

## **COPA ARMA Guide to Working Groups**

### **Preface**

The aim of this SOP Annex is to give members of newly created Working Groups (WG) of cooperation area armaments (COPA ARMA) a guiding document for how to go about setting up a WG in a practical manner, ensuring that a group's work is focused on creating added value for all stakeholders.

This annex also includes appendixes that a WG will need to start work within Cooperation area Armaments.

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### **1 – Square one; the reason for the WG's existence**

A WG has been created because someone has identified a need for a common Nordic approach to an issue. This can have been an ad hoc case where someone in the chain of command in any of the nations' Defence forces raised the issue to COPA ARMA or another actor in NORDEFECO. Usually though, a need for a WG will emerge via the annual "screening process." This process broadly compares the nations' inputs to Nordic armaments cooperation to look for what is called "hits" – instances where two or more nations have the same item (planned for procurement) in their plans. In this case, COPA ARMA Management will staff the issue in each nation, getting the proper Points of Contact together to investigate if the item is worth developing further as a common Nordic issue. If it is, COPA ARMA Management will again staff the issue, and with the help of each nation's chain of command, identify the members that the group should consist of, as well as defining the broad parameters of the work to be done.

### **2 – The structure of an COPA ARMA WG; the fundamentals**

Each SG must select a Chair. This is done by the SG itself at the initial Kick off meeting, based on the group's own wants. COPA ARMA COPA ARMA Management can suggest a Chair at the very start of a SGs work, but the SG will in the end itself decide on the Chair and the rotation of the Chair. The Chair is COPA ARMA COPA ARMA' main Point of Contact in the group, and is the one responsible for ensuring that the group actually functions on a practical level; meaning setting agendas for meetings, delegating work, as well as making sure the group fulfils its basic tasks when it comes to reporting. This notwithstanding, all the members of the group bear the same responsibility for the group's success or failure, and are jointly required to participate in producing the work that will hopefully add value to NORDEFECO and the nations. More of the Chair's responsibilities can be found in:

- COPA ARMA SOP main document,
- Annex 1 SharePoint and
- Annex 2 WebSite

The Chair and each member are in the group courtesy of their own national line organizations. The group reports on work and progress to COPA ARMA, but since NORDEFECO does not have a budget, all costs related to a member's involvement in a group must be covered by his or her respective line organization.

Observer in COPA ARMA WGs: An observer is a delegate from a nation that is sent to observe and report on the proceedings of the work performed in a COPA ARMA WG. It is the member nations' prerogative to decide the level of observer involvement in the WG's activities, if any. The member nations in a WG might if so is found necessary exclude the observer from taking part of the work, conclusions or output from the WG work.

WG internal management and communication: The primary tool for the SG internal work and horizontal and vertical correspondence is the SharePoint (COPA ARMA SOP Annex 1). Information regarding WGs on NORDEFECO's information system ALLVIS and the responsibilities regarding it, belongs to COPA ARMA.

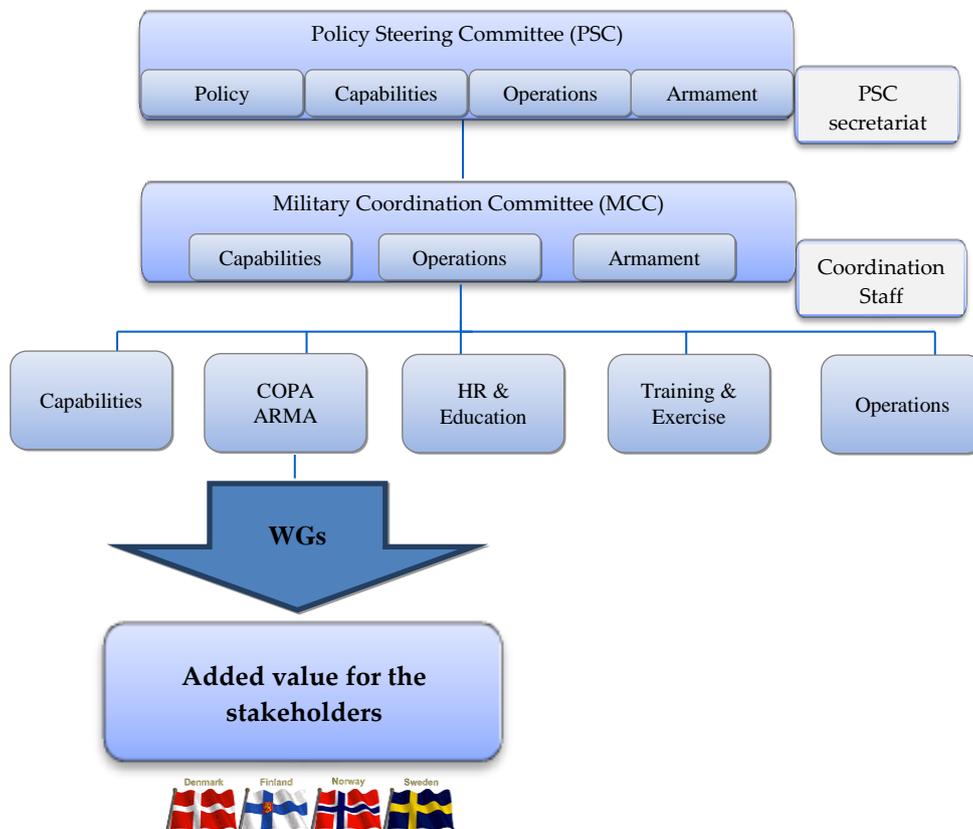
The external communication is done through the COPA ARMA website (COPA ARMA SOP Annex 2).

As stated above, an SG reports on achievements to COPA ARMA Management. This will be done through milestones (noted in Appendix 4.3 *WG CHARTER AND MILESTONE PLAN*), Annual Reports and subsequently a Final Report. A WG should also be ready to report to MCC and/or COPA ARMA on a special request. Reports sent to MCC and COPA ARMA shall be used for discussion and situation awareness and then be brought back to the line organizations for decision.

These documents are explained in chapter 4.

### 3 – The rest of NORDEFECO; how do you relate?

As the picture below shows, COPA ARMA exists as one of the five Cooperation areas (COPAs) of NORDEFECO. COPA ARMA steers and guides the SGs, as well as support and enhance the work of the Top Ten focus areas of COPA Capabilities. COPA ARMA will create, maintain and close WGs as it sees fit, according to its own guidelines and national recommendations. Reports and achievements coming from SGs will be forwarded to the line organizations, via COPA ARMA and/or MCC, along with recommendations for how to proceed.

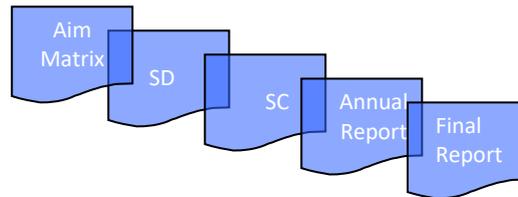


### 4 – A guide to the fundamental documents

**Cooperation Area Armament**

A WG must master a few fundamental documents in order to work as a COPA ARMA WG. These documents establish the aim of the group, as well as set out certain parameters of work and reporting. Basically, once a group has received its signed WG Directive (SD), it must complete the WG Charter (SC) and submit it to COPA ARMA, before the group can start work.

The documentation structure is as follows:

**The Aim Matrix**

The Aim Matrix is the matrix developed by COPA ARMA which holds all possible Aims, Means and Objectives a group can use. It is a management tool to help establish aims in a manner which creates commonality among the SGs, and still allows for reasonable complexity of work. The identification of aims, means and objectives in the matrix forms the basis of the WG Directive, and is used in dialogue with the SG that is in the process of being created. A draft Aim Matrix is available as COPA ARMA SOP Annex 4.1.

**The WG Directive (SD)**

This is the SG's main document from COPA ARMA and it contains the SG's task.

It states the SG's aim on a high level, sets the basic parameters for its work, and sets the timeframe. The SD is drafted in close cooperation between COPA ARMA and the planned SG. Usually one of the Nordic nations is responsible of the preparations of the SG. The owner or the nation behind the initiative is often also the first SG Chair or host for the kick-off meeting, but this is not a requirement for the SG (see chapter 2). A draft SD is available as COPA ARMA SOP Appendix 4.2. After being approved the SD (Appendix 4.2) will be renamed according to the SG to be established and filed as FINAL.

**The WG Charter (SC)**

The SC is the SG's own starting point for its work. It must be based on the guidance provided in the WG Directive that the group has received. The paragraphs to be filled out are to an extent self-explanatory, but will be explained in short here.

1. The group must list the reason for its existence. Why has it been created? The SD must be consulted.
2. The group must list the task/purpose it has been given by COPA ARMA. The SD must be consulted.
3. The groups must list the aim of the group. The SD must be consulted, but the group is expected to define the aim in its own words. This aim must to a large extent correspond with the SD's general wording and intent.
4. The group must list what it expects to be the outcome of its work in broad terms.
5. The group must list its members, starting with the chair.
6. The groups must list each member's national coordinators. These are the people that coordinate each member's work in the national line organization, if any.
7. Each member of the groups must sign the SC, starting with the chair.

A draft SC is available as COPA ARMA SOP Annex 4.3. After being approved the SC (Appendix 4.3) will be renamed according to the SG and filed as FINAL.

**Annual Report (AR)**

The Annual Report is the form the SG will use to report on achievements, changes and challenges at a certain time (a milestone report may be equivalent to a project's regular annual report). COPA ARMA will use the report to determine if the group's work is viable, needs adjusting, or should be terminated, therefore it is important that the SG makes an effort to describe activities that hinders or would enable cooperation. The Milestones are planned and deliverable accordingly to the SC (Appendix 4.3).

**The Final Report (FR)**

The Final Report is the document the SG will use to sum of the work it has done. It incorporates all milestones, and also asks the relevant questions regarding the group's working experience, and most importantly, it gives the group a chance to make a recommendation to COPA ARMA and/or MCC. The Final report is the sum of everything the SG has been doing, and it is paramount that the group makes an effort to fill it out properly, as the report is the tool NORDEFECO management will use to determine the viability of the SG's work and recommendations for future work. It crucial that the SG formulates tangible recommendations if the SG agrees on that actions are requested to be performed in the nations based on the SG's findings. A draft FR is available as COPA ARMA SOP Appendix 4.5. After completion the FR (Appendix 4.5) will be renamed according to SG and filed as FINAL.

**5 – Do's and don'ts; what to make sure of**

Groundwork and the Kick off meeting:

*Do* fill out the WG Charter (SC) properly, as it is an important document for COPA ARMA to get the correct Point of contact info, etc. SC is also an important tool for the SG itself and COPA ARMA to follow up on the SG planned milestones and goals. This plan will form the basis for reporting to COPA ARMA, but most importantly, it is designed to focus the work towards creating added value. The better defined the tasks to be achieved in each milestone on the way to the final objectives, the better.

*Don't* start proposing meeting dates and venues and agendas before you are comfortable with the overall plan in the SC. It is the group's most important guiding document, and will be used to measure how well the SG is performing when it submits its reports.

Meetings and use of time:

When proposing meetings, venues and agendas, *do* make sure to rotate the burden among all members. Fair burden sharing is an important part of NORDEFECO, since the structure does not operate with its own budget.

Time is of the essence, as an SG is initially afforded a maximum of two years before it must submit a Final report. *Don't* report on the time spent meeting and discussing the issues, but make sure the tasks and milestones achieved stay in focus.

Each member of the SG is there at his or her line organizations' volition. Everybody has a day job, and it is important to ensure meetings are relevant to the tasks at hand. Email and the telephone are important tools for harmonizing opinions, and meetings should be reserved for work related to the bigger picture: namely achieving the milestones.

When arranging meetings, *do* try to stick to holding them in or around the capitals, as this lessens the burden for people attending from the other nations. Direct flights are usually always available between the capital cities in the Nordic region. The person responsible for arranging a meeting should always propose flights for the rest of the SG members/participants, in order to make sure that people arrive and leave at about the same time, allowing maximum time for a productive meeting.

Use the tools available to you on the COPA ARMA SharePoint for distributing and preparing agendas, documents, arguments and discussions.

**Communicate with COPA ARMA:**

COPA ARMA exists as a facilitator for the WGs. *Do* make use of that. Each member has a national COPA ARMA representative that can be of help in any regard when it comes to navigating NORDEFECO. The SGs are the subject matter experts, but COPA ARMA will recommend further course of action in NORDEFECO when it comes to the group, so communication in this regard is paramount to creating anything of added value.

It is of great importance for enabling cooperation that the SG's continuously report hinder and/or enabling activities in certain areas to COPA ARMA.

Use the SharePoint to share files and documents. This goes also to keeping the COPA ARMA informed.

**Reporting:**

*Don't* take the Annual Reports lightly. They are there to determine if the established milestones have or have not been met, signalling to NORDEFECO if the SG can create added value for the structure or not.

Although the Final Report is important for summing up a group's work, proper Annual Reports can determine at an early stage how an SG is faring, and what corrections, if any, might be needed.

The WGs, as well as COPA ARMA, comply with NORDEFECO reporting directives. The milestone report is a fundamental opportunity for the WG in promoting its own activities and achieved added values, as well as identified potential added values.

**Restrictions and caveats:**

What are the restrictions an SG is working under? *Do* make sure that these are clear from the start, whether they are limitations in resources, or national caveats as to what a line organization is willing or unwilling to cooperate on. It is important to establish a clear picture in this aspect from the start, in order to avoid false starts and aborted work. The Kick off meeting is the perfect venue for sounding out what, if any, are the restrictions and caveats the SG is facing from the respective nations.

**Non-Nordic partners:**

In the case an SG sees the need for involving a partner other than a Nordic nation, or this is suggested, *do* raise the issue to COPA ARMA. This must be clarified in the NORDEFECO chain of command, meaning the Military Coordination Committee (MCC) or the Policy Steering Committee (PSC) must be involved before work can progress.

**6 – From input to output; getting the message across in NORDEFECO**

**Cooperation Area Armament**

The quality and validity of the work of the WG naturally determines what happens next. If the WG recommends a course of action regarding a cooperation item that can be implemented, the national line organizations will take over the work, and the SG will cease to exist under COPA ARMA. Usually, if the work of an SG is deemed worthy of deeper cooperation, it will be followed by a pre-project or project, or in more straight-forward cases, by an agreement between the respective nations as to how to proceed, whether it be common maintenance solutions or a common procurement.

Getting the SG's message across in NORDEFECO and ultimately in the nations' Defence Forces rests heavily on how well the SG is able to define its own process; namely how well it can show that the work it is doing is producing – or will produce – added value. In any way possible, it is important to be precise when it comes to measuring effects. At the end of the day, the effects that matter are economic. If it is possible to stipulate or calculate a process or a solution in terms of costs – and specifically the possibilities of cost savings – and SG should seek to do so.

**7 – Annex**

Templates:

- 4.1 Aim Matrix
- 4.2 WG Directive
- 4.3 WG Charter and Milestone plan
- 4.4 Annual Report
- 4.5 Final Report