FORSVARSDEPARTEMENTET

A new era, new requirements, new missions

Proposition to Parliament No. 42 (2003 - 2004) – Short version

A new era means new challenges for the Norwegian Armed Forces. Through the proposals in "The further modernization of the Norwegian Armed Forces 2005-2008", the Norwegian government wants to continue the development of relevant, modern and flexible armed forces:

- **The Norwegian Armed Forces Shall be a learning, vibrant and leading organization - that deliver what is needed, when needed, where needed**
- **Considerable resources shall be transferred from logistics and support functions, to operational units and procurement**
- **The operational structure shall be of high quality and have rapid reaction ability**
- **The Norwegian Armed Forces shall be highly motivated, with the proper composition of age and comptence**
- **The Norwegian Armed Forces shall be an adaptable organization, capable of rapid change**

The Further Modernisation of the Norwegian Armed Forces 2005 - 2008

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This document constitutes a summary of the Propostion to Parliament no. 42 (2003 - 2004). In case of possible errors or inconsistencies in this summary, the official Proposition to Parliament applies.

A new era, new requirements, new missions

We are living in a global era. We are part of an open and rapidly changing global society. A society with great opportunities, facing many challenges.
A society faced with a new security agenda. An era entailing new missions for the Norwegian Armed Forces.

Security and the development of a well functioning international community based on human rights and global concerted efforts, are the fundamental premises that underpin our society. Norwegian Defence must be capable of meeting the security challenges that face our country in these times. We must have the ability to protect our security interests in Norway and the neighbouring areas. We must participate in the fight against terrorism, and contribute towards reconstruction, peace and stability in countries devastated by war and conflict. This implies a need for flexible, high quality defence forces capable of rapid reaction when required.

The Government's new Proposition to Parliament, setting out the Long-Term Plan for the Armed Forces (2005 - 2008), proposes new solutions and new guidelines for the further development of our Armed Forces, in order to make them more capable of meeting future challenges and accomplish new missions. A defence organisation capable of rapid reaction. A defence establishment oriented toward the challenges of our times. Armed Forces that are both modern and flexible.

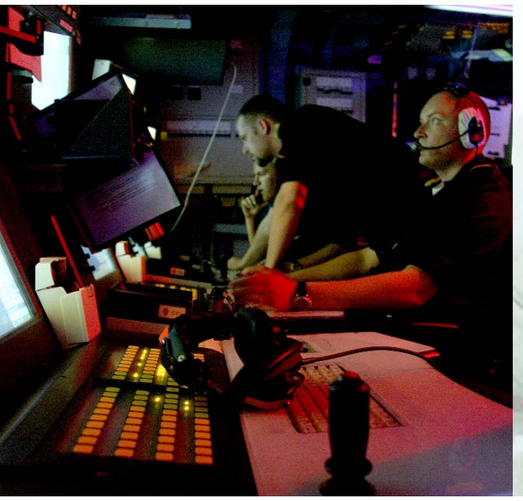
My vision for the Armed Forces is an organisation that can accomplish these missions. A learning organisation – capable of new thinking, a living organisation – capable of adapting, and an organisation capable of playing a significant role in NATO. Armed Forces, moreover, that can deliver the forces that are needed.
The purpose of the restructuring of the Armed Forces over the last two years has been to lay the foundations for this overall capability. And we shall continue to follow this course.

The Long-Term Plan carries forward the modernisation of our military units and materiel. The aim is greater efficiency and flexibility with the capability to adapt continuously to changing threats and challenges. This will improve the capability of the Armed Forces to carry out their missions – nationally, in the context of the UN and within the NATO alliance.

To achieve this we need personnel who are well qualified and well motivated, and with the right attitude. We must take good care of our personnel. I am proud of the determination and commitment shown by our men and women. It promises well for the future of Norwegian Defence.

The Government's new Long-Term Plan aims to create modern armed forces which, either alone or in concert with allies, can meet new threats and contribute constructively towards making the world, both here at home and in a wider context, a safer place in which to live. This will give us a true Defence for our time.

Modernisation continues



The Long-Term Plan 2005-2008 carries forward the modernisation of the Armed Forces through:

- increasing the operational capability of the Armed Forces and the proportion of usable forces with a rapid reaction capability
- establishing a usable, and deployable army brigade, Brigade North
- establishing a joint, usable and deployable ISTAR capability for surveillance, intelligence, target acquisition and reconnaissance, including unmanned aerial vehicles (UAV)
- increasing the scope of the capabilities that the Armed Forces contribute to national and international crisis management operations
- proposing a quality reform for the Home Guard involving better equipment, training and organisation coupled with greater task-based specialisation
- strengthening the Navy through the phasing in of new surface vessels, and new helicopters for the frigates and Coast Guard vessels

This will be achieved by measures including the following:

- improving personnel administration throughout the Armed Forces to reflect the new threats and challenges and to meet the armed services' need for personnel with specialized qualities and skills
- continuing the policy of conscription adapted to meet the needs of the Armed Forces
- creating a more efficient support and logistics concept matched to operational needs
- reallocating NOK 2 billion from logistics and support functions to materiel investments and operational activities

Transformation: Military change

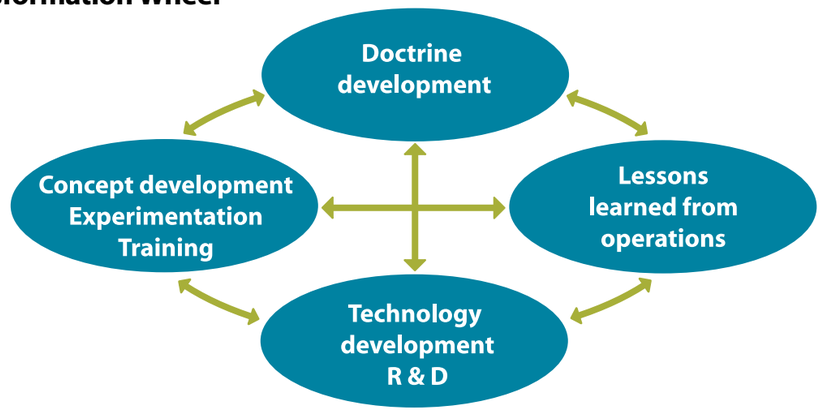
Transformation implies reshaping or a process of qualitative change. Military transformation entails changing the composition or attributes of military forces, or the way in which they operate. The aim of military transformation is to create a defence organisation which is better able to manage unpredictability and the broad spectrum of defence tasks.
Transformation is thus a proactive and continuing process in which novel concepts, doctrines and capabilities are developed and integrated to improve the effectiveness and efficiency of armed forces. Military transformation will enhance their ability to operate jointly, both nationally and internationally.

The figure below illustrates the linkage and interplay between the four core aspects of transformation: doctrines, lessons learned, technology development, research and experimentation. Transformation, however, depends above all on people and on professional competence. Creativity, the will and the ability to embrace change, combined with solid professional competence, are the qualities needed in service personnel and these will be crucial to the continuing modernisation of the Armed Forces.

In the context of long-term defence planning and organisational restructuring, transformation means placing increased emphasis on the ability of the Armed Forces to remain flexible and adaptable.
To achieve this aim, our defence structure, including the Armed Forces, must embody both the will and the ability to change and adapt.

We must have an adaptive defence structure

The Transformation Wheel

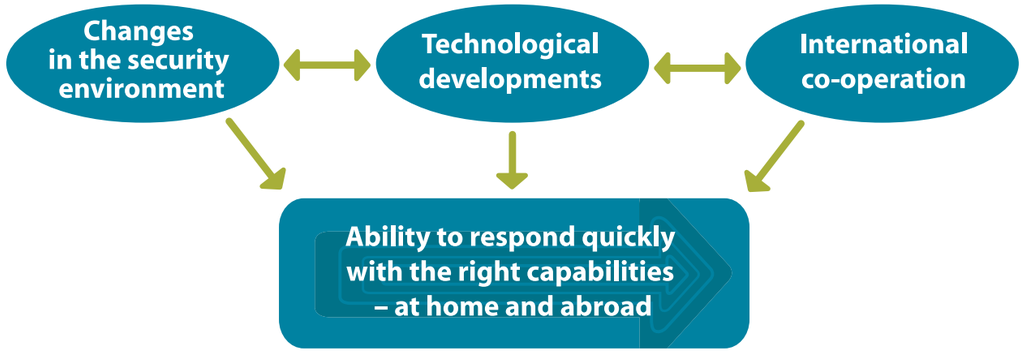


Modern armed forces – an answer to a changing strategic setting

NORWAY AND ITS NEIGHBOURING REGIONS

The purpose of Norway's security policy is to safeguard and promote national security interests, first and foremost the safety and wellbeing of the Norwegian people. The Norwegian economy is, to a considerable extent, dependent on natural resources in the northern sea areas and is affected by international developments in the oil and energy sector. In its immediate neighbourhood, Norway must demonstrate that it has the will and the ability to exercise its own sovereignty, as well as being capable of managing national crises and incidents. Norwegian defence planning must also take into account the threat from international terrorism and weapons of mass destruction. Because crises and incidents in the future are likely to occur more suddenly than in the past, and in ways and locations that cannot be predicted or planned for, we need defence resources of a new kind.
The need to be capable of dealing with the unexpected, especially on or close to our home territory, makes it vital that we have defence forces capable of countering or minimising such threats. Priority must therefore be given to flexible, rapid reaction forces of high quality.

Globalisation and unpredictability
Our times are characterised by increasing interdependence between countries and regions. Geographical distances have less significance. The effects of globalisation are to a large extent positive. It has contributed to important advances, not only in technological and economic terms but also politically and culturally. Mutual dependence and understanding extending across national boundaries are probably the most important factors in building stability and peaceful coexistence.
At the same time, globalisation has brought a number of new challenges, not least in the field of security. In some countries and regions these developments have contributed to undermining traditional social structures and many countries are afflicted by civil war and internal unrest. Such conflicts and events, even when they are taking place in distant parts of the world, can have consequences for our everyday life and our security here at home.
The security environment is also fraught with uncertainty. In the past our defence planning was focused largely on threats from other countries. Any attack would have entailed substantial preparations, such as force build-up and troop movements on the part of an aggressor, so allowing time for defensive measures to be taken.
Today the possibility of crises and minor conflicts arising with little or no previous warning is much more a reality. International terrorism takes advantage of the vulnerability of modern society, modern technology and infrastructure when planning and carrying out attacks. The possibility that we, or our allies, may be subjected to attack by weapons of mass destruction is a real one. States which collapse and degenerate into internal conflict provide fertile ground for extreme political groupings and widespread human suffering.



Norwegian security is closely linked with international security
Norway's security can only be assured within a framework of international cooperation in which the UN forms the keystone. The UN plays a key role in Norwegian security policy. For Norway, therefore, it is a matter of high priority to support and strengthen the role of the UN. The UN has, in the light of experience gained during the 1990s, expanded its concept of peace operations. The report of the UN's Secretary General "Agenda for Peace" from 1992 provided a major contribution to the debate, which continued over several years, as to how such operations should be carried out, and the kind of forces that should be employed. The "Brahimi Report", produced in the year 2000 by a UN expert panel, concluded that the traditional concept of peacekeeping operations should be expanded and that the UN needed more robust forces, capable of exerting a deterrent effect, if the UN was to be more than a powerless observer in the event of breaches of human rights, ethnic cleansing or other breaches of international law or agreements.
The UN has also supported, to an increasing extent, the use of regional organisations, such as NATO, to carry out peace operations. This ensures that operations are properly mandated under the provisions of international law, while freeing the UN from direct operational responsibility for the conduct of operations for which the organisation would not itself have the requisite resources or command structure. NATO will continue to constitute the cornerstone of Norwegian security within the overall framework provided by the UN. Multinational solutions will

We cannot exclude scenarios of military strikes and crises in Norway or in adjacent areas. Our Armed Forces must be able to meet new security challenges in our own part of the world

become increasingly important as a strategy for the further development of Norway's Armed Forces. This applies first and foremost to cooperation with our allies in NATO, but also within a broader international framework. It is of decisive importance to Norway that NATO remains the central transatlantic forum, bringing together European and North American security supported by the appropriate military capabilities. Norway must contribute actively to the modernisation of NATO. This means continuing to contribute relevant capabilities to NATO's structures and operations and making Norway's unique training facilities available to the Alliance. Ensuring that NATO maintains a high level of training activity in Norway is a matter of the highest priority. Task sharing, role specialisation and multinational cooperation within NATO in areas such as education and training, logistics and joint force contributions all offer benefits in terms of cost-effectiveness. By such means it is possible for small countries like Norway, acting in concert with others, to achieve more than would ever be possible if acting alone.
There is nothing incompatible between the Armed Forces' requirements relevant to their various missions at home and abroad. Quite the contrary, in fact. In shaping the Armed Forces for their future activities, the experience gained from national and international activities will be seen as sources of mutual benefit.

Developments in technology
Developments in technology are of enormous importance to the Armed Forces. Modern technology creates new possibilities for meeting new security threats in a more efficient manner. The development of new type of weapons and new systems for surveillance, information and communication are examples of this. At the same time, however, technological advances bring new vulnerabilities and new challenges. The danger posed by the the spread of weapons of mass destruction and modern weapon technology are central aspects of this. Advances in technology offer new ways to attack the structure of society, or to strike a military aggressor, and these advances have contributed to the increased potential threat posed by international terrorism.

Today the changing nature of weapons and other equipment, and the way in which modern military organisations operate, stems largely from developments in information technology.
In this respect, as in many others, our armed forces must be equipped and trained to embrace this new technology to a level that will enable them to operate effectively, either alone or in concert with allied forces, both at home and abroad, in meeting future threats and challenges.

THE ORGANISATION AND TASKS OF NORWEGIAN DEFENCE

Norwegian defence must be organised so that it is able, in the best way possible, to handle the sum total of the most central challenges and tasks generated by the security environment. The solution is a modern, flexible and alliance-oriented defence, in which tasks, structure and resource allocations are in balance. Such a defence must feature forces that are available at short notice and which can be deployed wherever and whenever the need arises, at home or abroad, either alone or in concert with others.

Civil-military cooperation
In order to be able to counter new security challenges, in particular the growth in international terrorism, cooperation between military and civil authorities needs to be developed further. The concept of Total Defence must be adapted to meet these new demands. Effective civil-military cooperation will in future depend on the Armed Forces and the civil authorities providing mutual support across the whole spectrum of incidents and crises.

The Armed Forces are to be developed as a modern, flexible and alliance-oriented instrument of security policy in which every effort will be made to ensure that a balance is struck between defence tasks, organisational structure and resource allocation. Defence activities will be based on close cooperation with relevant civil authorities and a system of National Service adapted to the needs of the Armed Forces. The focus will be on the safeguarding and promotion of Norwegian interests based on the capacity to meet a broad spectrum of challenges, both at home and abroad.

International cooperation strengthens our national security

NATIONAL DEFENCE MISSIONS	*MISSIONS TO BE UNDERTAKEN TOGETHER WITH ALLIES AND PARTNERS*	*OTHER MISSIONS*
Ensure a sound basis for national political and military decision making through timely surveillance and intelligence Uphold Norwegian sovereignty Exercise national authority in designated areas Prevent and manage incidents and crises in Norway and in adjacent areas	Contribute to collective defence against threats, strikes or attacks, including the use of weapons of mass destruction against Norway and our NATO allies Contribute to international crisis management, including multilateral peace support operations	Contribute military support to diplomacy and to preventing the proliferation of weapons of mass destruction Contribute to societal security and other central missions in our society

Operational structure

JOINT CAPABILITIES

Modern military operations are becoming increasingly "joint", with the various Services working closely together and sharing resources. The new structure embodies a range of capabilities which are either themselves new, or are incorporated in a new joint structural framework.
These joint capabilities include the Armed Forces' command structure, Special Forces with their own integrated helicopter wing, and a joint ISTAR unit for intelligence, surveillance, target acquisition and reconnaissance purposes. ISTAR is one of the areas being addressed in NATO's military transformation. The joint capabilities also include a number of smaller units specialising in logistics, medical matters and the clearance of mines and other explosives.

The command structure

Our National Joint Headquarters (NJHQ) in Stavanger will be co-located with NATO's Joint Warfare Centre. Regional Headquarters North Norway (RHQNN) at Reitan will function as a forward command centre for crisis management. Regional Headquarters South Norway (RHQSN) in Trondheim will be closed. Twelve Home Guard Districts will be retained and strengthened through the ongoing quality upgrade of the Home Guard, an important programme in view of the Home Guard's responsibility for territorial defence.
The purpose behind the rationalisation of the command structure is to transfer resources and responsibility to operational units. Advances in the field of information and communications technology make it feasible for each link in the chain of command to exercise a broader span of control. The transition from a mobilisation based defence to a defence based on a rapid reaction capability has reduced the need for regional commands. NJHQ will, as at present, be able to delegate command responsibility for Home Guard Districts, and other appropriate resources, to the Command at Reitan. NJHQ will be responsible for matters relating to the forward storage facilities in Trøndelag.

The Special Forces

The Special Forces will be strengthened and an air wing is being established for special operations based on the use of earmarked helicopters from the existing 720 Squadron. The Special Forces represent a capability of critical importance to national crisis management as well as for multinational operations abroad.

A joint **Information and Communications Infrastructure Unit** is being set up to support Norwegian forces on deployment.

Provision is being made for **jointly funded air-to-ground surveillance** within NATO, a high priority area for the Alliance.
Solutions to the requirements for **air-to-air refuelling, strategic airlift and strategic sealift capabilities** are being sought through NATO joint projects.

Establishment of an ISTAR unit

An ISTAR unit is being set up for intelligence, surveillance, target acquisition and reconnaissance purposes. ISTAR is an important area within NATO, and is relevant to a wide range of missions both at home and aborad. In particular, the ISTAR unit will make an important contribution to national crisis management in that it can quickly establish a military presence and contribute to the acquisition of information and intelligence. Unmanned aerial vehicles (UAVs) are being procured for use in an ISTAR context. The ISTAR unit is able to operate with other units in a multinational setting and with elements from all Service branches. The unit is based mainly on existing reconnaissance and Special Forces units. Force elements such as UAV's and Coastal Ranger units may take part at divisional or corps level in allied operations.
The Coastal Ranger Command will be developed further and will have the capability to operate both on naval missions and as part of the ISTAR unit.

Priority is also given to protection against nuclear, radiological, bacteriological and chemical (NRBC) weapons, with action being taken to upgrade the organisational structure, improve individual and unit protective equipment, and to establish dedicated specialist units.

* Intelligence, Surveillance, Target Acquisition and Reconnaissance

Several logistics and support elements, including medical units, are being made deployable. Some of these capabilities will also be highly relevant in the Total Defence context. This will not only enhance Norway's national operational capability but it will also enable Norway to make a broader force contribution internationally.

THE ARMY

The Army will establish a usable and deployable brigade, Brigade North. This will, in all, require two sets of brigade equipment. The second set, together with fully trained personnel, will form the framework for a mobilisation brigade, Brigade 6. Brigade North will be made more usable and deployable, which will mean a need for a larger element of standing forces and personnel on stand-by contracts. This brigade provides an appropriate framework for the Norwegian Army's activities and ensures that all-round competence at brigade level is maintained. The establishment of Brigade North as a deployable unit meets NATO's force readiness requirements for a reaction time of 180 days. The reaction time can be reduced substantially for some of the brigade elements, including the support and logistics units, which will be at a considerably higher degree of readiness. The Telemark Battalion will continue as a rapid reaction force within Brigade North. Brigade 6 replaces Brigade 12 (Trøndelag Brigade). Brigade 5 is being disbanded. The Border Guard and the Norwegian Royal Guards, H M the King's Guard, will remain as at present. In addition, the Norwegian Army will have a Divisional Command (6th Division) as well as corps and divisional units for multinational operations.

THE NAVY

Fridtjof Nansen Class frigates equipped with NH 90 helicopters and Skjold Class vessels are being phased in. These new vessels will help to give the Norwegian Navy a modern, flexible fleet with substantially increased capability. The existing Hauk Class MTBs will be phased out as the new Skjold Class enters service.
Six Mine Countermeasure Vessels will be retained and upgraded and two will be phased out. Three submarines will be upgraded to enable them to carry out a broader spectrum of missions.
The Norwegian Navy will also have the capability for the command and control of both national and multinational naval forces. The Coastal Ranger Command will be developed to operate as a part of the joint ISTAR unit. The Coast Guard will continue as at present.

THE AIR FORCE

48 combat aircraft will be upgraded and will continue in service within the operational structure. The aim is to be able to deploy up to one squadron of combat aircraft. One air defence battery (NASAMS) will be made deployable while a second battery, to be manned on mobilisation, will continue to be available. Air defence systems will be upgraded and will be given a certain capability against cruise missiles. Other aircraft, including transport aircraft, maritime patrol aircraft and transport helicopters, will be retained. The Air Force will be provided with sets of base equipment for the support, command and control of contributions deployed on operations outside Norway.

THE HOME GUARD

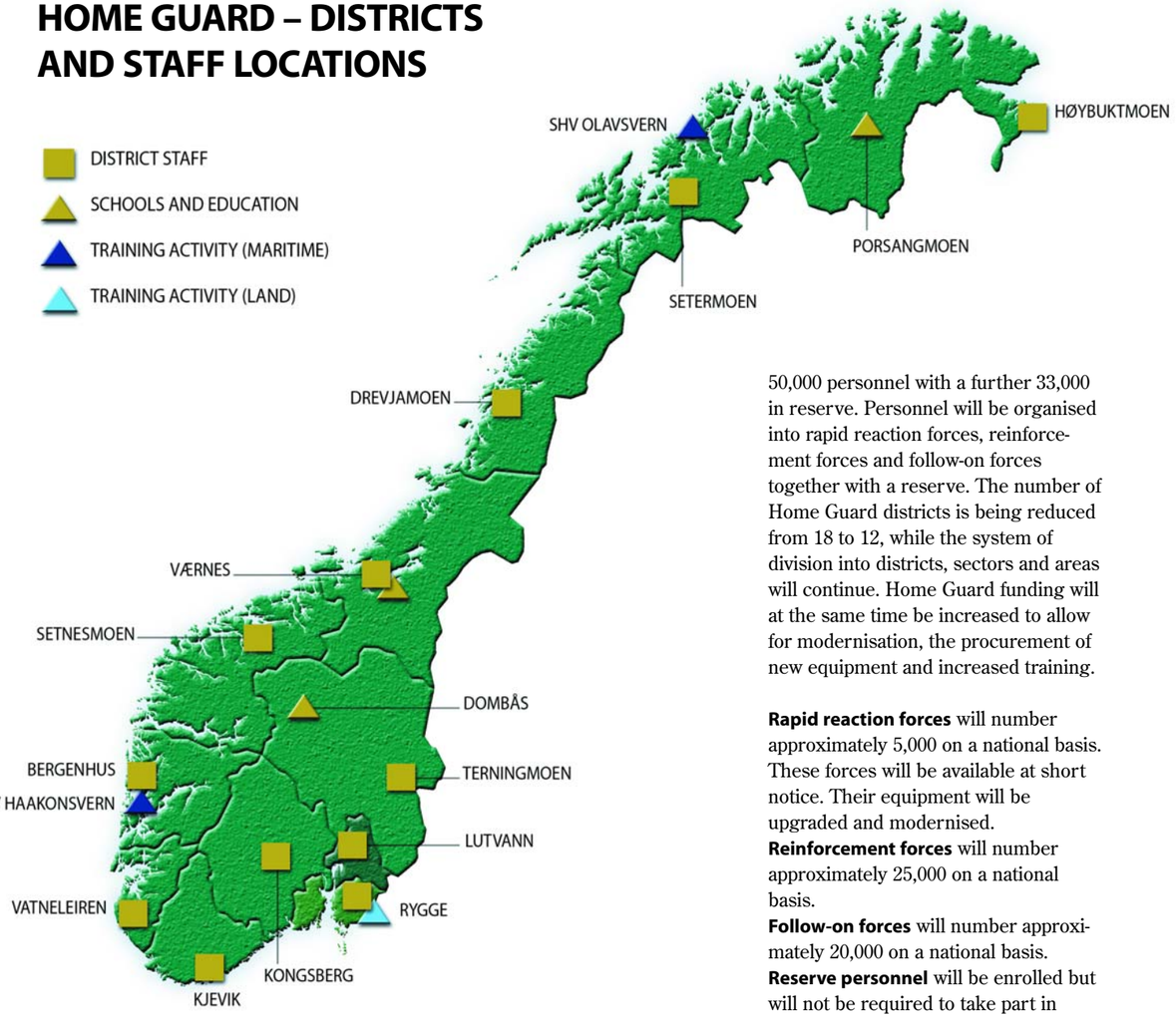
The Home Guard is of critical importance when faced with new security threats and will have important tasks relating to protect infra structure, force protection for national and allied forces and storage facilities. The Home Guard

Quality reform and specialisation will make the Home Guard more relevant

will contribute forces in support of judicial authorities, if the need arises. The quality of the Home Guard will be substantially improved with the implementation of the planned quality reforms. The operational structure of the Home Guard will in future include 50,000 personnel with a further 33,000 in reserve. Personnel will be organised into rapid reaction forces, reinforcement forces and follow-on forces together with a reserve. The number of Home Guard districts is being reduced from 18 to 12, while the system of division into districts, sectors and areas will continue. Home Guard funding will at the same time be increased to allow for modernisation, the procurement of new equipment and increased training.

Rapid reaction forces will number approximately 5,000 on a national basis. These forces will be available at short notice. Their equipment will be upgraded and modernised.
Reinforcement forces will number approximately 25,000 on a national basis.
Follow-on forces will number approximately 20,000 on a national basis.
Reserve personnel will be enrolled but will not be required to take part in training exercises.

HOME GUARD – DISTRICTS AND STAFF LOCATIONS



ARMED FORCES OPERATIONAL STRUCTURE 2008

JOINT

- National command structure:
  - NJHQ
  - RHQNN
  - *RHQSN will be disbanded*
  - 12 Home Guard Districts *(reduced from 18)*
  - Tactical Mobile Land Commands (6th Div)
  - Commander Norwegian Task Group (maritime)s
  - Intelligence Service
- Special Forces:
  - Norwegian Army Special Forces Commando
  - Norwegian Naval Special Forces Commando*
  - **Air Wing** (6 Bell helicopters*)
- **Joint ISTAR Unit:**
  - **Module-based ISTAR Unit***
  - Coastal Ranger Command*
  - **UAV capability**
- **Alliance Ground Surveillance (AGS) NATO multinational programme**
- Home Guard*: 50,000 +33,000 (Reserve), organised in:
  - **Reaction forces**
  - **Reinforcement forces**
  - **Follow-on forces**
  - **Reserve**
- **Information Operations Capability (primarily under NJHQ)**
- **Flexible medical modules (Joint Medical Services)**
- **NRBC protection (nuclear, radiological, biological, chemical):**
  - **Chemical analysis laboratory**
- EOD Unit (explosive ordnance disposal)
- **Joint Operational CCIS (command, control and information systems)**
- CIMIC Unit (Civil-Military cooperation)
- **Deployable logistics support**
- Host Nation Support (2 mobilisation battalions) under NJHQ (logistic support for Allied reinforcements)

ARMY

- 1 Deployable mechanised infantry brigade (Brigade North)
- 1 Mechanised infantry battalion (Telemark Battalion, part of Brigade North, reaction force)
- 1 Mobilisation mechanised infantry brigade (Brigade 6, replaces Brigade 12)
- *Brigade 5 will be disbanded*
- 1 Tactical mobile land headquarters (6th Division Command)
- Divisional/Corps units:
  - **ISTAR Unit**
  - Logistics (Transport, POL ,
  - Fuel company
  - NRBC
  - Engineers (construction)
- Norwegian Army Special Operations Commando (NORASOC)
- Home Guard (Land)
- Border Guard
- H M the King's Guard

Mobilisation units under the Regional Commands North and South (RHQNN and RHQSN)

The Defence Supply Centres North and South, are disbanded and their tasks will be carried out by the Norwegian Defence Logistics Organisation (NDLO)

NAVY

- **5 Fridtjof Nansen Class frigates** *(The Oslo Class will be phased out.)*
- **6 Skjold Class vessels** *(The Hauk Class will be phased out as the Skjold Class enter service)*
- 6 Ula Class submarines
- Mine warfare:
  - 6 Oksøy/Alta Class minehunters/minesweepers
  - Mine Clearance Diver Command with support vessel (HNoMS TYR)
  - *2 Mine Clearance vessels will be taken out of the structure*
- *Mines will be phased out*
- Coastal Ranger Command
- Norwegian Naval Special Operations Commando
- Commander Norwegian Task Group (Tactical Maritime Command)
- Logistics/Support vessels (owned/leased) *(HNoMS Valkyrien will be phased out with the Hauk Class vessels)*
- Home Guard (Navy)
- Coast Guard:
  - 1 Svalbard Class
  - 3 Nordkapp Class
  - Leased Coast Guard vessel
  - Coast Guard Tromsø
  - Coast Guard Ålesund
  - **1 new vessel**
  - 4 vessels (replacement of these will be considered when individual contracts expire)
- **Inner Coastguard**
- Up to 10 leased vessels (replacement of these will be considered when individual contracts expire)
- **Strategic sealift, multinational project in NATO based on stand-by contracts with civilian shipping companies**

AIR FORCE

- 48 (+9) F-16 combat aircraft
- Air surveillance, command and control:
  - ARS Sørreisa
  - **ARS Rygge** *(Replaces ARS Mågerø)*
- **Strategic airlift/air-to-air refuelling (multinational projects in NATO)**
- Maritime patrol aircraft:
  - 4 P3C Orion
  - 2 P3N Orion
- EW aircraft:
  - 2+1 DA20 Jet Falcon
- Transport aircraft
  - 4-6 C130 owned/leased/rented
- Air Defence (NASAMS)
  - 1 Deployable battery
  - 1 Mobilisation battery
  - *Other NASAMS will be disbanded*
- **Special Operations Forces Air Wing (6 Bell helicopters)**
- 12 Bell transport helicopters
- **6 NH 90 frigate helicopters**
- Deployable base support
- Home Guard (Air)
- 12 Sea King SAR (Search and Rescue) helicopters
- **8 NH 90 Coast Guard helicopters**

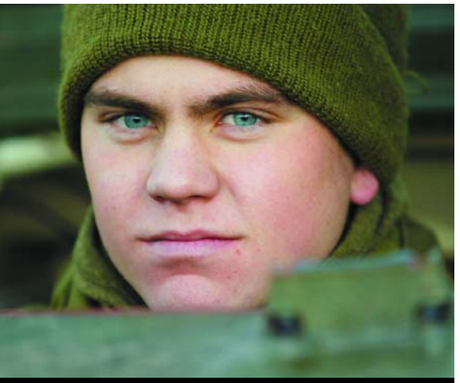
(6 Lynx will be phased out)

* Mentioned in more than one place in this survey

New capabilities shown in bold type

Capabilities being disbanded or significantly reduced are shown in italics and in red

Personnel and professional competence



The Norwegian Armed Forces need to be able to recruit the best in terms of suitability and motivation. High levels of competence and motivation are needed at all levels and in every branch of the defence organisation. At present, the personnel and education system is not yet fully in line with the progress of modernisation and the new missions of the Armed Forces. Throughout the defence organisation there is a need for a balanced personnel structure that matches the tasks to be carried out. With this in view, a number of reforms are proposed to form the basis for a more appropriate personnel structure and the necessary degree of flexibility.

Advanced technology, and the more complex and demanding nature of today's missions at home and abroad, put new demands on the officer corps. Moreover, those officers with personnel under their direct command also bear responsibility for the safety of each individual. Thus in order to increase the operational effectiveness of units in the field, and to ensure better personnel safety under both operational and exercise conditions, it is necessary to increase the level of experience required in junior ranks.

Changes in the structure and organisation of the Armed Forces have in turn led to changes in the structure in the officer corps. For the future, the Armed Forces will have a greater need for junior officers to undertake duties associated with training, readiness and operations. Today's situation leads to a structure within in the officer corps as a whole, that is largely dictated by the need for a large number of young officers in the junior levels of the organisation. This in turn leads to substantial overmanning at the higher levels.

It is also essential to ensure that the Armed Forces have a stable and predictable body of personnel available for all types of operation. The Armed Forces' new missions and the need for rapid reaction capability and deployability in a broad range of situations, call for a more flexible personnel system. Today, participation in operations abroad is a natural and integral part of all defence missions. In the past, participation has been voluntary – except for NATO Article 5 operations. In 1999 the acceptance of an assignment abroad was made mandatory for officers entering the Military Academy, in situations where there were insufficient volunteers. Moreover, because of the large number of personnel serving at any given time, it has in the past been possible to recruit a small proportion to form special ad hoc units for operations abroad. Now that numerically smaller defence forces are being asked to contribute to the entire spectrum of missions, it is no longer feasible to continue the principle of voluntary participation. It is important to ensure that competence acquired from experience in operations abroad is distributed over the whole of the officer corps. This will also mean that the impact of such

participation, on family life for example, will be distributed more fairly.

CONSCRIPTION – a Pillar of Norwegian Defence

The system of universal military service ensures that the Armed Forces have access to the most highly motivated and suitably qualified young people. This form of national service is one of the main pillars of the Norwegian defence system and it helps to anchor the concept of defence and the Armed Forces firmly in the Norwegian society. At the same time, it is essential that this system of conscription should be based firmly on the needs of the Armed Forces, enabling the Services to recruit a sufficient number of well motivated and suitably qualified young people to man the operational structure. The requirements of the Armed Forces, in terms of the skills and the personnel needed to enable Norway to participate in operations both at home and abroad, mean that the system of conscription must, in practice, be adjusted to meet these requirements. Because this universal military service is so essential to Norway's defence capability, it is important to ensure that it is seen as a positive and meaningful experience. Call-up for military service is dependent on the needs of the Armed Forces, which in practice means that approximately 9,500 young people, as against about 10,500 in recent years, will undergo an initial period of service within a flexible system which offers basic training, apprenticeship schemes and recruiting opportunities. Additional measures are being brought in to enhance the attractiveness and status of serving in this way, such as increased lump sum payments on completion and a possible scheme for awarding higher education credits to those who complete 12 months of initial training is under consideration

The lump sum payable on completion is being **increased from NOK 8,900 to NOK 15,000 in 2005** for those who serve for 12 months. The intention is to increase these payments still further over the 4-year period.

PROPOSED PERSONNEL REFORMS:

The Armed Forces Personnel Act

A separate Proposition is forwarded to Parliament, containing proposals for a new Armed Forces Personnel Act that will bring together the overall regulations for personnel policy and administration in the Armed Forces. The various proposals are outlined below.

Subaltern Officers

In order to strengthen competence in the junior ranks and allow for greater continuity and specialisation, a new officer category, Subaltern Officer, with rank from Sergeant to Lieutenant, is introduced. Subaltern Officers will have the same rights and obligations as regular officers, but their engagements will normally terminate when they reach the age of 35. Subaltern Officers will have special education and career

opportunities. A bonus will be awarded to those who serve until the age limit of 35, in order to assist their transition to a career in civilian life. This scheme will ensure greater predictability and continuity both for the individual and for the Armed Forces, and it will help to enhance the level of competence at the lower levels of the organisation. The introduction of the Subaltern Officer represents a clear step forward if compared to current arrangements.

Regular officers
Regular officers include those who have completed their Military Academy training, and the subsequent obligatory period of service, or who have gained corresponding civilian academic qualifications. The number of regular officers needed will be subject to review and adjustment in the light of the introduction of the Subaltern Officer scheme.

Mandatory assignments abroad
A scheme is being introduced to make it obligatory to accept an assignment to serve abroad. This will apply to all officers and certain categories of civilian personnel. In practice, assignments will be made in such a way that an individual's service is divided fairly between operational assignments and domestic service. This will ensure that the burden of serving away from home, as well the additional competence gained, are shared by all in a fair and predictable manner. It is very important to establish equitable arrangements for the rotation of all members of the Armed Forces. The new arrangements are essential in order to enable the same units to operate at home and abroad. Priority will be given to the care of personnel during and following their service.

A more flexible personnel system in which pay and conditions of employment take more account of the need to achieve the aim of having personnel with the right skills in the right place in the organisation.

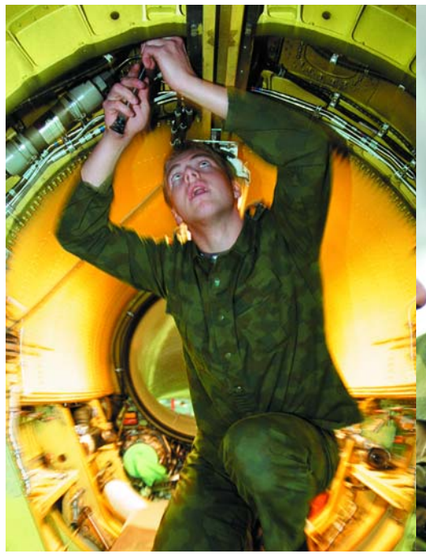
New educational arrangements
The system of education in the Armed Forces will offer Bachelor and Master degrees to those who successfully complete officer education. The specific course content will be based on military requirements, but meet requirements and standards of civilian education and degrees.

The Officer Candidate Schools will be retained and modernised
The arrangements for a 2-year vocational qualification will continue but in a more flexible way and more closely linked with the operational environments and competence centres of the various Service branches. The course content will be modernised to cover both professional subjects and more general officer training. This will provide the best foundation for high quality officer training.

The Military Academies
The Military Academies will adapt the structure of their teaching to correspond to a three-year course at Bachelor level. Each of the Academies will provide a professional education oriented primarily towards the needs of that Service branch. The curriculum will be made more flexible to allow parts of the Academy course to be combined with higher education at a civil academic institution.

The Staff College
The Staff College will offer higher level courses for officers with the focus on higher command and management, staff duties and the use of military power, including the planning and execution of joint operations. The courses will be at Master's level with a duration of one to two years. Students successfully completing a two-year course will be awarded a Master's degree.

Women in the Armed Forces
The Armed Forces are actively seeking to recruit and retain women. One of the central aims is to increase the proportion of women in the defence organisation, including the Armed Forces, and a positive trend has been seen in recent years. One measure intended to help achieve this aim is the call-up of all women to a conscription board interview. Because there is no compulsory military service for women, attendance will be voluntary. This measure will help to ensure that



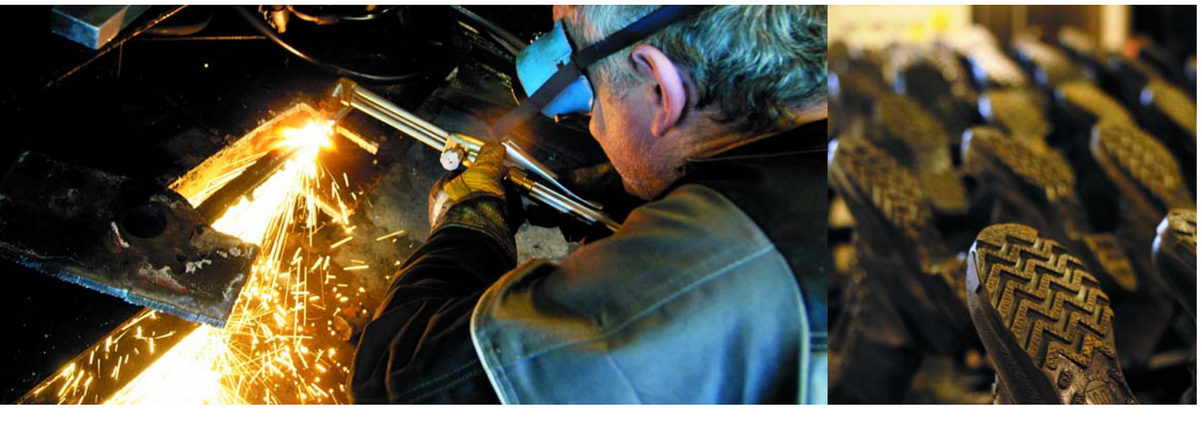
women are better informed about the purpose and duties of the Armed Forces, the educational opportunities and the varied and exciting workplace that the Armed Forces can offer.

RECRUITING

One principal aim is to enable the Armed Forces to recruit the most suited and most highly motivated young people, both men and women. The conscription board will be developed to become a central tool for the purpose of selection and recruiting. Particular importance will be attached to correct classification and allocation so that numbers dropping out during initial service are minimised. Another aim is to ensure that there is only a short time between conscription board and call-up. As in the past, young people will be able to apply for Officer Candidate School prior to their call-up for initial military service. This is intended to assist the recruiting of both men and women. The Officer Candidate Schools and the Military Academies will also be able to recruit from those who are undertaking their initial period of military service.

The introduction of the Subaltern Officer scheme will ensure considerably improved opportunities for those who do not have the ambition to pursue a longer and more theoretical course of education but who nevertheless wish to work in the Armed Forces. The bonus arrangements, interesting work, good leadership training and experience combined with a solid professional grounding, will all help to make this a good recruiting channel.
Regular officers receive pay during their education; are given the opportunity, through their training, to gain civilian academic qualifications; and they will enjoy challenging service as military leaders and commanders in the Armed Services.

Logistics and support



Logistics and support collectively relate to all functions which supply and support the operational structure and activities of the Armed Forces and help to ensure that the overall defence aims are achieved. Areas covered include, for example, property management, administrative services, technical maintenance and materiel procurement. New operational requirements for the Armed Forces, coupled with increasingly stringent calls for further rationalisation and better use of resources, makes it essential to further improve the logistic and support activities of the Armed Forces. The Armed Forces' operational capability must be strengthened and a better balance must be achieved between the resources needed and the resources available, something which is not possible without shifting resources from logistics and support activities to operational areas and new investment.

To make the logistics and support organisation robust in the face of change, its structure should as far as possible remain the same in peacetime as in time of crisis, armed conflict or war. Multilateral cooperation, mobile logistic solutions, and cooperation with civil agencies will be given increased emphasis in future. Logistics and support units with a rapid reaction capability and high availability, capable of accompanying operational units wherever they are deployed, either at home or abroad, will be given high priority. In addition, a higher proportion of personnel employed in logistics and support activities will in future be available for service with operational logistics units. A further proposal is to make the training organisation more efficient (education, training and exercising). The training establishments and competence centres will to a greater extent be integrated with the force production units. Overall, the measures recommended will, at the latest by 2008, entail the transfer of **approximately NOK 2 billion** annually from logistics and support activities to force production, operational activities, international operations and materiel investment, compared with 2004 levels. This represents a contribution of decisive importance to the achievement of a force structure in long term balance.

Those areas of logistics and support activity that do not need to be under the direct control of the Armed Forces will be put out to competitive tender and, if appropriate and financially advantageous, contracted out. The competitive tendering and associated reorganisation will be carried out in compliance with the EEA regulations governing public sector procurement and support.

The establishment of joint facilities
New joint service facilities are being set up at Sessvollmoen Base (Competence Centre for Defence Logistics) and Jørstadmoen Base (Competence Centre for Command, Control and Information Systems) in order to benefit from the synergy effects of the three Services working together and to free resources for reallocation to operational activities and materiel investment.
A common framework for organisation and equipment development will be established. This will facilitate joint action and interoperability between the Services. It will also mean that a larger proportion of the personnel will be available for operational activities.

Competence Centre for Defence logistics
The Competence Centre for Defence Logistics is being established at Sessvollmoen Base. This competence centre will cover logistics, administration, medical support and NRBC protection. These are all important areas in the context of supporting the deployment and running of operational capabilities. The Defence Munitions School, now at Kjevik, will move to the Competence Centre for Logistics at Sessvollmoen. The Air Force Training Centre will remain at Kjevik, as will the Home Guard District Staff.

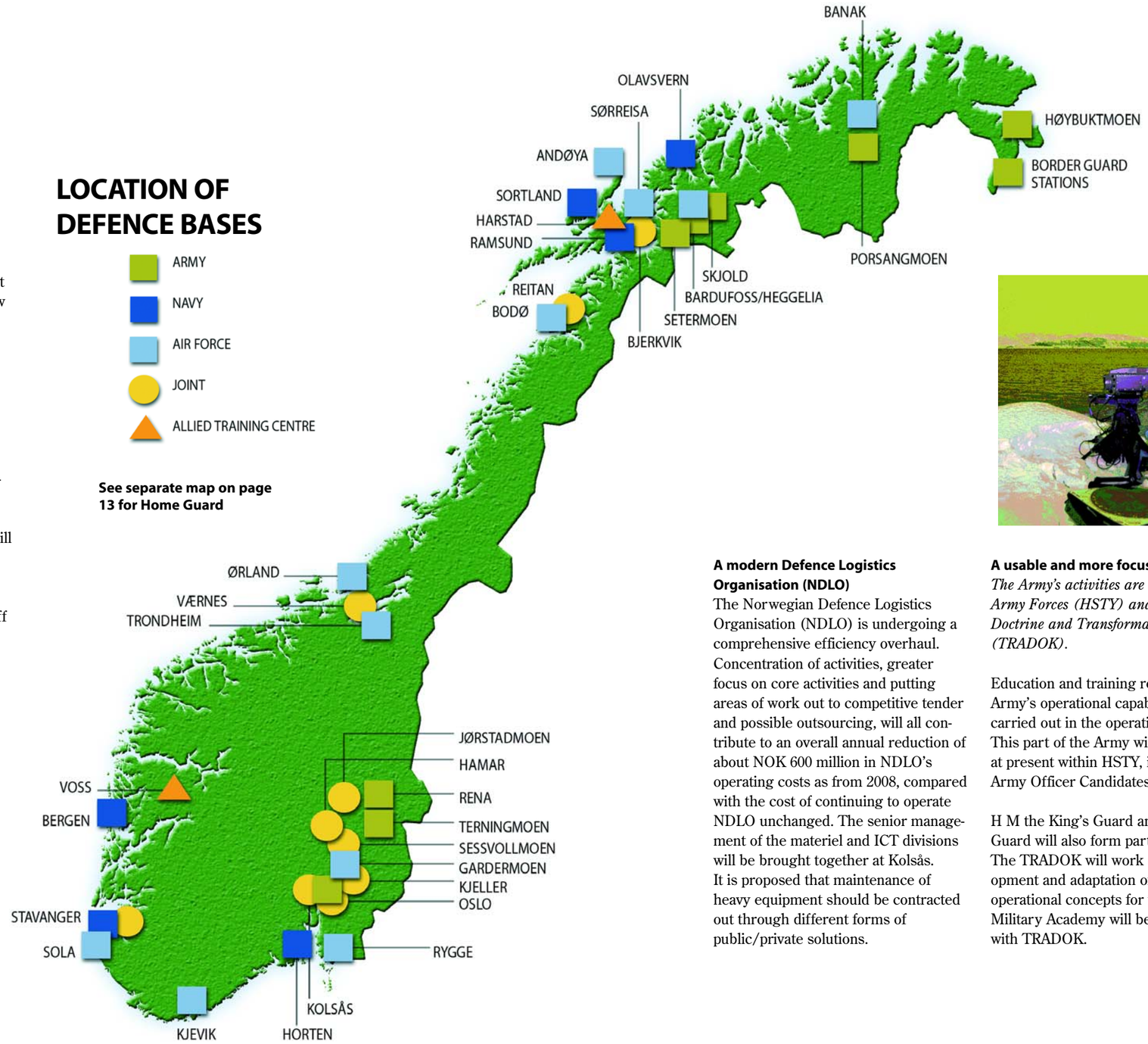
Competence Centre for Command, Control and Information systems
The Competence Centres for Command, Control and Information systems will be brought together at Jørstadmoen Base. The establishment of a joint competence centre will allow a substantially greater degree of control and coordination of activities within the centre as well as between Service branches and between the various levels of the Defence organisation.

Administrative training
The content and coverage of administrative training in the Armed Forces will be changed substantially. The School of Administration in Halden will be closed and the remaining training activities will be carried out at the Competence Centre for Logistics at Sessvollmoen and at the Defence Staff College at Akershus.

LOCATION OF DEFENCE BASES

ARMY
NAVY
AIR FORCE
JOINT
ALLIED TRAINING CENTRE

See separate map on page 13 for Home Guard



A modern Defence Logistics Organisation (NDLO)
The Norwegian Defence Logistics Organisation (NDLO) is undergoing a comprehensive efficiency overhaul. Concentration of activities, greater focus on core activities and putting areas of work out to competitive tender and possible outsourcing, will all contribute to an overall annual reduction of about NOK 600 million in NDLO's operating costs as from 2008, compared with the cost of continuing to operate NDLO unchanged. The senior management of the materiel and ICT divisions will be brought together at Kolsås.
It is proposed that maintenance of heavy equipment should be contracted out through different forms of public/private solutions.

A usable and more focused Army
The Army's activities are organised by Army Forces (HSTY) and the Army Doctrine and Transformation Command (TRADOK).

Education and training relating to the Army's operational capabilities will be carried out in the operational units. This part of the Army will continue as at present within HSTY, including the Army Officer Candidates School.

H M the King's Guard and the Border Guard will also form part of HSTY. The TRADOK will work on the development and adaptation of doctrines and operational concepts for the Army. The Military Academy will be integrated with TRADOK.

A modern Navy
Preparations are in hand for new and far-reaching changes in the activities of the Royal Norwegian Navy over the coming planning period.

The Coastal Ranger Command is being moved from Trondenes in Harstad to Olavsvern in Tromsø because the existing infrastructure at Olavsvern is better suited to the needs of this Command. The Coastal Ranger Command will provide a mobile capability and will train with both Norwegian and allied forces from Olavsvern, 6th Division, Ramsund and Åsegarden (Harstad). **Åsegarden, as Allied Training Centre North, will continue to operate in Harstad as at present**.
Naval officers' basic training will continue to be carried out at the Naval Officer Candidate School in Horten, while specialisation and technical training will take place at the Naval Training Centre in Bergen. Surplus buildings in Horten can thus be made available for other purposes in collaboration with the Horten local authorities.

A modern Air Force
In order to bring together the various Air Force centres of competence, the Air Command and Control Unit will be moving from Mågerø to Rygge. The Air Force Training and Competence Centre (LUKS) is already located at Rygge Air Station. This measure means a greater concentration of professional expertise while providing an opportunity to benefit from the synergy effects of co-locating Air Force training with the operational, development and experimental environments.

The air defence battery at Bodø Main Air Station is being moved to Ørland, again offering synergy benefits in terms of shared competence and financial savings. F-16 intermediate level maintenance is being moved from Ørland to Bodø. This opens the way for an increase in operational flying hours at Ørland.

Evenes, Torp, Langnes (Tromsø), Flesland and Værnes will be closed as mobilisation airfields. This will have no effect on Allied training or on the forward storage facilities in Trøndelag.

A strengthened Home Guard
Twelve new Home Guard Districts are being established with their Staffs and with new geographical boundaries. The quality reform proposed for the Home Guard will ensure that the organisation is better matched to its missions in the new security environment. The territorial organisation will be leaner, with 12 rather than the 18 Districts of today. This allows for a reduction in the real estate required by the Home Guard, which in turn allows funds to be redirected towards operational activities.

Key economic outlines

The Government is working on the basis that defence funding requirements over the period 2005-2008 will amount to NOK 118 billion at 2004 prices. This gives an average annual budget of NOK 29.5 billion over this period, which represents a moderate increase compared with the 2004 budget level. The Government therefore recommends continuing substantial investment in the modernisation of the Armed Forces, and considers that it is fully possible to create a defence organisation, including the Armed Forces, of very high quality given that level of funding. Those measures which impact on the size and composition of the structure will both maintain core competence and strengthen operational capability. This means that Norwegian defence organisation will, over the period 2005-2008, have a sound foundation, both structurally and financially, on which to conduct its activities.

THE FOLLOWING RESTRUCTURING TARGETS ARE PROPOSED:

At the latest by 2008, a minimum of NOK 2 billion (NOK 2004) is to be reallocated from logistics and support activities to operational activities and materiel investment, compared with 2004. Of this, a minimum net sum of NOK 600 million is to be diverted from the Defence Logistics Organisation.

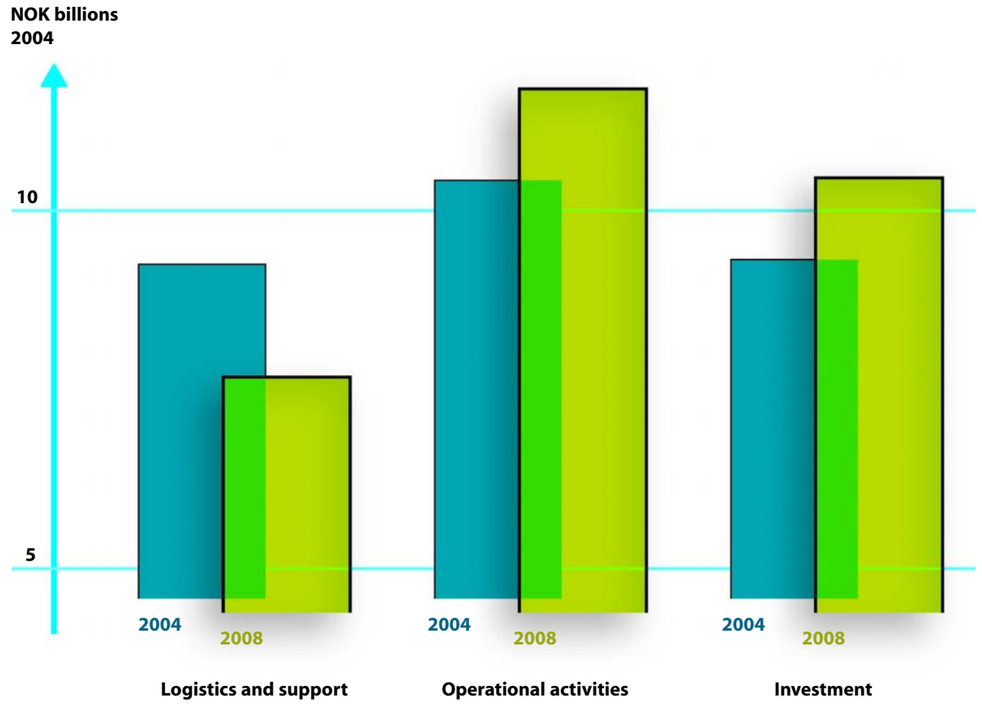
These targets are to be achieved as rapidly as possible, and no later than the end of 2008. The overall objectives for the period up to and including 2005 remain unchanged.

Redirection of resources from support to operational activities, increased investment in materiel and the changes in the personnel system, are central elements of the long-term planning period 2005-2008, the purpose of which is to ensure that Norway has a new Defence for a new era.

Substantial funding, of the order of NOK 2 billion, will be redirected from logistics and support activities to operational activities in the armed services.

Efficiency improvements and cost-saving measures together will mean that operating costs over the period will be reduced by NOK 900 million compared with 2004 levels.

Annual investment in materiel will be increased by NOK 2 billion over the period compared to the 2004-level. This represents on average approximately 29 percent of the total budget.

KEY FIGURES 2005-2008 (NOK 2004 billions)

	2004	Average 2005 - 2008	Restructuring complete 2008
Investments in total	9.3	9.8	10.3
Investment in equipment	7.4	8.5	9.4
Investment in military construction	1.9	1.3	0.9
Operation costs and maintenance	18.6	18.1	17.7
Operational and force production costs	8.6	9.5	10.0
Logistics and support costs	10.0	8.6	7.7
International operations (additional costs)	0.7	0.8	0.8
Restructuring measures	0.6	0.8	0.7
Total	29.2	29.5	29.5