



BMTF STRATEGY

Developed by Steering Board

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1. Vision

The Balkan Medical Task Force (BMTF) provides member nations and the region a professional, multilateral, deployable military medical capabilities, and serves as a successful example of regional cooperation for the benefit of international society.

2. Purpose

The purpose of this strategy is to guide the BMTF in complex political terrain and provide direction and guidance to ensure that the medical task force becomes a reality. This strategy applies from the build-up phase through Standing Period Number 1.

The current challenging security environment includes health threats and medical demands which require flexible military medical health care systems. Military medical capabilities must be flexible and responsive to a rapidly changing environment.

Complex security threats, natural disasters and uncontrolled migration are factors which transcend national borders and make the environment more unpredictable. These factors demand mobile and rapidly activated military medical capabilities. The BMTF is meant to provide member nations and the region a tool to mitigate these risk factors, and to enable the nations to be more prepared for the unexpected.

Individual nations in the region face great challenges in maintaining military medical capabilities and capacities as described. However, by pooling and sharing relevant medical resources, we can together build and sustain capabilities to address these challenges. The BMTF is a tangible example of members' political will and cooperation to address the need for a responsive military medical task force.

3. Goals

3.1 Implementation

The goals and objectives outlined in this strategy are intended to preserve the political momentum of members in order to realize the establishment and operation of the Balkan Medical Task Force. The Steering Board is responsible for the timely achievement of the following goals:

3.2 Short term goals:

- Facilitate a bidding conference in order to gain national commitments and resources required to achieve Initial Operational Capability (IOC).
- Achieve IOC of the BMTF. This includes required training, education, and certification.
- Issue the guidance and support to the Standing Organization necessary to enable the Balkan Medical Task Force.
- Conclude the Memorandum of Understanding (MoU), agreement between host nation Macedonia and the BMTF nations in order to provide the necessary legal status of the BMTF Standing Organization (SO), its staff and premises.
- Establish a fast track decision making process for activation of the medical task force.
- Create a platform for efficient internal communications and relations among BMTF structures.
- Establish communications and contact with key external agencies such as regional (national) crisis management mechanisms/centers/initiatives.
- Develop a concept for BMTF public relations (PR) in order to increase awareness and support.

3.3 Medium term goals:

- Achieve Full Operational Capability (FOC) of the BMTF for use in the region.
- Implementation of the Public Relation concept.
- Conclude the Terms of Reference (TOR).

3.4 Long term goals:

- To assess the possibility for a future BMTF deployment out of the region.
- To ensure self-sustainability of BMTF given available resources.
- To promote the open door policy to new aspirants.

The following figure explains possible negative effects of the current situations caused by one nation not have signed the International Agreement (IA):



4. Future state

To establish a sustainable regional military medical capability to be a future permanent tool for responding to regional and international crisis.

5. Stakeholders of interests

Small influence on BMTF	Media NGO's GO's NATO EU/UN WBDDP B9	CoE MED CoE Crisis Management and Disaster Response
Large influence on BMTF	A5 SEDM COMEDS	MoD's CHOD Partner nations FN coordinator
	Small stake in the BMTF project	Large stake in the BMTF project

There are three main reasons to prioritize good relations and communications between the BMTF and its stakeholder community:

- to lower the degree of asymmetric flow of information;
- to have optimal access to relevant networks and relations;
- to ensure coordinated internal and external communication.

5.1 Stakeholders with small influence and a small stake in the BMTF will be kept informed about general information of BMTF activities through electronic media (BMTF web site).

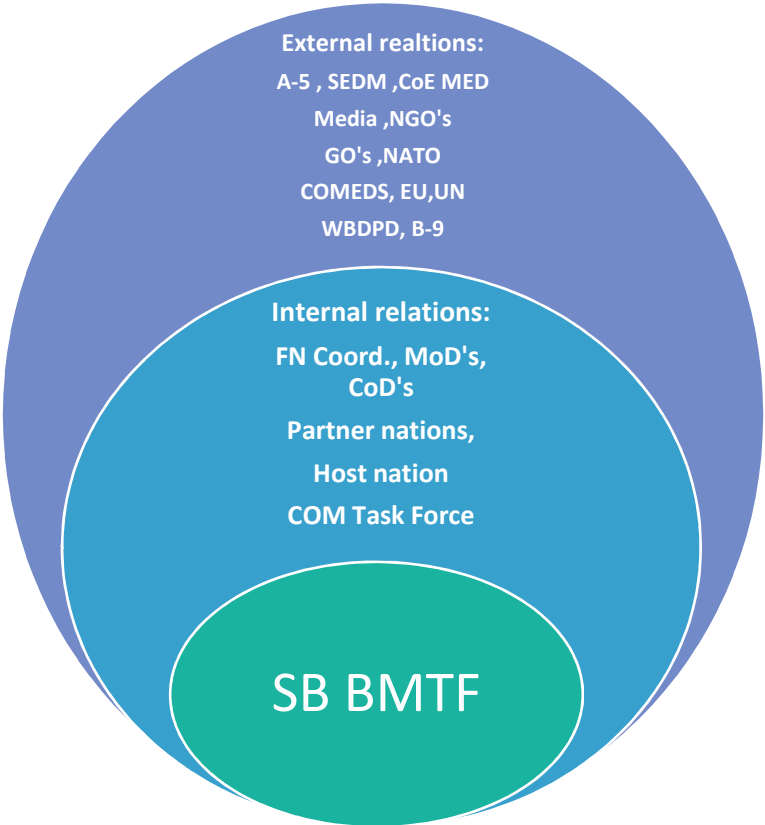
5.2 Stakeholders with small influence but a large stake in the BMTF require strong positive relations in order to fully achieve key BMTF goals.

5.3 Stakeholders with large influence but a small stake in the BMTF require regular information about specific activities, and will be kept informed by the Steering Board (SB) using national point of contacts of the stake holders existing meeting fora.

5.4. Stakeholders with large influence and a large stake in the BMTF require the SB to communicate directly with the stake holders through an official list of member and supporting nation Points of Contact (POCs).

6. Network map

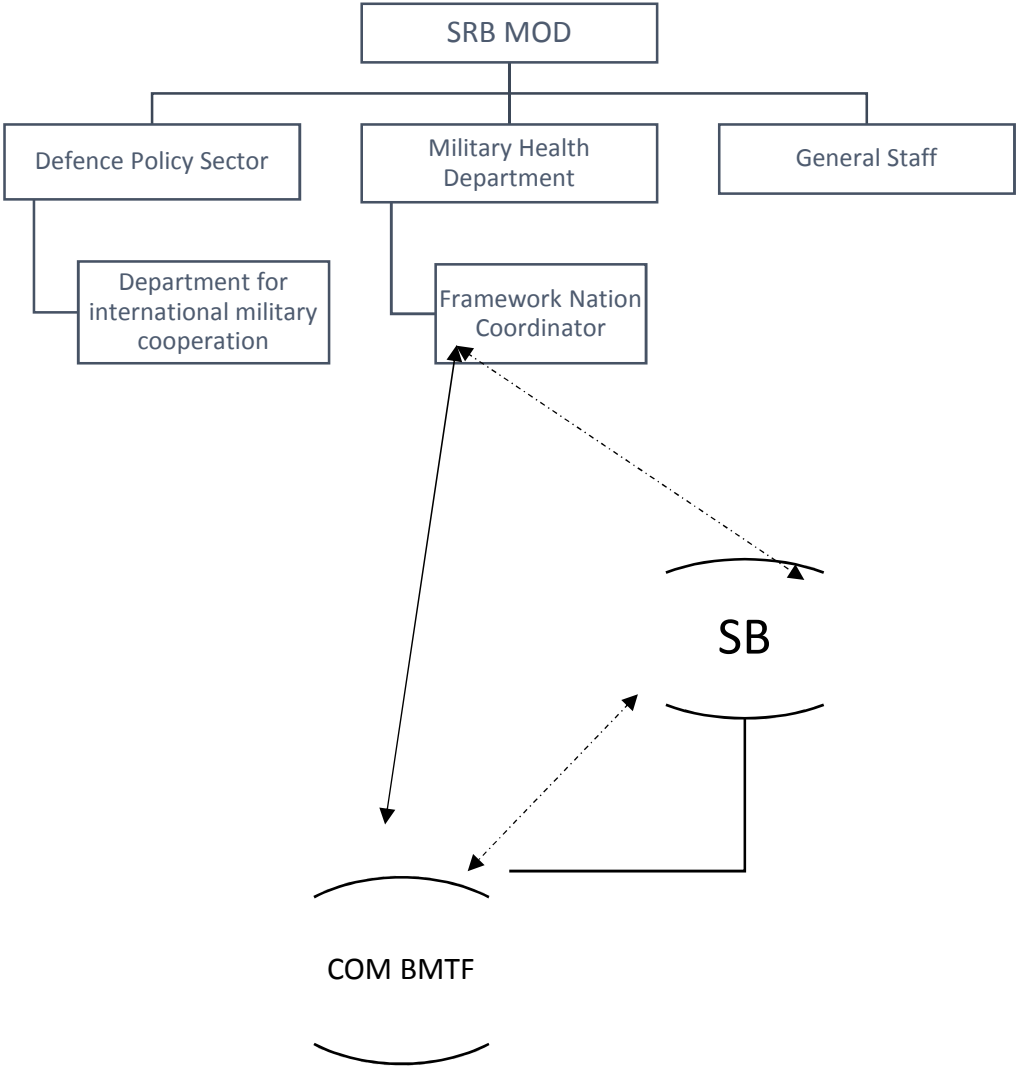
The following figure depicts the internal and external relationships of important stakeholders to the BMTF:



7. Lines of communication between Standing Organization (SO), Steering Board (SB) and Framework Nation (FN).

Lines of communication between the SO, SB, and FN (internal lines of communication) are based upon the International Agreement on the BMTF and the Memorandum of Understanding.

The following figure depicts the current lines of communication and relationship between BMTF and FN. Upon a change of the FN, these lines of communication will be updated accordingly:



Dotted lines = indirect communication.

Solid lines = direct communication.

8. Guiding principle for decision-making process

