



# EDA Bulletin

European Defence Agency

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Nick Witney (left), Steering Board Chairman Eero Lavonen and ASD President Charles Edelstenne celebrate the launch of the expanded EBB portal for defence procurement opportunities on 29 March.

## A Following Wind

**Nick Witney**, Chief Executive

It is good to write this in the week after the successful European Council on the EU's reform treaty. The EDA is a child of the ESDP, so a more optimistic and outward-looking political environment is important to us. And the prospect of more coherence in Europe's approach to foreign and security policy, under a new up-gunned "High Representative", is good for the EDA too. Add to this the new French President's call for more defence industrial consolidation and less wasteful duplication in procurement, and it seems that we have new political wind in our sails.

Indeed, President Sarkozy could almost have been quoting from the strategy for the European defence technological and industrial base which our Defence Ministers (now 26, following the inclusion of Bulgaria and Romania in the Agency) agreed at their May meeting. I see this as a landmark document ([www.eda.europa.eu](http://www.eda.europa.eu)), and I am proud that this Agency was able to assist its birth. Our defence industrial agenda is moving well, with Hungary and Spain deciding to join the fledgling European defence equipment market, and the recent expansion of our Electronic Bulletin Board to include industry-to-industry offers.

I have sometimes said that it is surprisingly easy to get our shareholder Member States to agree on policies – and surprisingly difficult to get them to put their hands in their pockets for collaborative efforts. But the picture there is improving too. The Programme Arrangement for the €55 million Joint Investment Programme for defence R&T was signed by the Ministers in



*“We have new political wind in our sails”*

May, six months after the political agreement. If 19 Member States (plus Norway) can move that quickly together, then there must be lessons we can apply to speed up the generation of small-group R&T collaborations, responding to the call in the EDTIB strategy for a step-change in this area. And more substantial collaborations are now beginning to emerge as well, following the effort on software-defined radio launched last autumn: five nations have just signed up to

a new effort to improve and converge the personal equipment of the European infantryman in the next decade; France and Germany have announced a potential common project on future transport helicopters, intended to be opened to other European partners in the Agency framework; new Staff Targets have been agreed for Maritime Surveillance networking and a maritime UAV; the Defence Ministers have put their weight behind a concerted effort (with the Commission and industry) to develop UAVs capable

of flying in regulated airspace; and so on. It feels as though, after a couple of years of vigorously working the pump-handle, the water is now beginning to flow.

Meanwhile, a major effort is underway, led by the Capability Directorate, to produce Europe's first Capability Development Plan. Member States have fully involved themselves; methodology and roadmap have now been agreed. A very substantial work programme

is involved; but by the summer of next year we should have a Plan which identifies the key areas upon which all of us should focus to improve defence capabilities in the short and long term, as well as a series of new collaborative opportunities. The watch-word is “actionable conclusions” – we are determined that this should not be just another exercise in analysis, but rather a real springboard for action, individual and collective, by Member States who choose to engage.

All this you can read about in more detail elsewhere in this Bulletin; and all this gives me an increasingly confident sense that, in the autumn, I shall be handing over to Alexander Weis an Agency which is a real “going concern”. He can certainly be confident that he will inherit a quite outstandingly able, committed, and supportive team of colleagues in the Agency staff. So I need only to wish him luck, and Member States prepared to keep that wind in his sails. ■



## EU überwindet Grenzen im Rüstungsmarkt

04.05.2007

BRÜSSEL. In den weitgehend abgeschotteten Rüstungsmarkt der EU kommt Bewegung. Schweden hat einer britischen Firma einen Rüstungsauftrag im Wert von 2,7 Mill. Euro erteilt, gab die Europäische Verteidigungsagentur (EDA) in Brüssel an. Dies sei die erste grenzüberschreitende Order, seit sich 22 EU-Staaten zur öffentlichen Ausschreibung von Rüstungsaufträgen verpflichtet haben, sagte EDA-Chef Nick Witney dem Handelsblatt. Gleichzeitig kündigte Witney weitere Initiativen zur Öffnung und Restrukturierung des 35 Mrd. Euro schweren Markts an.

Im Juni 2006 hatte die EU einen Verhaltenskodex zur Beschaffung von Rüstungsgütern eingeführt.

# Expansion of Portal Shows Success of Procurement Regime

**Ulf Hammarström**, Director Industry and Market



Nick Witney addresses a press conference after the launch of the expanded EBB portal. Also pictured (from left) EDA Head of Media and Communication Malgorzata Alterman, Steering Board Chairman Eero Lavonen and ASD President Charles Edelstenne.

The new regime to promote competition and transparency within European defence equipment procurement has gone from strength to strength, with the extension of the online portal to sub-contracting opportunities, expansion of its membership, a steady flow of contracts and visitors to the site and the award of the first cross-border contract under the Code of Conduct.

Building on the success of the European Bulletin Board for Government Contract Opportunities, which began operating last July when the new regime came into force, the EBB for Industry Contract Opportunities was launched by the EDA on 29 March this year with the backing of Europe's defence industry. This second phase of the EBB is designed to facilitate the application of the Code of Best Practice in the Supply Chain.

As a result, prime contractors will be able to promote and advertise their sub-contracting opportunities to a wider industrial supplier base, and defence-related companies – particularly small and medium-sized enterprises (SMEs)

– will have a new tool with which to uncover business opportunities in other EU countries. "The new e-portal provides Europe's defence-related industry, especially SMEs, with a much needed central service for announcing and



Growth of government contract opportunities on the EBB



EDA Steering Board during its 29 March meeting.

identifying procurement opportunities," said Cent van Vliet, Managing Director of the Dutch National Defence Industry Association.

"This could change the way we do business. Until now, finding export opportunities can be so complicated that it is often just not worth the effort," said Miroslav Tieff, CEO of B.O.I.S-FILTRY, a Czech defence-related SME. As of 1 June, the integrated EBB portal (<http://www.eda.europa.eu/ebbweb/>) included the following:

- More than 175 government contract opportunities advertised,

with an approximate value of around €10 billion

- Just over 100 industry contract opportunities advertised, worth around €100 million

The success of the regime was recently reaffirmed by the decisions of Hungary and Spain – the only original EDA members not to take part at its launch - to join the C.o.C on 1 July and take the number of subscribing Member States to 24 out of the 26 EDA members. Bulgaria and Romania, who joined the EDA only this year, are still considering whether to subscribe to the regime. Another encouraging sign

of the commitment of Member States to the Code of Conduct is that the EDA is consistently informed whenever Member States apply exceptions to publishing contract notices. An analysis by the Agency has shown that, in general, exceptions have been limited and properly applied.

Reviewing the workings of the regime in March, the Steering Board recognised that there are a number of areas which still need to be addressed in order to make the European Defence Equipment Market function even better.

These form part of the agreed strategy for the European Defence Technological and Industrial Base (see page 9). Meanwhile, the Agency will focus primarily on further promoting and expanding the use of the system through marketing activities and increasing the number of companies publishing contract opportunities on the EBB. ■

**Feedback so far on the European Bulletin Board has been very positive. Here is a selection of comments:**

- *"We are now able to pass from a single source to a competitive tender scenario" -- QinetiQ*
- *"This is estimated to have saved our procurement manager approximately six months of research and identification efforts" -- SAAB Microwave Systems*
- *"Though we had attempted in the past to reach such suppliers through the official national channels, we had not managed to do so in such a short time" -- Nexter*
- *"Our procurement managers are highly appreciative of the added value and potential benefits of the EBB" -- Patria*

For further information about the EDA's Regime on Defence Procurement, visit the Agency's website at [www.eda.europa.eu](http://www.eda.europa.eu)

# Assessing the EDA's First Three Years

**Seppo Kääriäinen**, Deputy Speaker of the Parliament of Finland

**S**eppo Kääriäinen, Deputy Speaker of the Parliament of Finland, served as Defence Minister during the creation of the European Defence Agency and over the first three years of its existence.

He gave *EDA Bulletin* a view of the Agency's work from the perspective of a participating Member State.

**Q: Do you think the EDA has met expectations? Has it fallen short in any way?**

In my view, the first years of the EDA have proven the Agency's worth. Of course, dealing with a heavy agenda involving issues such as armaments cooperation, the defence market, research and technology and capabilities development makes the Agency's work challenging.

I therefore also think that Member States need to show genuine commitment to the EDA's work in terms of allocating sufficient resources as well as political support for the Agency.

**Q: How does the EDA compare as a framework for collaboration in relation to others, such as NATO or the Nordic co-operation forum?**

The purpose of the Agency is to create momentum for European collaboration, which has traditionally proven to be a challenging effort. We need the EDA in order to

create a firm footing for the ESDP. At the same time, I believe that we must support all complementarity between the actions taken in other organisations such as NATO and NORDAC (Nordic Armaments Co-operation).

**Q: The EDA's Long-Term Vision report was agreed under the Finnish EU Presidency. What significance do you attach to this document?**

First of all, I am personally very pleased that we were able to endorse the LTV document in our informal Ministerial meeting at Levi. The LTV document is a significant milestone for both the Agency and its Member



*"Member States need to show commitment"*

## Assembly of the WEU

### "Very positive results" for the EDA two years on

11.06.2007

The WEU Assembly considered that the first two years of European Defence Agency activities had produced 'very positive results', though it hoped the Agency would be given more resources and prerogatives in the context of the ESDP.

Presenting a report on behalf of the Technical and Aerospace Committee, Mr Edward O'Hara (United Kingdom, Socialist Group) felt that the creation of the EDA was a first vital step towards setting up a European defence equipment policy that was harmonised and competitive. In spite of the absence of a common strategic vision within the EU, the Agency had become a major point of reference for European cooperation in the field of defence capabilities and equipment.

Among its achievements was the adoption of a voluntary code of conduct on defence procurements whereby invitations to tender for contracts worth more than one million euros would be handled and published centrally. The EDA had also drawn up a 'Long-Term Vision' for European capacity needs and was involved in research and technology and capabilities development projects along the same lines as the Western European Armaments Organisation (WEAO) and the Western European Armaments Group (WEAG).

States, and provides us with a rich source for further work on capability development. It is a living document, and we must keep in mind that its value depends on the commitment and activity of each Member State.

**Q: What are the challenges in combining the needs of "homeland" defence and ESDP requirements? Does a country like Finland face special challenges?**

In my view the two should not be seen as completely separate requirements. I think that if we work together on these issues we can have the better capabilities we need and, importantly, with less cost for European nations. I do not think that in this respect Finland would be different from any other European state. We need interoperable and reliable solutions that can support both homeland defence and the requirements of working ESDP cooperation.

**Q: How do you see the Agency developing in the future?**

I think that in many ways it is the Member States who hold the key to the Agency's future success. The commitment shown by nations is a vital prerequisite for getting fur-



*EDA Deputy Chief Executive Hilmar Linnenkamp (centre) signs the contract between the EDA, on behalf of 4 collaborating Member States, and Diehl BGT Defence GmbH for a study on Networked Multi-Robot Systems on 4 June at the EDA offices. Diehl BGT was represented by Peter Ibbeken, CEO (left) and Harald Buschek, Head of New Business Areas.*

ther results also in the short run.

The Agency needs to be utilised as a forum for more European cooperation in reply to the challenges of ever increasing global competition and the need for ensuring reliable European sources of supply.

**Q: How do you assess the leadership of the Agency?**

In my view, Nick Witney and his

management team have created a very solid base for the EDA. They have shown remarkable commitment to the Agency and also to the EU in general. I had a very good working relationship with Nick Witney and I am grateful for the support he gave to Finland during our EU Presidency. I wish him success in his future career. ■

**Expansión**

**España se incorpora al mercado de defensa de la UE**

21.06.2007

La Agencia Europa de Defensa (AED) ha anunciado que España se incorporará a partir del 1 de julio, en el Mercado Europeo de Defensa, puesto en marcha en julio de 2006. Hungría que tampoco se había incorporado a este mercado, también ha anunciado que se incorporará a partir del 1 de julio. Nick Witney, Director ejecutivo de la EDA, declaró, "estamos muy contentos de que España y Hungría hayan decidido incorporarse. Es una prueba de que los gobiernos reconocen las ventajas que aporta esta competencia transfronteriza en este sector tan importante".

# Joint R&T Programme off to Flying Start

**Bertrand de Cordoue**, Director R&T

The Joint Investment Programme on Force Protection (JIP-FP), an innovative €55 million Research and Technology Programme involving 19 EDA participating Member States and Norway, is now under way with the signing of a formal agreement and the launch of the first call for proposals.

The EDA Steering Board approved the JIP-FP in November 2006 and the first Call for Proposals was issued to 270 potential contractors just six months later on 15 May. The previous day, Defence Ministers of the 20 contributing members signed the formal Programme Arrangement confirming the management rules for conducting the three-year programme. A Management Committee on which the 20 contributing members are represented handles overall Programme management.

Potential contractors, designated in advance by the contributing members, have been invited to form multinational consortia and to propose technological solutions to shortfalls within the scope of the following four R&T goals:

- Standoff detection of Chemical, Biological Radiological/ Nuclear and Explosive Incidents, disarming & neutralisation technologies.
- Defence options for airborne threats (i.e. the ability to respond to specific threats: mortars, rockets, ballistic projectiles, air-to-ground missiles).
- Scope spotting and sniper detection.
- Research on new materials for force protection.

The deadline for receipt of pro-

posals is 31 July. Experts drawn from the contributing members will evaluate eligible proposals. A selection of successful proposals will then be submitted to the Management Committee, after which the Agency will begin contract negotiations with the selected consortia. It is expected that the first contracts will be assigned by the EDA before the end of 2007. In the meantime, the Management Committee is working on the preparation of further calls for proposals. A second call may be issued later this year.

The conditions of the Programme are designed to encourage participation from a wide number of non-Government actors, not only from traditional defence companies, but also from SMEs (especially non-traditional suppliers to

the defence market), universities, private research institutions and laboratories. It is creating a model for a new approach to co-operative research and technology at European level, driven by common operational needs, opening the door to more competition, reducing 'juste retour', and allowing Member States who have not previously worked together to participate for the first time in multilateral co-operation within the EDA framework. It should promote networking among potential consortium members, thus contributing to the strengthening of the European DTIB.

Possible subjects for future programmes are already being sought and the Agency is expected to propose further joint investment programmes of the same kind in the near future. ■



*"It is creating a model for a new approach to cooperative R&T"*



*The Management Committee of the Joint Investment Programme on Force Protection.*

## Bringing UAVs into Mainstream Airspace

**Carlo Magrassi,**  
Armaments Director

Unmanned Aerial Vehicle systems are an important breakthrough technology which can contribute significantly to meeting the EU's security and defence mission objectives. However, these efforts are fragmented across many European countries and stakeholders within various projects. The entire spectrum of aviation companies and research institutes – large and small, military and civil – are on the verge of investing in the development of UAVs and their related technologies. The new EDA initiative is a result of collaboration with the European Commission and the AeroSpace and Defence Industries Association of Europe (ASD), aiming to establish a joint and complementary co-operation agenda.

One of the first key targets of a European joint agenda is "UAV Traffic Insertion": an area in which intensified co-operation is as beneficial as it is indispensable for all European stakeholders. At their Steering Board meeting on 14 May, Defence Ministers encouraged the EDA to pursue such a pan-European approach.

To support this goal, the EDA is initiating a study to establish a road map, in close co-ordination with the relevant governments and industrial stakeholders, to open up European airspace and arrange the required technology demonstrations in order to produce UAV systems that can routinely fly across national borders by 2012.

The study will cover the following main subjects:

- Detailing the overall framework for "Traffic Insertion"
- Technology developments required
- System demonstrations required
- Detailing an Outline Implementation Strategy



*"It has the potential to move Europe to a leadership position"*

Working together on these issues at European level can help to generate coherent projects for both security-oriented and commercial UAVs and also address their military use. This approach will also encourage the development of multi-purpose technologies,

supported both by Commission budgets and industry investment. It will reduce fragmentation and duplication of UAV components which civil and military applications have in common. It has the potential, if properly utilised by all stakeholders, to move Europe quickly to a leadership position in a field which is of prime importance for European armed forces and the European aerospace industry alike. ■

## Putting Intelligence into Context

Dealing with today's multiple threats, ESDP operations require ever more precise and tailored intelligence support. Yet sophisticated and expensive intelligence collection systems cannot be properly used if those responsible for its collection and interpretation do not fully understand the context from which the information comes. Effective understanding of the mission environment is thus a critical underpinning of any human and capital investment in an intelligence equipment programme. Only a thorough cultural awareness allows the correct interpre-

tation of events and, at the same time, a clear perception of what reactions can be expected to these same events.

A training programme to improve intelligence understanding of the mission environment is finally becoming part of the ESDP training programme, thanks to the active co-operation of a number of Member States who have volunteered to provide the organisation, under an EDA umbrella, with three pilot courses:

- a Middle East course, provided by Italy and Malta;
- a Central Asia course, provided by Germany, Sweden and the Netherlands;
- an Africa course, provided by France and the Netherlands.

Designed by members of the EDA's Operational Intelligence Project Team working with clinical psychologists and training experts, each course is composed of four main areas:

- language ability necessary to support a basic reading and speaking capability;
- knowledge of the mission environment in order to provide a thorough understanding of cultural, political, economic, social and religious factors;
- skills needed to engage with communities of interest, gaining a real insight and taking an active interest in their perspectives and concerns;
- attributes required to manage one's own emotions, reactions and performance in order to develop an objective analysis of the community of interest.

The courses are targeted mainly at Intelligence Officers, but due to their broad scope are of interest to anyone whose duties foresee direct involvement with the local population in a specific area of employment. Once the pilot courses are completed, an evaluation of the global project will be conducted to see whether a permanent programme can be established. ■



# A Strategy for the European Defence Technological and Industrial Base

**Ulf Hammarström**, Director Industry and Market

Europe needs a strong Defence Technological and Industrial Base (DTIB) as a fundamental means of underpinning its Security and Defence Policy. However, as investment in DTIBs across Europe has substantially declined, a fully adequate European DTIB is no longer sustainable by relying on individual national efforts. Europe must therefore press on with developing a truly European DTIB, as something more than the sum of its national parts.

On 14 May, Defence Ministers met at the EDA Steering Board and agreed on a Strategy for the EDTIB, primarily focusing on what governments should do in their role as regulators, customers and investors to bring about the aspired EDTIB. The strategy builds on the characteristics agreed last September by National Armaments Directors on what a strong future EDTIB should have: it must be capability-driven, competent, and competitive. Such an EDTIB will also need to be more integrated, less duplicative, and more interdependent. It should also depend less on non-European sources for key defence technologies. This vision was endorsed at a major EDA conference on 1 February, which brought together more than 300 participants from government, industry and other stakeholders.

The strategy approved by ministers identifies key steps for governments to take: clarify their pri-

orities concerning their capability needs, the related key technologies, and the relevant industrial capacities. They should also aim to consolidate their demand and increase their investment in defence procurement, notably R&T.

Further key measures include increasing confidence in security of supply and increasing competition and cooperation in defence procurement.

As a landmark step towards increased competition, Member States agreed in 2006 on the Code of Conduct on Defence Procurement, which commits those Member States subscribing to it to open their

national defence markets to suppliers based in each others' countries. In addition, Member States and industry agreed on a separate Code of Best Practice in the Supply Chain in order to drive the benefits of competition down the sup-

ply chain – so that second-tier and third-tier companies, often SMEs, are able to operate at the European level. Real progress is being made towards achieving an effectively run and competitive European Defence Equipment Market. However, the next stages of the journey will require concerted efforts to tackle some major issues:

- Security of Supply, so that governments can be confident when purchasing from another country.
- Reducing the obstacles to intra-EU transfers of goods, services and skills.
- Analysing the potential effects of offsets, including consideration on how adverse impacts on competition and the DTIB might be mitigated.
- Establishing equity amongst competitors by ensuring no company is improperly advantaged.

However, competition on its own is not a cure-all. Competition is a tool for providing better value for money to the customer, honing the competitiveness of industries, and facilitating the development of the EDTIB we want to see.



*“Competition on its own is not a cure-all, it is a tool for providing better value for money”*



Javier Solana, Head of the EDA, (second from right) talks to Chief Executive Nick Witney at the EDTIB conference on 1 February. Also taking part in the opening panel were (from left) Åke Svensson, president-designate of the Aerospace and Defence Industries Association of Europe (ASD) and European Commission Vice President Günter Verheugen.

Source: EDA/King's Eye.

Often, however, cooperation could offer an alternative approach albeit to the same ends – provided that governments exercise self-restraint and allow industry to find the most efficient solution to consolidated requirements, and move as rapidly as possible away from the “fair work share” (juste retour) approach. Governments are also responsible for initiating coopera-

tive efforts with robust and realistic shared requirements. Europe needs to make more systematic efforts to identify such opportunities in the early conceptual stage. This also underlines the importance of a step-change in European defence R&T collaboration as a key to “upstream” convergence of requirements thinking. This Strategy itself marks a key first

step. With it, Member States commit themselves to a continuous review of their collective progress towards the realisation of the aspired EDTIB and in particular to working on the increased transparency, growing mutual confidence and closer convergence of EDTIB policies upon which success will ultimately depend. ■



*Ion-Eftimie Sandu, Deputy Chief of the Armaments Department in the Romanian Defence Ministry, greets EDA Industry & Market Director Ulf Hammarstrom and Senior Officer Louise Uvenfeldt during their visit to Bucharest on 26 April. They attended the Black Sea Defence & Aerospace (BSDA) Exhibition and met national defence industry associations and government representatives. Romania and Bulgaria joined the Agency this year, taking the number of participating Member States to 26.*

European **Voice**.com

## Europe's defence ministers ought to hang out together

31.05.2007

By Nick Witney

On 14 May, defence ministers from 26 of the EU's member states approved a strategy for Europe's defence technological and industrial base (DTIB, in the jargon). It is an unusually trenchant document. Europe today has widely capable and in many sectors world-leading, defence industries and technologies. “But we recognise that is largely the result of past investment,” the document says. “The point has now been reached when we need fundamental change in how we manage the ‘business aspects’ of defence in Europe – and time is not on our side...the essence of the change is to recognise...that we must therefore press on with developing a truly European DTIB, as something more than a sum of its national parts.” The ministers say that to continue with a predominantly national approach to the business of defence in Europe “is no longer economically sustainable – and in a world of multi-national operations it is operationally unacceptable, too”.

# Building Capabilities: a View from the Member States

**Lo Casteleijn, Chairman of the Steering Board in Capabilities formation**

Lo Casteleijn, Principal Director of the General Policy Directorate of the Dutch Defence Ministry, has for the past two years chaired meetings of the EDA Steering Board held at the level of senior officers and officials responsible for capabilities development. Here he tells the EDA Bulletin about the contribution of participating Member States within this forum and his view of the Agency's work overall.

**Q: The Agency's activities are capability-driven. Why is this so important?**

The Agency is acting in an environment with many different stakeholders. But the participating Member States, with their Armed Forces, form the most important group of stakeholders.

The Agency's primary task is to support the joint effort of Member States towards improving their military capabilities. I am glad to see a vehicle for capability development emerging that will guide our short-term to long-term efforts in this respect. In the short term we need to identify projects and programmes that provide opportunities for concrete armaments cooperation. And by the same token the Capability Directors should give guidance for research and technology investment to respond to the capability needs for the next twenty years.

**Q: Efforts to improve Europe's military capabilities have not been very successful so far. Why is this so difficult, and can EDA make the difference?**

In my view Europe was lacking a comprehensive approach to addressing the capabilities shortfalls. Member States often prefer to find national solutions for their shortfalls. And, sometimes, major multinational projects tend to become

too expensive and inefficient due to divergent national requirements and national industrial interests.

The Agency's integrated approach, bringing all actors together from the beginning, can overcome these past failures. But: it will not happen overnight. Foremost, there is a need to create more transparency between Member States on military requirements and national defence plans.

Therefore, it is important to establish a database as part of the Capability Development Plan in which Member States can publish their information on military requirements, national defence plans and their envisaged opportunities for multinational cooperation.

**Q: Last year, Ministers endorsed the Long Term Vision. Is there a follow-up to this strategic level document?**

The Long Term Vision contains a forecast of the military environment and the technological developments in twenty years' time. It has laid the foundation for the actual work on the Capability Development Plan. But further and more detailed work is required. In the short term, a series of workshops is foreseen to reflect on the implications of the military and technological forecasts that stem from the Long Term Vision. The outcomes of these workshops are important building blocks for the Capability Development Plan. I expect the Agency to have a firm grip on the progress of this plan.

**Q: What is exactly the role of the Capabilities Steering Board?**

The Capabilities Steering Board

consists of twenty-six generals or other high officials responsible for the development and reform



*"I expect the Agency to have a firm grip on the process"*

of their country's Armed Forces. Collectively, they possess valuable knowledge of the military capabilities in Europe, including the Member States' strengths and weaknesses. This Steering Board is therefore well

placed to provide guidance on a whole spectrum of Agency activities from a capability-driven perspective, as well as on preparatory work regarding the Capability Development Plan.

**Q: What is your assessment of the Agency's first three years?**

At the start in 2004 the expectations of what the Agency should strive for were not clearly defined as yet. The motto for the Agency in its first year, as I see it, was "learning by doing". The Agency started organising the "real work" through project teams, Integrated Development Teams and CapTechs, in other words through a bottom-up process with the Member States. At the same time, top-down strategic guidance was organised through the Steering Board meetings. Over the years the Agency has learned to connect the guidance provided by the Steering Boards with the bottom-up work in project teams and the like.

From my own experience as the chair of the Capability Steering Board I can affirm that connecting top-down guidance with bottom-up work is not always that easy! But the Agency is undoubtedly now starting to make a real difference. ■

## R&T Cooperation on Naval technologies



Participants at the Naval Technologies workshop pictured during their meeting in France.

Government and industry representatives from Finland, France, Italy, the Netherlands, Spain, Sweden and the U.K. held a meeting earlier this year to consider specific R&T topics in naval engineering that could be addressed through cooperative projects.

The special meeting of the "ESM1

R&T CapTech Workshop on Naval Technologies" was held at the Bassin d'Essais des Carènes in Valde-Reuil, France, which belongs to the French Defence Ministry's DGA. Participants visited the state-of-the-art test facilities, which has significant expertise in hydrodynamics and hydro-acoustics with a focus on military requirements.

During the workshop on 28 February, government representatives presented their national priorities and preferences for R&T in the domain of naval technologies.

In addition, the EDA Armaments Directorate presented a preliminary plan for strengthening the European Naval Defence Technology and Industrial Base.

Industry representatives also took the floor. Philippe Renard of Bureau Veritas (France) presented his company's proposal on computer-aided-design tools aimed at a European methodology for cooperative naval projects.

Natalino Dazzi presented Orizzonte Sistemi Navali's (Italy) vision of a systems-engineering approach to naval ship design. ■



## New Power Technologies Needed for Soldiers' Kit

Power supply is a major barrier to providing the sophisticated sensing and communication equipment envisaged for soldiers in the future. For that reason, the EDA held a workshop on power supply and energy management on 13 to 14 June in order to try to create a basis for cooperative R&T projects to cope with these challenges.

Xavier Grison of the French Ministry of Defence told the gathering of more than 100 specialists that, already today, each soldier

requires 1.2 kg of Lithium-ion batteries per day. For naval, air or ground-operated platforms, the supply of electrical power will also require entirely new solutions, focusing not least on cost. The capability improvements resulting from a move from mechanical, pneumatic or hydraulic powering of subsystems to electrical powering are too important to be overlooked. Rudi Schenkel of Thales told the workshop that half the cost of a fighting vehicle today relates to electronics, compared with just five per cent a decade ago. Anders Larsson of the Swedish Defence Research Agency FOI

argued that the introduction of electrically powered weapons would require a revolution in how to release electrical energy.

The workshop at the Ecole Royale Militaire in Brussels brought together specialists from MoD establishments, industry and academia in 10 EDA Member States. It set out the current European state of the art in power supply technologies and allowed those present to start thinking about consortia for the launch of R&T projects in this field. ■

# ESDP Capability Development Plan (CDP)

**Pierre Hougardy**, Capabilities Director

The EDA Long-Term Vision Report laid out the possible context for ESDP military operations in the future and outlined the sort of capabilities which Europe's armed forces would need. In order to turn that shared analysis into reality, more detailed work on those capabilities is needed.



*"Work has to begin as soon as possible"*

Given the lead times for defence equipment planning, work has to begin as soon as possible.

For that reason, the EDA Steering Board at the end of last year endorsed the Agency's proposals for a Capability Development Plan,

which is intended to make the LTV capability guidance more specific (and thus more useful), identify priorities for capability development and bring out opportunities to pool and cooperate.

Work on the CDP will cover four main areas:

- A. Establishing the baseline of shortfalls and their relative priority, from the Headline Goal 2010 exercise.
- B. Developing the LTV capability guidance and a series of capability studies on key issues.
- C. Collating a database of Member States' current defence plans and programmes.
- D. Harvesting lessons for future capability from current experience.

While areas (A) and (D) fall under the responsibility of the EU Military Committee, the Agency will be responsible for (C) and, in close co-ordination with the EUMC, for the identification and development of the future capability needs (B).



Source: EUFOR

Based on the decision of the Steering Board, the EDA created a team of experts to lead some of the elements and maintain an overview of all four working strands. This CDP team has already met several times since its creation in December. It intends to deliver a first draft of the full CDP for the Steering Board in mid-2008. ■

## Network Enabled Capability (NEC)

The EDA Long-Term Vision document emphasises the critical importance of knowledge exploitation for conducting Crisis Management Operations. It states that "Network Enabling Capability (NEC) must be a fundamental development priority for ESDP operations". NEC will in the end allow the European Union to respond to the diversity of threats it is facing by making best use of state-of-the-art communication and information technology, both in the military and civilian environment.

To better align the NEC development process among EU bodies and Member States, and in proper coordination with civil actors and

other organisations (in particular NATO), an EU NEC Concept will soon be drafted. This will be a high-level paper outlining the aims, the required capabilities and how these capabilities are going to be delivered. It should establish a European vision on NEC, address the civil and the military dimension and give guidance to all players in this area.

The EDA Steering Board agreed in December 2006 to have the first draft of such a document written by a "Wise Pen": an external senior personality with a strong EU background and a detailed knowledge of NATO and NEC issues. The first draft should deliver

an EU NEC Concept for consideration by all appropriate EU bodies and participating Member States on how to permit coherent decision-making through information superiority. Equally importantly, at the operational level the Concept must set out how information and knowledge can be best managed and handled by civilian and military forces in the field in order to improve the safety and effectiveness of operations and ensure campaign success.

The final Concept will be a milestone for a further EU NEC Feasibility Study, which will collect and specify future EU networking needs. ■

# The European Defence Standards Information System: Doing Things Together

*It is becoming increasingly important for participating Member States and other stakeholders to work together on materiel standards to increase the likelihood of cooperative programmes, enhance the interoperability of our military equipment and make the end products more attractive to international markets.*

David Wilkinson, Head of International Standardisation in the UK, and Hans Kopold from the Federal Office of Defence Technology and Procurement in Germany, explain how the idea for a European Defence Standards Information System (EDSIS) emerged and why it will be so useful in coordinating the development of new materiel standards.

## Where did the idea for EDSIS originate?

D.W - Hans and I have been working in international standardisation for many years and we realised that it was not always easy to keep other nations, industry and the civilian standardisation bodies aware of the development of new materiel standards.

We would discuss proposals for new standards in or around the various meetings in the EDA, NATO and other forums, but we couldn't always reach the right stakeholders at the right time. We needed something new, coordinated and transparent, and somebody to do it. Government standardisation management experts were already meeting under the umbrella of the EDA where the idea for EDSIS was discussed, matured, and brought to the EDA Steering Board. It was

remarkable just how quickly EDSIS took shape and became an operational system.

## How does EDSIS work?

H.K - Like all good ideas, EDSIS is very simple. A pMS enters a short summary of the intended materiel standard to be developed or modified, any attachments, and the contact details of their nominated standards manager.

All registered users of EDSIS then automatically receive notification of the proposal and are asked to indicate their interest in participating in the development of the standard. In most cases the standards manager will wish to ensure that he is not duplicating ongoing standards development and also that the right stakeholders are engaged. This is especially important in the civil sector (industry) as their standards are now being selected over equivalent military standards in the specifications for military products. This is all part of emerging best practice in the selection and application of standards - another area in which we are working with the EDA.

## How does EDSIS attract these wider stakeholders?

D.W - Visibility to stakeholders such as industry, standardisation bodies, NATO and nations outside the EDA is provided through the open EDSIS website <http://www.eda.europa.eu/edsisweb> where they,

too, can express an interest in participating in the development of the new standard or the major overhaul of an existing standard. EDSIS allows the standards manager to continuously monitor who has expressed an interest in his standardisation project.



After a pre-determined period, he then decides who he wishes to invite to cooperatively draft the standard. Thus, the overall aim of EDSIS is to identify, very early on, the right standardisation management and technical

experts and to put them together - so important if we are to increase the number of multilateral standards and reduce dependence on national standards.

## What next?

H.K - We expect the number of standards projects to be published in EDSIS to grow markedly. Plus there are plans to enhance the level of information contained in EDSIS by including information on standardisation best practice, news, actors and initiatives, mostly through website links. EDSIS would then become the main electronic portal for European defence standardisation activities.



## Maritime Surveillance: a Security Challenge for Europe

Europe is surrounded by water with about 65,000 km of coastline, more than Russia and the United States. The main consequence of this is that 90% of the European Union's external trade is shipped by sea. The maritime domain is therefore a strategic priority since it is the lifeblood of economic development. The sea is the most significant line of communication for energy supply and trade in heavy products, but it is highly vulnerable without any willingness and capability to guarantee its safe use in all conditions. Growing threats such as piracy and terrorism require innovative solutions.

EU Defence Ministers have tasked the EDA with ascertaining the current situation of defence assets in this area and proposing options for future collaboration, focusing in particular on the interface with European security and border control. There is a high level of in-

terdependency between military capabilities and those provided by civilian institutions. For prevention purposes and the preparation and conduct of the majority of operations, global surveillance must be applied to very broad areas. Yet at present only some 8% of the European maritime area is properly controlled.

The first solution is to develop information exchange between the Member States and other bodies. The attitude is still too much one of "need to know" rather than "need to share". We must try to give every actor access to a global maritime picture. In addition, the technology itself poses a challenge. Projects must be prepared in order to develop a new generation of assets to detect and identify potential and threatening targets. These will include unmanned systems which are suitable for maritime purposes. Owing to the asymmetric threat and the war

on terror, new technologies are needed to detect small and non-cooperative targets far in advance. A combination of sensors, intelligence gathering and behaviour analysis will help detect, identify and track these targets in time.

There is a clear need for the Member States to work collectively on the improvement of maritime surveillance capabilities. Some progress has been made on the definition of common needs, especially in the area of the development of maritime surveillance networks and the preparation of a programme on a Maritime Tactical Unmanned Aerial System.

Despite the current challenges faced there are no potential show stoppers and we have every reason to believe that piece by piece, mutually compatible systems will be built and put into operation over the coming years. ■

## Memories of the EDA



By Patrick Chatard Moulin, French Air Force

When I arrived at the European Defence Agency in June 2005, I barely had time to realise what had happened. I had left my previous position in the French Air Force very suddenly, which was considered by them to be rather unorthodox.

For a few weeks, the small EDA team were all "aliens" in the EU Council of Ministers building, waiting to move into our new facilities. Sometimes I met EDA colleagues wandering along rue des Drapiers, trying to peer through the gates and imagine what our offices would look like. In July, we finally moved in and, for the first time, we really felt part of the adventure.

After the first briefing by our senior management, we understood the range of possibilities we had: nobody would tell us what to do because nobody had ever done this before. Management reassured us that we were the experts and, therefore, we should not fear this freedom.

We also had a feeling of urgency. We needed "quick wins" for the "baby" Agency to survive. We were reminded at all times to come up with "results," but it was hard to picture what these "results" might look like. What helped was a culture of teamwork, where creativity, trust and a free exchange of ideas really made a difference. Soon the first results started appearing and friendships started developing, encouraged by social events and also a certain coffee room.

For two years, the EDA has provided me with the best and most intense professional experience of my life, working mainly on SDR, Satcom and Space but also helping in many other areas. I have often thought during my career how I might improve things, but I have never been given the chance to do it as rapidly and as efficiently as I have while working at the Agency. Though I am now being seconded to the Secretariat General of the Council, I hope I will still have the opportunity to continue working with the EDA and promoting the Agency. ■

# Weis to be Next EDA Chief Executive

The Steering Board has appointed Alexander Weis of Germany as Chief Executive of the European Defence Agency from 1 October, succeeding Nick Witney, who has led the Agency since its foundation in July 2004.

The Steering Board also decided that, from 1 January 2008, there will be two Deputy Chief Executives. Carlo Magrassi, currently Armaments Director of the Agency, will be in charge of strategy, and Adam Sowa, the Rector of the Military University of Technology in Warsaw, will handle Agency operations. They will succeed Germany's Hilmar Linnenkamp, who has served as sole deputy.

Weis, 47, is currently Armaments

Director in the German Ministry of Defence and has been actively involved in EDA affairs in that capacity. He has previously served as chief of staff in the Directorate



Alexander Weis

General of Armaments and as head of the private office for two successive Secretaries of State at the ministry. Earlier in his career, he was deputy armaments attaché at the German Embassy in Paris and an exchange official at the French Ministry of Defence.

"Alexander Weis has been closely involved in the work of the Agency.

The Steering Board is confident that he is the right person to take forward the work which Nick Witney has started. I know that he will receive excellent support from Carlo Magrassi and Adam Sowa," said Javier Solana, Head of the Agency.

Magrassi, who was appointed to his current EDA post after its establishment in 2004, is a Brigadier General in the Italian Air Force who undertook operational duties as a fighter pilot and as a test pilot early in his career. Brigadier General Sowa was Director of the Armaments Policy Department and the National Research and Technology Director at the Polish Ministry of Defence until January this year. ■

## On your bikes...



The Agency Management Board took to the road on 25-26 June for a planning meeting. On the left, the team pictured after finishing the first day's climb and, on the right, Nick Witney and Deputy Chief Executive Hilmar Linnenkamp oiling the Agency's wheels.

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