NORDEFCO

THE NORDEFCO PROJECT DEVELOPMENT GUIDE

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Version 2.0

14MAR2023

Reference is made to Agreement between the Governments of Denmark, Finland, Norway and Sweden concerning Cooperation in the Defence Materiel Area with its Annex concerning Joint Procurement, 10MAR2015.

Reference is made to the Memorandum of Understanding (MoU) between the Ministry of Defence of the Kingdom of Denmark and the Ministry of Defence of the Republic of Finland and the Ministry of Foreign Affairs of Iceland and the Ministry of Defence of the Kingdom of Norway and the Government of the Kingdom of Sweden on Nordic Defence Cooperation, 5NOV2009.

The first Nordefco Project Development Guide 1.0 was published as of 15OCT2019.

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1 Purpose

The purpose of the NORDEFCO Project development Guide (NPDG) is to establish procedures and guidelines for how NORDEFCO common procurement projects are developed and executed. The NPDG provides practical guidance for how to help ensure that critical issues are treated properly and how to mitigate risk, as well as give insights into lessons learned. By giving an overview of relevant issues and stakeholders, the NPDG aims to increase the potential for success for NORDEFCO common procurement.

2 Area of use

The NPDG is valid as a guide for NORDEFCO common procurement projects and initiatives; hence it is not a binding document. The NPDG does not supersede respective national legislation, rules or regulations, nor agreements between the NORDEFCO nations. The NPDG is not exhaustive, and does not cover all potential issues a project may or may not encounter. The guide will be further developed based on best practice from NORDEFCO common procurements. The intended users of the document are COPA ARMA initiatives for common procurements, working groups and project managers for common procurement.

3 Background

In order to consolidate guidance to Nordic cooperation initiatives, reduce time needed for coordinating national approaches to procurement and mitigate risk, the NORDEFCO Policy Steering Committee Armaments (PSC/A) in 2017 instructed Cooperation Area Armaments (COPA ARMA) to establish guidelines for the benefit of all NORDEFCO procurement projects and initiatives.

COPA ARMA, with the help of the Nordic Procurement Network (NPN), is responsible for keeping the NPDG up to date on behalf of the PSC. This is the NPDG version 2.0 as of 14MAR2023. The version 1.0 was published as of 15OCT2019.

4 The NORDEFCO Structure

NORDEFCO's structure is as shown in the figure below (figure 1). Armaments projects are under the purview of COPA ARMA. COPA ARMA is mandated to develop, establish and close all armaments projects in NORDEFCO.

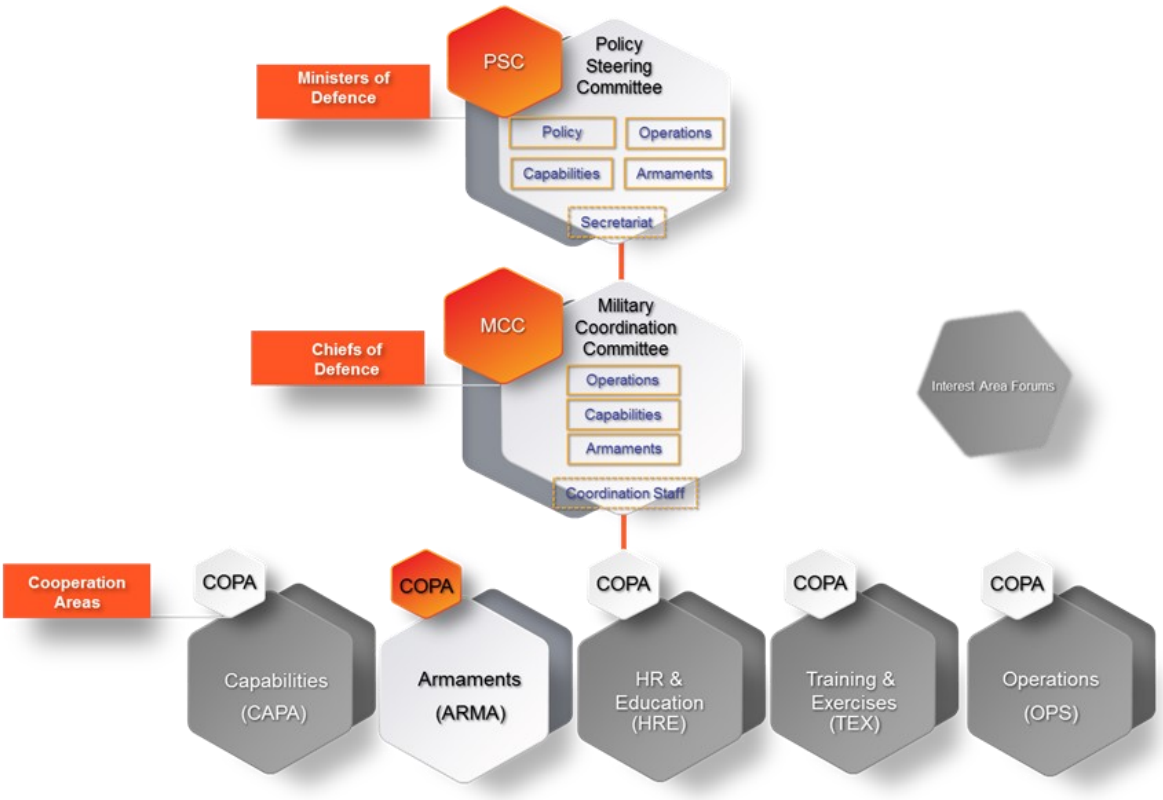

Figure 1 – the NORDEFCO Structure

5 NORDEFCO COPA ARMA-responsibilities when initiating a cooperation

5.1 Determining a clear aim

A clear aim must specify the objectives of a cooperation or initiative. This could include for example stating the objects, items or systems to be procured in order to create a common understanding among the participants. Subsequently, other aims, such as creating a Technical Arrangement or Agreement (TA), should be determined as early as possible.

It is also critical to be able to communicate the aim to other stakeholders in NORDEFCO and the respective nations' line organizations. In order for this to be feasible, the aim must in a clear manner tell all stakeholders what the aim of the cooperation is. The stakeholders will vary depending on each cooperation, but the main stakeholders are usually of the following:

- The national line organizations: these are the organizations in the nations that send participants to the cooperation.
- COPA ARMA: COPA ARMA is the responsible stakeholder from NORDEFCO in all armaments cooperation matters. COPA ARMA also issues Working Group Directives.
- The Military Coordination Committee (MCC): MCC is the highest military level in NORDEFCO. COPA ARMA reports to the MCC.
- Policy Steering Committee (PSC): the PSC is the highest authority in NORDEFCO. The MCC reports to the PSC.

5.2 Determining the benefits

The benefits of the cooperation must be formulated clearly. This is critical to ensure that all stakeholders know and can agree on "what is in it for us." For communication purposes, the benefits identified help determine if the cooperation will get the assistance it needs from various stakeholders. The benefits should be formulated both qualitatively and quantitatively. Qualitatively this means formulating both short- and long-term benefits. These can be project robustness short term, or the long-term benefits like commonality, security of supply and shared logistics, reduced environmental footprint, faster procurement and others in order to get operational gains/advantages. Quantitatively this means approximation of potential cost reductions/savings and other financial benefits to maximize the nations' respective resources.

A determination of the benefits must be done by COPA ARMA in cooperation with the prospective WG or initiative.

5.3 Ensuring initial risk assessment of cooperation

The potential risks of the cooperation must be identified and formulated clearly. This is for the benefit of both the cooperation and the stakeholders. The potential risks to be identified can include (but not limited to) the following:

- National supply chain restraints
- National regulations concerning industrial partners and supplier selection
- National timelines pertaining to procurement and delivery, IOC, FOC, testing as well as financial models and budgets
- Incomplete project plan before signing TA
- Working groups and their responsibilities/mandates are not clearly defined in TA
- Different national legal and commercial regulations pertaining to EU law
- Unrealistic timelines without defined milestones and task lists
- Insufficient national staffing, especially in the lead nation
- Insufficient understanding of national internal procedures
- Insufficient tools for project management and information sharing
- National regulations on classification of information or procurement documents

An initial risk assessment requires COPA ARMA and the WG to have an open dialogue on the issues the WG is dealing with for COPA ARMA being able to assist in a possible process of risk mitigation at an early stage.

5.4 Ensuring NORDEFCO coordination and backing

The cooperation must ensure that the NORDEFCO-structure understands and supports the benefits of the cooperation. This is vital in order to get NORDEFCO stakeholders to support the cooperation where and when they can, contributing to its success. This support must be based on the identified cooperation benefits.

Ensuring coordination requires the WG and COPA ARMA to have an open dialogue on the issues the WG is dealing with, so that COPA ARMA can assist in communicating such issues to other NORDEFCO stakeholders, e.g the MCC or PSC/A. Inviting COPA ARMA to WG meetings is a simple way of ensuring coordination.

5.5 Ensuring national coordination and backing

When a cooperation has been initiated, it is important that all stakeholders contribute to the national line organizations' backing of the cooperation. This is vital in order to get national stakeholders to support the cooperation where and when they can, contributing to its success. This support must be based on the identified cooperation benefits. For practical purposes this means that the members of the cooperation communicate the benefits nationally through the chain of command.

6 Working Group-responsibilities when starting a cooperation

A Working Group (WG) or cooperation initiative is tasked by COPA ARMA to clarify the sections in section 6 when starting work. This will be done by form of a Directive from COPA ARMA, outlining the task. The initial clarifications in section 6 will result in a strategy document as outlined in section 7, forming the basis for the nations' decision whether to enter into a formal cooperation.

6.1 Clarification of national restraints

National restraints must be clarified at the earliest stage. These restraints include (but are not limited to) the following:

- Sole suppliers
- Export/import control
- National security interests such as security of supply
- Corporate Social Responsibility (CSR) policy, including environmental policies
- Administrative and Human Resources policies (like travel policy, etc.)
- Security agreements
- Restrictions regarding certain countries

The national restraints identified must be aligned or at a minimum managed by each country in order for the cooperation to move into a formal stage. With the purpose of removing obstacles to facilitate for further cooperation, each nation is responsible for highlighting and making the necessary considerations related to their own restraints.

The final clarification will be built on the initial analysis but it is important to develop possible remedies to cope with the constraints in order for each nation to evaluate if they can accept the remedies. National restraints that cannot be changed or are a risk to cooperation must either mean that a nation does not participate further, or that the other participants accept the risk moving forward.

6.2 Initial clarification of national timelines

The timelines for the national projects must be clarified early. This in order to allow for coordination of national decisions and possible changes to them. Clarifying timelines at an early stage is also important as it contributes to predictability on various levels and at various stages in projects.

Potential changes to timelines must then be clearly communicated through the chain of command in the respective line organizations.

6.3 Initial clarification of national budget estimates

The projects' allocation in national budgets should be clarified if possible in order to determine if they are sufficiently similar in for instance volume to allow for cooperation.

Potential changes in budget allocations must be clearly communicated through the chain of command in the respective line organizations.

6.4 Initial clarification of scope

The scope of the cooperation must be defined early in order to clarify what is covered and what is not covered by the cooperation. A well-defined scope reduces the risk of "scope creep" at later stages of the cooperation, and can be used as a guidance throughout the work.

6.5 Initial analysis of national legal approaches and requirements

The participants may have different legal approaches and requirements. These must be analysed – at an early stage – as such analysis will determine the possibilities for the cooperation.

In the analysis, the participants will conduct an initial analysis of legal requirements for a potential Implementing Arrangement (as referred to in section 8), the joint procurement and the following contracts. The analysis may lead to a need for the participants to revise or make exclusions from its legal approaches and requirements.

Any such exemptions may need governmental or parliamentary decisions, depending on each nations' rules and regulations. The analysis should include what impacts such revisions or exclusions might lead to in each nation and for the joint procurement.

The following areas should at least be analysed related to the Implementing Arrangement, the joint procurement and the following contract(s), where applicable:

- Applicable directive and law.

- National implementation of the procurement directives (e.g. exclusions, regarding areas of national security interests according to article 346, exclusions regarding contracts awarded pursuant to international rules and specific exclusions.)

- Legal aspects related to the choice of lead nation, including possible consequences for other participating nations.

- Corporate social responsibility requirements and other requirements arising from national laws or international commitments and regulations.

- Requirements related to Security of Supply (SOS).

- Requirements related to Security of Information (SOI) - Handling of classified information between the participants and the contractor(s) during the procurement and during the performance of the contract.

- Requirements related to offset.

- Export control requirements both among the participants and related to the contractor´s origin – e.g. license requirements and export restrictions, end-use.

- Risk of parallel appeals raised in two or more participating countries.

- Handling of national security requirements.

- Different national legislations regarding public access to information.

- Differences in national decision-making processes.

6.6 Initial analysis of national commercial approaches and requirements

The participants may have different commercial approaches and requirements. These must be analysed – at an early stage - as such analysis will determine the possibilities for the co-operation. In the analysis, the participants will conduct an initial analysis of commercial requirements for a potential Implementing Arrangement, the joint procurement and the following contracts.

The analysis may lead to a need for the participants to revise or make exclusions from its commercial approaches and requirements. Any such exemptions may need governmental or parliamentary decisions. The analysis should include what impacts such revisions or exclusions might lead to in each nation and for the joint procurement.

The following areas related to the Implementing Arrangement should at least be analysed*):

- Objectives
- Scope of the cooperation
- Procurement procedure
- Sharing of tasks
- Cost share - work share vs a more competitive procurement approach
- Industrial participation (offset) and consequences regarding competition, market conditions and pricing
- Management
- Timeframe
- Contractual arrangements
- Financial contributions and arrangements
- Intellectual property rights, including disclosure, use of the background and foreground information and title and rights of use of foreground and back ground information
- Handling of claims and liabilities, among the participants and in relation to contractors
- Security issues, including communication of classified information
- Settlements of disputes
- Amendment, termination, entry into force and duration
- Etc.

The following areas related to the cooperation and the following contracts should at least be analysed*):

- Scope
- Time limits
- Evaluation model and evaluation criteria
- Administrative requirements
- Form of contract

- Terms of payment, including principles for advance payment, currencies and price escalation
- Terms and time of delivery
- Liquidated damages
- Terms for termination
- Warranty requirements
- Liability
- Requirements regarding intellectual property rights
- Security agreement and handling of classified information
- Requirements for audit
- Project management
- Handling of amendments
- Settlements of disputes and applicable law

*) There may be national differences on how to classify the different areas as either legal or commercial.

6.7 Initial clarification of national user & technical requirements

An initial comparison of national user and/or technical requirements must be made. This in order to determine if the requirements are similar enough to allow for cooperation, and what (if any) changes might be needed.

6.8 Initial clarification of national resource allocations

The national resource allocations must be shared for transparency among the participants. A common understanding of resource needs such as available personnel, travel budgets etc. must be reached.

This transparency is important for the nations to determine if and what changes might be needed to its' national resource allocation, and if the available resources allow for cooperation.

7 Final validation of the cooperation before establishing a framework for a bilateral or multinational agreement

7.1 Fundamental considerations

The fundamental considerations based on section 6 must be clarified by the Working Group in a strategy document before entering into a formal cooperation framework such as a Technical Agreement or a Project Agreement.

The strategy document may be based on COPA ARMA SOP Appendix 4.4 WG Strategy Document Template which is to be staffed in respective (potential) participating nations' relevant organisational levels.

The following paragraphs must also be addressed in the strategy in relevant detail but it is important that an overarching objective of the potential cooperation is stated:

After initial analysis of the aspects outlined in section 6.1 the national restraints identified must now be aligned in order for the cooperation to move into a formal stage. With the purpose of removing any obstacles for further cooperation, each nation is responsible for highlighting and making the necessary considerations related to their own restraints.

The final clarification will be built on the initial analysis but it is important to develop possible remedies to cope with the constraints for each nation to evaluate if they can accept the remedies. National restraints that can not be changed or are a risk to cooperation must either mean that a nation does not participate further, or that the other participants accept the risk moving forward.

7.2 Synthesizing the analysis to determine the possibilities for cooperation

The analysis in accordance with 7.1 above will result in a common strategy document, drafted by the responsible NORDEFCO working group, that reflects the prerequisites for cooperation. The document will form a basis for each nation´s decision whether to enter into the cooperation. It may adhere to COPA ARMA SOP Appendix 4.4 WG Strategy Document Template.

8 Determining appropriate instrument for cooperation

8.1 Fundamental considerations

The cooperation (Working Group) must determine the appropriate instrument for cooperation, as well as ensure relevant resources and competences. Reference is made to section 9 for process overview. The cooperation shall as early as possible consult relevant competences such as legal and commercial for determining and creating the appropriate instrument for cooperation.

The appropriate instruments for cooperation can include (but are not limited to) the options suggested below. Referenced instruments are included as appropriate in section 10.

8.1.1 Memorandum of Understanding/International arrangement

"Memorandum of Understanding (MOU)"/International Arrangement is a formal written arrangement between governments (or between governments and international organizations such as NATO Agencies) setting forth the conditions under which they intend to co-operate in given areas.

8.1.2 Technical Arrangement (TA), Project Arrangement (PA), Implementing Arrangement (IA)

"Technical Arrangement (TA), Project Arrangement (PA), or Implementing Arrangement (IA)" is an arrangement, established pursuant to a MOU/International Arrangement that specifies the provisions of collaboration between or among two or more TA/PA/IA Participants in that TA/PA/IA.

8.1.3 Advantages and challenges

- **Memorandum of Understanding (MOU)/International Arrangement:**

The advantage of this instrument is that a MOU sets forth the conditions under which the Participating nations intend to co-operate in given areas and a MOU is not dependent on any overlying arrangements.

The challenge of this instrument is that a MOU requires approval by the Participating nations governments and there is an extensive staffing process, which can be time consuming.

Please note that the Agreement between the Governments of Denmark, Finland, Norway and Sweden Concerning Cooperation in the Defence Material Area will be applicable in most NORDEFCO common procurement projects as the overlying arrangement.

- **Technical Arrangement (TA), Project Arrangement (PA), or Implementing Arrangement (IA):**

The advantages of this instrument are that there are several Nordic MOU´s that can be the overlying MOU for the TA, PA or IA, e.g. NORDEFCO MOU or the Nordic Treaty Concerning Cooperation in the Defence Material Area. Furthermore, the staffing process for a TA, PA, IA is less extensive than a MOU.

The challenges of this instrument are that there needs to be established a MOU pursuant to the TA, PA, or IA as the overlying arrangement. For the country of Sweden a TA, PA or IA must be approved by the government in the same manner as an MOU.

Please note that the Agreement between the Governments of Denmark, Finland, Norway and Sweden Concerning Cooperation in the Defence Material Area will be applicable in most NORDEFCO common procurement projects as the overlying arrangement.

Reference is made to the templates created by NPN for TA, PA or IA.

8.2 Determining Nordic Joint Procurement model

The cooperation must determine what joint procurement model to follow in accordance with the Directive 2014/14/EC on public procurement or Directive 2009/81/EC on the coordination of procedures for the award of certain works contracts, supply contracts and service contracts by contracting authorities or entities in the fields of defence and security.

The three models listed below have all been agreed to in the Procurement Annex to the Nordic Treaty Concerning Cooperation in the Defence Materiel Area.

The list below is not exhaustive.

8.2.1 Actual Joint Tender

"Actual Joint Tender" means a procedure where procuring participants cooperatively prepare all relevant documents, and publish one single contract notice, if publication is required by the EU law or national law.

Under this procedure the procuring participants can choose to have one common contract/ framework agreement or separate contracts/framework agreements.

Reference is made to the *Nordic Procurement Network´s analysis of models for joint procurement in cooperation between the Nordic countries* dated 25.08.2016 version 2.0.

Reference is made to the *Annex to the Nordic Procurement Network´s analysis of models for joint procurement between the Nordic nations concerning Questions to be considered while choosing relevant model for joint procurement* dated 16.09.2016 version 2.0.

8.2.2 Coordinated Tender

"Coordinated Tender" means a procedure where procuring participants cooperatively prepare all relevant documents and each publish their own contract notice, if publication is required by the EU law or national law. Procurement through NATO Support & Procurement Agency (NSPA) is an example of such a strategy.

Under this procedure the procuring participants shall have each their own separate contracts/framework agreements.

Reference is made to the *Nordic Procurement Network´s analysis of models for joint procurement in cooperation between the Nordic countries* dated 25.08.2016 version 2.0.

Reference is made to the *Annex to the Nordic Procurement Network´s analysis of models for joint procurement between the Nordic nations concerning Questions to be considered while choosing relevant model for joint procurement* dated 16.09.2016 version 2.0.

8.2.3 Government-to-Government Procedure, New Contract/Framework Agreement

"Government-to-Government Procedure, New Contract/Framework Agreement" means a procedure where the lead procuring participant conducts the procurement on behalf of all the procuring participants and thereafter resells the goods or services in question to the other procuring participants.

Under this procedure only the lead procuring participant and the contractor shall be parties to the relevant contract/framework agreement.

Reference is made to the *Nordic Procurement Network´s analysis of models for joint procurement in cooperation between the Nordic countries* dated 25.08.2016 version 2.0.

Reference is made to the *Annex to the Nordic Procurement Network´s analysis of models for joint procurement between the Nordic nations concerning Questions to be considered while choosing relevant model for joint procurement* dated 16.09.2016 version 2.0.

8.3 Determining framework of cooperation

8.3.1 Determining Lead Procuring Participant ("lead nation") and impact on cooperation

The cooperation shall determine a Lead Procuring Participant for the cooperation. The Lead Procuring Participant shall be decided in accordance with the Annex Concerning Joint Procurement to the Agreement between the Governments of Denmark, Finland, Norway and Sweden concerning Cooperation in the Defence Material Area.

A Lead Procuring Participant is appointed by all the Procuring Participants to conduct the relevant procurement procedure on behalf of all the Procuring Participants. Lead Procuring Participants' responsibilities shall be agreed on a case-by-case basis in an Implementing Arrangement.

8.3.2 Determining fundamental project breakdown in terms of structure and responsibilities

The cooperation must clearly define and agree to a breakdown of structure and responsibilities in the cooperation.

This shall include (but are not limited to) responsibilities pertaining to the project management, legal, commercial and technical work, as well as how these should be synchronized and the cooperation shall therefore consider the following:

- Purpose of the cooperation – including:
  - The participants' goal with the cooperation
  - The participants' minimum requirements for the goods or services
  - The participants' minimum requirements for the procurement procedure

- Project organisation – including:
  - Participants
  - Organization of steering committee
  - Organization of working groups (including considering the need to establish a Working Group for Quality Assurance)

- Separation of competences – including:
  - How decisions are to be made – e.g. unanimously
  - Competences of the steering committee
  - Competences of the Lead-nation

- Organisation of assignments – including:
  - Assignments for Lead-nation
  - Assignments for participating nations
  - Assignments for working groups

- Industrial cooperation (offset)

- Security and how to handle classified information
  Reference is made to the General Security Agreement (GSA) on the Mutual Protection and Exchange of Classified Information between Denmark, Finland, Iceland, Norway and Sweden. Referenced GSA included in section 10.

- Terms and conditions for entry and termination of the cooperation

- Access to audit

- Liability and tort – including:
  - Liability and tort between the participating nations

- How to handle disagreements – including:
  - Escalation process to higher authorities for settlement

- Governance model
  - The determination of Lead Procuring Participant implies that the cooperation follows the governance model of that nation, unless otherwise agreed to.

8.3.3 Determining fundamental project tools and impact on cooperation

The use of project tools is determined by the chosen governance model, unless otherwise agreed to.

8.3.4 Determining project working procedures and timelines

Working procedures and timelines need to be defined to a sufficient extent to allow for practical cooperation pertaining to travel, meeting schedule, video teleconferences, deadlines, etc. One consideration ought to be regularity of meetings as a tool for improved flow of information. However, the use of specific procedures will vary depending on type of cooperation.

The deadlines for procurement procedures set forward in the Directive 2014/14/EC on public procurement or Directive 2009/81/EC on the coordination of procedures for the award of certain works contracts, supply contracts and service contracts by contracting authorities or entities in the fields of defence and security should be taken into consideration when working procedures and timelines are agreed upon.

The cooperation shall furthermore take into consideration the time for legal quality assurance.

8.3.5 Determining combined resource allocation

The resources allocation from each nation has to be transparent and accepted by all participants. This in order to ensure that all accepted responsibilities are sufficiently backed in terms of resource allocation to allow the cooperation to be successful.

Each Participating nation should know any specific requirements for resource allocation in their own organisation and take this into consideration when agreeing to the cooperation.

8.3.6 Establishing common vocabulary

A commonly accepted vocabulary needs to be agreed to by all the participants. This includes (but is not limited to) the following:

- Definition of terminology (including legal and commercial terms)
- Project management
- Risk management
- Configuration management
- Governance model subsets

The Lead Procuring Participants vocabulary should make up the baseline for creating a commonly accepted vocabulary in the cooperation.

9 NORDECO Project Development Guide Process Overview

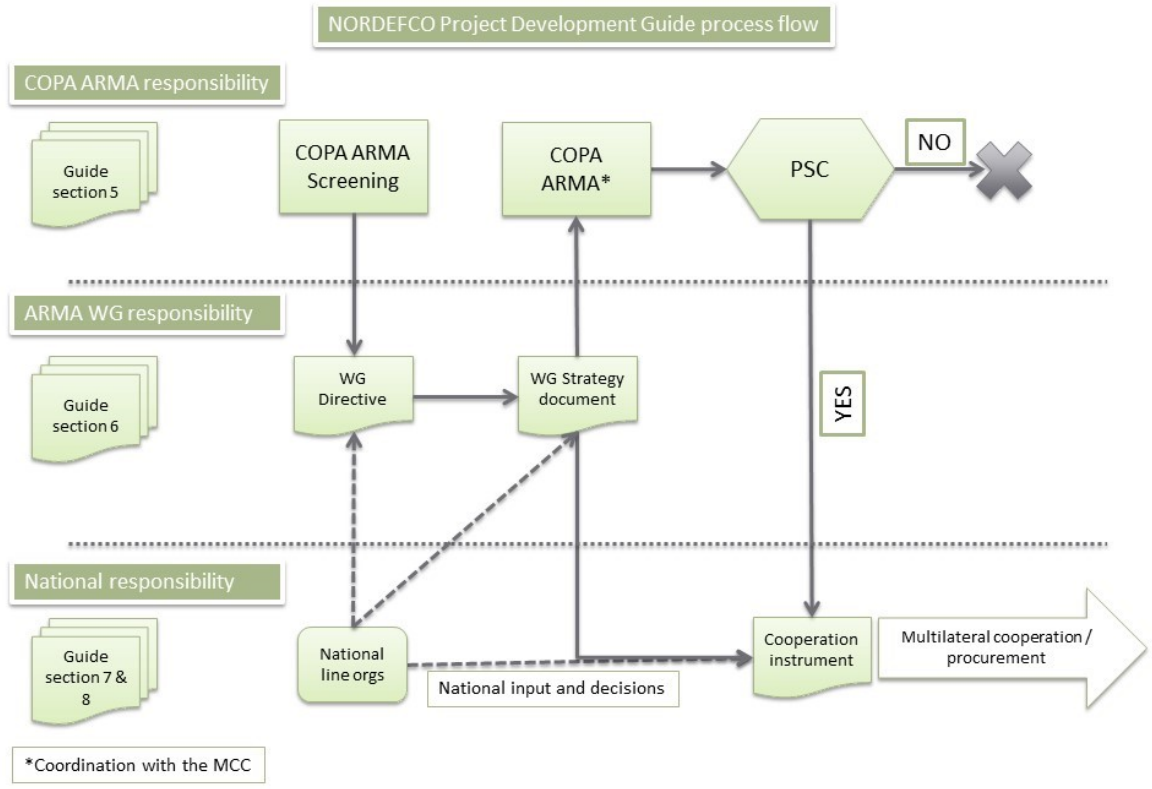

Figure 2 – the NPDG Process overview

10 Documents overview

- Agreement between the Governments of Denmark, Finland, Norway and Sweden concerning Cooperation in the Defence Materiel Area with its Annex concerning Joint Procurement, 10MAR2015.
  - Procurement Annex, 09MAY2016.
  - Implementing Arrangement Template - Model for Actual Joint Tender
  - Implementing Arrangment Template - Model for Coordinated Tender
  - Implementing Arrangement Arrangement - Model for Government-to-Government Joint Procurement Procedure
- Memorandum of Understanding (MoU) between the Ministry of Defence of the Kingdom of Denmark and the Ministry of Defence of the Republic of Finland and the Ministry of Foreign Affairs of Iceland and the Ministry of Defence of the Kingdom of Norway and the Government of the Kingdom of Sweden on Nordic Defence Cooperation, 5NOV2009.
- COPA ARMA SOP Appendix 4.2 Working Group Directive
- Nordic Procurement Network´s analysis of models for joint procurement in cooperation between the Nordic countries, 25AUG2016 version 2.0.
- NORDFECO COPA ARMA SOP Appendix 4.4 WG Strategy document

11 List of abbreviations

- MoU – Memorandum of Understanding
- NORDEFCO – Nordic Defence Cooperation
- NPDG – Nordic Project Development Guide
- MCC – Military Coordination Committee
- PSC – Policy Steering Committee
- COPA ARMA – Cooperation Area Armaments
- WG – Working Group
- NPN – Nordic Procurement Network
- TA – Technical Arrangement/Agreement
- PA – Project Arrangement
- IA – Implementing Arrangement
- IOC – Initial Operational Capability
- FOC – Full Operational Capability
- CSR – Corporate Social Responsibility
- SOS – Security of Supply
- SOI – Security of Information

12 Annexes

12.1 Annex 1: NATO Codification System

The NATO Codification System (NCS), which is a uniform and common system for identification, classification and stock numbering of Items of Supply of user nations, has been agreed by the Alliance and the sponsored non-NATO countries to use in identifying equipment and supplies.

All NCS user countries have ratified/adopted NATO Standard Agreements, STANAG 4199 "Uniform System of Exchange of Material Management Data" and STANAG 4177 "Uniform System of Data Acquisition."

In other words, all participating nations are committed to follow these standards and the NATO codification rules and procedures as stipulated in the Manual on Codification (ACodP-1).

Participating countries in the NORDEFCO Project Development Cooperation agree that every contract for the supply of equipment and spare parts will include a codification contract clause, or an equivalent contractual instrument to ensure that technical data, drawings, specifications and other technical documentation required for codification are supplied to the appropriate Codification Authority as stated in STANAG 4177. The Technical Data for codification purposes shall include the name and address of the original manufacturer(s)/ Design Control Authority(s), and existing NATO Stock Numbers (NSN) shall also be provided. Minor additions or changes to the clause could be made by Contracting Authorities, however, the principles must be maintained.

Each item of supply to be introduced into the NORDEFCO Project Development cooperation shall then be named, described, and classified in such a way that the item can be assigned a NATO Stock Number (NSN) applying the NCS principles. Codification is performed under the responsibility of the National Codification Bureau (NCB) where the Design Control Authority (DCA) of an item originates.

13 Notes

NORDEFCO