

The Liberals, the Conservatives, the Social Democrats, the Danish People's Party, the Social Liberals and the Christian Democrats have entered into the following agreement regarding Danish Defence from 2005 - 2009.

Introduction

1. Danish Defence is an important factor in an active Danish foreign and security policy aimed at a peaceful development in the world with promotion of democracy, freedom and human rights.

The goals of Danish Defence are the following: 1) to counter direct and indirect threats to the security of Denmark and allied countries, 2) to maintain Danish sovereignty and the protection of Danish citizens, and 3) to work towards international peace and security in accordance with the principles of the UN Charter, especially through conflict prevention, peacekeeping, peacemaking and humanitarian operations.

The development within security policy requires Danish Defence to strengthen its capacities in two central areas: 1) internationally deployable military capacities and 2) the ability to counter acts of terror and their consequences.

The United Nations is the main framework for the development of international rule of law. In recent years the UN has developed a more effective ability to decide and engage in peace support operations and this development should be supported. At the same time, the ability of the UN and regional organisations to prevent and resolve conflicts, for example in Africa, should be strengthened.

The political parties behind the Defence Agreement agree to maintain NATO as the central forum for joint and binding cooperation within security and defence policy. The collective defence remains strongly anchored within NATO, which also in the future will be the framework of the transatlantic partnership, thus countering new threats and guaranteeing European security. Denmark must still be able to make creditable contributions to NATO, including the NATO Response Force.

Danish Defence must be able to contribute with ready, well-equipped and effective forces for international operations as well as strengthened coordination between the military and the civilian, humanitarian effort in a specific area of operation.

Furthermore, in case of a possible elimination of the Danish opt-out with regard to the EU defence policy, Denmark will be able to participate in EU efforts outside the EU area within peace creation, peacekeeping, conflict prevention, humanitarian operations and the strengthening of international security in accordance with the principles of the UN Charter.

The political parties agree that the structure and capacity of Danish Defence during 2005-2009 should be organised in a way that will ensure that Denmark, in the event of a possible elimination of the opt-out, will be immediately able to make satisfactory contributions to future European defence initiatives, including combating terrorism, preventing the spread of weapons of mass destruction and peace support operations with force contributions from both the EU and NATO.

The current security environment, including the enlargement of NATO and the EU, is of such a nature that the conventional military threat to the Danish territory has disappeared for the foreseeable future. There is thus no longer a need for the mobilisation defence.

The terrorist attacks on 11 September 2001 and subsequent terrorist attacks have demonstrated that the security challenges and risks confronting Denmark and other nations have significantly changed. New asymmetric and unpredictable threats such as international terrorism and the spreading of weapons of mass destruction and their means of delivery have entered the scene.

The threats do not necessarily have to originate from Denmark's geographical proximity, but may nevertheless constitute a risk to Denmark, our allies and our common values even if they manifest themselves abroad. Accordingly, Danish security policy should primarily be aimed at countering the threats where they emerge, regardless of whether this is within or beyond Danish borders. Danish Defence should therefore – together with other national components – focus on strengthening the total defence of Denmark and its population and on ensuring Denmark's ability to participate in international operations.

The unpredictable nature of the threats means that organising Danish Defence to counter a well-defined threat scenario is no longer possible. In the future Danish Defence should therefore be organised according to a capacity-based approach whereby a wide range of capacities can be made available in situations where Danish security or Danish interests are directly or indirectly threatened or affected or where Danish responsibilities within the international cooperation make this necessary. The unpredictable nature of the threats requires a higher priority on military readiness and the ability to deploy military capacities wherever they are needed, regardless of whether this involves humanitarian efforts, peace support operations, emergency situations in or outside Denmark or participation in actual military operations.

Total Defence

In general, total defence encompasses the utilisation of all resources in order to maintain an organised, functional society and to protect the population and the national assets.

The threats to be countered by total defence cut across national borders and the domestic administrative domains of various public authorities. As a result, threat containment requires joint solutions and close coordination between the responsible international and national authorities.

One of the benefits for Danish society derived from Danish Defence's existing conscript training for the mobilisation-based combat force is that a large part of the Danish population

was trained as conscripts in several disciplines that have now become increasingly relevant. This applies to fields such as surveillance, first aid, emergency response and defensive measures to counter atomic, biological and chemical weapons, etc. In the current situation, other parts of the conventional conscript training for territorial defence have lost much of their relevance, but personnel are still needed to enable Danish Defence to contribute to total defence. The compulsory military service, as stipulated in Section 81 of the Danish Constitution, should therefore be adjusted accordingly.

Total defence is to be strengthened to the greatest possible extent by integration of the tasks of the national emergency response effort and Danish Defence in a structure that ensures synergy and simplification. Similarly, the Home Guard is to be integrated into the operational and support structures of Danish Defence – without sacrificing its identity.

In addition, total defence is to be strengthened by establishing a total defence force comprising some 12,000 soldiers who have completed a relevant 700-hour training programme over a four-month period. Within the first three years following completion of the first joint military training programme, this force will be obligated to make itself available to Danish Defence for up to three months in connection with performance of total defence tasks for the Danish community, provided that the capabilities of the standing forces of Danish Defence, the national emergency response effort and the Home Guard are insufficient. The total defence force thereby ensures that Denmark has enough available capacity to contain threats against the country and to handle major catastrophes.

The requirements of Danish Defence determine the number of young people enrolled in military service. All young men are required and all young women are invited to attend “The Day of the Danish Defence”. On this day Danish Defence introduces itself, presents employment and career opportunities and distributes relevant information material. Based on their participation in this presentation of Danish Defence, the participants then inform Danish Defence whether they would like to do voluntary military service or whether they are interested in another form of employment with Danish Defence. Subsequently, Danish Defence draws up a contract for voluntary military training and determines the number of conscripts needed. Finally the suitability of individuals - conscripts as well as volunteers – for army service is examined.

Remuneration as well as other benefits for conscripts will be raised compared to the present remuneration during the first four months of military service.

Compulsory military service, including issues regarding number of conscripts, duration and contents of military service, will be evaluated at the end of 2006.

International Missions

The armed forces are to be reorganised and developed. Together with Denmark’s allies, Danish Defence must be able to participate effectively in high intensity operations under conditions that are often difficult and unstable in order to provide the prerequisites for stabilisation of areas of conflict and to rapidly deploy forces in such areas. By so doing, Danish Defence can and must have a much greater ability than before to participate in peace-

support operations, including conflict prevention, peacekeeping, peacemaking, humanitarian and other similar missions.

The military effort must be planned in coordination with other Danish endeavours to obtain maximum effect of the overall effort and fortify Denmark's ability to assume responsibility. The relevant players should be brought together as early as possible to prepare the deployment of Danish military contingents so that it becomes possible from the beginning to define any relevant civilian stabilisation efforts in the field of military operations. A focused effort and mutual exploitation of military and civilian experience in this context would make it possible to obtain better results and thus – other things being equal – also reduce the need for a military presence.

In the joint opinion of the parties, the recent and foreseeable security policy development makes it possible to abolish the mobilisation defence in order to strengthen the ability of Danish Defence to contribute to total defence, including the ability to counter terrorist actions and their impact, and to deploy well-trained, well-equipped units on international missions. It must be possible to deploy Denmark's armed forces both at home and abroad, and if necessary the defence of Denmark will, in co-operation with Denmark's allies, obviously be the overriding task.

Other Issues

Danish Defence is to be reorganised by streamlining and trimming the staff and support structure for the benefit of the operational capacities. Centralising the administration of personnel, equipment and establishments, etc. will reduce the current administrative tasks for the Defence Staff, the Royal Administration of Navigation and Hydrography, the Home Guard Command, the Defence Construction Service, the operational commands and subordinate authorities, including regiments, air bases, naval bases, schools, etc. The modifications will significantly shift the current balance between the staff and support structure and the operational commands in favour of operational capacities.

The parties to the agreement note that steps have been taken to outsource Danish Defence's ITC operations. The parties agree that the institutions and authorities of the Ministry of Defence must continue to be managed as efficiently as possible. A result of the Ministry's efficiency engineering strategy is that all operating tasks will be reviewed to assess their outsourcing suitability. As a result, the unexploited outsourcing potential will come into focus and competition on the private market will thus be exploited to obtain high efficiency and quality in the performance of operating assignments.

In summary:

- Danish Defence will be reorganised to provide operational capacities and to release resources that enable Danish Defence to mobilise and deploy forces promptly and flexibly in international operations and to maintain deployed capacities corresponding to some 2,000 personnel (1,500 from the Army and 500 from the Navy and Air Force).
- The current mobilisation defence and affiliated structure are to be abolished. The remaining staff and support structures are to be streamlined and trimmed to meet the exact needs of the operational units, including total defence and other domestic task performance.
- The tasks of the national emergency management effort, the Home Guard and Danish Defence are to be gathered under the sphere of the Minister of Defence.

- The present compulsory military service scheme under the Ministry of Defence is to be reorganised and targeted on total defence. At the same time, this compulsory military service scheme will form the basis for military recruitment of anyone who wishes this and will in general contribute to embedding Danish Defence in the Danish community.
- The total number of operational units is to be reduced in exchange for a focused and qualitative reinforcement of the remaining units.
- Several military barracks and establishments are to be closed.
- Financial resources will be released for deploying Danish military contingents in international operations.

The Army

2. The Army's capacity for rapid deployment of forces to prevent crises from arising or developing further will be strengthened. At the same time it must be possible to maintain forces abroad for a longer period of time and to a greater extent than before. Accordingly, the Army will be grouped into two brigades within the framework of the Danish Division. The Danish Division staff and divisional troops, as well as one of the brigades, will primarily consist of professional soldiers while the other brigade will primarily comprise soldiers on a response-force contract. The brigades will be organised to enable the flexible deployment of a relevant military contingent depending on the tasks and terms of the actual operations. It is assumed that deployment and logistics are planned and continuously tested in connection with exercises, participation in NATO's Response Force, etc. The Navy and Air Force will be included in this process in relation to sea and air transport so that military forces can be deployed at short notice.

The Danish Division with affiliated brigades and divisional troops is to be attached to the Allied Command Europe Rapid Reaction Corps with headquarters in Rheindahlen, Germany, and it will also be possible to attach these units to the Multinational Corps North East with headquarters in Poland. Furthermore, Denmark will continue to participate in the Multinational Standby Forces High Readiness Brigade for UN operations (SHIRBRIG) with a headquarters company, a reconnaissance unit, a military police unit and staff personnel. The forces assigned to SHIRBRIG will be recruited from the Army's two brigades.

The parties to the agreement agree that Denmark must work towards a development of SHIRBRIG so that the multinational brigade – in addition to peacekeeping operations on the basis of chapter VI of the UN Charter – can be deployed with more robust units in peace-enforcing operations on the basis of chapter VII of the UN Charter.

The compulsory military service is to be reorganised so that the training programme enables the conscripts to perform social tasks in a total defence context. The training programme is aimed at both military training, which comprises individual military training that enables the soldier to perform tasks in uncertain environments and training that enables the soldier to function in small units, under leadership, in connection with performance of tasks in a total defence context, as well as training in total defence capabilities (e.g. fire fighting, emergency response, maintaining law and order, etc.). Thus, the training programme is primarily aimed at a total defence effort in Denmark whereas the training of soldiers for actual combat units requires a considerably longer training programme in the form of a reaction force training programme of a duration of nine months, which is available to anyone who might be interested

in this with a view to permanent employment in the armed forces or deployment in international operations.

In addition to this, conscripts will still be used for tasks related to the obligations of Danish Defence towards the Royal Family, including the Life Guard and Cavalry Squadron. The readiness obligation of these conscripts, who are called up for 8 and 12 months respectively, ceases after the completion of their military service.

3. Based on the above, the Army will be reorganised as followed:

- Two brigades, Sjællandske Kampgruppe (Sealand Task Force), Jysk Kampgruppe (Jutland Task Force), the task force under the Danish Division, the Army Operational Command's reconnaissance battalion as well as the combat battalions – five in all – of the territorial defence will be abolished. In addition, a number of divisional troops will be abolished, including Squadron 724 (an anti-tank helicopter company) which forms part of the Air Force's present structure. The helicopters will be used for the establishment of a helicopter observation and light transport unit.
- The Danish Division with staff, one communication unit and one communication centre based in Haderslev and divisional troops in the form of one standing telegraph battalion and one electronic reconnaissance company in Fredericia, one cadre-manned military police company in Aalborg, one standing engineers battalion in Skive, one standing artillery unit consisting of staff, target reconnaissance battery and unit for managing air support in Oksbøl, a UAV battery (unmanned air vehicles for reconnaissance) and air defence missile unit in Varde. In addition to this, a company for civilian, military cooperation (CIMIC), to be located in Vordingborg. The parties to the agreement will decide how the CIMIC-capacity could be strengthened based on the evaluation of lessons learnt during the defence agreement period.
- 1st brigade consisting primarily of professional personnel is to be established with staff and staff company in Haderslev, one standing armoured battalion in Holstebro, one standing mechanized infantry battalion in Høvelte, one standing reconnaissance battalion in Slagelse, one standing, light reconnaissance squadron on Bornholm, one standing logistics battalion and one standing military police company in Aalborg, one standing armoured engineers company in Skive and one partly standing artillery unit in Varde. The brigade is designated to NATO at high readiness.
- 2nd brigade primarily comprising personnel on response force contracts is to be established with staff and staff company, one cadre-manned mechanized infantry battalion in Slagelse, one cadre-manned mechanized infantry battalion in Høvelte, one cadre-manned mechanized infantry battalion in Holstebro, one cadre-manned artillery unit in Varde, one cadre-manned armoured engineers company in Skive, one cadre-manned logistics battalion and one cadre-manned military police company in Aalborg as well as one standing, light reconnaissance squadron on Bornholm. The brigade is designated to NATO at lower readiness.
- The Danish Operational Logistics Group is to be established primarily with permanent personnel in Vordingborg.
- Jaegerkorpset (Danish army special forces) is to be increased to approximately 135 specially trained soldiers.
- Basic training is to be established in Aalborg, Skive, Holstebro, Fredericia, Varde, Slagelse, Høvelte and Vordingborg.
- The Army's school structure is to be adapted to the actual requirement. The Army's basic sergeant training programmes will be concentrated in Sønderborg.

- The three military bands within the Army's organisation are maintained.
- Sjælsmark Barracks will be sold whereas the training grounds in Melby will be closed and an attempt will be made to effect an exchange of the army range in Hevring, which will be demobilised. A garrison support unit will be set up at other establishments.

The Defence Budget is based on a calculated figure equivalent to some 2,150 full-time conscripts for the Army per year, corresponding to the actual calling up of approximately 6,000 conscripts each year. The total number of permanent personnel is approximately 9,150 full-time equivalents, and the number of response force contracts amounts to roughly 4,070, for which 27,800 sustainment training days have been earmarked.

In connection with the location of the Army's units and authorities, priority has been given to a balanced number of units in relation to regional considerations, expedient utilisation of barracks, including structural standard and environmental factors, as well as educational aspects, including exercise grounds. The subsequent consolidation of the various modifications may create a need for additional changes.

The following Army equipment is to be procured:

- Staff exercise simulation system (tactical simulation system for Army command training).
- Command and control systems (C3I) (communication and command systems).
- Reconnaissance vehicles.
- Infantry combat vehicles. A number of M113 armoured personnel carriers and 180 (Leopard 1) tanks are to be phased out.
- Armoured wheeled vehicles.
- Preliminary acquisition of a modern fire-support system.
- Rescue vehicles.
- Engineering equipment.
- Logistics (part I and II).
- Climatic equipment.
- Update of the Field Hospital.
- Tactical vehicles as well as special equipment for the Jaegerkorpset.
- ABC equipment for joint military utilisation.

Navy

4. The specialised capabilities of the Navy with respect to carrying out littoral operations are to be maintained and the initiated development regarding flexible support vessels and patrol vessels is to be continued. The ability to participate in NATO's Standing Naval Forces, including participation in the NATO Response Force, is to be prioritised, thus creating a possibility for contributing relevant units and task group staff as well as the necessary command platform. Three patrol vessels are to be procured within the defence agreement period while four Standard Flex 300 vessels are to be phased out.

Moreover, the Danish Navy's capacity to perform domestic tasks, including tasks in the North Atlantic region, is to be maintained.

Several national and international initiatives regarding the government's responsibility for providing maritime security, for implementing measures to combat the pollution of marine

environments and for safeguarding the shipping trade against terrorism, involve increased inspection and monitoring of civilian shipping in Danish waters, which in turn increases the consumption of resources. To strengthen the operational performance of the emergency response service, the rescue coordination centres of the Air Force and the Navy are to be merged under Admiral Danish Fleet.

The Navy's compulsory military service is to be reorganised so that naval conscripts in principle undergo the same training programme as specified for Army conscripts. However, the Navy's training programme will also include a number of days at sea for the purpose of recruiting the Navy's permanent personnel. In addition to this, a number of conscripts will be called up for nine months as crew members on the Royal Yacht. Conscripts who serve a tour of duty on the Royal Yacht do not have a subsequent readiness obligation, as do other conscripts.

5. The Navy is otherwise to be reorganised as follows:

- The submarine service will be decommissioned.
- Danish Task Group Staff will remain in Korsør and will be designated to NATO at high readiness.
- The Maritime Assistance Service (MAS) under Admiral Danish Fleet in Århus, which is in the preliminary phase of development, is to be expanded.
- Two flexible support vessels with two crews and one maintenance crew are to be placed under the 2nd Squadron in Frederikshavn. One flexible support vessel with helicopter will be designated to NATO at high readiness.
- Three patrol vessels with three crews and one maintenance crew are to be placed under the 2nd Squadron in Korsør. Three corvettes are to be phased out concurrently with the gradual operational implementation of the patrol vessels. One patrol vessel or one corvette will be designated to NATO at high readiness.
- Ten patrol vessels (Standard Flex 300), including four vessels in combat configuration with four crews and one maintenance crew, are to be placed under the 2nd Squadron in Korsør. Two vessels in surveillance configuration with three crews are to be placed under the 1st Squadron in Korsør. Four vessels for mine counter measure operations with four crews and one maintenance crew are to be placed under the 2nd Squadron in Frederikshavn. Two vessels in combat configuration and two for mine counter measure operations are to be designated to NATO at high readiness. Two Lindormen-class minelayers and one Falster-class minelayer are to be phased out.
- The chartering of an additional civilian vessel for strategic sealift so that the total capacity amounts to two, pursuant to NATO's Prague Capabilities Commitment.
- Four Thetis-class offshore patrol vessels (OPV's) with four crews and one maintenance crew, as well as two fishery protection vessels and one Agdlek-class inspection cutter with a total of five crews are to be placed under the 1st Squadron in Frederikshavn.
- Two training vessels, one transport vessel and three icebreakers are to be placed under the 1st Squadron in Frederikshavn.
- Six MK II units with six crews and two environmental units are to be placed under the 1st Squadron in Korsør. Two environmental units under the 1st Squadron are to remain in Copenhagen. Eight Barsø-class cutters are to be phased out concurrently with the phasing in of the MK II vessels.
- The Navy's Frogman Corps (special forces) is to be increased to approximately 90 frogmen, and the Navy's EOD service is to be concentrated in Kongsøre.

- Operational logistics elements are to be established in Korsør and Frederikshavn that can separate the necessary logistics in conjunction with the deployment of naval units in international operations.
- The Naval Basic Training School is to be transferred from Auderød to Frederikshavn. The Naval Reserve Officers and NCO School is to be established in Frederikshavn. Auderød is to be sold.
- The number of squadrons is to be reduced to two. The 3rd Squadron and the 5th Squadron are to be decommissioned.

The total number of permanent naval employees is set at approx. 3,400, and the number of response force contracts is set at approx. 50, for which approx. 300 sustainment training days are earmarked each year. The Defence Budget is based on a calculated figure equivalent to some 200 full-time conscripts for the Navy annually.

In connection with the location of naval units and commands, priority has been given to the expedient utilisation of the necessary maintenance capacity, including technical competencies, etc., and to finding a suitable balance between the naval bases as the subsequent consolidation of the various modifications may create a need for additional changes.

The following equipment is to be procured for the Navy:

- Three patrol vessels.
- Radar and sensor packets for the patrol vessels.
- Four maritime helicopters for use on the Flexible Support Vessels and the Patrol Vessels.
- Lynx helicopter upgrade.
- Preliminary acquisition of air defence missiles, air-to-ground missiles and fire command integration for the patrol vessels.
- Insertion crafts and other special equipment for the Frogman Corps.

Air Force

6. The influx of new transport aircraft (Hercules C130 J) and new helicopters (EH 101) increases the ability of the Air Force to support land-based military operations and humanitarian efforts, just as inspection aircraft (Challenger) give the Air Force sufficient capacity for environmental surveillance and for carrying out other domestic tasks, including tasks in the North Atlantic region. In addition, upgraded F-16 aircraft continue to constitute a significant capacity in relation to the defence of national sovereignty (defence readiness) and relevant participation in international operations, including participation in the NATO Response Force. The overall fighter aircraft structure, including the number of operational aircraft, is to be adapted in accordance with current tasks and with respect to the F-16 aircraft's total lifetime and the possibilities of introducing a new fighter aircraft in the long term.

The level of ambition for the Air Force's contribution of fighter aircraft to international operations is fixed at eight fighter aircraft at high readiness and eight fighter aircraft at lower readiness.

NATO's decision to establish a large air operation facility at Karup, which is a significant, high-priority contribution to NATO's air defence capacities, involves a need for continued

development of the command organisation of the Air Force, and for the Air Force to make a significant contribution of operational personnel and support for the air operation facility.

Danish participation in NATO's Prague Capabilities Commitment concerning air to air refuelling and strategic air transport is to be strengthened.

The Air Force's compulsory military service is to be reorganised so that Air Force conscripts in principle will undergo the same training programme as Army and Navy conscripts.

7. In addition, the Air Force will be reorganised as follows:

- The land-based air defence system (DeHawk) will be abolished.
- A staff will be established at the Air Tactical Command that can be detached and deployed autonomously or together with other Danish units.
- Eight fighter aircraft at high readiness and eight fighter aircraft at lower readiness will be designated to NATO, which means that, together with aircraft for national task performance, and with due consideration for the necessary number of training aircraft, the remaining flight time of each aircraft, etc., 48 operational F-16 aircraft will be maintained and organised in two squadrons, which are expected to be located at Skrydstrup Air Base.
- One transport aircraft at high readiness and an additional two transport aircraft for occasional deployment at lower readiness are to be designated to NATO. The aircraft are part of a transport unit consisting of four transport aircraft and three inspection aircraft based in Aalborg.
- One transport helicopter unit consisting of four helicopters is designated to NATO at high readiness. The contributions are to be part of a helicopter unit consisting of fourteen EH-101 helicopters, which also participate in national rescue efforts, etc. The helicopters are based at Karup Air Base.
- One helicopter observation and light transport detachment consisting of four helicopters is to be designated to NATO at high readiness. The detachment is part of a helicopter company consisting of eight Fennec helicopters.
- One mobile air operations facility with long-range radar based at Karup Air Base and Skrydstrup Air Base is designated to NATO at high readiness. In addition, the overall radar structure consists of one mobile radar (Mullebjerg), a stationary air operations facility (Karup) and two stationary radar facilities (Skagen and Bornholm).
- In addition to this, the following are designated to NATO at high readiness: one unit for establishing airfields, one communication unit, one unit for examining and air-evacuating casualties and a staff unit.
- The Air Force's Special Training School and the Air Force's Command and Combat Support School are to be amalgamated at Karup Air Base.
- The primary maintenance of transport aircraft, inspection aircraft and helicopters is to be outsourced, the main workshop at Værløse Air Base is to be closed down and the air base is to be sold.

The total number of permanent Air Force personnel is fixed at approx. 3,400, per year and the number of response force contracts is set at approx. 250, for which approx. 2,500 sustainment training days are earmarked each year. The Defence Budget is based on a calculated figure equivalent to some 100 full-time conscripts per year for the Air Force.

In determining the placement of the Air Force's units and commands, priority has been given to optimum utilisation of the total available capacity as the subsequent consolidation may create a need for additional changes.

The following equipment is to be procured for the Air Force:

- One Hercules C-130-J transport aircraft.
- Electronic warfare systems.
- Command and control systems for F-16s etc., (C3I, Link 16).
- Updating of F-16s (M5).
- Participation in PCC (air to air refuelling and strategic air transport).
- Mobile Control and Reporting Centre.
- Participation in NATO's jointly funded capability initiatives (PCC), including Allied Ground Surveillance and AWACS.

Denmark continues to participate in the Joint Strike Fighter project.

Joint Services

8. The abolition of the mobilisation defence and affiliated structures as well as modern technology makes it possible to centralise the administrative functions of Danish Defence to achieve a more rational and efficient utilisation of the available resources. Centralisation of the administration also leads to fewer levels of administration, thereby shortening the chains of command and enhancing interdepartmental resource utilisation.

In order to streamline and improve the efficiency of the Department of the Ministry of Defence and to strengthen the lines of communication between the Minister of Defence and the Chief of Danish Defence, the Department is to be reorganised so that the activities of the Department are focused on strategic development and overall management and control. As a result of this, a number of tasks are to be transferred from the Department to the Defence Staff. The Defence Staff is to be located in Copenhagen as close to the Department as possible.

A powerful, centralised financial department is to be established under the Defence Staff, and the necessary qualitative and quantitative resources are to be allocated for the financial management of the armed forces.

9. In the light of the above, the joint military sphere is to be reorganised as follows:

- The Defence Personnel Service will be established as a central authority at the strategic management level and will be in charge of personnel-related matters. The Personnel Service is to be established on the basis of the Personnel Staff of the Defence Staff, similar functions at the Royal Danish Administration of Navigation and Hydrography, the Defence Construction Service and the Home Guard Command as well as the personnel administration departments of subordinate authorities. The Defence Personnel Service will be located partly in Copenhagen and partly in Hjørring.
- The Defence Material Service is to be established and charged with managing the entire material area on the basis of segments of the existing equipment staff and information staff of the Defence Staff, similar functions under the Royal Danish

Administration of Navigation and Hydrography, the Home Guard Command and the three existing material commands as well as the Defence Research Service. The Defence Material Service will be represented at the strategic management level of Danish Defence. In the area of ITC, the initiated outsourcing procedure is to continue so that Danish Defence will primarily run the operational ITC systems in future. A workshop structure comprising national and regional workshops and maintenance centres is to be established under the Material Service. Furthermore, a depot organisation is to be established comprising a main depot in Skrydstrup and a number of issuing depots affiliated with Danish Defence units. The Defence Material Service is to be located in Vedbæk.

- The Defence Research Establishment is to be decommissioned as a unit within the organisation of the Defence College and established as an individual department within the Defence Material Service.
- The Defence Construction and Establishment Service will be represented at the strategic management level of Danish Defence and will be established on the basis of the existing infrastructure segment of the Material Staff of the Defence Staff, the Defence Construction Service and subordinate authorities, as well as on the basis of corresponding functions of the Home Guard Command and the Royal Danish Administration of Navigation and Hydrography. The Service will be charged with the management of all tasks within the establishment area. A number of regional support centres are to be established for addressing local needs in relation to authorities, units and establishments. The Defence Construction and Establishment Service is to be located in Hjørring. The properties of the Defence Construction Service in Copenhagen and Viborg are to be sold.
- An Accounting Service is to be set up for managing the overall accounting activities of Danish Defence, including development, data validation, management of financial controller activities, etc.. The Defence Accounting Service will be represented at the strategic management level of Danish Defence and will be located in Hjørring.
- The initiated centralisation of the Defence Health Service is to continue and a number of regional healthcare centres are to be established for servicing all military authorities and units in the region concerned. The Health Service is to be located at Skalstrup Air Base, and the Jægersborg Barracks are to be sold.
- The initiated development of the Royal Danish Defence College, which in general leads to the reinforcement of core military competencies in international policy, strategy and military operations as well as military command and management, is to continue.
- Danish Defence's communication is to be strengthened by establishing the Defence Communication Service under the Chief of Defence. The Communication Service will manage the internal and external communication of the armed forces and thereby ensure the highest possible degree of transparency in defence matters.
- Organisational matters and the division of tasks between the Defence Information and Welfare Service, including the National Service Board, the Defence Communication Service and the Defence Personnel Service, will be evaluated during the defence agreement period.
- The number of personnel to be deployed in international staff services is to be adjusted to the reductions achieved in NATO's command structure.
- The Greenland Command and the Command of the Faeroe Islands are to continue as autonomous military authorities and are to be adjusted to the current development in the tasks of Danish Defence in the North Atlantic. In cooperation with NATO and

with the involvement of the Regional Government of the Faeroe Islands, it is being considered to demobilise the radar station and naval radio base on the Faeroe Islands.

- A working group is to be established with the aim of analysing pros and cons, including financial aspects, of amalgamating the three operational commands and the associated tasks in one joint operational command.

In determining the location of functional services of Danish Defence, priority has been given to exploiting Danish Defence's existing establishments and to balancing regional political factors.

The total human resources allocated to the joint military sphere involve approximately 7,850 full-time equivalents.

Home Guard

10. The abolition of the mobilisation defence and the territorial defence, in their previous form, makes it possible for the Home Guard to target its efforts on total defence. The general structure of the Home Guard will be divided into an active and a passive structure.

Members of the active structure of the Home Guard have to undergo the mandatory training of 250-300 hours within the first three years of service, including a 100-hour basic training programme, in order to be issued weapons. In order to remain part of the active structure a member has to carry out a minimum of 24 hours of operationally relevant service each year. An additional requirement for annual shooting practice and training is laid down for personnel who have received a weapon. The active structure is made up of personnel with an adequate training level, which will be evaluated annually.

The active members of the Home Guard are, depending on their level of activity in activities of the Home Guard, part of the Home Guard's reaction force, the Naval Home Guard's seaborne units and other units within the Home Guard. In particular, the tasks of the so-called 3,000 man force will be redefined in order to allow the Home Guard to provide a similar reaction force divided across the five Local Defence Regions, in the future called Total Defence Regions. The aforementioned personnel will be trained equivalently to the total defence training given to conscripts in the Armed Forces. It is expected that the Home Guard will be aimed at total defence and joint contributions together with national rescue preparedness and the total defence force. The Home Guard will provide a command structure within the total defence regions, to which the other parts of the Armed Forces contribute 800-1,200 reserve officers and NCOs able to command personnel and formations from the Home Guard and the total defence force.

When employed, the Naval Home Guard will continue to be part of the navy's operational structure, taking part in the national maritime tasks, including general maritime surveillance, assistance to, for example, the Customs Service and the police. The Naval Home Guard will also take part in the maritime environmental preparedness and search and rescue preparedness. Measures of effectiveness for the operational tasks are to be laid down, including the ability to react on alerts.

The passive structure of the Home Guard consists of the remaining members of the Home Guard, who will not be issued equipment and weapons.

To exploit the synergy between the capacities of Danish Defence and the Home Guard, the Home Guard is to be incorporated into the support structure of Danish Defence. In addition to this, integration in the future total defence structure is being considered in conjunction with considerations on how to incorporate the tasks of the civilian preparedness into Danish Defence. Further integration is to be implemented so that the Home Guard maintains its identity.

Personnel who have completed the conscript training programme provided by the other armed forces may join the Home Guard forthwith on a voluntary basis in order to participate in the task force established by the Home Guard for performing total defence tasks.

11. On this basis, the Home Guard is to be reorganised as follows:

- The Home Guard will be divided into an active and a passive structure.
- The future role of the Home Guard Command is to be evaluated further and in connection with the considerations concerning the possible further integration of the structure and tasks of the national rescue preparedness into the general structure of the Armed Forces, cf. paragraph 12 in this document. The Home Guard is to be represented in the working group.
- The Home Guard is to be integrated into the defence support structure.
- The local defence regions are to be called total defence regions. Regions and districts are to be reorganised according to need.
- The tasks of the so-called “3000-man force” are to be redefined, and a task force of corresponding size is to be established and distributed on the five total defence regions.
- Using the 800-1,200 reserve officers and NCOs a command structure is to be established in each of the five regions capable of commanding the total defence force when activated.
- In future the military authorities of the Home Guard are to be serviced by the depot and maintenance structure of Danish Defence.

The Home Guard’s appropriation of approximately DKK 700 million (2004 price index) is to be scaled down to an appropriation of approximately DKK 430 million (2004 price index) concurrently with the integration into Danish Defence’s support structure and the redefinition of the Home Guard’s tasks and organisation.

The following equipment is to be acquired for the Home Guard:

- Personal equipment for high priority units.
- Five vessels to replace five MHV 90 class vessels.
- Simulation equipment (including naval simulator)
- Equipment for containing terrorist activities (equipment for surveillance, guarding, barricading, etc.).
- Maritime environmental equipment for the Naval Home Guard vessels.
- Communication equipment.
- Observation equipment.

The Home Guard shall also take over relevant equipment that has been phased out by the Armed Forces.

The National Rescue Preparedness

12. The civilian preparedness with affiliated budget has been transferred to the sphere of the Minister of Defence as of 1 February 2004. It is agreed that the political agreement on the rescue preparedness after 2002 is to be respected.

By centralising the administration of the national rescue preparedness and Danish Defence's tasks into an integrated structure, total defence is strengthened while simultaneously synergising and simplifying the overall structure of total defence.

A task group has been appointed and charged with considering how to incorporate the structure and tasks of the national emergency preparedness into Danish Defence's general structure, including the way and extent to which joint utilisation of functional services, barracks, schools etc., can occur. The results of the task group's efforts must be presented by the end of 2004.

It is generally perceived that two factors are of particular importance for the successful integration of the national rescue preparedness into Danish Defence. Firstly, it must be ensured that the necessary reorganisation of Danish Defence is carried out so that sufficient focus is directed at the execution of the emergency management tasks, and on maintaining and developing the core competencies that exist in the national rescue preparedness structure. Secondly, it must be ensured that the efficient management of the daily rescue preparedness is maintained and developed. The mandate of the task group is enclosed as an appendix.

It has been assessed that the current radio systems of the emergency management authorities meet their daily needs for communication but that a need may exist to strengthen the communication capability in the event of large-scale emergency situations. On this basis, a committee is to be appointed and commissioned with the drafting of a proposal for a new nationwide radio communication system for the overall emergency management effort. It is assessed that the system can be implemented from 2007, at the earliest. The expenditure associated with this is to be covered by the defence appropriation within approximately DDK 15 million. The results of analyses etc. are to be presented to the parties to the agreement.

Other Issues

13. DKK 2 million per year is to be allocated for the work performed by "The Blue Berets" association in support of personnel who have been deployed in international service.

14. DKK 7 million of the Ministry of Defence budget is to be allocated each year for carrying out specific projects related to defence policy and security policy at the Danish Institute for International Studies (DIIS). An additional DKK 5 million and the equivalent of approximately 10 fulltime employees are designated for the establishment of an independent security studies research capacity with focus on defence policy, which will organisationally be linked to the Defence College.

15. Danish Defence's personnel composition is to be continuously adapted with due consideration for Danish Defence's task performance, personnel-related flexibility, recruitment potential, structural adjustments, etc. Danish Defence must be a modern, dynamic and attractive workplace which is able to attract both men and women. Danish Defence will therefore focus on ensuring that recruitment for Danish Defence follows the general

development in society, aiming at a broad and varied recruitment base representing the diversity of Danish society. The requirements, including physical and psychological requirements for joining Danish Defence, are to be maintained.

An anonymous survey will be carried out among Danish soldiers in international missions concerning their attitudes towards the mission and the local population. The survey will also evaluate the training efforts of privates and officers in relation to stressful tasks abroad in order to assess if the existing preparation and training are adequate. The result of the survey will be presented to the parties to the agreement.

An attempt will be made to simplify the agreement complex within the Ministry of Defence following negotiations with relevant organisations. The manning level of Danish Defence calculated as full-time equivalents is to be reduced from approximately 29,000, of which 6,500 are full-time conscript equivalents, at the end of 2004 to approximately 26,400 full-time equivalents, of which approx. 2,450 are full-time conscript equivalents, by the end of 2009. The personnel composition etc. will be stated in the annual Finance Acts.

Reserve personnel will continue to be of great significance to Danish Defence's task performance in relation to international missions, but also in relation to the training of Danish Defence units and total defence. As a result of the abolition of the mobilisation defence and affiliated structures, the quantitative need will decline and for this reason the number of reserve officers in the structure is to be adjusted during the agreement period.

16. It is generally agreed that the daily operation of Danish Defence must be efficient and rational in respect of the actual tasks. Therefore, relevant efficiency engineering and adjustments of the organisation must be carried out at regular intervals to ensure optimal, relevant operational capability. Major structural reorganisation measures will be presented to the parties to the agreement.

17. It is further agreed that the budget must be observed. Unforeseen expenditure arising during the period must be offset by the necessary adjustment in the structure, other activities or the like. Such adjustments must be incorporated in the annual Finance Bill based on discussions with the parties to the agreement.

18. Detailed information on structural issues and resource consumption, including personnel, will be stated in the annual Finance Acts. The annual Finance Bills as well as the acts that implement the budget are to be discussed in advance with the parties to the agreement. In addition, these parties are to be kept up to date on matters within the framework of this agreement that are of significance to the personnel structure and the acquisition of equipment. Moreover, a statement of the total activities of Danish Defence, including deployments and redeployments, the financial situation of Danish Defence and the implementation of the agreement, especially the development of the functional services, is to be prepared each year as of 1 January. The statement is to be sent to the Defence Committee of the Danish Parliament for its information and should lay the groundwork for a discussion between the parties to the agreement. One of the purposes of the discussions is to consider necessary corrections to the development of Danish Defence during the agreement period in order to ensure ideal relevance of Danish Defence and its capacities and to evaluate the coherence between the activities, efforts and financial situation of the Home Guard.

19. The parties to the agreement are to be informed of the participation by Danish Defence in international operations, including operations under the auspices of the UN, NATO and - in the event that Danish Defence opt-out is abolished – the EU. The parties will determine their position on this in connection with the relevant parliamentary discussions.

20. It is generally agreed that the coordination of the military and civilian effort in international operations must be strengthened to synergise the individual efforts and increase the visibility of the overall Danish effort. A working group, which will include non-governmental rescue organisations, is to be established under the chairmanship of the Danish Ministry of Foreign Affairs to draw up procedures for the cooperation between the rescue organisations and the Danish Armed Forces. The result will be presented to and debated by the parties to the agreement.

21. The “Act on the Aims, Tasks and Organisation etc. of Danish Defence,” the “Act on Danish Defence Personnel”, the “Act on Conscription” and the “Home Guard Act” are to be amended in accordance with the present Danish Defence agreement.

22. A detailed consolidation of the individual projects of the agreement will be implemented up to the autumn of 2004. The results will be presented to the parties to the agreement to ensure the necessary structural and financial coherence, including an assessment of the possibilities of obtaining additional operational capacities within the financial framework.

23. The scope of the reorganisation of Danish Defence is such that substantial initial investment is required. It is estimated that this investment will amount to approx. DKK 1.5 billion, broken down as DKK 0.8 – 1.0 billion for buildings and renovation of buildings, and up to DKK 0.5 – 0.7 billion for personnel-related costs. A final calculation of the implementation expenditure will be prepared in connection with the consolidation of the agreement during the course of 2004.

It is agreed that the implementation expenditure is to be kept within the Danish Defence budget and that the reorganisation of Danish Defence must therefore be implemented over a period of time. It is also agreed that it is important that the implementation funds are not made available by making actual operating cutbacks since this will affect the operational capacities of Danish Defence, including the ability to deploy these capacities in the short and long term, and that this would also have a negative impact on Danish Defence personnel. It is also important that the international commitment, and the training carried out for this, including the participation in NATO’s Response Force, can be maintained and that the support structures must be capable of functioning properly during the implementation period.

In the light of this, the parties agree that the implementation funds can be obtained by reducing the ordinary building and construction programmes and by delaying the employment of some of the permanent military staff until later in the agreement period and using the labour costs thus saved for implementation expenditure. The parties also agree that Danish Defence – after the usual submission to the appropriation authorities – may spend the revenue from the sale of properties resulting from the transfer of military authorities and units on directly related investment expenditure or for acquiring properties for relocation of the military authorities and units in question. The proceeds from the sale of Danish Defence properties are to be placed in Section 35, from which the above-mentioned expenditure is to be paid. Expenditure in connection with the new NATO headquarters will also be paid from this.

It is estimated that the total personnel adjustments, including dismissals resulting from the present agreement, cannot be carried out solely by natural wastage. The job and training consultant scheme for supporting the employment and training of discharged or dismissed personnel is to be continued. Personnel adjustments resulting from the structural modifications are to be implemented in accordance with previous practice in respect of retraining, supplementary training, etc. and severance terms in general, including note no. 101 (Finance Act 2004) regarding the right to acquire up to an additional 10 years of pensionable age for personnel covered by the Civilian Worker Act. The affected personnel are to be offered other employment within Danish Defence wherever possible.

Furthermore, it is agreed that a working group under Defence Command Denmark is to be established to evaluate the beneficial arrangements for personnel that have been a part of the Danish Defence Agreement 2000 – 2004 in order to present proposals, as soon as possible and no later than 1 October 2004, for further possible steps within the existing framework in a manner that is practical for the personnel as well as Danish Defence. The personnel organisations will be included in this work.

An implementation plan is to be drafted and presented to the parties to the agreement.

The defence budget for the agreement period has been drawn up on the assumption that the defence budget will be adjusted according to previous practice¹ :

24. The defence budget (all the amounts are stated according to the 2004 price index).

All amounts are MDKK

2005	2006	2007	2008	2009
18,600	19,300	19,300	19,200	19,100

To this should be added the transfer of the national rescue preparedness with affiliated budget (approximately DKK 450 million) to the sphere of the Minister of Defence from 1 February 2004.

Danish Defence is to be fully compensated for the operation of the ice-breaking services and for any new acquisitions for this.

25. An allocation of DKK 900 million p.a. of the total defence budget for 2005 is earmarked for the participation of Danish armed forces in international operations. In addition, DKK 50 million is to be earmarked for international police preparedness. The reserve totalling DKK 950 million is to be allocated to Section 35. General reserves may only be used following a decision to that effect by the Government and the Parliament. The reserve may only be activated for international operations. A reduced consumption of up to DKK 200 million for

¹ In addition to the defence budget, Danish Defence may use any interest income earned under the independent liquidity scheme. The defence budget is to be regulated according to the same rules as the other government areas. Additional consumption or reduced consumption may be carried forward to the following fiscal year. Appropriations in excess of 2 per cent of the appropriation limit can only be carried forward with approval from the Finance Committee of the Danish Parliament. Danish Defence may, however, as a result of the significant structural changes, carry forward additional consumption or reduced consumption of up to 4 per cent to the following fiscal year during the agreement period.

the individual fiscal years can be carried forward to the subsequent fiscal years. If more than DKK 200 million are not spent in a fiscal year, the excess will revert to the national treasury. In case of a possible excess consumption the Parliament will decide how to provide the necessary funding.

26. Investment in equipment is to be increased and targeted in relation to relevant, future operational capabilities to an extent that diminishes the “technology gap” between Denmark and certain other allies. It should also be ensured that Denmark can live up to the commitment to participate in NATO’s capability initiatives, including strategic sea and air transport, air fuelling, etc., stated by the Government during the NATO Summit in autumn 2002.

Approximately DKK 2.845 billion is to be set aside each year for equipment investment and, as in the present agreement period, there must be a general balance between payments and allocations for new projects throughout the agreement period. The equipment debt at the end of 2009 will thus correspond to the debt at the end of 2004 of approximately DKK 6.7 billion (2004 price index). An equipment survey is enclosed.

Memorandum

Deployable Capacities

Army

Defence Agreement 2000-2004	New structure
	Division headquarters, with limited divisional troops, including a telegraph battalion, engineering battalion, electronic reconnaissance company, unmanned reconnaissance aircraft.
	1. A brigade that is one unit primarily comprising permanently employed personnel, including a transport helicopter unit affiliated with the brigade for deployment in international operations. The brigade includes reconnaissance etc.
1 reconnaissance squadron	
The Danish International Brigade, including 1 helicopter element attached to the DIB for deployment in international operations.	2. A brigade comparable to the existing Danish International Brigade (except for tanks). A light reconnaissance squadron with permanent personnel is included.
Patrols from the Commando Corps (Jaegerkorpset).	A greater number of patrols from the Commando Corps than before.
1 electronic reconnaissance company	
	Logistics units for supporting deployed units.

Navy

Defence Agreement 2000-2004	New structure
Danish Task Group Staff.	Strengthen Danish Task Group Staff.
	1 patrol vessel, including helicopter.
2 corvettes.	To be phased out concurrently with the introduction of patrol vessels.
5 Standard Flex vessels in various configurations.	4 Standard Flex vessels, in various configurations.
1 flexible support vessel (planned from 2005).	1 flexible support vessel, including helicopter.
2 submarines (periodically).	
2 offshore patrol vessels (OPV).	1 offshore patrol vessel, including helicopter
	Increased number of patrols from the Frogman Corps.
	2 chartered RO-RO vessels (civilian vessels).
	Logistics units for supporting deployed units.

Air Force

Defence Agreement 2000-2004	New structure
1 F-16 squadron (12 aircraft for either the air defence or offensive operations, supplemented by up to 4 aircraft in a reconnaissance role).	1 fighter aircraft contingent comprising 8 F-16 planes at high readiness and 1 fighter aircraft contingent comprising 8 F-16 planes at lower readiness.
1 HAWK squadron and 1 HAWK squadron in a special category as interregional reinforcements.	
1 patrol aircraft (G3).	
1 transport aircraft (C130).	1 transport aircraft on high readiness and 2 occasionally assigned.
1 mobile radar for air space surveillance (control and warning).	1 mobile air operation facility, including command and control facilities as well as 1 mobile long-range radar.
	Transport helicopter element consisting of 4 transport helicopters
	Observation and light transport helicopter element consisting of 4 observation and light transport helicopters.
	1 unit for establishing airstrips.
	1 unit for examining and air-evacuating casualties from zones of war and conflict.
	1 communication unit.

Defence Agreement 2000-2004	New structure
	1 staff unit.
1 logistics units for supporting deployed military contingents.	Logistics units for supporting deployed units.

Material survey of major material projects 2005-2009

Amounts in DKK PN at the middle of 2004

	Planned year of allocation				
	2005	2006	2007	2008	2009
<u>Army</u>					
Staff exercise simulation				75	
C3I systems part 1	800				
Reconnaissance vehicles			460		
Infantry combat vehicles		1,240			
Armoured patrol vehicles		120			
Fire-support systems		120			
Rescue systems	402				
Engineering equipment		400			
Climatic equipment	50				
Logistics part 1	685				
Logistics part 2	250				
Field hospital				50	
Army 2005-2009					4,652
<u>Navy</u>					
Patrol vessels (3)			2,515		
Air defence missiles, including fire command integration for patrol vessels				90	
Multi-missile launcher				330	
Radar/sensors for patrol vessels			1,200		
4 maritime helicopters		1,600			
Lynx update phase 2		300			
Navy 2005-2009					6,035
<u>Air force</u>					
Transport aircraft Hercules C130-J	525				
Self-protection equipment for aircraft		291			
Modern data transmission equipment (Link 16)			308		
Continued NATO adaptation of F-16	306				
Air to air refuelling and strategic air transport (PCC)		505			
Deployable radar control capacity				150	
Air force 2005-2009					2,085
<u>Home Guard</u>					
Personal equipment phase 1	40				
Home Guard cutters (to replace MHV 90 class vessels) (5)				90	
Environmental equipment for Home Guard cutters				20	
Simulation equipment	10				
Anti-terror equipment		30			
Communication equipment phase 2				39	
Observation and identification equipment phase 2					15
Home Guard 2005-2009					244
<u>Joint Defence</u>					
ABC capacity	163				
Admiral Danish Fleet equipment	344				
Airborne surveillance	700				
Joint Defence 2005-2009					1,207
Total allocation	4,275	4,606	5,102	240	

Joint Planning of Civilian and Military Efforts in International Operations

Denmark's increased military commitment to international operations of recent years has raised the question of whether it would be expedient to strengthen the coordination of civilian and military efforts. New experience has been gained in recent years in humanitarian aid and reconstruction aid in connection with the resolution of military conflicts. In the West Balkans, Eritrea, Afghanistan and Iraq, humanitarian aid has been more or less based on specific cooperation between the humanitarian organisations and the military in the form of, for example, logistics support and the removal of landmines. A common denominator for these situations has been that they have involved extensive destruction of local social structures and have generated a need to involve many organisations in resolving the conflict.

The purpose of the overall Danish effort in a conflict area is to stabilise and normalise the situation. Water, electricity, transport, police, basic administration and a functioning business sector are all basic prerequisites for achieving this goal. International crisis management operations are therefore not only a military task. For the civilian population in a crisis area, improving their social and economic situation in the area and improving the security situation are directly related. For this reason, the overall Danish effort in a conflict area must involve a greater degree of coordination and goal-orientation than before so that an area of conflict can be stabilised and normalised as quickly as possible. This can be instrumental in reducing the military operation and in ensuring the greatest possible effect of the Danish resources that are applied within an internationally coordinated framework.

The Government intends to strengthen the ability of Danish Defence to carry out international military operations in the years to come. At the same time, the need for deploying military forces across a broad spectrum of tasks and in vastly different situations seems to be increasing. Denmark should expect to remain in Iraq where useful experience in coordinating civilian and military efforts has already been gained. It is expected that the international effort in Afghanistan will be expanded to include additional provincial reconstruction teams, which by nature are the result of a coordinated effort between civilian and military involvement in the form of a civilian reconstruction effort under military protection. The need for an increased Danish effort in this area cannot be ruled out. A Danish military force is also present in Kosovo. The Danish contingent is expected to be reduced concurrently with the general adjustment of KFOR.

It is difficult to predict where the next international military conflicts will take place. Increasing focus is being directed at conflicts on the African continent where the international community is intensifying conflict prevention and peacekeeping efforts. Other possible areas of conflict include the greater Middle East region or the Caucasus.

The takeover by the EU of crisis management in Bosnia is expected to serve as an example of how future military operations become incorporated in a more broadly coordinated effort. It is thus expected that the EU will be charged with the overall strategic command. In this context, the EU will have the opportunity to demonstrate the value of simultaneous application of the different foreign policy instruments that are available to the Union. The operation will thus comprise composition of a military force, the establishment of a local police force and court

system as well as support for democratic and social development in Bosnia. Denmark will not be able to participate with military forces under the auspices of the EU as a result of Denmark's opt-out regarding EU defence policy.

The security situation may in some instances cause non-governmental organisations, such as private emergency relief organisations and international organisations, to be initially unable or unwilling to operate in a crisis area. Situations may also arise in which international or local police are not present. In such situations the military force may be compelled to provide more limited and very specific assistance in the local area and to handle tasks such as the re-establishment of the police force and the judicial system. This is not a core competency of the military force, nor should it be, in the opinion of the Government. In situations where the military force must perform such tasks in the military task force area, the Government wants to ensure that the military force has the necessary financial means and possibly other support, including advisory services. The transfer of the Emergency Management Agency to the Ministry of Defence also improves the possibility of exploiting the special competencies that are available to the Emergency Management Agency in connection with assistance in humanitarian emergencies.

As a security situation gradually improves, it will usually be possible for other civilian governmental and non-governmental organisations to operate in the area. In this connection it is important that the performance by the military force of these tasks is reduced as much as possible and that emergency relief organisations or private enterprises with the necessary expertise come on the scene as quickly as possible and carry out the task. Military forces will still be able to support the performance of such tasks by civilian organisations to the extent that the forces have the relevant equipment and expertise at their disposal.

Therefore, the Government will use a new initiative to ensure that the application of Denmark's national resources in international crisis management operations is focused, effective and coordinated, regardless of the security situation.

The planning and preparation of an international crisis management operation in which Danish military units are deployed in an autonomous sphere of responsibility must, from the beginning of the operation, include all Danish contingents that are included in the operation, and it must articulate the objectives for the completion of the efforts. In other words, activities that are implemented by the military, the national rescue preparedness corps, the police, the foreign service and – to the greatest possible extent – the private relief organisations. This will take place in cooperation and dialogue with all of the organisations and by exploiting their fundamental differences and competencies.

The aim is to provide stabilising efforts that meet elementary humanitarian needs, assist vulnerable and exposed groups and generate direct results for the local population in the deployment area. Examples of this include the re-establishment of infrastructure, which ensures access for actual humanitarian relief efforts, the re-establishment of public buildings, including local administration, exercise of authority, police and judicial system, schools and health centres, re-establishment of water and electricity and support for civilian relief organisations.

As part of the Government's initiative, a standing group of public officials is to be appointed for planning and coordinating the Danish military and civilian humanitarian effort. The members of the public officials committee will come from the Ministry of Defence, the Defence Command, the Emergency Management Agency and the Danish Police. The Ministry of Foreign Affairs will

chair the public officials committee and ensure coordination with relevant Danish relief organisations as well as any private enterprises.

In order to strengthen the joint planning and coordination of the civilian and military Danish effort, a management unit will, if possible, be established at the same time under the Ministry of Foreign Affairs in the operational area within or near the Danish military contingent. The unit will be charged with locally contributing to the coordination, information sharing and increase of the overall efficiency in connection with the Danish activities. To ensure a fast, effective effort aimed at the specific needs, the management unit will take decisions regarding the specific project proposals in the light of the criteria that apply to stabilising efforts. If the set-up of such a management unit is not possible or necessary, it will be possible to attach one or more advisors with special expertise in relevant areas to the military force.

A focused Danish humanitarian effort must occur to the greatest possible extent within the sphere of responsibility in which the Danish military force is deployed. As a main rule, the private Danish and international relief organisations should be in charge of implementing the stabilising efforts funded by Denmark. The humanitarian efforts of other organisations in the deployment area should be coordinated as much as possible with the Danish efforts.

Stabilising efforts will continue to be financed under the aid to developing countries programme, and it will be possible for the specific initiatives to be implemented by civilian relief organisations. The Government will also set aside DKK 15 million in the Finance Act for civilian activities that can be performed by Danish military forces when the security situation makes it difficult for civilian organisations to operate in an area. If the funds are not used, they may be used for other humanitarian aid.

The direct joint planning of the military and civilian effort does not involve any organisational or decision-making hierarchy between the various organisations. The effort will involve the setting up of a framework or a set of rules for the joint effort. In this connection, the Government will work to further develop the dialogue and mutual understanding between the civilian and military organisations via the teamwork in the Humanitarian Contact Group.

Furthermore, the Government will heighten the priority of the existing joint training and education of civilian and military organisations and continuously evaluate the cooperation for the purpose of increasing personnel capacity and mutual understanding among the key Danish organisations.

Ministry of Defence
Appendix 1

Material survey.

Material survey of major material projects 2005-2009						
Amounts in DKK million, price level 2004	Planned year of allocation					
	2004	2005	2006	2007	2008	2009
ARMY						
Staff exercise simulation					75	
C3I systems		800				
Infantry combat vehicles		1,240				
Armoured patrol vehicles		320				
Fire-support systems		120				
Recovery systems		402				
Engineering equipment			400			
Climatic equipment		50				
Logistics		775				
Field hospital			50			
Future soldier			50			
Army 2005-2009						4,282
NAVY						
Patrol vessels, complete (3) #)	110		4,135			
Maritime helicopters (4)				1,450		
Lynx update phase 2				300		
Navy 2005-2009						5,995
AIR FORCE						
Transport aircraft Hercules C130J #)	525					
Self-protection equipment for aircraft		291				
Modern data transmission equipment (Link 16)			308			
Continued NATO adaptation of F-16		306				
Deployable radar control capacity					150	
Air Force 2005-2009						1,580
HOME GUARD						
Personal equipment, phase 1		40				
Home Guard vessels				90		
Environmental equipment for Home Guard vessels				20		
Simulation equipment		10				
Anti-terror equipment			30			
Communication equipment				39		
Observation and identification equipment					15	
Home Guard 2005-2009						244
JOINT SERVICES						
NBC capacity		163				
Special Operation Forces equipment		344				
PCC phase 1 (AGS, AWACS and AAR)			827			
Joint services logistic capacity development		623				
Joint Services 2005-2009						1957
Total allocation	635	5,484	5,800	1,899	240	-
Average allocation 2005-2009						2,812

#): DKK 525 million for transport aircraft Hercules C130-J has been approved by Document 189 of 17 August 2004. DKK 110 million for construction and production preparatory initiatives for patrol vessels has been approved by Document 186 of 17 August 2004.

Copenhagen, 7 December 2004

Memorandum

Consolidated implementation basis for “Danish Defence Agreement 2005 – 2009”

1. Introduction.

“Danish Defence Agreement 2005 – 2009”, which was concluded on 10 June 2004, ensures that Danish Defence is strengthened in two central areas: 1) Internationally deployable military capacities and 2) The ability to counter acts of terrorism and their after-effects.

The general structure of Danish Defence has been reorganised, rationalised and streamlined, the object of the reorganisation being to obtain an approx. 60 percent operational structure from the previous approx. 60 percent support structure and approx. 40 percent operational structure.

As a result, the operational structure of Danish Defence increases the immediate military readiness for Total Defence, and Danish Defence is now capable of deploying capacities corresponding to approx. 2,000 personnel in international operations. Similarly, the focus of the Home Guard has been targeted towards Total Defence.

The agreement will primarily have consequences for:

- Implementation expenses related to the transformation of the structure of Danish Defence.
- Capacity acquisitions in the form of equipment investments.
- Operational costs related to operating equipment allocated primarily for maintenance of the training and activity levels for Danish Defence operational capacity, including funds for increased equipment operation.
- Adjustment of the man-year composition, including an increase in the number of military personnel and a reduction in civilian personnel.
- Structural adjustments in the form of centralisation in both the staff and support structure and the operational structure, including disposal of surplus estate.
- Provision of additional operational capacity.

In relation to the final defence agreement, consolidation has made it necessary to make separate adjustments within a number of areas:

- Implementation costs have increased by approx. DKK 620 million to approx. DKK 2.2 billion through: increased building and construction activities amounting to approx. DKK 300 million; additional expenses for moving and reorganisation of Danish Defence's IT systems amounting to approx. DKK 320 million.¹
- The optimisation of the structure of the army has resulted in minor adjustments in and prioritisation of the equipment programme. This will benefit projects that strengthen the operational capacities of Danish Defence, providing opportunities for quickly establishing flexible contributions to international operations.
- The operational structure of the army has been adjusted and made more cost-effective while at the same time increasing its rapid response force capacity, including units for possible participation in the NATO Response Force (NRF).²
- Danish Defence's IT activities will be established as an independent department: Forsvarets Koncernfælles Informatiktjeneste (FKIT, Danish Defence IT Service). It will operate, develop and maintain the joint IT infrastructure (Shared Services) and will be the DeMars competence centre for all the authorities in the ministerial area.³

2. The general financial structure of the defence agreement.⁴

The key figures in the consolidated implementation plan are as follows:

DKK bn (2004 figures)	2005	2006	2007	2008	2009	
Agreed agreement framework	18.60	19.30	19.30	19.20	19.10	
Implementation plan	18.60	19.65	19.30	19.20	18.75	
Danish Defence (DKK bn)						
	2005	2006	2007	2008	2009	Final target
Operation, total	10.70	10.80	10.75	10.80	10.90	10.90
Acquisition of equipment, FMP1	2.40	3.05	3.05	2.80	2.65	2.80
Equipment operation plan, FMP2	2.70	2.70	2.90	3.00	3.10	3.10
Ordinary building and construction, FEP1	0.30	0.30	0.10	0.10	0.10	0.20
IT plan	0.40	0.30	0.40	0.40	0.40	0.40
Total capacity plans	5.80	6.35	6.45	6.30	6.25	6.50
Total operation and capacity	16.50	17.15	17.20	17.10	17.15	17.40
Total implementation expenses⁵	0.20	0.60	0.40	0.40	0	0
Home Guard, total	0.60	0.60	0.40	0.40	0.40	0.40
Danish Defence Intelligence Service	0.40	0.40	0.40	0.40	0.40	0.40
Other⁶	0.90	0.90	0.90	0.80	0.80	0.90
Danish Defence, total	18.60	19.65	19.3	19.20	18.75	19.10

¹ Clause 23 of agreement.

² Clauses 2 and 3 of agreement.

³ Clause 9 of agreement.

⁴ Clause 24 of agreement.

⁵ The specific reapplication of sales income will depend on a case-by-case evaluation of the specific expenses for construction or acquisition of properties.

⁶ Contributions for NATO, the Department and Royal Danish Administration of Navigation and Hydrography

Defence Command Denmark's share of the agreement framework, including DKK 900 million allocated in accordance with section 35, general reserves, appears in the table above. The cost of the total agreement framework amounts to an average of approx. DKK 19.1 billion per year including appropriations for the Danish Defence Intelligence Service, the Home Guard and the Ministry of Defence.

The financial management of Danish Defence is to be strengthened by the establishment of a strong and central finance function at the Defence Staff. The consultancy firm Deloitte has examined Defence Command Denmark's finance and financial management proposals and has assessed that the proposed location of the finance function is practical and an improvement to the present situation. Deloitte has also suggested that additional resources should be added, which has been taken into consideration in the consolidated proposal. Finally, Deloitte presents a number of recommendations, which will be acted upon.

Implementation expenses⁷

The implementation expenses will be financed by: reductions in the ordinary building and construction framework; income from sale of properties; adjustment of the implementation rate for the operational capacities and the departmental structures. The adjustments will be put into effect in such a way that they will not have any adverse consequences for activity levels etc.

Building and construction activities have been increased by DKK 300 million. This increase has been financed by a reorganisation of funds from the ordinary building and construction projects. The consolidation process has also shown that approx. DKK 320 million is needed for implementation expenses in relation to general re-allocation and reorganisation of Danish Defence's IT systems.

Danish Defence will sell or transfer Sjælsmark, Jægersborg, Værløse, Auderød, Melby, Hevring, the buildings of the Defence Construction Service in Copenhagen and Viborg as well as various depots. In addition, a number of establishments under the Home Guard Command will also be sold or exchanged. The total revenue is estimated at approx. DKK 450-500 million. The establishments at Vedbæk are to be sold off due to the costs identified during the consolidation phase in connection with the location of the Danish Defence Acquisition and Logistic Agency. The Danish Defence Acquisition and Logistic Agency will be located at new premises in the Copenhagen area instead. A lease model and a purchase model are being considered for the relevant establishment.⁸

⁷ Clause 23 of agreement.

⁸ Clause 9 of agreement.

Capacity acquisitions.⁹

The total allocation in the equipment acquisition budget has been reduced by DKK 165 million from DKK 14,223 million to DKK 14,058 million compared to the wording of the agreement and a number of projects have been advanced from 2006-2007 to 2005-2006.

Consolidation has prioritised additional acquisition of logistic capacity for all three services, for example in support of the PCC initiatives, an increase in the logistic readiness of the allocated units has been included.

Planning takes account of the balance between payments and allocations for new projects seen as a whole for the entire agreement period. Projects are contracted jointly in order to obtain financial and time-related benefits.

Operational costs.

Consolidation has shown that strengthening the operational structure of Danish Defence and increasing requirements with respect to quick and flexible deployment of Danish Defence's operational capacities have resulted in a need to increase the robustness of the total Danish Defence equipment operation. Against this background, the equipment operation budget has been increased by approx. DKK 600 million per year compared to the previous agreement period.

As part of the defence agreement for 2005-2009, a reserve of DKK 900 million has been allocated to finance additional expenses associated with Danish Defence's international operations. Within this reserve, Danish Defence can maintain deployed capacities corresponding to approx. 2,000 service personnel.

The increase in the ability to maintain activities in international operations for additional expenses of DKK 900 million has been obtained through a targeted development and modernisation of the operational structure of Danish Defence, investment in deployment capacities, a reorganisation in the way in which the forces are prepared for deployment as well as a marked strengthening of the equipment operation framework.

The appropriation (Section 35. General reserves) may be used for the directly related net additional expenses associated with participation in international operations, including expenses for mission preparation activities, local expenses in the mission area, increased payroll expenses in connection with deployment of contract personnel, additional and variable payments in connection with deployment of permanent personnel, expenses for net additional consumption of fuel, spare parts, ammunition etc., expenses for deployment and redeployment as well as construction, operation and dismantling of camps.

⁹ Clause 26 of agreement.

3. Composition of full-time equivalents¹⁰ and county distribution.

According to the agreement, the share of civilian personnel is reduced in favour of military personnel. This shift in the personnel structure is being implemented in order to strengthen the operational structure of Danish Defence to achieve the requested shift from 40/60 in favour of the staff and support structure to 60/40 in favour of the operational structure. The adjustment in the personnel composition will be implemented from the beginning of 2005 and will continue throughout the agreement period.

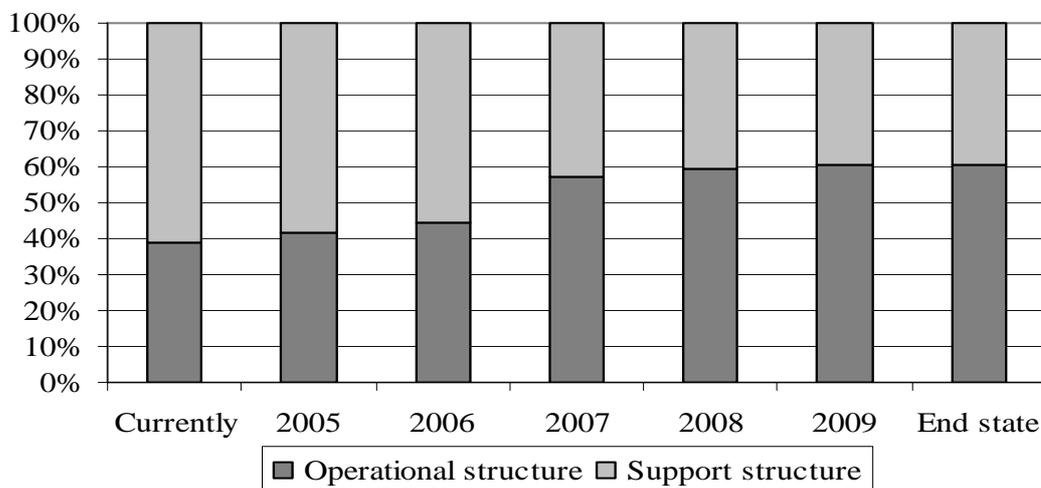
Permanent personnel at the operational commands:

	Now	2005	2006	2007	2008	2009	End
Military personnel at the three commands (approx.)	12,200	13,220	13,350	14,380	15,130	15,560	15,540
Civilian personnel at the three commands (approx.)	3,240	3,080	2,570	640	640	570	570
Total (approx.)	15,440	16,300	15,920	15,020	15,770	16,130	16,110

Total number of permanent personnel at Danish Defence:

	Now	2005	2006	2007	2008	2009	End
Military personnel (approx.)	14,360	15,500	15,820	17,120	18,100	18,620	18,590
Civilian personnel (approx.)	7,330	7,600	7,230	6,140	5,770	5,520	5,480
Home Guard (approx.)	830	770	740	620	620	620	620
Total (approx.)	22,520	23,870	23,790	23,880	24,490	24,760	24,690

The diagram below illustrates the shift. The table is based on the assumption that approx. 500 persons as well as all civilians at the operational commands are included in the staff and support structure and that all personnel outside the operational commands are included in the support structure.



A working group will be established which will analyse the advantages and disadvantages in the period, including the financial aspects, of amalgamating the three operational commands and the associated tasks in one joint operational command.

¹⁰ Clause 15 of agreement.

4. Structural adjustments.

During the period, Danish Defence will review the comprehensive structural adjustments and changes. Consolidation has resulted in a need for the following additional adjustments:

Joint services

The table below illustrates the implementation rate of joint service agencies and authorities:

	2005	2006	2007	2008	2009
Danish Defence Personnel Agency					
Defence Personnel Agency, staff					
Defence Personnel Agency at new domicile					
Danish Defence IT Service					
Danish Defence Acquisition and Logistics Agency					
Defence Acquisition and Logistics Agency, staff					
Defence Acquisition and Logistics Agency in new domicile					
Danish Defence Maintenance Organisation					
Danish Defence Supply Organisation					
Danish Defence Infrastructure Agency					
Defence Infrastructure Agency, staff					
Defence Infrastructure Agency, new domicile					
Local Support Centres					
Construction and Support Centres					
Danish Defence Health Service					
Royal Danish Defence College					
Danish Defence Accounting Service					

The Defence Command, the Home Guard Command and Danish Defence Media Centre ¹¹ will be located at Kuglegården on Holmen. The synergy thus obtained gives the strategic management of Danish Defence the best possible conditions for developing the new structure of Danish Defence. Together with Danish Defence Personnel Agency, the project has been approved by the parties to the agreement.

Danish Defence will establish a Joint IT Service ¹² under the Defence Command. Forsvarets Koncernfælles Informatiktjeneste (FKIT, Danish Defence IT Service) will operate, develop and maintain the joint IT infrastructure (Shared Services) and will be the DeMars competence centre for all the authorities in the ministerial area. Furthermore, FKIT is charged with the coordination, planning, management of resources and the outsourcing, capacity administration and security etc. within the IT area.

¹¹ Clause 9 of agreement.

¹² Clause 9 of agreement.

Defence Research Establishment is to be decommissioned as a unit within the Defence College's organisation and established as an individual department within the Defence Acquisition and Logistic Agency.

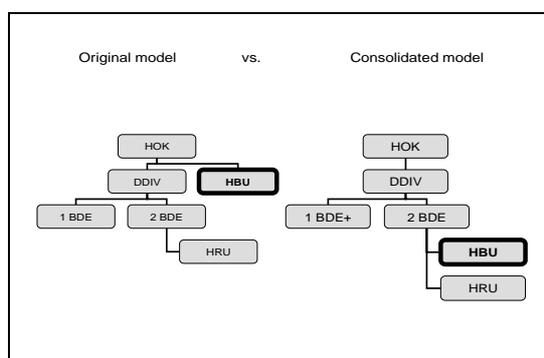
Communications within Danish Defence will be strengthened by the establishment of the Danish Defence Media Centre under the Chief of Defence. The Service is intended to strengthen internal and external communications within Danish Defence and ensure the largest possible degree of openness. Danish Defence Media Centre will be located on Holmen in Copenhagen.

The Army¹³

According to the agreement, the army's 2nd Brigade was solely intended as a response force brigade – like the DRB – and organised as a "mirror image" of 1st Brigade. Initially, the 2nd Brigade was only to carry out response force training for the units under the Brigade. Therefore, basic army training was to be carried out within a training organisation which answered directly to the Army Operational Command.

Consolidation has shown that the army is able to establish the capacity corresponding to approx. 1,500 persons for continuous deployment in a more expedient manner by making the following adjustments in the operational structure:

- The army conscript training programme – or basic training – should be conducted within the framework of the 2nd Brigade and not in an independent structure under the Army Operational Command.
- Thus the 2nd Brigade will be responsible for basic training as well as response force training.
- The 2nd Brigade will carry out the response force training in two battalions. These battalions are specifically designed to be deployed on international tasks (INTOPS battalions) subsequent to response force training.



This has made the strength of the force generated in the 2nd Brigade more cost-effective since it may vary in type and volume according to need. As a result of the adjustments the

¹³ Clauses 2 and 3 of agreement.

1st Brigade has been boosted by approx. 350 man-year equivalents and approx. 400 response force contracts from the 2nd Brigade. Army capacities in a high state of readiness for immediate deployment – including units for NRF – have been increased from approx. 3,550 soldiers to approx. 4,300 soldiers. In consequence, Danish Defence maintains the ability to deploy capacities from the army corresponding to approx. 1,500 persons continuously or up to approx. 5,000 persons for shorter periods simultaneously with an increase in the response capacity.

Army basic training is carried out in Høvelte, Slagelse, Holstebro, Skive, Fredericia, Aalborg, Vordingborg and Varde. Army response force training is carried out in Høvelte, Slagelse and Holstebro, although elements of response force training may be carried out at other garrisons depending on the composition and task of the INTOPS battalion.

The future structure of the army comprises approx. 9,100 man-year equivalents as the final target. To this may be added approx. 1,970 response force contracts and approx. 2,130 man-year equivalent conscripts.

Navy

The future structure of the navy comprises approx. 3,350 man-year equivalents as the final target. To this may be added approx. 25 response force contracts and approx. 200 man-year equivalent conscripts.

Air Force

The future structure of the air force comprises approx. 3,600 man-year equivalents as the final target. To this may be added approx. 340 response force contracts and approx. 145 man-year equivalent conscripts.

The navy and the air force are thus guaranteed the capacities needed to make a continuous contribution corresponding to approx. 500 persons.

Home Guard

The operational structure of the Home Guard has been adjusted to the civilian regional borders proposed by the structural commission to ensure that the operators within Total Defence have the same regional borders. The local defence region of Bornholms Værn has been decommissioned and a joint home guard district has been established. The district structure of the Army Home Guard has been adjusted to the requirement and the number of districts has been reduced from 23 to 18. A command structure has been established in the Total Defence regions, to which the other parts of Danish Defence contribute approx. 900 reserve officers and NCOs. The future structure of the Home Guard comprises approx. 620 man-year equivalents as the final target.

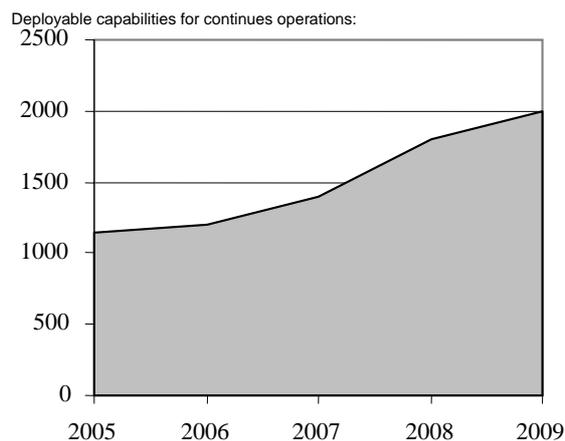
Total Defence.

The tasks of the emergency management services, the Home Guard and Danish Defence are gathered under the authority of the Minister of Defence in order to strengthen Total Defence by creating a coherent and coordinated emergency management. Furthermore, an office has been established in the Ministry of Defence to implement the development of Total Defence. The report of the working group regarding the centralisation of the Danish Emergency Management Agency and Danish Defence will be available at the end of the year.

Compulsory military service is reorganised and targeted towards Total Defence. Danish Defence Days (Forsvarets dag) will be held as part of the general conscript recruitment effort. All young men will be called in to attend and all young women will be invited to attend. Danish Defence Days will not only comprise elements from Danish Defence but also the emergency management services. Danish Defence Days will be held at the same time as the examination of men liable for military service and invited women. The day will start with a written test, physical examination to determine suitability for military service. Subsequently, all men and women declared suitable for military service will receive a presentation on Danish Defence and the emergency management services. The presentation will comprise information about military service, employment and career opportunities and response force contracts, etc. After the presentation those found suitable or partly suitable for military service may, if they so wish, conclude an agreement on military service and employment etc. following individual guidance.

5. Operational capabilities.

Danish Defence has been reorganised in order to provide operational capabilities and free resources to enable Danish Defence to establish and deploy forces in international operations quickly and flexibly, and maintain deployed capabilities corresponding to approx. 2,000 personnel (approx. 1,500 from the army and approx. 500 from the navy and the airforce). The capacity of Danish Defence to continuously deploy forces will be strengthened as follows:



By 2009, through targeted development and modernisation of the operational structure of Danish Defence, a reorganisation of the way in which forces are prepared for deployment and a significant strengthening of the equipment operation framework Danish Defence will be able to maintain capabilities corresponding to approx. 2,000 soldiers in international operations for DKK 900 million per year, compared to capabilities corresponding to approx. 1,150 soldiers in 2005.

6. Other issues.

The Ministry of Defence will analyse the total activity and development of Danish Defence continuously in order to report on this annually, including the deployment and redeployment of forces, the financial situation and the status of agreement implementation. The development of the functional services will be given special attention. The report will be transmitted to the Defence Committee of the Danish Parliament and will form the basis for a discussion between the parties to the agreement. One of the purposes of the discussions is to consider necessary corrections to the development of Danish Defence during the agreement period in order to ensure optimal relevance of Danish Defence and its capabilities, and to assess the correlation between the activities, efforts and finances of the Home Guard.

In the agreement period the Ministry of Defence will initiate work on any necessary adjustments and optimisation of the staff structure and school structure, including a possible amalgamation of two or more schools. The purpose of this work is to ensure balance between the personnel structure and the long-term development of Danish Defence taking into account the tasks of Danish Defence, personnel flexibility, recruitment possibilities and structural adjustments etc. Furthermore, the possibilities for training and recruiting reserve officers in the future will be analysed.

During the period the Ministry of Defence will establish a working group, which will analyse the advantages and disadvantages, including financial aspects, of amalgamating the three operational commands and the associated tasks in one joint operational command.

The Ministry of Defence has asked the Defence Command to prepare the basis for an anonymous survey among deployed Danish soldiers to have their opinion of the mission and the local population. The survey will also evaluate the training of enlisted personnel and officers prior to stressful deployment tasks in order to assess if the existing preparation and training is adequate. The result of the survey will be presented to the parties to the agreement before it is implemented.

It is generally agreed that the coordination of military and civilian efforts in international operations must be strengthened to obtain synergies from individual efforts and to heighten the visible effect of the overall Danish effort. A working group, which includes various NGOs, under the chairmanship of the Danish Ministry of Foreign Affairs has been established to draw up proposals for procedures for cooperative efforts between emergency relief agencies and Danish Defence. The result of the work will be presented to and discussed by the agreement parties.

The Mandate of the Task Group Regarding the Transfer of the National Emergency Management Agency under Danish Defence

A decision has been made to unify the tasks of the national rescue preparedness under Danish Defence. In the light of this decision, a task group has been appointed and charged with the task of drafting a proposal for the best possible integration of the national rescue preparedness and Danish Defence.

It is generally perceived that two factors are of particular importance for the successful integration of the national rescue preparedness and Danish Defence. Firstly, it must be ensured that the integration of the national rescue preparedness and Danish Defence creates the greatest possible synergy and strengthening of the overall preparedness. Secondly, it must be ensured that the efficient management of the daily preparedness is maintained and developed.

It is noted that the political agreement on the rescue preparedness after 2002, which was entered into by all parties of the Danish parliament on 21 June 2002, runs until the end of 2006.

In the light of this, the task group must set up models for the integration of the national rescue preparedness and Danish Defence. Among other things, the models must include proposals for:

- Handling official tasks and tasks regarding coordination, management and development of the overall rescue preparedness organisation.
- The voluntary aspect.
- The future command structure.
- The future establishment structure.
- The future conscript training programme.
- The future depot, workshop and distribution structure.
- The future school structure.
- The future interdepartmental services within Danish Defence, such as the Personnel Service, Material Service, Construction Service, Accounting Service, etc.
- International missions
- The chemical and nuclear emergency response, including deliberation on the working relationship with the radiological and biological emergency response units.

The most expedient implementation of each individual element, including the date of integration, should be considered.

In connection with setting up the models, the task group must also describe the technical and financial benefits and drawbacks associated with the models.

The task group comprises representatives from the Department of the Ministry of Defence (chairman), the Defence Command, the Department of the Ministry of the

Interior and Health, the Ministry of Justice, the Emergency Management Agency and the Department of the Ministry of Finance.

The Agency for Governmental Management, which has special expertise with respect to the most practical organisation of public authorities, will assist the task group in connection with the planning, process organisation, analyses and preparation of documents, including model proposals, etc.

The results of the task group's efforts are to be presented to the Government's Coordination Committee by the end of 2004.