



# Innovation via non-NATO Standards

Standardization Within NATO Course – Warsaw, 15 September 2025.

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# Agenda

1. Cooperation with SDOs – WHY and WHAT?
2. WHEN and HOW?
3. NATO Innovation efforts
4. NSO role
5. Reference Documents

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# NATO Standardization Policy

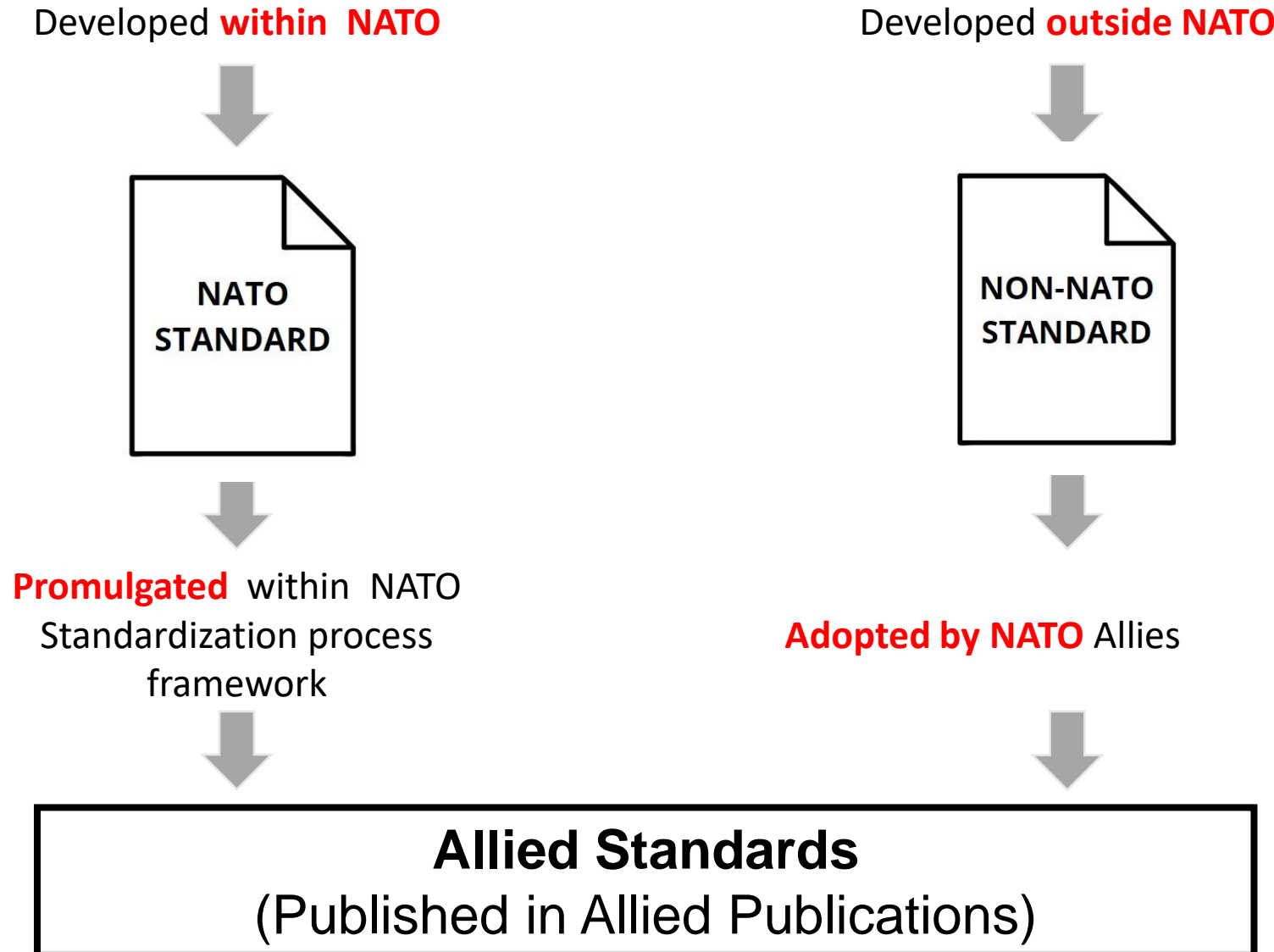
NATO shall adopt and refer to suitable non-NATO standards (civil standards and national defence standards) [...] to the maximum extent.

NATO shall only develop a standard where no suitable non-NATO standard exists.

## Benefits

- Leverage the **expertise** of a very wide and diverse set of experts
- Benefit from the **most advanced technologies**
- Reduced **procurement costs**
- Reduced **costs for standards** production
- Possibly **faster** availability as Allied standard (reduced time between identification of requirements and availability of standards)

# NATO Standard / Non-NATO Standard / Allied Standard



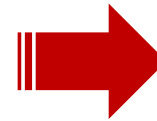
# Non-NATO Standards

Non-NATO standards include **civil standards, national and multinational defence standards.**

- A **civil standard** is a standard published by a civil standardization body and made available to the public.  
Civil standards are developed, established and coordinated by civil Standard Developing Organizations (SDOs).
- A **defence standard** is a standard developed by nations or group of nations in the defence field.

# Civil SDOs

- Unique organizations
- Specific interests
- Variety of memberships
- Variety of standards development processes
- Variety of voting and funding mechanisms



**STANDARDS PRODUCED  
REFLECT THIS VARIETY**

## INTERNATIONAL



## REGIONAL



## NATIONAL

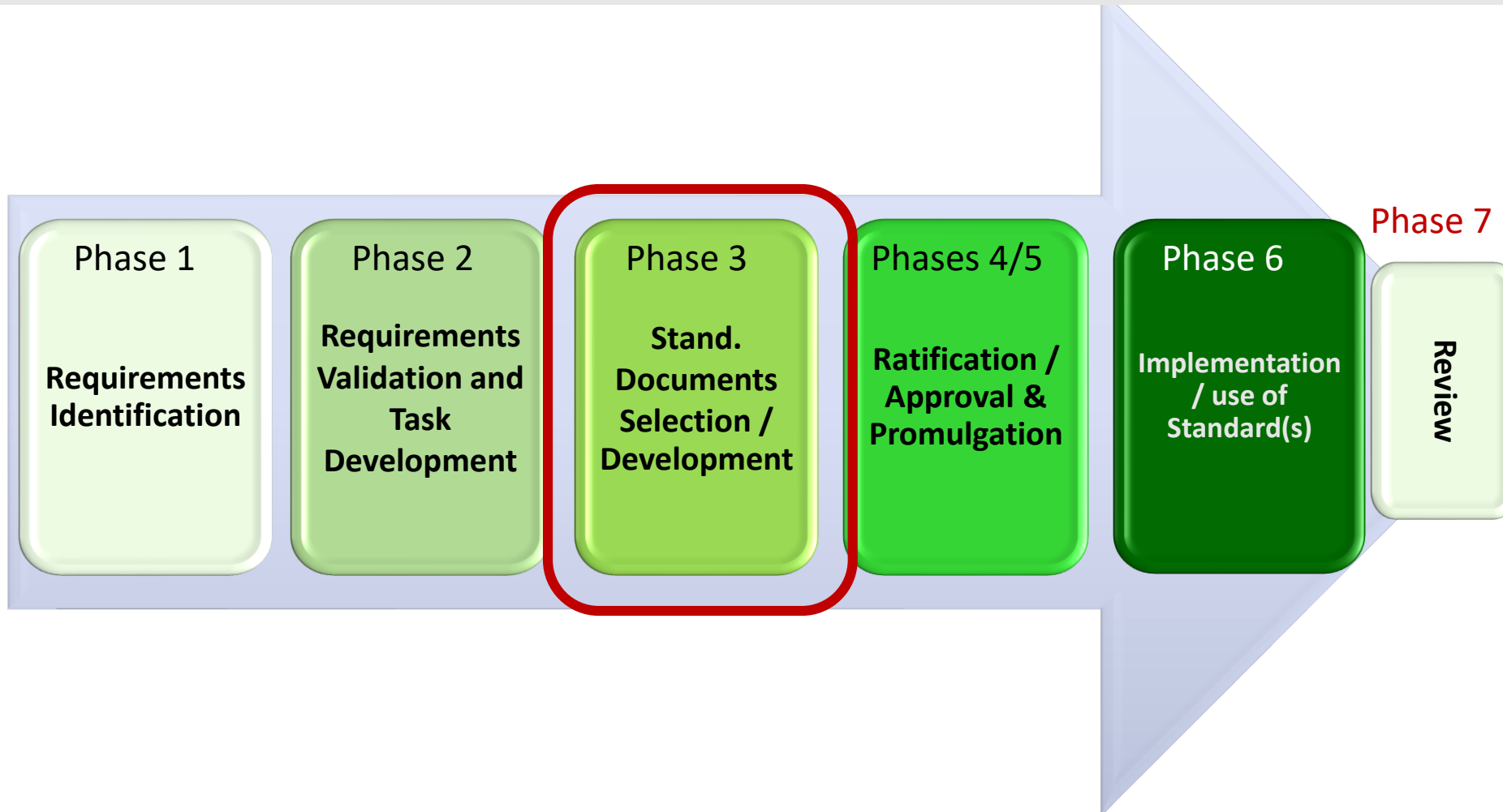


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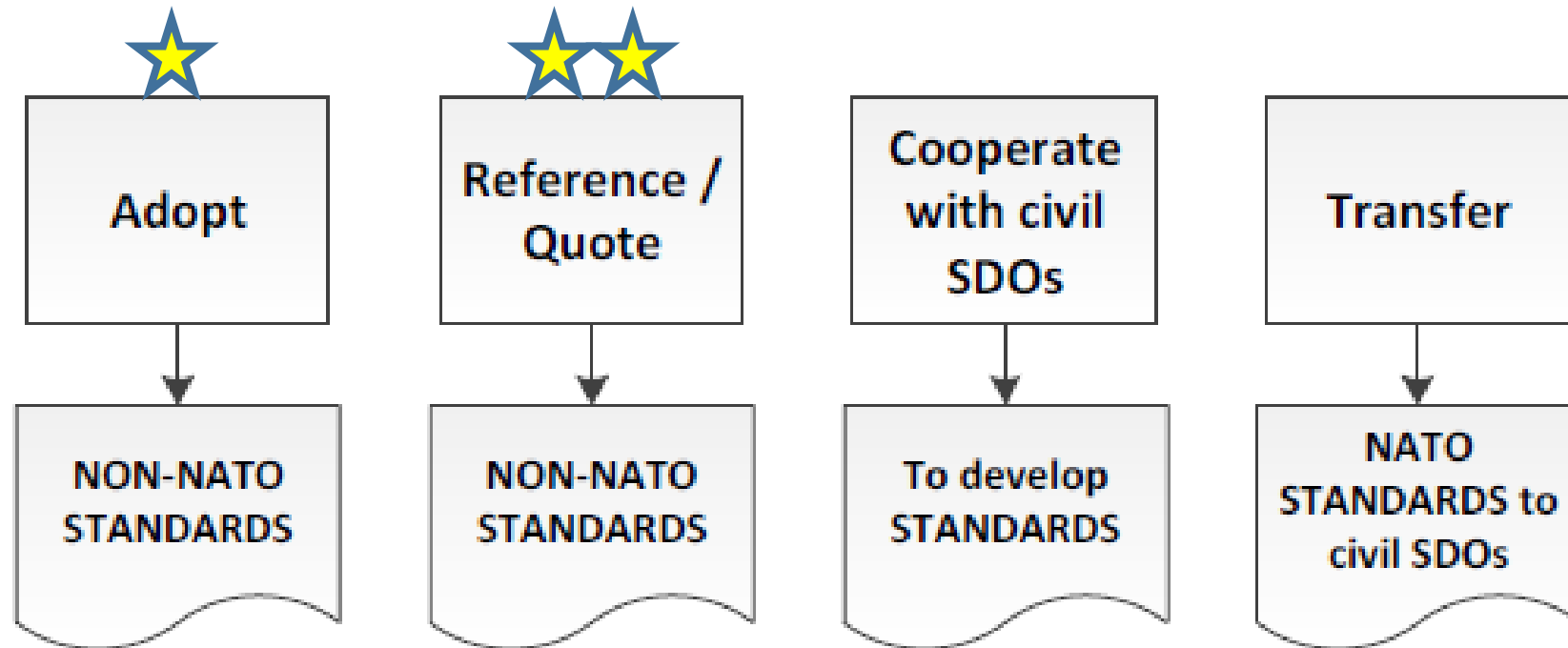


# Standardization Document Development Process



*AAP-03 Directive for the production, maintenance and management of NATO standardization documents, Edition K, Version 1*

# Use of Non-NATO standards



Simpler process, in general

# Adoption Process



# Reference / Quote



- Copyrights shall be respected in all cases  
(content can be reproduced only with the permission of the copyright holder)
- All referenced non-NATO standards shall be included in the list of references  
(owner, alphanumeric code, title and date of publication)
- Specific use of referenced non-NATO standards shall be identified as follows:
  - ✓ **normative references**: those directly referenced as part of the requirement (in STANAG)
  - ✓ **informative references**: those listed for information purposes only (not part of the requirement)

# Civil Standards SRD

- Describes types of civil standards and SDOs.
- Provides advice on development, adoption and use.
- Clarifies the roles and responsibilities of the TA, DTA, and Custodians or NATO Points of Contact when they participate in civil SDO activities.
- Provides criteria for transfer of NATO standardization documents to SDOs.

*AAP-03.1 Standards Related Document Facilitating the Development and Use of Civil Standards, Edition A, Version 1*

# Civil Standards SRD

## ➤ Considerations on the use of civil standards:

- Interoperability Requirements
- Technology Development
- Cost
- Trade-off

*AAP-03.1 Standards Related Document Facilitating the Development and Use of Civil Standards, Edition A, Version 1*

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# Innovation in NATO

2021

- Emerging and Disruptive Technologies (EDTs) strategy.
- NATO 2030 agenda, DIANA and Innovation Fund launch.
- Artificial Intelligence strategy.
- Data Exploitation Framework Policy

2022

- Digital Transformation vision.
- **Guidance for Innovation via Standards in the field of EDTs**

2023

- Digital Transformation Implementation Strategy.
- Data Exploitation Framework Programme Implementation Plan.
- Data-Centric Security Implementation Plan
- **MC requirements for Innovation in the field of standardization**
- **NSO Innovation Plan**

2024

- NATO Enterprise Digital Transformation Action Plan (NEDTAP)
- ...



# Actions to Innovate via Civil Standards

**Step 1** – Identify potential innovation areas.

**Step 2** – Identify “quick wins”.

**Step 3** – Identify potential sources for cooperation.

**Step 4** – Identify potential solutions.

**Step 5** – Negotiate support and opportunities.

**Step 6** – Compare potential solutions, select and recommend.

**Step 7** – Decide.

**Step 8** – Sustain cooperation.

*PO(2022)0164 “CS Guidance  
on Innovation via Standards  
in the Field of EDTs”*



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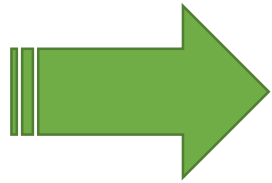
2. WHEN and HOW?

3. NATO Innovation efforts

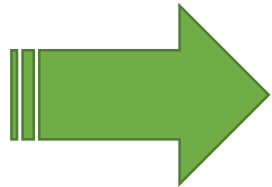
4. **NSO role**

4. Reference Documents

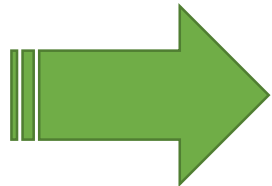
# NSO's role



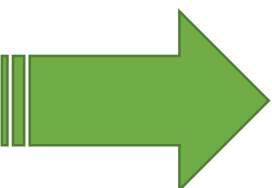
Advise NATO committees on how to initiate and sustain cooperation projects with SDOs in relevant NATO EDTs.



Report to NATO senior committees on Tasking Authorities' / Delegated Tasking Authorities' progress on SDOs.



Custodian for guidelines (AAP-03(K), Chapter 3; SRD AAP-03.1)



Integrate EDTs into its tools and services for standards development, review and management, address interdependencies and promote their use.

# NSO Initiative: NATO Standardization Staff Group (NSSG)

## NSSG meetings with **civil standards developing organisations (SDOs)**

- Standardization Methods & Practices
- Emerging and Disruptive Technologies
- Aviation & AI
- Operational Energy
- Next: *Online Standards Development*

 2 NSSG meetings per year with SDOs



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# Reference Documents

- NATO Interoperability Policy  
C-M(2009)0145
- NATO Policy for Standardization  
PO(2016)0315
- Directive for the Production, Maintenance and Management of NATO Standardization Documents  
AAP-03 Edition K Version 1
- Standard Related Document - Facilitating the Development and Use of Civil Standards  
AAP-03.1 Edition A, Version 1
- Foster and Protect: NATO's Coherent Implementation Strategy on Emerging and Disruptive Technologies  
PO(2021)0059
- Guidance for Innovation via Standards in the Field of Emerging and Disruptive Technologies  
PO(2022)0164
- MC requirements for Innovation in Standardization  
MCM-0008-2023 (INV)



# Questions?

