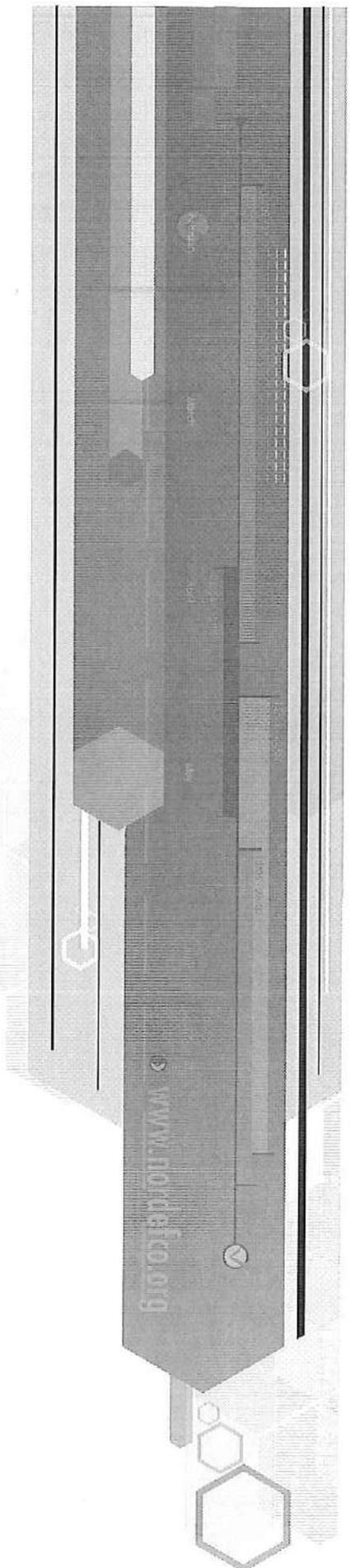


MILITARY LEVEL

annual report



www.norddefco.org

NORDEFCO
NORDIC DEFENCE COOPERATION

2010



Norwegian Armed Forces
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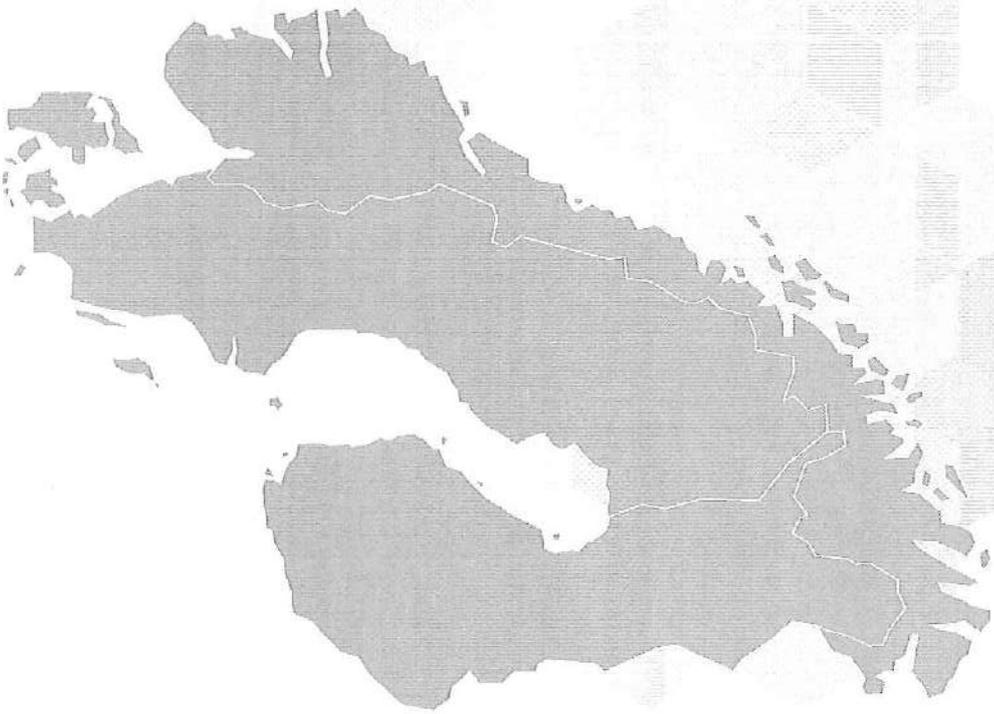
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February 2011



FSC

NORDEFCO military level annual report



A word from the MCC chairman



Arne Raksund
Rear Admiral
Chairman MCC

In December 2009 the Nordic defence ministers decided to merge NORDAC, NORDCAPS and NORDSUP into one management structure – NORDEFECO. 2010 has primarily been a year of implementation of the NORDEFECO military level structure.

The NORDEFECO reason for being is to produce national military capabilities in a more cost-efficient way by means of multinational cooperation. As cost efficiency is a driving force we stress that NORDEFECO is a structure for cooperation, rather than an organisation. The aim is to limit additional bureaucracy and to utilise the ordinary national chains of command as much as possible.

In parallel with the efforts to get the new structure operational, the legacies from NORDAC and NORDCAPS are maintained. The screening of national procurement plans, as well as preparation

courses for multinational operations continue with increased ambitions. The number of working groups and studies has been significantly reduced, allowing us to focus on the projects with the best potential, and to meet our high ambitions on cost efficiency.

Although it is satisfying to see major steps forward in the development of the Nordic defence cooperation, I realise that it takes time to obtain tangible results. Multinational cooperation is by nature a challenging endeavour, and our countries may have different priorities. Concrete results will be generated by trust, patience and joint commitment. I have, therefore, with great satisfaction, noticed the high level of commitment and trust between our Nordic colleagues.

The Nordic Chiefs of Defence have stated that the NORDEFECO formula for success is a step-by-step strategy. Early successes in smaller scale projects will build confidence and pave the way for the long term, high potential projects. We need to master the delicate balance of achieving short-term results and working patiently and consistently towards more long term perspectives.

Besides the implementation of the new management structure we have been able to produce a number of tangible results in 2010.

With regard to procurement and capability development, the Swedish-Norwegian procurement of the artillery system ARCHER and Finland's procurement of the Norwegian air defence system NASAMS are both well under way. Both are examples of cooperation based on system similarity where we expect significant savings and quality gains through common development, logistics and training.

During 2010 our increased efforts in comparing national development plans resulted in ten promising projects for long term capability development.

Regarding operations, efforts to make our transits to Afghanistan more efficient have been made, and our initiated common weekly log-flights save running costs. We have also initiated studies to consider closer cooperation on logistic support and a possible common Nordic force structure for the transition phase for ISAF in Afghanistan. The support from Swedish technicians to the Norwegian aero-medical detachment (NAD) in Afghanistan is vital for its sustainability.

Furthermore, the development in the area of training and exercises is promising. Extensive Nordic participation in the exercise Cold Response, and the fact that the exercise was held both on Norwegian

and Swedish ground as well as in both countries' air space, are good indicators that we are on the right track. The weekly training programme performed by the air wings in Bodø, Kallax and Rovaniemi is also indicative.

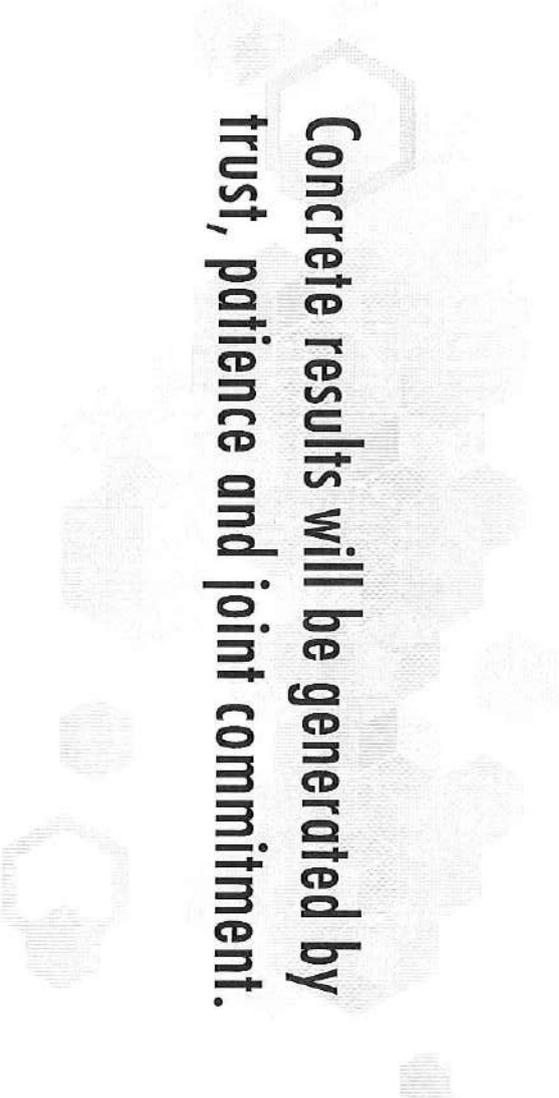
The signing of the Nordic General Security Agreement by all Nordic countries is highly appreciated, as is the exchange of officers between our headquarters; factors that facilitate smooth day-to-day cooperation.

Looking ahead, we will build on what we have achieved so far. We will now shift focus from shaping the structure to emphasise even stronger on producing results, in the short as well as the long-term perspective.

I now hand over the NORDEFCO chair to my Swedish colleague and wish the Swedish team good luck, confident that they will succeed in taking the cooperation even further.



OSLO, FEBRUARY 2011



Concrete results will be generated by trust, patience and joint commitment.

Introduction

The purpose of the Annual Report is to describe the progress made at the military level in NORDEFECO. The Report has been made on request from the NORDEFECO Policy Steering Committee. We hope that the report may prove interesting reading, not only for “insiders”, but also for audiences not working with NORDEFECO on a day-to-day basis.

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About NORDEFECO

NORDEFECO (*Nordic Defence Cooperation*) is based on a Memorandum of Understanding (MoU) signed in November 2009 between Denmark, Finland, Iceland, Norway and Sweden.

NORDEFECO is a framework for cooperation within the areas of *capabilities, policy and operations*. The purpose of NORDEFECO is to strengthen the participants' national defence, explore common synergies and facilitate efficient common solutions.

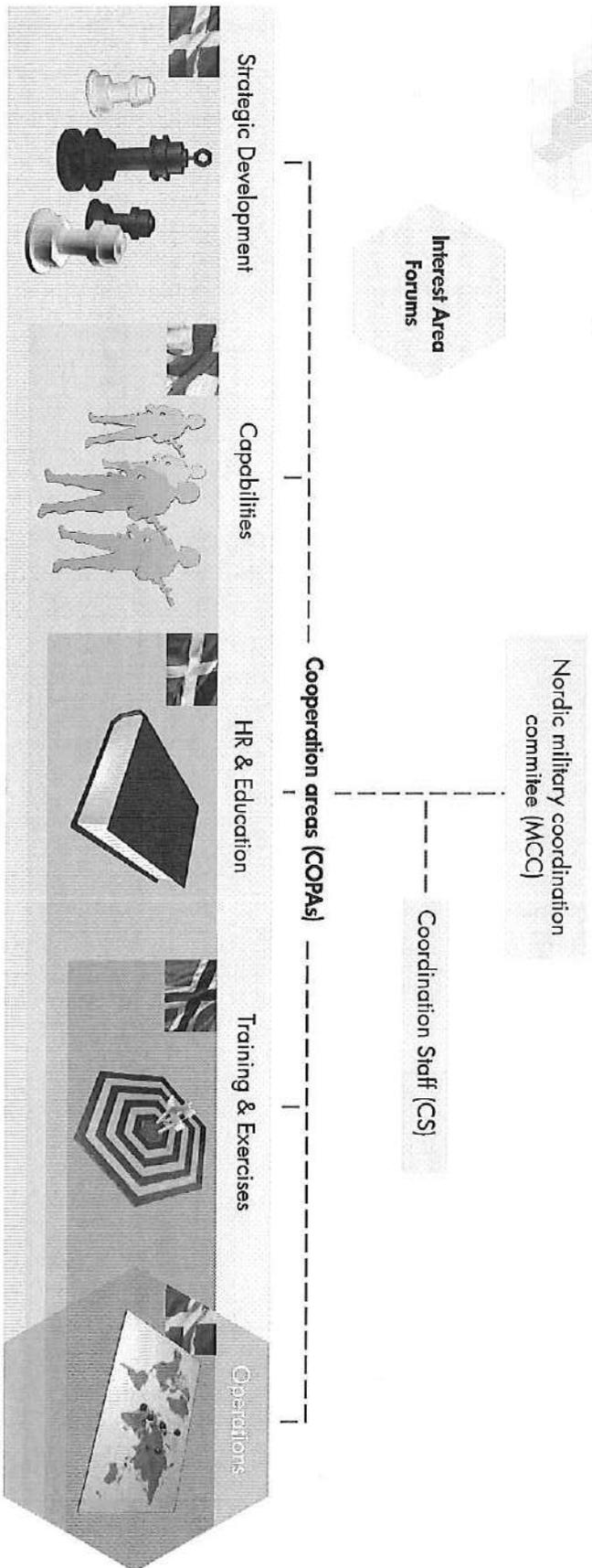
Cooperation in NORDEFECO does not challenge other forums of cooperation, but respects national security solutions and acknowledges any obligation incurred through membership in the EU and/or NATO.

The NORDEFECO Chairmanship is rotating annually. At the political level the Ministers of Defence normally meet twice a year. At the ministerial level the cooperation is managed by the *Defence Policy Steering Committee* (PSC). At the military level the *Military Coordination Committee* (MCC) coordinates, implements and monitors the cooperation and establishes required organisational structures and processes. The cooperation is divided into *Cooperation Areas* (COPAs). The COPAs are joint and interlinked, and serve as a bridge between the MCC structure and the ordinary national chains of command, thus ensuring the allocation of resources from the national organisations to activities within NORDEFECO.

NORDEFECO should be seen as a *structure for cooperation*, rather than an organizational entity. To minimize bureaucracy and duplication of work, and to make the cooperation an integrated part of daily business, implemented activities should be managed through the ordinary national chains of command.

For more information on NORDEFECO see: www.nordefco.org

NORDEFCO structure



Cooperation in NORDEFCO does not challenge other forums of cooperation, but respects national security solutions and acknowledges any obligation incurred through membership in the EU and/or NATO.

Achievements in 2010

Guidelines and tasks from the Defence Ministers, the PSC, the Norwegian chairmanship and the Chiefs of Defence provide the basis for the MCC set of *consolidated guidelines*. The achievement report relates to these guidelines.

☑ Establish NORDEFECO structures and processes

The NORDEFECO military level organisation was formally established 10 May 2010, and all NORDAC, NORDCAPS and NORDSUP activities were then transferred to NORDEFECO.

Processes facilitating international agreements and national decisions

On the international level the participants reach *agreements*. However, a decision to participate in an activity is always a national concern. Agreements in various stages of a project, therefore, need to be harmonized with national staffing and decision cycles. During 2010 considerable effort has been put into describing how this should be done, amongst other things resulting in a *Process map* and procedures described in the GUNOP (see below).

Priorities and focus - short listing projects

One of the main tasks for the COPAs in 2010 has been to evaluate the potential of the inherited portfolios of previous studies, projects and working groups. Prioritization, merging and termination have significantly reduced the number of activities and working groups, allowing us to focus on high-potential projects and to meet our standards on cost efficiency.

By the end of 2010 NORDEFECO covered 53 studies and projects. In comparison, NORDAC, NORDCAPS and NORDSUP accounted for 117 activities in 2009.

Exchange of staff officers

In 2010 the decision to exchange personnel was put into effect and Finland, Norway and Sweden now have posted staff officers in each others head quar-

ters or Ministries of Defence. This arrangement facilitates the day-to-day cooperation. Sweden and Norway have also exchanged officers working with Research and Development (R&D), and one Swedish officer is posted at the Norwegian operational headquarters in order to facilitate cooperation on operations and training.

New agreements for improved cooperation

In 2010 all the parties signed the new *General Security Agreement* that simplifies the exchange of classified information, visits etc.

An agreement on disclosure and use of information, liability and related Issues has been developed and will among other things regulate Intellectual Property Rights (IPR). A close related project is the *Reduced Bureaucracy in Cross Border Activities* project described below.

Prioritization, merging and termination have significantly reduced the number of activities and working groups, allowing us to focus on high-potential projects and to meet our standards on cost efficiency.

The Nordic defence cooperation covers all defence related issues and the main part is run by the national chains of command.

From idea to activity

COPA-structure and ordinary chain of command

Activities in NORDEFECO are defined as *studies, projects* and *implemented activities*. A study develops and makes cost-benefit analyses on possible cooperation. A project is, in this context, the activities necessary to make suggested cooperation ready for implementation. The cooperation areas, COPAS, are responsible for studies and projects within their area of responsibility. The studies and projects are undertaken by *working groups*.

In order to eliminate overlapping structures and make the Nordic cooperation an integral part of daily business, projects ready for implementation are handed over to the normal national chains of command. We have numerous cooperation activities ongoing, on all levels, between the Nordic countries. They are managed by normal chains of command, not by the MCC-structure.

Staff tools and procedures

The Coordination Staff (CS) is the staff element for the MCC, supporting the various COPAs. In 2010 the CS has developed a number of tools in order to set the procedures for NORDEFECO and to facilitate the work:

Guidelines for NORDEFECO Military Level Operating Procedures (GUNOP) have been developed and implemented in 2010. GUNOP is a handbook that describes responsibilities and procedures, and provides useful templates.

Since the CS is geographically dispersed a Share Point (computer software for collaboration and sharing of information) solution called *Allvis* has been implemented, allowing convenient sharing of unclassified information.

Priorities and timing of activities are found in the *Action Plan*, describing deliveries and timelines for the various bodies attached to the MCC. The Action Plan is revised annually.

A challenge faced in 2010 is that the countries have various standards for calculating costs, making it difficult to establish a common current *base line* (how much does it cost today) in studies. The meth-

od *team* attached to CS initiated a project in 2010 to develop reference cards with standardized input for calculations. This work which will be finalized in 2011 will both simplify evaluations and enhance quality.

Enhance cooperation in ongoing NATO and EU led operations

NATO operations

The agreement between Norway and Sweden regarding Swedish technicians' support to the *Norwegian Aeromedical Detachment (NAD)* in Meyrmaneh has proven vital for its sustainability.

The common pre-deployment training of personnel to the *Observation Monitoring and Liaison Teams (OMLT)* has also proved to be valuable in building a potent Afghan National Army.

Study

Project

Implemented activity

----- Run by MCC/COPA-structure -----  ----- Run by ordinary chain of command ----- 

Finland, Sweden and Norway operate common weekly log-flights to Afghanistan, an arrangement that saves running costs for all three countries.

A common Nordic force structure for the upcoming transition phase in ISAF (Afghanistan) is under evaluation.

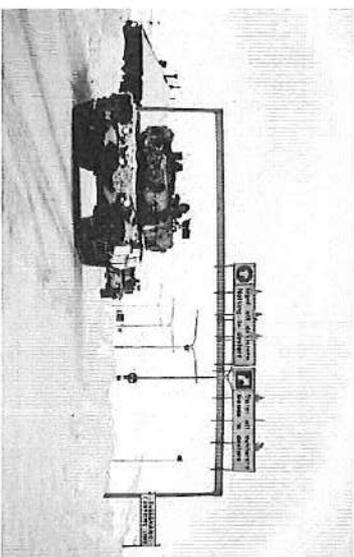
In 2011 studies will continue regarding the possible establishment of a common logistic hub in the Middle East, where Bahrain, Oman and the United Arab Emirates (UAE) are alternatives under consideration.

EU Operations

The Nordic EU Battle Group (NBG) is on stand-by as of 01 January 2011 until 30 June 2011. A multinational battle group on stand-by status requires a considerable amount of preparatory work, guidance and agreements. The experiences from NBG 2008 have therefore proved valuable.

☑ Explore potential for common deployments to a UN operation

A report presented in 2010 discusses cooperation on troop contributions to UNMIS (Sudan) and UNIPIL (Lebanon) as well as *Security Sector Reform* and capability building measures. The report concludes that there is potential for a Nordic contribution. However, economic realities and heavy commitments in both ISAF and the NBG make a common contribution in 2011 less likely. Provided that the NBG is not activated in 2011, a contribution to the UN in 2012 is possible.



A Norwegian Leopard II entering Sweden during Cold Response 2010.

☑ Enhance cooperation in cross-border training and exercises

Air Wing cooperation in the High North sets the standard for NORDEFCO

The air wings in Bodø, Kallax and Rovaniemi conduct common exercises on a weekly basis. In 2010, 48 training sessions were conducted and 64 are being planned for 2011. Systems for joint briefings and de-briefings, as well as simplified authorization procedures have been implemented.

Possible cross-border training in the South

The study *Cross-border training – South*, is currently being conducted with the aim of determining whether cooperation similar to that in the High North could be established in the southern part of Scandinavia. The ambition is also to include Army and Navy units.

Mine Counter Measures Warfare (MCM) and naval diving Cooperation on naval Mine Counter Measures Warfare (MCM) and naval diving is ongoing, and new studies are evaluating how cooperation can be further enhanced.

Combined Joint Nordic Exercise Programme

The project *Combined Joint Nordic Exercise Programme* (CJNEP) was launched in 2010. Initially, the project aims at listing relevant exercises in Denmark, Finland, Norway and Sweden in order to provide a basis for cooperation. In later stages the ambition is to find forms for even closer cooperation on training and exercises.

Reduced bureaucracy in cross-border activities

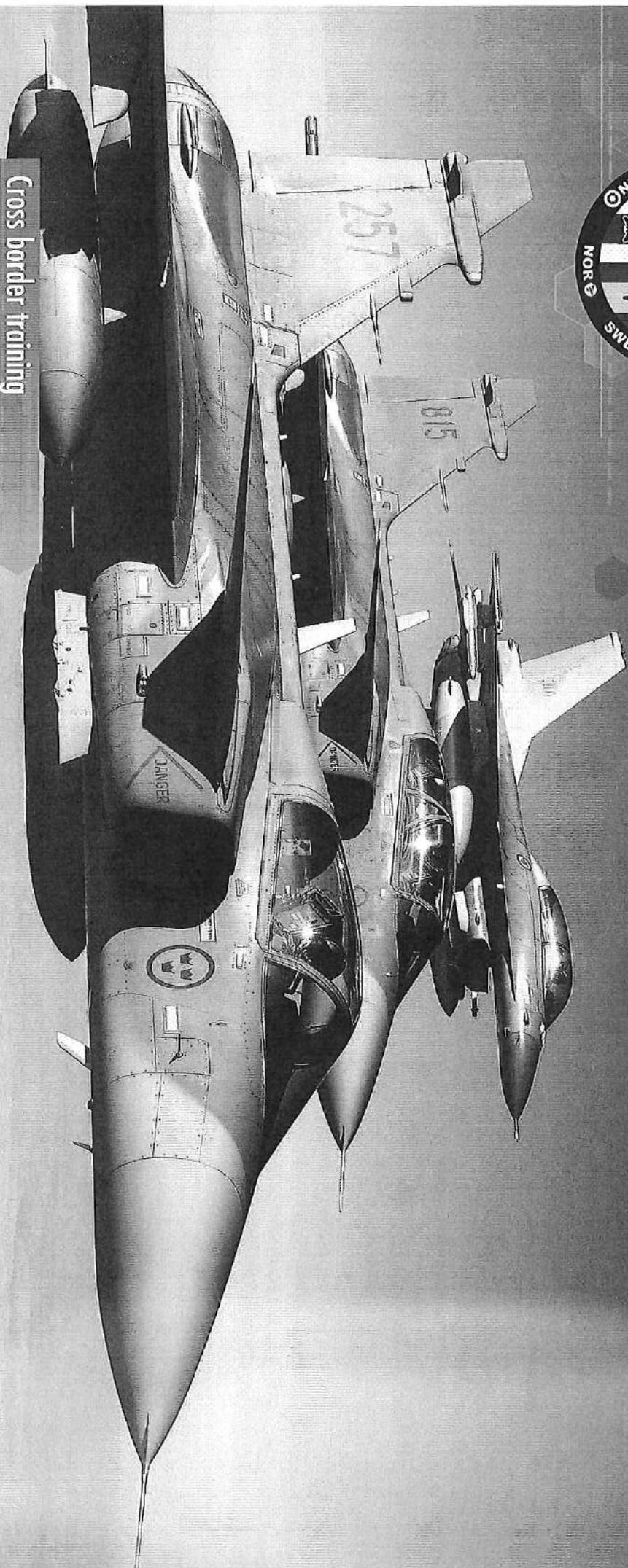
The aim of the *Reduced bureaucracy in cross-border activities* project is to simplify the regulations and procedures concerning cross-border activities.

The vision is that it should not be more complicated to prepare and conduct activities inter-Nordic than if they were conducted in own country, by own forces. A more realistic benchmark is to have the same level of complexity as if they were conducted in a NATO-frame work. In 2010 and 2011 the project focuses on reciprocal hosting and visiting regulations and procedures during training and exercises. In later stages regulations and procedures concerning flow of logistics, common procurements and force contributions to multinational operations, will be addressed.



Cross border training

The Air Wing training exchange programme in the High North is an excellent example of a cost reducing, quality enhancing cooperation. The contribution of four fighter jets each allows realistic scenarios with up to twelve air planes. The area provides excellent conditions for training on air-air, air-ground and ground-air scenarios, including live firing. A common video conference system allows joint briefings and de-briefings.



Develop extended and sustained logistic support solutions for future operations

A study has been initiated to explore possibilities for extended and sustained Nordic logistic support solutions for future operations, including the development of a common Joint Logistic Support System. The study has been designed to employ the *Battalion Task Force 2020* (BNTF)-project (see the *COPA Capabilities chapter*) as a test-bed from which developed capabilities can be taken into wider use. A preliminary study will be submitted by June 2011. In further phases joint aspects will be addressed.

Analyse Armed Forces' development plans

The Nordic countries have compared their *Armed Forces' structure development plans* in order to find

common ground for long term capability development. This activity has resulted in ten promising projects. Further steps include screening the countries' *NATO force- and Partnership goals* in order to identify areas where a common approach to capability development could be beneficial.

Identify opportunities to strengthen Nordic armaments and defence industrial cooperation

Armaments – promising possibilities from the screening of procurement plans
 During spring 2010 the annual screening process was conducted by comparing the members' national procurement plans. A total of 31 hits were identified out of 79 possible projects. From this work, seven new groups will be set up in 2011.

The common procurement of the Swedish-Norwegian artillery system, ARCHER, is well underway. Significant savings are expected both on acquisition and life cycle cost.

Furthermore, Finland's procurement of the Norwegian air defence system, NASAMS, makes an excellent basis for mutually beneficial cooperation on all areas related to the system. The possibility for cooperation on procurement of support vehicles for the Swedish and the Norwegian armies has also been investigated.

The former NORDAC-activity of screening procurement plans is being continued within the *Acquisition and life cycle support* (ALCS) – framework, organised under COPA Capability. While COPA Capability has the overarching task of finding new possibilities



ARCHER

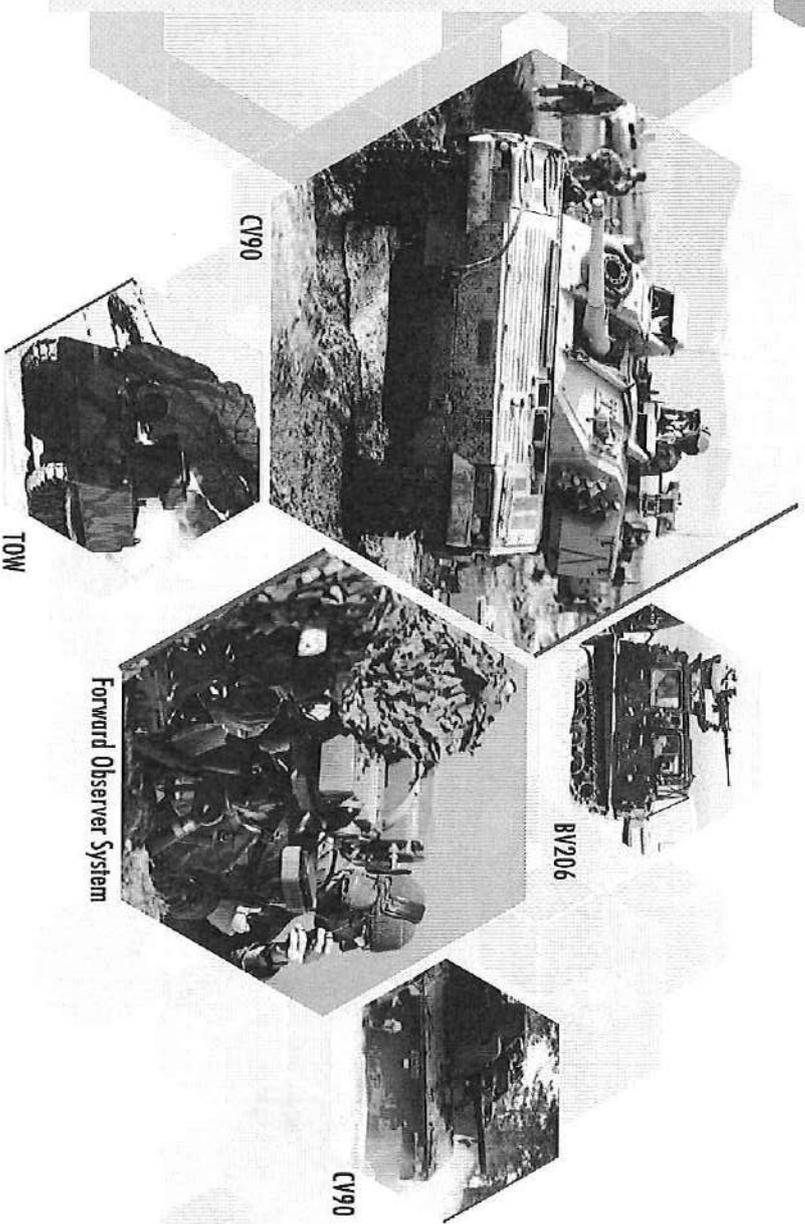
The field artillery system Archer: A good example of system similarity, enabling significant savings and quality gains by common development, logistics and training. Calculations made by the Swedish Headquarters estimate savings in the region of 50 million Euros for each country, as an effect of sharing the burdens of development cost, acquisition and life cycle support. The future possible savings on common training, logistics, operations etc. are not brought into this calculation, and will come as extra bonuses.

for common capability development, ALCS focuses on possibilities for cooperation on procurements stated in current national plans.
Defence industrial cooperation
 The work to facilitate Nordic defence industrial cooperation is primarily a task for the policy level of NORDEFCO and is therefore not further elaborated in this report.

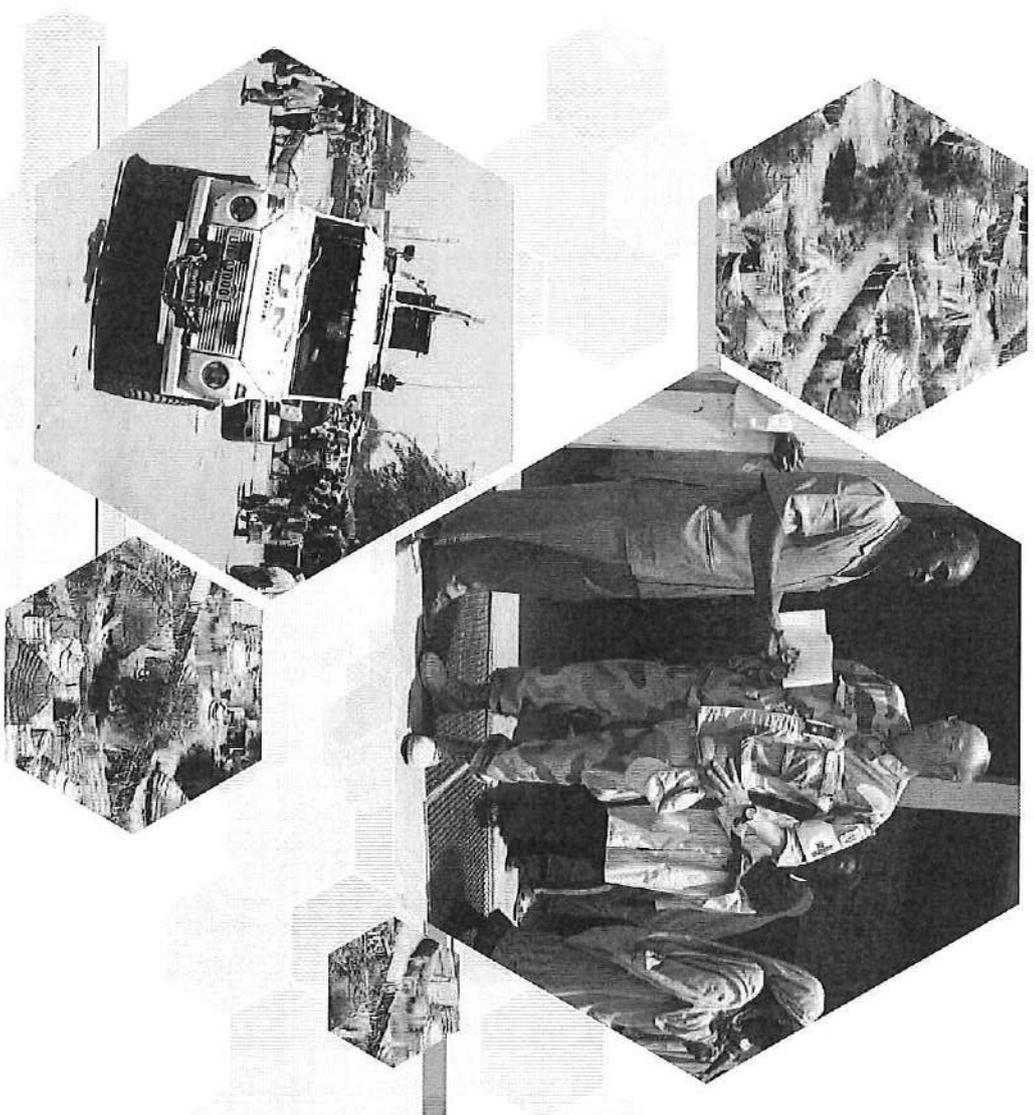
Joint procurement saves money

By joint procurements, as a result of the screening process in NORDAC, savings related to procurement and life cycle support exceeding 80 million Euros, (in 2010 currency value), have been made. A few examples are:

- Joint procurement of the anti-tank missile, TOW, saving 1M each.
- Common testing and procurement of the all terrain carrier BV 206, saving 1M annually on Life Cycle Support and coordinated exchange of loads saving another 5M.
- Harmonized requirements, shared development and joint procurement of a Forward Observer System, saving some 3M each.
- Add-on shelter for Combat Vehicle 90, saving 1M each.



Cooperation on procurement is core business for NORDEFCO and we will now increase our efforts to explore its potential.



 **Capacity Building in East Africa and Nordic-Baltic cooperation**

Capacity Building in East Africa

A five year perspective plan has been presented for the common Nordic efforts to support EASBRICOM (East Africa).

A fact-finding trip has been conducted to Rwanda, resulting in input to the Defence Ministers' discussion on the possibility to support Rwanda in establishing a *Rapid Deployment Capacity (RDC)*.

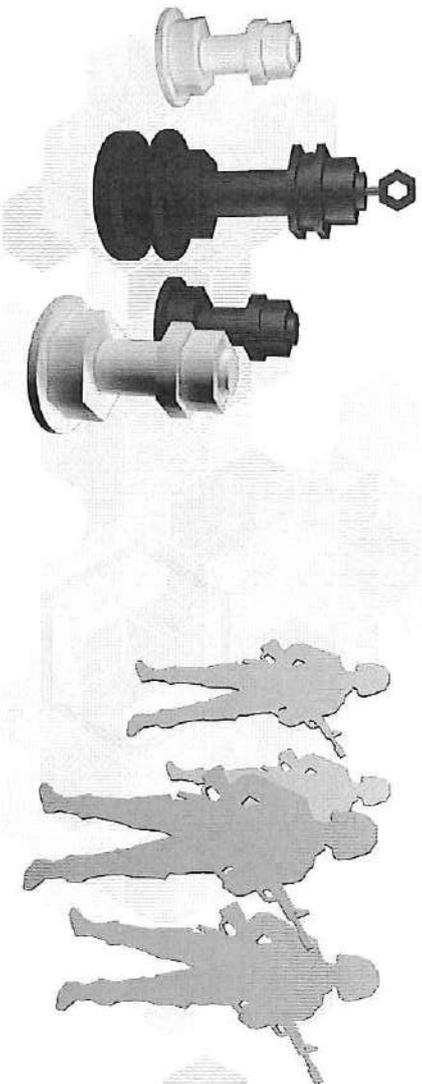
Nordic-Baltic cooperation

Several countries have expressed their interest in the development of NORDEFCO. At their November 2009 meeting, the Nordic-Baltic Defence Ministers agreed to explore the potential for deepening the Nordic-Baltic cooperation. In the spring of 2010, the Norwegian chairmanship arranged an informal meeting with representatives from the Baltic States. On 10 November 2010, the ministers endorsed a set of principles and criteria for a mutually beneficial cooperation, on a case-by-case basis, and Estonia, Latvia and Lithuania were invited to participate in the cooperation-projects on *ADL, gender and veteran issues*, and to continue the dialogue on future possibilities.



Overview of activities run by the COPAs

The list provides an overview of the studies, projects and working groups managed by the COPAs. It is again worth mentioning that the Nordic cooperation comprises hundreds of other activities in a wide range of scope. They are, however, run by the normal chains of command and are therefore not listed here.



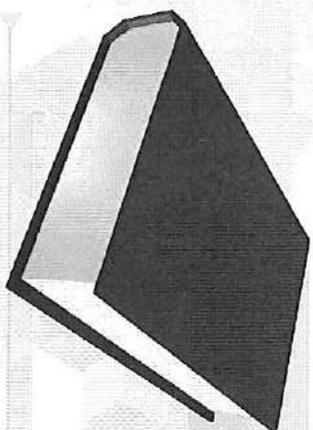
COPA Strategic Development

1. Common approach in strategic analysis and future capability gaps
2. Study on Afghanistan
3. Analysis of existing research and technology cooperation
4. Technology forecast cooperation
5. Activities suitable for research and technology (R&T) cooperation
6. Concept Development and Experimentation (CD&E) courses
7. Concept Development and Experimentation (CD&E) Handbook
8. Exchange of Concept Development and Experimentation (CD&E) Officers
9. Development of national NATO/COPD

COPA Capabilities

1. Air Surveillance
2. Intelligence, Surveillance and Reconnaissance (ISR)
3. Land surveillance
4. Information infrastructure
5. Long Range Precision Engagement (LRPE) Battalion Task Force 2020 (BNTF 2020)
6. Ground Based Air Defence (GBAD)
7. Countering Improvised Explosive Devices (CIED)
8. Future Mine Counter Measures (MCM)
9. Joint Logistic Support System (JLSS)
10. Joint Logistic Support System (JLSS)

The Nordic cooperation comprises hundreds of other activities.



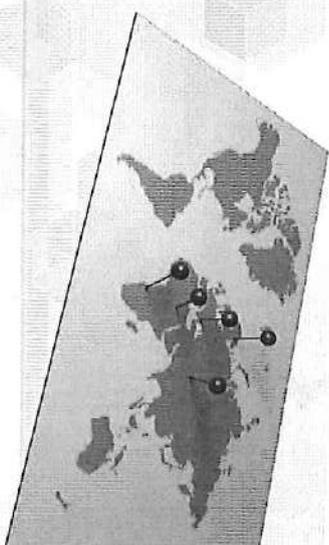
COPA Human Resources and Education

1. Gender-Centre
2. Veteran Issues
3. Advanced Distributed Learning (ADL)
4. Foreign Language Issues
5. Technical Educations
6. Vocational Educations
7. Working Group Peace Support Operations (PSO)
8. Flag Officers' Course



COPA Training & Exercises

1. Project TACEVAL Air
2. Project Naval Mine Counter Measures (NMC/M)
3. Project Lessons Learned
4. Project Surface to Air Live Firing
5. Project Combined Joint Nordic Exercise Programme (CJNEP)
7. Study Naval Navigation
8. Study Naval Diving Study Cross Border Training - SOUTH



COPA Operations

1. Working Group Operations
2. Working Group Logistics
3. Working Group Movement and Transportation



Reports from the Cooperation Areas

The presentations below are brief summaries of the annual reports presented by the COPAS. The complete reports are available through the CS.



COPA Strategic Development (SD)

COPA SD is a cooperation forum for issues related to strategic and long-term defence planning and research & development cooperation.

1. Common approach in strategic analysis and future capability gaps

The project aims at analysing the possibilities for a common development of the *baseline* (strategic trends and other factors influencing the planning) for long term defence planning. The participating countries have agreed to focus on methodology regarding scenarios and future capability gaps. The work will also include a report on military-strategic and operational level trends and challenges, planned for completion in 2013.

National processes have been described and compared. A report on mutual

Nordic strategic interests was issued in September 2010. A matrix of capability gaps is being developed. Cooperation with COPA CAPA has been initiated.

A status report will be issued in February and the final study will be presented to the MCC in September 2011.

2. Study on Afghanistan

A study analysing various aspects of the situation in Afghanistan was presented to COPA SD in August and has been distributed to the COPA countries. The study is the first in a planned series of annual studies, and in early 2011, suggestions for similar studies will be presented to the MCC.

3. Analysis of existing research and technology cooperation

The project aims at establishing an overview of ongoing research and technology cooperation between Nordic countries in research and technology projects run by EDA or NATO.

Nordic cooperation in 43 NATO and 20 EDA projects was identified, showing the existence of broad and intensive international collaboration. The fact that the collaboration also involves other European countries, clearly underlines the fact that forefront science and technology is based on international networking.

The list of projects with Nordic membership will be updated annually.

4. Technology forecast cooperation

Technology Forecast is an essential basis for long term defence planning as well as for acquisition plans. The extent of a possible cooperation is still to be analysed, but could be handled in the normal planning process.

The development program will reduce costs, speed up tempo and facilitate the incorporation of NATO/UN/EU-influences into national command & control development on the operational level.

The aim with the study is to explore possibilities for deepened cooperation. An analysis of present methods and processes in the countries has been initiated and a report with a suggested action plan is to be presented in March 2011.

4. Technology Forecast cooperation

Technology Forecast is an essential basis for long term defence planning as well as for acquisition plans. The extent of a possible cooperation is still to be analysed, but could be handled in the normal planning process.

The aim with the study is to explore possibilities for deepened cooperation. An analysis of present methods and processes in the countries has been initiated and a report with a suggested action plan is to be presented in March 2011.

5. Activities suitable for research and technology (R&T) cooperation

The aim is to identify opportunities for close R&T-cooperation.

Feasibility studies have been executed in the field of CBRN (Chemical, Biological, Radiological and Nuclear), RCS (Radar Cross Section) testing, Mobil Communication and IT-security, Soldier Equipment, Electro- Optical sensors including laser, Physiological/Psychological Traumatology, Combat modelling and Strategic analysis.

The ambition is to make the ongoing cooperation between the *Nordic Research Directors* closely linked to, and partly coordinated with, the work in COPA SD Sub-Area R&T, in order to optimize efforts and resources.

The Research Directors' meeting, with participation from COPA SD, will assess and decide on the way ahead for the different topics mentioned above. During the first half of 2011, suggestions for new cooperation areas may yield results, and subsequently be implemented in the R&T plans for 2013.

6. Concept Development and Experimentation (CD&E) courses

Through common courses, the Nordic CD&E-community can gain increased knowledge at a lower cost than through separate training programs. The CD&E-courses are being arranged in cooperation with the Swedish National Defence College.

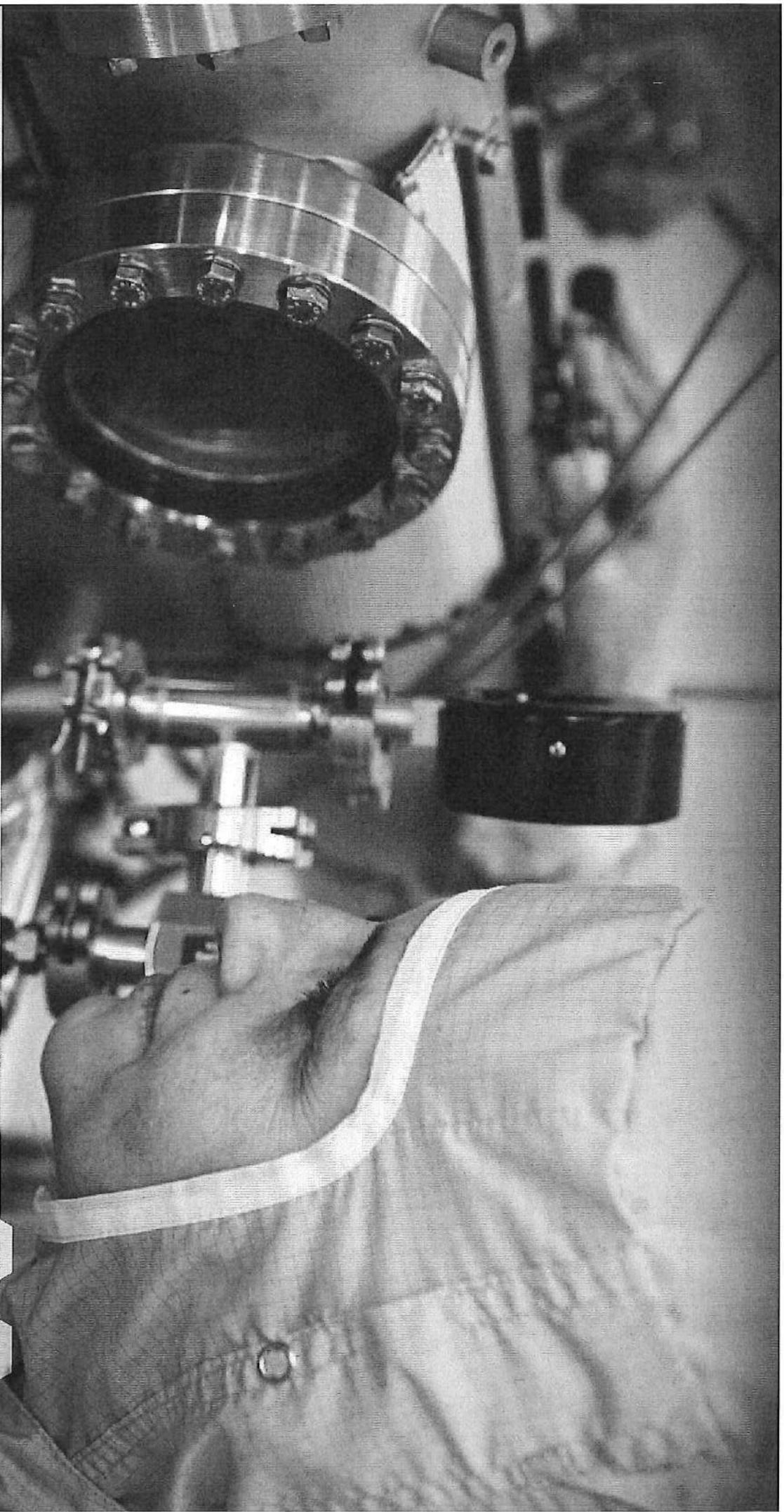
Already during their first years, the common CD&E-courses have led to actual savings. They create a common base for further cooperation. This initiative will expand to include a one-year academic level CD&E course. Offering common courses also to non-NORDEFCO countries may reduce costs even further.

7. Concept Development and Experimentation (CD&E) Handbook

The aim is to publish a common handbook on CD&E, in English, also serving as a NORDEFCO CD&E methodology document. A first version was issued in 2009 as a Swedish-Norwegian document. A translation to English is already underway. Version 2.0 is planned for release in 2011, with Finland and possibly also Denmark as partners.

8. Exchange of Concept Development and Experimentation (CD&E) Officers

The aim of exchanging CD&E officers is to increase the transfer of knowledge, smoothen day-to-day cooperation and boost Nordic cooperation.



Joint research and development

One Norwegian officer was posted at the Swedish CD&E establishment FMKE during 2010. The process to attach a Swedish CD&E officer to NOBLE in Bode will soon be finalized.

The exchange programme will not primarily reduce costs, but the effect of knowledge transfer is expected to generate a higher value, although hard to quantify.

9. Development of national NATO Comprehensive Operations Planning Directive (COPD) Sweden and Norway have started a bilateral project on how to develop and adapt the new NATO COPD for national needs, based on the experiences from previous cooperation in *Multi National Experimentation (MNE)* on *Effects Based Approach to Operations (EBAO)* and *Comprehensive Approach (CA)*.

The project is ongoing and will deliver national adapted instructions in the second half of 2012. Norwegian participation in CD&E activities during exercise *Viking II* is planned.

The development program will reduce costs, speed up the process and facilitate the incorporation of NATO/UN/EU-influences on national command & control development on the operational level.

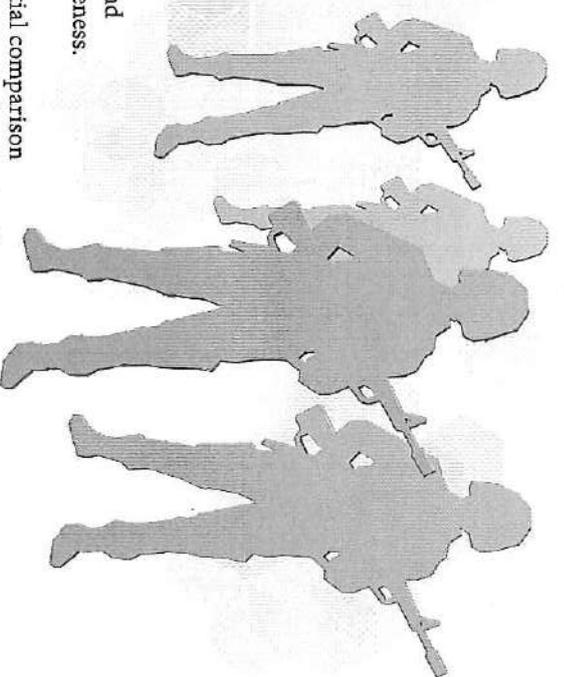
All COPA-countries are invited to join the activity. Further development of the Comprehensive Approach-parts of the project will be initiated during 2011, after approval from the MCC.

COPA CAPA explores the whole area of Information Infrastructure in order to find cost and operationally efficient solutions:



COPA Capabilities (CAPA)

COPA CAPA aims at addressing development plans and processes in order to identify areas for co-operation. Based on common requirements, COPA CAPA will identify projects with the intent of reducing total costs and promoting operational effectiveness.



COPA CAPA conducted an initial comparison of the individual national development plans during the spring of 2010. A list of *Top ten* capability initiatives was identified during the summer of 2010. The studies are expected to commence in early 2011.

A further step will be to screen the countries' commitments according to NATO force- and partnership goals, to identify areas for a common approach to capability development.

The former NORDAC-activity of screening procurement plans is being continued within the *Acquisitions and Life Cycle Support (ALCS)* – framework, organized under COPA CAPA.

The Top ten capability initiatives

1. Air Surveillance

The scope is to perform a feasibility study on Air Surveillance in a broad context, with the aim to achieve better situational awareness, and to enhance cost efficiency and operational capability. This includes the investigation of possibilities for common acquisition of air surveillance- sensors beyond 2020.

A preliminary report will be presented in June 2011 and the final study will be submitted in December 2011.

2. Intelligence, Surveillance and Reconnaissance (ISR)

The aim is to develop more effective ISR-systems for use in operations abroad and for national defence. The ISR-systems should provide more efficient ways of supporting collection, analysis, and dissemination of information; for joint, combined and single service operations at operational and tactical levels.

A preliminary report will be presented in June 2011 and the final study submitted in December 2011.

3. Land surveillance

The aim is to develop an interoperable and cost-effective *land surveillance* capability for use in operations abroad and for national defence.

A preliminary report will be presented in June 2011 and the final study will be submitted in December 2011.

4. Information infrastructure

The aim is to explore the whole area of *information infrastructure* in order to find cost and operationally efficient solutions. The study covers all means of communication such as fixed communication lines, radio links, tactical data links and satellites.

A preliminary report will be presented in June 2011 and the final study will be submitted in December 2011.

5. Long Range Precision Engagement (LRPE)

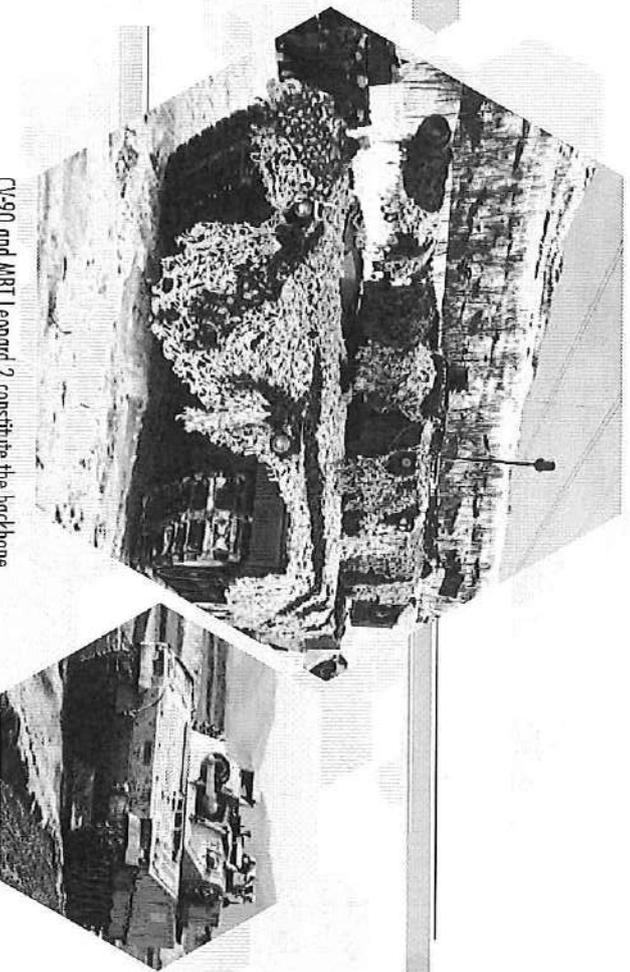
The aim is to achieve maximum operational effect and cost effectiveness by investigating and harmonizing the national requirements for *long range precision engagement* capabilities.

A preliminary study will be reported by June 2011 and the final study will be submitted by December 2011.

6. Battalion Task Force 2020 (BNTF 2020)

The study was initiated as *Mechanized Battalion 2020*, exploring possibilities for systems harmonization and ways of ensuring cost beneficial production of mechanized battalions beyond 2020. After decision from the Nordic Chiefs of Defences the study was somewhat refocused and renamed.

The aim is to harmonize the requirements for the next generation of battalion task force, in order to ensure optimum operational effect and cost benefits. The study is to recommend how to generate a *generic* Nordic battalion structure, which can be deployed in whole or in segments, in national or multinational missions along the whole conflict scale.



CV90 and MBT Leopard 2 constitute the backbone of the Nordic mechanized battalions, thus providing a good foundation for a deepened cooperation.

A synopsis of common concepts and requirements will be reported by June 2011. The operational concept for the battalion task force will be reported by December 2011. The final report will be submitted to COPA CAPA in December 2012.

7. Ground Based Air Defence (GBAD)

The aim is to investigate the cost benefits and operational gains from cooperation between two or more countries on procurement, further development, use and life-cycle support of a common GBAD-system and sub systems.

A preliminary report will be presented in June 2011 and the final study submitted in December 2011.

8. Countering Improvised Explosive Devices (C-IED)

The aim is to develop and implement a (standing) *Nordic approach, working relations and procedures* on C-IED. The project covers procurement, training and procedures for the best possible countermeasures against the threat from IED, and to improve combat effectiveness, interoperability, survivability and sustainability in operations.

The C-IED working group will continue meeting every three months and facilitate working relations within ordinary chains of command. The C-IED Group reports to COPA CAPA twice a year.

9. Future Mine Counter Measures (MCM)

The aim is to establish a platform for a possible common procurement of the next generation naval MCM-systems.

10. Joint Logistic Support System (JLCS)

The aim is to develop more effective Joint Logistic Support Systems, for use in international operations as well as a part of national defence. In the first phase the study will develop a generic concept from today's experiences. In the second phase the *BNTF 2020-project* will be used as a test-bed for developing capabilities for further refinement and wider use. In later phases joint aspects will be addressed.

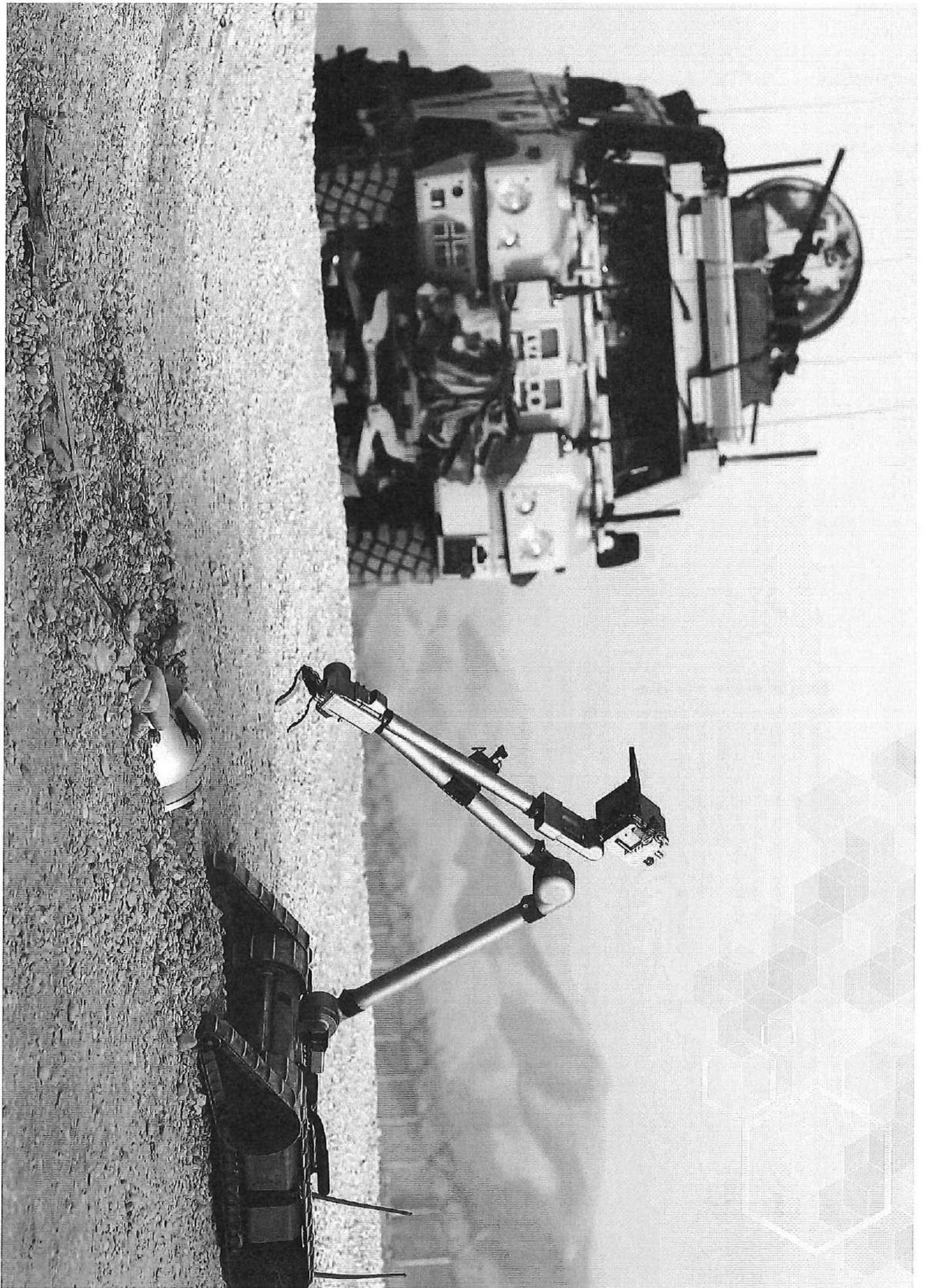
A preliminary study will be reported by June 2011. The final study will be submitted by December 2011.

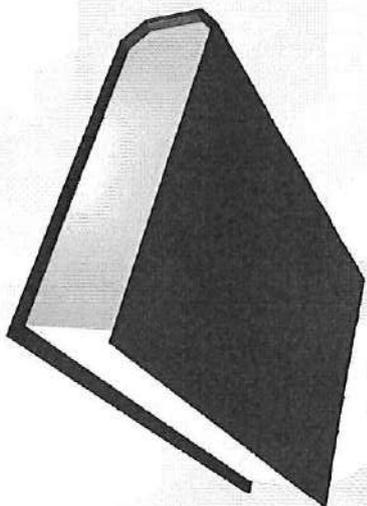
Capabilities Implemented Activity on Acquisition and Life Cycle Support (ALCS)

COPA CAPA has shortlisted 45 activities inherited from NORDAC leaving 15 to be continued:

1. All-terrain carrier 206
2. Artillery Hunting Locating Radar (ARTHUR)
3. Biological Warfare Detector Demonstrator
4. Containers and Container Equipment
5. Electric Power Sources
6. Environment and Hazardous Materials
7. Hard Kill-Defence Aid Suite
8. Leopard 2, Main Battle Tank
9. Military Clothing
10. Naval Mine Clearance II
11. NATO Codification
12. Nordic Private Public Partnership (PPP)
13. PPP Ammunition supply and life cycle management
14. Tactical Data Link
15. SAP

Training and procedures for the best possible countermeasures against the threat from IED, and to improve combat effectiveness, interoperability, survivability and sustainability in operations.





A driving force for establishing a common gender centre is the Nordic commitment to UN Security Council Resolution 1325 (2000) on Women, Peace and Security.

COPA HR&E aims at exploring qualitative and cost efficient solutions in the HR and education domains as a contribution to increased operational effect.

COPA Human Resources and Education (HR&E)

1. A common Nordic centre on Gender-competence in military operations

A report delivered in 2010 recommends the establishment of a Nordic centre for gender competence in military operations. The centre is to develop concepts and mandates for gender sensitive operations, facilitate/conduct training and education of key personnel, compile lessons learned and carry out evaluations of gender sensitive operations. Recommended location is Sweden, with a planning horizon of seven years. A driving force for establishing a common gender centre is the Nordic commitment to UN Security Council Resolution 1325 (2000) on *Women, Peace and Security*.

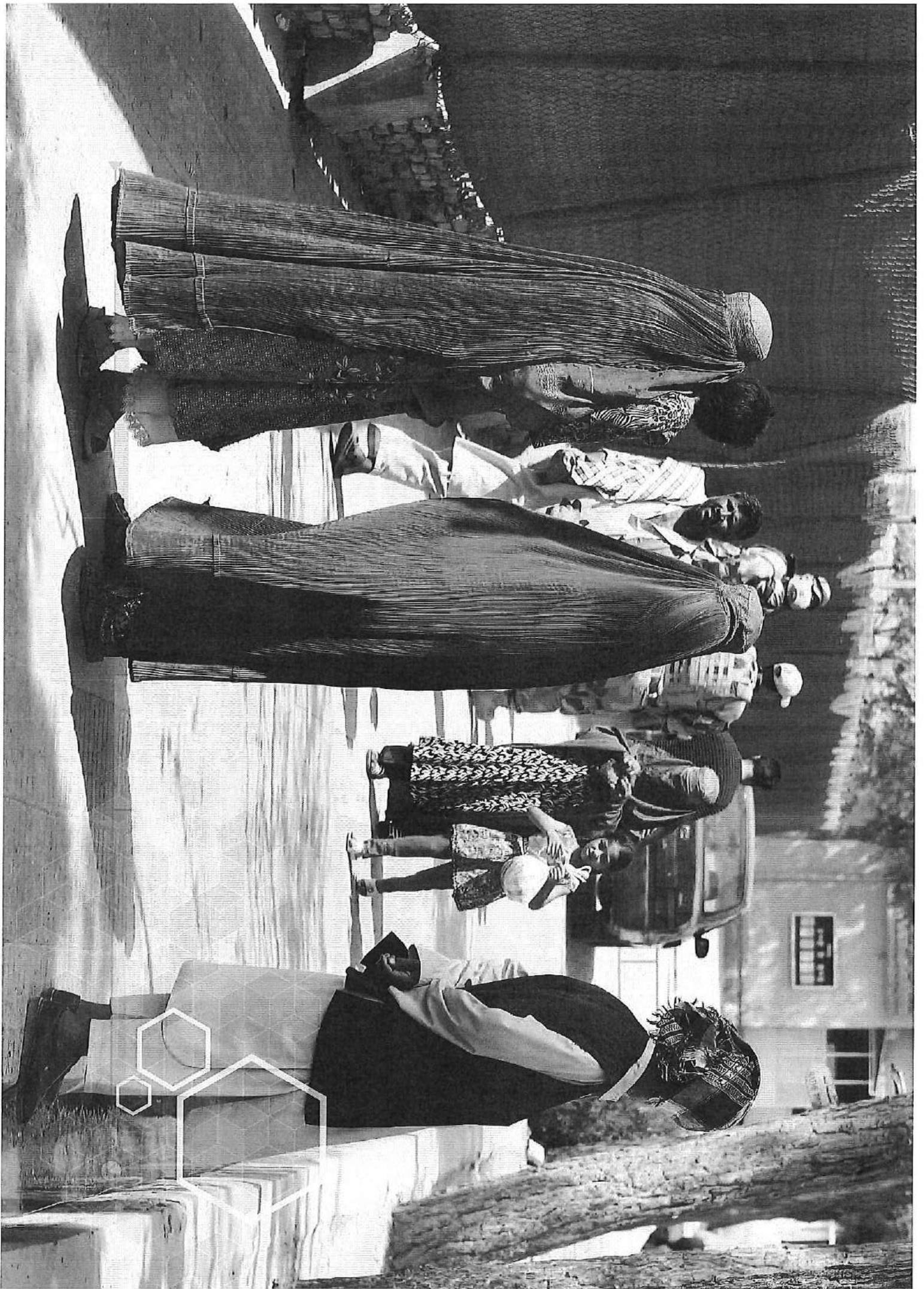
A Swedish led project team has been set up to lead the implementation. Representatives from Denmark, Norway and Finland are to be designated.

Estonia, Lithuania and Latvia have been offered participation in the activity.

2. Cooperation on Veteran related issues

The project aims to improve the follow-up of personnel after completed mission. This issue is high on the Nordic defence ministers' agendas. On directives from the PSC, the MCG has tasked COPA HR&E to explore possibilities for cooperation on veterans' issues. COPA HR&E has suggested the following topics to be further pursued:

- Research and development
- Home-coming programme
- Rehabilitation programme and centres
- Insurance and compensation
- Pre-mission training
- Recognition/acclaim/appreciation
- General exchange of information
- NGOs (facilitate a Nordic NGO meeting)
- Veteran centre (network)
- Veteran administration



The countries have agreed to initially focus on *General exchange of information and Research and development*.

Estonia, Lithuania and Latvia have been offered participation in the activity.

3. Common Nordic centre on Advanced Distributed Learning (ADL)

ADL is a computer based method for flexible and effective education. The task for the WG has been to explore possible cost-reductions and quality gains, enable synergies and increase the competence within NORDEFCO.

The report delivered in 2010 recommends the establishment of a joint Nordic ADL centre in Oslo. This centralised solution is assessed to be the most cost efficient of the explored alternatives, and will provide a robust and competent environment of specialists, and provide more and better courses at a lower cost. The centre is planned to be manned with a staff of ten people, where Sweden and Finland contribute with three staff members each.

A Norwegian led project team will be set up during 2011 to prepare a feasible implementation of a common Nordic ADL-centre, which could be operational in 2013.

Estonia, Lithuania and Latvia have been offered participation in this activity.

4. Cooperation on Foreign Language Issues

The overall aim is to raise quality and reduce costs on foreign language related issues by cooperation. The working group has been tasked to explore the possible effects of:

- Establishment of common language testing/training/education regimes
- Common interpreter training/education
- A Nordic pool of trained interpreters for rapid deployment

A first report will be submitted to the MCC in August 2011.

5. Cooperation on Technical Educations

The study examines the potential for cooperation on technical training in general, but has an emphasised focus on technical maintenance training on common equipment.

6. Cooperation on Vocational Educations

The aim is to harmonise the broad spectrum of vocational courses in the armed forces between the countries, resulting in a Nordic catalogue of professional and technical courses. Three pilot courses have been arranged in 2010. A report will be submitted to the MCC in August 2011.



7. Common training for Peace Support Operations (PSO)

Project PSO is a legacy from the former NORDCAPS PSO-education. The project is now an *implemented activity* and has been transferred to the national chains of command.

The role for the COPA HR&E management is to monitor the PSO WG activity in accordance with the *Terms of Reference (ToR)*.

8. A common Flag Officers' Course

The MCC has tasked COPA HR&E to explore possibilities for common training and education of flag officers.

The work will primarily identify the demand for and provide suggestions on the contents and duration of future Nordic Flag Officer Courses. The courses should be balanced with other flag officers' courses, e.g. in NATO.

COPA Training & Exercises (TEX)

COPA TEX aims at continuously identifying possibilities to coordinate and harmonize training activities among the NORDEFCO-countries and facilitate a combined and joint, five year exercise plan.

In 2010 the activities in COPA TEX have progressed in accordance to plan. The COPA is established with representatives from all NORDEFCO countries. So far, Denmark has chosen not to participate in the projects on *TACEVAL Air, Lessons Learned, Surface to Air Live Firing and the study on Naval Navigation.*

1. Project TACEVAL (Tactical Evaluation) Air

The aim is to establish a framework for cooperation on evaluating air forces. The main challenge seems to be that Norway belongs to the NATO-regime, whereas Sweden and Finland belong to the PFP-regime. The applied evaluation tool (AFS *Volume VI TACEVAL*) is common, but its actual application differs. A separate NORDEFCO TACEVAL is not assessed as beneficial. However, there might be merits in conducting reciprocal air force assessments, in order to achieve more impartial national evaluations.

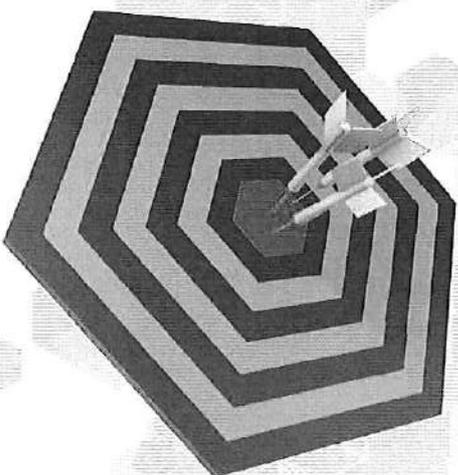
COPA TEX intends to present recommendations to the MCC in March 2011.

2. Project Naval Mine Counter Measures (NMCM)

The aim is to increase interoperability and the ability to concentrate efforts on NMCM operations in a national, regional and international context. A combined exercise is scheduled to take place in Swedish waters in the autumn of 2012.

A combined Norwegian and Swedish NMCM-tactical course has been developed and was conducted autumn 2010, receiving very positive initial feedback. The course will, most probably, become an annual event. A cross polling programme could be established from autumn 2011.

The need to access specific ATPs (*Allied Tactical Publications* (NATO-manuals)) for non-NATO countries will be assessed within the NMCM WG. If needed, Norway will bring up the issue in the relevant NATO MCM forums.



3. Project Lessons Learned

The aim is to enhance the *Lessons Learned* process by cooperation. A final recommendation and an assessment of the full potential of the project will be made in 2011.

4. Project Surface to Air Live Firing

The aim is to coordinate and harmonize training and exercise activities, and create a shared programme for surface-to-air live firing. The project covers various possibilities for cooperation, as well as identification of potential obstacles for common exercises or similar training events.

Existing national contracts on firing ranges, national training concepts, cost considerations and limited operational gains, indicate a limited potential for this project, with the exception of CPX:s (Command Post Exercise) and possible cost sharing during the ELITE-exercise (Electronic Live Training Exercise) in southern Germany).

COPA TEX intends to prepare recommendations to the MCC in March 2011.



Cooperation on Naval Diving

5. Project Combined Joint Nordic Exercise Programme (CJNEP)

CJNEP is the highest priority within COPA TEX. The aim is to coordinate and harmonize military training and exercise activities, and create a shared, transparent exercise programme. A draft CJNEP 2011 is complete. The final 2011 CJNEP will be presented in March 2011.

WG Project CJNEP should be linked with the activities *Cross Border Training South*, *MMCM* and the outcome of the project *Surface to Air Live Firing Exercises*, in addition to the ongoing activity *Cross Border Training in the High North*

Denmark has indicated participation in CJNEP 2012-2017.

6. Study Naval Navigation

The aim is to investigate the potential for more cost effective training of naval navigators. After a slow start the WG is gaining momentum and recommendations are expected to be presented to the MCC in September 2011.

7. Study on cooperation on Naval Diving

The overall aim is to identify possible gains in extending the ongoing Nordic cooperation on all aspects of Naval Diving. Today cooperation is established on EOD (Explosive Ordnance Disposal) exercises, deep diving and diving under extreme conditions, exchange of teaching materiel, and courses on naval medicine.

In addition COPA TEX will explore possibilities for cooperation on procurements, helicopter and vehicle escape training, admission tests, and rescue diving.

The work is proceeding well and several recommendations will be presented to the MCC in March 2011.

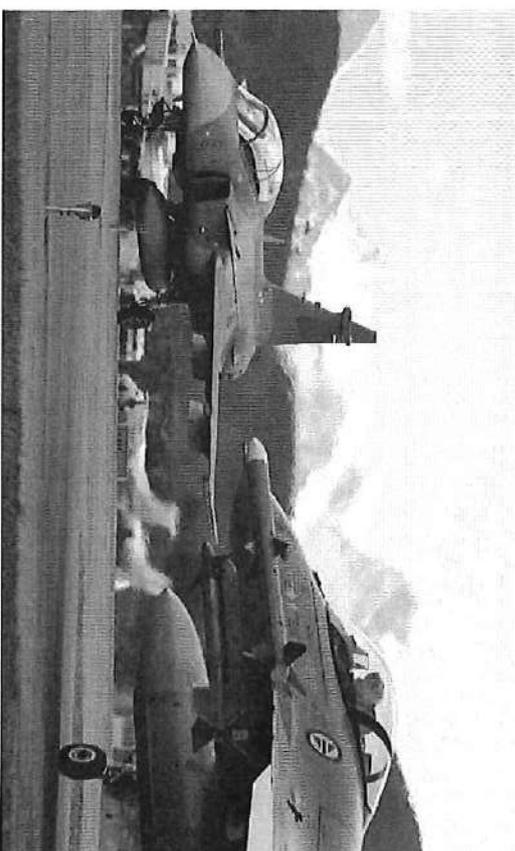
8. Study on Cross Border Training – South

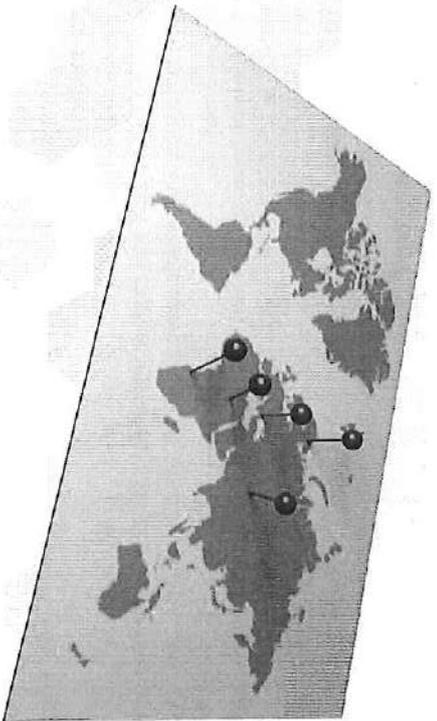
The aim is to identify if the successful cooperation between the air wings in the High North can be duplicated by aviation units in the southern part of Scandinavia.

Possibilities for Nordic cross border training have been identified and no “showstoppers” have been identified so far. In later phases, the WG will broaden the scope to include army and naval activities.

The work is proceeding well and several recommendations will be presented to the MCC in March 2011.

The aim is to coordinate and harmonize military training and exercise activities.





COPA Operations (OPS)

COPA OPS aims at enhancing Nordic cooperation in the area of military operations. This includes planning, managing and supporting already agreed activities, and identification of new initiatives in the areas of single service operations, joint international operations, logistics and movement and transportation.

The overall assessment is that COPA OPS has succeeded in establishing a good foundation for cooperation between the Nordic countries during 2010. The main focus has been to explore deeper cooperation in ISAF under the *Director of Operations* in each country and as a concrete result; the national planning elements now meet on a regular basis.

Some cost effective solutions have already been identified and implemented.

Until now, Finland, Norway and Sweden have been the most active participants in the COPA. Denmark has, however, increased their involvement during 2010, which is very positive.

COPA OPS suggests that ISAF remains the main focus. However, in order to prepare for other possible engagements, the scope could be broadened to include a possible future common Nordic Peace Support Operation.

1. Working Group Operations

The overall aim is to develop the Nordic cooperation in military operations, with focus on ISAF. A planning directive for Nordic cooperation in ISAF was presented at COPA OPS meeting 15-16 December 2010.

Depending on the progress of the transition process in Afghanistan there are possibilities for deeper cooperation between the Nordic countries. WG OPS will, if decided, initiate a common Nordic (Finland, Norway and Sweden) planning meeting, thereafter the work will be managed by the ordinary national chains of command.

During the spring of 2011 WG OPS will revisit the Norwegian-Swedish plan for a possible deployment of a common Engineer unit to Sudan.



2. Working Group Logistics

The aim is to identify and prepare effective and flexible logistic solutions for the Nordic countries in ISAF. The working group assesses the possibility of common Nordic procurement solutions for the sustainment of the ISAF troops. Furthermore, the group evaluates present Nordic logistic cooperation in Mazâr-e Sharif (MeS) and identifies possible logistical improvements and operational effect.

WG Logistics has been reactivated during 2010.

3. Working Group Movement and Transportation

The aim is to coordinate strategic transports in and out of Afghanistan.

The WG has explored possibilities for a Nordic logistic hub in the Middle East.

A new logistic flight arrangement, signed by Finland, Norway and Sweden, with the company *Amsterdam Air* has been in effect since 1 April 2010.

Common permanent cargo flights (C-17) are under development from the Nordic countries to MeS.

The use of railroad to Afghanistan has been investigated and tested. MCCE (Movement Coordination Centre Europe) and NATO AMCC (Allied Movement Coordination Centre) are developing more effective ways to use transportation by train. The WG is following the development closely with a common Nordic perspective.

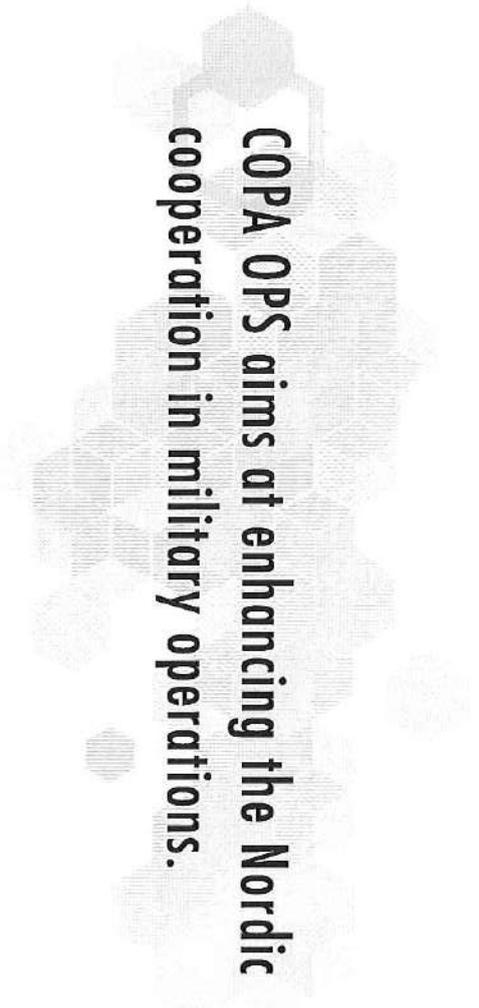
The Papa airbase (Hungary) is being used as a transportation hub and will be further developed when possible.

NATO Logistics Functional Area Services system (LogFAS) is being used to share movement and transportation (M&T) related information between the Nordic countries.

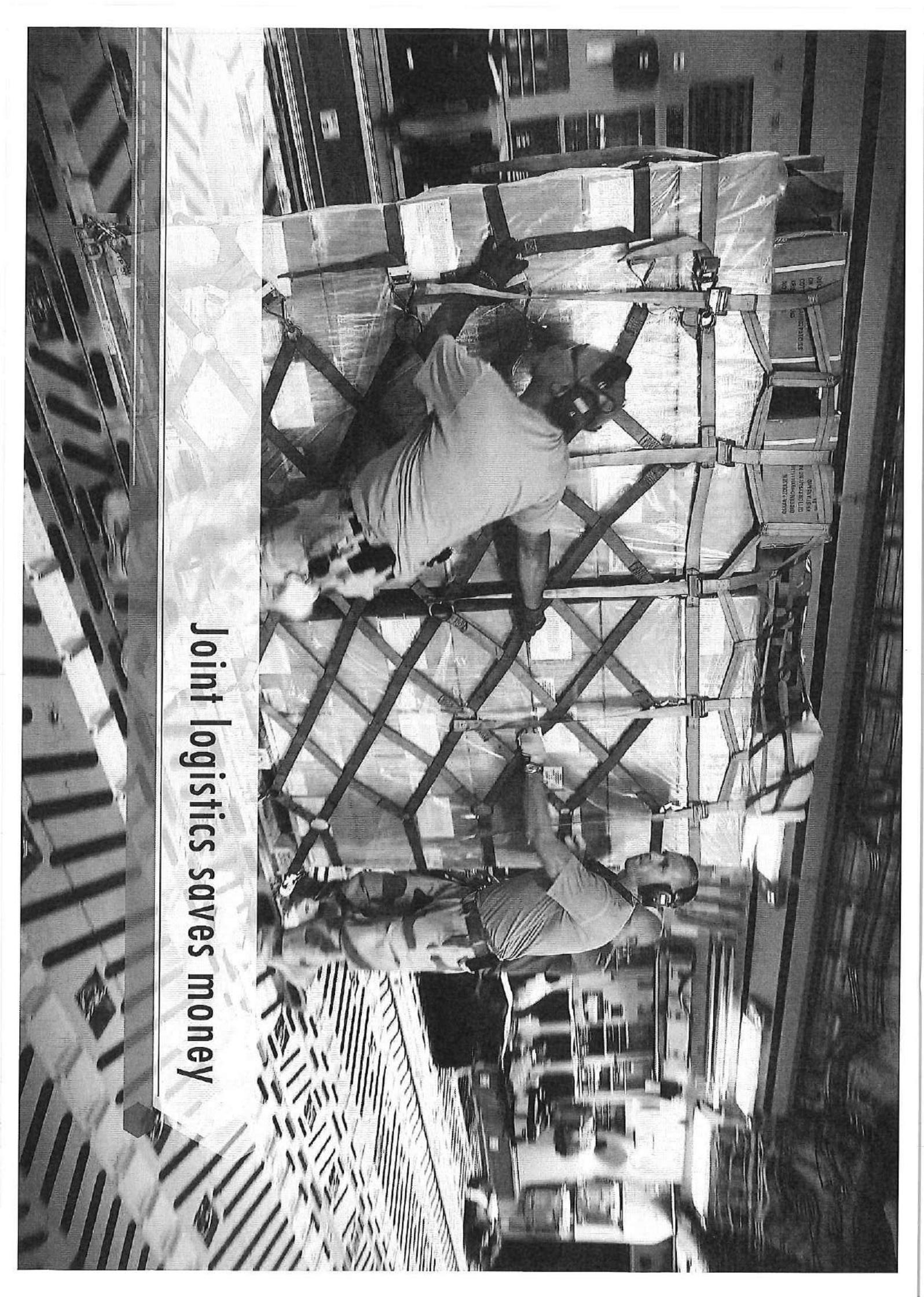
The ambition to share national movement plans and strategic transportation resources is still being pursued.

The working group will develop a Nordic strategic M&T solution for ISAF, based on air, sea and railroad transportation. The project comprises exploration of possible hubs.

There is also work in progress to develop a Nordic movement control (MOV-CON) unit in MeS by the end of 2011.



COPA OPS aims at enhancing the Nordic cooperation in military operations.



Joint logistics saves money

NORDEFCO Military Level Meetings

Following the transformation to NORDEFCO the total number of meetings has been reduced.

Between the military participants of NORDEFCO the following meetings have been conducted:

- Two meetings between the Chiefs of defence (21 – 22 January and 11 October)
- Three meetings in the MCC (25 January, 10 May and 22 September)
- Nine meetings in the CS and one meeting between the CS and PSC secretariat
- About three meetings per Cooperation Areas (COPA).

Written minutes from the MCC and CS meetings may be obtained from the CS.

In addition, there have been meetings in the *Inter-est Area Forums*, which are not part of the MCC-structure. Examples of Interest Area Forums are meetings with Chiefs of Defence Staff, Directors of Operations, Heads of Defence Logistics Organisations, and Heads of Services. These representatives are significant contributors to Nordic defence cooperation and provide valuable suggestions and input through their national chains of command.

Use of Video Teleconference (VTC)

In order to reduce travel costs our ambition is to use VTCs as much as possible. During 2010, the CS conducted only one meeting via VTC, due to technological differences between the countries (IP-based solutions vs ISDN-based ones). Work is in progress to make the systems compatible and the situation is expected to improve during 2011.

Goals and Priorities for 2011

Sweden, as chair of NORDEFCO in 2011, has stated the following political level priorities:

Defence and Security Policy Discussions

The defence- and security policy discussions within NORDEFCO will continue to be a priority. The efforts to develop the cooperation between the Nordic countries and the Baltic States will continue.

An efficient and deepened cooperation

It is important that the Nordic defence cooperation is well functioning and efficient at all levels. Sweden will therefore give priority to find solutions that facilitates this aim. An important task for NORDEFCO and the Swedish chairmanship is to further improve logistics in general, and the logistics support of forces deployed to international operations in particular. In support of these new ideas and concepts, such as the Public-Private-Partnership (PPP), should be explored to identify potential Nordic solutions.

Operations

The Nordic cooperation on operations will continue to be a priority during the Swedish chairmanship. The cooperation in ongoing operations will be enhanced as well as support to new operational initiatives.

In addition to support the implementation of these priorities, emphasis will be put on implementing the priorities given by the Nordic Chiefs of Defences and the objectives stated in the *MCC Action Plan 2011* with particular focus on:

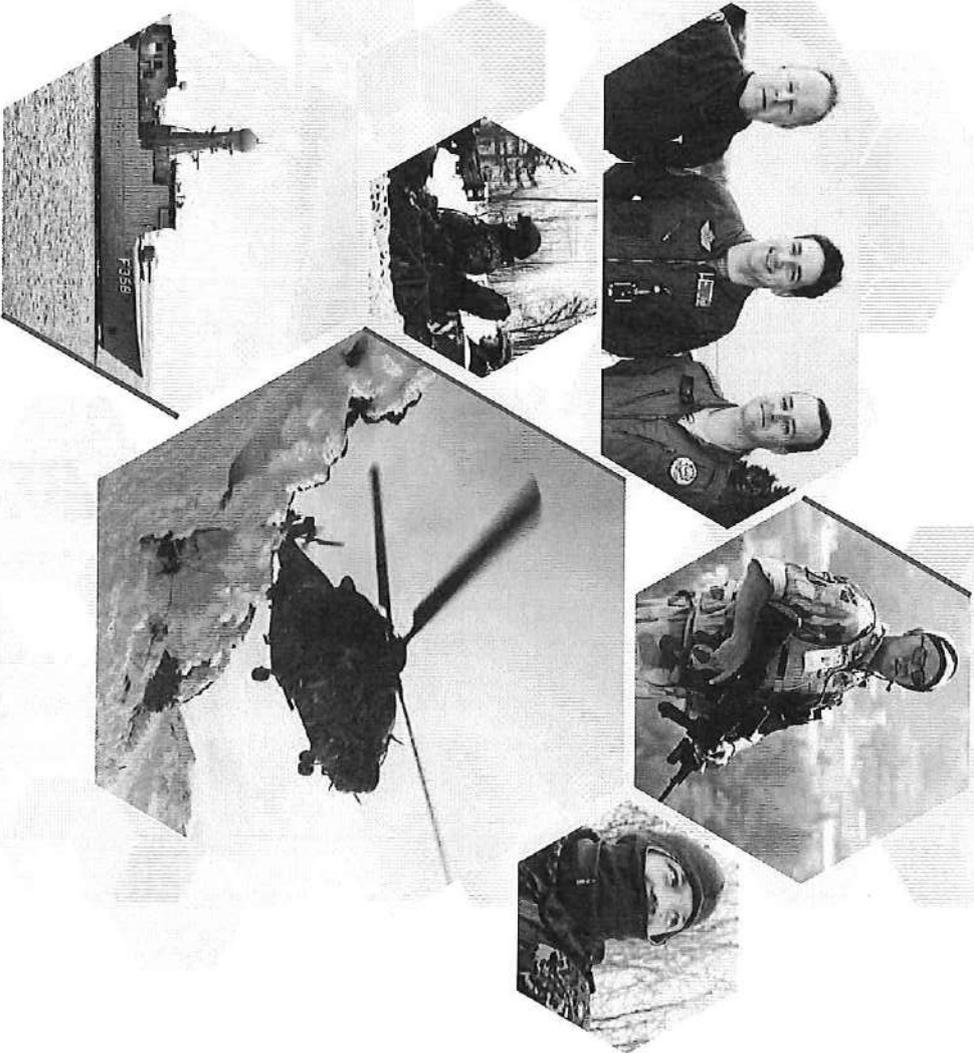
- The identification of common future capability requirements
- The "Top-ten" capability studies
- The coordination of vocational courses and education
- Cooperation on Veterans issues
- The development of a Combined Joint Nordic Exercise Plan for the period 2013-2017
- Operations and capabilities related to operations in Afghanistan
- Suggesting solutions to identified obstacles in order to reduce bureaucracy in cross-border activities.

The Nordic cooperation on operations will continue to be a priority.

NORDEFCO beyond 2011

At their November meeting in 2010 the Nordic Ministers of Defence declared a *Vision 2020* for NORDEFCO stating that they intend to:

- Explore the possibility of further advancing the interoperability between our armed forces, including furthering their ability to train, exercise and operate together
- Further improve cost efficiency in capability development and increase operational effect
- Develop common approaches and solutions, when appropriate, to meet national capability requirements
- Identify opportunities for armaments and systems similarity, when appropriate
- Streamline national procedures, rules and regulations, to the extent possible, and remove unnecessary obstacles and bureaucracy, in order to facilitate day-to-day cross-border cooperation, including access to training areas
- Witness a competitive defence industry able to provide support, as required, in the development of defence capabilities





The aim of the *Reduced bureaucracy in cross-border activities* project is to simplify the regulations and procedures concerning cross-border activities.

Cold Response



Participants in the MCC/COPA-structure

The MCC/COPA-structure has during 2010 consisted of the following main representatives:

Military Coordination Committee (MCC)

Rear Admiral Arne Røksund, Chair (Norway)
 Major General Morten Haga Lunde, Co-chair (Norway)*
 Major General Erik Gustavson, Co-chair (Norway)*
 Major General P. P. Olsen (Denmark)
 Lieutenant General Arto Rätty (Finland)
 Rear Admiral Jörgen Ericsson (Sweden)*
 Rear Admiral Odd Werrin (Sweden)*

Cooperation Areas (COPA)

Strategic Development

Colonel Mats Olofsson, Chair (Sweden)
 Commander Dennis Vad (Denmark)
 Colonel Heikki Valvelmas (Finland)*
 Special Adviser Iro Särkka (Finland)*
 Assistant Director General Prede Hermansen (Norway)*
 Special Adviser Kjetil Skogrand (Norway)*

Capabilities

Colonel Pekka Toveri, Chair (Finland)*
 Colonel Jukka Sonninen, Chair (Finland)*
 Captain (N) Frank Trofan (Denmark)
 Colonel Bjarme Neremo (Norway)
 Colonel Filip Ingelsson (Sweden)

Human Resources and Education

Captain (N) Henrik Ryberg, Chair (Denmark)
 Colonel Jyrki Lahdenperä (Finland)
 Commander SG Petter Kulsgeng (Norway)*
 Captain (N) Bjørge Aase (Norway)*
 Colonel Matthias Landström (Sverige)

Training and Exercises

Colonel Ivar Olsebø (Norway)*
 Captain (N) Øyvind Larsen, Chair (Norway)*
 Captain (N) A. B. Jørgensen (Denmark)
 Major Rolf Helenius (Finland)
 Colonel Niclas T. Karlsson (Sweden)

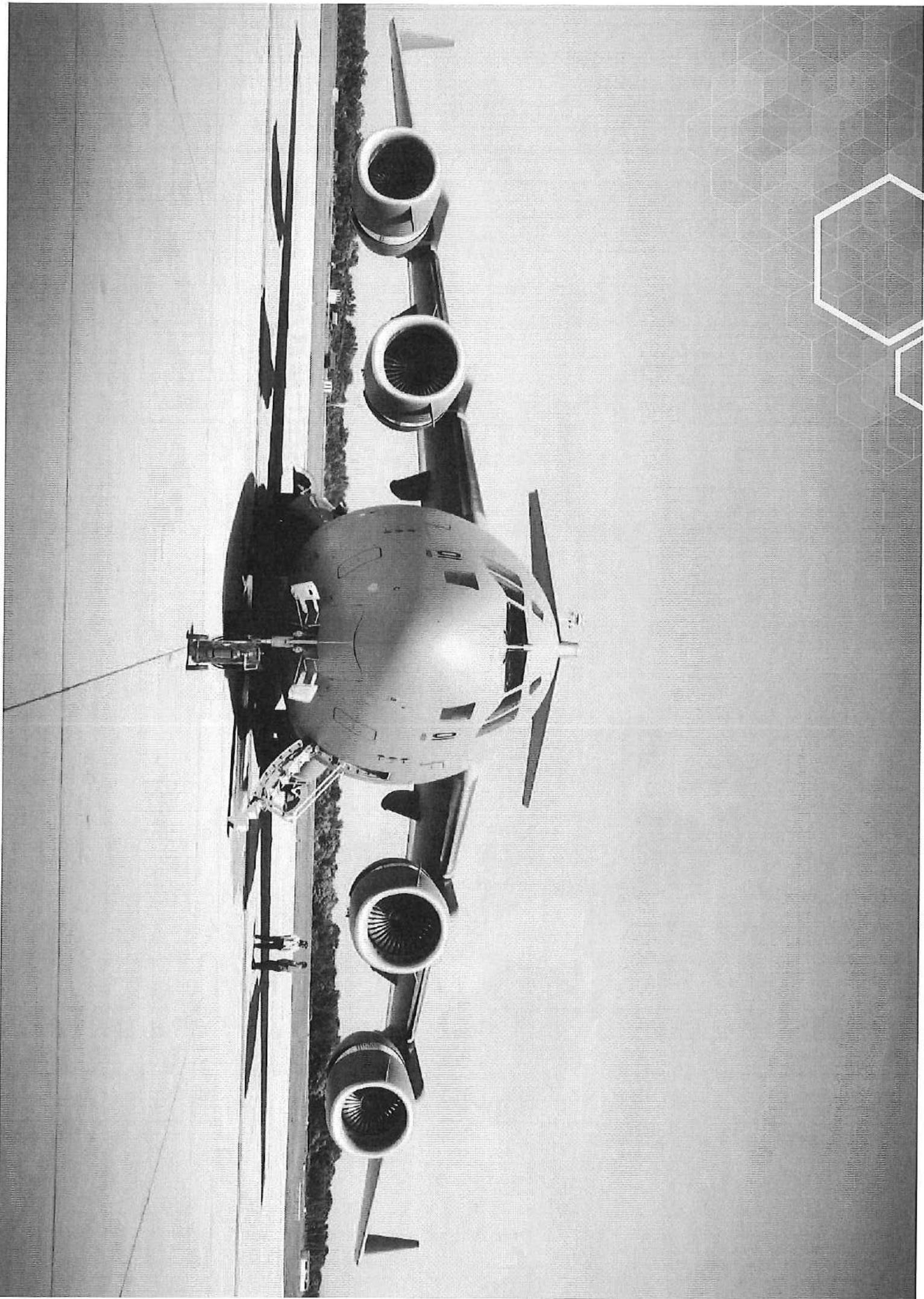
Operations

Colonel Lars Jäderblom, Chair (Sweden)
 Major Tim Hansen (Denmark)*
 Major Niels Ebbe Lundholt (Denmark)*
 Colonel A.P. Nurminen (Finland)
 Colonel Ivar Halset (Norway)

Coordination Staff (C) and management/exchange officers

Colonel Bjarme Neremo, Chair (Norway)
 Senior Adviser Trond Heimvik (Norway)
 Lieutenant Colonel Magnus Eriksson (Norway)
 Lieutenant Colonel Aksel Olsson (Norway)
 Lieutenant Colonel Torbjørn Pettersen (Norway)
 Major Jonas Bille (Denmark)*
 Major Tommy Telling Andersen (Denmark)*
 Lieutenant Colonel Mannu Tuominen (Finland)
 Commander SG Hans Peder Mogensen (Finland)
 Major Rolf Helenius (Finland)
 Lieutenant Colonel Laura Swaan Wrede (Finland)*
 Colonel Ronny Modigs (Sweden)
 Lieutenant Colonel Ingemar Bengtsson (Sweden)*
 Lieutenant Colonel Jan Mattsson (Sweden)
 Commander SG Svein Iver Jakobsen (Sweden)
 Lieutenant Colonel Heikki Lamminen (Sweden)
 Lieutenant Carl-Johan Engblom (Sweden)*
 Lieutenant Commander Jonas Hård af Segerstad (Sweden)*

* Part of the year



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