



MULTINATIONAL CAPABILITY DEVELOPMENT CAMPAIGN (MCDC)

Closing the Gaps in Multinational Operation

United States military operations are already being conducted at an ever-increasing degree in multinational, coalition and partner environments. The U.S. National Military Strategy and our joint concepts envision multinational operations as the primary mechanism for mobilizing the collective actions of the international community to address global risks and share the burdens of maintaining global security. Probably no one will dispute this, but let's face it, multinational operations just aren't easy. They are influenced by cultural, diplomatic, psychological, economical, technological and informational factors which all influence multinational operations and participation.¹ The situation is further complicated by the complexity of information sharing, often due to over classification, lack of understanding regarding foreign disclosure and occurring in an environment where forces have to constantly compete for dwindling economic resources.

But what if there was a way to pool and share resources in multinational collaborative force development efforts directed at solving or mitigating common problems to provide interoperable solutions at the best value? What if these solutions could be worked at an unclassified level to maximize information sharing? Just imagine

being able to advance and improve national force development efforts, emerging concepts and non-materiel capabilities with current and potential future partners. Visualize situations where you could test concept solutions in a multinational environment and have the opportunity to build and strengthen multinational partnerships and improve interoperability through collaboration, openness and inclusivity.

Sounds just too good to be true, doesn't it? "And just where might I discover this panacea of multinational operations capability gap solutions?" you may ask. Great question! Allow us to introduce you to the Multinational Capability Development Campaign (MCDC).

WHAT EXACTLY IS MCDC? ²

The Multinational Capability Development Campaign (MCDC) is an initiative led by the United States Joint Staff J-7 that partners with 23 countries and international organizations (IGO) designed to develop and assess non-materiel (non-weaponry) force development solutions. This is done through collaborative multinational efforts, to meet present and future operational needs associated with conducting

¹ Joint Publication 3-16, Multinational Operations, 16 JULY 2013.

² Born Multinational Capability Solutions for Joint, Multinational and Coalition Operations by Charles W. Robinson, Joint Force Quarterly 88 1st Qtr 2018

joint, multinational and coalition operations. It contributes to multinational interoperability by identifying and evaluating potential solutions to multinational capability gaps. MCDC focuses on multinational force development with a global community of interest made up of both traditional and non-traditional partners. Currently the MCDC program community consists of: Australia, Austria, Canada, Colombia, Czech Republic, Denmark, European Union-European Defence Agency, Finland, France, Germany, Hungary, Italy, Japan, NATO-Allied Command Transformation (ACT), The Netherlands, Norway, Poland, Republic of Korea, Romania, Spain, Sweden, Switzerland, United Kingdom and the United States.



The United States team is also partnering with USCYBERCOM, USEUCOM, USPACOM, and MARFORPAC on several projects.

The MCDC partner-centric development mode enables a broad range of multinational subject matter experts with diverse backgrounds and experience to aggregate and focus on multinational force development solutions. Each contributing member has the ability to invite representatives from their national networks of public, private, and academic institutions as well as functional expertise from other centers of excellence and communities of practice. This “reach-back” feature of the program is instrumental in producing innovative and non-traditional solutions.

GUIDING PRINCIPLES

The Guiding Principles of MCDC are 1) multinational and coalition partnerships require essential capacity to share the burdens of maintaining global security and prosperity; 2) national force development costs are reduced and mitigated through collaborative multinational development efforts; 3) collaborative multinational force development efforts by a broad range of partners with diverse backgrounds and experience increases potential for innovative and non-traditional solutions; 4) operational effectiveness of joint, interagency, and multinational operations are improved when interoperability considerations are incorporated at the front end of the collaborative multinational development process; and 5) a focus on ad-hoc coalition operations, as opposed to standing alliance operations,

and the application of a comprehensive approach reflects current and future operational requirements. In order to operationalize these guiding principles the MCDC employs three main objectives. First, using a global comprehensive approach, MCDC develops and assesses non-materiel force development solutions for multinational operations through collective and collaborative multinational efforts; second, MCDC establishes and maintains a multinational force development community of interest focused on leveraging, sharing and propagating best practices, methodologies and frameworks; and third, MCDC improves the ability of joint, multinational, and coalition partners to plan and operate together in order to meet the present and future operational needs of the joint, multinational, and coalition force.³

³ ³Multinational Capability Development Campaign Terms of Reference 01JAN2017

GOVERNANCE

The MCDC Program is governed by an Executive Steering Group (ESG) that is comprised of senior level officers, typically but not restricted to, Flag or Executive level responsibility. These positions are appointed by each nation or IGO and serve as the senior multinational board members providing leadership, authoritative guidance, oversight and direction for the planning, conduct, and analysis of the MCDC program of work. The ESG members represent the pinnacles of international force development activities— centers of

program of work and supporting tasks and activities on behalf of their nation or IGO in accordance with the guidance and direction of the ESG and National/IGO priorities. The MCDC Branch Head, within the U.S. Joint Staff J-7, serves as the Chair of the National Directors. The major responsibilities of the National Directors is to manage, coordinate, and oversee the allocation and assignment of resources and expertise from their respective nation or IGO to ensure that the program of work and associated supporting tasks and activities have the appropriate level of commitment to achieve goals and objectives.



Executive Steering Group Meeting (ESG) European Union, Belgium, Brussels- NOV2015

research and development, concept development and experimentation, offices of Ministers of Defense, headquarters of transformation and innovation, international defence plans and policies. The ESG provides leadership and authoritative guidance for the planning, conduct, and analysis of the MCDC program of work. The ESG is chaired by a senior leader designated by the U.S. Joint Staff J-7.

The National Directors constitute the staff that functions as the direct representatives of the ESG and are typically mid to high-level military or civilian rank. Representatives of each MCDC nation/IGO, these ESG appointed positions assist in carrying out the daily operational activities and responsibilities required of the Nation or IGO with respect to achieving the MCDC program objectives. The primary role of the National Directors is to plan, organize, and execute the MCDC

The role of the Secretariat is to facilitate, coordinate, and manage the MCDC program on behalf of the ESG chair and serve as the focal point for the MCDC program and community. The Secretariat is staffed by the United States with personnel designated by the Joint Staff J-7. The Secretariat manages the day-by-day activities, monitoring the development and execution of the MCDC program of work and the associated supporting tasks and activities and ensuring timely communications both within and external to the program.

The Secretariat also acts as the go-to point of contact for requests for information. Managing both a public and internal portal, the Secretariat fields questions and either answers the requests directly or passes them on to the appropriate project leads for replies.

HOW A CAPABILITY DEVELOPMENT CAMPAIGN WORKS

MCDC uses a 24-month lifecycle for each program of work. This begins with a 6-month requirements analysis and planning phase, followed by a 16-month execution and production phase, and a two-month approval phase. The process starts with member nations and organizations proposing gaps, problems or issues for consideration by the MCDC partners. The member nations use a blend of informal and formal processes to identify and “down-select” the set of common problems to be addressed in a campaign cycle, which is in effect the MCDC Program of Work.



here are two status categories to which a member of the MCDC community may belong.

1. **Contributors.** Contributor nations and IGOs form the core group that plans and executes the activities and tasks necessary to accomplish MCDC objectives. They identify and refine the requirements; plan and execute the solution development and assessment events; analyze and synthesize the results of those events; and produce timely and relevant products that improve national and collective capabilities. They contribute subject matter expertise, facilities, technical assets, and financial resources throughout the campaign. MCDC contributors have full access to all activities and products during the time they maintain contributor status.

MEMBERSHIP AND STATUS

Membership in MCDC is open to all interested partner and coalition nations and IGO's. Nations/IGOs interested in joining MCDC will apply in writing to the ESG chair and indicate their intended status of participation. The ESG chair will distribute applications to current ESG members for approval under the 'Silent Procedure'. If no member objects, the new member is accepted. This process normally takes less than two months.

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2. **Observers.** Observer nations and IGOs are those who wish to participate in the MCDC community but elect not to contribute resources to the activities, tasks or projects in the program of work during the time they maintain observer status when joining MCDC for the first time. As a non-contributing member of the MCDC community, Observers do not receive contributor benefits.



PAST PROJECTS AND PRODUCTS

Past campaigns have also resulted in useful capabilities being implemented. Some examples include Countering Hybrid Warfare, Counter Unmanned Autonomous Systems, Combined Operational Fires, Multinational Defensive Cyber Operations, Federated Mission Partnering and Mission Partner Environment Civilian-Military enhancement, The Utility of Social Media to Enhance Coalition Operations Communication

Countering Hybrid Warfare, (NOR) developed a common conceptual lexicon and framework for multinational efforts and determined conceptual linkages between policy, strategy, and operational implementation when countering hybrid challenges. The outcome was a better understanding of hybrid warfare and an operational framework for how nations and coalitions can deter, mitigate and counter these threats.

Counter Unmanned Autonomous Systems, (NATO-ACT) developed an overarching concept to explore the potential threats to military and civilian personnel, leadership and facilities and implementing protection and countermeasure solutions; to conduct a study exploring the evolving technology and future operation implications of UAXS in four domains (ground, air, sea and C3IS); to explore policy recommendations on priority areas for both future capability implementation and integration with existing assets; develop policy recommendations on priority areas for both future capability implementation and integration with existing assets.

Combined Operational Fires (USA) The project produced a guidebook to serve as a framework of standardized repeatable processes, tools and lexicon for multinational mission partners to: (1) perform national self-assessments of ROE, fire support command and control and intelligence (C2I) systems, and joint fire support C2 organization requirements; (2) present that

information to a multinational working group in a standardized format; and (3) integrate the information with other nations of the multinational force to quickly develop a coalition joint fire support capability.

Multinational Defensive Cyber Operations, (USA) created a Multinational Defensive Cyber Operations (MDCO) planning guide for use by a Multinational Force Commander. It provides repeatable processes for quickly and effectively integrating multinational forces to conduct defensive cyber operations.

Federated Mission Network/Mission Partner Environment Civil-Military Enhancement (FMCM), (NATO-ACT/USA) provided an improved ability to rapidly and effectively respond to international crises through enhanced collaboration and cooperation between military and civilian organizations. The capability development focused on standardizing processes for identifying information, data exchanges and service requirements, facilitating timely mission-specific information exchange, and developing a means of validating interoperable and compatible information systems and support tools.

The Utility of Social Media to Enhance Coalition Operations Communication (DEU) The focus of this concept was the exploitation of social media as a contribution to enhanced communication. The concept aimed to provide support and best practices for capability development planning in this area. It explained how social media could be used as an effector; the resulting data can improve the communication of the military. It is applicable to the strategic, operational and tactical levels of military. It is argued in this concept that the question is no longer whether to be on social media, but how to be there. Thus, integrating social media into their toolbox as well as integrating it in operations planning and execution is one of the main challenges for armed forces worldwide. The goal is to provide them with essential guidelines on how to do it.

Integrated Communication Demonstration

(DEU/SWE) This project aimed to develop a validated prototype set of solutions to address **processes, organizational structures and tools for** integrated communication and communication management, including practical recommendations for policy & doctrine, SOPs, and training concepts; designing demonstration events to engage future customers and users of the prototype. It produced a “Military Strategic Communications in Coalition Operations” Practitioners Handbook to provide guidelines for use by commanders and their staff at the operational Joint Task Force level and beyond.

CURRENT PROJECTS AND PRODUCTS

The current MCDC 2017-18 Program of Work includes projects that enable the challenges our multinational team are facing. These include:

Countering Hybrid Warfare 2 (CHW2)



Co-led by Great Britain and Norway

The aim of this project is to advance knowledge and develop methods on how to counter hybrid warfare. The project is divided into the three work strands: detection, deterrence and response. The desired outcome is to develop guidance for policy-makers and operational planners on countering hybrid threats.

Federated Mission Networking/Mission Partner Environment Enhancement: Civil-Military 2. (FMCM2)



Co-led by NATO-ACT and the U.S.

This project seeks to provide an improved capability to rapidly and effectively share information in support of collaboration, cooperation and coordination between military and civilian organizations who are responding to international crises. Capability development is focused on common concepts, procedures, architectures

and standards for effective and efficient mission-specific information exchanges.

Globally Integrated Logistics for Rapid Aggregation (GILRA)



Co-led by Norway and the U.S.

The GILRA Project addresses multinational partner logisticians’ challenges to plan/assess/respond to global integrated operations in complex A2/AD environment through capabilities which support a strategic-to-operational level integrated logistics approach incorporating innovative operational concepts and/or organizational constructs. The aim of the Project is to identify and incorporate new/improved thinking through effective processes, procedures, decision support tools, etc.

Int’l Cyberspace Operations Planning Curricula (ICOPC)



Co-led by NATO-ACT /U.S. J7

This project will provide multinational partners with an unclassified, standard, and interoperable educational planning curricula to effectively build courses to train planners, and senior leaders, to conduct CO as an integral component of a MNF operation.

Integrated Coalition Personnel Recovery Capability (ICPRC)



Co-led by NATO-ACT and the U.S. JPRA

This project aims is to produce a Personnel Recovery (PR) guidebook providing common lexicon, principles, definitions, capability standards, best practices and processes, using shared and pooled national resources. This will assist nations to more efficiently prepare and develop interoperable PR capability and enable multinational force commanders and staff to more quickly and effectively plan, synchronize, execute and assess combined/joint PR operations.

Integration of Lethal & Nonlethal Actions (ILNA)



U.S. led

The goal is to develop a command and control mechanism to perform planning, preparation and execution functions for the integration and synchronization of offensive and defensive lethal and nonlethal actions through streamlined and standardized procedures. Provide the commander and staff a process for engaging an adversary or competitor during operations short of armed conflict, and provide more options to deescalate situations without using lethal force.

Information Age C2 Concepts (Info Age C2)



Co-led by Germany and The Netherlands

The aim point of the overall project is to identify and assess the impact of emerging and evolving technologies, along with innovative approaches for improving and adapting command and control. The project consist of two work strands, Implications of Advanced Technologies (A) and Command implications of Self-Synchronizing Networks (B).

Military Strategic Communication Implementation (MilStratCom)



Co-led by Germany and Sweden

The goal is to effectively integrate communication in military operations and improve awareness and understanding of the relevance of considering the Information Environment required to achieve the overarching objectives. Capability development will emphasize the integration of analysis, planning, execution and assessment of activities in operations through integrated communication management, and communication mind-set education and training programs

Medical Modular Approaches (MMA)



Co-led by the European Union and NATO-ACT

This project will strive to support further development of modular, interoperable medical capabilities and to enable a flexible, agile, and mission tailored configuration and enhancement of an end-to-end multinational medical support system, including Multinational Medical Units (MMUs) or Medical Treatment Facilities (MTFs) composed of contributions from the Troop Contributing Nations (TCNs), Civil Organizations and/or commercial contractors.

IN SUMMARY

MCDC offers the U.S. and its mission partners an opportunity to collaboratively, rapidly and affordably define operational capabilities and non-materiel solutions. These solutions are “born multinational.” Multinational solutions are more readily adopted by our allies and other partners because of the consensus building inherent in MCDC. The MCDC 2017-18 cycle is currently underway and MCDC is developing into a cohesive multinational concept, capability and force development community. The contents of the current MCDC program of work and the refined processes and the campaign management framework have put us on the trajectory for a tremendously successful campaign.

Interested in hearing more? Perhaps becoming a supporting member of MCDC? Or maybe coming aboard as an observer or contributor. Any U.S. or partner nation command or organization with a capability requirement can leverage the MCDC as an opportunity to exploit these benefits.



For more information, please go contact
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