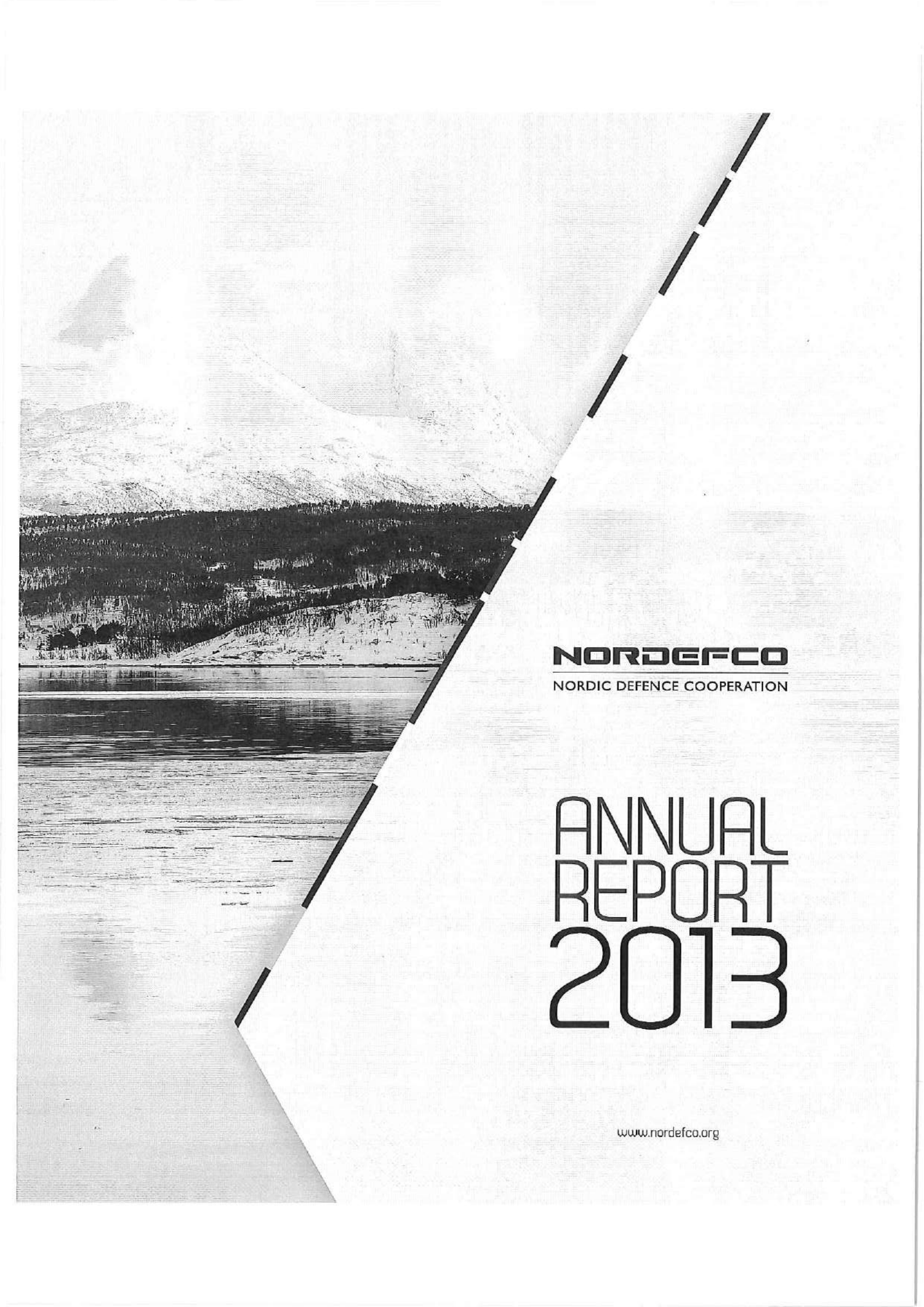




NORDEFCO
NORDIC DEFENCE COOPERATION

ANNUAL REPORT 2013

www.nordefco.org



THE MCC CHAIRMAN SUMMING UP 2013

The year has come to an end and it's time to summarise activities and achievements from the past year as chair nation.

Nordic cooperation has intensified during the last years and has developed through small but important steps. From its establishment in 2009 and up until now there have been small changes and adjustments in the working processes and daily routines based on day-to-day experiences without any deep or noteworthy evaluation.

Therefore, one of the priorities for last year was to conduct an assessment of the whole framework as a basis for more significant changes in the forthcoming years. The collegiums of MCC representatives decided in September that the development plan, based on the evaluation conducted from October 2012 until summer 2013, should be

implemented during the next year and be fully operational in 2015. This plan will basically change the structure, processes and working methods.

Recent results have come in areas of operational planning in crisis management, education and exercises. The work has been done in dozens of areas of cooperation with different timeframes for delivery. A four-year action plan has been developed for 2014-2017 in order to enable more effective national resource planning and further enhance the quality of the cooperation output. The plan has been coordinated between the military and political level.

NORDEFCO has become more systematic and goal-oriented

Nordic defence cooperation has become more systematic and goal-oriented; day-to-day cooperation and the exchange of information have increased considerably. Although top-down (MI/Pol) long-term commitment is still needed to reach desirable effects, progress is made in small steps in the right direction. Nordic thinking in our nations has increased on the military level from a chair-nation driven Annual Action Plan to a more Nordic Action Plan with a longer horizon. Furthermore, NORDEFCO has been recognised as an attractive regional military cooperation forum for cooperation, benchmarking and exchanging information.

When aiming for deeper capability cooperation, the political level has taken the MCC's concerns seriously and initiated measures to solve already identified challenges, i.e. procurement and development planning processes. A lot of work is still to be done and will continue through the years to come.

Finally, I would like to use this opportunity to thank all the contributors who have worked hard to reach these tangible results in 2013. The chairmanship has now been handed over to Norway for 2014 and will continue in the good spirit of Nordic cooperation.

Mika Pelttonen
Lieutenant General
Chairman MCC

The cooperation with the three Baltic States has continued during the period with one annual NORDEFCO/Baltic States-meeting at the MCC level. The Combined Joint Exercise Plan (CJNEP) for the Nordic countries has now been expanded to also include the Baltic States (CJNBEP). Other nations have shown good interest for cooperation in different areas and are now in the study phase with case by case meetings with the Cooperation Areas (COPAS).

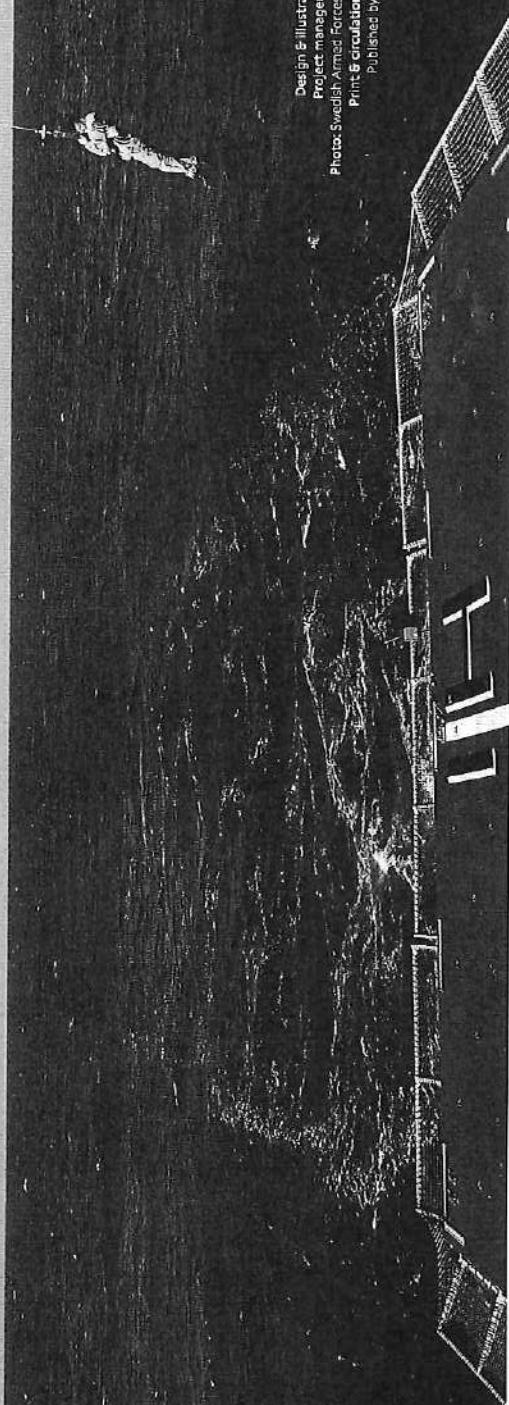
In the approved Action Plan 14-17 there is a clear ambition to test the future Nordic Battalion Task Force 2020 (BNTF 2020) during Exercise Cold Response in 2016. Some nations have already signed a letter of intent (LoI) for this area of cooperation. The other nations are in the assessment phase for participation and will be invited to sign an expanded LOI in 2014.

The Nordic Chiefs of Defence (CHOD) have, besides other meetings, met officially twice to discuss Nordic issues in 2013. One of the meetings was dedicated to also discussing Nordic-Baltic cooperation with the three Baltic Chiefs of Defence.

In 2013 the CHOD's discussed how they could involve themselves more in the process of cooperation. They therefore decided to be more formally incorporated in the existing structure at the Military Coordination Committee (MCC) level.

I am also very satisfied with the development in the initiative on cooperation on air transportation, NORTAT. This cooperation could generate substantial economical savings and increase operational effects. Furthermore, we have brought it from idea to implementation at a tremendous pace.

06	About NORDEFCO
08	The NORDEFCO structure
12	Activities and achievements in 2013
16	Main activity in the Cooperation Areas (COPAS)
25	Report from the Coordination Staff (CS) and Communication Network
29	Policy Steering Committee – reflections from 2013
33	Goals and priorities for 2014



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About NORDEFCO

This Annual Report describes the activities and progress made at the military level within the NORDEFCO structure in 2013. These activities are conducted within the five Cooperation Areas (COPA), the Coordination staff (CS) and within the supporting groups.

"The main aim and purpose of the Nordic Defence Cooperation (NORDEFCO) is to strengthen the participating nations' national defence, explore common synergies and facilitate efficient common solutions."

The NORDEFCO structure includes political and military cooperation levels. In the Policy Steering Committee, nations are represented by senior departmental officers, such as the Policy Director. The Military Coordination Committee (MCC) consists of flag-officers that represent their respective nation's chief of defence.

The NORDEFCO structure is a cooperation structure, not a command structure. Cooperation activities initiated from top or bottom are facilitated and agreed within the structure, but the actual realization and participation in activities remain national decisions. Once a cooperation activity is implemented, it will be run by the regular, existing national chain of command. When the activity is being implemented, a NORDEFCO agreement will decide upon a framework or lead nation concept for the activity. An example of this could be educational cooperation, where responsibility is divided between the nations or a common exercise plan with a rotating host-nation scheme for major exercises.

Objectives on the military level

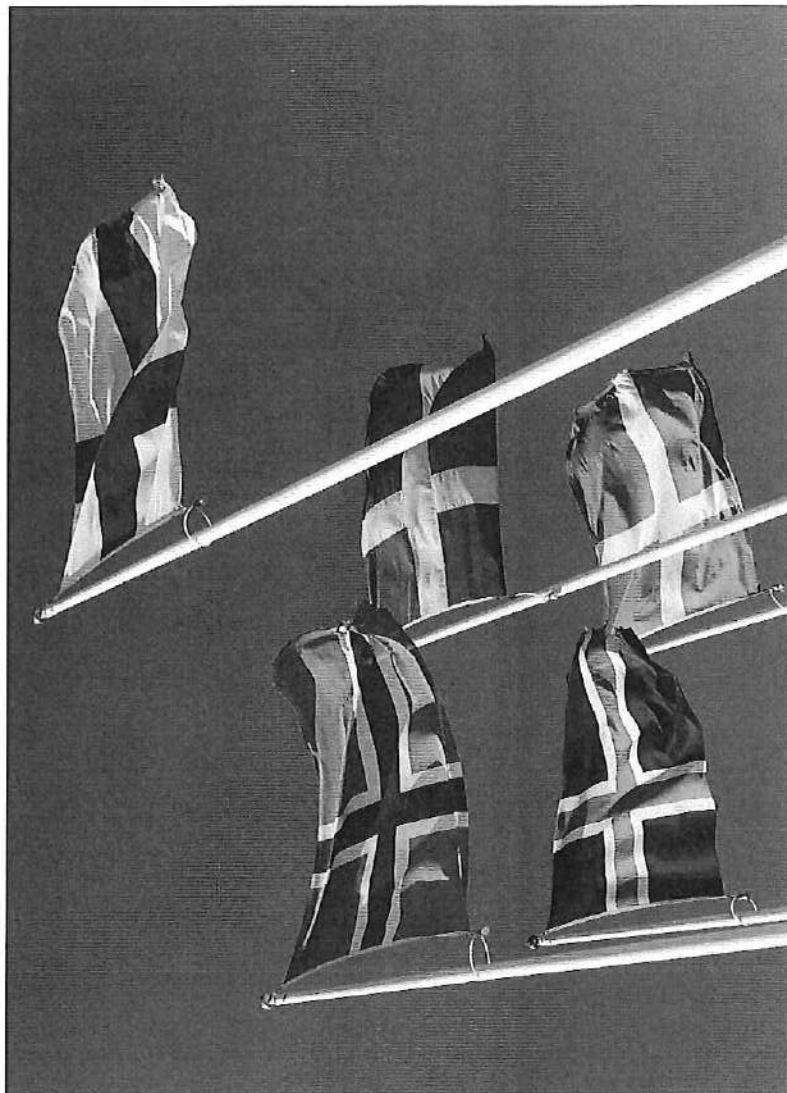
Borderless cooperation will lead to an increased and credible operational effect. The overall objective of NORDEFCO on the military level is cooperation across the entire range of defence structures in order to achieve better cost-effectiveness and quality, and thereby create enhanced operational capability. This objective can be divided into the following three parts:

- ▶ The first part of the objective is a more efficient production of military capabilities that will allow the release of resources for the benefit of increased operational capability. Mutual cooperation within the entire range of defence structures will create cost-effectiveness, and thereby release resources for increased operational capability. Over time, as systems integration and interoperability increases, the potential for the cost-effective use of resources will increase.

- ▶ The second part is the ability to maintain and develop nationally defined operational capabilities. Through cooperation in the development and production of capabilities, the Nordic countries can maintain and develop the depth and width of their national capabilities. This means the ability to keep single capabilities beyond/above the critical level.

- ▶ The final part of the objective is the combined and cost-effective contribution to international efforts for peace and security. The best way to face the contemporary challenges to peace and security is through collaboration. Deep and comprehensive cooperation will enable us to contribute with larger, more efficient and sustainable units to international efforts for peace and security within EU, NATO and UN-led operations.

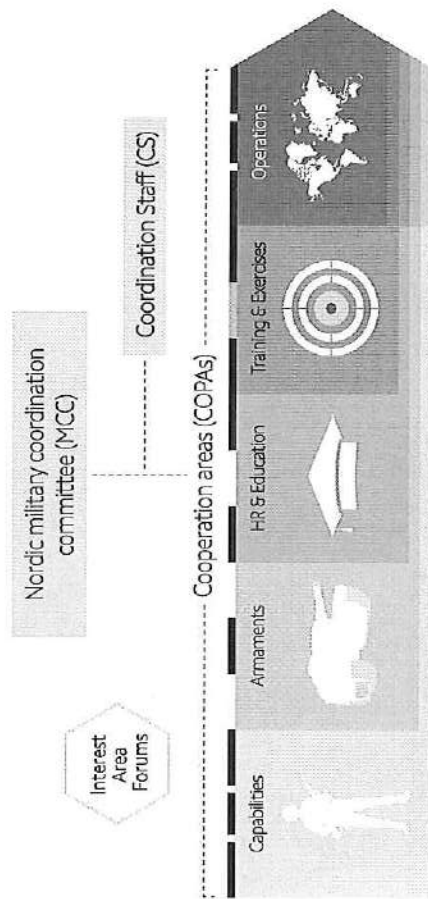
The best way to face the contemporary challenges to peace and security is through collaboration





The NORDEFCO structure

At the military level, the COPAs are manned with senior representatives, typically colonels or navy captains, from each of the four countries. These representatives hold relevant national decision making authority and have the required mandate to fulfil the tasks given in the specific area.



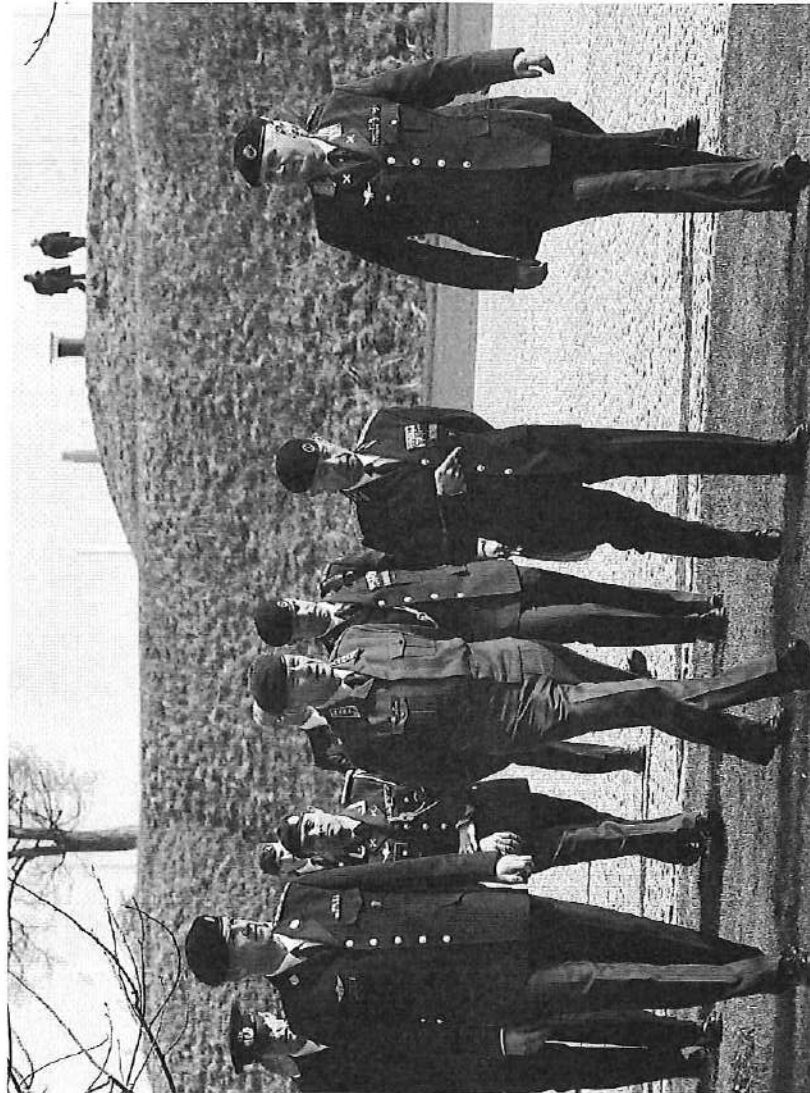
NORDEFCO does not under any circumstances challenge the integrity of individual nations, but offer possibilities to participate in activities at nations own discretion.

The COPAs are responsible for leading, managing and implementing the decisions made by the MCC. The COPA Management Group, as a group of experts, is also the principal body for assessing and advising whether an activity may be worthwhile for Nordic cooperation. The recommendations from the COPAs form the basis for the agreements that are made in the Military Coordination Committee (MCC) and the Policy Steering Committee (PSC).

The COPAs cover the whole defence force spectrum but with different time perspectives. To illustrate this: the COPA Capabilities covers a 20-year-long time span, whereas the COPA Operations major concern is Nordic cooperation within on-going operations.

The five Cooperation Areas are:

- ▶ Capabilities (COPA CAPA)
- ▶ Armament (COPA ARMA)
- ▶ Human Resources & Education (COPA HRE)
- ▶ Training & Exercises (COPA TEX)
- ▶ Operations (COPA OPS)







Activities and achievements in 2013

During 2013 a substantial number of activities and initiatives have taken place within the NORDEFCO structure. Some have become subject to a study to analyse whether they are feasible within Nordic defence cooperation or not. Others have passed that stage and are at the project stage where the modalities for the implementation of the activity are being decided by the participating nations. Some activities have been implemented during the year as common Nordic activities and are managed between the respective participating nations.

Main achievements during 2013

Evaluation and Development of the NORDEFCO Military Level

An evaluation of the NORDEFCO military level was conducted during 2012/2013 and in October 2013 the Development Plan approved for implementation by the MCC. Implementation will start immediately and all recommendations are to be implemented by the end of 2014.

NORDEFCO Action Plan for 2014-2017

The MCC AP 14-17 is approved and the process for an annual update of the Action Plan is under development.

Implemented capability projects based on the

Top-Down screening process and the TOP 10 studies. Some capability studies turned into projects or user forums:

- ▷ The Nordic Ground-Based Air Defence (GBAD) Cooperation Initiative established
- ▷ User forum for Unmanned Aerial Systems (UAS) established
- ▷ One study on common procurement, Long Range Precision Engagement (LRPE) will turn into project phase during 2014.

Cooperation Area Armaments (COPA ARMA)

Establishment of the new Cooperation Area is ongoing.

Special Operation Forces Medical Education

A fast and well handled concrete cooperation with solid savings. First Nordic course already started in the beginning of October 2013.

Advanced Distributed Learning (ADL)

COPA Human Resource and Education (HR/E) has established a Nordic user forum and an annual Nordic ADL conference.

The Combined Joint Nordic Exercise Plan (CJNEP) now includes the three Baltic States as well

The Combined Joint Nordic-Baltic Exercise Program (CJNBEP) for 2014-2018 is established. The Baltic States are now fully participating in the activity.

Closer cooperation in the area of operational planning and exercises

A milestone report based on the national inventory of exercise needs shows that the nations are mostly satisfied with the ongoing cooperation. The final report is still to be delivered by COPA TEX Management Group.

Nordic Tactical Air Transportation (NORTAT)

Memorandum of Understanding (MoU) for the "Establishment of Pool" has been signed by the Nordic Defence Ministers. Implementations of the sub-projects are ongoing.

Common Nordic "Fast Tracked" Armaments Projects

The MCC has conducted a Top-Down Screening Process to identify activities that could lead to a number of tangible common procurement projects.

During the screening process several activities were identified as suitable for cooperation. The Nordic chiefs of defence and National armament directors have endorsed MCC to ensure a faster outcome of these activities. In addition, this process is endorsed by the Nordic Policy Steering Committee and supported by the Nordic defence ministers. The task is to initiate or reinforce cooperation or common procurement as in the below listed activities as soon as possible.

Airspace Surveillance (data exchange)

Technical and operational possibilities of data exchange have been explored between the Nordic countries. There exist a good potential for cooperation on the exchange of radar data and to further coordinate and strengthen the networks between the countries in order to utilising the resources in a better way and to establish a more detailed situational overview over the Nordic air space.

Airspace Surveillance (Radar sensors)

This project, which is a sequential addition to the exchange of air surveillance information and data, aims for a common procurement project that would replace air surveillance radars. Joint procurements of radar sensors between Norway and Sweden is being explored.

Small Arms Munitions

Nordic sharing of ammunition, calibres, handling, storage and logistics will provide partners the opportunity to act as a larger customer and benefit from the effect of economies of scale.

15 types of munitions in bi- and trilateral cooperation have been identified and legal as well as commercial aspects on common procurement are addressed. The procurement agencies are investigating precondition for common procurement.

CV90 Rubber Tracks

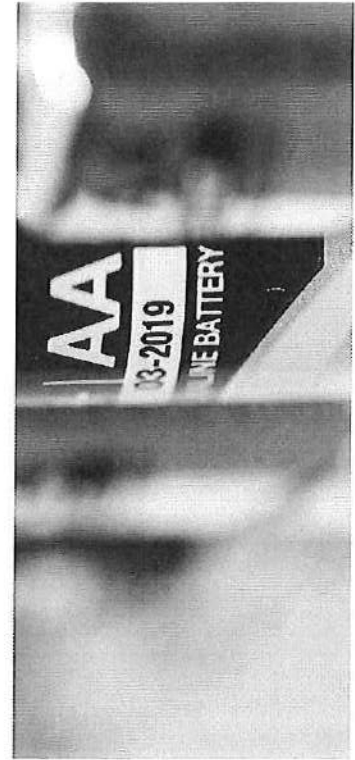
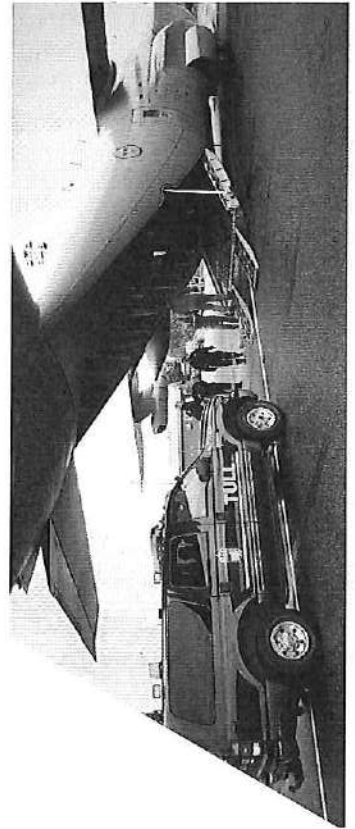
The aim is to investigate joint procurement of rubber tracks for the CV90 fleet in Norway and Denmark. Possible contract will be done through NSPA.

Batteries

There exists a potential for common procurement of batteries. The countries assess possible procurement of 23 types of batteries, which is intended to be handled through NATO Support Agency (NSPA). The possible procurement of batteries will be seen in connection with the broader approach to Electric Power Sources between the Nordic countries.

Unit Group Rations

The aim is to facilitate common procurement of unit group ration including emergency rations and "on-the-move-rations" through NSPA. Decision making and contract signing is expected in 2014.







Main activity in the Cooperation Areas (COPAS)

Cooperation Area Capabilities (CAPA)
CAPA addresses the Nordic nations' development plans as well as processes with the aim of identifying areas for capability cooperation. Based on common needs, CAPA identifies areas of mutual benefit with the intent of exploring the possibilities of reducing total costs and promoting operational effectiveness. The main task for CAPA, as a group, is to identify, discuss and propose possible areas for capability cooperation, based on the participants' knowledge, "homework" and staffing.

Ongoing Activities

Unmanned Aerial Systems (UAS)

The development of the UAS cooperation will remain the countries' armed forces responsibility with a focus on practical issues in the UAS areas. This includes armaments and procurement issues, lessons learned between the countries, UAS as part of training and exercises, conduct of common courses and education, potential for pooling and sharing and common approaches to air regulations and harmonisation of national practices.

Logistics and joint use of base camp material

COPA CAPA investigates the possibility to increase efficiency and synergies between our countries in the area of camp management in international operations. In this regard, the use of Norwegian surplus base camp material is being considered. All Nordic countries are estimated to need this kind of support assets in the future operations and the benefits of using common assets are evident.

Air Surveillance

The aim of the activity is, amongst other, to investigate the potential for harmonising requirements for acquisition of new sensors as well as positioning the sensors for air surveillance. See the report above.



Ground-Based Air Defence (GBAD)

CAPA investigated the potential for cooperation concerning very short and short range air defence development in the Nordic region. In this process procurements, training and exercises, and logistical support of NASAMS and other GBAD system were explored. The GBAD cooperation will be followed up within the framework of three user groups established in the national line organisations.

Battalion Task Force 2020

A common approach to the development of a generic Nordic Battalion Task Force was explored, and provided a common concept for a generic brigade.

Furthermore, the visionary concept is by the WG

perceived as fully interoperable forces – Operational and economic effects through common development and standardization. The Nordic countries will develop their battalion forces following a step-by-step approach, and the cooperation should develop based on common training and exercises.

Common training of the countries' battalion units will take place as part of the planned exercise Cold Response 2016. Lessons learned from the planning and implementation of the exercises will form valuable inputs to the future development of the countries' armies.

Mine Counter Measures (MCM)

Both Sweden and Norway assess their future naval MCM capability. Therefore, it is paramount to coordinate the national processes as early as possible. The countries investigate the possibilities to align their work in accordance with national plans and procurement processes, including developing a joint project idea as a basis for, preferably, one conceptual solution that could be acceptable for both countries.

Engineering

Combat- and force support engineering are capabilities closely connected to the successful outcome of most operations. For example bridge building is a vital capability for other combat unit's ability to manoeuvre in the combat field. Nordic cooperation in the fields of engineering capability has developed over many years, and practical cooperation between the countries' units has been implemented. The cooperation within engineering will continue to find solutions for better utilisation of resources and to preserve and increase the competence and skills. This area is an excellent example of relatively small, but important units can keep up their capabilities through multinational cooperation.

Simulators and Trainers

The aim of the activity is to identify cost-savings or increased operational effect through the joint use or acquisition of simulators and trainers. Simulators and trainers are examples of relatively small capability areas that significantly could benefit from multinational cooperation. Five areas will be investigated for possibly turning into a project phase. These are:

- ▶ Common Training Network.
- ▶ Small Arms Indoor Training Simulators.
- ▶ JTAC (FAC) Training Simulators.
- ▶ Virtual Battle Space 2.
- ▶ Non-Pyrotechnical Systems (AW/ESS).

Counter-improvised Explosive Devices (C-IED) and Combined Nordic Technical Exploitation Contribution (CNTEC)

Counter-improvised Explosive Devices (C-IED) aim to develop cooperation on procurement, training and procedures for the best possible counter measures against improvised explosive devices. Special attention is given to the development of a Combined Nordic Technical Exploitation Contribution (CNTEC) by coordinating Nordic national contributions in the field of level 2 Exploitation.

Sweden is lead nation for the CNTEC project. The project will be formalised and further developed so as to establish a Nordic level 2 exploitation capability. The project will be linked to the Dutch initiative in the European Defence

Agency (EDA) to form a European Joint Deployable Exploitation and Analysis Laboratory (JDEAL). As a minimum, the project will include:

- ▶ A project and implementation plan, including education, training and exercises.
- ▶ Financial long-term planning, including sustainment plan for training, exercises and readiness.
- ▶ Contribution plan, including the intended national and shared contributions from the different countries.
- ▶ Procurement plan with technical specifications for the equipment.

Cyber Defence

All countries are in the process of developing their cyber defence capabilities. Nordic cooperation in this field aims at sharing information and practices. Furthermore, the aim of the work is:

- ▶ Identify military Computer Emergency Response Team (CERT) activities in the participating countries and suggest a way ahead for enhancing information sharing.
- ▶ Identify needs and requirements for Nordic cyber defence exercises.

Acquisition and Life Cycle Support (ALCS) – COPA Armaments (ARMA)

The MCC decided in September 2013 to establish the Cooperation Area Armaments (COPA ARMA), which mean the Acquisition and Life Cycle Support (ALCS) activities will be transferred to this new COPA. ALCS has worked to prepare the new COPA and develop working procedures to reflect the new setup for armaments cooperation. Management of and guidance for the ALCS subgroups will as of 1 JAN 2014 be handled by COPA ARMA, and ALCS has informed the subgroups about the change.

The aim for armament cooperation is to achieve financial, technical and/or industrial benefits for all the member states within the field of acquisition and life cycle support. This will be achieved through the transparent and mutual exchange of information on planned national procurement in order to identify and exploit possibilities for common development programmes, procurement and maintenance of existing and emerging capabilities.



Robot used for examination of bombs

Ongoing Activities

ALCS has in the yearly screening process compared the national procurement plans in a functional way in order to identify possibilities for armaments cooperation. Commitment to cooperate in a subgroup will take place after approval of the Subgroup Directive and even then there are no promises that the cooperation will lead to a common procurement. The level of ambition is defined by the subgroup itself with the mandate given to it by the nations involved. Cooperation can therefore be everything from sharing information to common procurement.

Subgroups that were closed in 2013:

- ▶ Biological Identification and Detection Capabilities working group were moved to COPA CAPA due to the subgroup being Research and Technology (R&T) focused, and thus a better fit with CAPA.

Nordic cooperation in the fields of engineering capability has developed over many years and practical cooperation between the countries' units has been implemented



Subgroups that were established:

- ▷ Surplus Stock: Finland, Norway, Sweden participate. The aim is to seek synergies related to the nations' surplus materiel.
- ▷ SitaWare (Software for Command and Control): Denmark, Finland, Sweden participate. The aim is to seek synergies related to the use of Systematic Defence Products.
- ▷ Pharmaceuticals: Denmark, Finland, Norway, Sweden participate. The aim is to seek synergies and common procurements related to nerve gas antidotes.
- ▷ Long Range Air Surveillance Sensor: Finland, Norway, Sweden participate. The aim is to seek common solutions and synergies for the capability.
- ▷ Long Range Precision Engagement: Finland, Norway, Sweden participate. The aim is to seek common solutions and synergies for the capability.

The forum has representatives from each nation's centre of excellence

From the ongoing cooperation initiatives and based on earlier screenings, there are plans to establish the following subgroup:

Subgroup Geospatial (GEO)

Denmark, Finland, Norway, Sweden, through their National Geospatial Directors, are looking to link their work to the formal NORDECO structure. ALCS Management has proposed the establishment of a "Subgroup GEO" which will handle both the exchange of information among the geospatial communities, as well as the running and future initiatives for common procurement. The finalization of this link has been postponed until COPA ARMA is fully up and running.

Cooperation Area Human Resources and Education (HRE)

COPA HRE strives to achieve an enhanced cooperation on military education within the Nordic countries, and facilitate the exchange of experiences between Nordic countries on policies and procedures in Human Resources & Education. The timeframe for the work is 1-10 years.

COPA HRE holds the following focus areas:

- ▷ Harmonization of mutual HR related topics.
- ▷ Harmonization of mutual educational needs.
- ▷ Monitor and report on progress in the implementation of HR & Education activities.

Ongoing Activities

Project Veterans Issues

The aim is to share experiences, conduct research and create development in the area, thereby promoting common Nordic and Baltic actions for the recognition of veterans.

The following achievements have been obtained in 2013:

- ▷ In order to establish a common research database on the mental health of veterans after deployment, a multicentre research database has been established and data collecting is about to start.
- ▷ A focus group work has been established in order to present best practices for a home-coming concept, based on experiences from both Nordic and Baltic States.
- ▷ Preparations for the second NORDECO conference have begun/are underway. The conference will take place 28-29 April 2014 in Copenhagen. The target group for the conference will be professionals who work with veterans (psychologists, social workers etc). The programme will focus on interventions, the importance of leadership and recognition.

Study Personnel Safety

The aim of the work is to find commonly acceptable methods and tools to make different defence forces safety management systems interoperable and enhance the sharing of safety information. The study group is to report on possibilities to harmonise safety procedures to enhance the safety of personnel. It is paramount that the working group shall look at both Military In-Service (military work) as well as Occupational (civilian work) Safety as a whole.

Project ADL

Advanced Distributed Learning (ADL) is a widespread method for achieving flexibility and gaining effect (i.e. learning and economical) in education and training.

The aim is to explore possible cost-reductions and quality gains, enable synergies and increase competence through a Nordic cooperation.

In 2012 the ADL forum of experts was established. The forum has representatives from each nation's centre of excellence.

In May 2013 the first Nordic ADL conference was conducted. The conference took place in Norway with 120 representatives from 13 nations. This will be an annual conference that rotates among the Nordic countries.

In September 2013 the forum delivered a feasibility study to COPA HR E with recommendations on how the collaboration and development of ADL in the Nordic countries could be further increased.

During fall 2013 there has been a survey in the Nordic countries to get an overview of all ADL-based courses. The purpose of this survey is to highlight for course owners the opportunity to share and reuse courses.

Study Technical Education - Air Force

The aims are the common exchange of curricula, teaching methods and didactical knowledge. These aims can be achieved by exchange of teachers, students and experiences. The following achievements have been obtained in 2013:

- ▷ A conference has been held and a study report shows areas of interest regarding specific cooperation and courses areas.
- ▷ Common type-courses are scheduled to be held in 2015.

Study Technical Education - Army

The aim of the work is to identify possible common technical courses on CV-90 and Leopard II maintenance. A Technical Arrangement between Norway and Sweden has been developed and is planned to be signed in the beginning of 2014.

Study Mine Counter Measures (MCM) Navy

The aim is to identify areas for cooperation in regards to MCM education for all personnel groups.

Sweden is planning an MCM Task Unit-staff (TU-staff) on board HMS Trossö during Open Spirit 2014 and suggests a Nordic TU-staff including Finland/Norway and Sweden. Furthermore, all Nordic nations have agreed upon a joint Nordic Combined Task Group during Decision Making Exercise 15.

Project Foreign Language Issues

The aim is to explore the field of English for specific purposes, including language didactics, and explore the field of other languages including language didactics.

The following achievements have been obtained in 2013:

- ▷ Sweden has given a customized Farsi course for use in the Danish language training.
- ▷ A seminar on Other Languages than English (OLITE) has been held.
- ▷ A working level activity on procedures and forms of exams was held.
- ▷ Norway seemingly not ready to take part in the OLITE cooperation, but has shown interest in the English language field.

Study Logistics Education - Army

The aim is to identify and establish logistical courses.

The following achievements have been obtained in 2013:

- ▷ Identification of three topics: courses on Host Nation Support, courses on Movement and Transportation and the common use of the LOGFAS planning tool.
- ▷ Basic Movement Control – course was implemented and the first HNS course was conducted in December 2013.

Study Diversity

The aim is to concentrate on generic knowledge sharing of national policy, strategy and initiatives towards equality and diversity. The purpose of sharing this practical knowledge is to help validate the development of this area within a national context.

As agreed between the participating nations, the meetings have a main practical topic, relevant for each nation. In the meetings the group identified several relevant common topics and initiatives for possible implementation in the various countries. As an example, one of the key topics for 2013 has been the challenges of sexual harassment in the defence forces.

Furthermore, the WG is currently narrowing down initiatives according to the MCC Action Plan 2014-2017.

Cooperation Area Training and Exercises (TEX)

COPA TEX aims to continuously identify possibilities to coordinate and harmonize military training activities among the Nordic nations and facilitate a combined and joint exercise plan over a five-year period.

Ongoing Activities

Study Dog Service

The aims with the study are:

- ▷ Identify how and in what areas of Military Dog Service a NORDEFCO cooperation project could achieve better cost-effectiveness and quality, and thereby create an enhanced operational capacity for each Nordic nation. The study must address the possibility of changing the NORDEFCO C-IED Sub Working Group Dog service (K-9) into an overall NORDEFCO K-9 working group covering all types of Military Dog Service.

- ▷ Identify and report obstacles which will hamper effective Nordic cooperation in Military Dog Service.

Study Arctic Winter Training

The aim is to proceed and develop the Arctic Winter training cooperation between the Nordic nations and identify and report challenges which will hamper effective Nordic cooperation in Arctic Winter Training. The study has received a revised mandate to focus on winter training only.

Study Forward Air Control

The aim is to identify how and in what areas of FAC training Nordic cooperation could achieve better cost-effectiveness and quality, and thereby create an enhanced operational capability for each Nordic nation.

The study will also identify and report obstacles which can hamper effective Nordic cooperation in the area of FAC training. The working group has to coordinate their work with study Cross Border Training South (CBT-S). A chairman was appointed in June 2013 and the study started in autumn 2013.

Project Combined Joint Nordic Exercise Programme

The aim is to identify possibilities to coordinate and harmonize military training and exercise activities among the Nordic nations and create a shared, transparent exercise program. The CJNEP has during 2013 been

identified for cooperation with the Baltic States. The Baltic States then declared that they wish to become fully fledged members of the cooperation and thereby transform the CJNEP into CJNBP (Combined Joint Nordic Baltic Exercise Programme). The decision to transform CJNEP into a CJNBP was made by the MCC at the MCC/II 2013.

A Technical Agreement (TA) between the cooperating nations is being developed to provide effective procedures for the staffing of the Combined Joint Nordic Baltic Exercise Program (CJNBP).

Project Lessons Learned

The aim of the project is to establish cooperation within the field of Lessons Learned among the Nordic countries in accordance with the mandate. The project is about developing procedures for collecting and exchanging information on Lessons Learned from exercises or operations. The final Technical Agreement is now ready to be signed.

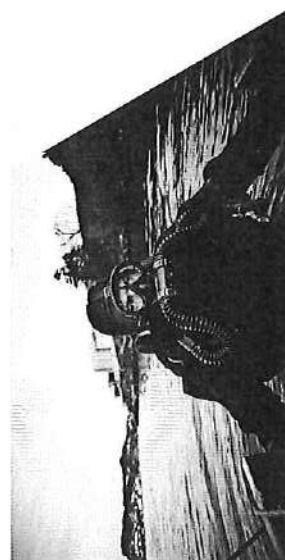
The three Baltic States are now fully fledged members of the Combined Joint Nordic Exercise Programme

Project Cross-Border Training South

Cross-border training between the air-wings continued successfully during 2013. The fact that the fighters can operate in a vast area without deploying supporting forces makes this weekly activity very cost efficient.

A Technical Arrangement for 2013 was signed by Denmark and Sweden and the project further aims to:

- ▷ Coordinate with study Forward Air Controller (FAC).
- ▷ Develop and deepen cooperation between SWE and DEN.
- ▷ Keep Finland and Norway fully informed of the developed cooperation between Sweden and Denmark in order to facilitate Finland's and Norway's participation in the near future.



Study Chemical, Biological, Radiological and Nuclear (CBRN)

The aim is to identify how and in what areas a Nordic cooperation project could achieve enhanced cost-effectiveness and quality, and thereby create enhanced operational capacity for each Nordic nation. The study should also identify and report obstacles which can hamper effective Nordic cooperation.

The working group must also identify and report how and if a Nordic Centre for CBRN could be a means to achieve enhanced cost-effectiveness and quality, thereby creating enhanced operational capacity. The working group, led by Sweden, started the work in autumn 2013.

Cooperation Area Operations (OPS)

COPA OPS will, based on common Nordic political decisions, be prepared to plan, coordinate and prepare force contribution, deployment/redeployment and logistics support to operations. In contrast to other COPAs, COPA OPS is an event-driven COPA. In order to achieve its tasks, COPA OPS will continue to maintain the Nordic network, keep a tight dialogue and monitor the global situation.

Ongoing Activities

Nordic Force Pool to UN Operations

The aim of the activity is to finalize the assessment of a Nordic Force Pool to the United Nations Stand-by Arrangements System (UNSAS) in the 2013-2014 timeframe.

The respective nations are responsible for reporting their own forces to UNSAS. An annual Nordic Force Generation Conference should be conducted within the framework of NORDEFCO. Every autumn in Year 0 the Nordic nations should confirm Year 1 and indicate Year 2.

Some of the activities in COPA OPS in 2013:

- Coordination of logistics to the contingents in International Security Assistance Force in Afghanistan (ISAF).
- Pre-planning meeting for Resolute Support Mission.
- Cooperation and coordination of the Nordic Battle Group.
- Planning and preparation of a Nordic(+) Force contribution to the UN Multidimensional Integrated Stabilization Mission in Mali (MINUSMA).
- Common preparations for European Union Training Mission (EUTM) Mali.
- Use of "Commercial Contracts" for strategic airlift.



Report from the Coordination Staff (CS) and Communication Network

The MCC Coordination Staff

The CS is a non-permanent Nordic staff element consisting of a national representative from each of the Ministries of Defence or the Defence Staffs of Denmark, Finland, Norway and Sweden. The national representative leads the respective national part of the Coordination Staff and the whole of this structure (CS) during the period when the country has the chairmanship.

The national representative may be assisted by additional national staff, Nordic exchange officers and/or subject matter experts at the discretion of each nation.

The CS is the essential link between the policy-level decision-making body (the PSC) and the MCC, liaising closely with the PSC Secretariat.

The main activities for CS during 2013

Evaluation and Development

With support from the Swedish Defence Research Agency (FOI), the CS conducted the NORDEFCO Military Level Evaluation that was initiated autumn 2012 and finalized summer 2013. Based on the evaluation and guidance from the MCC, a CS Working Group wrote a Development Plan that was approved by the MCC in October 2013.

The implementation of the recommendations laid forward in the Development Plan started late in 2013 and will be fully implemented no later than summer 2014.

The MCC Action Plan 14-17.

In order to enable more effective national resource planning and further enhance the quality of output from the Nordic defence cooperation, the MCC tasked the CS to develop a multiyear action plan. The action plan outlines the NORDEFCO military guidance and priorities which are concretised into military objectives. In addition to more effective national resource planning, the Action Plan 14-17 is also designed to function as an activity management tool. It gives the MCC a tool with which

The initiative on closer cooperation on Tactical Air Transportation (NORTAT) had a very positive development in 2013

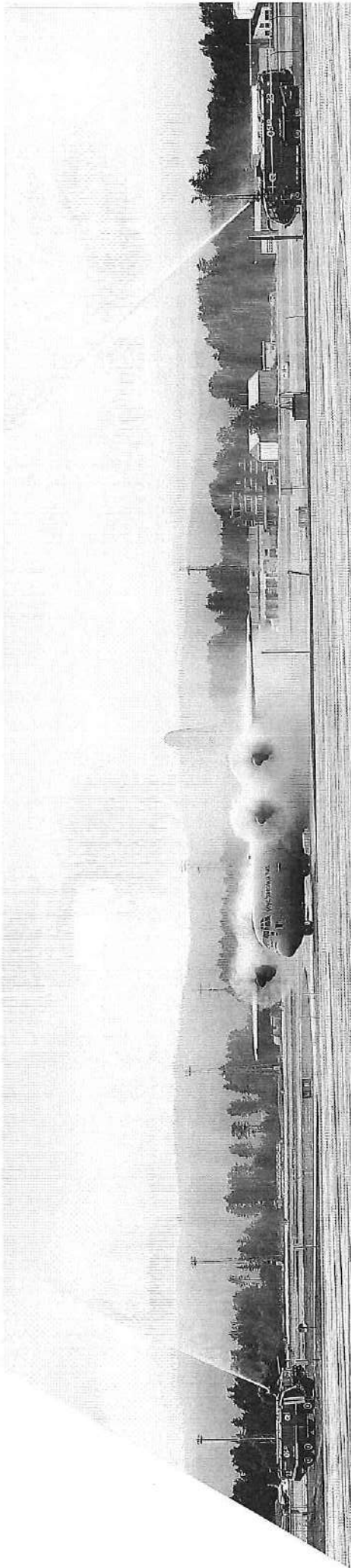
to follow up and manage NORDEFCO activities more efficiently through the Cooperation Areas Management Groups. The MCC Action Plan 14-17 was approved by the MCC in November 2013.

Cooperation Area Strategic Development (COPA SD) and the Cooperation Area Capabilities (COPA CAPA) merge. In the first MCC meeting in 2013, the MCC decided to close down COPA SD in order to achieve synergies and avoid double work. The decision was to enlarge the present COPA CAPA's responsibilities to also include strategic analysis and Research and Technology (R&T) activities, on the provision that the COPA CAPA Management Group should have the relevant knowledge and expertise to handle all these issues. The CD&E activities were to be transferred to the line organisations and the Technical Arrangements to be developed.

Establishment of Cooperation Area Armaments (COPA ARMA)

COPA ARMA was established to put more focus on armaments in Nordic defence cooperation. By separating Capabilities and Armament, both areas will have clearer areas of responsibility, a better appointment of national representative and more focus on deliveries. The importance of higher visibility and better coordination of the Nordic armament cooperation is clearly brought forward by it being directly subordinated to the MCC.





Third party cooperation

The Netherlands:

- ▷ Based on an initiative from the Netherlands, the MCC has met with military representatives from the Netherlands to exchange information and to discuss possibilities for future cooperation between the Netherlands and NORDEFCO.

The Netherlands will analyse potential areas for cooperation and forward a formal request for cooperation, where applicable, to the NORDEFCO Political level.

The Baltic States:

- ▷ The cooperation with the three Baltic States has continued in 2013 with one annual meeting at the MCC level. The Combined Joint Nordic Exercise Plan (CJNEP) has now been expanded to also include Estonia, Latvia and Lithuania and transformed into the "Combined Joint Nordic-Baltic Exercise Programme" (CJNBEP).

The Nordic Defence Communication Network

The Nordic Defence Communication Network (COMMS NW) was established in 2009. During 2013 the Communications Network – a combined political and military strategic group of senior Nordic public information officers – has managed to establish COMMS NW as a support group to the NORDEFCO structure. During the year we have seen a growing number of

articles covering bilateral or multilateral exercises, courses, training sessions and political and military meetings within Nordic defence cooperation. The NORDEFCO webpage and the ALCS homepage were merged into a unified NORDEFCO homepage for internal and external use.

Several articles were promoted and published on national web sites, on the NORDEFCO homepage as well as in various Nordic public media.

NORTAT

The initiative on closer cooperation on Tactical Air Transport (NORTAT) had a very positive development in 2013. The NORTAT initiative is based on the NORTAT feasibility study and declared in the Letter of intent (LoI) dated December 2012. The cooperation covers the development, maintenance and use of the air transport capability. The development follows an agreed Implementation Plan.

Operational cooperation

In December 2013 the Nordic defence ministers signed an MoU for the use of Air Transport resources through regular coordination and simplified business practices. The cooperation comprises coordination of transportation and crew training needs and the ambition to enter the leasing market as one customer. The initiative is under implementation and the first planning conference was held in January 2014 and will be followed up by bi-weekly coordination.

A common booking system

A common Nordic site that displays available Air Transport assets will be established during 2014 in the Danish Sky booking system. Encrypted access over Internet will provide Nordic planners with a common overview – thus facilitating cooperation.

A joint Danish-Norwegian contract on inspections of C-130

In December 2013, Denmark and Norway entered a joint contract on inspections and possible maintenance of C-130s with Marshall Aerospace. The contract is a four-year framework agreement that can be extended up to seven years. The by cooperation, increased volume and the long time span made the business case attractive to several bidders and Marshall won the contract in hard competition. The arrangement provides Denmark and Norway with services at significantly better terms and predictability than if they would have entered the market one-by-one. The nations also shared the burden in the acquisition-phase, saving hundreds of man-hours. All in all, this arrangement is a success and should serve as a role model in other areas.

Report on alternatives for coordination delivered

In addition, the report "Possible Alternatives for Efficient Coordination of Nordic Air Transport - An Evaluation" was delivered. The report concludes that the operational cooperation that is initiated under the MoU has potential to be cost-efficient but is vulnerable due to its voluntary nature. The establishment of a Nordic Air Transport Command (NATC), based on the European Air Transport Command (EATC), seems to be too expensive due to the risk of having to finance both a national structure and a common ditto. If a common command is desirable, the report suggests enrolment in the EATC to be further investigated.

Cooperation on training of technical staff

The schools responsible for training technical staff have started a comprehensive cooperation. Common curriculums and literature, the exchange of teachers and students and the joint procurement of external resources are very positive examples. The NORTAT initiative continues in 2014 and new areas will be addressed.



Policy Steering Committee Reflections from 2013

When NORDEFCO was launched four years ago, we had clear goals: to strengthen our countries' defence, explore synergies and facilitate efficient common solutions. NORDEFCO has developed out of mutual interests: a shared security environment and common challenges. Even though the Nordic countries have different membership obligations in NATO and in the EU, Nordic cooperation can strengthen our respective countries' defence. We have concluded that together we can be stronger than individually, and that active Nordic cooperation can contribute to promoting peace and security also globally. NORDEFCO is a Smart Defence Project par excellence, focused on delivering results.

Cooperation between the Nordic countries enjoys great public and political support and the cooperation has been actively discussed and debated both by politicians and by the wider public over the past year. Interest towards the Nordic cooperation has also been expressed by both non-Nordic countries and bigger international actors such as NATO, the EU and the UN. NORDEFCO is known to be a good example of regional defence cooperation and our cooperation has often been counted among the forerunners in this field.

NORDEFCO Vision 2020

By 2020 we envision an enhanced political and military dialogue on security and defence issues and where we 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 exercises. We seek to increase the pooling of capabilities and to deepen cooperation in the area of life-cycle support of our defence inventories.

For the Nordic defence cooperation the year 2013 was both a year of reflection, development and concrete results. The Presidency had three main goals:

- ▶ Developing existing NORDEFCO activities with a special focus on capability cooperation, operations and training and exercises.
- ▶ Framing the future for our cooperation by creating a common vision.
- ▶ Introducing Nordic perspective to topical defence and security issues.

Perhaps the most important achievement in 2013 was the development of the NORDEFCO "vision 2020"; renewing the political commitment in deepening our cooperation and giving guidance to our armed forces in areas such as maritime and air surveillance, exercise cooperation and rapid deployment in the framework of the EU and NATO. The vision will form the basis of the political guidance of the Nordic defence cooperation as we move towards 2020. In 2013 the cooperation between the Nordic countries was enhanced in the field of operations and exercises. Information sharing and coordination between the Nordic capitals was enhanced. During 2013 we continued our



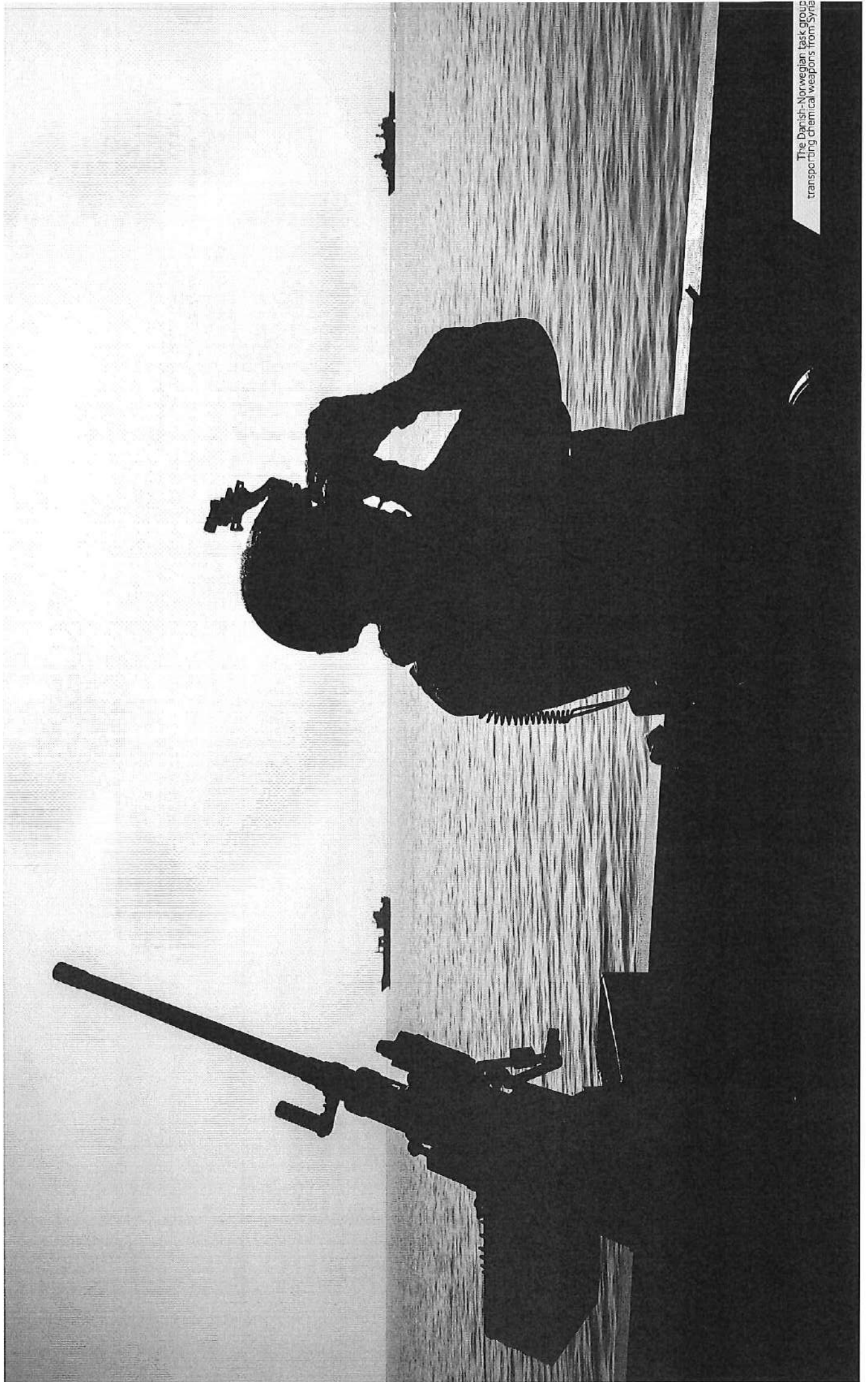
good cooperation in Afghanistan and together with our Baltic neighbours we made a common contribution to the European Union training mission in Mali. The Nordic countries also contributed to the UN-OPCW mission to eliminate chemical weapons in Syria.

The cross-border training between the Nordic Air Forces continued during 2013. This is an excellent example of successful cooperation in the area of training and exercises as it brings added operational value without additional costs and enhances the interoperability of all participating countries. Although the fighters operate from home bases, working together enables more demanding training and exercises.

Capabilities and armaments cooperation was also high on the agenda throughout the year. The armaments cooperation took a step forward with the establishment of a new cooperation area for armaments issues at the military level. Also the cooperation on tactical air transport took a step forward as the ministers signed the NORTAT MoU in December. The Nordic cooperation on supporting East African Standby Forces was evaluated and found useful. The dialogue between NORDEFCO and the Nordic Defence Industry Associations was strengthened as the first joint meeting between the PSC and Nordic Defence Industry Associations was arranged as a part of the fall

PSC meeting in October. The cooperation between the Nordic and Baltic countries was also enhanced. 2013 was also a year of self reflection. NORDEFCO had been up and running for four years and a review of the structures and ways of work was needed both at the political and the military level. Finding ways of reducing bureaucracy to improve efficiency has been emphasized and work on MCC level has commenced. As a result of the stocktaking process, the Permanent Secretaries and the Chiefs of Defence have now been brought into the structure. Armaments, as a new cooperation area, have been brought into the overall structure.

Regional cooperation is one of the key tools to maintain and develop military capabilities. An important question is how to ensure a well functioning link between international forums. The December meeting of the Northern Group Ministers concentrated on capability development to identify concrete areas of cooperation. In the December Nordic-Baltic Defence Minister meeting the EDA and ACT were invited to discuss ways of ensuring cooperation and coordination between different levels. Ensuring that different cooperation forums and levels complement and support each other's work with the common goal of enhancing capabilities and finding new smart ways of doing defence cooperation is an important task also in the coming years.



The Danish-Norwegian task group
transporting chemical weapons from Syria



Goals and priorities for 2014

Political aims

For Norway's chairmanship in 2014, the Norwegian Minister of Defence states that Norway's goal is to further develop the practical side of the cooperation. She stresses that Norway wants to ensure continued progress in NORDEFCO through result-oriented, efficient and relevant cooperation.

During the chairmanship, Norway will emphasize the following political level objectives:

- ▷ Enhanced security policy dialogue. Further develop NORDEFCO as a forum for useful dialogue on developments and trends affecting the Nordic countries.
- ▷ Strengthen the Nordic ability to deliver relevant military contributions to international peace operations.
- ▷ Ensure further progress on training and exercises. Extend existing cooperation on training and facilitate better coordination between Nordic, Nordic-Baltic and NATO exercise programmes.
- ▷ Result-oriented approach to capability and armaments cooperation, directing efforts and resources towards projects with the highest potential for results.

- ▷ Strengthen cooperation on capacity building and the security sector reform in post-conflict countries and young democracies, aiming to offer such contributions to NATO, UN and EU.

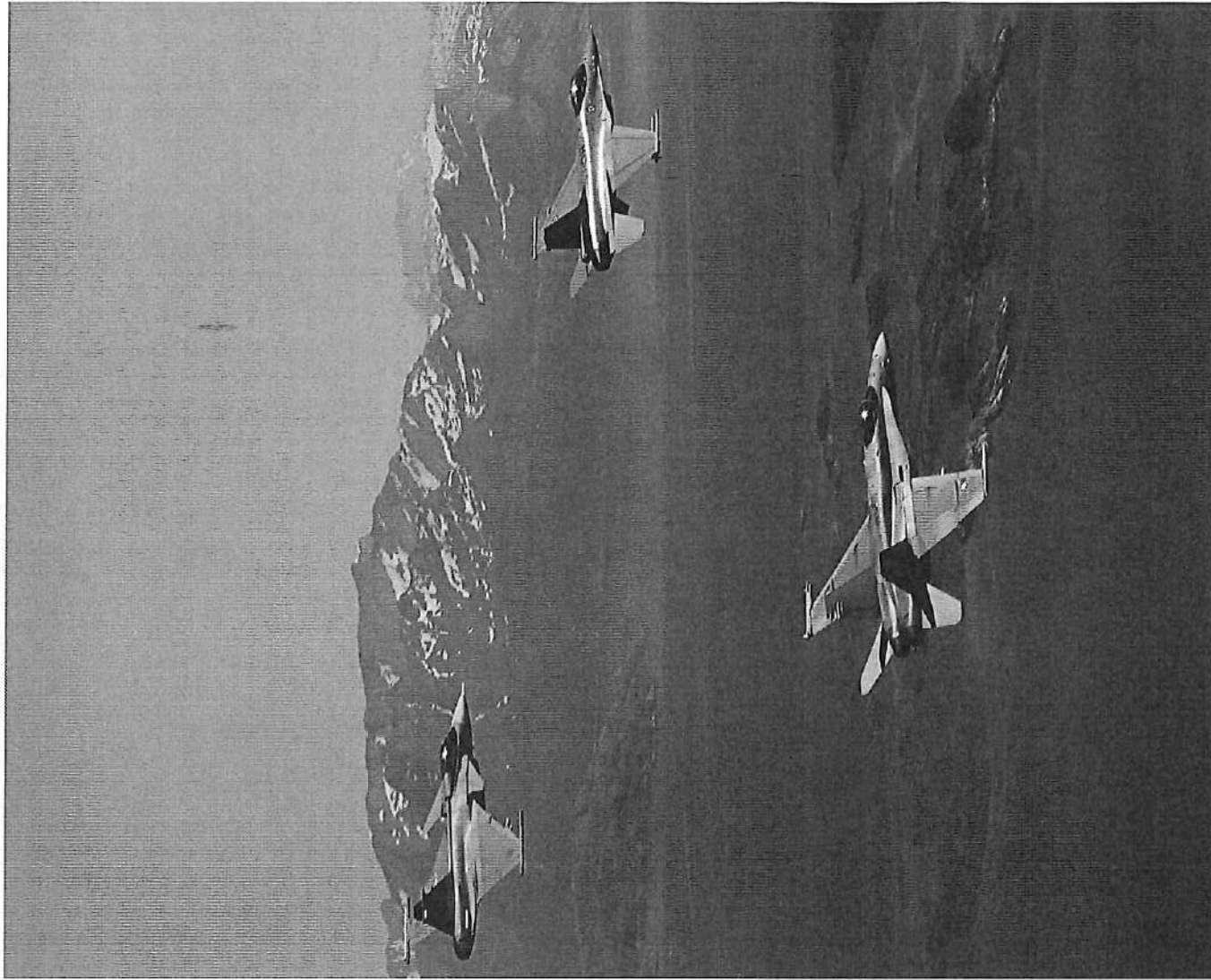
- ▷ Develop the dialogue between NORDEFCO and the Nordic defence industry in order to ensure timely deliveries of material to the armed forces and maintain a competitive defence industrial base.

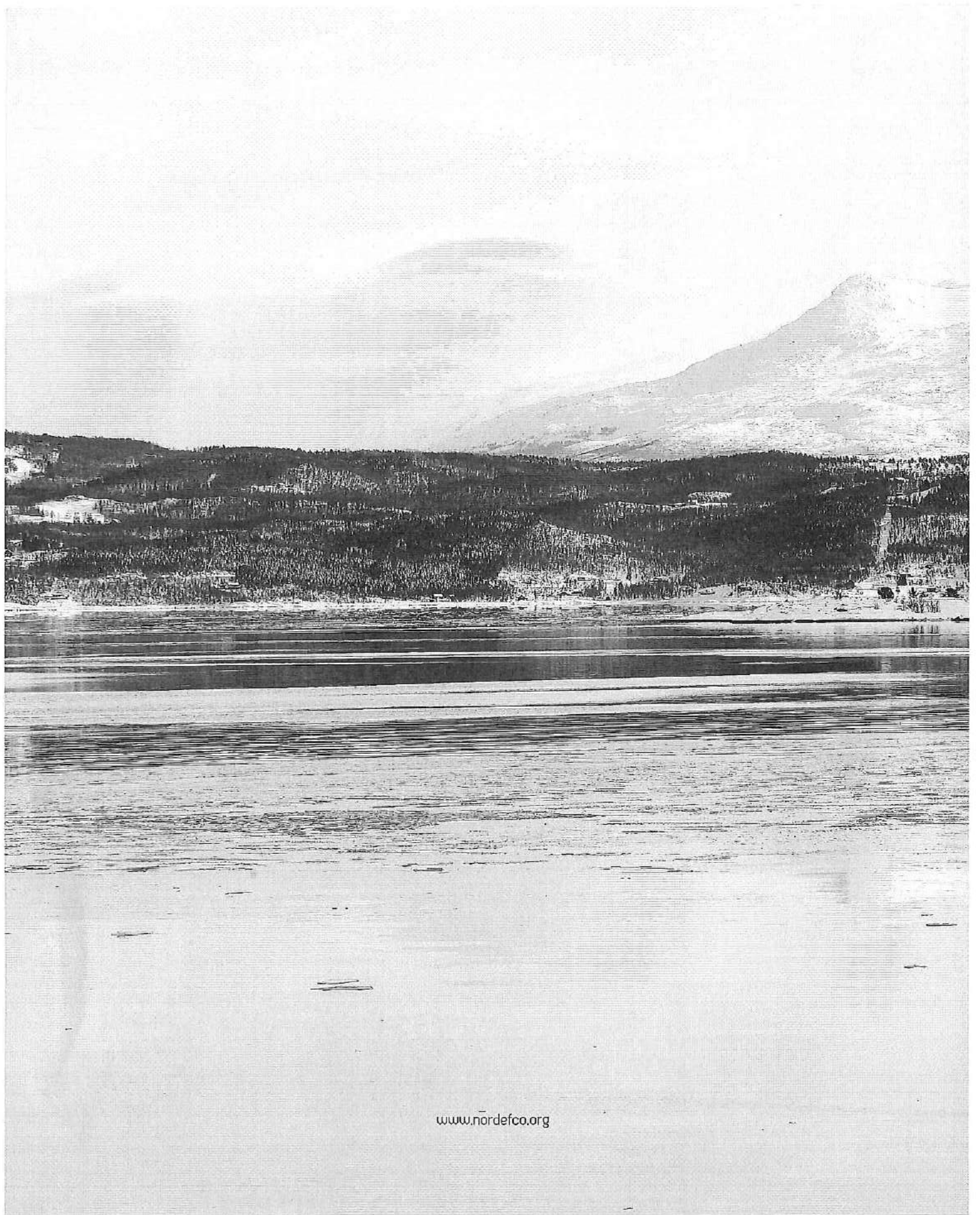
- ▷ Revitalise cooperation on Public-Private Partnerships (PPP). Further develop a common Nordic approach to PPP through the exchange of experiences and best practices between the nations and identify possible common PPP projects in dialogue with industry. *

Military level objectives 2014

The overall objective of NORDEFCO on the military level is pragmatic cooperation across the entire range of defence structures in order to achieve better cost-effectiveness and quality, thereby creating enhanced operational capability for the nations. This will be achieved by the following steps:

- More efficient production of military capabilities that will allow the release of resources in benefit of increased operational capability.
- Mutual cooperation within the entire range of defence structures will create increased cost effectiveness. As systems integration and interoperability gradually increase, the potential for cost-effective use of resources will increase.
- The ability to maintain and develop nationally-defined operational capabilities.
- Through cooperation in the development and production of capabilities, the Nordic countries can maintain and develop the depth and width of their national capabilities.
- Combined contributions to international efforts for peace and security
- The best way to face challenges to peace and security is through collaboration. Deep and comprehensive cooperation will enable us to contribute with larger, more efficient and sustainable units to international efforts for peace and security. This also underlines the importance of units conducting common training and exercises.
- The overall aim is to prioritize and increase the tempo in turning activities into tangible results. This must be done through pragmatic approaches and by looking for value adding cooperation possibilities, both in the short and long term. The priorities are further described below.
- Priority in force provision and capability development shall be given to activities that provide the participating nations with economic benefits and keep desired capabilities that may otherwise face decommissioning nationally. The cooperation shall encourage harmonization of requirements as a prerequisite for the broadest possible cooperation on force provision.
- To enhance competence and skills, Nordic cooperation shall further develop common fields of education, training and exercises. The successful cooperation between the Nordic air forces shall continue by further developing the Nordic cross-border air training activities.
- 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.
- 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 to international crisis management operations.
- Lessons Learned from operations (e.g. ISAF) should be used to develop cooperation. Nordic cooperation shall strive to identify common force contributions. In this regard, early consultation, planning and the exchange of information are of the essence, creating the basis for common contributions leading to operational gains and/or cost-efficient solutions. Priority is currently given to coordinating our efforts in Afghanistan and possible common Nordic contributions within the United Nations.
- Taking into account NATO's commitment to maintain interoperability between Allies and with partners within the Framework of the Connected Forces Initiative (CFI), possibilities to gain synergies through Nordic cooperation on CFI activities shall be explored.
- The development of NORDEFCO is a continuous activity. The evaluation of the military level done in 2013 provided us with a good basis for developing Nordic defence cooperation. The MCC's Development Plan will be the guiding paper at the military level.





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