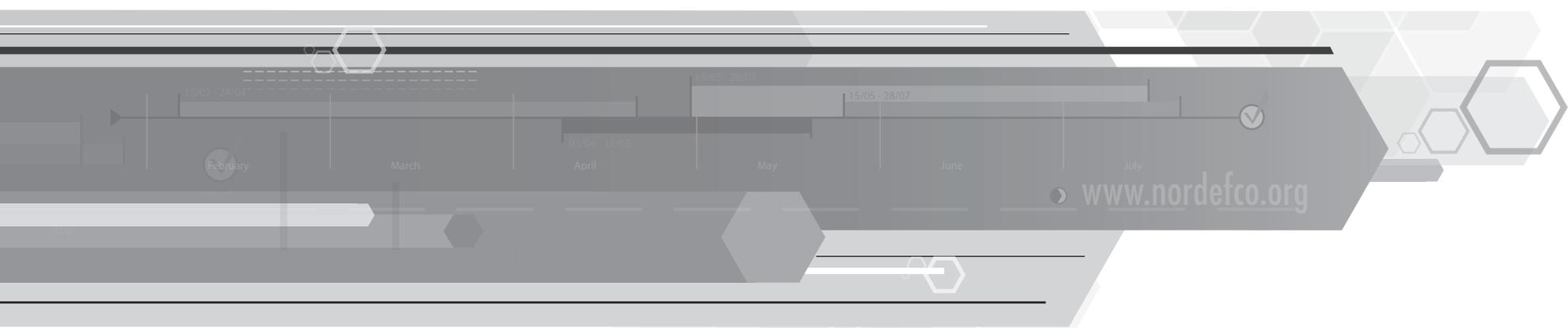




MILITARY LEVEL
annual report



2010



Norwegian Armed Forces
Media Centre

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Goal 1

NORDEFCO military level annual report



A word from the MCC chairman



Arne Røksund
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.

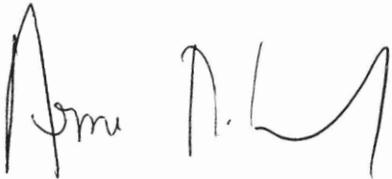
Furthermore, the development in the area of training and exercises is promising. Extensive Nordic participation in the exercise Cold Response, and the fact that the exercise was held both on Norwegian

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.

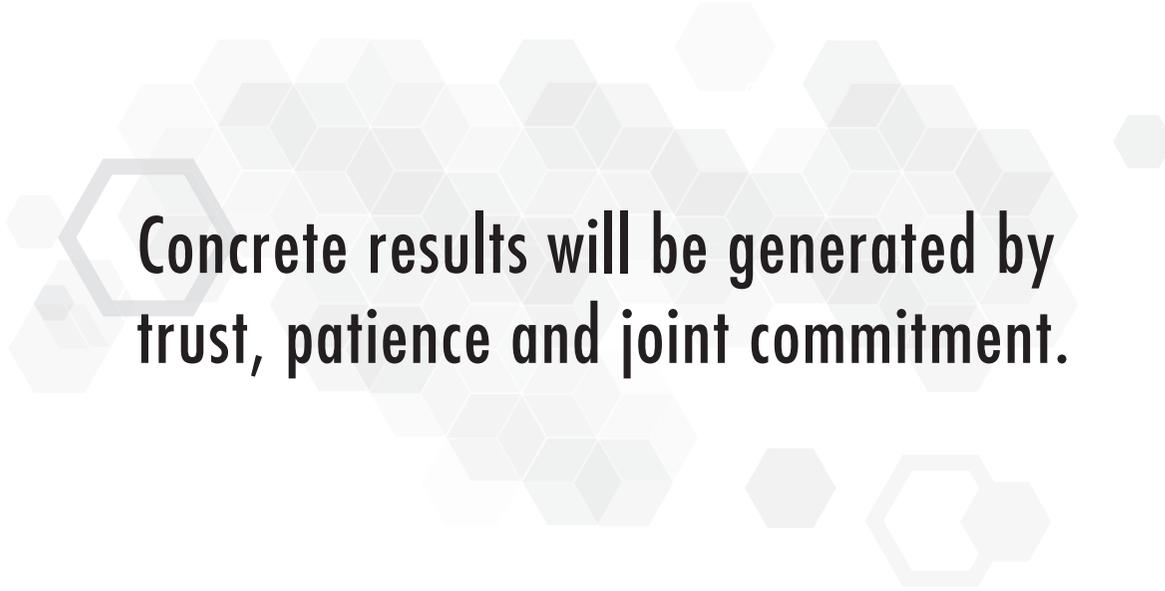
Looking ahead, we will build on what we have achieved so far. We will now shift focus from shaping the structure to emphasise even stronger on producing results, in the short as well as the long-term perspective.

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.



A handwritten signature in black ink, appearing to read 'Arne N. M.', is positioned above the date.

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.

Content

- 8 Achievements in 2010
- 16 Overview of activities run by the COPAs
- 19 Reports from the Cooperation Areas (COPAs)
- 35 Military level meetings in 2010
- 36 Goals and priorities for 2011
- 37 NORDEFECO beyond 2011
- 40 Participants in the MCC/COPA-structure

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.

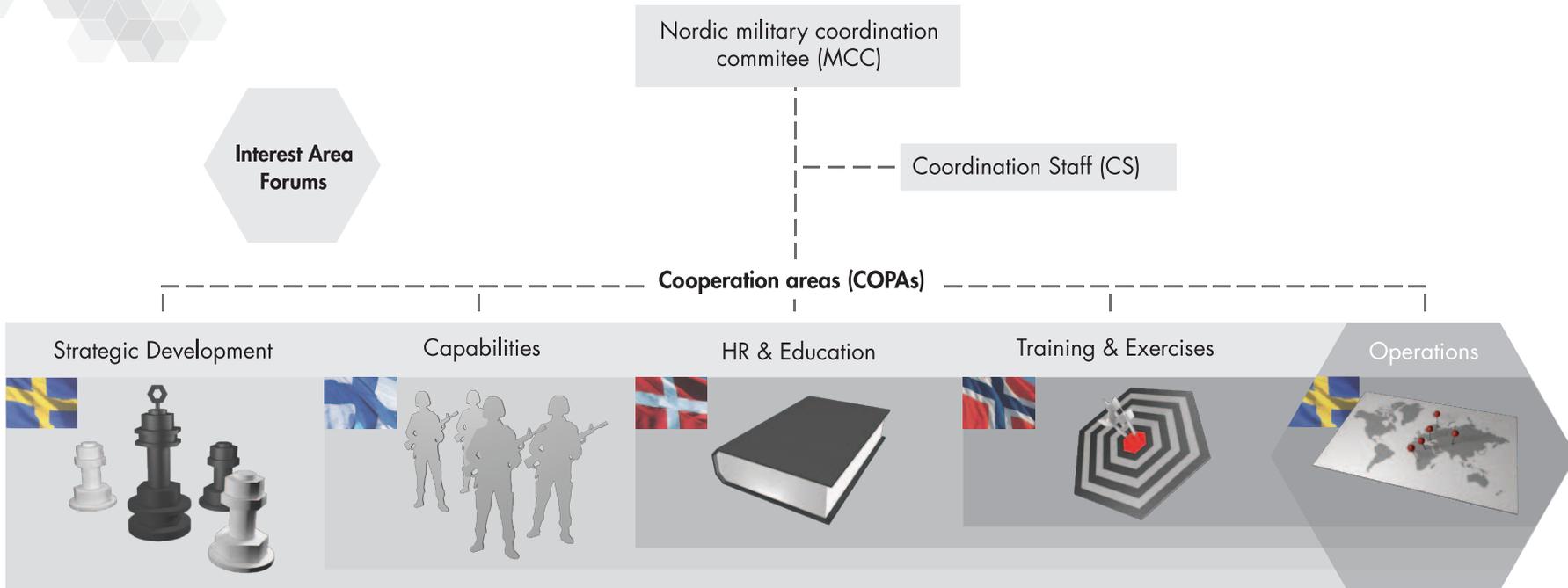
Cooperation in NORDEFECO does not challenge other forums of cooperation, but respects national security solutions and acknowledges any obligation incurred through membership in the EU and/or NATO.

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

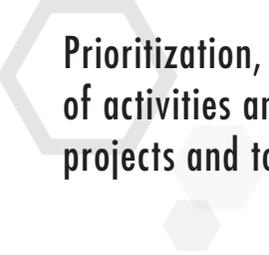
In 2010 the decision to exchange personnel was put into effect and Finland, Norway and Sweden now have posted staff officers in each others head quar-

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.

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 NORDEFCO and to facilitate the work:

Guidelines for NORDEFCO 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 Meymaneh has proven vital for its sustainability.

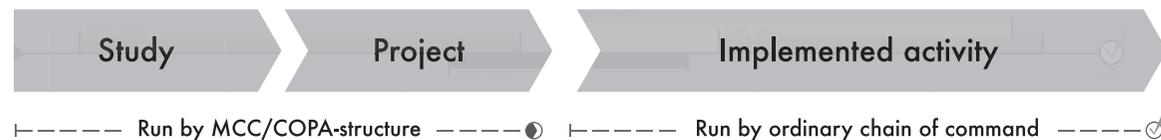
The common pre-deployment training of personnel to the *Observation Monitoring and Liaison Teams* (OMLT) has also proved to be valuable in building a potent Afghan National Army.

From idea to activity

COPA-structure and ordinary chain of command

Activities in NORDEFCO 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.



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 UNIFIL (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 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.



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.

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.



CV90



BV206



CV90



Forward Observer System



TOW

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).

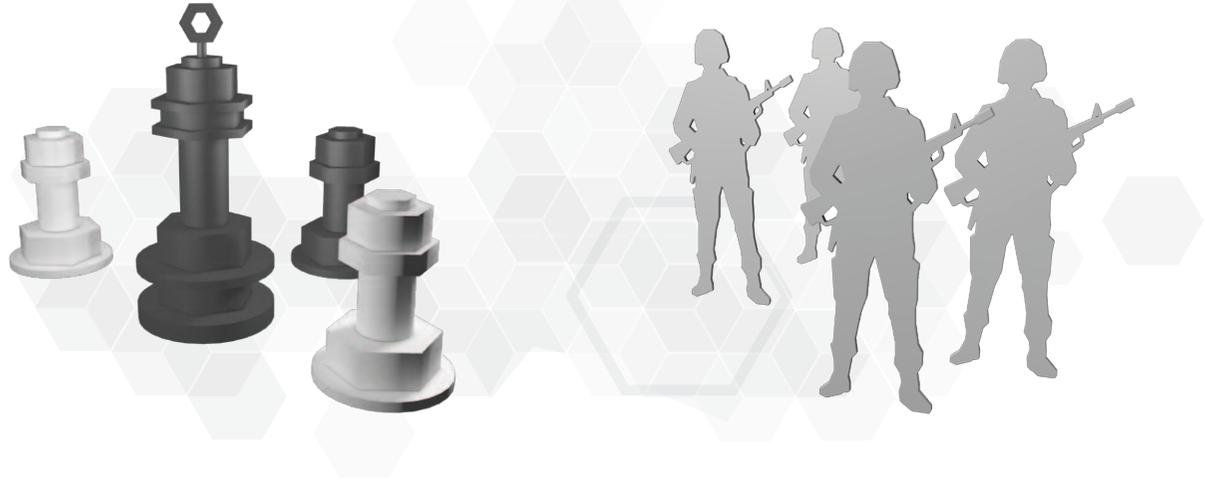
Nordic-Baltic cooperation

Several countries have expressed their interest in the development of NORDEFECO. 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.



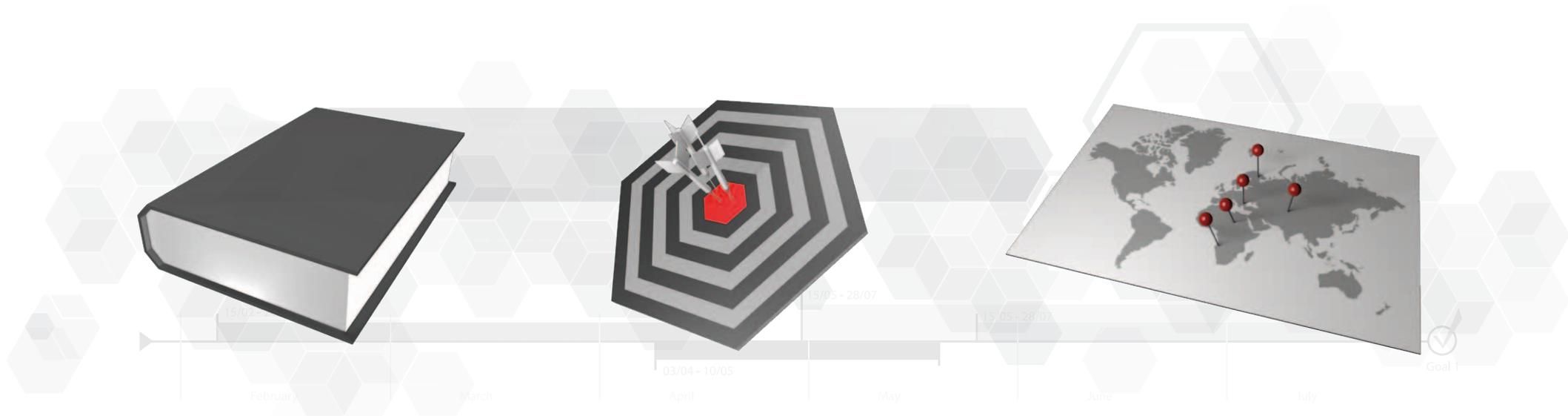
The Nordic cooperation comprises hundreds of other activities.

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)
6. Battalion Task Force 2020 (BNTF 2020)
7. Ground Based Air Defence (GBAD)
8. Countering Improvised Explosive Devices (CIED)
9. Future Mine Counter Measures (MCM)
10. Joint Logistic Support System (JCLS)



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 (NMCM)
4. Project Lessons Learned
5. Project Surface to Air Live Firing
6. Project Combined Joint Nordic Exercise Programme (CJNEP)
7. Study Naval Navigation
8. Study Naval Diving Study Cross Border Training – SOUTH

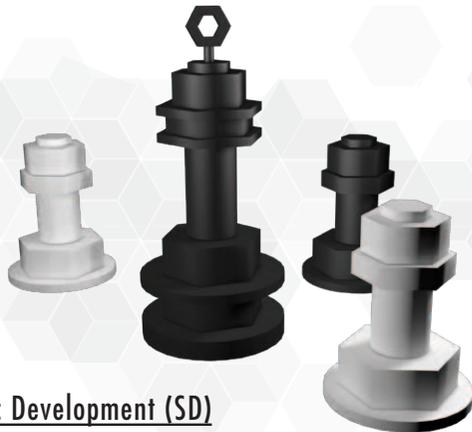
COPA Operations

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.