



NORDEFCO

NORDIC DEFENCE COOPERATION

ANNUAL REPORT

2011

military level

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A message from the MCC chairman

In the NORDEFECO MoU the Ministers have expressed their wish to develop and further explore areas of cooperation based on a political ambition of a comprehensive, enhanced and long-term approach to defence related issues. This includes a comprehensive framework for all Nordic Defence Cooperation activities within the areas of policy, capabilities and operations.

This year we have built on the achievements from 2010 and continued to implement the NORDEFECO military level structure and developed processes and procedures to guide the work.

I am pleased to see that we at the same time have reached a number of accomplishments through the successful continuation of activities initiated in the old structures, but also by generating new initiatives within the NORDEFECO structure.

The cooperation between the air wings in Bodö, Kallax and Rovaniemi has continued during 2011 with a significant number of training activities conducted. Another major achievement in 2011 has been the development of the five-year "Combined Joint Nordic Exercise Plan". The exercise program for 2012 offers a total of 19 exercises for Nordic participation, covering single service exercises as well as joint exercises like the exercise "Cold Response 12".

The Nordic nations have also agreed to establish a "Nordic Centre for Gender in Military Operations" to be located in Sweden. The establishment of the centre was conducted during the latter part of 2011, and the official inauguration ceremony took place on January 24, 2012.

I am just mentioning a few examples of the Nordic cooperation, but I can assure you that I fully recognise the importance of all the activities that together constitute the comprehensive Nordic defence cooperation.

We have also undertaken measures to further develop the Nordic cooperation with the Baltic States by offering three selected activities for their participation. This co-operation aims at being mutually beneficial and contributes to improved operational output and cost-effectiveness and will be developed on a case-by-case basis. I am glad to see that representatives from the Baltic States have participated in NORDEFECO activities during 2011.

To facilitate the comprehensive defence cooperation in accordance with the political ambitions and to achieve tangible results requires a "step-by-step strategy" rather than an approach that creates high expectations of "quick wins". A step-by-step strategy will require long-term commitments from national decision-makers to ensure that the Nordic defence cooperation is properly reflected in national documentation and legislation.

When multinational agreements have been made, the key to success is a rapid transformation of the agreement into national decisions. This should secure the necessary support

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« ... think "WHAT COULD BE DONE NORDIC" when searching for solutions giving better operational effect and better value for money. »

and resources needed for the activity to be implemented as an effective common Nordic activity managed within the participating nation's ordinary chain of command.

When looking outside of the Nordic region we can see a trend where nations are increasingly searching for multi-national solutions in order to maintain capabilities or to develop new ones as defence budgets are being down-sized. In NATO this is called "Smart Defence" and in the EU often referred to as "Pooling & Sharing".

I would say that the Nordic "smart defence" is called "NORDEFECO". The promotion of the Nordic defence cooperation requires a change of mind-set at all levels within the Armed Forces to actively search for activities that could be mutually beneficial if realised. I would therefore challenge you all to think "WHAT COULD BE DONE NORDIC" when searching for solutions giving better operational effect and better value for money.

With this challenge in mind I now hand over the NORDEFECO chairmanship to Denmark, being confident that they will take the Nordic defence cooperation even further.

I will also take this opportunity to thank those of you who have contributed to making 2011 a year of successful Nordic defence cooperation.

Odd Werin
Rear Admiral
Chairman MCC

About NORDEFECO

The four Nordic nations Denmark, Finland, Norway and Sweden have a long tradition of cooperating in Peace Support Operations (PSO). It all started back in the 1950s with the United Nations peace-keeping operations in the Middle-East and continued through the cold war with Nordic cooperation in UN and subsequently NATO operations like the SFOR/IFOR and ISAF. During the first decades of peacekeeping the Nordic cooperation was focused on training activities and coordination of UN Standby Forces, also including different UN courses and information exchange.

Following Finland's and Sweden's entry into the NATO's Partnership for Peace in 1994, the Nordic nations established the Nordic Armaments Cooperation (NORDAC) to coordinate development and procurement programmes. Also the coordination and cooperation in the growing number of PSOs was enhanced by establishing a Nordic Coordinated Arrangement for Military Peace Support (NORDCAPS) in 1997. NORDCAPS offered joint Nordic training for PSO, as well as coordinated Nordic contributions to capacity building and security sector reform. In 2003 Iceland became a member of NORDCAPS.

In June 2007 the armed forces of Norway and Sweden published a joint study outlining a partnership to increase cost-efficiency and to enable their militaries to retain the full range of military capabilities. The envisaged co-operation would become a complement to the countries' close cooperation within NATO and the EU. In November 2008, as follow up on the June report, Norway, Sweden and Finland were joined by Denmark and Iceland in establishing the Nordic Supportive Defence Structures (NORDSUP).

« The purpose of NORDEFECO is to strengthen the participant's national defence. »

To further develop the Nordic defence cooperation a MoU was signed in November 2009 between Denmark, Finland, Iceland, Norway and Sweden establishing the Nordic Defence Cooperation (NORDEFECO) as a truly Nordic cooperation. The establishment of NORDEFECO

This Annual Report describes the activities that took place and the progress that was made at the NORDEFECO military level during 2011. The report has been made on the request from the Nordic Policy Steering Committee. We hope the report also provides interesting reading for audiences that are not working with NORDEFECO on a daily basis.

created a common institutional structure out of the previous Nordic defence cooperation arrangements NORDAC, NORDCAPS and NORDSUP.

The purpose of NORDEFECO is to strengthen the participant's national defence, explore synergies and facilitate efficient common solutions.

NORDEFECO has an annual rotating chairmanship. At the military level the Nordic Military Coordination Committee (MCC) will manage the Armed Forces cooperation. The MCC consists of generals or flag officers appointed by their respective Chief of Defence.

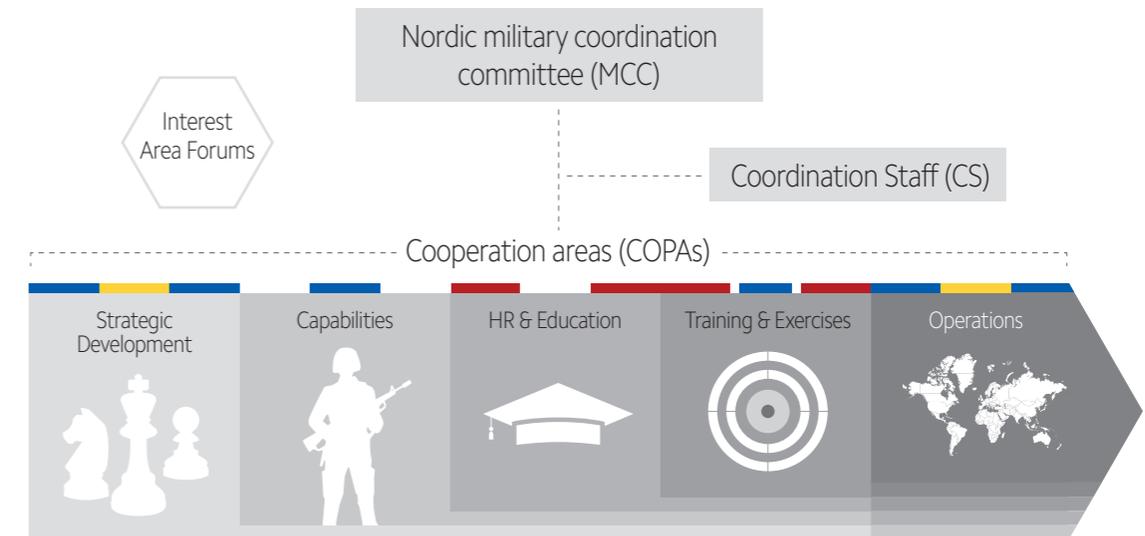
Subordinated to the MCC are the five Cooperation Areas (COPA): Strategic Development, Capabilities, Human Resources & Education, Training & Exercises, and Operations. The COPAs are responsible for leading, managing and implementing the decisions made by the MCC. The COPA Management Group, as a group of experts, is also the principal body for assessing and advising whether an activity may be worthwhile for Nordic cooperation.

Iceland is not participating in the practical cooperation at the military level, but participates at the political level.

All activities in NORDEFECO aim at finding or performing activities that lead to increased quality, enhanced operational effect and/or cost savings. To minimize bureaucracy and to prevent duplication of work, the common activities should be managed within the regular national chain of command to the greatest extent possible. This is also to ensure that the Nordic defence cooperation becomes an integrated part of the daily work in the armed forces.

For more information about NORDEFECO please go to: [» www.nordefco.org](http://www.nordefco.org)

The NORDEFECO structure



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

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In the exercise "Cold Challenge 11" Swedish as well as Norwegian personnel participated.



Activities and achievements in 2011

A number of common Nordic activities are conducted aiming at increasing quality, enhancing operational effects or creating cost savings.

1. Introduction

The common nordic activities range from exchange of individual subject matter experts, common training, education and exercises, unit-to-unit cooperation, cooperation in operations and to common procurement programs.

The ongoing activities represent the core of the Nordic cooperation and are normally implemented as common Nordic activities and managed within the respective participating nation's national chain of command.

In addition to the implemented activities, new initiatives are being assessed within the NORDEFECO structure. Some become subject of a study to analyse whether they are feasible for Nordic defence cooperation or not. Others have passed that stage and land in a project stage where the modalities for the implementation of the activity - as a common Nordic activity - get decided by the participating nations.



Together, all these activities and initiatives constitute the comprehensive Nordic defence cooperation.

2. Activities

The following is a selection of some of the common Nordic activities conducted in 2011.

Common training for Peace Support Operations (PSO)
This arrangement has proven to be cost-effective and the Nordic nations avoid duplication of work and efforts in planning and conducting PSO-courses. The agreement includes exchange of instructors and students and has led to a well-developed pool of instructors and a network of subject matter experts ensuring the courses are of high quality.

33 NORDEFECO PSO-courses have been conducted at the Nordic PSO-training centres during 2011. The courses have altogether 1.050 seats of which 530 have been reserved for Nordic students. These courses are open to non-Nordic students in order to get education and skills in the PSO area.

During 2011 the Nordic PSO training centres have supported the Nordic initiative for capacity building of the Eastern Africa Standby Forces (EASF). A "United Nations Staff Officers Course" has been conducted in Uganda under the lead of SWEDINT with 30 students from EASF member states. Also an "Integrated Crisis Management Course" was conducted in Sudan under the lead of FINCENT with 30 EASF students attending. In addition, more than 45 students from the EASF member states have attended NORDEFECO PSO courses at the Nordic PSO-training centres.

Cooperation in international operations

The agreement between Norway and Sweden concerning Swedish helicopter technicians to support the Norwegian Aeromedical Detachment (NAD) in Meymanah in



Afghanistan has continued. This support has proven vital for the sustainment of NAD.

The common pre-deployment training of personnel to the Observation, Mentoring and Liaison Teams has continued and proved to be valuable in support of building a credible Afghan National Army.

Finland, Norway and Sweden have weekly operated common Log-flights to Afghanistan. This arrangement has saved running costs for all three nations. The Nordic coordination of the use of the assets available through the Strategic Air Component (SAC) has also provided the nations with an effective strategic lift solution.

African Capacity Building (ACB)

The Nordic nations are supporting capacity building of the Eastern Africa Standby Forces. This cooperation is managed through a Framework Nation concept and regulated in a Technical Agreement between Denmark, Finland, Norway and Sweden.

The support is mainly within the following three areas:

- » Support to Land Forces with Denmark being the framework nation.
- » Support to Maritime capacity building with Norway being the framework nation.
- » Support to PSO education and training with Finland being the framework nation.

Enhanced cooperation in cross-border training and exercises

The air-wings in Bodø, Kallax and Rovaniemi conduct common exercises on a regular basis. 45 training sessions has been conducted in 2011, out of which 12 had participants from all three nations. Systems for joint briefings and de-briefings have been implemented.

« The ongoing activities represent the core of the Nordic cooperation... »

In the exercise "Cold Challenge 11" Swedish as well as Norwegian personnel participated.

Ground Based Air Defence cooperation has taken place between Norway and Finland including staff exercises and live firing.

Cooperation on Naval Mine Counter Measures

The aim of the activity is to create a basis for increased interoperability and thereby increased ability to concentrate efforts for Naval Mine Counter Measure (NMCM) operations and Historic Ordnance Disposal operations in a national, regional and international context.

During 2011 the following activities have taken place:

- » The second combined NMCM tactical course has been conducted with participation from Norway and Sweden. Finland has indicated they will join the course from next year.
- » A cross-polling programme has started and some activities conducted.

Exchange of officers within the Concept Development and Experimentation domain

The exchange program was initiated in 2010 with one Norwegian officer being posted to the Swedish Concept Development and Experimentation establishment FMKE. The program was followed up with Sweden posting one officer to the Norwegian Battle Lab Establishment in 2011.



3. Achievements

Guidelines and tasks from the Defence Ministers, the Nordic Policy Steering Committee and the Nordic Chiefs of Defence have provided the basis for the development of the annual MCC Action Plan. The achievements listed below relate mainly to the work conducted within the NORDEFECO structure to accomplish the objectives set in the "MCC Action Plan 2011".

The following is a list of achievements which have been obtained at the military level within the NORDEFECO structure in 2011:

- » The naval MCM project will be implemented as a common Nordic activity and managed within the participating nation's chain of command.
- » Areas within Naval Diving will be implemented as common Nordic activities and managed within the participating nation's chain of command.
- » The five-year Combined Joint Nordic Exercise Plan 2012-2016 has been approved, including a process for annual update.
- » Established Nordic cooperation on Veteran Issues, including the planning and arrangement of a Nordic Veterans Conference in 2012.
- » The project "Centre for Gender in Military Operations" has been implemented as a common Nordic activity and will be managed within the participating nation's chain of command.
- » Initiation of the capability gap analysis of the nations, covering short, medium and long term. This compiled list will serve as the basis for further analysis and the result is expected to be presented in 2012.
- » The conduct of common Nordic courses on Concept Development & Experimentation (CD&E).
- » Nordic cooperation on CD&E activities during EX Viking 11. (Planning, Knowledge Support and Red and Green Teaming).
- » Exchange of officers between Norway and Sweden working with CD&E activities.
- » Developed a mechanism to follow up the "Top Ten" capability studies.
- » Conducted comparative screening of national acquisition plans.
- » The Acquisition and Life Cycle Support (ALCS) has compared the national procurement plans and initiated new armaments cooperation items between the nations. ALCS has also opened dialog with the group of representatives from all the Nordic Defence Industry Associations (JIRG – Joint Industry Reference Group).
- » Developed a common planning directive for a potential cooperation between Finland, Norway and Sweden in ISAF/RC-N. The planning is conducted within the respective nation's chain of command.
- » The establishment of a common Nordic MOVCON unit in ISAF/RC-N.
- » Development of a NORDEFECO Counter-IED Action Plan.
- » Consensus concerning future cooperation in the field of common "Level 2" training activities and development of common Nordic standards regarding Counter-IED information exchange.
- » Improved planning schedule and utilization of the Nordic weekly log-flights to/from Afghanistan.
- » Development of Standing Operation Procedures for cooperation on regular C-17 resupply/sustainment flights in order to improve efficiency.
- » Established cooperation with the Baltic States invited to participate in selected activities at the military level and included into activities according to their own preferences.

Established the following tools and enablers:

- » Established the NORDEFECO homepage (www.nordefco.org).
- » Updated the "Guidelines for NORDEFECO Military Level Operating Procedures".
- » Developed a comprehensive process description and procedures to guide the work at the military level in NORDEFECO, to also include the relationship to the MODs when conducting studies and project.
- » Updated the "NORDEFECO CHOD Guidance".
- » Developed the annual "MCC Action Plan 2012".






Enhanced Nordic cooperation
on Counter-IED will improve
force-protection.



Overview of the main activities run by the COPAs

The list provides an overview of the main studies and projects conducted within the NORDEFCO structure by the respective COPAs during 2011.

COPA Strategic Development

1. Common future capability requirements (+10-20 years).
2. Identify areas for common Nordic cooperation on long-term defence planning.
3. Develop a plan for further common studies.
4. Perform a study on international trends in long-term planning – a comparative study.
5. Define a Nordic planning model for Research and Technology.
6. Analysis of existing Research and Technology cooperation.
7. Technology Forecast cooperation.
8. Activities suitable for Research and Technology cooperation.
9. Assessment of the list of possible cooperative Research and Technology areas.
10. Concept Development and Experimentation courses.
11. Concept Development and Experimentation Method Description.
12. Identify and plan Concept Development and Experimentation activities for exercise "Viking 11".
13. Exchange of Concept Development and Experimentation officers.

COPA Human Resources and Education

1. Veteran Issues.
2. Centre for Gender in Military Operations.
3. Advanced Distributed Learning.
4. Foreign Language Issues.
5. Common Courses for Specific Purposes.
6. Flag Officers' Course.

COPA Capabilities

1. Land Surveillance.
2. Information Infrastructure.
3. Air Surveillance.
4. Battalion Task-Force 2020.
5. Mine Counter Measures.
6. Long Range Precision Engagement.
7. Ground Based Air defence.
8. Counter Improvised Explosive Devices.
9. Joint Combined Logistics System.
10. Intelligence, Surveillance and Reconnaissance.
11. Acquisition and Life Cycle Support.

COPA Training and Exercises

1. Naval Navigation.
2. Combined Joint Nordic Exercise Plan.
3. Lessons Learned.
4. Air Evaluation.
5. Cross-Border Training South.
6. Naval Diving.
7. Naval Mine Counter Measures.

COPA Operations

1. Common Nordic activities in Afghanistan "post-transition".
2. Nordic common redeployment from Afghanistan.
3. Generic Nordic Logistics Concept.
4. Nordic Logistic Coordination Board in Afghanistan.
5. Procedure to ensure Nordic cooperation is considered when planning future operations.



Reports from the COPAs

The following presentations are brief summaries of the annual reports from the respective COPAs.





COPA Strategic Development (SD)

COPA SD aims at facilitating the long-term defence cooperation between the Nordic countries in a 20 year timeframe. COPA SD is a forum for cooperation on issues related to strategic analysis, long-term defence planning, and research and development.

COPA SD continuously divides the work into three Sub Areas – Strategic Analysis and Long Term Defence Planning (SA<DP), Research and Technology (R&T) and Concept Development and Experimentation (CD&E). During 2011 all three areas have performed activities according to plan. However, due to the character of the focus, the most tangible deliverables have been achieved within the area of CD&E while work scheduled to be finalized in the beginning of 2012 will result in reports also from the two other groups.

In order to avoid duplication of efforts and to ensure a proper decision making structure in the relationship between NORDEFECO and the Nordic Research Directors, the MCC during 2011 decided that "...there should be no formal role of the Nordic Research Directors in the NORDEFECO structure at the military level. The MCC further encourage exchange of information between the Nordic Research Directors and NORDEFECO."

1. Common future capability requirements

The aim of the activity is to identify common grounds for future capability development in the long term perspective (+10-20 years).

In June the NORDEFECO compilation of capability areas was drafted by using a NATO-based "90 list" of capabilities. The gap analysis is covering short, medium and long-term perspectives. The analysis has been developed in close cooperation with COPA Capabilities. A progress report was presented to the MCC in September. A shortlist of capability areas with the highest potential for Nordic cooperation will most likely be presented to the MCC in March 2012.

2. Identify areas for common Nordic cooperation on long-term defence planning

The aim of the activity is to identify areas for common Nordic cooperation on long-term defence planning. Based

on the findings in the Norwegian study on "International Trends in Long-term Defence Planning" issues for co-operation will be suggested.

3. Develop a plan for further common studies

The aim is to propose annual studies that will benefit the nations within the domain of Strategic Development. The MCC has decided that the study for 2012 will be on "Cyber defence in Nordic Countries and Challenges of Cyber security". The study will be led and financed by Finland.

4. Perform a study on international trends in Long-term Planning -- a comparative study.

For 2011 the annual study has been on "International trends in Long-term Planning – A Comparative Study". The study has been led and financed by Norway. The findings of the study will be used to discuss further Nordic co-operation on Long-term Defence Planning. The study will be completed by April 2012.

5. Define a Nordic planning model for Research and Technology (R&T)

The aim of the activity is to develop a Nordic annual R&T planning cycle. The ambition is to define venues and processes necessary to identify common R&T projects. This is a vital basis for creating constructive Nordic cooperation on R&T activities in addition to those conducted bilaterally or within NATO and EDA. A first draft is expected to be presented to the MCC in March 2012.

6. Analysis of existing Research and Technology (R&T) cooperation

The aim of the activity is to establish an overview of ongoing R&T cooperation between the Nordic nations in R&T projects run by NATO or EDA.

The initial analysis identified a significant number of projects where the Nordic nations cooperated within



« The MCC further encourage exchange of information between the Nordic Research Directors and NORDEFECO. »

NATO and EDA. The fact that the collaboration also involves other European nations, clearly underlines the fact that forefront science and technology is based on international networking. It also underlines the need to avoid duplication of already existing cooperation and that the NORDEFECO R&T co-operation should contribute with added value to the NATO and EDA-collaboration.

7. Technology Forecast cooperation

The aim of the activity is to explore possibilities for a deepened cooperation. A group of experts have met and compared national work and results from Technology Forecast. Although the extent of a possible cooperation is still to be analysed, the initial work indicates that a broader knowledge base and some cost savings through division of tasks and sharing of results could be achieved.

8. Activities suitable for Research and Technology (R&T) cooperation

The aim of the activity is to identify opportunities for close R&T cooperation. A feasibility study has been conducted in the field of CBRN (Chemical, Biological, Radiological and Nuclear) identifying interesting possibilities with a potential for future Nordic co-operation. This will be further discussed in the CBRN expert group and a recommendation is planned to be submitted during first half of 2012.

9. Assessment of the list of possible cooperative Research and Technology (R&T) areas

The NORDEFECO R&T group has a legacy of old and partly new items which has to be evaluated in terms of interest and future possibilities. When the final list exists, the sub-group will suggest the way ahead on each item.



10. Concept Development and Experimentation (CD&E) Courses

The aim of the activity is to gain increased knowledge at lower costs through the conduct of common CD&E courses.

The CD&E cooperation between Norway and Sweden started early and has now reached a mature stage - with increased Finnish interest. The courses are arranged in cooperation with the Swedish National Defence College. The initiative is now expanded from shorter courses to also include a more comprehensive one-year academic level CD&E course.

The total gain during the first years can be estimated to at least 100 000 Euros per year, and that number is expected to increase during the following years. These courses have the additional advantage of creating a common base for further CD&E cooperation. The intention is to conduct the courses using the English language to allow for a wider international participation.

11. Concept Development and Experimentation (CD&E) Method Description

The aim of the activity is to create a common Method Description for CD&E, which also will fill the function of being the NORDEFECO guidelines for CD&E. The first version of the CD&E Method Description (Handbook) was issued in 2009 as a Swedish-Norwegian document.

A version translated into English was published in January 2011. An updated version (Version 2.0) is scheduled to be released in 2012, with Finland and Denmark as partners.

12. Identify and plan Concept Development and Experimentation (CD&E) activities for exercise "Viking II"

The exercise "Viking II" was conducted in May 2011. Several common CD&E activities were carried out with a very positive outcome for the continued CD&E cooperation, but also adding value for the national forces. The activity is successfully accomplished.

13. Exchange of Concept Development and Experimentation (CD&E) officers

The aim of the activity is to increase the exchange of knowledge, ease the day-to-day cooperation and boost the Nordic cooperation on CD&E.

The exchange program was initiated in 2010 with one Norwegian officer posted to the Swedish CD&E establishment FMKE. The program was followed up with Sweden posting one officer to the Norwegian Battle Lab Establishment NOBLE in 2011. The exchange program, hopefully involving more Nordic nations in the future, will primarily not reduce costs but generate a high value. Such an effect of knowledge transfer is anticipated, although hard to financially quantify.



COPA Capabilities (CAPA)

COPA CAPA addresses development plans and processes in order to identify areas for cooperation in the field of capability development. This includes acquisition and life cycle support. Based on common requirements, COPA CAPA identifies projects with the intent of reducing total costs and promoting operational effectiveness.

The results of the main priorities for COPA CAPA throughout 2011 have been:

- › Development of "COPA CAPA Principles and Guidelines" including a mechanism to follow up on the "Top Ten" capability studies and a process for early identification of potential capabilities for common development.
- › New armaments cooperation initiatives from comparative screening of national acquisition plans (screening process) by ALCS.
- › Development of a concept for industrial information sharing, which is currently subject to national approval processes.
- › Identification of possibilities for enhanced cooperation in life cycle systems as a part of the annual screening process.

1. Land Surveillance

The aim of the activity is to provide a holistic report on the potential for Nordic cooperation regarding current, planned and possible future organic land forces surveillance capability. The solutions must be cost-effective and interoperable between the Nordic nations, based on NATO standards. They should cover both national and international operations. The final report is to be presented early 2012.

2. Information Infrastructure

The aim of the activity is to explore the area of Information Infrastructure in order to identify cost benefits and operational effectiveness for the participating nations. Information Infrastructure covers all means of communication such as fixed communication lines, radio links, tactical data links and satellites.

Due to various national considerations the MCC has decided to put the study on hold waiting for nations to re-consider their possible involvement.



3. Air surveillance

The scope is to perform a feasibility study on Air Surveillance with the aim to achieve better situational awareness. This includes the investigation of possibilities for common acquisition of air surveillance sensors beyond 2020.

The final report is scheduled to be presented in May 2012.

4. Battalion Task-Force 2020 (BNTF2020)

The study "BNTF2020" shall explore a common approach to the development of a generic Nordic Battalion Task-Force and provide a common concept on generic brigade operations, including Command and Control, C4IS, Effective intelligence, Effective Engagement and Logistics. A Framework for Common Concept and Requirements for NORDEFECO BNTF2020 was delivered in August 2011 and the final report is expected in 2013.

5. Mine Counter Measures

The aim of the activity is to create a basis for increased cost efficiency and interoperability in Naval Mine Counter Measure (NMCM) operations and Historic





Ordnance Disposal operations in a national, regional and international context. The long term perspective is to establish a basis for a potential common procurement of the next generation of naval MCM systems.

As a result of the work in 2011 a combined programme for procurement of exercise mines is regarded as feasible, and the work to harmonize requirement and evaluate specific contractual issues is presently ongoing.

6. Long Range Precision Engagement

The aim is to achieve cost benefits and operational effectiveness by investigating and harmonizing the national requirements for a new Long-Range Precision Engagement capability. The final report is scheduled to be submitted in the first quarter of 2012.

7. Ground Based Air Defence

The aim is to investigate the cost benefits and operational gains by a Nordic cooperation on procurement, further development, use and maintenance of a common GBAD system or sub systems. The scope is to explore the positive gains of a common approach in primarily procurement, further development and logistical support of NASAMS and other common GBAD systems. Secondly, to explore further areas of cooperation in training and operations with potential common Nordic GBAD systems.

A combined GBAD Planning Exercise and live firing was conducted in 2011.

The study is completed and transformation of the study results to the national line-organisations has started.

8. Counter Improvised Explosive Devices (C-IED)

The aim is to develop and implement a (standing) Nordic approach, working relations and procedures on C-IED. This should include procurement, training and procedures

for the best possible countermeasures against the threat from Improvised Explosive Devices. It should improve combat effectiveness, interoperability, survivability and sustainability in operations.

During 2011 the information sharing has been enhanced and a Nordic training catalogue has been established. The C-IED working group will continue to facilitate working relations within the ordinary chains of command.

9. Joint Combined Logistics System (JCLS)

The aim is to investigate the cost benefits and operational effectiveness for the participating nations in the area of logistic systems in order to make practical suggestions for combined actions between the Nordic countries.

A preliminary study report (Draft JCLS Concept) is to be submitted to the MCC by September 2012 and the final report is scheduled to be presented to COPA CAPA by the end of December 2012.

10. Intelligence, Surveillance and Reconnaissance (ISR)

The aim is to develop more effective ISR-systems for use in international operations and for national defence. The current focus is on identifying critical interoperability requirements, cost benefits and operational gains resulting from a Nordic cooperation in the ISR domain based on lessons learned from multinational operations and on-going work. A proposal for a "CD&E project" is scheduled to be submitted by March 2012.

11. Acquisition and Life Cycle Support (ALCS)

The aim is to achieve financial, technical and/or industrial benefits for all the member nations within the field of acquisition and life cycle support.

During 2011 ALCS has compared (screened) the national procurement plans in order to identify possible armaments cooperation. As a result 4-5 new material cooperation



groups will be established, two existing groups will be re-tasked and 11 other possible cooperation items will be studied by existing subgroups.

Furthermore ALCS has opened dialogue with the following Interest Area Forums: the Chiefs of Procurement, the Nordic Land Capabilities and the Joint Industry Reference Group aiming to establish a permanent information sharing model on armaments related issues.

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.

« ... with the intent of reducing total costs and promoting operational effectiveness. »



COPA Human Resources and Education (HRE)

COPA HRE aims at exploring qualitative and cost effective solutions in the Human Resource and Education areas in order to contribute to increased operational effect. The timeframe of the area is a 10 years perspective.

COPA HRE are focusing on the following:

- » Harmonization of mutual Human Resources related topics.
- » Harmonization of mutual educational needs.
- » Monitor and report progress in human resources and education related implemented activities.

The former two studies; Vocational and Technical education has been put on stand-by during 2011 as the studies had turned into very ambitious projects of a scope difficult to implement. In order to pursue the original thoughts and ideas with the Nordic cooperation on Vocational and Technical education, but to keep it within a realistic framework with achievable goals and results, the MCC has decided to put the two studies on hold and replace them by a new study called "Common Courses for Specific Purposes". This study will have a different scope and more realistic aims and objectives.

1. Veterans Issues

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

The following achievements have been obtained in 2011:

- » Exchanging information on different countries' efforts and experience
- » R & D groups have been established
- » Initial preparation for a joint conference in this area

Estonia, Latvia and Lithuania are participating in this activity.

During 2011 the different national (Nordic) strategies and policies has been examined in order to establish a common platform for future cooperation.

To ensure a professional academic level of competence regarding this issue the sub-area "Research and

Development" has been established.

A NORDEFECO Veterans Conference is planned to take place in September 2012 in Norway. The main scopes will be:

- » To present common challenges, experiences, knowledge and different strategies on veteran issues (based on the listed topics) to professionals (main target group).
- » To present a set of common recommendations.
- » To establish a network.



2. Centre for Gender in Military Operations

The aim of the work has been to establish a "Nordic Centre for Gender in Military Operations". This will enable coordination of joint activities regarding all Gender issues related to military operations. The benefit will be a higher level of expertise and competence in the Gender perspective during military operations.

The centre has been established in Sweden and the official inauguration ceremony was held on January 24, 2012. Preparations are ongoing for planning courses and seminars for 2012. Courses and other activities will be conducted as described in the SWEDINT Course Catalogue for 2012.

3. Advance Distribution Learning (ADL)

ADL is a computer based method for flexible and effective education. The aim is to explore possible cost-reductions and quality gains, enable synergies and increase the competence through a Nordic cooperation.

The initial report presented in 2009 recommended the establishment of a common Nordic ADL centre. However, national ambitions and strategies on ADL have changed since the issuing of the report. Nations are therefore currently re-considering their positions.

4. Foreign Language issues

The aim is to explore possibilities for Nordic cooperation in the field of foreign language training/education, language testing and interpretation.

The work has focused on the following areas:

- » English for specific purposes
- » Other languages
- » Language Didactics
- » Translators training
- » Language testing

A report is scheduled to be issued in March 2012.

5. Common Courses for Specific Purposes (CCSP)

The aim is to identify realistic, beneficial and achievable courses that can be conducted within the NORDEFECO framework.

During 2011 the work has concentrated on identifying which courses are realistic as common courses in the NORDEFECO framework.

A Course Calendar is scheduled to be issued by September 2012.

6. Flag Officers Course

The purpose of studying the area of Flag Officer Course within NORDEFECO is to identify common methods that could meet the present and future needs of competence development for generals and flag officers.

The study is currently on hold.



COPA Training and Exercises (TEX)

COPA TEX aims at continuously identifying possibilities to coordinate and harmonize military training activities among the NORDEFECO nations and facilitate a combined and joint exercise plan for a continuation of five years.

In 2011, COPA TEX activities have provided several concrete results. The Cross-border Training North still provides successful cooperation between the Finnish, Norwegian and Swedish air forces. The project Cross-Border Training South is aiming at developing a similar cooperation in the South. The cooperation within Naval Diving and Naval MCM is in a process of being implemented into the line organisations and produces several good examples of added value. The Combined Joint Nordic Exercise Plan (CJNEP) has produced the first full-fledged exercise programmes with the CJNEP 2012 and the CJNEP 2013-16.

In general, most of the cooperation areas within COPA TEX could be considered as small, or marginal, in nature. However, by combining the efforts within small expertise areas across the Nordic nations, we have learned that possibilities of creating synergies exist, with cost savings and/or increased effects as subsequent results.



1. Naval Navigation

The aim is to investigate the potential for more cost efficient training of naval navigators amongst the NORDEFECO nations.

Recommendations are scheduled to be presented in March 2013.

2. The Combined Joint Nordic Exercise Plan (CJNEP)

The aim is to coordinate and harmonize military training and exercise activities, and to create a shared, transparent exercise programme.

The development of the CJNEP is to be aligned with the annual national planning processes. The work on developing the CJNEP will have a five-year perspective including the exercise programme for the next year and a plan for the four subsequent years. Both the CJNEP 2012 and the CJNEP 2013-2017 has been approved. The CJNEP 12 contains a total of 19 exercises open for Nordic participation, covering single service and joint exercises.

In addition, a process for annual update of the CJNEP has been developed. The CJNEPs 2013 and 2014-17 are scheduled to be presented to the MCC in September 2012 for approval.

3. Lessons Learned

The aim is to establish procedures for collection and exchange of Lessons Learned from exercises and/ or operations.

A recommendation is scheduled to be issued by December 2012.

4. Air Evaluation

The aim is to develop an effective Nordic cooperation within the area of Air Evaluation.



During 2011 the scope of the project has been limited to focus on the following:

- » Establishment of a pool of certified air evaluators mutually supporting each other's national evaluations
- » Support in providing OPFOR during evaluations.

A recommendation is scheduled to be issued in September 2012.

5. Cross-Border Training South

The aim is to establish cooperation between the Nordic air forces in the southern part of Scandinavia similar to the cooperation established between Sweden, Finland and Norway in the northern part of the Nordic region.

Based on the successful cooperation in the north, the focus in 2011 has been on developing the agreements and orders necessary to take the project further in 2012 under Swedish lead.

6. Naval Diving

The aim is to coordinate the Nordic cooperation in the area of Naval Diving and the main objectives for the cooperation are to support participating countries to share knowledge, skills and resources.

Cooperation is already ongoing in several areas. The activity will be implemented as a common Nordic activity and managed within the participating nation's chain of command. The formal documentation of the cooperation will be concluded during 2012.

7. Naval Mine Counter Measures

The aim is to create a basis for increased interoperability and thereby increased ability to concentrate efforts for Naval Mine Counter Measure (NMCM) operations and Historic Ordnance Disposal operations (HODOPS) in a national, regional and international context.

The cooperation has been functioning well during 2011 with the second combined MCM tactical course successfully conducted. Students from Norway and Sweden attended the course. Finland has indicated they may send student to the next course.

The NMCM activity will be implemented as a common Nordic activity and managed within the participating nation's chain of command.




Building confidence takes time and requires people to meet and discuss; a pre-requisite for finding common ground for multinational cooperation.



COPA Operation (OPS)

COPA OPS aims at planning, managing and supporting already agreed activities and generate and identify new initiatives in the areas of single service operations, joint international operations, logistics, movement and transportation. This in order to enhance the Nordic cooperation in the area of military operations. COPA OPS focuses on a timeframe up to two years.

COPA OPS focus areas are:

- » Nordic cooperation on operational issues in ongoing operations.
- » Nordic cooperation on Logistical issues.
- » Nordic cooperation on Strategic Movement and Transportation.

During 2011 the main focus has been to further explore the Nordic cooperation in ISAF. The cooperation on the use of strategic transportation to and from Afghanistan, including coordination of the use of the assets available through the Strategic Air Component (SAC) has provided the nations with effective strategic lift solutions.

The agreement between Norway and Sweden concerning Swedish helicopter technicians to support the Norwegian Aeromedical Detachment (NAD) in Meymanah in Afghanistan has continued in 2011.

The common pre-deployment training of personnel to the Observation, Mentoring and Liaison Teams has continued and proved to be valuable in support of building a credible Afghan National Army. The activity is implemented as a common Nordic activity.

1. Common Nordic activities in Afghanistan "post-transition"

The aim is to explore the possibilities for common Nordic activities in Afghanistan "post transition".

A feasibility study has been initiated and will continue during the first part of 2012. The final recommendation is scheduled to be presented in September 2012.

2. Nordic common redeployment from Afghanistan

The aim is to explore the possibilities for cooperation between the Nordic nations on the redeployment from Afghanistan.

The work has been initiated and a recommendation is scheduled to be presented in September 2012.

3. Generic Nordic Logistics Concept

During 2011 work has been ongoing on developing a generic Nordic Logistics Concept for future operations. A proposal is scheduled to be presented in March 2012.

4. Implement a Nordic Logistic Coordination Board (NLCB) in Afghanistan

Work has been ongoing during the latter part of 2011 in order to establish a Nordic Logistic Coordination Board (NLCB) in Afghanistan. It is assessed that the final preparations for the establishment of the NLCB will be concluded in January 2012 and the board be effective as of February 2012.

5. Develop a procedure to ensure Nordic cooperation is considered when planning future operations

The aim is to develop a procedure to ensure Nordic cooperation is considered an option when the Nordic nations are planning future operations.

A recommendation is scheduled to be presented in March 2012.

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





Report from the Coordination Staff and the NORDEFECO supporting groups.

The following presentations are brief summaries of the reports from the Coordination Staff (CS) and the NORDEFECO supporting groups.

The main responsibility for the CS is to serve as the staff element to the MCC. In addition, the CS supports the work in the different COPAs with providing common standards, methods and tools.

The role of the CS in the Nordic context is to support the MCC by planning, arranging and reporting from MCC meetings. During 2011 the CS has planned and arranged two MCC meetings. The CS is also reporting to the national organisations on agreements adopted by the MCC in order to initiate the national implementation processes.

During 2011 the focus has been on:

- » The "Reduced Bureaucracy" activity aiming at simplifying regulations and procedures concerning cross-border activities.
- » Facilitating the NORDEFECO cooperation with the Baltic States.
- » Development of agreements and operating procedures.

The role and composition of the CS in the national structures varies from nation to nation. However, the national "CS offices" have been a mechanism for strategic military level coordination of NORDEFECO activities and provided a proper system for implementation of Nordic agreements.

The Communications Network

During 2011 the Communications Network- a joint political and military strategic level established group of senior Nordic public affairs officers - took some further steps towards establishing NORDEFECO as visible and strong defence cooperation. The year was rather intensive for the public affairs dimension of the Nordic defence cooperation, with many national POCs & public affairs officers covering a large number of bilateral or multilateral exercises, training sessions and political and military meetings taking place. Feature stories, articles and reports, on a number of cooperation activities, were promoted and published on national web sites, on www.nordefeco.org as well as in various Nordic public media.

« The national "CS offices" have been a mechanism for strategic military level coordination of NORDEFECO activities »

This list describes the major activities during the year:

- » Public Affairs activities at bilateral or multilateral exercises and training sessions in all services.
- » Participation at PSC, CHOD and MCC meetings.
- » Participation in Coordination Staff activities and meetings.
- » Development of NORDEFECO Strategic Communication Platform & Documents.
- » NORDEFECO Image Archive planning activities, including a legal analysis (initial phase) of status of the NORDEFECO brand (intangible asset) as well as imagery rights.
- » Launch of the website nordefeco.org.
- » Initiating a (MCC level) discussion on the topic "How to strengthen the Public Affairs' dimension of NORDEFECO?!"
- » Start of bilateral cooperation on development of new Norwegian and Swedish Military Public Affairs Handbooks.

efficient execution of the studies to meet time and quality requirements

The Legal Support Group

The Legal Support Group provides support in developing rules and regulations concerning all aspects of the cooperation. During 2011 legal support has been provided to develop legal documents in order to facilitate implementation of common Nordic activities. The legal support in developing the Technical Arrangement for the implementation of the Nordic Centre for Gender in Military Operations was vital.

The Technical Support Working Group

The Technical Support Working Group has been supporting the upgrading and implementation of a VTC-system. The system was functional in the beginning of 2011 and meetings are conducted using VTC on a regular basis both by the CS and the COPA's.

The Method Support Group (MSG)

A standardized price list has been developed for the "Cost-benefit" method, in order to enable common and comparable financial analysis.

Coordinating meetings with Smart-Lab (SL) have been held, and a representative from SL has been integrated in the MSG.

SL has facilitated work for the "BNTF2020" study, to ensure the transition from model based capability development to cost benefit method will be easy. In addition, method support has been provided to the "Camp Management" study.

SL has secured the methods support for capability development within the "BNTF2020" main study; Logistics sub-study and the C2 sub-study, in order to secure an

Investigation of the possibilities to enhance or develop technical systems for intra-Nordic sharing of classified information is ongoing; the work is now narrowed down to two possible COAs which will be presented for decision in 2012.



Goals and priorities for 2012

Denmark, as chair nation of NORDEFECO in 2012, has stated the following two overarching political level priorities:

1. The Danish Chairmanship gives priority to the following topical thematic subjects with mutual interests:

- › Nordic cooperation on capacity building in East Africa in the framework of UN.
 - A) Support capacity building of the Eastern African Standby Forces (EASF) on the land, maritime and Peace Support Operation area. Capacities to contribute to anti-piracy are included.
 - B) Identify possible support to UN capacities for Peace Support Operation e.g. financing renting/leasing helicopter capacity ex. via establishing a trust fund.
- › Nordic Industry Seminar 2012 with emphasis on "Green Tech" related to military use.
- › The High North/Arctic.
- › Pooling and Sharing/multilateral cooperation.

2. Enhancement of the political dialogue

These political priorities will be supported by military initiatives at the top military level to seek further Nordic cooperation.

In addition to these priorities and initiatives emphasis will be put on implementing the priorities given by the Nordic Chiefs of Defence and the objectives stated in the MCC Action Plan 2012 with particular focus on:

- › Strengthen operational and capability cooperation related to operations,
- › Decrease bureaucracy and hindrances related to cross border activities,
- › Establish a process to synchronize, as appropriate, requirements to increase the tempo in capability development and armament acquisition,
- › Coordinate common education, training and exercises.

The Nordic Chiefs of Defence have presented a list of key objectives with the highest expectations to deliver tangible results in NORDEFECO in 2012:

- › Cooperation on "Veteran Affairs".
- › Establish a "Centre for Gender in Military Operations".
- › Issue a common Nordic concept for the "Battalion Task Force 2020" study.
- › Implement the "Cross-border training Air South" project.
- › Develop a "Generic Nordic Logistics Concept" for future operations.
- › Implement a solution for intra-Nordic sharing of classified information.
- › Exchange of information between the Nordic nations concerning ongoing work in the area of "Cyber Defence".



The MCC met in Stockholm in September to agree on new measures to advance the Nordic defence cooperation.



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