

**NORDEF**

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NORDIC DEFENCE COOPERATION

**THE NORDEF MCC  
ACTION PLAN  
2015-18**

Final

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# THE NORDEF MCC ACTION PLAN 2015-18

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## **1. INTRODUCTION**

The overall aim of the Action Plan 2015-18 is to provide guidance and objectives for NORDEFCO military level activities. These include underlining the relations between the cooperation areas and the corresponding functions and responsibilities in the national line organizations. It further aims at laying the foundation for timely and efficient follow up of military level activities between the Nordic nations including giving the different cooperation areas (COPAs) a basis to follow up on each other's activities in order to establish areas in need for coordination and/or synchronization. The four year perspective of the Action Plan will concentrate on precisely presenting military activities to be performed in 2015 and presenting military level activities planned to be performed in 2016 to be concretely enough to form the basis for inclusion in the countries national activity and budgetary planning processes. The aim for 2017 to 18 is to present activities anticipated for that time based on continuation of ongoing activities as well as anticipated new activities.

## **2. STRATEGIC GUIDANCE**

The Nordic defence ministers endorsed a vision on developing the Nordic defence cooperation towards 2020 at their meeting 4<sup>th</sup> of December 2013. The vision is enclosed to this action plan, and below follows highlights for the military cooperation.

### **2.1. Policy level guidance**

By 2020 we envision an enhanced political and military dialogue on security and defence issues and actively seek for new possibilities for cooperation. We create efficient and cost-effective solutions based on a shared understanding of our mutual potential and challenges. We are committed to enhanced cooperation and coordination in capability development and armaments cooperation. We coordinate activities in international operations and capacity building, human resources, education, training and exercise. We seek to increase pooling of capabilities and to deepen cooperation in the area of life-cycle support of our defence inventories.

By 2020 transparency, consultation and coordination in planning for contributing to international operations will be established as routine.

By 2020 capacity building will be an integrated part of Nordic contributions to international engagements.

By 2020 cross-border training and exercises will be conducted on a regular basis among the Nordic countries covering the whole Nordic area.

By 2020 the Nordic countries will have deepened their capability cooperation with the aim to increase systems similarity, including armaments, interoperability and shared solutions to identified capability gaps and shortfalls.

By 2020 the Nordic countries will, built on experiences from conducting Nordic courses and the Nordic Centre for Gender in Military Operations, work more closely together through enhanced cooperation on military education and training.

By 2020 secure lines of communication for the exchange of classified information will be established between the Nordic defence administrations based on a common Nordic analysis.

By 2020 dialogue and consultations between the Nordic capitals regarding security and defence issues will be regular.

National procedures, rules and regulations will be streamlined as much as possible and obstacles removed in order to enhance Nordic defence cooperation.

## **2.2. Military strategic guidance**

The overall objective of NORDEFECO on the military level is pragmatic cooperation across the entire range of defence structures in order to achieve better cost-effectiveness and quality, and thereby creating enhanced operational capability for the nations.

The development of NORDEFECO is a continuous activity. The military level cooperation shall focus on producing tangible results. To achieve this it is pertinent that Nordic activities are included in national plans, orders and budgets. Activities must be followed up with sufficient and necessary resources, and be conducted within reasonable timeframes, and based on clear tasks. Each Nordic activity must include identification of operational gain and/or cost savings. Unnecessary bureaucracy within the cooperation must be dealt with as the cooperation develops.

Based on the NORDEFECO MoU, the military level cooperation will enable:

More efficient production of military capabilities that will allow the release of resources in benefit of increased operational capability. Mutual cooperation with the entire range of defence structures will create increased cost effectiveness. As systems integration and interoperability gradually increases, the potential for cost effective use of resources will increase.

The ability to maintain and develop nationally-defined operational capabilities. Through cooperation in the development and production of capabilities the Nordic countries can maintain and develop depth and width of their national capabilities.

Combined contributions to international efforts for peace and security. The best way to face challenges to peace and security is through collaboration. Deep and comprehensive cooperation will enable us to contribute with larger, more efficient and sustainable units to international efforts for peace and security. Also underlining the importance of units conducting common training and exercises.

## **2.3. Priorities**

The overall aim is to prioritise and increase the tempo in turning activities into tangible results. This must be done through pragmatic approaches and looking for value adding cooperation possibilities, both in the short and long term. Administration relating to cross border co-operation will be simplified by implementing the Sweden led three step work plan. The ongoing work regarding secure communications is essential for success.

The priorities are further described below.

### **2.3.1. Cooperation on force provision and capability development**

Priority in force provision and capability development shall be given to activities that provide the participating nations with economic benefits and to keep desired capabilities that are decommission threatened nationally. The cooperation shall encourage harmonization of requirements as a prerequisite for the broadest possible cooperation on force provision.

To achieve operational benefits and exploit the economic potential, transparency in capability long term planning and procurement plans, is essential. Nordic countries will compare national plans continuously within all areas of cooperation, but also conduct a mix of bottom-up and top-down process to identify activities that could benefit from high level attention and priority. Activities like Nordic Air Transport and Air Surveillance will be a special priority during the current period.

Cooperation in air surveillance of the Nordic region will be enhanced. Enhanced exchange of surveillance data with the aim of improving situational awareness will be carried out.

The Nordic nations should strive for early harmonization of military requirements in order to enable economical and operational effect of armaments cooperation. Therefore all parties need to be transparent in plans and planning relevant for armaments cooperation.

To enhance competence and skills the Nordic cooperation shall further develop common fields of education, training and exercises. Nordic air forces' cross border training is a good example of successful co-operation. It is being developed to other areas.

To improve and validate the ability to operate together, concepts, ideas and other activities shall be further developed through tailored participation and contributions to exercises. Therefore, the "BNTF 2020" concept will be tested in Cold Response 2016, in accordance with the letter of intent signed by the CHODs of Finland, Norway and Sweden.

### **2.3.2. Operational cooperation**

Operational cooperation among the participants within the Nordic area takes place in the form of combined exercises and training with the aim of strengthening the participants' armed forces as well as increasing their ability to deploy together into international crisis management operations.

The Nordic cooperation shall strive to identify common force contributions. In this regard, early consultation, planning and exchange of information are of the essence, creating the basis for common contributions leading to operational gains and/or cost-efficient solutions.

National participation in the NORDEFECO structure should be decided by the individual nations. The objective is to create the best possible alignment with the national line organization in order to ascertain implementation of common decisions within national line organisations.

### **3. MILITARY OBJECTIVES**

#### **3.1. COOPERATION AREAS**

##### **3.1.1. Common objectives**

- 3.1.1.1. COPA management groups shall use the line organisations actively to identify activities that could benefit from a Nordic approach. Furthermore, the COPAs shall use their positions in the line organisations to give national validity to tasks performed in NORDEFECO.
- 3.1.1.2. COPA management groups shall propose pertinent activities to MCC, for enhanced cooperation with relevant third parties.
- 3.1.1.3. COPA management groups shall support their activities ready for implementation in producing written agreements (TA's or other agreements), as necessary, in cooperation with relevant experts (legal and/or other).
- 3.1.1.4. COPA management group members shall use their national positions to merge agreed on activities into national steering documents and thereby transfer them to the responsibilities of the line organisations.

##### **3.1.2. Cooperation Area Capabilities**

- 3.1.2.1. COPA CAPA shall continuously compare national capability development plans in order to present identified short, medium and long term co-development areas by the second MCC meeting on an annual basis. COPA CAPA shall continuously prioritise and resource the activities focusing on effect and deliverances.
- 3.1.2.2. COPA CAPA shall strive for creating transparency between all parties in R&T, capability long term planning and procurement plans in order to achieve operational benefits and exploit the economic potential.
- 3.1.2.3. COPA CAPA shall coordinate its work with other COPAs to ensure a comprehensive approach to capability development and armaments.

##### **3.1.3. Cooperation Area Armaments**

- 3.1.3.1. COPA ARMA shall contribute to increased operational effect through facilitating cooperation in the armaments and acquisition areas. This should be achieved through identifying cooperation items from national development, -acquisition and life-cycle support plans and through any armaments related ad-hoc cooperation initiatives brought forward by the participating nations.
- 3.1.3.2. COPA ARMA shall continuously through respective nation's line organisation facilitate the prioritization and resourcing of activities focusing on effect and deliverances by directive of and in close dialogue with the MCC.

- 3.1.3.3. COPA ARMA shall facilitate transparency in plans and planning relevant for armaments cooperation, with the intent to increase the number of inputs to the screening process.
- 3.1.3.4. COPA ARMA shall suggest armaments acquisition and life cycle support priority changes to the proper decisive body in close coordination with the MCC and the PSC in order to facilitate cooperation.
- 3.1.3.5. COPA ARMA shall aim for added value by facilitating harmonization of requirements, business procedures and national processes.
- 3.1.3.6. COPA ARMA shall continue the established dialogue with the defence industry, in accordance with the Industry Dialogue Concept.
- 3.1.3.7. COPA ARMA and COPA CAPA shall coordinate their work to ensure a comprehensive approach to capability development and armaments acquisition and life cycle support.

#### **3.1.4. Cooperation Area Human Resources and Education**

- 3.1.4.1. COPA HRE should achieve enhanced cooperation on military education within the Nordic countries in order to find cost efficient solutions and improve ability to operate together.
- 3.1.4.2. COPA HRE shall facilitate that the Nordic countries exchange experiences on policies and procedures regarding Human Resources and Education in order to enhance further development.

#### **3.1.5. Cooperation Area Training and Exercise**

- 3.1.5.1. COPA TEX shall continuously identify possibilities to coordinate and harmonize military training activities among the Nordic nations in order to enhance competence and skills.
- 3.1.5.2. COPA TEX shall continuously develop and facilitate the combined and joint exercise program in order to make it a better tool for the Nordic countries and the Baltic States.
- 3.1.5.3. COPA TEX shall ascertain that the BNTF 2020 concept is being tested in exercise Cold Response 2016 in order to improve and validate the ability to operate together.
- 3.1.5.4. COPA TEX should identify hindrances for exercises and training in all arenas, thereby supporting the ongoing work on reducing bureaucracy and allowing deeper cooperation in the area of training and exercise.

### **3.1.6. Cooperation Area Operations**

- 3.1.6.1. COPA OPS shall, based on common Nordic political decisions, coordinate and prepare force contributions, deployment/redeployment and logistics support to operations.
- 3.1.6.2. COPA OPS shall continue to maintain the Nordic network, keep a tight dialogue and monitor the global situation in order to create the basis for common contributions leading to operational gains and/or cost-efficient solutions.
- 3.1.6.3. COPA OPS should, as a prerequisite to the objectives above, function as a think-tank for Nordic Defence cooperation related to operations and exchange best practices and lessons identified/learned.
- 3.1.6.4. COPA OPS shall, based on common Nordic political decisions, act as the main network in implementing NORDEFECO Defence Capacity Building Deliverable (DCBD).

### **3.2. COORDINATION STAFF**

CS will primarily function as the staff element to the MCC in order to run the day-to-day coordination and facilitation of the cooperation.

The CS will function as a link between the policy-level (the PSC) and the MCC, liaising with the PSC Secretariat.

### **3.3. SUPPORT WORKING GROUPS**

#### **3.3.1. Communications Network**

COMMS Network shall conduct the annual Nordic communications plan covering media showing NORDEFECO achievements and ongoing Nordic Defence Cooperation work.

COMMS Network will develop a COMMS Plan in order to focus the information to be communicated to the desired target audience.

COMMS Network shall update and develop the NORDEFECO web page ([www.nordefeco.org](http://www.nordefeco.org)) as a source of information for external audiences.

#### **3.3.2. Method Support Group**

MSG shall be prepared to support NORDEFECO activities when called upon.

#### **3.3.3. Legal Advisor Working Group**

LEGADG shall be prepared to support NORDEFECO activities in legal matters when called upon. Supporting the work related to reducing bureaucracy is of outmost importance.

#### **3.3.4. Technical Support Working Group**

TSWG shall be prepared to support NORDEFECO activities when called upon.

#### **4. EXECUTION**

COPA Management Groups, CS and Support Working Groups shall develop the specific actions needed to implement this Action Plan. When the achievement of an Objective require the involvement of more than one COPA, the body nominated as Lead is responsible for establishing all measures necessary to ensure timely and coordinated results.

Each COPA shall establish a close and on-going dialogue with the MCC in order to reach efficiency between the meetings. The COPA management groups are to be seen as a collegium with a shared responsibility in achieving results. All representatives must contribute and take their share. The chairmanship is expected to function as a driving force.

COPA management groups shall manage studies according to Annex A, B and C and report to the MCC accordingly.

The COPA management groups shall use ALLVIS.

#### **5. REPORTING**

Reporting of the different activities to the MCC shall be done in a timely matter in accordance with the GUNOP 3.0.

#### **ANNEXES:**

- A: Detailed task-list for the year 2015
- B: Tasks and goals for the year 2016
- C: Tasks and goals for the year 2017 and 2018