

# The public and private sector in collaboration for a resilient society

Development projects for supply preparedness  
of goods and services in crisis and war



Photo: Mikael Svensson

Governmental agencies in Sweden have a responsibility to reduce vulnerabilities in society and within their own area of responsibility. Part of it may involve collaborating with private businesses in order to secure the supply of goods and services. Therefore, the Swedish Civil Contingencies Agency (MSB) is carrying out a targeted initiative to enhance supply preparedness with a focus on increased collaboration with the private sector. Seven agencies are now working on different projects to strengthen their and Sweden's supply preparedness by involving the business community in the planning process.

## Investment in increased collaboration with the private sector

Based on the MSB guidance *Planning for the supply of goods and services*, the projects provide concrete examples and insights on how collaboration with private businesses can be conducted. The work leads to increased knowledge for the development of the area of supply preparedness.

During the project period, MSB arranges network meetings where agencies present the status in their respective projects, share insights and discuss challenges and opportunities with increased collaboration with the private sector.

The seven agencies are carrying out their projects with support of appropriation 2:4 Crisis preparedness.

## What should the projects contribute to?

The business community owns a large portion of the resources needed to secure the supply of goods and services, both during crises and in wartime. The goal is for agencies to plan for the supply of critical goods and services as part of civil preparedness planning, and thus as part of the agency's total defence planning.

The work involves how to carry out all aspects, from initiating internal planning within an agency's area of responsibility and sector, to engaging in active dialogue with private businesses that are crucial for security of supply in practise.

### **The private sector must be involved in total defence planning**

The Government states in the defence policy bill (Prop. 2020/21:30) that the private sector must be more involved in total defence planning. The goal for civil defence includes the capacity to maintain a necessary supply.

## Collaboration to ensure supply of staff in pharmaceuticals

Sweden has a significant production of pharmaceuticals, which is vital for both the Swedish market and for the global supply system. Wartime posting will ensure access to medicines in the event of a crisis or war.

The Swedish Medical Products Agency has a large area of contact with private actors in the pharmaceutical field, through its assignments as an agency with specific responsibilities for civil preparedness. This provides the agency with knowledge of the business community's conditions and needs for participating in total defence planning.

The aim of the Swedish Medical Products Agency's project *Development of the business community's participation in total defence* is to provide support in planning wartime posting to those business actors in the production of pharmaceuticals that carry out critical infrastructure. Considering the amount of extensive export agreements within the sector, wartime posting is crucial to ensure access to medicines in the event of a crisis or war – both to secure access for Swedish patients and for Sweden to be able to contribute to global trade.

A challenge for the project is the need to swiftly involve the business community and at the same time adapt project activities in order to complement ongoing government assignments. One example is the assignment of MSB and the National Board of Health and Welfare to carry out a supply analysis regarding society's need for access to healthcare products (Fö2024/00053).

### What to keep in mind regarding private-public collaboration?

– When applying for 2:4 funds focused on the business community, it is recommended to start with a solid need. Ideas can be generated through dialogue with the industry or in the actual contingency planning. As a public agency, it is important to identify where support and collaboration are most needed. Therefore, in this project, we have chosen to prioritize the deployment of personnel in war," says programme officer Johan Sällström.

### Agencies carrying out projects within the special initiative for supply preparedness funded by appropriation 2:4 Crisis preparedness

**The Swedish Medical Products Agency** works to ensure that patients, healthcare services and animal healthcare have access to safe and effective products and that they are used appropriately and efficiently.

**The Swedish Energy Agency** promotes energy efficiency measures and investments in renewable energy technologies. Its mission includes combining ecological sustainability with competitiveness and security of supply.

**The Swedish Food Agency** works through knowledge, advice, regulations, and inspections to ensure that the food produced, sold, and served in Sweden is safe and that the country has a secure food and drinking water supply both in everyday life and during crisis.

**The Swedish Police Authority** prepares contingency plans to ensure that operations function during crisis and war. The National Operations Department (Noa) coordinates and directs this work within the Police Authority.

**The Swedish Fortifications Agency** is one of Sweden's largest property owners and experts in fortification, i.e., protection and construction technology. The agency owns, develops and manages properties for total defence and contributes to the country's defence capability and preparedness.

**The Swedish Civil Aviation Administration** provides safe, efficient and environmentally friendly air navigation services for both civil and military aviation in Sweden, including remote air traffic management.

**The Swedish Maritime Administration** is tasked with ensuring favourable conditions for shipping in Sweden. This includes responsibility for fairway maintenance, pilotage, icebreaking, hydrographic surveying, production of nautical charts, maritime traffic information and maritime and aerial rescue.



Photo: Caialmage



Photo: (plainpicture)

## Swedish energyCERT aims to protect the energy sector from cyberattacks

Energy supply is part of the total defence and must function in order to secure critical infrastructure in peacetime, during heightened alert, and ultimately war. Therefore, the Swedish Energy Agency is launching a new project in collaboration with the business community.

The energy sector is an appealing target for cyberattacks. To improve the sector's ability to handle and respond to cyber threats, the Swedish Energy Agency is contributing to the establishment of a Swedish energyCERT (Computer Emergency Response Team). The establishment will begin on a smaller scale with a few actors, with the long-term goal to involve all actors in the energy sector. The aim is to jointly increase and strengthen resilience against cyberattacks.

An additional goal of the project is to develop and test forms of efficient collaboration with the business community. These include forms of information sharing and conducting external monitoring. Through increased cooperation, the actors can together prevent vulnerabilities and build resilience.

### Do you have any advice for those who are interested in applying for funding via appropriation 2:4?

– We consider the 2:4 funds to be a bridge builder for private-public collaboration, and we hope the project will be a valuable model for other sectors to be inspired by. Whenever desired, programme officers at the Swedish Energy Agency and energyCERT are available for questions and support,” says the Swedish Energy Agency.



Photo: Johnér Produktion



Learn more about critical infrastructure on [msb.se](https://msb.se).



Photo: Mostphotos

### Who should plan for security of supply?

Emergency preparedness and total defence in Sweden are regulated by laws and regulations. Responsibilities are governed by fundamental principles, among other things.

Some agencies are given more responsibilities than others for Sweden's emergency preparedness and for total defence planning. However, all Governmental agencies have a responsibility to reduce vulnerabilities in society. Businesses also play important roles in the total defence.

Agencies listed in the appendix to the Ordinance (2022:524) on Emergency Preparedness and Measures of Authorities Responsible for Surveillance in Heightened Preparedness have special tasks. This means that they are required to plan and be prepared for societal disturbances. Among other things, they need to procure the supplies and equipment needed to cope with the tasks in the event of heightened alert.

## Strengthened food preparedness through 3D printing

**Swedish food and drinking water supplies are highly dependent on private actors and municipalities for both delivery and production. To ensure supply during crisis and war, it is crucial to secure access to critical components. One method currently being tested is so called additive manufacturing (3D printing).**

The Swedish Food Agency has launched a new project aimed at identifying critical components and testing whether additive manufacturing could be used to produce necessary spare parts.

During the spring of 2024, dialogues were conducted with representatives from the business sector and municipalities to identify important spare parts to test within the project. To ensure that the spare parts do not affect the food in a way that endangers consumer's health, all manufactured spare parts will also be tested.

The project is expected to shorten the lead time for producing spare parts by mapping obstacles and provide process descriptions, as well as increasing knowledge of and the use of additive manufacturing in critical infrastructure.

### What will the project contribute to?

– Additive manufacturing can play an important role by enabling flexible and rapid production of vital spare parts. We hope the project can become a catalyst for the field of manufacturing preparedness and lead to a quicker enhancement of our actual capability, says programme officer Magdalena Frykstrand, The Swedish Food Agency.

## Protection and surveillance during heightened state of alert

**What surveillance resources will be available at heightened state of alert, and what is required for a security company to conduct wartime posting? These are questions that the Swedish Police Authority, in collaboration with surveillance businesses, is exploring within its 2:4 financed project.**

In the event of a serious incident, crisis, heightened state of alert, or war, the security industry - with its various guards, inspectors, and supervisors - has an important role to play in terms of surveillance and security. This is particularly crucial for the protection of critical infrastructure and ensuring public order.

For this reason, the Swedish Police Authority has initiated a project to establish cooperation with actors operating in the surveillance industry. The project includes developing forms of collaboration as well as examining how procured security and surveillance services can be effectively utilized within the total defence framework.

Another part of the project involves developing scenar-



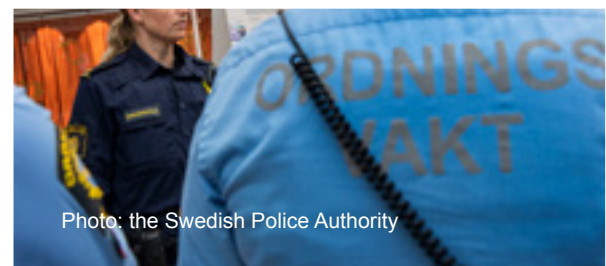
### About appropriation 2:4 Crisis preparedness

Each year, the Government commissions MSB to allocate approximately SEK 1 billion through appropriation 2:4 Crisis preparedness to strengthen society's crisis preparedness and defence capability. Part of the appropriation finances development projects of Governmental agencies. MSB's focus for the development projects is based on areas identified in the National Risk and Vulnerability Assessment (NRSB) and other relevant system analyses, which are important to strengthen in collaboration with others.

ios for exercises focused on responsibility distribution, regulation, and evaluation to conduct simulation exercises in order to highlight needs and consequences within surveillance and security.

### What insights has the project generated?

– Collaboration has led to the establishment and development of contacts with several agencies. In particular those with experience in collaborating with the business sector have been able to advance the project when it encountered obstacles, says project manager Kerstin Johansson, the Swedish Police Authority.



## Total defence actor secures spare parts using new technology

The Swedish Fortifications Agency is running a project in collaboration with RISE, Research Institutes of Sweden, aimed at developing a methodological support system. This system uses innovative technology to promote supply preparedness and strengthen the resilience of critical infrastructure.

As the world changes and technological development advances, the need to find new ways to secure deliveries of critical products necessary for total defence has increased. One potential method being explored within the project is so called additive manufacturing. This involves mapping the Swedish production system and assessing companies' capabilities to adapt their production.

The methodological support consists of several parts. Step one is to identify critical components – products or spare parts that are absolutely essential for specific functions. The next step is to identify supplier status and possible alternative suppliers, raw materials, and processes for these components.

– The goal is for the methodological support to be useful for everyone conducting critical infrastructure, whether they are private or public actors. This would generate significant benefits for all society, says Robert Kastman, Swedish Fortifications Agency.

### Why is your project necessary?

– We need to reduce problems within the supply of deliveries, even when society faces strains. It's about ability and innovative ways to adapt to new circumstances, says Robert Kastman, programme officer at the Swedish Fortifications Agency.



Photo: Denniz Blomberg



Learn more about NATO on [msb.se](https://msb.se).

### A key player in Total Defence

The Swedish Fortifications Agency owns, develops and manages Sweden's defence real estates. The agency ensures Sweden's competence needs in fortification – defence and facilitates technology – and delivers robust and secure infrastructure in the form of land, facilities and premises.

The fortification protection for both military defence facilities and civilian infrastructure is continuously developed in response to a changing world and ongoing technological advancements. Planning the supply of goods and services to meet the total defence's needs in times of peace, heightened state of alert, and war is central to the agency's mission to enhance and sustain total defence capability.



Photo: Oyvind Lund

## Collaboration to provide a model for airport supply

**What is required for an individual airport to enhance its ability to ensure the supply of goods and services during a crisis or war? This question is the starting point for Project Copia, led by the Swedish Civil Aviation Administration (LFV) in collaboration with Swedavia. The goal is to strengthen security of supply preparedness at all airports.**

Enhanced preparedness in security of supply is necessary not only to address societal disruptions but also due to airports being vital for the total defence. For an airport, this encompasses everything from energy supply, operations and maintenance, baggage handling, airport rescue services, and snow removal to personnel issues and ensuring food supply functions – all heavily dependent on private actors.

In the project, LFV and private actors Aviseq and Swedavia are collaborating on how to strengthen security of supply and which business actors that should be involved in the work. The airports in Gothenburg and Visby are pilot airports in the process of creating a model for what security of supply preparedness could look like. The model is scalable and can be used on different types of Swedish airports. As a result of the project, a supply plan will be developed in form of a handbook.

– The work is in an intensive phase, where we conduct a series of meetings and workshops with project participants and suppliers. There has been significant interest from the participants, says Johan Bergman, programme officer for Copia at the Swedish Civil Aviation Administration.

The next step within the project is to continue workshops with companies, collaborate with agencies,



Photo: Ingemar Lindewall

regions and county administrative boards, and to explore possibilities for contingency agreements and financing. Additionally, an exercise is conducted at Landvetter Airport in the autumn of 2024.

### **Do you have any advice to those interested in applying for 2:4 funding?**

– Start early and do the application collaboratively. With the help of these grants, there are significant opportunities to carry out initiatives with the private sector that might otherwise be difficult to finance. The collaboration benefits all parties by contributing to societal good and leads to new insights and opportunities for cross-sectional networking, says programme officer Johan Bergman.

## SjöHöjd promotes robust shipping in crisis and war

**Sweden relies on functioning shipping in order to deliver goods and services essential for total defence needs. The Swedish Maritime Administration's project SjöHöjd aims to enhance the collective capability to provide maritime traffic services during heightened state of alert.**

Sweden is not self-sufficient in many areas – food pharmaceuticals electronics and fuel are just a few of the essentials that constantly pass through Swedish ports. Therefore, the Swedish Maritime Administration is undertaking a project aimed at enhancing the collective capability of the Swedish Armed Forces and civilian authorities within the maritime sector to deliver maritime traffic services during heightened state of alert.

The project's goal is for the agencies to gain a better understanding of roles and responsibilities, as well as to enhance their ability to collaborate effectively.

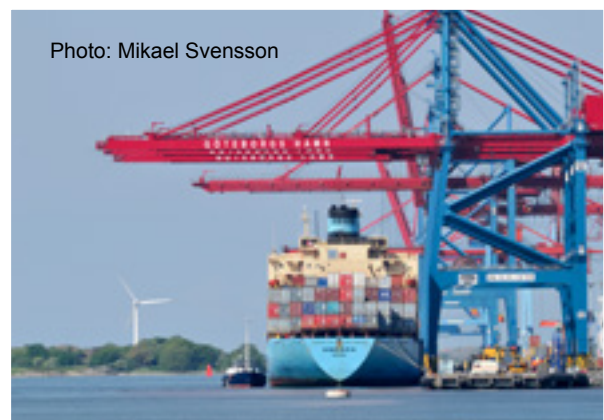


Photo: Mikael Svensson

– Together, we need to strengthen our ability to maintain maritime shipping. We must enable civilian shipping while military operations are ongoing and jointly develop a shared capability to lead and manage civilian maritime traffic in a heightened state of alert, says programme officer Katarina Jonsson Bratu, The Swedish Maritime Administration.



Photo: Mikael Svensson

## Methodological support for public authorities

Information and support directed towards the public sector can be found at [www.msb.se/forsorjningsberedskap](http://www.msb.se/forsorjningsberedskap).

**Guidance on Planning for the supply of goods and services** (MSB1765), in Swedish.

New publication number for updated guidance due autumn 2024: MSB2409.

**Powerpoint-presentation**, a quick guide for executing the work, which can also be used to create your own selection for a presentation (MSB1767), in Swedish.



**Hur kan arbetet genomföras?**

Lathunden kommer att guida dig genom respektive del med tips på tillvägagångssätt, stödmaterial, fördjupande material och exempel.

## Methodological support for private businesses

Information and support directed towards the private sector can be found at [www.msb.se/beredskapforforetag](http://www.msb.se/beredskapforforetag).



Photo: johner.se/Hans Bjurling

**Collaboration with public entities**



Swedish Civil Contingencies Agency



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