

NORDEFCO

NORDIC DEFENCE COOPERATION

GUNOP

GUIDELINES FOR NORDEFCO MILITARY LEVEL OPERATING PROCEDURES

FINAL

June 2014

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Contents

PREFACE	5
DOCUMENT – CHANGE MANAGEMENT	5
1 INTRODUCTION	6
1.1 THE NORDEFECO INTENTION	6
1.2 THE FUNDAMENTAL PRINCIPLES OF NORDEFECO	6
1.3 THE NORDEFECO DOCUMENTS AND DOCUMENT HIERARCHY	8
1.3.1 <i>The Document hierarchy</i>	8
1.3.2 <i>Current documents</i>	9
2 THE NORDEFECO MILITARY LEVEL ORGANISATION	10
2.1 GENERAL	10
2.2 THE NORDIC CHIEFS OF DEFENCE (CHODs)	10
2.3 THE MILITARY COORDINATION COMMITTEE (MCC)	10
2.4 THE COORDINATION STAFF (CS)	11
2.5 THE COOPERATION AREAS (COPAs)	12
2.5.1 <i>General</i>	12
2.5.2 <i>COPA Tasks</i>	13
2.5.3 <i>Cooperation Area – Capabilities (COPA CAPA)</i>	13
2.5.4 <i>Cooperation Area – Armaments (COPA ARMA)</i>	13
2.5.5 <i>Cooperation Area – Human Resources and Education (COPA HRE)</i>	14
2.5.6 <i>Cooperation Area - Training and Exercises (COPA TEX)</i>	14
2.5.7 <i>Cooperation Area – Operations (COPA OPS)</i>	14
2.6 INTEREST AREA FORUMS	14
2.7 ESTABLISHMENT OF OTHER STRUCTURES	14
3 GENERAL GUIDANCE FOR WORK IN NORDEFECO	15
3.1 SECURITY ARRANGEMENTS	15
3.1.1 <i>Security Agreement</i>	15
3.1.2 <i>Security Classification</i>	15
3.2 TYPES OF ACTIVITIES WITHIN NORDEFECO	16
3.2.1 <i>General</i>	16
3.2.2 <i>Principles for naming activities</i>	16
3.2.3 <i>Principles for naming documents</i>	17
3.3 COST SHARING	17
3.3.1 <i>General</i>	17
3.3.2 <i>Cost Sharing in studies and projects</i>	17
3.3.3 <i>Cost Sharing principles – various models</i>	17
3.4 WITHDRAWAL FROM A GROUP OR LATE STARTERS	17
4 DECISION MAKING AND MEETING ARRANGEMENTS	18
4.1 GENERAL DESCRIPTION	18
4.2 DECISION TIMING	18
4.2.1 <i>Harmonization with national budget and task dialogue</i>	18
4.2.2 <i>The PSC and the MCC meeting cycle</i>	19
4.2.3 <i>Timing of reports from the COPAs</i>	20
4.3 THE “OUT OF MEETING” DECISION-MAKING PROCESS	20
4.4 MEETING ARRANGEMENTS	20
4.5 OTHER ANNUAL ACTIVITIES WITHIN NORDEFECO	21
5 TASKING AND WORKING PROCEDURES	22
5.1 GENERAL	22
5.2 THE TASKING PROCESS	22
5.3 FROM IDEA TO IMPLEMENTED ACTIVITY – A PROCESS DESCRIPTION	23
5.3.1 <i>Idea - Initiation</i>	23
5.3.2 <i>Transforming an idea into a task</i>	23

UNCLASSIFIED

5.3.3	Pre-Study	24
5.3.4	Study.....	24
5.3.5	Project	24
5.3.6	Implemented Activity.....	25
6	REPORTS AND BRIEFINGS	27
6.1	GENERAL.....	27
6.2	ACTIVITY REPORTS.....	27
6.2.1	General	27
6.2.2	Milestone Report(s).....	27
6.2.3	Final reports.....	27
6.2.4	Other reports	27
6.3	ANNUAL REPORTING.....	28
6.4	BRIEFINGS	28
6.4.1	General.....	28
6.4.2	Back-briefings during studies and projects.....	28
6.4.3	Status-/progress briefings	29
6.4.4	Decision briefing.....	29
7	PORTFOLIO MANAGEMENT.....	30
7.1	GENERAL.....	30
7.2	EXECUTION:.....	30
8	INFORMATION MANAGEMENT GUIDANCE	31
8.1	GENERAL.....	31
8.2	ALLVIS.....	31
8.2.1	Introduction.....	31
8.2.2	Access and log-in	31
8.2.3	Sub-areas.....	32
8.2.4	Calendar	32
8.2.5	Meeting workspaces.....	32
8.2.6	Document handling	33
8.2.7	Security Classification	33
8.3	RESPONSIBILITIES	33
9	MEASURING PROGRESS AND EFFECTS.....	34
9.1	GENERAL.....	34
9.2	MEASURING PROGRESS IN STUDIES AND PROJECTS	34
9.3	MEASURING EFFECTS OF IMPLEMENTED ACTIVITIES	34
10	RELATIONSHIP TO OTHER ACTORS	36
10.1	PARTICIPATION OF OTHERS THAN THE NORDEFECO PARTICIPANTS	36
10.1.1	General	36
10.1.2	Principles.....	36
10.1.3	Procedures	36
10.1.4	Cooperation with the Baltic States	37
11	THE COORDINATION STAFF SUPPORT	38
11.1	COMMUNICATION NETWORK	38
11.2	LEGAL SUPPORT	38
11.3	TECHNICAL SUPPORT	38
11.4	METHOD SUPPORT.....	38
12	GLOSSARY	39
12.1	TERMS	39
12.2	ABBREVIATIONS AND ACRONYMS.....	40

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Annexes

Annex A	Template for preparation of MCC meetings
Annex B	Template for Task Document
Annex C	Cost sharing principles – Guidelines for studies and projects
Annex D	Guidelines and template for Mission Analysis Brief
Annex E	Template for initiating a new activity
Annex F	Template for Milestone Report
Annex G	Template for Final Draft Study Report
Annex H	Template for Final Draft Project Report
Annex I	Template for Annual Report
Annex J	Guidelines and template for Decision Brief to the MCC
Annex K	Allvis – Information Management
Annex L	The NORDEFECO Communication Platform

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Preface

Purpose

This document provides guidelines for the work at the military level of the Nordic Defence Cooperation (NORDEFECO). The intention with the document is to:

- Enable common understanding of the overall purpose and ambition of NORDEFECO, and its structure and processes.
- Provide common procedures and terms.
- Provide the basis for ensuring quality, transparency, traceability and interoperability in the work conducted in NORDEFECO.

In order to support the work at the military level a number of templates have been developed. These templates are intended to assist in preparing documents and briefings and must be used with caution. The templates provide guidelines for the work and may be modified to facilitate each individual case as required.

Scope

These guidelines describe the overall objectives, agreements, organisation, processes and procedures of NORDEFECO.

Applicability

This document applies to all NORDEFECO military level bodies and the primary audience is the personnel working in the NORDEFECO military level structure. The guidelines also provide a presentation of the NORDEFECO structure and processes for external actors.

Document – change management

Validity and Revision

This version of the GUNOP is valid from the date of its release until the release of the next version.

The GUNOP revision process is initiated by the Coordination Staff when needed.

Version

3.0 Date: 2014-06- (date of release)

Changes

#/date	Pages	Affected clauses
1/		

1 Introduction

1.1 The NORDEFECO intention

- a. The Nordic Ministers of Defence have stated their overall aims for the Nordic Defence Cooperation (NORDEFECO) in the NORDEFECO MoU of 5 November 2009.
- b. The purpose of NORDEFECO is to strengthen the participant's national defence, explore common synergies and facilitate common solutions. The cooperation should lead to increased operational effect, enhanced quality, better resource allocation and cost efficiency of each nation's Armed Forces. Interoperability will be improved through harmonization and thereby benefiting the ability to develop and sustain capabilities together. This will furthermore increase the mutual capability to act combined and jointly, which in turn creates the possibilities for common contributions to international Peace Support Operations.
- c. The overall objective of the NORDEFECO military level is to facilitate cooperation across the entire range of defence structures in order to achieve better quality and cost-effectiveness, and thereby creating enhanced operational capabilities and operational effects.
- d. Based on the NORDEFECO MoU, the military level cooperation will enable:
 - i. More efficient capability development that will allow for the release of resources in benefit of increased operational effect.
 - ii. The ability to maintain and develop nationally defined operational capabilities.
 - iii. Combined and cost-effective contributions to international efforts for peace and security.

1.2 The fundamental principles of NORDEFECO

The Nordic defence cooperation is aiming at saving costs and increase quality in the production of operational capabilities. These fundamental ambitions shall guide all work in NORDEFECO, in order to make each nations Armed Forces better.

a. NORDEFECO - a lean structure for a comprehensive cooperation, not an organisation

NORDEFECO provides a structure to enable and enhance the cooperation between the participating nations. It is not meant to be a large organisation with a supranational mandate.

This means that:

- *Agreements* are reached at international level for various cooperation projects, but the *decision* to participate is finally a national concern.
- The structure should be kept as small as possible and working groups should be organised on ad hoc basis only.
- To the furthest extend possible, issues should be handled within-, or as soon as possible be transferred to the national chains of command.

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b. Increased quality and cost savings

All activities in NORDEFECO aim at finding or performing activities that leads to increased quality and/or increased operational effect and cost savings, preferably simultaneously. If a study, a project or an implemented activity does not meet these requirements it should be considered for termination.

c. Mutual respect

All international cooperation requires understanding and respect for the participant's methods and culture. The work in NORDEFECO is based on mutual respect among the participants.

d. Economical concern

Bearing the overarching aims of enhanced quality and cost savings in mind, all activities in NORDEFECO shall be performed in the most cost effective way. This means for example that travel expenses etc. should be kept at a minimum by making use of VTC and other technical solutions.

e. Methodical work and Transparency

The results of studies and projects conducted in NORDEFECO are basis for national decisions of great magnitude, and they comprise large amounts of factors to be considered. It is therefore of utmost importance that the work is done in an analytical and methodical way and that the results are documented throughout the process. A methodical and transparent process is also preventing various biases influencing the result.

All working groups in NORDEFECO are responsible for their work being analytical and methodical and for the proper documentation of their activities and findings.

f. Integrity of Nations

NORDEFECO does not under any circumstances challenge the integrity of individual nations, but offers possibilities to participate in activities at nations own discretion.

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1.3 The NORDEFECO documents and document hierarchy

1.3.1 The Document hierarchy

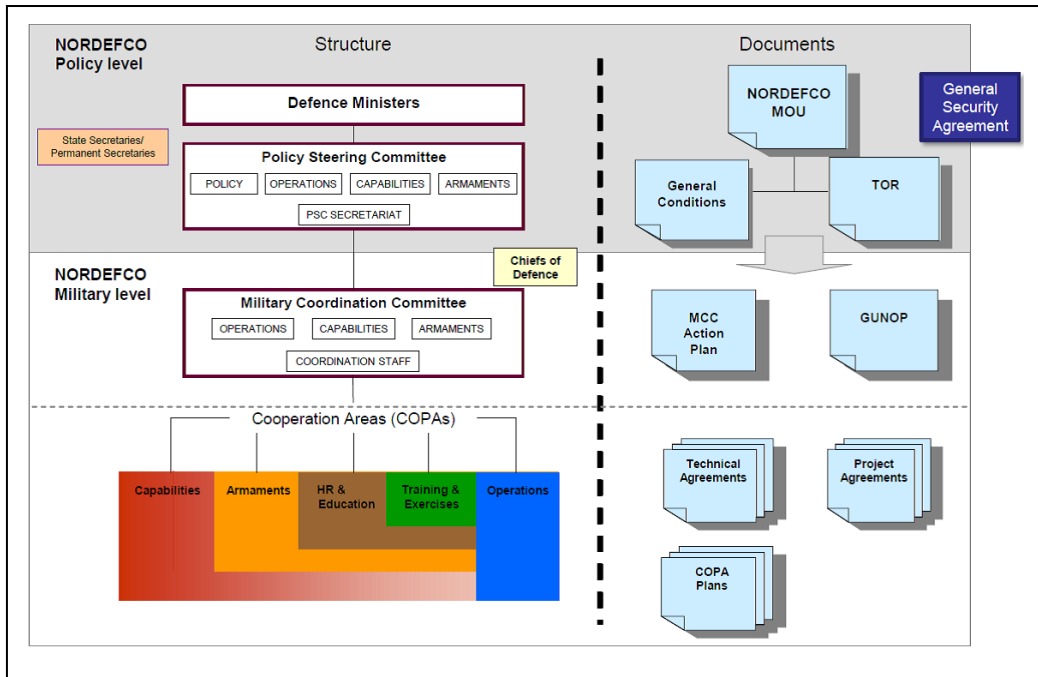


Illustration 1.1. The NORDEFECO document hierarchy

- a. The *NORDEFECO Memorandum of Understanding, MoU*, is a political agreement to establish a comprehensive framework for all Nordic Defence Cooperation activities within the areas of policy, capabilities and operations. The MoU is providing political direction and guidance to the NORDEF MCC and therefore it regulates all activities within the NORDEFECO Military level organization.
- b. *The NORDEFECO Terms of Reference, ToR*, is outlining the working procedures of the NORDEFECO steering- and coordination organisation within the auspices and provision of the NORDEFECO MoU.
- c. *The General Conditions*, the purpose of the General conditions are to establish agreements and arrangements necessary for the implementation and functioning of NORDEFECO. These General conditions are supplementary to the NORDEFECO MoU and agreements and arrangements will be concluded under the auspices of the NORDEFECO MoU. The General conditions are applicable to all parts of NORDEFECO. Intellectual Property Rights (IPR) and other legally binding agreements will be covered by this document.
- d. The NORDEFECO ToR and the General Conditions provides the basis for the GUNOP.
- e. *The NORDEF MCC Action Plan* provides the MCC multi-year guidance and objectives to the military level. It further aims at laying the foundation for timely and efficient follow up of military level activities between the Nordic nations. The four year

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perspective of the plan will allow predictability and forms the basis for the countries national activity- and budgetary planning processes. .

- f. For some cooperation activities, conditions are regulated by specific Technical Agreements or Project Agreements.
- g. Based on the GUNOP and the MCC Action Plan each COPA Management Group will develop the specific actions needed to achieve their objectives and to implement the Action Plan within their area of responsibility.
- h. Each working group is responsible for developing sufficient plans, reports and other relevant documents.

1.3.2 **Current documents**

- *The NORDEFECO Memorandum of Understanding, dated 2009-11-05.*
- *The NORDEFECO Terms of Reference, dated 2009-12-11.*
- *The General Conditions.*
- *The NORDEF MCC Action Plan.*
- *Guidelines for NORDEFECO Military level Operating Procedures, GUNOP, (this document).*
- *General Security Agreement on the Mutual Protection and Exchange of Classified Information, signed 7 May 2010.*

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2 The NORDEF CO Military level organisation

2.1 General

- a. The military level organisation consists of the Nordic Chiefs of Defence (CHODs), the Nordic Military Coordination Committee (MCC), the Coordination Staff (CS) and the Cooperation Areas (COPAs).
- b. The military level ensures the coordination and management of the cooperation between the participating nations Armed Forces, in accordance with the NORDEF CO MoU.

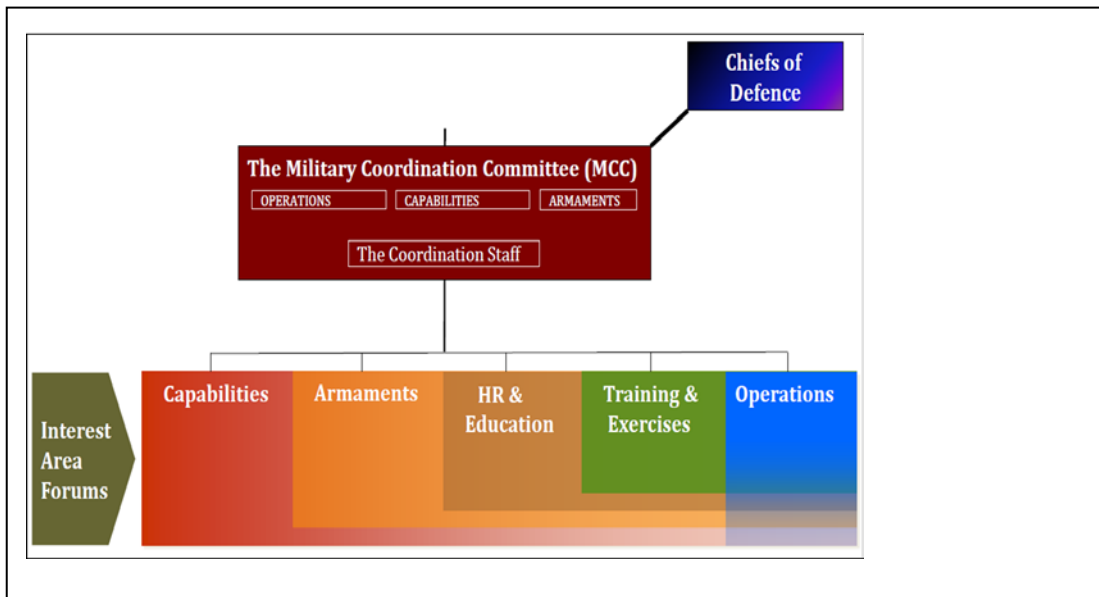


Illustration 2.1 The NORDEF CO military level organisation

2.2 The Nordic Chiefs of Defence (CHODs)

- a. The Nordic Chiefs of Defence meet on a regular basis to discuss and provide strategic direction and guidance on the whole spectrum of the military level of the Nordic defence cooperation.
- b. The CHODs can chair the MCC, giving guidance on issues of overarching importance.
- c. Their direction and guidance are implemented by the MCC and by directives to their national chain of command.

2.3 The Military Coordination Committee (MCC)

- a. The MCC will coordinate, implement and monitor the Armed Forces cooperation.
- b. The MCC is composed of national representatives from the strategic military and agency level, normally a senior officer at two- or three-star level, appointed by the respective Chief of Defence.

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- c. The MCC meets in formal or informal sessions to discuss, deliberate and act on military matters. They normally conduct two physical meetings a year, but in practice, meetings are convened whenever necessary.
- d. The MCC may meet in different sessions; capabilities, operations and armaments. The MCC may be assisted by experts or decision-makers from the strategic military- and agency level or other relevant bodies.
- e. The MCC is defined and regulated by the NORDEFECO MoU. The functions of the MCC cover, but are not limited to the following:
 - i. Ensure the coordination and management of the comprehensive military cooperation as well as identify and propose new cooperation measures;
 - ii. Establish required organisational structures and processes for the cooperation on military level as necessary;
 - iii. Identify and forward policy related matters to the Nordic Defence Policy Steering Committee and
 - iv. Provide military advice to the Nordic Defence Policy Steering Committee with the aim to further develop the cooperation.
- f. The MCC is chaired by an annual rotating chairmanship.

2.4 The Coordination Staff (CS)

- a. The CS is the executive body of the MCC and will do the day-to-day coordination and facilitation of the cooperation on behalf of the MCC. The CS is chaired by an annual rotating chairmanship following the MCC chair nation.¹
- b. Its main responsibility is to provide staff support to the MCC.
- c. The CS is a non-permanent Nordic staff element consisting of a national representative from each of the Ministries of Defence or the Defence Staffs of Denmark, Finland, Norway and Sweden. The national representative leads the respective national part of the Coordination Staff and the whole of this structure (CS) during the period when the country has the chairmanship.
The national representative may be assisted by additional national staff, Nordic exchange officers and/or subject matter experts at the discretion of each nation. The CS is the essential link between the policy-level decision-making body (the PSC) and the MCC, liaising closely with the PSC Secretariat.
- d. The CS' tasks include, but are not limited to the following;
 - i. Prepare and follow up on the MCC meetings (all levels and sessions). Guidelines and template to be found in annex A and in the CS SOP.
 - ii. Update of the MCC Action Plan.
 - iii. Coordinate the MCC level reporting. This to encompass the MCC reporting to the PSC.
 - iv. Draft and issue the MCC Task Documents (template in annex B) to the COPAs.
 - v. Facilitate information exchange between the MCC and the PSC together with the PSC Secretariat.

¹ Guidelines for the work in the CS are presented in the "CS SOP".

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- vi. Ensure that MCC decisions are communicated and/or executed.
- vii. Facilitate the cooperation by providing guidance, experts and support with amongst other things legal, technical, method and communications.
- viii. On behalf of the MCC evaluate and suggest changes to the NORDEFECO military level organisation, procedures and processes.

2.5 The Cooperation Areas (COPAs)

2.5.1 General

- a. The organization is built with combined, joint, interlinked and balanced COPAs. Each COPA is responsible for leading, managing and implementing the decisions made by the MCC.
- b. The COPAs cover five main areas for cooperation: Capabilities, Armament, Human Resources and Education, Training and Exercises and Operations.
- c. The COPAs should be manned with representatives from each country with the sufficient national mandate and should represent all services in order to fulfil the tasks given to the specific area.
- d. A senior national representative at the NATO's rank of OF-5 or a civilian equivalent from each nation will constitute the COPA Management Group in each COPA. The COPA MG could be supported by SME's /national assistants. Relevant flag officer level or equivalent decision makers meet and participate when needed. The COPAs meet regularly.
- e. The COPAs are normally chaired by a rotating chairmanship to be reviewed every second year. The senior national representative holding the Chair is called Head of COPA.
- f. The COPA Management Group report to the MCC as required and the Head of each COPA will normally be invited to participate in the MCC meetings.
- g. The COPA chairmanship shall be based on the principles of balanced burden-sharing, flexibility and the interests of the participants. The MCC decides the rotation plan for the COPA chairmanship. The appointment of the follow-up chairmanship should take place in due time for making the necessary preparations.
- h. The COPA Management Group is responsible for fulfilling the COPA tasks as stated in section 2.5.2.
- i. The COPA Management Group, as a group of experts, is the principal body for assessing and advising whether an activity may be worthwhile for Nordic cooperation.”
- j. Communication between the COPAs should involve the CS to ensure necessary situational awareness.
- k. The COPAs can define their detailed Terms of Reference as appropriate, in accordance with the general directives and guidelines from the MCC.
- l. The COPAs can establish working groups on a temporary basis to accomplish assigned tasks. The groups will normally be terminated when the task has been accomplished.

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2.5.2 COPA Tasks

The COPAs tasks include but are not limited to the following:

- a. Provide a bridge between multinational and national organisations and thus ensure:
 - i. proper and timely flow of information to establish an understanding in own national organisation of the NORDEFECO activities and thus enabling smooth harmonization between NORDEFECO and national HQs and staffs,
 - ii. that all reports are staffed nationally and coordinated before the COPA Management Group presents consolidated recommendations to the MCC,
 - iii. resource allocation from the national organisations to the different activities within the NORDEFECO framework.
- b. Generate and identify new ideas and initiatives.
- c. Ensure proper Portfolio Management for all activities within own area of responsibility:
 - i. Initiate, Manage and Terminate activities within the COPA.
 - ii. Coordinate between and prioritise among the activities within the COPA.
 - iii. Develop short and long term cooperation plans.
 - iv. Ensure transparency and situational awareness through good communication with the MCC, other COPAs and the CS.
 - v. Ensure necessary coordination between the COPAs.
 - vi. Update own activities on the Portfolio Management site on the main page on ALLVIS, at least four-times/year.
 - vii. Keep the Contact list on the main page on ALLVIS updated with own personnel.
 - viii. Maintain an updated list of implemented activities within own area of responsibility on ALLVIS.
- d. Evaluate the activities, processes and organisation within the cooperation area, inform the MCC, present lessons learned and suggest relevant actions to the MCC.
- e. Report to the MCC as required.

2.5.3 Cooperation Area – Capabilities (COPA CAPA)

COPA CAPA aims at addressing the Nordic nations' development plans as well as processes with the aim of identifying areas for capability cooperation.

Based on common needs, CAPA identifies areas of mutual benefit, with the intent of exploring the possibilities of reducing total costs and promoting operational effectiveness. The main task for CAPA, as a group, is to identify, discuss and propose possible areas for capability cooperation, based on the participants' knowledge, "homework" and staffing.

2.5.4 Cooperation Area – Armaments (COPA ARMA)

COPA ARMA aims at achieving financial, technical and/or industrial benefits for all the member countries within the field of acquisition and life cycle support. This will be achieved through transparent and mutual exchange of information on planned national procurement in order to identify and exploit possibilities for common development programs, procurement and maintenance of existing and emerging capabilities.

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2.5.5 Cooperation Area – Human Resources and Education (COPA HRE)

COPA HRE aims at achieving an enhanced cooperation on military education within the Nordic countries, and to facilitate that the Nordic countries exchange experiences on policies and procedures in regards to Human Resources & Educational related topics.

2.5.6 Cooperation Area - Training and Exercises (COPA TEX)

COPA TEX aims at continuously identifying possibilities to coordinate and harmonize military training activities among the Nordic nations and facilitate a combined and joint exercise program for a continuation of five years.

2.5.7 Cooperation Area – Operations (COPA OPS)

COPA OPS will, based on common Nordic political decisions, be prepared to plan, coordinate and prepare force contributions, deployment/redeployment and logistics support to operations. COPA OPS is an event driven COPA. In order to achieve the tasks COPA OPS will continue to maintain the Nordic network, keep a tight dialogue and monitor the global situation.

2.6 Interest Area Forums

- a. Informal meetings take place between Flag-officers (corresponding level) from the different countries. These will generate valuable input to the Nordic defence cooperation. In these Interest Area Forums the participants meet their counterparts at their own discretion, to discuss Nordic defence cooperation among other things.
- b. The Interest Area Forums normally include but are not limited to the heads of services/branches.
- c. The Interest Area Forums are not part of the formal NORDEFECO structure. Any suggestions of cooperation issues and input to NORDEFECO should be forwarded through national channels (e.g. national COPA MG representatives or CS representatives).
- d. In order to increase transparency and exchange of information between the Interest Area Forums and the other NORDEFECO military level bodies, in particular the MCC, an overview of their meetings will be established on “Allvis”.

2.7 Establishment of other structures

- a. In order to conduct studies² or project the MCC, the COPAs or the CS can establish working groups or project groups on a temporary basis. The groups should work according to the principles stated in this document in general and specified in own Terms of Reference if needed. The groups should be terminated when the task is accomplished.
- b. If more permanent structures are needed they could be formed as Forums of Experts etc. The naming should avoid confusing them with temporary groups (Working Group/Project Group).
- c. Groups or structures to be established for implemented activities should follow the above mentioned principles but will be decided by the Lead Nation in cooperation with the other participants.

² For definition of studies, projects and implemented activities see section 3.2

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3 General guidance for work in NORDEF CO

3.1 Security Arrangements

3.1.1 Security Agreement

A general security agreement for the mutual protection and exchange of classified information has been signed by the Nordic nations³. The purpose of the agreement is to protect Classified Information exchanged between two or more of the nations or between contractors under the jurisdiction of the nations or produced on the basis of, or arising from, exchanged information.

3.1.2 Security Classification

Classified Information shall be marked with one of the following national security classification levels.

English translation	TOP SECRET	SECRET	CONFIDENTIAL	RESTRICTED	UNCLASSIFIED
Denmark	YDERST HEMMELIGT	HEMMELIGT	FORTROLIGT	TIL TJENSTEBRUG	
Finland	ERITTÄIN SALAINEN/ TOP SECRET	SALAINEN/SECRET	LUOTTA- MUKSELLINEN/ CONFIDENTIAL	KÄYTTÖ RAJOITETTU/ RESTRICTED	JULKINEN/ UNCLASSIFIED
Iceland	ALGJORT LEYNDARMAL	LEYNDARMAL	TRUNADARMAL	TAKMARKADUR ADGANGUR	
Norway	STRENGT HEMMELIG	HEMMELIG	KONFIDENSIELT	BEGRENSET	
Sweden	HEMLIG/TOP SECRET	HEMLIG/SECRET	HEMLIG/ CONFIDENTIAL	HEMLIG/ RESTRICTED	ÖPPEN/ UNCLASSIFIED

Table 3.1 National classification levels

The Receiving Party⁴ and /or its Agencies or Entities shall not change the security classification level of received classified information without the prior written consent of the Originating Party⁵. The Originating Party shall inform the Receiving Party of any changes in the security classification of the exchanged information.

The Receiving Party shall mark the received classified information with its own equivalent security classification level. Translations and reproductions shall be marked with the same security classification level as the original.

³ “General Security Agreement on the Mutual Protection and Exchange of Classified Information” signed on 7 May 2010.

⁴ Receiving party means the Party, as well as any other State bodies or public or private legal entities under its jurisdiction, to which Classified Information is released by the Originating Party.

⁵ Originating party means the Party, as well as any other State bodies or public or private legal entities under its jurisdiction, releasing Classified Information.

3.2 Types of activities within NORDEFCO

3.2.1 General

- a. The formal cooperation in NORDEFCO is normally conducted in three types of activities as described in the table below. It is of vital importance that the activities are named correctly based on the status of the activity.
- b. All formal activities shall have a lead nation (point of contact), aims and objectives and shall be evaluated.

Name	Definition	Comments
Study (including Pre-Study)	<p>A formalised activity to analyse and gain knowledge, new insights, ideas of a subject in order to decide if it is feasible for Nordic defence cooperation and how it could be realised and implemented.</p> <p>End state: A written report with a coordinated and consolidated recommendation whether the activity is feasible for Nordic defence cooperation or not. Potential gains to be achieved through cooperation must be identified and included in the report.</p>	<p>Duration: Set time limit</p> <p>Evaluation: Periodically by Back-Briefs and/or Milestone reports.</p>
Project	<p>A formalised activity to prepare for the implementation of an activity decided for Nordic defence cooperation.</p> <p>End state: A written agreement regulating how the agreed activity should be implemented and managed as an activity for Nordic defence cooperation. Could be in the form of a Technical Arrangement/Agreement (TA).</p>	<p>Duration: Set time limit</p> <p>Evaluation: Periodically by Back-Briefs and/or Milestone reports.</p>
Implemented activity	<p>A formalised activity that is implemented and on-going in the normal national chain of command as part of the Nordic defence cooperation conducted under the auspices and provisions of the NORDEFCO MoU.</p> <p>Normally managed by a lead nation or host nation in cooperation with the other participants and if needed supported and monitored by a COPA.</p> <p>End state: Efficient and effective Nordic defence cooperation.</p>	<p>Duration: On-going</p> <p>Evaluation: According to the implementation agreement.</p>

Table 3.2 NORDEFCO types of activities

3.2.2 Principles for naming activities

- a. The types of activities shall be reflected when naming the activities.
- b. The name of an activity has three or more explanatory parts:
 - i. One part is indicating the responsible COPA, i.e. have the lead of the activity.
 - ii. One part indicating the type of activity.
 - iii. One part gives an explanatory name of the activity.
 - iv. One part gives an explanatory name of sub-activities, i.e. sub-areas etc.
 - v. Additional parts are added in order to explain additional sub-areas.

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- *Example: Capabilities Project on Battalion Task Force 2020*

If the Activity, in this case the project, includes sub-areas the name of the sub-area is given after adding a dash (\).

- *Example: Capabilities Project on Battalion Task Force 2020 \ Development.*

Sub-sub-areas are added to the name by adding extra dash (\) with the respective name given.

- *Example: Capabilities Project on Battalion Task Force 2020 \Development\ Ammunition.*

3.2.3 Principles for naming documents

- The naming of documents should reflect the principles for naming activities and use the following syntax:
[YYMMDD_CLASSIFICATION_ACTIVITY_SUBJECT_STATUS].
 - *Example: 100419_U_COPA CAP BNTF2020_MINUTES MEETING OSLO_FINAL*
- In the information portal additional properties can be assigned to a document in order to facilitate indexing.

3.3 Cost sharing

3.3.1 General

- The costs related to the cooperation will be shared by the participating nations, based on the principle that “*costs lay where they fall*”.

3.3.2 Cost Sharing in studies and projects

- When establishing a new activity, the principles for cost sharing should be agreed and documented. The national budgeting- and funding processes differ between the nations and this must be considered in the arrangements.
- The costs related to meetings will be shared by the participating nations, often done by hosting the meetings in turn. Since the host nation save travel expenses, the standard procedure is that the host nation is offering modest catering at the meetings.
- Administrative costs shall be budgeted by each nation. All travels must be conducted in accordance with national travel policies.

3.3.3 Cost Sharing principles – various models

- All proposals for activities presented to the MCC shall recommend how costs could be shared between the nations.
- Annex C describes various models for cost sharing.

3.4 Withdrawal from a group or late starters

- A participating nation may choose to withdraw at any time from a started activity.
- Nations may also choose to join an already started activity. The joining into an already started activity will be subject to the agreement of the already participating nations.

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4 Decision making and meeting arrangements

4.1 General description

- a. NORDEFECO is providing a framework for achieving common agreements based on national decisions and imply no obligation for the member countries to commit themselves to participating in certain activities or projects. NORDEFECO has no supra-national authority and the nations retain complete sovereignty and responsibility of its own decisions.
- b. Decisions within NORDEFECO are made either in the regular meetings or out of meetings using a written procedure and are based on the Participants' *consensus*. The consensus principle is applied throughout NORDEFECO and consensus decision-making means that there is no voting in NORDEFECO. Discussions and consultations take place until an acceptable decision is reached among those Participants' willing to take part in an activity. Those not willing to participate cannot block a decision.
- c. The MCC, the CS and the COPA Management Groups are responsible for preparing and presenting issues for national decision makers.
- d. Each body in NORDEFECO reports to the next superior level. This means that working groups report to the COPA Management Group, and the COPA Management Groups reports to the MCC.
- e. A fundamental principle in NORDEFECO is that decisions are made at the lowest level possible and at the same time keeping the next level informed. In cases of controversy, this will be decided between the COPA Management Group and the MCC or the CS.

4.2 Decision Timing

4.2.1 Harmonization with national budget and task dialogue

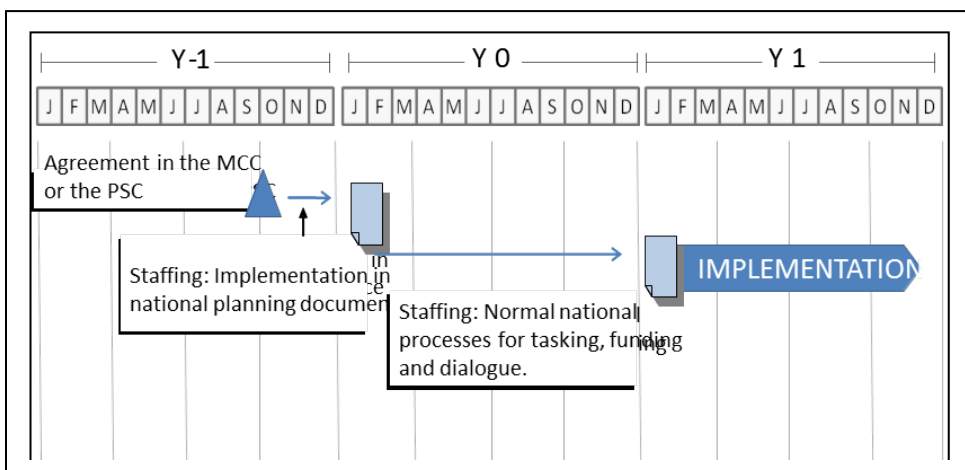


Illustration 4.2 Harmonization with national budget and task dialogue

- a. An agreement in NORDEFECO to implement an activity needs to be included in the national budget and task documents to come into effect. National budget and task

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dialogue follow a cycle where budgets and tasks are presented for dialogue approximately one year before being put into effect by regulating documents.

- b. This means that activities that are to be implemented Year 1 have to be agreed upon in the MCC or the PSC during year – 1 in order to allow the issues to be included in national planning documents and become part of the normal budget procedures.
- c. For large scale projects, e.g. procurement projects, cycles of four years or more are normal. In these cases the decision cycle should be adapted to meet these requirements and agreed in dialogue between the participants.
- d. The decision cycles described above can under extraordinary circumstances be accelerated and made within shorter time frames. This requires strong commitment and prioritization on both political and military level. Agreement to have a shortened process is made by the parties on adequate level.

Note 1: The agreement in the MCC or the PSC is assumed to be based on a national decision to participate in the activity, if this is not the case additional time for national staffing has to be added.

Note 2: In the described cycle it is assumed that the activity needs to be specified in the national budget. If the activity is of a scale that it fits into the financial framework of the body that is supposed to be responsible for the implementation of the activity; the time frame can be shortened. This can be agreed upon in the MCC or the PSC.

4.2.2 The PSC and the MCC meeting cycle

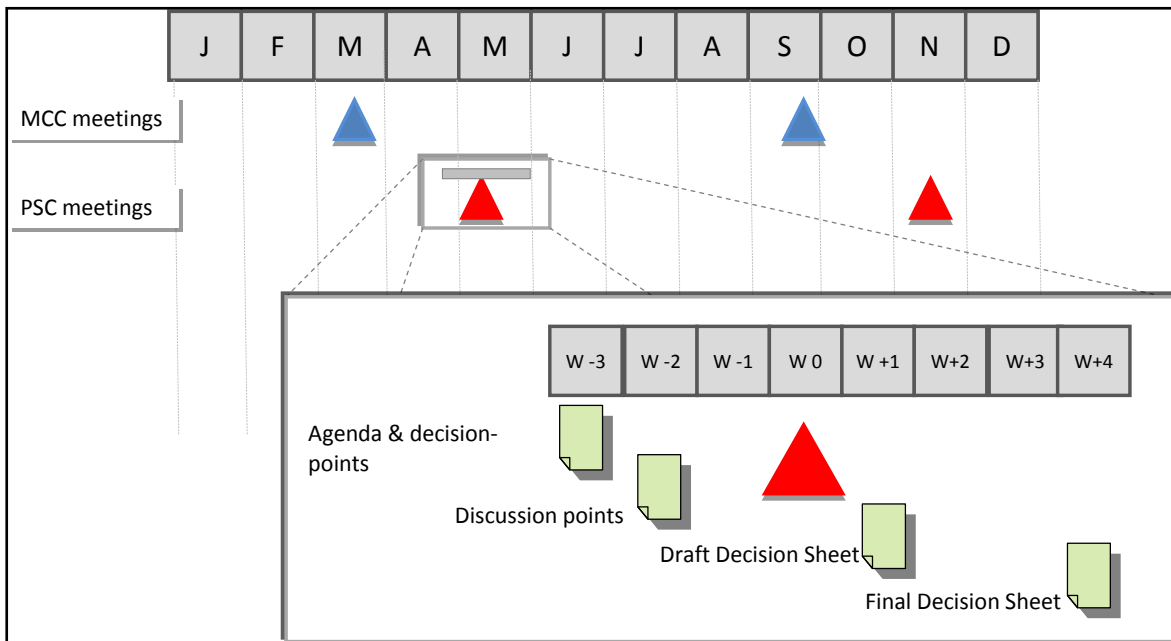


Illustration 4.3: PSC and MCC meeting cycle and agreed timeframes

- a. The PSC and the MCC meeting procedures are regulated in the NORDEFSCO Terms of Reference (ToR).
- b. The MCC meetings are held twice a year: normally in March and September/October.
- c. The PSC meetings are held twice a year: normally in May and November.
- d. Both the MCC and the PSC may conduct meetings at other times when required.

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4.2.3 Timing of reports from the COPAs

- a. All reporting within and from a COPA needs to meet the requirements described in chapter 6.
- b. In order to allow sufficient time for preparation of the MCC meetings, the COPAs and other subordinated bodies should forward the required documents to the CS five weeks prior to the MCC meetings.
- c. Timelines and reporting instructions should be stated in the Task Document, and agreed by the MCC if needed.

4.3 The “out of meeting” decision-making process

- a. Decisions within NORDEFECO are normally adopted at regular PSC, MCC or COPA meetings.
- b. With the MCC normally meeting twice a year a procedure has been developed to ensure decisions can be made at any time without the MCC representatives meeting in person.
- c. The following processes for making decisions “out of meeting” should be used:
 - i. The MCC will, at a regular meeting, provide guidance to a NORDEFECO body to develop a draft text of the decision to be circulated either as part of the draft minutes/decision sheet or as a separate document submitted to nations for comments and subsequent approval.
 - ii. A NORDEFECO body will prepare a draft text of the decision when an urgent need has occurred. This will normally be staffed by or through the CS and be circulated to nations for comments and subsequent approval.
 - iii. In order to formally agree on a text a *silence procedure* may be used. A draft version of the text is circulated among nations who have a last opportunity to propose changes or amendments to the text. If no amendments are proposed (if no one “breaks silence”), before the deadline of the procedure, the text is considered agreed by all participants. This procedure is the last step in adopting the text, after the basic premises of the text has been previously agreed upon.

4.4 Meeting arrangements

- a. All meetings conducted within the NORDEFECO military level should be documented in English.
- b. The chairmanship bears the responsibility of calling, arranging and reporting of the meetings.
- c. The final Agenda and papers that are meant for decisions should be distributed among the participants no later than 3 weeks before the meeting takes place. Other papers including working papers, food for thought, etc. should be distributed no later than two weeks in advance of the meeting.
- d. Draft minutes should be distributed to the participants for comments no later than one week after the meeting took place.
- e. Any comments to the draft minutes should be forwarded within two weeks.
- f. The final minutes should be distributed no later than four weeks after the meeting took place.

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4.5 Other annual activities within NORDEFCO

- a. The Nordic Ministers of Defence normally meet twice a year.
- b. The COPAs and the CS normally conduct a revision/kick off meeting once a year normally in November/December to prepare for the next year.
- c. During the period August-December the MCC Action Plan is being updated.
- d. During the period November – February the Annual Report is being developed.

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5 Tasking and working procedures

5.1 General

Procedures in NORDEFECO are designed to facilitate harmonization and timing between the work conducted within the NORDEFECO structure and the national staffing. Is a shared responsibility on all levels of NORDEFECO to ensure the smoothest possible interaction between the work conducted within the NORDEFECO and the respective national HQs and staffs.

5.2 The tasking process

Formal activities are normally initiated by issuing a Task Document (annex B) or by issuing sufficient instructions containing at least who will do what, why and when (reporting instructions).

a. The Project Owner (PO)

The Project Owner (PO) may be the originator of a task or be designated by the MCC if appropriate. Normally, the role of being the PO will fall on the MCC, a COPA MG or the CS. The PO is responsible for issuing the necessary task document or instructions to initiate the activity, to allocate resources and provide support for the Project Manager (PM) throughout the duration of the activity. The PO should initiate a dialogue with the PM as soon as possible in order to provide clarity, establish unity of effort and to agree on the study-/project plan.

The PO is also responsible for the activity to be registered and updated in the portfolio management system on "Allvis".

For complex activities a "*Project Owner Group*" (POG) may be established having the same responsibilities as the PO.

b. The Project Manager (PM)

The Project Manager (PM) is normally designated by the PO and will in most cases also be the receiver of a task and the assigned leader of a working group. The PM is responsible for planning, managing and executing the task from start to completion in accordance with the task document or any other given instructions.

After receiving a task the PM should make a task analysis and report back to the PO according to the Mission Analysis Brief (template in annex D). The PM is responsible for ensuring products are delivered timely and at the appropriate level of quality. The PM should have the necessary mandate to conduct minor project-specific changes in order to meet the set requirements.

c. Working Group

A term used to describe a Working Group or a Project Group established on a temporary basis to accomplish an assigned task. The group will normally be established to conduct a study or a project and will be terminated when the task is accomplished. All members of a working group must have the necessary national mandate needed to fully contribute to the successful achievement of the task assigned to the group. A working group will normally be led by a Project Manager.

5.3 From idea to Implemented Activity – a Process Description

This section describes the most regular sequence of events in transforming an idea into becoming an implemented activity. The sequence of events may change according to the maturity and complexity of the issue and/or at the discretion of the MCC or the COPA Management Group.

5.3.1 Idea - Initiation

- a. The initiative to propose an activity for becoming a potential common Nordic activity may come from several sources like the political level through the PSC or as a bottom-up initiative through the military chain of command. The template for initiating a new activity is in annex E.

5.3.2 Transforming an idea into a task

- a. The COPA Management Group is the principal body for assessing and advising whether an activity may be worthwhile for Nordic cooperation. The MCC or the CS could be other bodies performing this task.
- b. The assessment before issuing a task is essential in identifying viable projects and an insurance against wasting resources on studies/projects that are not worth investing resources in for various reasons.
- c. This assessment is also fundamental for creating ownership for the study/project among the Project Owners and other key stake holders that have shown in previous projects to be crucial for their success.
- d. The assessment comprises an analysis of potential of the idea in terms of economic efficiency, operational effects and the resources necessary to conduct the activity. This analysis should comprise:
 - i. A rough assessment of potential savings or operational gains if the idea is implemented.
 - ii. Investments necessary to implement the idea.
 - iii. Limitations and/or commitments on policy- or military level affecting the initiative.
 - iv. Resources and investments necessary to conduct the study or the project.
 - v. Availability of manpower and expertise necessary to conduct the study or project at the intended time.
 - vi. Ongoing activities within the same area of interest, (to avoid duplication of work).
 - vii. Lessons learned from similar or connected initiatives.
 - viii. Stakeholders.
- e. Based on the analysis the initiating body (COPA Management Group, MCC or CS) decides on initiating the activity or not. The decision is documented in the minutes and the analysis is kept for the records. The task to conduct a pre-study (see below), a study or a project is normally described in a Task Document (TD).
- f. Decisions to initiate particularly resource-demanding activities should be made by the MCC. This definition has to be made from time to time and a close dialogue between subordinated bodies and the MCC is recommended.

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5.3.3 Pre-Study

- a. For comprehensive and complex initiatives that often span over many areas, (e.g. Procurement, Life-Cycle Support, Logistics, Training, Concept-development etc.), it is often time-efficient to conduct a pre-study aiming at identifying the areas with the best potential for cooperation.
- b. Basically, the pre-study should cover the assessment described in 5.3.2.d above. The pre-study should result in a report providing recommendations and inputs for further studies or projects.
- c. Based on the pre-study the initiating body decides on studies and projects for further development and areas that are not worth further effort for the time being.

5.3.4 Study

- a. An activity recommended to become further analysed for cooperation will be initiated by the appropriate NORDEFSCO body (PSC, MCC or COPA) by issuing a Task Document (TD) (ref 5.2).
- b. A Working Group (WG) will be established under the most appropriate COPA to conduct the study aiming at recommending whether the activity is feasible for Nordic cooperation or not. The WG is led by the assigned Project Manager (PM).
- c. The PM suggests an appropriate method for the study to the COPA Management Group (PO) at the Mission Analysis Brief. Agreed method is then used for the study. The COPA Management Group and the PM/WG can agree that the PM is free to adjust the method, but if this is not agreed upon the mandate to change the method lay with the COPA Management Group.
- d. The WG will report in accordance with the reporting instructions given in the TD (templates are in annexes F, G, H).
- e. The final result of the work in the WG will be presented to the COPA Management Group as a Final Draft Study Report (Template for Final Draft Study Report is in annex G).
- f. The COPA Management Group will ensure the Final Draft Study Report is forwarded to the nations for national staffing.
- g. The COPA Management Group will issue a Final Study Report with consolidated recommendations reflecting the outcome of the national staffing to the MCC for decision (ref section 6.2.3.d).
- h. The Final Study Report will also be issued to the nations in advance of a MCC meeting for national decision making procedures in order to have the MCC representatives to announce the national decisions at the meeting. A Decision Brief might be given at a MCC meeting according to Annex D.
- i. The MCC will decide on the recommendations made in the Final Study Report. The outcome may either be: i) a recommendation to the PSC, ii) a tasking to a COPA, iii) the study can be discontinued or iv) sent back to the COPA for further work.

5.3.5 Project

- a. If the activity has the necessary national support to be implemented the MCC will decide to establish a Project Group to prepare for the implementation of the activity. A Lead Nation should be nominated and a Tasking Document to be issued by the assigned PO.
- b. The Project Group is led by the assigned Project Manager (PM).

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- c. The final result of the work in the Project Group will be presented to the COPA Management Group as a Final Draft Project Report including draft Arrangements/Agreements necessary for the implementation and management of the activity. (Template for Final Draft Project Report is in annex H).
- d. The COPA Management Group will ensure the Final Draft Project Report is forwarded to the nations for national staffing.
- e. The COPA Management Group will issue the Final Project Report with consolidated recommendations reflecting the outcome of the national staffing to the MCC for decision. The Final Project Report will include the draft Arrangements/Agreements necessary for the implementation and management of the activity (ref section 6.2.3.d).

5.3.6 Implemented Activity

- a. An Implemented Activity is normally initiated by the participants signing an agreement regulating amongst other things (the list is not complete):
 - i. Purpose and Scope.
 - ii. Definitions.
 - iii. Organisation.
 - iv. Management, reporting, command and control.
 - v. Financial arrangements.
 - vi. “Key Performance Indicators” to measure the effect of the activity (ref section 9.3 “Measuring effects of implemented activities”).
 - vii. Security arrangements.
 - viii. Logistics.
 - ix. Participation of third parties.
 - x. Commencement, Withdrawal and Termination.
 - xi. Modifications, Amendments and Disputes.
- b. An Implemented Activity will normally be managed within the national chain of command of the nation’s participating in that activity (Participants) under the auspices of the NORDEFECO MoU.
- c. Choosing the best suited model for managing an Implemented Activity requires special attention from the Participant. The management arrangement should be described in the agreement mentioned above.

In the case of using a Lead Nation concept the following principles should apply:

- i. The Lead Nation in cooperation with the Participants will plan and execute the activity.
- ii. The Lead Nation in cooperation with the Participants will finance the implemented activity based on a Cost-sharing agreement.
- iii. The Lead Nation is responsible, on behalf of the Participants, for issuing coordinated and consolidated reports to the NORDEFECO structure upon request.

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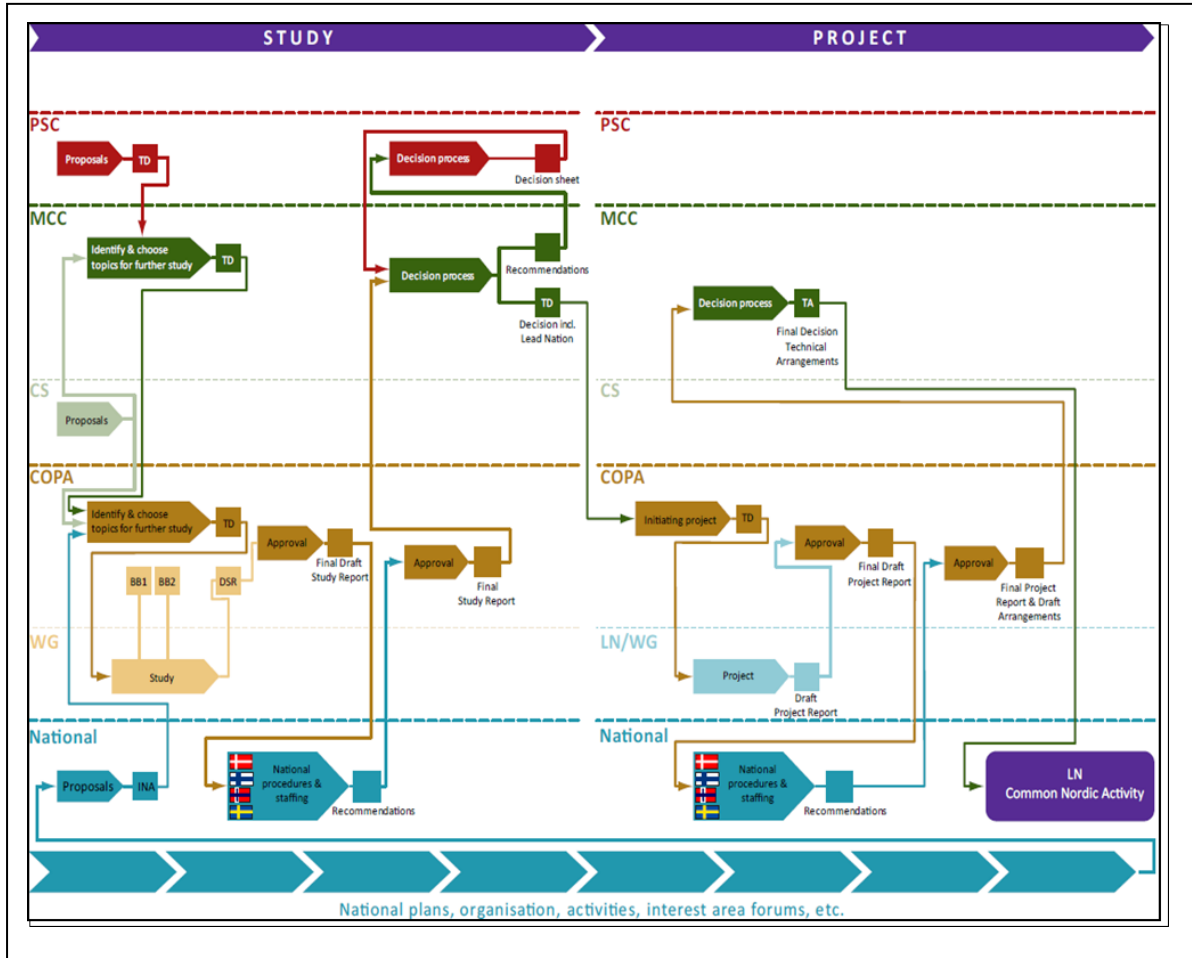


Illustration 4.1 The NORDEFECO Process Description

6 Reports and briefings

6.1 General

- a. The reporting within NORDEFECO aims at:
 - i. Providing decision-makers and/or the PO with periodical and final reports as basis for guidance or decisions.
 - ii. Reporting on the overall progress and gains achieved by the cooperation.
- b. The NORDEFECO ToR states that the MCC shall forward an annual written report to the PSC by the end of February.
- c. Reporting should in general be conducted in a way that limits the time used on all levels.

6.2 Activity reports

6.2.1 General

- a. The originator of a study or project (Project Owner (PO)) gives the reporting instructions in the Task Document.
- b. Normally, working group should as a minimum present Milestone Report(s) and a final report with their findings and recommendations.
- c. The Project Manager (PM) is responsible for reporting within own area of responsibility.
- d. Templates for reports are presented in annexes F, G and H.

6.2.2 Milestone Report(s)

- a. The PM is responsible for forwarding a “Milestone Report” to the PO at the end of each phase of the work.
- b. Template for a Milestone Report is presented in annex F.

6.2.3 Final reports

- a. When a working group has completed the task the PM is responsible for reporting the result to the PO in the form of a Final Draft Study Report or Final Draft Project Report. Template for Final Draft Report is presented in annexes G and H.
- b. The PO will ensure the draft reports are forwarded to the nations for national staffing.
- c. The PO will issue the Final Study- or Final Project Report including a consolidated recommendation reflecting the outcome of the national staffing to the MCC for decision.
- d. The final reports may in its simplest form be a cover-letter accompanied by the Final Draft Study/Project Report with required annexes. The cover-letter must state the national considerations and contain coordinated and consolidated recommendations to the MCC.

6.2.4 Other reports

- a. A working group should also report to the PO if:
 - i. Further clarifications or decisions are required.

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- ii. If it is obvious that the time set for the next milestone(s) will not be met.

6.3 Annual reporting

- a. The outgoing chairman prepares the MCC Annual Report on behalf of the MCC and forwards the report to the PSC by the end of February.
- b. The work on the MCC Annual Report will be initiated by the Coordination Staff allowing sufficient time for the COPAs to prepare their input.
- c. Normally, the COPA inputs should be forwarded to the CS in mid-December to ensure the final MCC Annual Report is forwarded to the PSC by the end of February the next year.
- d. The COPA Management Group is responsible for compiling an Annual Report including a status description and evaluation of on-going work within own COPA.
- e. The CS develops the final MCC Annual Report based on the COPA reports.
- f. Template for the Annual Report from the COPAs is presented in annex I.

6.4 Briefings

6.4.1 General

- a. Briefings provide a forum in which the PO can issue additional guidance or make decisions. Furthermore, it also provides a forum for the PO and PM to establish a common understanding of key elements of the task.
- b. The PO is responsible for facilitating briefings within own area of responsibility.
- c. Representatives from the CS should be invited to attend briefings in order to ensure situational awareness and cross-COPA perspectives.

6.4.2 Back-briefings during studies and projects

- a. Depending on the scope and complexity of a task, several back-briefings may be required during the course of a study or project in order to ensure focus and unity of effort.
As a minimum, a *Mission Analysis Brief* (MAB) should be conducted by the PM as soon as possible after receiving a task.
- b. The MAB is a dialogue between the PO and PM on the scope, factors influencing the task, the analytical methodology to be used, necessary recourses and alternatives to be investigated.
- c. The purpose of the MAB is to seek approval of the following:
 - i. Mission Statement/Project description.
 - ii. Limitations and Assumptions.
 - iii. Analytical methodology.
 - iv. Alternatives to be investigated (if any at this stage).
 - v. Allocation of resources.
 - vi. Way ahead.
- d. A template for the MAB is described in Annex D.

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- e. The requirement for *additional* briefings should be stated in the TD, or may be agreed by the PO and PM whenever needed.

6.4.3 Status-/progress briefings

The PO, PM or other should be ready to provide status reports on request. These briefings should be short and would in most cases focus on progress towards achieving the objectives stated in the MCC Action Plan or the achievement of specific tasks.

At MCC meetings progress should be shown by using Power-Point slides with “*traffic lights*” indicating current status. Explanatory remarks should be made describing deviations from the “normal” (green) status.

6.4.4 Decision briefing

- a. The purpose of the decision brief is to present the range of options available to the MCC and a clear, consolidated and coordinated recommendation.
- b. The decision brief should focus on achieving the substance of the given task. The decision brief is not intended to include a description of the process and number of meetings leading to the recommendation unless that information is essential in order for the MCC to make a proper decision.
- c. The essential results of the MCC decision should be:
 - i. A clear decision of the option to be chosen.
 - ii. Additional direction, guidance and milestones (if required).
 - iii. Coordination with relevant national and international actors (if required).
 - iv. Issues to be raised with the PSC (if any).
- d. Guidelines and template for the Decision Brief is in annex J.

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7 Portfolio Management

7.1 General

Efficient portfolio management aims at providing senior management with an effective overview of ongoing studies and projects. This is a necessity in order to assess progress, provide guidelines, make decisions and allocate resources. Efficient portfolio management is basically a precondition to ensure that the portfolio is in line with the military objectives described in the MCC Action Plan.

7.2 Execution:

- a. The Project Owner, usually the COPA MG is responsible for executing Portfolio Management. This responsibility includes establishing and maintaining a proper Portfolio Management Tool, which basically is an Overview of ongoing Projects.
- b. Allvis is the preferred platform for Project Overviews as described in paragraph a, but other platforms can be used. If other platforms are used the establisher is responsible for making the Project Overview available to own COPA, the MCC and other potential stakeholders upon request.
- c. There is no standard format for a Project Overview, but it should be a tool that facilitates:
 - i. support to subordinate working groups,
 - ii. resource allocation,
 - iii. prioritization,
 - iv. decision making and
 - v. reporting.
- d. The described overview should as a minimum contain the following information:
 - i. Project name.
 - ii. Short description of scope and task, preferably a link to the task document.
 - iii. Project Manager, contact information.
 - iv. Start and end date.
 - v. Milestones.
 - vi. A link to information on provided guidelines/made decisions.

8 Information Management Guidance

8.1 General

Information Management (IM) determines the process of collection, collation, storage, processing, dissemination and display of information to and from the NORDEFECO member states as well as internally within NORDEFECO. IM is based on the Information Exchange Requirement (IER) as derived from the structure and as formulated by different branches and functional areas. Sharing information maximizes its value. Therefore, procedural or organizational constraints to condense data to information and to share it must be removed and technical constraints have to be taken into account.

IM is of vital importance to allow for efficient working within the NORDEFECO structure. By regularly updating information and analysing the situation, IM contributes to avoiding duplication or loss of information. This allows for pragmatic decision-making and enables the MCC to plan and coordinate activities.

The efficiency and the success of IM are not only based on the available technical facilities. The pillar that essentially supports Information Management and therefore constitutes one of the main pillars for an effective cooperation is the acceptance of the Information Management guidance by everyone involved in the Nordic defence cooperation. Consequently the Information Management guidance aims at supporting the NORDEFECO structure wherever possible with the least effect on daily business as possible. IM has to be a relief and not a burden.

This **Information Management Guidance** focuses on the **management of digital information** within and through the NORDEFECO structure.

8.2 ALLVIS

8.2.1 Introduction

In support of the military level and to some extent also the political level, an information sharing system is available for exchange of *unclassified* information. The system is called "ALLVIS"⁶ and is an Internet-based SharePoint Portal that the Swedish Defence Material Administration (FMV) provides to the Armed Forces for project management.

The technical requirement needed is a standard PC, with Internet Explorer.

The ALLVIS portal is the main source for providing the NORDEFECO structure with current information. It consists of workspaces, starting at the common area, with sub-areas and possibilities for subsequent sub-areas. A Content Manager in the Coordination Staff edits and creates workspaces in accordance with the needs of the COPAs and the subordinate working groups. ALLVIS also includes a calendar with the option of creating temporary workspaces for meetings, as well as a chat room.

8.2.2 Access and log-in

The common area is accessed at the secure URL <https://workspace.smart-lab.se/nordefeco>. Log-in consists of a user name preceded with dmz\ and a password. Log-in credentials are requested from the Content Manager in the CS.

⁶ The name Allvis is taken from a Norse Mythology character, which had immense knowledge and wisdom.

When entering ALLVIS the common area will open. This area is primarily for the MCC level and for information relevant for the entire NORDEFECO. Regulative documents as the MoU, the GUNOP and the MCC Action Plan are stored in the common area. There are also links to a Point of Contact (PoC) list and Portfolio Management among others. Accustomed users of SharePoint can redefine their personal start page at own discretion.

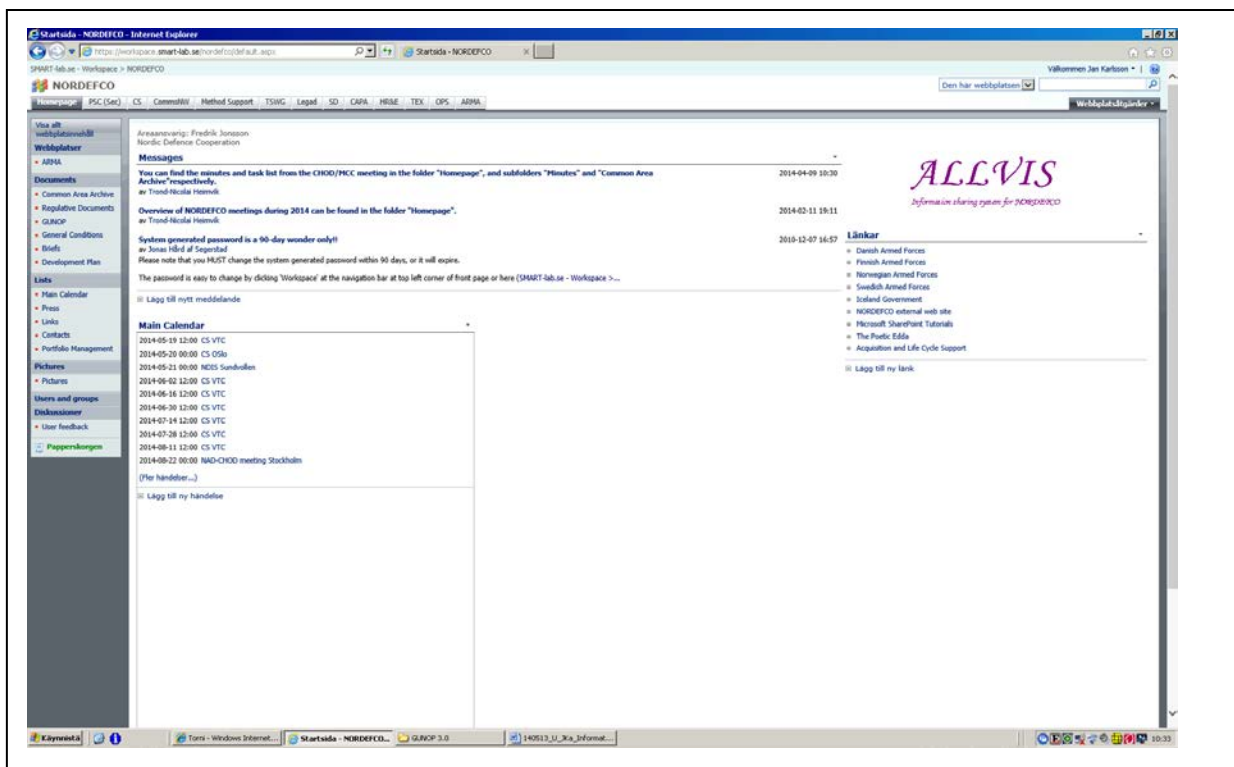


Illustration 6.1 The “ALLVIS” front-page

8.2.3 Sub-areas

The first level of sub-areas comprises of the PSC Secretariat, the CS, each of the COPAs and the CS level support groups. The chairmen of the CS and the respective groups direct the use of its own workspace based on these guidelines and in direct liaison with the Content Manager. Typically, activities are assigned workspaces subordinate to their COPAs.

8.2.4 Calendar

The Calendar will display the events from the annual plan for NORDEFECO, which is the responsibility of the chair nation. Consequent with the information levels, the calendar at the front-page will contain general level events, from COPAs and up. In the divisional areas, calendars should be used for any details relevant for the respective area.

8.2.5 Meeting workspaces

When a calendar event is created, a “meeting workspace” may be linked to the calendar event. The template “Decision meeting workspace” should be used and English preferably chosen for workspace language.

At the meeting workspace there are pre-defined categories for agenda, document library for read-ahead material and for decisions. By using these categories the background material for a meeting can be collected at one spot. After the meeting relevant documents like the decision sheets or meeting minutes are copied to the archive.

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8.2.6 Document handling

When viewing or editing a document from the archive, it must be “checked-out”, meaning that the user is the only one who can edit and save changes in the document, and also add remarks to the changes. After the document has been saved, the document must be “checked-in” to be available to other users.

Documents must be named in accordance with section 3.2.3.

The status is either “draft”, “final draft” or “final”. The distinction between “final draft” and “final” is normally that the final draft may be on silent procedure or submitted to a releasing authority before it can be “finally final”. Final documents should be converted to the pdf-format to avoid it from being deleted or altered by mistake or malice.

Document tags can be assigned to the documents in the archive, and makes it possible to use the convenient view system in SharePoint. For example, in the common area archive it is possible to view only MCC documents or to sort documents by categories (all meeting minutes, all docs from one specific user etc.).

Version history is available which can be useful when several staff officers contribute to the drafting of the same document.

8.2.7 Security Classification

The “ALLVIS” system may only be used for UNCLASSIFIED information.

8.3 Responsibilities

In order to get the most out of ALLVIS it is important that all users are following this information management guidance. The following responsibilities and tasks should be seen as a lowest level:

a. The Coordination Staff:

- Content Manager.
- User Manager (Approving new users and apply for account via FMV).
- Keep the Contact list on the main page updated with own personnel.
- Update of the Main Calendar and own site.
- Own site.

b. The Support groups (CommsNW, TSWG, Method, Legad):

- Keep the Contact list on the main page updated with own personnel.
- Own sites.

c. The COPA MG:

- Update own activities on the Portfolio Management site, at least four-times/year.
- Keep the Contact list on the main page updated with own personnel.
- Own site.

d. The COPA WG:

- Own workspace under the respective COPA site.

Instructions for how to use the most common features in ALLVIS is presented in annex K.

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9 Measuring progress and effects

9.1 General

The overarching purpose with the Nordic defence cooperation is to achieve economic efficiency and increased operational effects, preferably to achieve both at the same time. In order to determine whether initiatives create the expected results, and that ongoing activities are conducted in the most cost-efficient way, efforts have to be made measuring progress in studies/projects and measuring effects of implemented activities.

9.2 Measuring progress in studies and projects

- a. The progress in a study/project is measured against milestones agreed between the Project Owner (PO) and the Project Manager (PM).
- b. The milestones should be described in the study/project plan, portfolio management overview and in the MCC Action Plan.
- c. It is the responsibility of the PM to report to the PO if expected deliveries at certain milestones cannot be met. Such deviances are often caused by lack of resources (mainly access to manpower). Therefore, the PO, most often a COPA Management Group or the MCC, have an explicit role in allocating sufficient national resources to meet the commitments made in NORDEFECO.
- d. The PO and the PM should solve the problem in dialogue and the outcome can be to:
 - i. give priority to the study/project and allocate more resources,
 - ii. postpone or to terminate the activity,
 - iii. change management or
 - iv. change the scope of the activity.
- e. To keep track of progress of several projects and to prioritize between them is accomplish through proper Portfolio Management which is the responsibility of the PO.

9.3 Measuring effects of implemented activities

- a. When a common activity is implemented the parties should agree on how to measure the effects of the cooperation. This could be measured in terms of:
 - i. Economy; spending or savings of money.
 - ii. Production; i.e. numbers of units produced.
 - iii. Activity level; number of occasions an activity is conducted.
 - iv. Quality; assessed or measured quality of the common product. I.e. by evaluation- teams or perceived quality among the users.
- b. The chosen indicators to measure effects are called “*Key Performance Indicators*”, (KPI). It is important to stress that there are no KPI’s that fit all cooperation, but they have to be custom-made at each occasion.

The following guidelines for selecting KPI’s are recommended:

- i. That they are measuring the intended effect (or as close as possible).
- ii. Select a limited number that supplement each other; two to four are feasible to handle.

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- iii. Easy to collect and store data from.
 - iv. Durable over time; could be used for comparison over several years.
 - v. Already in use nationally.
- c. The ambition should be to establish a *base line* before the implementation of a common activity. This base line describes the current situation in terms of inputs and outputs. For a new cooperation project the base line is the sum of the national base lines. Establishing base lines are most often done during the study- or project phase of an activity and data from that work could serve as inputs.
- d. If a common base line is impossible to establish based on current national data, KPI's for the common solution should be defined and a base line created after a defined period of time (often a year), as basis for measuring progress over time after the activity has been implemented.
- e. The project team preparing the implementation of an activity is responsible for suggesting KPI's. The agreement/arrangement (TA) outlining the modalities for the cooperation should address how the effects of the cooperation should be measured. It is recommended that the exact KPI's are not described in the TA but in a separate document since they may become subject for change.

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10 Relationship to other actors

10.1 Participation of others than the NORDEFECO participants

10.1.1 General

- a. The NORDEFECO MoU opens up for NORDEFECO cooperating with other than the participants to the MoU. Such cooperation will be based on a pragmatic approach, case-by-case as a result of a defined needs assessment and will be conducted within the auspices and provisions of the NORDEFECO MoU.
- b. Such cooperation, on specific activities, does not by itself offer full integration into the NORDEFECO structure.
- c. In this context others than the NORDEFECO Participants are defined as:
any state, international or national governmental organisation or institution that is not a Participant to the NORDEFECO MOU.

10.1.2 Principles

The following principles should guide the development of defence cooperation between NORDEFECO and others than the NORDEFECO Participants:

- a. Cooperation should be mutually beneficial and contribute to improved operational output and cost-effectiveness.
- b. Cooperation should be based on a defined needs assessment and require contributions from all participants in terms of providing the resources and competence necessary to achieve agreed objectives.
- c. Cooperation should be developed on the basis of the portfolio of activities already identified by NORDEFECO, but at a later stage it may include other activities as well.
- d. Cooperation is to be kept separate from bilateral cooperation between individual NORDEFECO Participants and others than the NORDEFECO Participants.

10.1.3 Procedures

The following procedures will be applied on NORDEFECO activities with others than the NORDEFECO Participants:

- a. Others than the NORDEFECO Participants interested to participate in NORDEFECO activities should contact the Nordic Defence Policy Steering Committee (PSC) chair. The chair is responsible for coordinating the views of the NORDEFECO Participants and informing the interested quarter on the decision by the PSC or the Defence Ministers.
- b. The PSC can also invite others than the NORDEFECO Participants to participate in NORDEFECO activities.
- c. The MCC can recommend to the PSC specific activities to be offered for participation for others than the NORDEFECO Participants.
- d. Participants to a specific activity will jointly formulate the provisions under which cooperation will be performed and the cooperation should be regulated in written arrangements as necessary.

10.1.4 Cooperation with the Baltic States

The procedures above apply in principle for the cooperation with the Baltic States, however the MCC is authorised to extend activities and initiate new activities within the existing Nordic-Baltic cooperation areas. The MCC shall present for PSC approval proposals for new activities that falls outside the existing Nordic-Baltic cooperation.

11 The Coordination Staff support

11.1 Communication Network

- a. A Nordic Defence Communications Network has been established under NORDEFECO.
- b. The Network's role and responsibility is to facilitate flexible and coordinated Nordic defence communications.
- c. The aim is to maintain close contact between the Communication Network, Secretariat and the CS on national level. Each nation is also to link up with the Head of COPA (of same nationality) with the purpose of bringing information through national channels from COPA level into the Communication Network.
- d. The nordefco.org web-page has been established to provide timely, accurate and relevant information to an internal and external audience.
- e. The NORDEFECO Communication Platform is attached in annex L.
- f. The CS provides contact information for the Communication Network.

11.2 Legal support

- a. Each nation will provide NORDEFECO with legal support to develop rules and regulations concerning all aspects of the cooperation.
- b. The CS is responsible for initiating and coordinating issues concerning legal support.
- c. The CS provides contact information for the legal support POCs.

11.3 Technical Support

- a. Each nation will provide NORDEFECO with technical support to develop technical solution for information exchange.
- b. The CS is responsible for initiating and coordinating issues concerning technical support.
- c. The CS provides contact information for the technical support POCs.

11.4 Method Support

- a. Accountants and Controllers in the participant's national organisations have established the Method Support Group (MSG). The group provides support to NORDEFECO working- and project groups on methodology and can also provide national figures on various cost elements.
- b. The MSG provides support to NORDEFECO for working- and project groups on the cost-benefit method, the study process, (also with the SMARTLAB support), accounting and pricing calculations and format texts in the final report.
- c. The CS provides contact information for the Method Support Group.

12 Glossary

12.1 Terms

ALLVIS	An internet based information system to support the military level to share <i>unclassified</i> information.
Combined	Adjective used to describe activities, operations and organisations in which elements of more than one nation participate.
COPA Management Group	The participating nation's senior national representative in a COPA (OF-5 or a civilian equivalent) will together constitute the COPA Management Group.
Implemented activity	A formalised activity that is implemented and on-going in the normal national chain of command as part of the Nordic defence cooperation conducted under the auspices and provisions of the NORDEFECO MoU. Normally managed by a lead nation or host nation in cooperation with the other participants and if needed supported and monitored by a COPA.
Joint	Adjective used to describe activities, operations and organisations in which elements of at least two services participate.
Lead Nation	A technical term referring to a nation that assumes responsibility for the planning and execution of an activity in cooperation with the Participants. The commanding officer, staff, Command, Control, Communications and Information (C3I) structure, infrastructure and logistic coordination of the activity will normally be provided by one nation (the lead nation). Other nations can assign contributions to the activity, and fill staff positions in the lead nation's staff.
Multinational	<i>Preferred term: combined.</i>
Others than the NORDEFECO Participants	Any State, international or national governmental organisation or institution that is not a Participant to the NORDEFECO MoU.
Project	A formalised activity to prepare for the implementation of an activity decided for Nordic defence cooperation.
Project Manager	A technical term referring to a person who is the receiver of a formal task, regardless of the task being to conduct a study or project. In most cases the Project Manager will be the assigned leader of an established working group.
Project Owner	A technical term referring to the originator of a formal task. In most cases the Project Owner will be the MCC, a COPA Management Group or the CS.
Silence procedure	A silence procedure is a way of formally adopting texts. This procedure is the last step in adopting the text, after the basic premises of the text has been previously agreed upon.
Study (incl pre-	A formalised activity to analyse and gain knowledge, new insights, ideas of a subject in order to decide if it is feasible for Nordic defence cooperation

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study)	and how it could be realised and implemented.
Working-/ Project Group	Working Groups and Project Groups are established on a temporary basis to accomplish assigned tasks. The Groups will normally be led by a Project Manager and tasked to conduct a study or a project. The group will normally be terminated when the task is accomplished.

12.2 Abbreviations and acronyms

C3I	Command, Control, Communications & Information
CHOD	Chief of Defence
COPA	Cooperation Area
CS	Coordination Staff
IPR	Intellectual Property Rights
ISR	Intelligence Surveillance Recognisance
MOD	Ministry of Defence
MoU	Memorandum of Understanding
NORDEF CO	The Nordic Defence Cooperation
NORDEF MCC	The Nordic Military Coordination Committee
NORDEF PSC	The Nordic Defence Policy Steering Committee
PPP	Private-Public Partnership

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