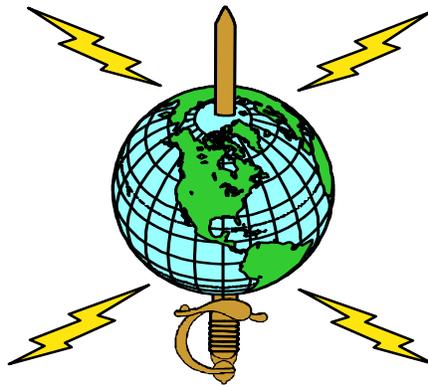


**COMBINED  
COMMUNICATIONS-ELECTRONICS  
BOARD**



**PUBLICATION 1**  
Version 6.0

**ORGANISATION, ROLES  
AND  
RESPONSIBILITIES**

## **FOREWORD**

Purpose. CCEB Publication 1 (Pub 1) contains the organisation, roles and responsibilities for the CCEB.

Authority. Pub 1 is reviewed and ratified by the Principals at their annual Board meeting. The Executive Group (EG) issues this publication on behalf of the CCEB Principals. The provisions of this document shall govern the conduct of all business performed by the CCEB, subject to the respective laws and military regulations of the member nations.

Amendments. Pub 1 is amended in one of two ways: firstly, when the Principals make a decision or provide direction at the Board meeting that necessitates an amendment to Pub 1; or secondly when the EG determines that there is a need to amend Pub 1 between the annual Board meetings. In both cases the Permanent Secretary (PS), in conjunction with the Washington Staff (WS), will propose the text of the proposed amendment to the Chairman of the EG, then circulate the amendment to the nations for endorsement. Once all nations have endorsed the amendment, the PS will amend and re-issue Pub 1. The PS will issue all amendments electronically, usually as a complete rewrite of the publication.

Effective Date. This issue, Version 6.0, of Pub 1 supersedes all previous versions of the publication, and it is effective as of 17 June 2003.

Col Michael J. Gallant  
Chairman, Executive Group

## **ACCEPTANCE OF AGREEMENT**

Publication 1 Version 6.0, the CCEB Organisation, Roles, and Responsibilities are hereby approved. Signed this 17th day of June 2003, in Quebec, Canada.

On behalf of **AUSTRALIA**:

**Brigadier Peter Lambert**  
Acting / Deputy Chief Information Officer

On behalf of **CANADA**:

**Brigadier-General Michel Jones**  
Director General Information Management, and Strategic  
Direction

On behalf of **NEW ZEALAND**:

**Mr. Ron Hooton**  
Chief Information Officer, New Zealand Defence Force

On behalf of the **UNITED KINGDOM**:

**Air Vice Marshal Stephen Dalton**  
Capability Manager (Information Superiority)

On behalf of the **UNITED STATES OF AMERICA**:

**Rear Admiral Nancy Brown**  
Vice Director Command, Control, Communications, and Computer  
Systems (J-6)

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## **CHAPTER 1 - INTRODUCTION**

### **BACKGROUND AND HISTORY**

101. The Combined Communications-Electronics Board (CCEB) is a five-nation joint military communications-electronics (C-E) organisation whose mission is the co-ordination of any military C-E matter that is referred to it by a member nation. The CCEB member nations are Australia, Canada, New Zealand, the United Kingdom and the United States of America. The CCEB Board consists of a senior Command, Control, Communications and Computer (C4) representative from each member nation.

102. The first high-level proposals for a structure to formulate combined C-E policy were exchanged between the UK and US in March 1941. These proposals led to the development of the Combined Communications Board (CCB) that held its first meeting under Chairmanship of Lord Mountbatten in Washington, D.C. on 24 July 1942. CCB membership consisted of two representatives from the United States Army, two representatives from the United States Navy, three UK representatives and one representative each from Australia, New Zealand and Canada. The CCB grew to 33 sub-committees established to consider all communication specialist areas.

103. The CCB produced all combined C-E publications used by the member nations. It also produced at that time more than two million additional copies, in 12 languages, for use by CCB allies. The work of the CCB continued after the war until 14 October 1949 when it was reduced in size and commitment with the formation of NATO and dissolution of the Combined Chiefs of Staff Organisation. The United Kingdom Joint Communications Staff, Washington and the United States Joint Communications-Electronics Committee continued to meet on regular basis as the US-UK Joint Communications-Electronics Committee with representatives of Australia, Canada and New Zealand attending as appropriate.

104. Canada became a full member of the organisation in 1951, Australia in 1969 and New Zealand in 1972. In 1972 the organisation was renamed the Combined Communications-Electronics Board.

105. In 1986 the CCEB agreed to broaden its TOR to include communication and information systems in support of command and control. The CCEB has always coordinated its interoperability activities with those of the North Atlantic Treaty Organisation (NATO) and the US Military Communications Electronics Board (MCEB). Since 1998, CCEB activities have focused increasingly on non-specific coalition C4 interoperability and provision of tangible deliverables intended to maximize the effectiveness of the coalition Warfighter. Since 2000, the CCEB has aligned its work closely with the six-nation Multinational Interoperability Council (MIC). Responding to an initiative of the US Vice Chief of the Joint Chiefs of Staff, the Vice/Deputy Chiefs of the CCEB nations agreed in early 2001 that the CCEB should take a leading role in facilitating coordination on C4 matters between the CCEB nations and the various single Service groups. This clearly shows the high-level support that continues to be given to the CCEB in coordinating the interoperability effort on C4 matters at all levels.

## **CCEB PURPOSE**

106. In 2002, the CCEB Principals adopted the following purpose statement:

*To maximize the Effectiveness of the Warfighter in Combined Operations  
by Delivering Capabilities, Policies, Procedures and Radio Spectrum  
that Optimizes Information and Knowledge Sharing.*

## **ACHIEVING THE PURPOSE**

107. As the only joint or combined organisation whose focus is entirely on Command, Control, Communications and Computer (C4) interoperability matters, the CCEB is uniquely positioned to provide C4 technical leadership within the joint and combined environment. Reliance upon CCEB's leadership role in C4 is expressed in Dec 00/Jan 01 letters between the national Vice/Deputy Chiefs of Staffs of the CCEB nations and by the Sep 01 Statement of Cooperation<sup>1</sup> between the MIC and CCEB Principals. In exercising leadership, the CCEB will therefore coordinate and harmonize the efforts of the single Service fora<sup>2</sup>, TTCP, NATO and MIC for C4 interoperability. Considering the differing division of C4 responsibilities amongst CCEB nations, the scope of CCEB involvement will always be clarified and agreed when engaging other interoperability groups. As appropriate, the CCEB will either take the lead or provide expert technical support to single Service organisations on issues selected for coordination. Where appropriate, a CCEB country may be designated as "lead nation" on a particular issue. This may occur when a nation has the greatest or most pressing need to set a standard that is needed for a national project.

108. The CCEB focus is primarily at the strategic and operational levels. Responding to MIC guidance, and as the only joint combined organisation dealing exclusively with C4 matters, the CCEB also has a responsibility to assist in addressing certain issues at the tactical level. Although this will usually be in areas that have joint and/or combined implications, there will be some issues that may be of interest to only one or several of the Services, such as tactical radio or strategic/tactical messaging interoperability.

109. The CCEB nations recognize that interoperability within the NATO alliance is an essential operational issue for at least three of the member nations. Therefore, harmonization of standards, practices and procedures where appropriate with NATO is to be achieved to the greatest possible extent. Historically, CCEB nations have had a major positive impact on NATO's wider coalition C4 interoperability through the generation and distribution of communications procedural documents titled Allied Communications

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<sup>1</sup> The Statement of Cooperation recognizes the Warfighter's primacy in defining operational and user requirements and priorities for C4 systems. It notes that the CCEB will continue to have an important role to play in ensuring the Warfighter is aware of the potential and availability of technology to satisfy these requirements.

<sup>2</sup> Single service fora include AUSCANNZUKUS for the navies, ABCA for the Armies, and ASCC for the Air Forces.

Publications (ACPs). The NATO alliance and many like-minded nations have come to depend upon ACPs as guidance for their communications operations. The CCEB has thus become a respected “communications standards” organisation. Continued revision and generation of ACPs in response to adoption of newer technologies by nations’ militaries is a fundamental CCEB objective and vital to its relevancy to coalition operations. Maintaining ACPs is therefore one of the CCEB’s “core competencies”.

110. The CCEB serves as a beacon to keep the member nations collectively on track. Interoperability among the member nations is achieved by setting architecture, standards and operational procedures such that the totality of the various capabilities fielded over time will act increasingly as a virtual single system. It provides a forum whereby national programmes are able to achieve capability alignment and interoperability. The CCEB Management Plan is the planning road map for CCEB tasks to help achieve future interoperability. Interoperability will only occur, however, if nations use CCEB agreed standards in their procurement programs.

111. Although it will be necessary for the CCEB to develop some military standards, communications and related procedures, notably in the areas of military messaging where insufficient standards exist, the standards selected for agreement will follow the trends of nations to adopt commercial standards and products to meet military requirements. The onus on the CCEB will be first to define the various common capabilities for which agreement is needed, and then to follow a process of selection, ratification and publication of associated standards and procedures. Where appropriate, CCEB nations may agree to accept a national solution for a particular requirement. This may occur when there is no ready solution to an allied problem, and acceptance of a national solution by other nations will permit interoperability.

112. The standards needed to ensure the gradual building of a virtual single combined information system are articulated in the NATO NC3A Technical Architecture (TA) documentation, titled ADatP-34, Volume 4 – NC3A Common Standards Profile (NCSP). The CCEB adopted ADatP-34, Volume 4 and agreed it as the primary TA reference. All CCEB nations have an invitation from NATO to participate in its maintenance. When a CCEB nation or single Service fora seeks clarification, amendment or process modification to the TA, the process to be followed is for the WS to be provided with a written detailed submission for formal processing with NATO.

113. Except for certain areas that may require the unanimous agreement and ratification by the CCEB Principals, material will be published as guidance documents to accelerate the visibility of CCEB intentions within nations and organisations that are concerned about combined interoperability. Where unanimous agreement and ratification is required, or the contents have the potential to impact significantly the nations, CCEB developed material will normally be published as an Allied Communications Publication (ACP). CCEB practice requires that every nation respond to all issues under consultation before a CCEB position can be formulated.

114. The CCEB shall take advantage of ongoing efforts and consider existing mature solutions, wherever they may be found. While there are immediate benefits from this

approach, the full attainment of future higher levels of interoperability will best be achieved through compliance with agreed standards, practices and procedures, and the extension of interoperability agreements to potential coalition partners.

## **RESOURCES**

115. The CCEB examines military communication-electronics issues and influences delivery of necessary capability to ensure allied interoperability. This it undertakes in association with other interoperability organisations, striving to establish a framework for interoperability. Whilst the CCEB does not control national procurement initiatives, or mandate the use of particular standards, future equipment acquisition will undoubtedly be strongly influenced by the standards, policies and procedures, which the CCEB develops, proposes or recommends.

116. The CCEB has a permanent full-time staff of one officer - the Permanent Secretary (PS). All other personnel, including the Principals, members of the Executive Group (EG), the Washington Staff (WS), and all of the international members who work on issues of mutual concern, are drawn from national organisations on a part time basis.

117. The CCEB Strategic and Management Plans provide details of specific tasks to be achieved, but the actual resource implications and their allocation must be planned for and provided by the participating nations and WG/TF involved. Assignment of sufficient resources to achieve CCEB aims is the responsibility of the Principals, with the EG managing resource allocation on their behalf. Every effort will be made to minimise resource demands and take advantage of the work done by other bodies. This aims to avoid duplication of work and encourages a "lead nation" effort where appropriate. Nations that have funded programs for specific capabilities are in the best position to dedicate some resources towards the development of the associated international standards needed for CCEB interoperability.

## **ORGANISATION**

118. The nominated senior C4 Representatives of the individual national joint military C-E organisations are known as "Principals". The term "Board" is used to describe the collective Principals. The term "CCEB" is used to describe the organisation as a whole, which consists of component groupings: Principals; Executive Group (EG); Washington Staff (WS); National Staff (NS); Working Groups (WGs) and Task Forces (TFs). Collectively, the Principals, NS, EG and WS have the responsibility for considering any military C-E matter which is referred to it by a participating nation or international organisation. In practice, CCEB business concentrates on determining which aspects of interoperability are suited for CCEB processes, and maintaining the currency of existing policies, standards and procedures in ACPs.

119. The component groupings of the CCEB are as follows:

- a. Principals. The Principals provide the "vision" for the organisation, meeting annually as a Board to reflect on the achievements of the past year and to give direction for the coming year's activities. Throughout the year, the Principals will

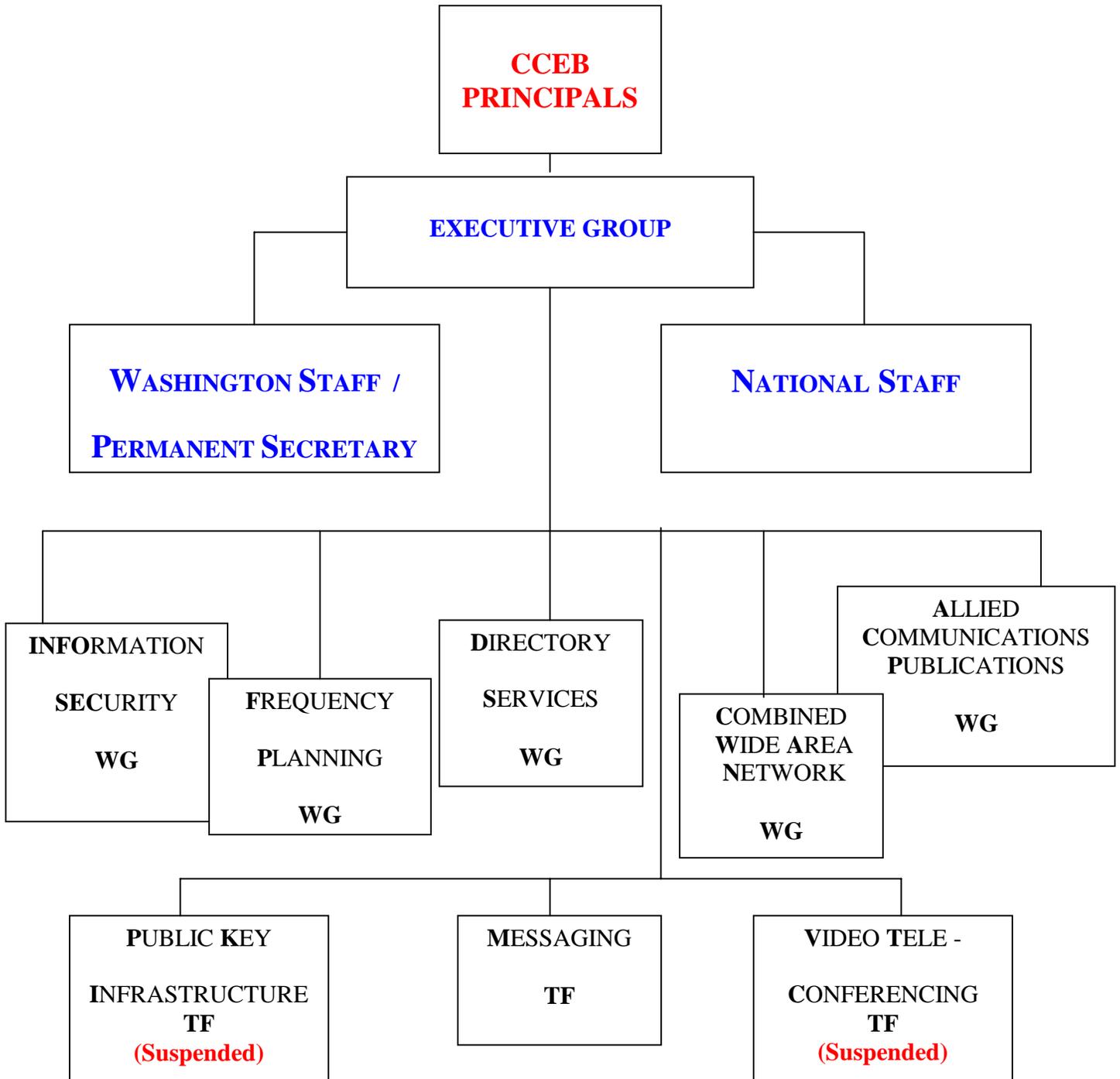
- use video conferencing (VTC) and other media (as required) to receive updates on specific issues and to provide direction as required. The Principals will influence their respective nations, either in championing policy changes or directing specifications in procurement, to further the goal of C4 interoperability. Chairmanship rotates after each annual meeting, in the order of Australia, Canada, the United Kingdom, New Zealand and the United States of America.
- b. Executive Group (EG). The EG are the "executive managers" for the CCEB and meet formally three times a year. The EG coordinates the development of the policy and planning needed to support the business of the CCEB, progresses combined C-E interoperability on behalf of the Board, and prioritizes and recommends allocation of resources. Throughout the year, the EG will use VTC and other media, to receive updates on specific issues and to provide necessary direction. The EG chairmanship is linked to the chairmanship of the Board.
  - c. Washington Staff (WS). The WS is the "driving agent" for CCEB work and comprises the nominated national representatives located in Washington DC. They are tasked individually in a manner determined by each nation. Collectively, the WS act for, and in the name of, the Principals and the EG on matters not requiring Board or EG approval. The WS nominee for the chairmanship is agreed by the EG at the meeting it normally holds in the fourth quarter of each calendar year. The WS Chairman is considered a member of the EG. The individual WS members have, to an extent determined within each nation, national responsibility to their respective EG representative and Principal.
  - d. National Staff (NS). The NS is a generic term to describe those staff members in national headquarters who function, to an extent determined within each nation, to support the Principal and national EG member on CCEB business. The NS do not meet as a formed body.
  - e. Permanent Secretary (PS). The PS is the "continuity" for the organisation and the only full-time CCEB staff member who coordinates the day-to-day business of the CCEB. The PS is considered a member of the WS. The PS acts on behalf of and is tasked by the chairmen of the EG and the WS. Through agreement with the MIC Network Multinational Working Group (MIWG), the PS will maintain and distribute Network MIWG meeting records and provide other support to MIC as directed by the EG Chairman, depending on resource availability.
  - f. Working Groups (WGs). WGs are the "engine" that moves most of the organisation's task activities and are normally established as a standing body to consider specified CCEB issues. Current WGs are:
    - (1) The Information Security Working Group (INFOSEC WG),
    - (2) The Frequency Planning Working Group (FP WG),
    - (3) The Directory Services Working Group (DS WG),

- (4) The Combined Wide Area Network Working Group (CWAN WG), and
  - (5) The Allied Communications Publications Working Group (ACP WG).
- g. Task Forces (TFs). CCEB TFs are normally established to address a specific short-term issue. The current CCEB TFs are:
- (1) The Messaging Task Force (Messaging TF),
  - (2) The Public Key Infrastructure Task Force (PKI TF), and
  - (3) The Video Conferencing Task Force (VTC TF).

120. The CCEB's WGs and TFs are populated by national specialist representatives who convene under an internationally rotating chairman. They report to and receive tasking from the EG on behalf of the Principals.

121. When warranted, the EG on behalf of the Principals may order the establishment of ad-hoc expert groups, in the form of a Tiger Team (TT), to address C4 interoperability issues needing immediate resolution, or to rapidly progress coordination between WGs and TFs working on inter-related timeline dependent activities.

122. Tabled below is the CCEB Organisational Chart (Figure 1 – 1).



## **LIAISON WITH OTHER INTERNATIONAL BODIES**

123. As the CCEB is the primary international organisation responsible for enhancing joint interoperability of allied C4, an important role for the CCEB is to interact closely on C4 matters with the Multinational Interoperability Council (MIC), NATO and other single Service and research organisations. To this end, the CCEB strongly promotes and encourages both formal and informal co-operative efforts with other joint and combined organisations. Wherever possible and when invited, the CCEB will be appropriately represented and will provide presentations at other groups' plenary meetings and subordinate group meetings. The WS will provide most of the cross-organisational coordination since most of these organizations are based in Washington D.C.

124. The CCEB WS has developed a useful working level relation with the NATO Consultation, Command and Control Agency (NC3A) for C4 information exchange in areas of mutual interest. This relation has benefits for MIC Network MIWG areas of interest.

125. The CCEB maintains liaison with National Information Security Agencies with a focus on network information security and threat assessment matters.

126. The CCEB provides input into the development of Objectives for the annual, US Lead, Joint Warrior Interoperability Demonstration (JWID). CCEB input to JWID Objectives will be aligned with the CCEB Goals and Objectives, and agreed at Principals Meetings. The JWID development cycle is 18 months so the development of CCEB input will be two years in advance. For example, the Principals meeting in June of 2004 will consider the input to JWID Objectives for 2006.

## **CHAPTER 2 – KEY CCEB POLICY DOCUMENTS**

### **GENERAL OVERVIEW**

201. This chapter contains key CCEB policy documents that support organisational activities and relationships. Additionally, from time to time the Principals may decide to express their position on any issue in which they hold a professional interest. When required, this shall take the form of "A Statement of Opinion" which shall not be limited by type or duration. These statements shall be promulgated in CCEB Pub 1 and formally reviewed at least annually. Statements of Opinion shall remain on record until removed by order of the Principals. If required, each nation may further promulgate such statements in whatever manner it sees fit.

202. Document List:

- a. CCEB Strategic Plan. This plan is the CCEB Principals' guidance for goals and objectives that are essential to achieving the organisation's purpose.
- b. Combined Communications Electronics Board and the Multinational Interoperability Council (MIC) Statement Of Cooperation (SOC). This statement, agreed in Sep 2001, links the mutual interoperability interests of the CCEB as the C4 systems expert body with the MIC as leader in joint/combined Warfighter doctrine and requirements.
- c. CFBLNet Technical Arrangement. This document, signed in 2002, defines the Technical Arrangement between the CCEB, US and NATO for the Combined Federated Battle Laboratory Network to operate and conduct multinational research and development and experimentation in support of future coalition operations.
- d. Communication Information Systems (CIS) Technical Architecture standards adopted by the CCEB nations. This Combined Agreement promulgates the CCEB nations' agreement to adopt NATO's C3<sup>3</sup> Technical Architecture (Allied Data Publication 34, Volume 4 – ADatP-34, and its supporting Rationale Document). ADatP-34 supersedes the CCEB's ACP 140 (Combined Interoperability Technical Architecture – CITA) and its supporting CCEB Publication 1007. The CCEB documents pre-date ADatP-34 and were harmonized with it during its development.
- e. Multifora Statement of Cooperation. This agreement, dated July 1999, articulated the common desire of ABCA Armies, AUSCANNZUKUS Navies, ASCC Air Forces and CCEB to cooperate and coordinate issues of mutual concern. The TTCP organisation has followed the intent of this statement without agreeing formally. The Statement is in the process of update since several important interoperability initiatives have occurred since 1999.

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<sup>3</sup> NATO C3 stands for "Consultation, Command and Control".

- f. CCEB Statement of Opinion on 'Spectrum Pricing'. This CCEB statement, agreed in June 2000, recommended that on a reciprocity basis, CCEB nations exempt operations, exercise and training activities from national charging regimes for the use of the electromagnetic spectrum.
  - g. CCEB Statement of Opinion on the Significance of Spectrum Access for Military Operations. This CCEB statement, agreed in June 2002, further emphasized the need to ensure military coalition forces are given the highest possible priority in their access of the electromagnetic spectrum for operations in the prosecution of the war on terrorism and for transformation to face the evolving security environment.
203. The key CCEB documents are included for reference in this chapter as follows:
- a. Annex A – CCEB Strategic Plan
  - b. Annex B - CCEB and MIC Statement of Cooperation
  - c. Annex C – CFBLNet Technical Arrangement
  - d. Annex D – CIS Technical Architecture Standards Adopted by CCEB Nations
  - e. Annex E – Multifora Statement of Cooperation
  - f. Annex F – Spectrum Pricing Statement of Opinion
  - g. Annex G – Significance of Spectrum Access for Military Operations

# **CCEB STRATEGIC PLAN**

## **CCEB PURPOSE STATEMENT**

*To Optimize Information Sharing  
by Delivering Capabilities, Policies and Procedures*  
**in order to Maximize the Effectiveness of the Warfighter in Coalition Operations.**

## **INTRODUCTION**

Today the defence forces of the AUSCANNZUKUS nations which form the Combined Communications-Electronics Board (CCEB) face the challenges of technology that enable dramatic change to organisational structures, operational concepts and command and control processes. Synergy between firepower and manoeuvre is achieved through the timely collection and dissemination of information. Commanders must possess information superiority through access to accurate, complete and on-demand information. This will allow them to achieve near real-time situational awareness of the battlespace, provide a decisive edge in warfare actions and protect their forces. Thus, knowing the battlespace is as important as owning it.

The present international security environment, and in particular the “Global War on Terrorism”, increases the likelihood that future operations involving CCEB nations will be coalitions or alliances. These will be complex and dynamic, involving military forces from within and outside those nations that make up the CCEB, and with significant civil, military and political interaction. Organisational and command structures must be flexible, varying according to operational necessity and national commitment. Typically, the composition of any force will be significantly different from any previous deployment, subject to indeterminate political pressures and require cooperation between forces that have disparate capabilities and little experience in working with each other.

The CCEB is a military organisation that addresses C4 issues to enhance interoperability between its member nations at the strategic, operational and tactical levels of command. As the only joint combined organisation focused entirely on C4 matters, it is uniquely positioned to provide C4 leadership within the combined and joint environment. The CCEB is seeking to deliver an environment that optimizes information sharing between coalition Warfighters. Working to priorities agreed with the Multi-national Interoperability Council (MIC), the CCEB seeks to achieve interoperability by developing and agreeing policies, procedures and standards as well as coordinating national programmes to deliver capabilities for the exchange of information in the combined or coalition environment.

## THE CCEB STRATEGIC PLAN

To achieve its Purpose, the CCEB will collaborate among nations and with single Service fora, the MIC and other international organisations, focusing work to achieve the goals directed by an agreed Strategic Plan. This Plan directs CCEB effort to create an environment that enhances the interoperable capabilities that deliver or support the use of information that:

- Meets the Warfighters' needs;
- Provides direct access to secure, accurate information for planning and decision making;
- Automates near real-time situational awareness in order to provide military and political leaders with the most accurate information possible on which to base decisions; and
- Is based on dependable, real time, and secure communications between national HQs and to all deployed forces.

### GOALS AND OBJECTIVES

Goals	Associated Objectives
<p><b>Goal 1: Deliver C4 Interoperability to the Coalition Warfighter</b></p> <p>Develop and enhance Combined or Coalition C4 interoperability within nations, amongst allies and with other allied organisations</p>	<p>Manage CCEB activities            Promote CCEB's role in the Defence community            Manage interoperability products            Influence future C4 capabilities to enhance interoperability            Take an active part in the MIC            Lead multi-national C4 coordination            Champion member nations efforts towards network centricity            Develop technologies and procedures for the effective management of spectrum in the battlespace</p>
<p><b>Goal 2: Deliver interoperable secure voice, data and video capabilities</b></p> <p>Provide the Warfighter with effective and interoperable communications and information services by influencing the implementation and future development of these capabilities.</p>	<p>Deliver:            Secret email with attachments            Secure telephony and RF voice            Secure messaging and directory services            Situational awareness information            Interoperability of secure collaborative planning tools            A secure web-based information environment            Multi-point secure VTC capability            Identify information management issues and solutions            Address the security issues within the Combined Environment</p>
<p><b>Goal 3: Deliver a Coalition Wide Area Network (CWAN)</b></p> <p>Provide the Warfighter with an operational CWAN supporting secure information transfer.</p>	<p>Develop, operate and maintain the interconnection of secure national fixed network infrastructures            Develop the interconnection between infrastructure at the strategic, operational and tactical levels.            Develop the policy and procedures required for secure infrastructure at the deployed operational and tactical levels            Address security issues within the combined environment.</p>

Goals	Associated Objectives
<p><b>Goal 4: Champion actions to optimize Military access to spectrum</b></p> <p>Provide the Warfighter with access to adequate radio frequency spectrum.</p>	<p>Influence national positions at the World Radiocommunication Conference (WRC) by advocating coalition interests. Identify, protect and coordinate frequency spectrum supporting combined operations.</p>

## **THE WAY FORWARD**

### **Implementing the Strategy.**

Implementation commences with:

- Publishing and communicating this Strategy throughout the CCEB community and with all other appropriate nations and fora.
- Maintaining a Management Plan that directs and prioritizes CCEB tasks and assigns resources.
- Working Groups and Task Forces planning work to achieve each of the Objectives and initiating actions to implement each Objective in a timely and collegial manner.
- Developing and maintaining CCEB publications and documents to reflect this Strategy.

### **Implementation Priorities**

The work of the CCEB has been prioritized in terms of urgency (the operational imperative), achievability (can solutions be found at this time?) and cost (can the required resources be made available?), balancing the need to deliver the operators' highest agreed requirements as well as identify the technology and develop policies that enable future interoperability.

The following have been determined as the highest priority activities and CCEB efforts will be concentrated on delivering near-term solutions and products in these areas. Implementation priorities are to be used to direct the implementation of the Strategic Goals and their Objectives, and for the setting of agendas for meetings. The priorities are:

Priority	Activity
1	Establish a CWAN capability, initially enabling the exchange, at the strategic level, of SECRET emails with attachments
	Coordinate national effort at WRC to ensure the availability of military spectrum
	Achieve interoperability of secure military messaging and directory services
	Sustain current capabilities and improve communications procedures
2	Finalize the arrangements for secure video teleconferencing
	Progressively provide CWAN applications and services as a basis for information exchange
	Improve secure telephone interoperability
3	Develop information assurance policy and products to protect combined and coalition information and interconnected systems.
	<p>Investigate and evaluate ways of improving the availability of information to the warfighter in the combined environment, concentrating on (Initially):</p> <ul style="list-style-type: none"> <li>• Common tool set for collaborative planning</li> <li>• Situational awareness</li> <li>• Web based information sharing</li> </ul>

These priorities are to be used to direct the implementation of the Strategic Goals and their Objectives, and for the setting of agendas at meetings.

## CONCLUSION

The imperative of providing improved C4 support to commanders places demands on the senior members of the CCEB to carefully plan, coordinate and allocate resources (including people, monies and facilities) amongst many worthwhile C4 initiatives. Success can be achieved by:

- Gaining a shared understanding of joint and combined C4 requirements by working with allied and coalition groups
- Focusing CCEB efforts on achieving the priorities articulated by the operations staff in the MIC
- Influencing national C4 capabilities to achieve or enhance interoperability
- Using a collaborative, collegiate, multi-disciplined team approach
- Ensuring the CCEB adds value
- Demonstrating developed capabilities
- Protecting information assets from threat

Success will enable the CCEB to move through the 21<sup>st</sup> Century with the confidence that commanders are receiving appropriate C4 support for their mission.

CCEB Home Page: <http://www.dtic.mil/j6/cceb>

CCEB Private Page: <https://LAD.dtic.mil/cceb>

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For the Australian Defence Force

.....  
Brigadier P.L. Lambert

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For the Canadian Department of National Defence

.....  
Brigadier-General J.C.S.M. Jones

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For the New Zealand Defence Force

.....  
Mr R.J. Hooton

---

For the United Kingdom Ministry of Defence

.....  
Air Vice Marshal S.G.G. Dalton

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For the United States Department of Defense

.....  
Rear Admiral N.E. Brown

**COMBINED COMMUNICATIONS ELECTRONICS BOARD AND**  
**THE MULTINATIONAL INTEROPERABILITY COUNCIL**  
**STATEMENT OF COOPERATION**

*‘Cooperation embodies the coordination of all activities so as to achieve the maximum combined effort from the whole. Goodwill and the desire to cooperate are necessary at all levels within the Services, between the Services and the Government, and between Allies.*

*Cooperation is as essential in planning and preparation in peacetime as it is in conflict, and is greatly enhanced through the maintenance of joint and combined interoperability. It is a means of attaining concentration of combat power with prudent expenditure of effort’*

An ADF Principle of War, ADFP1

The Combined Communications Electronics Board (CCEB) and the Multinational Interoperability Council (MIC) (the ‘Participants’):

- **RECOGNIZING** that military operations will increasingly involve joint and combined application of the national forces and that interoperability between Allied nations is essential for the successful conduct of joint and combined military operations;

- **RECOGNIZING** that Command, Control, and Communications and Computer Systems (C4) is a vital element of military operations;

- **RECOGNIZING** that sufficient commitment and resources must be applied by nations to resolve C4 issues of concern while being cognizant that resources available to the Participants at both the national and international level are limited;

- **RECOGNIZING** that closer coordination of efforts and increased cooperation between the Participants in areas of mutual concern may lead to enhanced operational effectiveness during joint and combined operations and more effective use of limited resources;

- **DESIRING TO RECORD ARRANGEMENTS** to establish procedures and agreements for further cooperation and coordination of effort to resolve C4 issues of mutual concern to the Participants;

## HAVE DECIDED AS FOLLOWS:

### ARTICLE 1: ROLE OF PARTICIPANTS

1. The role or principal objective of each Participant is as follows:
  - a. The Combined Communications Electronics Board (CCEB) role is to maximize the effectiveness of combined operations by the definition of a joint and combined C4 interoperability environment, and enhance interoperability of military communications and information systems in support of command and control. Member nations are: Australia, Canada, New Zealand, the United Kingdom, and the United States.
  - b. The Multinational Interoperability Council (MIC) role is to provide a multinational senior level forum to address policy, doctrinal, and planning issues affecting "information interoperability" in multinational operations. The overall goal of the MIC is to provide for the exchange of relevant information across national boundaries in support of the warfighter in coalition operations. Its member nations are: Australia, Canada, France, Germany, the United Kingdom, and the United States.

### ARTICLE II: AIM

2. The aim of this Statement of Cooperation is to articulate for all participants the desire and direction of the CCEB and MIC leadership for a coordinated and cooperative approach to issues of mutual interest and concern.

### ARTICLE III: STATEMENT OF COOPERATION

3. We ENDORSE the Statement of Cooperation as an enduring symbol of our common desire to develop, maintain, and enhance cooperation at all levels between staff of each Participant on issues of mutual interest or concern.
4. The MIC SUPPORTS the CCEB position as a leader in developing multinational C4 systems interoperability.
5. The CCEB SUPPORTS the MIC position as a leader in developing Joint/Combined doctrine and defining the Warfighters C4 requirements.
6. We INTEND that the CCEB Executive Group Chairman will also chair the Network Multinational Interoperability Working Group (MIWG) and that the CCEB will fully support the MIC Network MIWG. When the chairmanship of the CCEB Executive Group (EG) is held by a CCEB member nation that is not a MIC member, the CCEB EG will designate the Network MIWG Chairman.

7. The CCEB INTENDS that non-CCEB members of the MIC will be invited to participate in those CCEB groups directly involved in MIC directed activities.
8. We INTEND that New Zealand is granted observer status at MIC meetings.
9. We INTEND that the CCEB will be represented and provide status updates at the MIC, MIWG, and Executive Committee meetings as required.
10. We INTEND that the MIC will be represented and provide status updates at CCEB Board, Executive Group, and Working Group meetings as required.
11. We SUPPORT the exchange of information on ongoing or proposed tasks and INTEND that the outcomes and recommendations from joint cooperative activities will be freely available for consideration and implementation if appropriate, by both Participants, whether or not they were active participants in the activity.
12. We INTEND that this Statement of Cooperation is non-binding in law.
13. We INTEND that this Statement of Cooperation will enter into effect following endorsement of and signature by the Senior Principal of each of the Participants.

**For the Combined Communications  
Electronics Board**

**For the Multinational  
Interoperability Council**

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

original signed by

original signed by

Title: Chairman of Principals

Title: MIC Chairman

Date Signed: \_\_\_\_\_

Date Signed: \_\_\_\_\_

Place Signed: \_\_\_\_\_

Place Signed: \_\_\_\_\_

# **CFBLNET TECHNICAL ARRANGEMENT**

## **INTRODUCTION**

1. This document defines the Technical Arrangement among the principle participants upon which the Combined Federated Battle Laboratories Network (CFBLNet) will operate and conduct its multinational research and development mission to support future coalition operations.

## **BACKGROUND**

2. In April 1999, the US made a proposal to the NATO C3 Board to establish a Combined Federated Battle Laboratories Network (CFBLNet). The Concept was to build on the Combined Wide Area Network (CWAN) that had been established each year for JWID, to establish a year-round network for research, development, test and evaluation (RDT&E) operating at a Combined Secret Releasable accreditation level.

3. The participants would include the US, the Combined Communications-Electronics Board (CCEB), and NATO. The Network would be used to develop coalition interoperability, doctrine, procedures and protocols that can be transitioned to operational coalition networks in future contingencies. This document defines the basis upon which the CFBLNet will operate among participants.

## **VISION**

4. The vision of the CFBLNet is to provide the infrastructure of choice for international Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) RDT&E to explore, promote, and confirm Coalition/Combined capabilities for the participants.

## **SCOPE**

### ***Ownership***

5. The CFBLNet will leverage JWID resources and existing NATO and national laboratories and test beds. It is not a US owned network. As a combined network, the participants will have equal say in its utilization and management, yet specific initiatives may be configured between any number of participants. The CFBLNet participants are to respect sovereign and intellectual property rights of activities conducted on the network.

### ***Command and Control***

6. The CFBLNet will fall under the oversight of a CFBLNet Senior Steering Group (C-SSG), comprised of three Flag level executives representing U.S., NATO, and CCEB. Control of the CFBLNet will be conducted by a CFBLNet Executive Group (C-EG) of 06 (or equivalent) level members also representing US, NATO and CCEB, working for the C-SSG members. The C-EG may stand up subordinate groups as required.

7. The Advanced Information Technology Services-Joint Program Office (AITS-JPO) will act as the Executive Agent and network manager for the CFBLNet. As Executive Agent, the AITS-JPO will maintain control over the day-to-day activities and the conduct of initiatives,

including network requirements of participants. The AITS-JPO will maintain close liaison with all other Services and agencies, and act as scheduler for all participants conducting initiatives utilizing the CFBLNet.

## RESOURCES

8. No transfer of funds is envisioned to enable CFBLNet services. Participants are to provide connection to an agreed Defense Information System Network (DISN) Point of Presence (POP). All CFBLNet participants have the responsibility of maintaining their own systems support to the CFBLNet. Initiatives will be funded by contributing participants.

### *CFBLNet Physical Description*

9. The CFBLNet utilizes a distributed Wide Area Network (WAN) as the vehicle to conduct initiatives. This will consist of a distributed and integrated architecture of allied, joint, and Service sites. It will include the applications, analytic tools, and communication necessary to conduct deliberate RDT&E. This hardware and associated software will be located within the confines of the various battle laboratories of the participants and will have a network centric management.

## SECURITY

10. The CFBLNet provides a networked environment comprising a domain(s) with information protectively marked (classified) up to and including SECRET 'Releasable to AS, CA, NZ, UK, US and NATO'. Participants will be responsible for accrediting their systems to maintain the integrity of the CFBLNet.

## MISCELLANEOUS

11. Any disagreement will be resolved amicably and expeditiously by consultation or negotiation between the participants. No other remedies will be available.

12. Any participants may terminate this arrangement by providing three (3) months written notice to the other party(ies).

13. It will come into effect upon the date of last signature below:

**On behalf of CCEB:**

original signed by

\_\_\_\_\_  
BGen J.C.S.M. Jones (date)  
Brigadier General, CF  
CCEB Chairman

**On behalf of NATO:**

original signed by

\_\_\_\_\_  
Mr. H.P. Dicks (date)  
General Manager NC3A

**On behalf of the UNITED STATES:**

original signed by

\_\_\_\_\_  
Charles E. Croom (date)  
Major General, USAF  
Vice Director for Command, Control, Communications and Computer Systems

## COMMUNICATION INFORMATION SYSTEMS (CIS) TECHNICAL ARCHITECTURE STANDARDS ADOPTED BY THE CCEB NATIONS

1. **Purpose.** This CCEB COMAG is to promulgate CCEB policy on the agreed combined interoperability technical architecture standards that have been adopted between the CCEB nations.
2. **Background.** The mission of the CCEB is ‘to maximize the effectiveness of the Warfighter in joint and combined operations by optimizing information and knowledge sharing’. In support of this mission, the CCEB Principals pursued the formulation of a Combined Interoperability Technical Architecture (CITA) as a means of fostering the technical agreements, needed to promote interoperability between the Communications and Information Systems (CIS) of CCEB nations.
3. The CCEB nations recognize that interoperability within the NATO alliance is an essential operational issue for three of the member nations. Therefore, harmonization of standards, practices and procedures where appropriate with NATO are to be achieved to the greatest possible extent. In March 2001 the CCEB decided to harmonize/converge the CCEB technical architecture document set with the appropriate NATO technical architecture document.
4. During 2001, in collaboration with the NATO Consultation, Command & Control (NC3) Board’s, Information Systems Sub-Committee (ISSC) (SC/5), the CCEB nations as members of the NATO Open Systems Working Group (NOSWG), converged the CCEB and NATO Technical Architectures (NC3TA Volume 4). The rationale for the selection of NCSP services and standards is detailed in the document ‘Rationale for the Selection of NCSP Services and Standards’, Version 1 dated 27 November 2001 (ISSC NATO Open Systems Working Group AC/322(SC/5)N/215).
5. NATO periodically refreshes NC3TA Volume 4 with contribution from CCEB nations. This collaborative approach ensures that the interests of CCEB nations are properly considered during review of the NC3TA.
6. **Policy.** The NATO Consultation, Command & Control Technical Architecture (Allied Data Publication 34 (ADatP-34) - NC3TA) Volume 4 (Version 4) - NATO Common Standards Profile (NCSP) – is the agreed combined interoperability CIS technical architecture standards that has been adopted between the CCEB nations.

(Original Signed)  
M.J Gallant  
Colonel,  
CCEB Chairman Executive Group

Tel: +1 (613) 995-0592

## **MULTIFORA STATEMENT OF COOPERATION**

**As of 22 July 1999**

### Preamble

The following statement of cooperation between CCEB, ABCA, ASCC, AUSCANNZUKUS and TTCP has been agreed in principle between all parties. All parties, with the exception of TTCP have formally agreed to continued cooperation by signing the original statement that is held on file by the Permanent Secretary of the CCEB.

### **STATEMENT OF COOPERATION BETWEEN THE COMBINED COMMUNICATIONS ELECTRONICS BOARD, THE ABCA ARMIES STANDARDIZATION PROGRAM, THE AIR STANDARDIZATION COORDINATING COMMITTEE, THE AUSCANNZUKUS NAVAL C4 ORGANISATION AND THE TECHNICAL COOPERATION PROGRAM**

*‘Cooperation embodies the coordination of all activities so as to achieve the maximum combined effort from the whole. Goodwill and the desire to cooperate are necessary at all levels within the Services, between the Services and the Government, and between Allies. Cooperation is as essential in planning and preparation in peacetime as it is in conflict, and is greatly enhanced through the maintenance of joint and combined interoperability. It is a means of attaining concentration of combat power with prudent expenditure of effort’*

*An ADF Principle of War, ADFPI*

The Combined Communications Electronics Board (CCEB) and the ABCA Armies Standardization Program (ABCA) and the Air Standardization Coordinating Committee (ASCC) and the AUSCANNZUKUS Naval Command, Control, Communications and Computers Organisation (AUSCANNZUKUS C4 Organisation) (the ‘Parties’):

- **RECOGNISING** that military operations will increasingly involve joint and combined application of the national forces and that interoperability between Allied nations is essential for the successful conduct of joint and combined military operations;

- **RECOGNISING** that Command, Control, Communications, and Computers (C4) is a vital element of military operations;

- **NOTING** that there are C4 issues of mutual interest and concern to the Parties (all or severally), which are often addressed concurrently but in isolation;

- **RECOGNISING** that sufficient commitment and resources must be applied by nations to resolve C4 issues of concern while being cognizant that resources available to the Parties at both the national and international level are limited;

- **RECOGNISING** that closer coordination of efforts and increased cooperation between the Parties in areas of mutual concern may lead to enhanced operational effectiveness during joint and combined operations and more effective use of limited resources;

- **DESIRING TO RECORD ARRANGEMENTS** to establish procedures and agreements for further cooperation and coordination of effort to resolve C4 issues of mutual concern to the Parties;

HAVE AGREED AS FOLLOWS:

#### ARTICLE 1: ROLE OF PARTIES

The role or principal objective of each organisation is as follows:

The ABCA Armies Standardization Program (ABCA) role is to ensure that Armies achieve agreed levels of standardization necessary for two or more ABCA Armies to operate effectively together within a coalition.

The principal objective of the Air Standardization Coordinating Committee (ASCC) is to ensure member nations are able to fight side-by-side as in combined operations.

The AUSCANNZUKUS Naval C4 Organisation is established to monitor command, control, communications and computers interoperability with the aim of ensuring maximum possible interoperability among the five navies.

The Combined Communications Electronics Board (CCEB) role is to maximize the effectiveness of combined operations by the definition of a joint C4 interoperability environment, and interoperability of military communications and information systems in support of command and control.

The Technical Cooperation Program (TTCP) role is to provide a means of acquainting participating nations with each other's defence research and development programs so that each national program may be adjusted and planned in cognizance of the efforts of the other nations.

In all joint and combined operations, the Armies, Navies and Airforces' of the Allied nations may form bi-national or multi-national partnerships, but the principle of unity of command will dictate that command is exercised by a single combined joint task force commander. It is essential that forces under command are able to operate to their maximum effectiveness. Interoperability of all combat, combat support and combat service systems will be necessary, and in particular interoperable command, control and communications systems will be vital.

This Statement will focus on improving coordination of effort among the Parties in areas of mutual concern relating to joint force and combined interoperable command, control and communications. By recognizing that several of the signatories are involved in standardization issues wider than command, control and communications this agreement in no way seeks to limit the interaction of the Bodies on any other matter of mutual interest.

## ARTICLE II: AIM

The Aim of this Statement of Cooperation is to articulate for all participants in the joint combined and single Service organization the desire and direction of the Leadership of the Organization for a coordinated and cooperative approach to issues of mutual interest and concern to two or more of the Organisations.

## ARTICLE III: STATEMENT OF COOPERATION

We ENDORSE the Statement of Cooperation as an enduring symbol of our common desire to develop, maintain and enhance cooperation at all levels between staff of each organisation on issues of mutual interest or concern

We ENDORSE the conduct of joint activities of mutual benefit to two or more organizations. To this end, we NOTE and ENDORSE the establishment of joint working parties where this is practical and cost effective.

We ENCOURAGE coordination of effort to enhance allied interoperability which may reduce unnecessary duplication or nugatory effort on issues of common interest. To this end we encourage the exchange of details of meeting schedules and agendas and encourage representation by the other fora when possible.

We NOTE and SUPPORT the establishment of regular Multi-fora Meetings in Washington of the Management level of each organisation to develop and agree an equitable sharing of effort and resources on cooperative activities.

We AGREE that participation in joint activities is voluntary and that recommendations from joint activities will be available for consideration and implementation if appropriate within the individual organization.

We SUPPORT the exchange of information on ongoing or proposed tasks and AGREE that the outcomes and recommendations from joint cooperative activities will be freely available for consideration, and implementation if appropriate, by all organisations, whether or not they were active participants in the activity.

We AGREE that this Statement of Cooperation is non-binding in law.

We AGREE that this Statement of Cooperation will enter into force following endorsement of and signature by the Senior Principal of each of the Parties. It will remain in force with the mutual agreement of the Parties.

IN WITNESS WHEREOF the undersigned, duly authorized thereto by their respective Commanders, have signed this agreement on the

**For the ABCA Armies Standardization Program**

Signature: [Original Signed]

Name: A.D. Pigott

Title: A/HOD UK TEAL

Date Signed: 1 March 1999

Place Signed: Upavon, UK

**For The Technical Cooperation Program**

Signature: [Not signed]

Name: .....

Title:.....

Date Signed: .....

Place Signed:.....

**For the Air Standardization Coordinating Committee**

Signature: [Original Signed]

Name: G.A. Miller

Title: UK Principals

Date Signed: 6 October 1998

Place Signed: London, England

**For the Combined Communications Electronics Board**

Signature: [Original Signed]

Name: A.C. Sleigh.

Title: Chairman CCEB Principals

Date Signed: 22 July 1998

Place Signed: London, England

**For the AUSCANNZUKUS Naval C4 Supervisory Board**

Signature: [Original Signed].

Name: R.M. Nutwell

Title: OPNAV N6B

Date Signed: 1 September 1998

Place Signed: Washington, D.C.

## **SPECTRUM PRICING STATEMENT OF OPINION**

Approved by the Principals at P30M

**Introduction.** Spectrum has been recognized as a significant source of potential revenue by governments. One ramification of this is the practice of nations charging for use of the spectrum by visiting military forces. This may result in undesirable consequences on the conduct of military operations, exercises and training, or on the activities of CCEB forces operating in another CCEB nation. It may also impact on support for operations other than war, including support of government operations (GO) and non-government operations (NGO) in direct support of military or government activities of CCEB nations. This Statement describes the potential impact on military operational readiness resulting from spectrum cost and articulates the preferred position of the CCEB Principals regarding payment for spectrum used by CCEB military forces, and other authorized operations, within another CCEB nation.

This Statement has been agreed by the CCEB Principals and may be used to suggest points to include in national representations to government authorities who may be considering charging for the use of spectrum by visiting and guest military forces.

**Discussion.** Generally, countries do not have sufficient spectrum permanently assigned to their military forces to provide for the conduct of military operations, large-scale military exercises and training. Instead, when an event is conducted, sufficient additional spectrum is acquired for the requirement. This is the case whether or not the event is purely domestic or involves visiting or guest forces.

The concept of charging visiting forces for the use of radio frequency spectrum in order to conduct any type of military operation, exercise or training may endanger strategic cooperation and may compromise operational, exercise and training effectiveness. Although the prospect of receiving revenue for spectrum use for this kind of activity may be initially attractive, the CCEB believes there are numerous unintended negative consequences.

Of greatest concern is that the act of charging for spectrum use by allied military organisations, which are not themselves commercial revenue producing enterprises, may detract from the spirit of cooperation and continued efforts to achieve interoperability among friendly nations who may be called upon to engage in mutual defence or work together in a coalition operation anywhere in the world. As defence budgets are being reduced by significant amounts in every nation, the eventual, inevitable result of paying for spectrum use may well be a much-reduced scale of international training activity. This in turn will lessen the readiness and ability of our military forces to operate together.

**Recommendation.** While recognizing that charging for the use of spectrum is within national responsibility, it is recommended that the costs for spectrum needed to support the following activities be exempt from national charging regimes on the basis of reciprocity between the CCEB nations:

- Military operations, exercises and training by visiting and guest forces, Government Operations (GO), and Non-Government Operations (NGO) in direct support of military or government operations of the CCEB member nations.
- Such arrangements may be extended both to forces visiting for a temporary period, such as during operations, training or exercises, and also to guest forces remaining for an indefinite period of time.
- In the case that national legislation demands charging for the use of spectrum, those fees that originate from visiting or guest CCEB forces should be dealt with by the host nation.

## **SIGNIFICANCE OF SPECTRUM ACCESS FOR MILITARY OPERATIONS**

Approved by the Principals at P32M, *revised P33M, Jun 03*

1. Today, as the world adjusts to the realities of the new millennium and *engages in a Global War on Terrorism (GWOT)*, there is a clear recognition that operations within the information domain are just as important as those conducted at sea, on land or in the air and space. Achieving information dominance, here referred to as the networking of sensors, weapons systems, *informational databases* and decision makers, is critical to successful prosecution of a military campaign. Adequate access to radio frequency spectrum provides warfighters the full range of military capabilities for operations and training.
2. Commercial wireless technological advances and subsequent economic opportunity present significant challenges to our ability to maintain critical access to the radio frequency spectrum for training and operations. While we recognize the enormous economic potential of spectrum auctions, reallocations and band sharing we realize the impact *of these* on our military operations and must make prudent decisions to ensure national security and public safety concerns are protected. Loss of access to essential radio frequency spectrum may require the unplanned early retirement of whole communications or weapons systems or require existing equipment to transition to other frequencies potentially impacting on readiness, reducing combat effectiveness or causing expensive unprogrammed systems replacement or modification.
3. Warfighter radio frequency spectrum requirements continue to grow as new systems are developed and deployed. With recent trends towards numerical reduction in the size of armed forces, it becomes increasingly necessary to use technological advances to maintain the superiority of these smaller forces – and this inevitably requires use of equipment that makes use of the radio frequency spectrum. Our success *in the battlespace* largely depends on our ability to use this equipment to address vital information exchange requirements necessary to effect timely decision-making, *increase situation awareness* and *enable precision* engagement, resulting in effectiveness, accuracy, protection and supremacy of our forces. *Recent changes in doctrine which reflect a shift towards network centric / enabled warfare further emphasize the need for access to the radio spectrum.* Adequate national frequency access is key to training effectively with our coalition partners and subsequently our coalition warfighter preparedness. Spectrum access planning must therefore support national needs, those of visiting Allies, and be co-coordinated among coalition partners and the host nation.
4. Military dependence on information dominance is paramount in any situation from national based training to peacekeeping and humanitarian operations anywhere in the world. That same information dominance is, and will become, increasingly dependent on adequate worldwide access to radio frequency spectrum. It is imperative that we strike a reasonable and informed balance between commercial economic

opportunity and military requirements necessary to support national strategies, goals and interests.

5. As we seek to transform our forces to face an evolving security environment, our goals remain firm. We must protect the interests of the free world, deter aggression, support peaceful resolution of disputes and most importantly, be ready to intervene or respond to a conflict and win. Our coalition forces must be trained and ready to respond on a moment's notice. Adequate radio frequency spectrum access is paramount in this endeavor.

On behalf of **AUSTRALIA**:

\_\_\_\_\_  
[original signed by]  
**Rear Admiral Peter Clarke, RAN**  
Head Knowledge Systems

On behalf of **CANADA**:

\_\_\_\_\_  
[original signed by]  
**Brigadier General Michel Jones**  
Director General Information Management  
Strategic Direction

On behalf of **NEW ZEALAND**:

\_\_\_\_\_  
[original signed by]  
**Colonel James Thomson**  
Director Joint Command, Control,  
Communications and Information Systems

On behalf of the **UNITED KINGDOM**:

\_\_\_\_\_  
[original signed by]  
**Major General Robert Fulton**  
Capability Manager (Information  
Superiority)

On behalf of the **UNITED STATES**:

\_\_\_\_\_  
[original signed by]  
**Lieutenant General Joseph Kellogg, Jr.**  
Director Command, Control, Communications, and  
Computer Systems (J6)

## **CHAPTER 3 – ROLES**

### **CCEB OVERVIEW**

301. The CCEB considers any C4 matter that is referred to it by a particular nation or international organisation. The following are examples of activities undertaken:
- a. The establishment of combined operations C-E policies, doctrine, operating methods and procedures.
  - b. Initiatives to achieve interoperability of C-E systems and equipment, including principles and procedures for the development of military characteristics for such systems and equipment.
  - c. The development of common national positions for negotiations with representatives of other nations, international agencies or regional defense organisations on C-E matters.
  - d. The establishment of combined radio frequency management policy and procedures to facilitate the allocation/assignment of electromagnetic spectrum resources and space orbit access to satisfy combined or national military requirements.
  - e. The establishment of the content, formats, distribution, and release policy of ACPs and liaising with NATO and other regional organisations or coalitions regarding the need to amend or generate new ACPs.
  - f. Encourage sharing of information on emerging C-E trends and developments with potential implications for combined interoperability.
  - g. The exchange of information on:
    - i. Information Security (INFOSEC) including equipment characteristics and doctrine, necessary to ensure interoperability.
    - ii. Command and control systems related to providing the ability to exercise command and control functions including sensor, information systems and communications.
    - iii. Communications-Electronics (C-E) matters of mutual interest to member nations, which are not adequately accomplished by other methods of organisation.
  - h. The lead coordination for C4 Technical Coordination across single Service fora.

## **EXECUTIVE GROUP**

302. The EG is the CCEB's executive management authority that coordinates the development of the policy and planning needed to support the business of the CCEB and to progress combined C-E interoperability matters on behalf of the Board. Collectively, the EG maintains the CCEB Strategic and Management Plan documents, allocates tasks to subordinate groups, receives and actions reports from the subordinate groups on behalf of the Principals, and recommends to the Principals objectives and priorities for the following year. Individually, EG members are active within their own nation to encourage international harmonization of national programmes and to facilitate the co-ordination of national programmes in order to enhance combined interoperability. National EG representatives identify and allocate national resources to tasks in response to agreed CCEB objectives. To an extent determined within each nation, the national EG representative also coordinates and harmonizes CCEB and associated single Service fora (AUSCANNZUKUS, ABCA, ASCC, TTCP and MIC) and NATO activities within each nation. Their respective Principal nominates members.

303. The functions of the EG vary according to whether it is working collectively, or its members are undertaking national activities. The following are examples of activities undertaken collectively:

- a. Maintain the CCEB Strategic and Management Plans and supervise their implementation.
- b. Validate requirements for matters raised by member nations for coordination to ensure that clear objectives and time frames for activities are established.
- c. Allocate tasks, define the appropriate organisational sub-structure of working groups arising from the CCEB Management Plan, and monitor resulting outputs. Where expedient, convene and task CCEB working groups to study particularly complex matters being considered by the CCEB.
- d. Report to the Board a list of objectives and suggested priorities for the forthcoming year based on the current state of work and the guidance issued by the Principals.
- e. Coordinate CCEB activities with combined single Service and other allied activities to ensure the most cost effective and efficient use of available resources.
- f. Encourage international harmonization of national programmes.
- g. Appoint national coordinators responsible for the maintenance of ACPs as agreed by the CCEB.
- h. Identify C4 trends and developments, which have possible implications for interoperability.

- i. Function as the MIC Network Multinational Interoperability Working Group (Network MIWG).
304. The following are examples of activities undertaken by EG members individually:
- a. Encourage international harmonization of national programmes and facilitate the coordination of national programmes to enhance combined interoperability.
  - b. Identify national C-E trends and developments that have implications for interoperability.
  - c. Identify and facilitate the tasking of national resources to meet CCEB objectives.
  - d. As determined nationally, promote cooperation and liaison with the national representatives of the single Service combined organisations, TTCP and NATO on C-E matters of common interest.
  - e. Ensure that sufficient national resources including cooperation of Service "subject matter experts" are assigned to the maintenance of ACPs for which the nation is "sponsor".
  - f. The EG Chairman is also the MIC Network MIWG Chairman.
  - g. A nominated EG member, other than the US member, represents the CCEB at the CFBLNet Executive Group.

### **WASHINGTON STAFF**

305. The WS is the "driving agent" for CCEB work with the primary role of managing the CCEB Management Plan on behalf of the principals and the EG, and monitoring and coordinating delivery of Management Plan objectives on a day-to-day basis. This includes tasking the subordinate Working Groups and Task Forces, monitoring their progress and providing advice to them on issues for which clarification is sought from the Principals or EG. In addition, the WS will manage and facilitate a range of activities including liaison with Washington-based representatives of associated research organisations, single Service fora and other groups as required. The following are examples of activities undertaken collectively by the WS:

- a. Facilitate the achievement of interoperability between member nations by the coordination, introduction and maintenance of ACPs and related documentation, and when required, the exchange of information on C-E.
- b. Coordinate activity pertaining to the day-to-day management of the CCEB's tasks and raise, prepare and promulgate correspondence as required.
- c. Coordinate the review, agreement, and amendment of the content of CCEB Publications, to ensure the accuracy and adequacy of published policies, procedures and guidelines.

- d. Action matters raised by member nations for coordination by the WS.
- e. Identify C4 trends and developments that have possible implications for interoperability.
- f. Coordinate and advise WGs/TFs that are addressing issues of interest to the CCEB.
- g. Promote cooperation/liaison with the Washington based representatives of the single Service standardization and interoperability organisations, NATO and TTCP on C-E matters of common interest.
- h. Advise the EG of issues raised within the CCEB which cannot be satisfactorily addressed for reasons such as lack of accreditation to relevant agencies, national policies with regard to release of information, or the limits of CCEB resources.
- i. In consultation with the Chairman of the EG and the host nation NS member, develop and manage the agenda for the Principals' meeting.
- j. The WS will provide continuity to the WGs and TFs. Chairman WS will assign a WS to be a full member of each WG and TF. The degree of involvement of the WS member with the subordinate group will be agreed between the WS member and the applicable Chairman. As a minimum, the WS member will be copied on all correspondence and attend all meetings. The assigned WS member is to be the first point of contact for the WG/TF in seeking clarification of tasks and the way ahead.
- k. The PS will assist the EG Chairman as necessary in administrative support for the MIC Network MIWG.

### **TERMS OF REFERENCE**

306. The Principals and EG authorize the establishment of WGs and TFs to achieve desired outputs in support of the CCEB Strategic Plan. Task specific Tiger Teams (TT) may also be convened when necessary. To enable effective and efficient employment of multinational resources for the conduct of CCEB business, each WG, TF and TT is provided with Terms of Reference (TOR) ratified by the EG. As each WG, TF or TT has differing deliverables, the Chairman of each group is responsible for the maintenance and attainment of approval for all TOR amendments, on a case-by-case basis. TORs are to be reviewed annually and kept aligned with changes to the CCEB Strategic Plan. Full TORs for each group are listed on each of the WG/TFs individual CCEB web pages. A number of WG or TF responsibilities are enduring or longer term activities in support of CCEB business. These responsibilities therefore form the basis of the respective groups TORs. The scope of Key responsibilities for the currently established WG/s and TFs are listed below.

## **INFORMATION SECURITY WORKING GROUP (INFOSEC WG)**

307. In accordance with direction from the EG, the INFOSEC WG shall:
- a. Identify and resolve, in cooperation with other international fora as appropriate, all information assurance issues that impact now, or are foreseen to impact in the future, allied military information services within combined operational environments;
  - b. Identify or develop allied security architectures, services, protocols, policies, and procedures premised on the CCEB Strategic Plan to achieve optimal levels of combined interoperability;
  - c. Coordinate information assurance initiatives and harmonize activities with single Service fora, MIC and other international groups as appropriate;
  - d. Recommend, as required the creation of task forces to address specific information security related technical or operational issues;
  - e. Maintain strong technical interest in the currency of relevant ACPs associated with Information Assurance (ACPs 120 and 122) and develop/staff necessary change proposals through the appropriate ACP sponsor;
  - f. Provide an interface between CCEB WG/TFs and respective national security/technical agencies for all information assurance interoperability issues raised by those groups/agencies;
  - g. Support the CCEB C4 coordination role by acting as the POC with the respective national security/technical agencies, Multinational Security Accreditation Board (MSAB) and the International CND Coordination Working Group (ICCWG) for all information assurance interoperability issues; and
  - h. Provide information assurance advice and guidance to single Service fora.

## **PUBLIC KEY INFRASTRUCTURE TASK FORCE (PKI TF) - Suspended**

308. In accordance with direction from the EG, the PKI TF shall:
- a. Establish and develop the authentication framework in support of the adoption of gateway technical architectures documented in ACP 145.
  - b. Maintain a close working relationship with the INFOSEC WG to ensure synergy of security related outputs.

### **FREQUENCY PLANNING WORKING GROUP (FPWG)**

309. In accordance with national and international policies, and EG direction the FPWG is to:

- a. Formulate specific policy and procedures for CCEB spectrum management and planning;
- b. Identify and coordinate mutual national and international military terrestrial and extra-terrestrial spectrum requirements, policies and procedures in peace and war so as to ensure that C-E equipment, including weapons and other systems, operates successfully in all intended electromagnetic environments;
- c. Identify and coordinate military spectrum access requirements so as to influence national proposals prior to International Telecommunication Union (ITU) and regional conferences as well as maintaining liaison during conferences and coordinating implementation following conferences;
- d. Collect, maintain and exchange up-to-date technical and regulatory information on frequency supportability, the use of frequencies and/or bands, and spectrum dependent equipment;
- f. Formulate and apply methods for coordinating frequencies and issuing spectrum plans that will meet the requirements of the CCEB nations;
- g. Develop and maintain ACPs 190, 191 and 194. All FPWG ACP coordination will be done in close cooperation with the designated national sponsor for the document and within the guidelines of ACP 198; and
- i. Maintain liaison with ABCA, AUSCANNZUKUS NAVCOMMS/C2, ASCC and TTCP, and other CCEB WGs through the appropriate CCEB liaison officer so as to be aware of their activities and to provide advice regarding the availability and utilization of the radio frequency spectrum.

### **DIRECTORY SERVICES WORKING GROUP (DSWG)**

310. In accordance with the EG direction, the DSWG is to:

- a. Review national Directory Service implementations and identify issues constraining interoperability, such as the supporting bearer network and security services;
- b. Identify solutions that will achieve international interoperability, and influence national Directory Service implementations to support identified solutions;
- c. Support the CWAN WG and Messaging TF to provide directory solutions;

- d. Identify and promote opportunities for the incremental implementation of secure Directory Services within the CCEB, in particular to develop a Directory Services framework;
- e. Develop, where necessary, common interoperability profiles and procedures to enable secure Directory Services between national implementations;
- f. Consider and provide recommendations on interoperability testing and pilots (to include annual JWIDs', CFBL and NATO demonstrations where appropriate), that include system boundaries and operational support issues, then develop an interoperability testing strategy;
- g. Quantify costs (recurring and non-recurring) associated with the implementation of secure, interoperable Directory Services between nations;
- h. Provide a forum to maintain and to coordinate changes to ACP 133, CCEB Pub 1008 and other relevant Directory Services documentation, recognizing that NATO will propose changes that must be treated equitably with CCEB proposals;
- i. Liaise with the CCEB WGs and TFs on issues of mutual interest to provide appropriate advice pertaining to Directory Service support;
- j. Liaise with the NATO Directory Services Working Group on issues of mutual interest pertaining to secure interoperable directory services, including but not limited to, maintenance of ACP 133, CCEB Pub 1008, and other relevant CCEB documents adopted by NATO with the view towards ensuring that the CCEB and NATO maintain a common baseline for secure interoperable Directory Services; and
- f. Liaise with other NATO fora to support a common baseline for secure interoperable Directory Services amongst CCEB and NATO.

**CWAN WORKING GROUP (CWAN WG)**

- 311. In accordance with EG direction, the CWAN TF shall:
  - a. Develop the implementation plans for introducing capabilities on Griffin including:
    - 1) policy for the operation and maintenance of the capability,
    - 2) technical architectures required to achieve interoperability, and
    - 3) the security policies, practices, procedures and systems required for national accreditation and multinational agreement;

- b. Coordinate implementation and maintenance of the national and multinational components of Griffin capabilities as agreed by the MIC and directed by the EG;
- c. Address the issues that are relevant to improving secure interoperability between deployed operational and tactical systems;
- d. Provide appropriate guidance to the CWAN Project Office as required;
- e. Coordinate support from other CCEB WGs and TFs and liaison with other multinational CWAN initiatives or groups; and
- f. Support the other CCEB WGs and TFs in their efforts to achieve their goals and objectives such as the establishment of a CCEB Directory Service and future Military Messaging.

**ALLIED COMMUNICATIONS PUBLICATIONS WORKING GROUP (ACP WG)**

312. In accordance with direction from the EG, the ACP WG shall:
- a. Maintain an oversight on ACP validity and review status, reporting as required to the EG;
  - b. Identify those ACPs requiring updating as a CCEB priority and obtain national commitments as far as possible to complete the action;
  - c. Coordinate the development and production of new or updated CCEB ACPs with sponsor nations or organisations responsible for their production, and/or the NATO ACP WG (NACPWG) coordination organisation where necessary, and oversee their distribution;
  - d. Harmonize the coordination of both CCEB and NATO ACP production and governance;
  - e. Submit proposals and recommendations for ACP review to the WS for incorporation into the CCEB Mgt Plan;
  - f. Develop and maintain ACP 198 in conjunction and cooperation with the appropriate national sponsor;
  - g. Oversee life cycle maintenance, content and development of the ACP web page; and
  - h. Revise work plans and update their WG Gantt chart details as posted on the CCEB website, following the completion of meetings.

**MESSAGING TASK FORCE (MTF)**

313. In accordance with the EG direction, the MTF is to:

- a. Achieve allied interoperability between national military messaging environments using ACP 123 messaging standards and protocols, supported by ACP 133 directory services;
- b. Achieve agreement on common security algorithm, protocols and policies for secure ACP 123 based formal military messaging between Allied nations, based on Gateway-to-Gateway (ACP 145) connectivity;
- c. Maintain a strong technical interest in the currency of ACPs' 123, 133 and 145, develop and staff necessary change proposals through the appropriate national sponsors;
- d. Support the CWAN WG's efforts to provide Military Messaging as a service on the CWAN.
- e. Be cognizant of the NATO C3 Technical Architecture where it pertains to ACP 123-based formal military messaging; and
- f. Investigate options and costs for extending future CCEB formal military messaging initiatives to all MIC nations based on a Gateway Implementation for Level III Interoperability or higher.

**VIDEO TELECONFERENCING TASK FORCE (VTC TF) - Suspended**

- 314. In accordance with direction from the EG, the VTC TF shall:
  - a. Develop and maintain policies, procedures and techniques for the conduct of both non-secure and secure system high video teleconferencing between the CCEB nations, including the ability to conduct multi-point bridged VTCs; and
  - b. Develop a VTC ACP (ACP 220) and maintain a strong technical interest in the currency of the ACP including the development and staffing of necessary change proposals to the ACP's sponsor.

## **CHAPTER 4 – SUBSTRUCTURE MODUS OPERANDI**

### **GENERAL**

401. The chairman and secretarial support for the WGs and TFs are provided by the same nation, normally for a period of one year. The changeover of responsibility generally occurs in accordance with the matrix of chair/host nation responsibilities as detailed in Publication 2, however in practice, the outgoing chairman usually reports the activities of his/her group at the Annual Principals' meeting. In the event that the subordinate group members believe its business can be better progressed by extending the tenure of the incumbent chairman or by varying the rotation of the chairmanship, it will make a suitable recommendation to the EG, who will consider and decide.

402. The WG/TF chairman is responsible for the conduct of business, including calling notices, agendas, meeting administration, record of meetings, action on papers and coordination of comment and briefs. The chairman should ensure that relevant papers are circulated in advance of each meeting so that nations have sufficient time to staff issues internally. The chairman or a delegated representative may be asked to participate in relevant agenda items of EG meetings.

403. Participants consist of appropriate national experts from the CCEB nations. While each group's work program will be approved by the EG in accordance with the CCEB Strategic and Management Plans, each group must be cognizant of the need to respond to the WS which is responsible for the day-to-day delivery and monitoring of the CCEB Management Plan. The Chairman WS is to ensure there is at least one WS member appointed as an integral team member of each WG/TF.

### **WORKING ROUTINE**

404. Working process and decision making:

- a. The business of each WG and TF should be conducted through informal discussion and correspondence wherever possible.
- b. Each WG and TF strives to achieve the unanimous agreement of member nations. However, in the event that this is not achievable, advice based on majority opinion may be offered, provided that it is made clear at the time that unanimity was not achieved and the essential points of disagreement are documented.
- c. WG and TF recommendations do not constitute specific commitments by member nations. However, support of a recommendation is to be considered a declaration of intention given in good faith at the time.
- d. Decisions will be informal and non-binding until ratified or approved by the appropriate parent organisations. Actions resulting from discussions and agreements within the WGs and TFs must be formally staffed and introduced

nationally, or where appropriate and relevant, in NATO, and coordinated through existing processes and procedures.

405. Meetings. WG and TF meetings are to be held in accordance with the guidelines of Publication 2. When appropriate, simultaneous collocated meetings of several CCEB WG/TF will be coordinated by the WS to facilitate cooperation in the delivery of CCEB products for the warfighter.

406. Sub-Working Groups. WGs may seek to create ad-hoc sub-groups from time to time to address a specific related issue that demands a greater depth of expertise than that possessed by the parent body. The formation of a sub-working group is to be approved by the EG who will, where necessary, obtain approval for resources from their nations/Principals. The sub-group chairman will be selected at the time of agreement to form the sub-group. Whenever possible, the sub-working group's meetings will coincide with the full WG's meetings.

407. Documentation and Correspondence. Documentation and correspondence is to be raised and administered in accordance with the provisions of CCEB Publication 2.

### **MANAGEMENT PLAN ONTOLOGY**

408. The CCEB organisation has interdependent documents, resources and systems designed to attain the organisation's vision. These attributes and their relationships are shown pictorially in the ontology below (Figure 4 – 1).

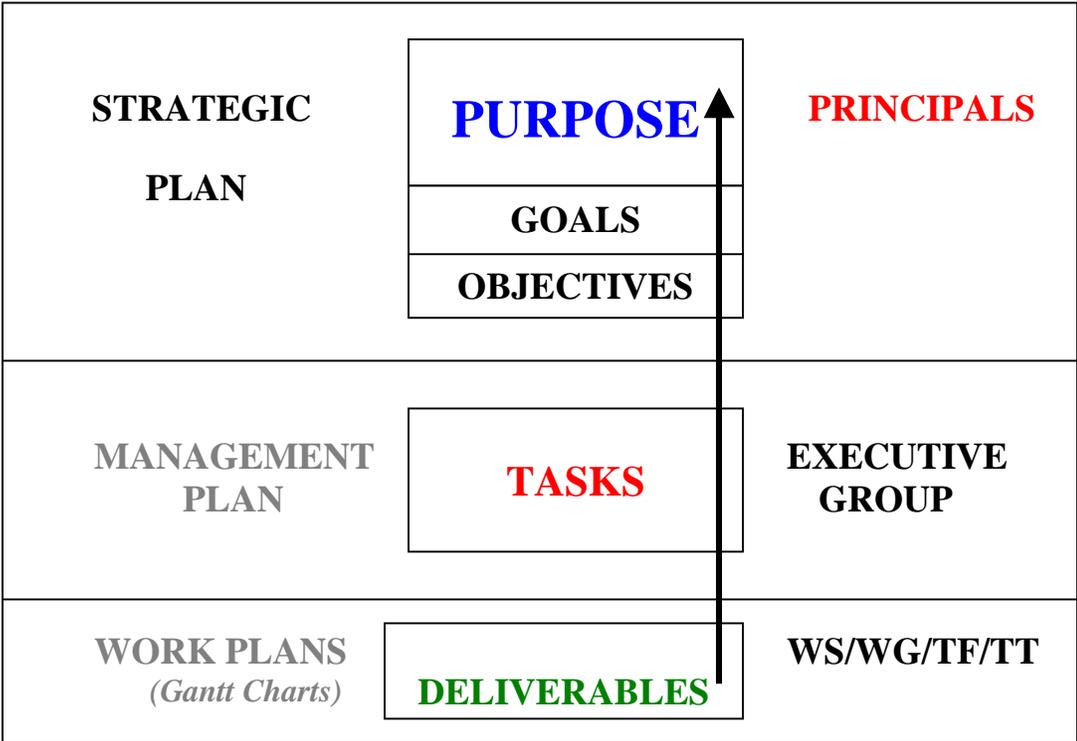


Figure 4 – 1 CCEB Strategic Relationships

## CCEB MARKETING PLAN

*“To promote, demonstrate and reinforce the value of the CCEB and its products to nations, allies and coalitions”*

409. The single most effective marketing activity for the CCEB is delivery of tangible benefits to the Warfighter. However, to help achieve this, there needs to be wide understanding of the CCEB’s role, as well as commitment and buy-in to its Goals from across the whole of the Defence enterprise in each CCEB nation. This Marketing Plan outlines the basic activities that the CCEB will undertake to achieve this.

410. Marketing is a constant process, which should be planned each year according to perceived needs at the time. The EG is responsible for identifying marketing targets each year and for defining Tasks for delivery under the Management Plan. Marketing will therefore be an agenda item at the first EG meeting that follows the Principals’ annual meeting, and as necessary at subsequent meetings. The EG will normally report against its marketing targets at each Principals’ meeting.

411. It is also important that CCEB members at all levels are involved in the marketing process, as they are ones most likely to do the marketing and to get feedback on how the CCEB is perceived. In setting targets, the EG will therefore consult widely within the CCEB. There are many ways in which the CCEB can market itself. The table below (Table 4 – 1) outlines the main activities that should be considered.

<b>Marketing Activity</b>	<b>Comment</b>
CCEB Web Site	Constant development and updating. Must be set-up so that it reaches target audiences. Web Strategist assigned from WS.
CCEB Briefings to other Multinational Fora and Alliances	Maximise opportunities to brief staff at all levels from other fora such as ABCA, ASCC, AUSCANNZUKUS Naval C4, MIC, TTCP, NATO Boards, MIP, QCJWC, CFBLNet and JWID.
CCEB Briefings to Industry and Learned Institutions related to C4	Maintain awareness within industry, defence companies, research-based organisations, standards bodies, R and D institutions and other professional organisations such as AFCEA, AOC etc.
Promotion of CCEB within Nations	Briefing within each nation to key C4 decision-making organisations across defence, single-service environments, Staff Colleges, Training organisations, and Chains of Command.
Consultation and Inclusion	Ensuring, where appropriate, that invitations are extended to C4-related organisations to participate in CCEB meetings and activities at all levels.

Social Entertaining	Where possible, CCEB Staff should seek to use social occasions to build relationships with related organisations.
C4 Lead Coordinator Role	The CCEB's function as the C4 Lead Coordinator is an influential and key role that should be promoted wherever possible.
Publicity Officers	Consideration should be given to assigning Publicity Officers from within the CCEB to take forward marketing nationally and across the CCEB as a whole.
Individual Marketing	Principals, EG, WS, PS and all WG/TF members should actively promote the CCEB within their circles of influence.
Media (Professional or Open Source)	Consideration should be given to promoting CCEB through magazine articles such as Defence journals and related publications
Marketing Material	Examples of CCEB Powerpoint Briefs/Scripts are on the CCEB Website. Consideration should also be given to the value of CCEB pamphlets/brochures, briefing packs, and other marketing devices such as mouse mats etc

### **CCEB LESSONS LEARNED PROCESS**

*“What experience and history teach is this – that nations and governments have never learned anything from history, or acted upon any lessons they might have drawn from it.”*  
– GWF Hegel (1770-1831): *Lectures on the Philosophy of World History*

412. The Process detailed below sets out the tasks to be carried out by the CCEB in order to capture and disseminate ‘Lessons Learned’ from coalition operations. The aim of the Process is to ensure an agreed procedure whereby the CCEB is able to identify the lessons learned from Warfighter experience of coalition operations (and exercises), and for the CCEB to then respond by delivering solutions to the Warfighter through its normal business processes.

413. The Lessons Learned Process comprises 5 main tasks. The overall owner of the Process is the EG. Below this level, the responsibility for carrying out the individual tasks is identified and is generally the EG or WS. The Process is shown diagrammatically at Figure 4 - 2 below. The tasks, outputs, and task ownership are explained in the Table 4 - 2.

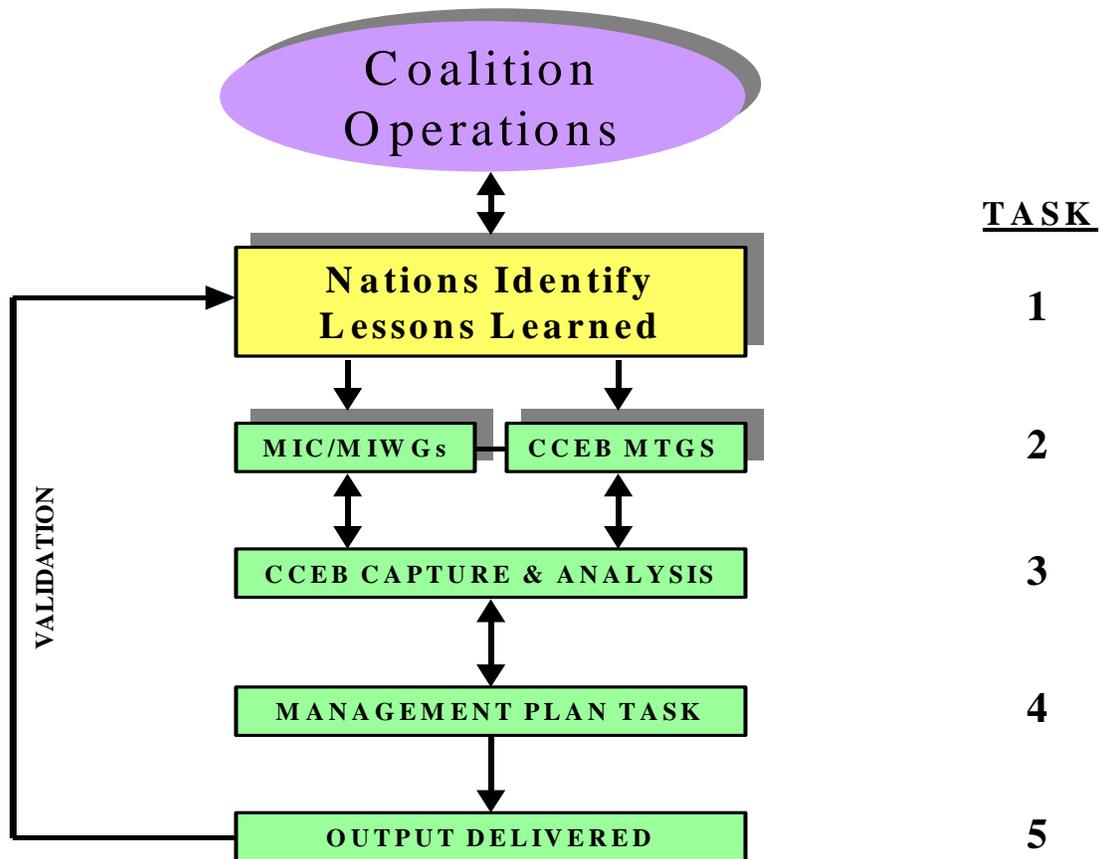


Figure 4 - 2. Management Plan Process

**TABLE 4 - 2 – BREAKDOWN OF TASKS FOR LESSONS LEARNED PROCESS**

<u>Task No</u>	<u>Task Owner</u>	<u>Task</u>	<u>Comment</u>	<u>Output</u>
1	Nations	Identify Lessons Learned from Coalition Operations	Nations that are involved in Coalition operations and exercises may identify lessons learned that have relevancy to C4. Nations should have an internal process that captures these lessons so that national CCEB and/or MIC/MIWG representatives are made aware of them.	Lessons Learned by nations involved in Coalition Ops
2	EG	Share Lessons Learned Through CCEB and MIC Fora	Technical C4 related issues are shared by CCEB Principals, EG members and others during normal CCEB business processes such as EG Meetings, Principals Meetings, and	Identified Lessons Learned relevant to the CCEB

<u>Task No</u>	<u>Task Owner</u>	<u>Task</u>	<u>Comment</u>	<u>Output</u>
			also in the MIC/MIWG fora. Nations in the MIC/MIWG fora might also share J3-type lessons that have implications for technical C4. The EG participate in both MIC/MIWG and CCEB business and are therefore the most appropriate task owner. The EG should therefore ensure that Lessons Learned is a standing Agenda Item where appropriate to ensure such experience is shared.	
3	EG	Capture and Analyse Lessons Learned	Once a Lesson Learned has been identified and shared, the CCEB then addresses it and decides on what action should be taken to address the issue. For example, it may decide to assign a new MP Task, amend an ACP, or set up a WG/TF. Decision-making on the response to a Lesson Learned is most likely to happen at the Principal or EG-levels.	Agreed CCEB Course of Action to Respond to Lesson Learned
4	WS	Assign and Manage CCEB Solution through CCEB Management Plan	To be effective in addressing Lessons Learned, any CCEB response will probably need to be defined and monitored as part of the CCEB MP Process. It is then the responsibility of the WS to ensure delivery of the MP Task output as part of normal CCEB business.	Manage and Deliver MP Tasks on behalf of the EG
5	EG	Deliver and Validate the Solution	Once the MP Task output is delivered, nations then incorporate and validate the solution where appropriate. This might involve changes to equipment or to tactics, techniques and procedures (TTPs), and then validation through exercises or operations. In any case, validation is continued until the Lesson Learned is satisfactorily addressed. The EG are responsible for validation within their nations and the CCEB.	A Validated Solution that meets agreed Warfighter Needs

## **CHAPTER 5 - RESPONSIBILITES**

### **CHAIRMAN OF PRINCIPALS**

501. Purpose. The Chairman of Principals gives overall direction on CCEB matters on behalf of the Board.
502. Authority. The Chairman of Principals is authorized to:
- a. Communicate directly with other Principals and when required give direction to the chairmen of the EG, WS and subordinate groups on CCEB matters.
  - b. Liaise with the chairmen of the MIC, combined single Service organisations, TTCP and NATO on CCEB issues.
  - c. Set the agenda for the annual Board meeting.
503. Accountability. The Chairman of Principals is accountable to the other Board members for the progress of CCEB business during his period of office.
504. Principal Tasks.
- a. Monitor and guide the work of the EG and the WS in implementing agreed CCEB policies, ensuring that the decisions and intent of the Board are addressed.
  - b. Initiate consultation with the other Principals on CCEB issues of an urgent nature requiring a collective Board decision.
  - c. Host the annual Principals meeting and make appropriate arrangements for the business to be discussed.
  - d. Promote the visibility of the CCEB in appropriate national and international joint/single Service interoperability forums.
  - e. Encourage Principals to influence their national C4 initiatives and projects to implement CCEB developed standards and procedures that have the potential to enhance allied interoperability.
  - f. Encourage Principals to influence their national resource managers to ensure that adequate resources are assigned to support agreed C4 interoperability activities.
  - g. Chair video teleconferences amongst the CCEB Principals throughout the year.
505. Tenure of Office. The Chairman of Principals will normally be appointed for a period of 12 months culminating in the annual Principals' meeting. Rotation of chairmanship shall be in accordance with Publication 2.

## **CHAIRMAN OF THE EXECUTIVE GROUP**

506. Purpose. To progress CCEB business on behalf of the Board.
507. Authority. The Chairman of the EG is authorized to:
- a. Communicate directly with the Chairman of Principals on matters of CCEB interest.
  - b. Direct the chairmen of subordinate groups to complete Board tasks and associated supporting work.
  - c. Liaise with the chairmen of the combined single Service organisations, TTCP and NATO on matters of CCEB interest.
508. Accountability. The Chairman of the EG is responsible to the Chairman of Principals for the progress of CCEB business. To this end, the Chairman of the EG will provide a progress report to the Chairman of Principals twice a year. One report will be made after the EG meeting that is held in the fourth quarter of the calendar year. The other report will be made to the Principals' annual meeting.
509. Principal Tasks.
- a. Facilitate the efforts of EG members to develop and maintain the CCEB Strategic and Management Plans ensuring their currency, content and accuracy. The CCEB Strategic Plan will consist of the following elements: vision; mission; goals; key indicators that are linked to management appraisal of operational gaps, priorities and activities.
  - b. Monitors and guides EG work, providing direction to the subordinate groups as required.
  - c. Promote co-ordination of activities between the CCEB and the MIC/working groups, other single Service organisations, NATO and the TTCP.
  - d. Encourage EG members to influence their national C4 programs to enhance combined interoperability.
  - e. Manage the agenda and arrangements for EG meetings.
  - f. Work with the appropriate NS member and the Chairman of the WS to ensure that the preparations for the Principals' annual meeting and periodic VTCs are concluded in accordance with CCEB procedures detailed in Publication 2.
  - g. Coordinate the preparation, agreement and timely submission of an annual EG report to the Board including proposed objectives, priorities, and associated resource implications for the forthcoming year. This report will be structured in such a manner that it includes:

- (1) a review of all tasks assigned by the Principals at previous Board meetings,
  - (2) all decisions made by the EG on behalf of the Principals during the past year,
  - (3) major tasks, priorities and guidance assigned to subordinate bodies during the past year,
  - (4) implications arising from the decisions and actions taken by the EG, and
  - (5) propose future significant activities and strategic direction for the CCEB, and reports on matters referred to the EG which cannot be satisfactorily addressed or concluded for any reason.
- h. Monitor national and international C-E trends and developments to identify issues which have potential implications for interoperability among CCEB nations, referring significant matters to the EG for discussion.
  - i. Coordinate the annual review of Pub 1 and presentation of amendments to the Principals at the annual Board meeting.
  - j. Produce a monthly activity report to the Principals highlighting the progress of CCEB work during the past month, and proposed accomplishments for the upcoming month.

510. Tenure of Office. Rotation of chairmanship shall normally mirror the Chairman of Principals.

### **CHAIRMAN OF THE WASHINGTON STAFF**

511. Purpose. To progress CCEB matters on behalf of the Board and EG.

512. Authority. The Chairman of the WS is authorized to:

- a. Communicate directly with the Chairman of Principals, keeping the Chairman of the EG informed.
- b. Communicate directly with the Chairman of the EG.
- c. Communicate directly with the chairmen of the subordinate groups for the day-to-day delivery and monitoring of the CCEB Management Plan.
- d. Liaise with the Washington-based representatives of the combined single Service organisations, MIC, TTCP and NATO on CCEB business.

513. Accountability. The Chairman of the WS is:

- a. Responsible to the Chairman of the EG for the progress of CCEB business in support of the CCEB Management Plan, during his appointment.

- b. Responsible to the WS for ensuring that national views are given equal consideration and that the corporate WS position is accurately presented.
- c. Responsible for providing a WS report to each EG meeting.

514. Tasks.

- a. Coordinate WS activity including timely preparation, agreement, signature and promulgation of all WS Directives, Reports and Combined Agreements.
- b. Work with the appropriate NS member and Chairman of the EG to ensure that the arrangements for the Principals' annual meeting are organized in accordance with the CCEB procedures delineated in Publication 2.
- c. Coordinate and conduct WS meetings in accordance with CCEB procedures delineated in Publication 2.
- d. Coordinate the preparation, agreement and timely submission of WS reports to the EG including:
  - (1) Routine progress reports to be submitted to each EG meeting. Reports will be structured in such a manner that they include:
    - i. a review of all tasks assigned by the EG at and after the previous EG meeting;
    - ii. all significant decisions made by the WS since the last report, significant WS activities;
    - iii. a report on the status of WG and TF objectives and tasks as detailed in the CCEB Management Plan. Delays or impediments to achieving defined milestones are to be highlighted; and
    - iv. major tasks, priorities and guidance assigned to subordinate bodies since the last report, and implications arising from the decisions and actions taken by the WS.
  - (2) Reports in respect of the first and third quarter fact-finding or professional development visits made by the WS.
  - (3) Reports on current and emerging interoperability issues and on matters referred to the CCEB that cannot be satisfactorily addressed or concluded for any reason.
- e. Consult with the Chairman of EG shortly after the submission of each WS report to discuss objectives and progress.

- f. Coordinate WS representation at subordinate group meetings to monitor and when necessary provide guidance, which should enable WGs and TFs to conform to Board decisions and direction.
- g. Coordinate the agenda and administration for Colocated WG/TF meetings. The main issues to be addressed are setting the timings, venue, and agenda (both overall and joint sessions) in cooperation with applicable WG/TF Chairmen and other WS members.
- h. Coordinate liaison activities with the Washington based single Service standardization/interoperability organizations, MIC, TTCP and NATO in conjunction with the nominated liaison officers for these organizations.
- i. Facilitate WS discussion of national and international C-E trends and developments to identify issues that have potential implications for interoperability among CCEB nations, referring significant matters to the EG as required.
- j. Prepare a CCEB Headlines report on a regular basis, if not monthly and forward the draft to Chairman EG for comment and dissemination via the standing CCEB Principal. The Headlines report is to provide a high level overview of activities and milestones achieved throughout the reporting period. An example is in CCEB Publication Two.

515. Tenure of Office. The Chairman of the WS will be a member of the WS and will normally be appointed for a 12-month rotation, commencing immediately after the Principals meeting. The WS will determine the rotation and advise the EG at its Nov meetings. The WS Chairman will not normally be from the same nation as the Principals' and EG Chairmen.

### **PERMANENT SECRETARY**

516. Purpose. To coordinate the day-to-day business of the CCEB and provide secretariat support to the annual Board meeting, all EG meetings and the Washington Staff.

517. Authority. The PS is authorized to:

- a. Communicate directly with the chairmen of Principals, the EG, the WS and the subordinate groups on current matters of interest.
- b. Liaise directly with NS points of contact on urgent action items.
- c. Liaise, at an appropriate level, with the combined single Service organizations, MIC, NATO and the TTCP on matters of mutual interest.

518. Accountability. The PS is responsible to the Chairman of the EG and the Chairman of the WS for the performance of principle tasks associated with the EG and the WS.

519. Tasks.

- a. Attend and coordinate the preparation of Minutes at the Board and EG meetings.
- b. Attend and act as Minute Secretary at WS meetings.
- c. As directed by the Chairman EG, produce draft Agendas and other documents required for the meetings of the EG. As directed by the Chairman of the WS produce draft Agendas, Minutes, and other documents required for the meetings of the WS.
- d. Prepare CCEB staff visit reports for the Chairman of the WS.
- e. Provide chairmanship of the CCEB ACP WG and provide liaison with the WS and national POCs on all aspects of ACP management.
- f. Attend NACPWG coordinators meetings at least once annually.
- g. Post and maintain CCEB publications on the CCEB Web Page, electronically distribute CCEB Publications and maintain a master copy of CCEB Publications.
- h. Brief at each meeting of the WS on upcoming and current reviews of ACPs, printing and distribution of ACPs, Action Items, and any other matters as appropriate.
- i. Manage the CCEB Home Page in accordance with the policy detailed in CCEB Publication 2.
- j. Maintain and regularly distribute a current contact list of all CCEB participants.
- k. Coordinate the progress of all WS items to ensure their timely completion.
- l. Draft all cover pages for Directives, Action Officer Reports and Combined Agreements that will be signed by the Chairman of the WS.
- m. Maintain official records of all papers within the CCEB organisation.
- n. When deemed necessary by the Chairman of the WS, attend WG and TF meetings as an observer when the meetings are held in the Washington area.
- o. Seek out and recommend improvements to the CCEB administrative process.
- p. As directed by the EG Chairman, who also chairs the Network MIWG, attend and act as Minute Secretary at Network MIWG meetings.

520. Tenure of Office. The PS post is an international tri-Service post at Major / O4 equivalent level, with a three-year tenure. Nations will fill the appointment in rotation in the order UK, CA, AS, NZ, unless agreed otherwise. The US Military Communications-Electronics Board (MCEB) will provide office space and administrative support facilities.

## **WORKING GROUP OR TASK FORCE CHAIRMAN**

521. Purpose. To provide leadership to designated multinational subject matter experts or national project leaders, to progress CCEB matters on behalf of the Board and EG.

522. Authority. The Chairman of WGs and TFs are authorized to:

- a. Communicate directly with the Chairman of the EG, keeping his/her respective national EG member informed.
- b. Communicate directly with the Chairman of the WS, the appointed WS liaison member and/or other WS members, as is necessary, and the PS.
- c. Communicate directly with the Chairmen of other CCEB groups to effect synergies with delivery and monitoring of the CCEB Management Plan tasks.

523. Accountability. The Chairman of a WG or TF is:

- a. Responsible to the Chairman of the EG, and the Chairman of the WS for coordination purposes, for the progress of CCEB business in support of their groups specific tasks as prescribed in the CCEB Management Plan.
- b. Responsible for providing reports to the Chairman of EG as requested. One report will normally be made after the EG meeting held in the fourth quarter of each calendar year, whilst the other will be made at the annual meeting of the Board. The structure of these reports will be advised but will normally be a combination of a slide show and a supporting formal report, relative to those issues of interest to the EG and/or the Principals.
- c. Responsible to their appointed WS liaison member for the adherence to CCEB procedures and processes, to ensuring that all respective nations views are given equal consideration and that the corporate WS position is accurately presented.
- d. Responsible for providing the WS a report prior to each EG meeting, and forwarding the latest information to the WS Chairman for inclusion in the CCEB Headlines Report.

524. Tasks.

- a. Chairman are to schedule, arrange and lead meetings for their group members, to ensure that the prescribed tasks as listed in the CCEB Management Plan are being addressed and managed to the satisfaction of the EG. Up to two meetings per year may normally be conducted. EG agreement is required for additional meetings.
- b. Conduct meeting administration in accordance with coordination procedures prescribed in Publication 2.

- c. Upon occurrence, report immediately to the Chairman of the EG any issues impeding the continuance or completion of allocated tasks.

525. Tenure of Office. Chairmanship of WGs and TFs is appointed via mutual agreement between the EG and the providing nation. Rotation of the appointed chairman will normally occur annually and in the sequence as laid down in Publication 2. Following this procedure provides for equity of chairmanship between the five CCEB nations.