

NORDEFCO

NORDIC DEFENCE COOPERATION

**THE NORDEFCO MCC
ACTION PLAN
2018-2021**

FINAL

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1. INTRODUCTION

The overall aim of the Action Plan 2018-21 is to provide guidance and objectives for NORDEFECO 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 2018 and presenting military level activities planned to be performed in 2019 to be concrete enough to form the basis for inclusion in the countries national activity and budgetary planning processes. The aim for 2020 to 21 is to present activities anticipated for that time based on continuation of ongoing activities as well as anticipated new activities.

2. STRATEGIC GUIDANCE

The Nordic defence ministers endorsed a vision on developing the Nordic defence cooperation towards 2020 at their meeting 4th of December 2013. The following highlights military cooperation.

2.1. Policy level guidance

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

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

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

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

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

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

By 2020 Nordic secure lines of communication is established and regularly in use in order to support the Defence administrative needs.

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

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

2.2. Policy level priorities 2018

We will build on the achievements and experiences of previous years by maintaining focus and activity in on-going projects and initiatives, and look forward by exploring new possibilities for cooperation within all cooperation areas.

The deep and active dialogue on our security environment and the challenges arising therefrom will be continued in 2018. We find it important to continue discussions on the development and explore cooperation possibilities in the High North and the Baltic Sea, which political, economic and strategic importance is substantial and increasing.

We will continue efforts for a deeper Nordic cooperation in the fields of Logistical Preparedness and Security of Supply. Presenting and investigating the possibilities of expanding existing and planned bilateral initiatives in scope and participation will be one line of approach. Another line will be continuing and expanding our coordinated logistical support for international operations, and exploit viable solutions for use in our regional efforts.

We will continue developing our cooperation in the field of defense material procurements, research and technology in cooperation with the defense industry.

We want to investigate the possibilities for Nordic cooperation within the areas of autonomous and unmanned systems, and the exploitation of space for surveillance and communication, both as capabilities and as threats.

We want to enhance cooperation through access to each other's territories by implementing first steps of "Easy Access" and substantiate needs for further expansion of access. As an extension of, and under the umbrella of, the Easy Access initiative, work to expand the Alternate Landing Base initiative to include armed aircraft will be continued.

Iceland will join the NORDEFSCO Secure CIS network in 2018, allowing for classified real-time strategic contact and discussions between all member nations.

We will continue to develop and strengthen the framework, methodology and objectives of a deepened Nordic cooperation regarding air surveillance through implementation of the NORECAS project. The continued development of the Arctic Challenge Exercise will be monitored and supported when and where needed by Sweden as Lead Nation.

With regards to the International engagement we want to continue the exploration of possibilities for establishing and deploying common Nordic contributions to UN led missions in order to enhance operational effect and cost efficiency.

We will continue to work with the East African Standby Forces, with an ambition to scale down permanent presence by end 2020 at the latest.

2.3. Military strategic guidance

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

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

However well considered, good project ideas might face significant challenges when met with reality. Good preparation and monitoring of projects to identify challenges and their impact must be matched with willingness to solve problems where expected savings and

effect warrants it, and to terminate projects if challenges prove too costly and time consuming compared to estimated savings and effect. Lessons identified in projects must be transformed into lessons learned for future projects.

Accepting national differences in ambitions and plans, some projects might find themselves better suited for a bilateral or trilateral context. This should be welcomed by NORDEF, giving the nations not participating in a project the opportunity to take part at a later stage.

2.4. Cooperation on force provision and capability development

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

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

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

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

To improve and validate the ability to operate together, concepts, ideas and other activities shall be further developed through tailored participation and contributions to exercises.

2.5. Operational cooperation

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

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

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

3. MILITARY OBJECTIVES

3.1. Cooperation Areas

3.1.1. Common objectives

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

3.1.2. Cooperation Area Capabilities

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

3.1.3. Cooperation Area Armaments

- 3.1.3.1. COPA ARMA shall contribute to increased operational effect and/or cost saving through facilitating cooperation in the armaments and acquisition areas. This should be achieved through identifying cooperation items from national development, -acquisition and life-cycle support plans and through any armaments related ad-hoc cooperation initiatives brought forward by the participating nations and the PSC(A).

- 3.1.3.2. COPA ARMA shall continuously through respective nation's line organisation facilitate the prioritization and resourcing of activities focused on effect and deliverables in close dialogue with the MCC and in coordination with the PSC(A).
- 3.1.3.3. Sponsored by the PSC(A), COPA ARMA shall facilitate transparency in plans and planning relevant for armaments cooperation, with the intent to increase the quality and volume of inputs to the screening process.
- 3.1.3.4. COPA ARMA shall suggest armaments acquisition and life cycle support cooperation possibilities to the proper decisive body in close coordination with the MCC and the PSC(A).
- 3.1.3.5. COPA ARMA shall aim for added value by facilitating harmonization of requirements, business procedures and national processes.
- 3.1.3.6. COPA ARMA shall ensure proper management of its working groups and activities by conducting biennial coordination conferences (in conjunction with the Nordic Defence Industry Seminars), as a supplement to ARMA regular portfolio management.
- 3.1.3.7. COPA ARMA shall continue and enhance the established dialogue with the defence industry, in accordance with the Industry Dialogue Concept.
- 3.1.3.8. COPA ARMA shall coordinate its work with other COPAs to ensure a comprehensive approach to capability development and armaments acquisition and life cycle support.

3.1.4. Cooperation Area Human Resources and Education

- 3.1.4.1. COPA HRE should achieve enhanced cooperation on military education within the Nordic countries in order to find cost efficient solutions and improve ability to operate together.
- 3.1.4.2. COPA HRE shall facilitate that the Nordic countries exchange experiences on policies and procedures regarding Human Resources and Education in order to enhance further development.
- 3.1.4.3. COPA HRE shall coordinate its work with other COPAs to ensure a comprehensive approach to capability development and armaments.

3.1.5. Cooperation Area Training and Exercise

- 3.1.5.1. COPA TEX shall continuously identify possibilities to coordinate and harmonize military training activities among the Nordic nations in order to enhance competence and skills.

3.1.5.2. COPA TEX shall continuously develop and facilitate the combined and joint exercise program in order to have an updated tool for the Nordic countries and the Baltic States.

3.1.5.3. COPA TEX should identify hindrances for exercises and training in all arenas, thereby supporting the ongoing work on reducing bureaucracy and allowing deeper cooperation in the area of training and exercise.

3.1.5.4. COPA TEX shall keep up dialogues with other relevant actors that could bring added value to the Nordic training and exercise activities.

3.1.6. Cooperation Area Operations

3.1.6.1. COPA OPS shall, based on common Nordic political decisions, initiate force contributions, deployment/redeployment and logistics support to operations.

3.1.6.2. COPA OPS shall continue to maintain the Nordic network, keep a tight dialogue in order to create the basis for common contributions leading to operational gains and/or cost-efficient solutions.

3.2. Coordination Staff

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

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

3.3. Support Working Groups

3.3.1. Communications Network

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

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

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

3.3.2. Method Support Group

MSG shall be established to support NORDEFECO activities when needed.

3.3.3. Legal Advisor Working Group

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

3.3.4. Technical Support Working Group

TSWG shall be established to support NORDEFECO activities when needed.

4. EXECUTION

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

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

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

The COPA management groups shall use ALLVIS.

5. REPORTING

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

ANNEXES:

A: Detailed task-list for the year 2018

B: Tasks and goals for the year 2019

C: Tasks and goals for the year 2020 and 2021