

NORDEF

NORDIC DEFENCE COOPERATION

**THE NORDEF MCC
ACTION PLAN
2014-17**

FINAL

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THE NORDEF MCC ACTION PLAN 2014-17

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1. INTRODUCTION

The overall aim of the Action Plan 2014-17 is to provide guidance and objectives for NORDEFCO military level activities. These include underlining the relations between the cooperation areas and the corresponding functions and responsibilities in the national line organizations. It further aims at laying the foundation for timely and efficient follow up of military level activities between the Nordic nations including giving the different cooperation areas (COPAs) a basis to follow up on each other's activities in order to establish areas in need for coordination and/or synchronization. The four year perspective of the Action Plan will concentrate on precisely presenting military activities to be performed in 2014 and presenting military level activities planned to be performed in 2015 to be concretely enough to form the basis for inclusion in the countries national activity and budgetary planning processes. The aim for 2016 to 17 is to present activities anticipated for that time based on continuation of ongoing activities as well as anticipated new activities.

2. NORDEFCO MILITARY LEVEL GUIDANCE AND PRIORITIES

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

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

More efficient production of military capabilities that will allow the release of resources in benefit of increased operational capability.

Mutual cooperation within the entire range of defence structures will create increased cost effectiveness., As systems integration and interoperability gradually increases, the potential for cost effective use of resources will increase.

The ability to maintain and develop nationally-defined operational capabilities.

Through cooperation in the development and production of capabilities the Nordic countries can maintain and develop depth and width of their national capabilities.

Combined contributions to international efforts for peace and security

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

Priorities

The overall aim is to prioritise and increase the tempo in turning activities into tangible results. This must be done through pragmatism and looking for value adding cooperation possibilities, both in the short and long term. The priorities are further described below.

Cooperation on force provision and capability development

Priority in force provision¹ and capability development shall be given to activities that provide the participating nations with economical benefits and to keep desired capabilities that are decommission threatened nationally. The cooperation shall encourage harmonization of requirements as a prerequisite for the broadest possible cooperation on force provision.

Capabilities and armaments cooperation are essential components of Nordic defence cooperation. COPA SD and CAPA are merged in order to enhance and better coordinate the cooperation on identifying and processing the respective nation's short- and long-term capability needs. The establishment of COPA ARMA is expected to achieve an even more comprehensive cooperation involving key players to create cost-effective common procurement and life-cycle arrangements. To achieve operational benefits and exploit the economical potential, transparency in capability long term planning and procurement plans, is essential. Nordic countries will compare national plans continuously within all areas of cooperation, but also conduct a mix of bottom-up and top-down process to identify activities that could benefit from high level attention and priority. Activities like Nordic Air Transport and Air Surveillance will be a special priority during the current period.

To enhance competence and skills the Nordic cooperation shall further develop common fields of education, training and exercises. The successful cooperation between the Nordic air forces shall continue by further developing the Nordic cross-border air training activities.

To improve and validate the ability to operate together, concepts, ideas and other activities shall be further developed through tailored participation and contributions to exercises. Therefore the "BNTF 2020" concept will be tested in Cold Response 2016. Furthermore, exercises like CBRNE RECCEX and SAREX contribute to enhance the cooperation with civilian authorities in the Nordic area.

Operational cooperation

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

Lessons learned from operations (e.g. ISAF) should be used to develop cooperation. The Nordic cooperation shall strive to identify common force contributions. In this regard, early consultation, planning and exchange of information are of the essence, creating the basis for common contributions leading to operational gains and/or cost-efficient solutions. Priority is currently towards coordination of our effort in Afghanistan and possible common Nordic contribution within United Nations.

¹ Force provision = Within the Nordic Defence Cooperation the term "force provision" implies all activities (including at least procuring equipment, manning, supplying, maintaining, educating, training and exercising) needed to set up forces needed by the individual countries to fulfill the tasks of their armed forces, which may range from national defence readiness to deployment in international operations.

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Taking into account NATO's commitment to maintain interoperability between Allies and with partners within the framework of the Connected Forces Initiative (CFI), possibilities to gain synergies through Nordic cooperation on CFI activities shall be explored.

NORDEFECO development

The development of NORDEFECO is a continuous activity. The evaluation of the military level has during 2013 provided us with a good basis for developing the Nordic defence cooperation. MCC' Development Plan will be the guiding paper on the military level.

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

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

3. MILITARY LEVEL OBJECTIVES

3.1. COOPERATION AREAS

3.1.1. Common objectives

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

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3.1.2. Cooperation Area “Capabilities”

- COPA CAPA shall continuously compare national capability development plans in order to present identified short, medium and long term co-development areas by the second MCC meeting 2014. COPA CAPA shall continuously prioritise and resource the activities focusing on effect and deliverances.
- COPA CAPA shall further develop activities inherited from COPA SD.
- COPA CAPA shall report on common Nordic activities concerning present and future defined fast track projects including tactical air transport to MCC.
- COPA CAPA and COPA ARMA shall coordinate their work to ensure a comprehensive approach to capability development and armaments.

3.1.3. Cooperation Area “Human Resources and Education”

- COPA HRE shall produce a TA to facilitate implementation of cooperation on veteran’s issues. Including planning and running of bi-annual Veterans Conferences for subject matter experts.
- COPA HRE shall propose new possibilities for common courses for specific purposes and present the common course catalogue by the end of 2014, the catalogue shall be updated annually and distributed within the line organizations.
- COPA HRE shall strive for validity of certifications given by common courses in the Nordic countries and propose ways ahead to achieve common certifications.
- COPA HRE shall identify and further develop ADL based courses within the NORDEFECO framework.
- COPA HRE shall continue to monitor and contribute to the expansion of UNSCR 1325 courses and sharing of information in regards to diversity.
- COPA HRE shall propose tools and methods to develop combined safety management cooperation especially in multinational exercises and crises management operations by the end of 2014. COPA HRE shall cooperate with COPA TEX to consider if safety management cooperation could be exercised in connection with the testing and exercising of the BNTF 2020 concept.

3.1.4. Cooperation Area “Training and Exercise”

- COPA TEX shall use the experiences from Cross Border Training Air North and South to investigate the possibility of setting up similar arrangements for Land and Sea activities by the end of 2014 and where relevant setting them up by the end of 2015.
- COPA TEX shall create one framework for all existing and future Cross Border Training Air.
- Present final study on Dog Service within NORDEFECO by MCC I/2014.
- Present final study on Arctic Land Training within NORDEFECO by May 2014.

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- Present final study on Joint terminal Air Control (JTAC) training within NORDEFECO by May 2014.
- Present the study on CBRN within NORDEFECO by May 2014.

3.1.5. COPA TEX shall ascertain that the BNTF 2020 concept is being tested in exercise Cold Response 2016. **Cooperation Area Operations**

- COPA OPS shall continue to prepare for future common approaches to operations.
- COPA OPS shall be prepared to coordinate the support to UN peace keeping operations when a common Nordic political decision so demands.
- COPA OPS shall investigate how to further optimize combined logistics in operations.

3.1.6. **Cooperation Area Armaments**

- COPA ARMA will establish and implement own COPA structure and internal procedures.
- COPA ARMA will continue the established dialogue with the defence industry associations, in accordance with the Industry Dialogue Concept.
- COPA ARMA shall support the Nordic Defence Industry Seminar in May 2014.
- COPA ARMA shall facilitate new activities based on the annual screening process, as well as national and/or ad-hoc initiatives.
- COPA ARMA shall suggest armament procurement priority changes in respective nations procurement plans in order to facilitate common acquisitions.
- COPA ARMA shall at the first MCC meeting give their assessment on the development of armaments cooperation and propose measures as necessary.
- COPA ARMA and COPA CAPA shall coordinate their work to ensure a comprehensive approach to capability development and armaments.

3.2. COORDINATION STAFF

- CS will coordinate the implementation of the approved NORDEFECO development plan by the end of 2014 and continue the process of improving NORDEFECO.
- CS will coordinate the development of a Draft NORDEF MCC Action Plan 2015-18 by the end of June 2014.
- CS will support COMMS NW in the development of the Comms Plan in order to focus the information to be communicated to the desired the target audience.

3.3. SUPPORT WORKING GROUPS

3.3.1. **Communications Network**

- COMMS Network shall conduct the Nordic COMMS plan 2014 covering media showing NORDEFECO achievements and ongoing Nordic Defence Cooperation work.
- COMMS NW will develop a Comms Plan in order to focus the information to be communicated to the desired target audience.

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- COMMS Network shall update and develop the NORDEFECO web page (www.nordefco.org) as a source of information for external audiences.

3.3.2. Method Support Group

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

3.3.3. Legal Advisor Working Group

- LEGADG shall be prepared to support NORDEFECO activities in legal matters when called upon.

3.3.4. Technical Support Working Group

- TSWG shall develop and maintain the NORDEFECO use of Communication systems ALLVIS for the NORDEFECO needs as well as investigate other solutions.
- TSWG shall continue developing methods for using BICES as the main system for Exchange of Classified Information, including secure VTC and Voice (VOIP).
- TSWG shall create possibilities and routines so that the NORDEFECO members can conduct more than one VTC simultaneously.

4. EXECUTION

COPA Management Groups, CS and Support Working Groups shall develop the specific actions needed to implement this Action Plan.

When the achievement of an Objective require the involvement of more than one COPA, the body nominated as Lead (Annex A) is responsible for establishing all measures necessary to ensure timely and coordinated results.

Each COPA shall establish a close and on going dialogue with the MCC (in order to reach efficiency between the meetings).

The COPA management groups are to be seen as a collegium with a shared responsibility in achieving results. All representatives must contribute and take their share. The chairmanship is expected to function as a driving force.

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

The COPA management groups shall use ALLVIS.

5. REPORTING

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

ANNEXES:

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Updates to the annexes will be found in ALLVIS.

A: NORDEFCCO MCC ACTION PLAN 2014-17 ACTIVITY TASK MATRIX

B: Meeting cycle calendar 2014

C: Communications Plan 2014