO defense systems.

TERMS OF REFERENCE - SUBORDINATE-GROUPS

1. Should Sub-Groups be required, then this Annex will contain the TORs for those **LCI-CPG SUBORDINATE-GROUPS**.

1.1 General

1.2 Tasks

ANNEX E

HANDBOOK
LCI-CPG CPG

MAIN GROUP PROGRESS REPORT AND PROGRAMME OF WORK

Part A: Progress Report for the Period of Day, Mo, Yr to Day, Mo, Yr

1. General Information
 - 1.1 Brief History of the Group since its inception
 - 1.2 Countries and NATO Bodies participating in the work of the Group
 - 1.3 Chairman
 - 1.4 Meetings held
 - 1.4.1 Main Group
 - 1.4.2 Subordinate Bodies
2. Group Activities (results obtained or work in hand)
 - 2.1 General
 - 2.2 STANAGs
 - 2.3 Allied Publications (APs)
3. Other Activities
4. Exchange of Information

Part B: Programme of Work for Day, Month, Year

1. General
2. Tasks given to subordinate Bodies in order of priority

ANNEX F

HANDBOOK
LCI-CPG CPG

SUB-GROUP/AD-HOC WORKING GROUP CHAIRMAN'S REPORT

TITLE OF SUB-GROUP OR AD-HOC WORKING GROUP

Report by the Chairman

I. **General**

Circumstances of submitting report (e.g. following meeting held at

from to(date)).

Countries represented.

Name and nationality of Chairman.

Name of Secretary.

Note of any special Group meetings held since last report.

II. **Instruction from the Main Group**

Note of any changes to instructions, Terms of Reference or field of interest.

III. **Work undertaken and Exchange of Information**

1. Note of all documents or revisions in process of drafting, since last report, confirmed or pending confirmation. Under this heading there will be appropriate sub-paragraphs for each main type of document or subject, but technical detail will be omitted unless of exceptional interest.

2. Note of the presentations given to the Group, technical visits made, technical documentation interchanges, information exchanges on work in the field of interest of the Group.

IV. **Results obtained and proposals to Main Group**

1. This paragraph should only list points which have been finalised and are submitted to the Group for approval.

2. It may, however, also include precise proposals to the Main Group on subjects for which a Group decision is required.

V. **Suggested Future Programme of Work**

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ANNEX F

HANDBOOK
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1. Divided into immediate (Completion of work in-hand with dates) and longer term (new subjects to be covered, etc.), and mention of work held up and the reason for this. Dates of future technical visits.

VI. **Chairman's Remarks**

1. Proposals for changes in the instructions, Terms of Reference or field of interest; need for liaison with, or work by, other groups; notes of appreciation of particularly valuable work done by, or facilities provided by, individual members or nations as generated by the work of the Sub-Group.

VII. **Reporting Dates**

1. This report should be forwarded to the Secretary of the Main Group in due time for circulation to Group members (i.e. normally six weeks before a Main Group meeting).

ANNEX G

HANDBOOK
LCI-CPG CPG**PROFILE FOR NATIONAL REPRESENTATIVES****1. General**

- 1.1 In order for participants to contribute to the achievement of the LCI-CPG mission, the Main Group recommends that representatives have a broad knowledge as well as practical experience in the field of defence system process and Information management.
- 1.2 Participants at the Main Group may be either civilian or military. Ideally they should be a member of the Nation's policy making body and empowered to make National decisions on system life cycle information management.
- 1.3 As NATO operates in English and French, participants are expected to be able to function in one of these two official NATO languages.

2. Delegates' Responsibilities

- 2.1 It is recommended that Delegates have competency in the following activities:
- (a) design, development and/or implementation of national/service defence system life cycle information management Programme;
 - (b) monitoring the implementation of the defence system life cycle information management Programme;
 - (c) development of national and/or international Policy and strategy ;

provision of leadership in the promotion of defence system life cycle information management Programme.

3. Sub-Groups and Ad Hoc Working Parties

Countries are advised to select participants for their expertise and experience related to particular Sub-Group discussions as detailed in the relevant Sub-Group Work Plan.

4. Other

Representatives may wish to be accompanied by one or more assistants. Continuity of national representation on the Group is desirable.