



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 joint, multinational and coalition operations. It contributes to multinational interoperability by identifying and evaluating potential solutions to multinational

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

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, USSOCOM and USINDO-PACOM 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

- multinational and coalition partnerships require essential capacity to share the burdens of maintaining global security and prosperity;
- national force development costs are reduced and mitigated through collaborative multinational development efforts;
- collaborative multinational force development efforts by a broad range of partners with diverse backgrounds

and experience increases potential for innovative and non-traditional solutions;

- 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;
- 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.

OBJECTIVES

In order to operationalize these guiding principles the MCDC employs three main objectives.

- ❖ using a global comprehensive approach, MCDC develops and assesses non-materiel force development solutions for multinational operations through collective and collaborative multinational efforts;
- ❖ MCDC establishes and maintains a multinational force development community of interest focused on leveraging, sharing and propagating best practices, methodologies and frameworks;
- ❖ 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.

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 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

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) Budapest, Hungary MAR 2019

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 program of work and supporting tasks and activities

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.

STATUS

There 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.

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.
3. **Supporters.** MCDC also has a non-member category called “Supporters” These are representatives from various 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.



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 UAS 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.

CURRENT PROJECTS AND PRODUCTS

The current MCDC 2019-20 Program of Work includes projects that enable the challenges our multinational team are facing. These include:

Counter Hybrid Warfare 3 (CHW3)



Led by Great Britain

CHW3 aims to produce guidance for military strategic and operational level planners on the threats posed by Hybrid Warfare and how they might impact the ability of a military force to conduct operations. The product will likely take the format of two parts; Part 1 will provide information to planners on the nature of Hybrid Warfare threats. Part 2 will provide guidance to planners on how to account for Hybrid warfare threats using their existing planning tools and what adaptations they need to make to these tools for them to be effective.

Countering Weapons of Mass Destruction (CWMD)



Led by the U.S. SOCOM

In the past, weapons of mass destruction (WMD) were developed and proliferated by nation states. In the current strategic environment, both state and non-state actors pose an increased threat of developing, proliferating and employing WMD. This increased threat challenges individual nations' capabilities and presents an unacceptable level of risk requiring a multinational, multi-organizational approach for countering weapons of mass destruction (CWMD). The CWMD project will produce a Guidebook that presents a common lexicon and framework for multinational, multi-organizational information-sharing, cooperation, and interoperability to reduce the threat from WMD.

Future Leadership (FUT-LEAD)



Co-led by Great Britain and Germany

The aim of this project is to Understand, analyse and respond to the implications of the (forecasted) future operating environments in terms of its impact on the ability to lead and to identify how best to select, prepare and support future leaders.

Human Performance Enhancement and Optimisation (HPE-HPO)



Led by Germany

What will the future battlefield will look like? What weapons, machines, robots, drones etc. will be employed will determine the outcome of the battle as well the resilience, performance and endurance of the fighting soldier. Therefore, assessing the potential opposing forces either conventional, special forces or asymmetric will not only define future battlefield scenarios but also indicate the gaps which requires to be closed to avoid potential tactical, operational and strategic disadvantages.

Interoperable Multinational Resident Advisor Capability (IMRAC)



Co-led by Italy and the U.S. JCISFA

Currently, multinational and coalition missions are resourced with personnel who (in most cases) lack specialized training to advise at the Executive/Ministerial level of a host nation's security institution. Required training and education of international senior advisors needs to be standardized. The selection and talent management processes of senior advisors needs to be improved. Develop a Senior advisor curriculum to be taught in US, partner, and allied schools

Joint Personnel Recovery 2040 (JPR 2040)



Led by the U.S. JPRA

A series of operational case studies that identify and assess capability, capacity and interoperability gaps in multinational JPR currently as well as in likely future operational environments over the next two decades. Primary deliverables will be research-based recommendations for immediate and long-term qualitative and quantifiable improvements in multinational JPR.

Medical Modular Approaches Employment (MMA EMP)



Led by the Czech Republic

The aim of this project is to establish a framework of an interoperable end-to-end multinational medical modular system able to be deployed to any location and environment at any time to provide the highest level of combat casualty care possible through standardised employment principles; reconciliation of

national and cultural differences in medical practices; standardisation of procedures, as well as improved doctrine and planning tools addressing medical employment.

Multinational Integrated Cyber Fusion (MNICF)

Led by the U.S. CYBERCOM



Ultimately our true strength lies in our ability to form and maintain coalitions. Being able to share information and intelligence in a timely, pro-active manner and defend the networks that enable these coalitions is fundamental to success. USCYBERCOM is leading a MN team drawn from the international cyberspace community to develop a framework for MN Integrated Cyber Fusion (MNICF). The MNICF will allow the MN force to enhance collective cyber situational awareness and cyber operations in support of a MN force by identifying and responding to cyber threats and opportunities by collaboratively sharing, collating, fusing and disseminating cyber information and intelligence derived from stakeholder networks.

Military Uses of Artificial Intelligence, Automation, and Robotics (MUAAR)

Co-led by NATO ACT and US



The purpose for this project is to develop an improved capability for nations and alliances to identify, prioritize, and develop Artificial Intelligence, Automation & Robotics (AA&R)-enabled systems. The project will investigate uses for AA&R in military functional areas such as command & control, information, intelligence, fires, movement & maneuver, protection, sustainment, and support to joint functions. It will research available artificial intelligence technologies for maturity, suitability, affordability, etc. It will look into which military functions and tasks are suitable for automation, and which technologies are available to accomplish that objective. It will investigate available robotics capabilities and their suitability for incorporation into military functions and tasks. It will look at barriers to implementation/ integration of AA&R capabilities, and strategies to overcome those barriers.

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 2019-20 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? 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 contact

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