

COPA ARMA Yearbook 2016



NORDEFCO

NORDIC DEFENCE COOPERATION



COOPERATION AREA ARMAMENTS (COPA ARMA)

COPA ARMA aims to achieve financial, technical and/or industrial benefits for all the member countries within the field of acquisition and life cycle support.

COPA ARMA foundation

The Nordic defence ministers' NORDEFCO Vision 2020 envisages increased political and military dialogue on security and defence policy issues, increased cooperation and the provision of more effective and economic solutions based on common understanding of opportunities and challenges. In the vision, the defence ministers specifically emphasize their support to Nordic armaments cooperation:

- *“We are committed to enhanced cooperation and coordination in capability development and armaments cooperation.*
- *We seek to increase pooling of capabilities and to deepen cooperation in the area of life-cycle support of our defence inventories.”*

With the Nordic defence ministers' vision setting the political stage for Nordic armaments cooperation, COPA ARMA in more practical terms aims to achieve financial, technical and/or industrial benefits for all the member countries within the field of acquisition and life cycle support. This is primarily achieved through the screening process in which nations by transparent and mutual exchange of information on planned national procurement identify and exploit possibilities for common development programs, procurement and maintenance of existing and emerging capabilities.

Based on the aim, the overall objective is to improve the results of armaments cooperation in NORDEFCO by producing more tangible results within the framework of COPA ARMA. This is

achieved by focusing on a stepwise approach involving more input, tighter coordination between the different levels in NORDEFCO, and larger involvement and clarification of the roles of the respective national line organizations.

Status COPA ARMA 2016 Screening Process

This year, nations have offered a total of 76 inputs/projects to the screening process. A number of these inputs were not mature enough for Nordic cooperation at this stage and will be moved to next year's process, and others turned out to be not suitable for cooperation (timeline, budget, fixed vendor etc.) In addition, some inputs were transferred to non-ARMA cooperation, e.g. FIN-SWE bilateral cooperation, and others could be handled in existing working groups. Hence, the inputs resulted in 6 new possible cooperation areas that were sent to the national line organizations (capability managers) for further national staffing:

- *Maritime missile decoy systems (DNK-NOR)*
- *Artillery – benchmarking (DNK-FIN-NOR-SWE)*
- *Night vision equipment (FIN-NOR)*
- *CV90 upgrade/procurement – benchmarking (FIN-NOR)*
- *MCM vessels upgrade – benchmarking (FIN-SWE)*
- *84 mm ammunition (DNK-SWE)*

In addition, 4 possible cooperation areas are expected to be handled in existing COPA ARMA working groups:

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- *Soldier equipment & clothing (SPEC)*
- *Soldier digitalization (SPEC)*
- *Assault rifles and submachine guns (DAA)*
- *Small arms' ammunition (DAA)*

COPA ARMA Focus Areas

Nordic Combat Uniform (NCU) Technical Arrangement (TA) Signed.

The NCU TA was signed at a ceremony in the margins of COPA ARMA Working Group Coordination Conference held in conjunction with the Nordic Defence Seminar 2016 in Helsinki 10 May 2016.



The TA is the result of the work done by COPA ARMA working group NCU; having drafted the TA in record time, starting in January of this year. The TA sets up the framework for a common procurement approach for a complete uniform system for all four nations. It is the first NORDEFECO TA comprising all four nations.

Base Camp Material – Technical Agreement (TA) Signed

COPA ARMA has through its Working Group on Base Camp Material facilitated the drafting of a TA for a common Nordic Pool of Base Camp Material for international operations. Under the agreement, Norway will stand up 12 complete base camp material sets that can be drawn upon by the participating nations. The agreement provides substantial cost savings for the participating nations compared to the alternative of procuring the camp sets nationally, and was signed by all nations in 2016.

Nordic Agreement Concerning Cooperation in the Defence Material Area

The Procurement Annex to the Nordic Agreement Concerning Cooperation in the Defence Material Area was signed by Denmark, Finland, Norway and Sweden at a ceremony at the Nordic Defence Industry Seminar 2016 in Helsinki May 10th. The Procurement Annex with its commonly agreed procurement models and templates for Technical Arrangements etc. forming a common reference framework for armaments cooperation is from a COPA ARMA point of view expected to greatly

reduce the previously experienced bureaucracy when attempting common procurement.

Food for thoughts Paper on Requirements

At their meeting 21 August 2015 the Nordic CHOD/NAD forum and in turn NORDEFECO MCC tasked COPA ARMA to draft a food for thought paper regarding procurement and operational requirements in order to investigate ways to reduce the number and the impact of specific and mandatory operational user and technical requirements in acquisitions.

Inspired by a quote by Carl Philipp Gottlieb von Clausewitz: "The greatest enemy of a good plan is the dream of a perfect plan" - this paper lists a series of punch lines on means and ways to reduce the impact of requirements aiming to facilitate a discussion on common procurement principles. Such principles would mitigate the present problems related to harmonization of often very different and very detailed user requirements and lead towards a more holistic approach to common procurement that could form the basis for future armaments cooperation.

The CHODs and NADs approved the paper and the suggested way a head at their 26 August meeting. The principles consider opportunities, challenges and dilemmas to armaments cooperation that might have implications for both the political and military level. Hence, COPA ARMA has kindly requested the MCC to endorse the drafting of a letter to the PSC recommending the Nordic nations to incorporate the proposed principles to the extent possible in national provisions for e.g. acquisitions.

COPA ARMA Working Group Coordination Conference

COPA ARMA had its first Working Group Coordination Conference in parallel with and in conjunction to the Nordic Defence Industry Seminar (NDIS) 9-11 May 2016 in Helsinki, Finland. The aim of the coordination conference was to discuss and clarify the various subjects relating to the sphere of Nordic Armaments cooperation. In addition, it was an opportunity for the working groups to meet and establish working relationships in order to enhance future coordination and exchange identified challenges and lessons learned as well as for COPA ARMA Management to receive useful updates. The coordination conference was a success. Hence,

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COPA ARMA will repeat the conference at future NDIS preferably with industry and 3B participation.

COPA ARMA Working Groups 2016

COPA ARMA is mandated to initiate, administrate and close working groups in any area that is deemed beneficial for Nordic armaments cooperation. Currently 11 working groups are operating with experts from all Nordic countries' line organizations, such as Defence Headquarters, Logistics Organizations, Defence Ministries, Services, etc.:

- CBRN protective Masks (CBRN PM)
- Dismounted Arms and Ammunition (DAA)
- Diving Systems (DS)
- Geospatial Systems (GEO)
- Hazardous and Environmental Materials (HAZMAT)
- NATO Codification (NATO CODE)
- SAP (SAP)
- Systematic Sitaware (SITAWARE)
- Soldier Protection, Equipment and Clothing (SPEC)
- Tactical Data Link (TDL)
- Unitized Group Rations (UGR)

The working groups' activities all produced added value to the participating countries:

CBRN protective Masks (CBRN PM)

CBRN PM has been identified as a possible joint cooperation in an armaments life cycle perspective. The working group shall as part of its objectives harmonize requirements, exchange valuable information and aim for common procurement. CBRN PM will cooperate on and seek harmonization related to four core issues; operational requirements, technical requirements, test and evaluation as well as procurement. The working group has a task of drafting a Technical Agreement with this intent.

Dismounted Arms and Ammunition (DAA)

The scope of the Dismounted Arms Ammunition program is to investigate the possibilities for common procurement of a variety of hand-held small arms in addition to different types of relevant ammunition and accessories. The WG will through national technical experts' meetings discuss these issues. In addition, the WG has

compiled a Nordic inventory on common national weapons. DAA has also held several meetings with experts from 3B demonstrating the groups' work and scanning for objects of common interest.

Diving Systems (DS)

DS is harmonizing requirements on diving systems and exchanging technical experiences on diving. In addition, the working group shares experiences on diving equipment in current service and keeps an updated list of diving equipment up for replacement. All of the above with the aim of better quality in future joint procurement and maintenance.

Geospatial Activities (GEO)

The aim of this program is to coordinate Nordic Geospatial Activities, identify common training and acquisition opportunities and to produce geospatial information through Nordic cooperation or through joint participation in multinational coproduction projects such as Multinational Geospatial Coproduction Program (MGCP) and Multinational Elevation Model Project (TREx).



Hazardous and Environmental Materials (HAZMAT)

The working group investigates the possibilities for co-operation regarding environmental and hazardous materials, including finding suitable substitutions for undesirable chemical products and materials, improving common utilization of the nations' resources, improving the acquisition procedures with regards to environmental (green) considerations, and expanding environmental cautiousness.

Green public procurement is an important tool for reducing the environmental impact of public activities by influencing the market towards the delivery of greener products and services.

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In this spirit, HAZMAT has drafted a Green Acquisition Guide that by COPA ARMA has been distributed to nations for inspiration and consideration. HAZMAT has also coordinated with NCU, offering its expertise on the often environmentally hazardous coatings used on uniform fabrics.

NATO Codification (NATO CODE)

Based on an identified need for continuing joint codification cooperation in an armaments life cycle perspective, the working group will for example harmonize requirements, exchange valuable information and/or aim for common projects or activities.



NATO CODE is closely cooperating with Allied Committee 135 and is conducting NATO codification training courses.

SAP (SAP)

SAP aims to achieve a more efficient and functional use of SAP solutions via e.g. the exchange of lessons learned in each country as well as a more efficient business development when implementing new SAP functionality by exchange of knowledge and lessons learned.



SAP also aims to optimize solutions to common challenging SAP issues according to the participating countries requirements.

Soldier Protection, Equipment and Clothing (SPEC)

The activity on Soldier Protection, Equipment and Clothing is focusing on harmonization of requirements and acquisition time lines as well as opportunities for common procurement. A promising and practical area of cooperation is the common approach for acquiring a Nordic combat uniform.

Although adjustments regarding national user requirements are pending, a suitable technical solution has been identified, and a roadmap for common project management, quality assurance, technical management and commercial management is executed by the nations' respective line organizations.



In addition, substantial coordination has been done in identifying and facilitating common procurement of "Items off the Shelf", such as hand and footwear, protective eye- and headwear and undergarments.

Finally, the biennial Nordic Conference on Military Clothing was held in Finland 6-8 September 2016. The event is a great opportunity for the Nordic defence forces to share information and exchange lessons learned. This year besides military clothing in general the conference focused quality control, ballistics eyewear, arctic clothing and heat management.

Systematic Sitaware (SITAWARE)

The aim of this working group is to facilitate communication and exchange of information on products, services and technical issues related to the Sitaware suite of products as well as to provide an active voice and consolidated channel of communication of the users of the Sitaware products in expressing needs, requirements, concerns, suggestions and feedback to Systematic.



In addition, the working group facilitates communication from Systematic to the users of the company's products in order to disseminate information, plans, and intentions on the Sitaware products.

Tactical Data Link (TDL)

The purpose of this working group is exchange of lessons learned and development of a common Nordic acquisition strategy in the tactical data link arena.

Unitized Group Rations (UGR)

UGR has successfully completed common procurement of bottled water, while also investigating on-the-go and emergency rations.

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The working group is now focusing on unitized group rations where the participating countries will look into possibilities for procurement through NSPA to fulfill their common needs.

Closed working groups in 2016

In 2016 the following working groups either completed their work or realized the possibilities for progress had faded:

- Base Camp Management
- Long Range Air Surveillance Systems
- Pharmaceuticals
- Snow Mobiles

Other Tasks, Studies and Projects

To demonstrate the variety of COPA ARMA work, a number of selected tasks, studies and projects as well as cooperation opportunities are depicted below:

Bridges

In late autumn, experts on bridge systems met in Stockholm to discuss cooperation possibilities. The participants identified eleven potential cooperation objects and proposed to establish a COPA ARMA working group on bridges. Such group will as well coordinate their activities with the Nordic Engineer Inspectors' annual meeting.

Nordic Procurement Network (NPN)

COPA ARMA finds the issues discussed by the NPN very valuable for the Nordic armaments cooperation in general and specifically for the work done in COPA ARMA working groups. In addition, COPA ARMA welcomes the "NAMMO Treaty" procurement annex sub working group's work to facilitate Nordic armaments cooperation by drafting templates for e.g. technical and project agreements, common Nordic option clauses and framework agreements etc.

Utilization of standardized procurement procedures has proven to be a key enabler for tangible results. The cooperation between COPA ARMA and the NPN should be further deepened and concretized.

Nordic Procurement Course

The Nordic Procurement Course (NPC) is an initiative to facilitate additional Nordic armaments cooperation. NPN is intended to be a tool in the implementation of the new Nordic materiel cooperation agreement and its annexes.

Both theoretical and practical exercises are included in the course. The aim is to increase knowledge and awareness of armaments cooperation, and how it relates to each nations' defence logistics as well as national legal and commercial frameworks.

Course participants have been selected from the national armed forces, procuring agencies and defence ministries, e.g. managers, commercial and legal advisors, experts, project and capability managers, involved in Nordic defence armaments cooperation.

The course will be evaluated in late 2016, and pending the outcome a decision will be taken on a continuation of the course in 2017.

Industry Cooperation (JNDICG)

Working together with defence industry is of utmost importance in order to ensure a timely and mutual beneficial information updating procedure. The defence industry is dependent on reaching a sufficient level of situational awareness in order to adjust and deliver the required systems and units in a timely manner. In order to achieve the right level of understanding, national armaments representatives keep regular contact with national industry associations.



In a Nordic context, COPA ARMA by the MCC NORDEFECO Concept for Industry Dialogue is given the responsibility to coordinate with the Joint Nordic Defence Industry Coordination Group (JNDICG) formed by National defence industry associations.

Nordic Open for Business – promoting "the Nordic Brand"

The objective for the proposed concept is to investigate and if possible to align and communicate the Nordic countries initiatives to

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support and promote “the Nordic brand” and thereby contribute to a more focused effort on advancing the overall Nordic growth.

Consequently, the aim of the concept for Nordic Open for Business is to facilitate support to and promotion of the Nordic industrial base, primarily within the defence and aerospace areas.

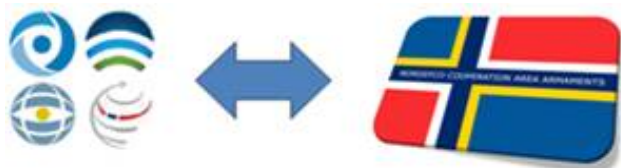


Enhanced cooperation could enable the Nordic defences access to better products and more innovative solutions, greater flexibility and access to civilian technological competences. On the other hand, industry could gain access to

development of new products and solutions, gain knowledge of emerging needs and contact to foreign suppliers and customers. Substantial contributions to international operations have given the Nordic countries a favourable profile and goodwill in many countries and regions. This goodwill could be used to promote “the Nordic brand” on international markets. The possibilities to support and promote “the Nordic brand” may range from, e.g. direct support to showcasing products to facilitating contact between Nordic industry and foreign military authorities and defence industry companies.

According to this concept the Nordic defences should be “Open for Business”.

A close dialogue on needs and possibilities between industry and defence authorities is important to find the right and not the least the most cost effective measures balanced between need and available resources.



The day-to-day coordination of Nordic open for business activities could be performed through the existing JNDICG – COPA ARMA cooperation.

Nordic-Baltic Armaments Cooperation

There has been tangible progress in the Nordic-Baltic defence cooperation. With the MCC’s Guidelines for NORDEFECO – 3B Cooperation all activities under the military cooperation areas (COPA) are now in principal open for participation by Estonia, Latvia and Lithuania (3B).

COPA ARMA is tasked to brief the Baltic States on COPA ARMA, the Screening Process and working groups’ status. Latest, COPA ARMA briefed 3B in the margins of the 23 SEP 2015 MCC meeting and will this year brief the 3B during the September PSC(A) meeting. Due to too short notice an attempt to include 3B in COPA ARMA 2016 WG coordination conference failed but 3B will be invited for future conferences.



Latest, COPA ARMA has received and answered a RFI from LTU regarding possible participation in working groups SITAWARE, DAA, SPEC & DS and LTU has participated in her first COPA ARMA WG meetings. In addition EST has expressed interest in WG NATO CODE.

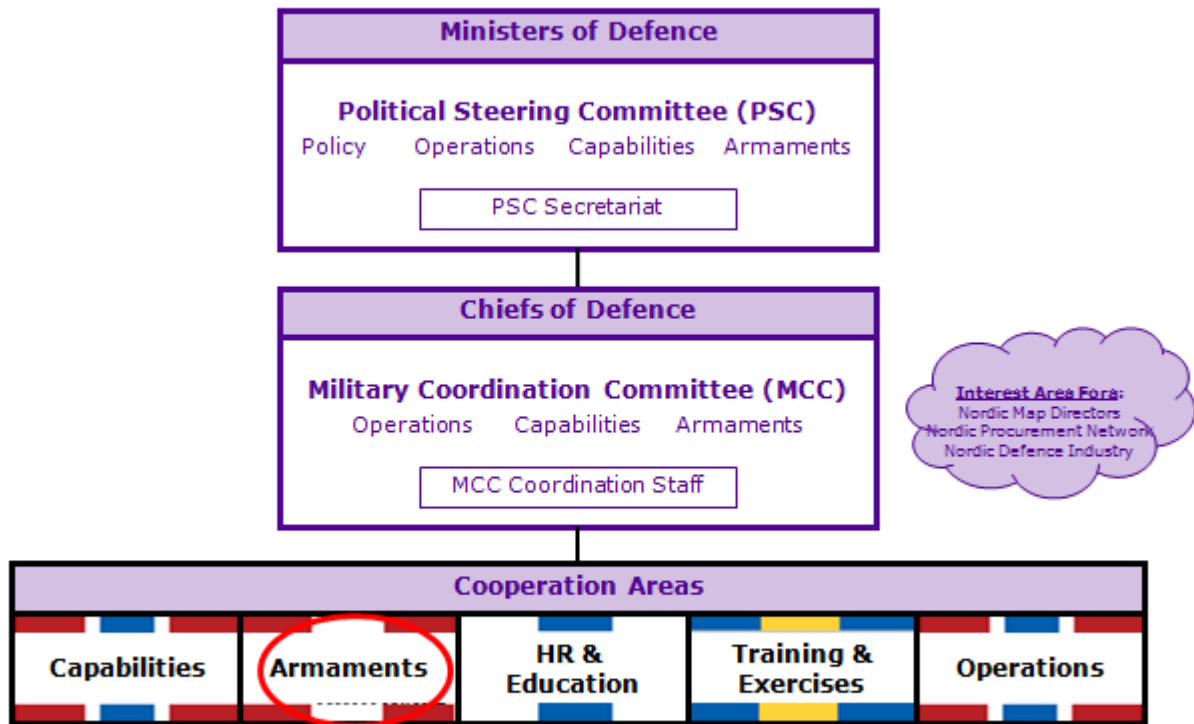
Improving Nordic Armaments Cooperation.

COPA ARMA screening process has proven to be a valuable tool to facilitate armaments cooperation and produce tangible results but the number of inputs (proposed national projects) to COPA ARMA screening process should be increased in order to unleash the latent potential for common armaments projects. The will to seek cooperation is shown in the sheer numbers of national inputs to the screening process – and that number is greatly dependent on the national processes and the national interests steering these processes.

In order to increase the number and quality of inputs, which are crucial for the work and the raison d’être for COPA ARMA, the national line organizations should be encouraged to embrace the inherit possibilities and benefits that lie within Nordic armaments cooperation. In addition, identification of national stakeholders in COPA ARMA working groups is a key factor in attracting relevant attention and management of the groups’ work and products. In essence, stronger national intent and involvement by relevant national armaments key players will improve the momentum and increase the efficiency of COPA ARMA.

COPA ARMA IN NORDEFCO STRUCTURE

The NORDEFCO Structure



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