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WORKING PAPER
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NATO INDUSTRIAL ADVISORY GROUP (NIAG)

NIAG 'TECHNICAL' STUDIES - THE NINE STEPS TO IMPLEMENTATION

**A Detailed Synopsis for Studies Sponsors, NIAG Studies Sub-Group Chairs and
Rapporteurs and CNAD Group IS Secretaries**

By IS NIAG Staff Officer

1. The Nine Steps.

		Responsible:	Timeline:
Step 1	Studies Submission – to CNAD and CBC	MAGs	By June Study Year -1
Step 2	Study and Tasking Request – to NIAG	Study Sponsor Group	8 weeks before Step 3
Step 3	NIAG Exploratory Group (EG) Meeting	NIAG Vice-Chairman	One month before Step 5
Step 4	Study Proposal Document – to CNAD for approval	NIAG Staff Officer	Immediately after Step 3
Step 5	Study Sub-Group Kick-Off Meeting	NIAG SG Chair	Study Start
Step 6	Study Conducted	NIAG SG Chair	
Step 7	Study Reporting – to Sponsor Group and NIAG	NIAG SG Chair	
Step 8	Study Assessment – to CNAD/NIAG	Study Sponsor Group	One month after Step 7
Step 9	Study Administration Completion – study payments	NIAG SG Chair	Three months after Step 7.

2. NIAG Technical Studies - Background

2.1 NIAG is invited to undertake pre-competitive technical studies by the Conference of National Armaments Directors (CNAD) in support of defence systems requirement development and NATO defence systems, or equipment, interoperability objectives.

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2.2 Proposed NIAG technical studies are presented to NIAG on a yearly basis by CNAD and receive funding support from the NATO Civil Budget as approved annually.

2.3 The study requests themselves are generally formulated by specialist military armament requirements groups in the CNAD Main Armaments (MAG) sub-structure, generally referred to as Level 2 Groups. These groups are considered the 'sponsor groups' for the NIAG studies.

2.4 Studies in support of defence systems requirement development are normally based on an Outline NATO Staff Target (ONST), or similar document, and their objective is to determine potential technical options to meet the outline requirement.

2.5 Studies in support of interoperability objectives are aimed at determining technical solutions to enable national systems or equipment to be interoperable in multi-national operations. These are based on draft NATO Standardization Agreements (STANAG), or draft NATO Guidance documents referred to as Allied Publications (AP).

2.6 The underlying objective of the NIAG technical studies work from the NATO perspective is to gain insight into potential industrial technical solutions. New technology ideas and innovation is sought, as well as advice on what is practical, economical, reasonable and cost effective and where the technology risks lie.

2.7 From the defence industrial perspective, the NIAG technical studies offer industry insight into NATO capabilities thinking, in particular potential future defence systems and equipment procurement, and the opportunity to contribute to future NATO interoperability standards.

3. The STEPS in detail.

STEP 1 - Studies Submission - by MAG Chairs and Sponsor Groups

NATO Civil Budget Committee procedures require submission to the annual budget process to be made by the 1st July of the preceding year. MAG Chairs are therefore invited to formally submit proposals to CNAD, through the Permanent Chairman to CNAD, ASG/DI, for follow-on year NIAG studies in the June timeframe. Prior to this, MAG groups are invited to liaise with NIAG on the emerging proposals for follow-on year NIAG study activities following the studies development timetable:

Timetable for development of proposed NIAG "year + 1" Technical Studies

Period/Date:	Activity:
November to April	Development of proposals for "year + 1" NIAG studies by sponsor MAG Groups based on LTCR/ interoperability requirements or any other identified priority. NIAG advice

Period/Date:	Activity:
	available through IS NIAG Coordinator, NIAG MAG Point of Contact and NIAG Vice-Chairman.
April	Draft studies list available to NIAG for industrial considerations of studies support.
By 15 June	Submission of “year + 1” Studies proposals by MAG Chairmen to ASG/DI in accordance with outline format.
June	Compilation of proposed “year + 1” studies package by IS/DI
July	Proposed NIAG Studies “year + 1” to: <ul style="list-style-type: none"> - CNAD/NADREPs for approval - ASG/DI for budget submission to Civil Budget Committee - NIAG for information
December	Civil Budget “year + 1” approval by Civil Budget Committee

In order to enable IS/DI to develop the proposed follow-on year NIAG studies submission package for CNAD (NADREP) approval, MAG studies sponsor groups are requested to submit study proposals in accordance with the following pro forma:

PRO FORMA FOR SUBMISSION OF REQUEST FOR NIAG STUDY	
1.	Title of Proposed Study:
2.	Brief Description of Proposed Study:
3.	Background: <i>(NATO operational scenario/justification, related NATO capability requirement, related developments or studies, why the industrial contribution is needed)</i>
4.	Objectives of the Study and what is expected to be delivered in the Final Study Report:
5.	NATO Priority (eg applicable LTCR):
6.	Intended Follow-on to the Study: (for example - NATO Staff Target or similar, STANAG)
7.	Are any other NATO Bodies involved in the related area of work? (for example – ACT, RTO, NC3O)
8.	Is there any current Industrial involvement in the area of work?
9.	Proposed start date:

10.	Desired completion date:
11.	Study Classification level:
12.	Study Open to Partners? (This is encouraged where possible)
13.	Sponsoring Group Point of Contact and IS Point of Contact:

STEP 2 - Study and Tasking Request**- by Study Sponsor.**

Following approvals by CNAD (NADREP) and the Civil Budget Committee, Study Sponsor Groups are to provide the IS NIAG Staff Officer, through the appropriate MAG Secretary, a detailed study and tasking request, including any necessary supporting documentation. This information is required to formulate the specific requirements of the intended study and to enable the NIAG delegations to determine the Industrial experts they should nominate for the study work. The detailed study and tasking request documentation is forwarded by the NIAG Secretary to NIAG Delegations, **six weeks** before the study Exploratory Meeting, for distribution to appropriate companies in their nations. These companies will then consider nominating experts, through their NIAG delegation, to take part in the study.

The study and tasking request document should clearly describe the nature of the study work and the type of technical expertise required to participate in the study. It is important that, at least, the following questions are addressed:

STUDY AND TASKING REQUEST – Questions to be addressed:
<ul style="list-style-type: none"> • What is the Objective of the study in terms of what is to be carried out, why and with what purpose ? • What is/are the operational scenarios to be considered? • What is the scope of the study to be, as appropriate? • What is the study to address – specific issues, technologies, documentation, potential follow-on demonstrations or testing, etc. ? • What is the required output of the study, that is what information and recommendations is the study to deliver in the final report ?

STEP 3 - NIAG Exploratory Group (EG) Meeting:

- Attended by NIAG Vice-Chairman, Study Sponsor Representative/s, NIAG nominated National Experts, NIAG Staff Officer.

The one day **Exploratory Group (EG)** meeting is convened at NATO Headquarters^{1 2} under the Chairmanship of the NIAG Vice-Chairman. Meetings normally start at 0930 and conclude by about 1600.

The purpose of the meeting is to bring together Industrial experts to participate in the proposed study, to address the requirements of the study as presented in the Study and Tasking Request and by the study sponsor at the meeting, to formulate the NIAG Sub-Group (SG) to undertake the study and the SG management team and to make initial plans on how the study is to be addressed.

The NIAG Secretary will send out to NIAG national delegations, as early as possible, but not later than one month prior, the detailed study and tasking request, inviting nations wishing to participate in the study work to send appropriate industrial experts

At the EG meeting the study sponsor explains the requirements for the study to the assembled industrial experts, who will, in turn, determine the study objectives and required study output and deliverable. On agreement that the proposal constitutes a valid technical study for NIAG, the meeting will form a Study Sub-Group, Study Sub-Group Management team and study organisational plan. The Sub-Group is assigned a number by the NIAG Secretary.

The Study Group Management Team consists of a SG Chair, Deputy Chair and Rapporteur. Experts attending the EG meeting are invited to volunteer to undertake the management roles and indeed nations should consider, when nominating experts to the study, offering experts to the management roles. It is particularly appropriate if a company is offering an expert who has previous experience of a NIAG study, to volunteer that expert for a management team role.

For each nation with experts taking part in the study, one expert will be invited to be the 'national focal point' for the study, see below.

Once the management team has been agreed at the EG meeting, the NIAG Vice-Chair will look to hand the meeting over to the newly appointed SG Chair to address the organisation and planning of the study. Normally the study work is organised under study

¹ Experts attending the NIAG Exploratory Group meeting are required to obtain entry passes for NATO Headquarters through their national delegations to NATO. Advice should be sought through national delegations to NIAG.

² It may be noted that there is no NATO reimbursement of experts' expenses for attending the EG meetings.

teams, with appointed team leaders. Experts may volunteer to contribute to one or more of the teams according to the contribution they can offer to the work.

It is also beneficial if, at the EG meeting, the appointed SG Chair is able to assign companies to address appropriate aspects of the study. This will enable proper preparations to be undertaken prior to the kick-off meeting and thereby the study to move forward expediently at the first meeting.

The agenda for the Exploratory Group meeting takes the following form:

AGENDA FOR THE EXPLORATORY GROUP MEETING	
1.	OPENING REMARKS AND INTRODUCTIONS By NIAG Vice-Chairman
2.	INTRODUCTION TO NIAG STUDY PROCEDURES By International Staff – NIAG Staff Officer
3.	BACKGROUND AND OBJECTIVES OF PROPOSED STUDY Brief by Study Sponsor representative
4.	REVIEW OF DOCUMENTATION REQUIRED FOR STUDY
5.	NOMINATION OF STUDY CHAIR, DEPUTY CHAIR, RAPPORTEUR AND NATIONAL FOCAL POINTS
6.	STUDY ORGANISATION –TEAMS ALLOCATION – COMPANY PARTICIPATION - By nominated Study Group Chair
7.	STUDY CONTRACTING ARRANGEMENTS, BUDGET PLANNING & ADMINISTRATION - By NIAG Secretary
8.	STUDY REPORTING REQUIREMENTS – By NIAG Staff Officer
9.	DATE OF KICK-OFF MEETING OF STUDY GROUP

Sponsor support. A key element of a successful outcome is sponsor involvement. The sponsor group should have a sense of ‘ownership’ of the study and is asked, at the Exploratory Group meeting, to nominate a “Quick Reaction Team” (QRT) to support the study SG Chairman.

The sponsor can also assist by linking the NIAG SG to other NATO bodies or groups who can provide information and assistance and by advising the Chairman of the form of the final study report, particularly if this can help towards the follow-up work to be undertaken.

Study Sub-Group Management Team:

SG Chair. The SG Chair is responsible for the carrying out of the study by the SG on behalf of the NIAG and for the presentation of the final report. He/she will formulate and direct the study work plan and oversee the administration of the study. The SG Chair may call on the NIAG Vice-Chairman, the NIAG Head of Delegation for his/her nation and the IS NIAG Staff Officer to receive advice and assistance as required.

The Deputy Chair will assist the Chair in the management of the study and provide stand-in for the Chair when and as required.

The Rapporteur will act as Secretary to the SG, supporting the Chair in the administration of the SG activities. Normally this will involve assisting with the meeting arrangements, compiling the records of meetings and disseminating information to the SG members.

National Focal Points. Each nation which has one or more companies participating in the study SG is invited to nominate from amongst the participating Industrial experts on representative to act as the National Focal Point (NFP). The NFP acts as the point of contact in the nation for providing information on the study, for example to the nation's NIAG delegation, and to assist the SG Chair in administrative matters and liaisons concerning the companies participating from that nation.

STEP 4 - Study Proposal Document - by IS, NIAG Staff Officer, DASG/Armaments.

On completion of the EG meeting, the IS, NIAG Staff Officer, will prepare a document, to be signed by the Deputy Assistant Secretary General, Armaments, and presented to CNAD, detailing the background, objectives and required output of the study, the study management team and national focal points, and the outline study organisation. Based on the information provided in the document, NADREPs are invited to approve the study on behalf of their NAD, following which the financial support for the study will be put in place and study orders³ prepared for exchange with each participating experts' parent company. The CNAD approval process will require approximately three weeks. The study orders signature process should be received by companies with four weeks of the kick-off meeting – see step 5 below.

STEP 5 - Study Sub-Group Kick-Off Meeting – by SG Chair and SG Members

The study SG Kick-Off meeting constitutes the official start of the study. Following the EG meeting it is expected that companies will determine their intended participation in the study. Ideally, the company representative at the EG meeting will participate. Alternatively, a more suited expert from the company can be nominated to participate, or the company may decide that it is not appropriate to participate in the study. It is on the

³ Study Order is a form of contract and includes the work requirement, timetable, payment, security, property rights, rights and remedies.

basis of a company's participation at the Kick-Off meeting that the study order is issued to each company for signature.

The Kick-Off meeting is held at a venue normally agreed at the EG meeting, often at the premises of the SG Chair.

At the Kick-Off meeting, the Rapporteur is to compile a list of all participating experts and their parent companies and forward this to the NIAG Secretary. Using this listing, the NIAG Secretary prepares the study orders to be signed by the Deputy Assistant Secretary General, Armaments, and passed to the appropriate department of the participating companies. It greatly assists the NIAG Secretary if the companies listing, provided by the Rapporteur, includes the addresses for the study orders to be sent to.

STEP 6 – Study Conducted - by SG Chair and SG Members, supported by Sponsor QRT

The study is conducted under the direction of the SG Chair, supported by the SG Management Team and, when applicable, team leaders for specific study area teams.

Studies are conducted around SG meetings. The number of meetings held will depend on the funding provision for the study and the number of participating experts in the SG. Each expert's company receives a reimbursement for the expert's services per meeting based on the following formula:

371.84 euro 'man-day' rate x ((number days of meeting x 2) + one day for travel).
(If the meeting involves Trans-Atlantic travel, 2 travel days are assigned for the meeting.)

The money budgeted by NATO for a study is determined during the studies planning at step 1. This becomes the 'fixed price' for the study. Whilst it is therefore necessary to organise the conduct of the study to the study budget, it is also important that all the money allocated is expended. To this end, if any company does not intend to claim their entitled payment on completion of the study, as occasionally happens, that company is encouraged to declare this at the start.

The SG Chair, assisted by the Rapporteur, is responsible for managing the study 'man-day' expenditure to match the allocated study budget. To do so he/she will need to adjust the planned meeting days in relation to the actual and anticipated 'expenditure' per meeting. Where problems arise, the NIAG Staff Officer should be consulted for advice.

SG Chairs Lesson Learnt – some feedback received.

- *Everyone in the group must feel that they have a specific contribution to make.*
- *Once they have agreed to be a member of the SG, make sure members are aware of and able to discharge their responsibility.*
- *Do not be afraid to add to the study group if you are missing a particular skill.*
- *Similarly, if the study group is too large, negotiate with the national focal points on the selection of the most appropriate participants.*

- *Highlight deliverables from the study, prepare outlines and put a plan for their completion in place at the start.*
- *Allow plenty of time at the end of the study for final report editing. Recognise that few of the contributors have English as their first language and you need time to make sure that what they have written is what they mean.*
- *Agree the full schedule of meetings and responsibilities at the kick-off meeting. Attendees need to be told beforehand with diaries with them. Need to ensure that the responsibilities for organising meetings is shared as much as possible – hosting a meeting can be more expensive than travelling to one.*
- *Make sure your understanding of the scope of the study is the same as the sponsor's.*
- *All members must be open minded and prepared to reach a "consensus view".*
- *Recognise that there is no 'right' or 'wrong' way to provide a solution.*
- *Ensure that technical discussions are open and not biased by individual companies' aspirations.*
- *Having a representative of the QRT present during the study SG group meetings meant that most questions to the QRT were answered very quickly.*
- *It is essential for the QRT to keep the sponsoring group informed at all stages – that way there should be no surprises at the end!*
- *It is very difficult to discuss 'detailed cost estimates' in a group where many members are ultimately competitors. Where 'price' is an essential output from a study, it might be best to just ask the team to estimate in terms of man-hours and materials that can be translated subsequently into a price. For a heavily software intensive project, you should ask for an estimate of the number of lines of code as well as, or even instead of, man-hours so that you can see whether the estimates are realistic.*

Additional feedback to the NIAG Vice-Chairman and NIAG Staff Officer from SG Chairs is welcomed.

STEP 7 – Study Reporting

- by SG Chair and Sub-Group

The Study Sub-Group is called upon to deliver a written Final Report at the end of the study and to provide oral briefings on the study to the MAG Sponsor Group and to the NIAG Plenary. DASG/Armaments, as the authorised provider of the study contracts on behalf of CNAD, acts as the official recipient of the Final Report and monitors the study progress.

Reporting to the Study Sponsor Group. Through the duration of the study, the link to the study sponsor group is through the QRT, who should monitor progress and keep the sponsor group informed at their meetings. On completion of the study, the study SG is to provide an oral brief at the next scheduled meeting of the sponsor group. The arrangements for this should normally be made by the QRT. However, it would assist if the NIAG Staff Officer were informed of the planned arrangements.

The final report oral brief to the Sponsor Group is to address the following:

- Objective of the Study and study requirement as presented;

- Background on study SG, nations/companies taking part, management team, meetings held;
- Approach to study taken and results achieved;
- Study conclusions, deliverables and recommendations.

The brief should be pitched at 20 minutes duration, with 10 minutes for questions and discussion.

Reporting to the NIAG Plenary:

Interim Report Oral Briefing. The NIAG wishes to have contact with the study SG Chair and invites him/her to present an Interim briefing on the study progress at a plenary meeting nearest to the mid-point of the study period. For studies of longer duration than the normal one year, two interim report briefings may be scheduled. The NIAG Staff Officer liaises with SG Chairs on the timing and arrangements for SG interim reports.

The interim report briefing is to provide a management overview of the study along the following lines:

Interim Brief by SG Chair to NIAG
<ul style="list-style-type: none"> • The study objective and requirement as set ; • Background on study SG, nations/companies taking part, management team, number of meetings held/planned; • Approach to study being taken; • Involvement with the sponsor group QRT; • Any management or administrative issues requiring NIAG consideration/decision; • What is intended to be delivered at study completion – work addressed, areas where recommendations likely to be made.

A twenty minute slot will be provided in the NIAG meeting agenda for SG Interim reports, so SG Chairs are invited to brief for 15 minutes (8 power point slides), leaving 5 minutes for questions and discussion.

Final Report Oral Briefing.

The SG Chair is invited to present a final report oral briefing to the NIAG plenary meeting following completion of the study. The NIAG Staff Officer liaises with SG Chairs on the timing and arrangements for SG final reports to NIAG.

The final report briefing is again to provide a management overview of the study and along the following lines:

Final Report Brief to NIAG
<ul style="list-style-type: none"> • The study objective and requirement as set ; • Background on study SG, nations/companies taking part, management team; • Approach taken in addressing study requirement; • The deliverables from the study – what useable information is the study providing? • The conclusions and recommendations of the study, including as applicable: <ul style="list-style-type: none"> ○ way ahead for work in sponsor group, ○ options for follow-on demonstrations/experimentation activities, ○ potential work areas for NATO Research and Technology Organisation (RTO), NATO C3 Organisation (NC3O), ○ potential follow-up work in NIAG; • Study management issues: <ul style="list-style-type: none"> ○ liaison with the sponsor group QRT – satisfactory/not-satisfactory ? ○ any management 'lessons learnt'.

A thirty minute slot will be provided in the NIAG meeting agenda for SG Final Report briefs/. SG Chairs are invited to brief for up to a maximum of 20 minutes (10 power point slides), leaving 10 minutes for questions and discussion.

The Final Report.

The Final Report is the output of the study. Its main purpose is to meet the requirements of the study sponsor and to provide the information that enables the further work of the sponsor to be taken forward. It is helpful if information that can be used by the sponsor group in documentation being developed, for example a NATO Staff Target or STANAG, is available as Annex to the report. Similarly detailed information, for example on companies participating in the study, should be annexed to the report.

The Final Report must answer the questions posed in the study requirement and should be formulated along the lines of the study objective and the areas asked to be addressed. Particular attention should be given to Conclusions and Recommendations of the study, with recommendations addressing the way ahead for work in sponsor group, options for follow-on demonstrations/experimentation activities, potential work areas for NATO Research and Technology Organisation (RTO), NATO C3 Organisation (NC3O) and potential follow-up work in NIAG, as applicable. Lessons learnt for future NIAG studies are also welcome at Annex.

To enable a wider distribution at the management level, an Executive Summary is required. This should be in the order of one or two pages in length and concentrated on the background and objective of the study and the conclusions and recommendations.

A Final Report template, together with notes for authors and editors, is available from the NIAG Secretary.

Final Report CDs. NIAG Heads of Delegations ask that the SG Chair provides a CD-ROM copy of the study Final Report. The SG Chair is therefore requested to provide the NIAG Secretary with 26 copies of the Study Final Report in CD form at the final report brief NIAG meeting.

Study Summary Record. In addition, to the above, NIAG calls for a summary record of the study for subsequent reference purposes, these to be collated and published on an annual basis. To this end, SG are to formulate the study summary record using the pro forma at Figure 1.

Figure 1.

NIAG Study – Summary Record.**Date**

SG xx – Title		Final report reference: NIAG-D(200x)00xx <i>(Completed by NIAG Secretary)</i>	
Chairman:		Study Sponsor:	
Deputy Chairman:		Quick Reaction Team:	
Rapporteur:		Final Report: Brief to NIAG	
Nations participating:	 (date) to Sponsor (date)	
Budget – xxxK euro		Results of Study	
Objective:	(What achieved against objective)	
Scope (as applicable)	Wording from study objective in study contract	(Summary of results in areas requested for study work)	
Areas Addressed:			
Output required		(Summary of what information delivered to sponsor for follow-on use)	
Recommendations:		(Study recommendations for further work, demonstrations/ experimentation, etc..)	

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STEP 8 - Study Assessment - by Sponsor Group

Following the receipt of the Study Final Report, the Study Sponsor⁴ is called on to provide an assessment of the study to DASG/Armaments for forwarding to CNAD, preferably within a month of receipt of the study final report. This assessment will be made available to NIAG and to the Study SG.

A pro forma for this assessment is offered below:

Sponsor Assessment of NIAG Study Final Report
<ul style="list-style-type: none"> • Study Title and NIAG Sub-Group Number • References: <ul style="list-style-type: none"> • a. NIAG Final Report • b. Study Approval paper – AC/259-D(200x)00xx document. • Sponsor Group and Point of Contact • Assessment against reference (b) – (including appropriate comments): <ul style="list-style-type: none"> ○ Was the Study Objective achieved? ○ Were all the areas for the study addressed? ○ Does the Final Report meet the agreed study output? • Intentions with regard to Final Report recommendations: <ul style="list-style-type: none"> ○ Support/ Do not support ? ○ Intended way ahead. • Feedback: <ul style="list-style-type: none"> ○ Good points from the study work. ○ Points for improvement as appropriate. • Overall Assessment – Satisfactory / Not Satisfactory • Signed

⁴ In the case of the Studies in support of the CNAD Defence Against Terrorism (DAT) Programme of Work, Lead Nations are invited to contribute a study assessment.

STEP 9 - Study Administration Completion**– by SG Chair/Rapporteur/NIAG Secretary**

The study concludes with the payment of the companies for the services of their experts taking part in the SG work in accordance with the NATO payment formula.

The payment process starts with the completion of the 'Justification for Payment Form' by each study participant, which is to be passed to the SG Chair:

Justification for Payment Form					
JUSTIFICATION FOR NUMBER OF 'MAN-DAYS' PROVIDED BY:					
..... (name and company of participant)					
IN CONNECTION WITH THE WORK OF NIAG SUB-GROUP					
Day	Month	Place of Work	Nature of Services Rendered - Meeting days; - Preparation days - Travels days	Number of 'man-days'	Amount (euros) @ 371.84€ per man-day
			TOTAL:		
Certified by: _____ Date: _____ (name and signature of authorised representative of the company)					
Certified Work Conducted on Behalf of NATO by NATO Sub-Group _____ (signature of Sub-Group Chairman)					

These sheets should be collected by the SG Chair and their figures collated on a SG Payment Spreadsheet:

SUB-GROUP PAYMENT SPREAD SHEET

(Excel Spreadsheet)

SUB-GROUP PAYMENT SPREADSHEET									
NIAG SUB-GROUP NO.									
Meeting Number/Name					Mtg1	Mtg2	Mtg3	Mtg4	NIAG1
Scheduled start date									
Scheduled end date									
Scheduled duration									
Meeting venue	Europe/ USA Canada								
ATTENDANCE RECORD									
Name	Company	Country			For Attendance - mark 'Y'				
BUDGETED CLAIMS			TOTALS	Claim					
			Days	Euro					
Name	Company	Country							
GRAND TOTAL									
DATE:									
SIGNED - SG Chair									

The SG Chairman submits the 'Sub-Group Payment Spreadsheet', together with the company justification for payment forms to the NIAG Secretary for confirmation of proposed payments. Following review by the NIAG Secretary, the SG participants will be advised to invite their companies to submit invoices to NATO, addressed to the Secretary NIAG⁵.

The SG Chair is responsible for ensuring that the total claims for all members do not exceed the original agreed study cost figure. If the total claims add up to more than the this amount, the differences must be settled between the SG Chair and the National Focal

⁵ Secretary NIAG, DI Division, NATO Headquarters, Boulevard Leopold III, B-1110 Brussels, Belgium

Points for the study before the SG Chair sends in the total set of claims to the NIAG Secretary. If the claims add up to less than the original agreed amount, the 'man-day' rate cannot be increased. In case of difficulty, the SG Chair should consult with the NIAG Staff Officer.

Payments will be made to companies by the Office of the NATO Financial Controller against each company's invoice, which must correspond to the company's justification for payment form.⁶

ALL INVOICES FOR PAYMENT MUST BE SUBMITTED WITHIN THREE MONTHS OF THE COMPLETION OF THE STUDY.

To speed up the payment against invoice and to avoid transmission errors, the payments will be conducted by transfer directly to company banks accounts. Countries participating in Straight Through Processing (STP)⁷ enable cross-border payments using the IBAN and BIC/SWIFT. To enable this method of payment, the company's bank IBAN and BIC/SWIFT account numbers should be included with invoices.

(signed) R. Sladden

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⁶ NOTE ALSO THAT, FOR PAYMENT TO BE MADE, NATO MUST ALSO BE IN RECEIPT OF THE ORIGINAL STUDY ORDER RETURNED DULY SIGNED BY THE COMPANY.

⁷ Includes Belgium, Denmark, France, Germany, Greece, Italy, the Netherlands, Norway, Poland, Portugal, Spain, United Kingdom.

