



EDA Bulletin

European Defence Agency

Issue 7, January 2008



Javier Solana (left), Head of the EDA, with New Chief Executive Alexander Weis

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Delivering the goods

Alexander Weis, EDA Chief Executive

Taking over leadership of an organisation is never easy, but it is a lot less daunting when the institution has solid foundations, talented and motivated staff and an excellent track record. That has certainly been my experience since 1st October as Chief Executive of the European Defence Agency, which has achieved a great deal in a very short period of time and has become a significant actor on the European defence stage. For this, my predecessor, Nick Witney, and his team deserve the highest praise.

With the support of our 26 participating Member States, we have continued to press ahead with this successful agenda as described

more in detail elsewhere in this edition of the EDA Bulletin. During this semester, the Steering Board has adopted the framework for a European Defence R&T Strategy and approved the detailed roadmap for our work on the European Defence Technological and Industrial Base, vital building blocks for our mission to strengthen Europe's defence capabilities. The R&T Joint Investment Program on Force Protection has just seen its first contracts signed, in what must be a record for a collaborative effort of this kind. The Electronic Bulletin Board, our online portal for defence procurement opportunities (www.eda.europa.eu/ebbweb), goes from strength to strength.

With such a strong base to build on, we can now look forward to the next phase of the Agency's life, where our focus must increasingly be on "delivering the goods". I mean this quite literally: my objective for the Agency is that it should take the leading role in coordinating multi-national armaments projects in Europe and become the natural home for all joint development and procurement initiatives of that kind. The resources that European governments are prepared to commit to defence are such that there can be no room for duplication of effort or wasted energy. Two specific projects on which we could make a start are the initiative for a Future

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Transport Helicopter launched this year by France and Germany, and the area of space-based reconnaissance satellites, where there is an opportunity to build on the agreement signed last December between France, Germany, Italy, Belgium, Spain and Greece for a Multinational Space-based Intelligence System (MUSIS). Such projects are critical for us to demonstrate to Member States how we can add value to their efforts to transform Europe's military capabilities to meet the needs of the 21st century. The Agency is completely open for any other proposal by any pMS.

Of course, much remains to be done on our existing agenda. We are launching a communications campaign to have more contracts advertised on the European Bulletin Board, more cross-border bids made and more business awarded to suppliers from other countries. The JIP is an excellent template for joint R&T activities, but we need to extend it to new projects. There are demanding roadmaps to follow for the Capabilities Development Plan and work on the European DTIB if they are to deliver concrete results.

I am also very fortunate that national governments continue to show a very high degree of com-

mitment to the work of the Agency. I speak from experience here, having sat on the other side of the table as Germany's Deputy National Armaments Director. I have seen just how many officials at all levels in defence ministries across Europe are deeply involved in the various strands of the EDA's agenda. With this background, I believe I will be well-placed to intensify communication and promote understanding between the Agency and national capitals – essential prerequisites for our common success.

The end of 2007 also sees the departure of two of the leading figures during the first years of the Agency's life: Hilmar Linnenkamp, the Deputy Chief Executive, and Pierre Hougardy, the Director for Capabilities. It is impossible to over-estimate their contribution to our success and, in my short time here, it has been a pleasure to work with them. We will enter 2008 with a new structure and some new colleagues, which you can read more about on page 19.

The European Defence Agency has perhaps already delivered more than many expected when it was first conceived. With the help of the existing team and the new reinforcements, I intend to continue to confound such expectations. ■



"We can now look forward to the next phase of the EDA's life"

theguardian

Comment & Debate: Defence is our priority: A strong, united military would allow greater EU intervention and, vitally, improve internal cohesion

26.09.2007

(...) But having a European defence system also means developing military capabilities. We need to strengthen the rapid response capacity to deal with crisis situations. This includes setting up battle groups covering land, air and sea; reinforcing planning and operations management capacities; and establishing a European industrial base, with a central role for the European Defence Agency. All this should complement Nato. (...)

Strategic plans to boost European defence R&T

Bertrand de Cordoue, Director, R&T

On 19 November 2007, the EDA Steering Board adopted a Framework for a European Defence Research & Technology Strategy, describing why and how Member States intend to invest collectively in technologies that will provide future military capabilities. The strategy will also address the technological autonomy required in Europe to sustain such capabilities.

This Framework sets the European Defence Research & Technology (EDRT) Strategy as one of four interrelated elements contributing to the EDA Strategic agenda, including: the Capability Development Plan, the EDTIB Strategy and the ongoing Armaments Strategy. The strategy is couched in terms of "Ends and Means". It provides consistency in the strategic objectives in the R&T area, in particular confirming the preparation of a list of key technologies in which the pMS should invest: the "Ends". It also details the different mechanisms, processes and structures – the "Means" – to improve the overall EU performance in delivering, through various forms of collaboration, technology watch, and coordination with other European R&T organisations and forums.

The main purpose for developing this joint R&T Strategy is to give a common reference to our different Defence R&T stakeholders on the government and industry sides, to guide their investments

and collaboration practices, with the objective to more efficiently fulfil our Member States' defence capability requirements.

The first steps towards this R&T Strategy began at the informal European Summit at Hampton Court in late 2005, where the Head of the Agency, Javier Solana, was asked to come forward with proposals to boost European Defence Research and Technology. This was translated into the call to "Spend more, spend better and spend more together", followed by the development of a methodology guide for the definition and implementation of an EDRT Strategy, and then into a more focused document leading to the now adopted Framework. Meanwhile, the endorsement of a strategy for the EDTIB by the Steering Board in May 2007 recognised the importance of a change in defence R&T collaboration in Europe and the need to identify the key defence technologies that Europe must seek to preserve or develop. The full EDRT Strategy will be established based on the list of key technologies.

There will have to be prioritisation in the implementation of both "Ends" and "Means", as they require a substantial effort to be made. Moreover, short- and longer-term objectives need to be addressed in a well-balanced way. The EDRT Strategy will therefore be incremental, benefiting progressively from iterative and successive developments, aimed at

providing the level of scrutiny and verification needed to achieve the buy-in of the pMS. Priorities arising from capability plans (e.g. the EDA's capability Development Plan), armaments plans and EDTIB strategies will also have to be set alongside the R&T Strategy, and incorporated into it as necessary. ■

Les Echos
Le Quotidien de l'Économie

Recherche militaire: l'Agence européenne de défense innove

14.12.2007

L'AED signe, aujourd'hui, les trois premiers contrats d'un programme sur la protection des forces de 55 millions d'euros. Grande première, les industriels des pays contributeurs ne seront pas forcément prioritaires.

L'Agence européenne de défense, l'AED, signe aujourd'hui les trois premiers contrats du programme de recherche sur la protection des forces lancé il y a un an. Outre la rapidité avec laquelle ces contrats ont été conclus, cette signature a valeur d'exemple : pour la première fois, des pays européens ont accepté que les sommes mises au pot ne reviennent pas à leurs industriels au prorata de leurs contributions, selon la règle, tant décriée, du juste retour industriel. En clair, l'argent débloqué par les trois principaux contributeurs que sont la France, l'Allemagne et la Pologne (avec 12, 10 et 10 millions respectivement) pourra financer des entreprises d'autres pays. (...)



"The R&T Strategy details mechanisms to improve overall EU performance"

A year, a month and a day

Interview with Ulrich Karock, the EDA Programme Manager of the R&T Joint Investment Programme on Force Protection

Can you give some brief background information about yourself?

I'm a mechanical engineer with a background in quality and programme management. I started working in 1995 as deputy head of unit in shipbuilding (DE F123-type frigate), I was a tutor and assistant to the dean of the mechanical engineering faculty at a university, head of unit in an ICT company and project officer in the Commission's DG Research before joining EDA R&T.



What does "A year, a month and a day" mean?

Well, the first contracts under the JIP-FP were signed on 14 December 2007, exactly a year, a month and a day after the Defence Ministers decided at an EDA Steer-

ing Board meeting to launch the programme as proposed by the Agency. We have worked hard to get to this point, especially as this is the first ever European defence R&T joint investment programme of its kind.

What is your favourite feature of the programme?

Definitely that it brings players into international collaborative defence R&T that had no such opportunity under the former system. This is true for both Member States and consortium members. We have a good mixture of the experienced and the new, the large and the small. Furthermore, we've been able to effectively incorporate valuable features and practices from the past whilst establishing a change in the services provided by the Agency to all programme members.

And the proposals?

They are looking very promising and the consortia are very reactive. The first projects will kick off early next year – they aim to deliver robotized remote CBRNE classification, a chip-size B-Agent identification lab and technology to detect snipers, even before they shoot. The Member States experts managing the project implementation are quite excited to see them get underway.

What's next?

The next call for projects has already been published. It will focus on tactical communications in urban operations, mortar and rocket defence and technology forecasting for individual soldier protection. Technology forecasting is one of the implementation means identified in the European Defence R&T Strategy Framework adopted last month by the Steering Board. ■



The signing ceremony for the first contracts under the JIP-Force Protection at the EDA on 14 December

The Defence Agenda for Slovenia's EU Presidency

Karl Erjavec, Minister of Defence, Slovenia

Slovenia's challenge in taking on the EU Council Presidency for the first time on 1 January has been made less daunting by the 18-month Programme of the Tripartite Presidency, which includes a long-term vision and continuity for the Council's work. The basic driving force behind Slovenia's Presidency will be the further enhancement of European defence capabilities and the promotion of the EU as a credible and coherent global player. In the ESDP area, we will conclude work on common initiatives, such as:

- Revision of the EU Military Rapid Reaction Concept
- Continued work on the "Progress Catalogue and Beyond", focusing on capability shortfalls and future development.
- Strengthening cooperation between the EU and NATO

During Slovenia's Presidency, special attention will be paid to ESDP military and civil operations, the development of military and civil capabilities, further progress in strategic partnership relations and commitments in the Western Balkans. We will continue close dialogue with international partner institutions such as the UN and NATO in the area of crisis management.

As regards ESDP operations, Slovenia's priority will be to further develop existing activities and prepare for new operations in the future, if they prove necessary. Two civil operations are expected

to be launched: the ESDP mission in Kosovo and an operation in Guinea-Bissau, as well as a possible observer mission at the Lebanese-Syrian border. Special attention will be paid to the Western Balkan region. Slovenia will carefully monitor developments in Kosovo and strive for the affirmation and further concretisation of the European perspective of the Western Balkan countries. The Slovenian Presidency will also focus on the "review process" associated with the current Althea operation in Bosnia and Herzegovina.



"The Capabilities Development Plan has already produced positive results"

With regard to military capabilities within the 2010 Headline Goal, as well as the Progress Catalogue 2007 and the Military Rapid Response Concept, we will gather and examine experiences in the readiness of the EU Battlegroups, following the achievement of full operational capability. If necessary, this will be the basis for upgrading the Battlegroup concept. A coordination conference on the cooperation of the battlegroups will be organised, where Member States and partner countries will determine or confirm their commitments to the EU Battlegroups.

This focus on capabilities means that Slovenia also supports the formulation of the Capability Development Plan being undertaken by the European Defence Agency and other bodies. We appreciate the work done so far by the Agency, the EU Military Committee and experts from the participating Member States. I believe that the

gradual development approach towards the Capability Development Plan has already produced positive results. On this basis, it will be easier to understand how to manage the impact of the future environment on the security which was described in the original Long-Term Vision report. At the same time, the Capability Development Plan must outline the paths for controlling risks resulting from deficits in current capabilities and begin to create new ones that will meet future challenges.

It is expected that the integrated planning tools that the Capability Development Plan should specify will provide greater transparency and mutual trust in planning these capabilities. It will enable us to take better decisions at the EU level and reach a consensus on the division of the burden of providing assets and adjusting to national plans for the common benefit.

Slovenia will continue to support the work of the EDA on strengthening the European Defence Technological and Industrial Base (EDTIB), as well supporting small and medium enterprises in their efforts to integrate into the supply chain at the European level. We will follow the planned EDA Work Programme 2008 and support the implementation of the key strategies in areas such as R&T and armaments.

We recognise the crucial importance of the EDA's work on the EDTIB, since only this can lead to the progressive evolution of the European defence industry. I am convinced that the consolidation of the EDTIB is closely related to the operation of the voluntary regime for defence procurement and to the definition of key defence

technologies. By creating a common market for defence goods with free competition, setting up a larger number of centres of excellence and broadening the foundation of the industry, greater transparency and reliability of defence acquisitions can be expected.

During its presidency Slovenia will also organize an EDTIB Round Table on 11-14 June 2008

The Round Table will be designed in such a way that it can give "added value" to the activities, measures, instruments, and policies of the EDA in the field of strengthening the EDTIB in general and the role of small and medium enterprises in particular. The core idea is to help resolve the main challenge of balanced participation by SMEs from all Member States in the supply chain. Our idea is to provide a

kind of "forum" where representatives of Industry, the R&T community, Ministries of Defence, the Agency and all relevant EU bodies can exchange information, experiences, views and positions on this issue.

We very much look forward to working with the EDA on this matter and on the full defence agenda during our presidency. ■



European nations agree to share military arms testing facilities

25.09.2007

The European Defence Agency on Tuesday adopted a scheme for EU nations to share and coordinate their investments in new arms testing and evaluation.

The new code of conduct is designed "to avoid duplication and encourage the sharing of these expensive facilities" in Europe, the EDA said in a statement.

The agency's outgoing chief executive Nick Whitney gave as examples joint use of expensive wind tunnels for aerodynamic testing and research tanks for submarines.

Under the code of conduct, which will come into effect in January, EU nations will inform each other on a voluntary basis of planned defence testing investment worth more than one million euros (1.4 million dollars). (...)



EU eyes helicopters, satellites for joint project

23.10.2007

The European Union urged member states on Tuesday to sign up to schemes to launch work on a new European heavy transport helicopter and next-generation satellite observation system from late 2008.

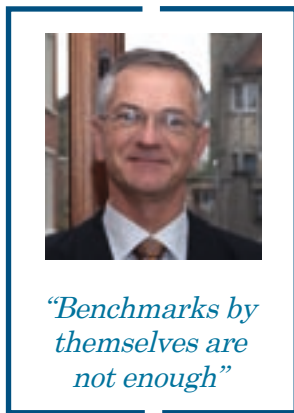
The helicopter project would aim to make an existing Franco-German plan commercially viable by doubling expected output from 60 to around 120 machines. The satellite system would also seek to bring together existing European efforts.

"We are looking at the second half of 2008 under the French presidency that we can agree a common project -- either one of the two, or both," said Alexander Weis, head of the European Defence Agency (EDA), a body charged with nurturing coordination between the EU's national defence sectors. (...)

Europe aims to spend more together

Dick Zandee, Head of the Planning & Policy Unit

In his "Hampton Court" orientations of late 2005, the Head of the Agency, Javier Solana, made a plea for "spending more, spending better and spending more together" on Defence Research and Technology (R&T) in Europe. In May 2006, Defence Ministers in the Agency's Steering Board expressed their support for this aim. However, translating these words into deeds is less easy. All Member States face budget restrictions. Defence plans normally stretch out over the upcoming four to five years, hardly leaving any room for the reallocation of funds in the short term.



"Benchmarks by themselves are not enough"

From its early days, the Agency has explored the potential of offering "a helping hand" for defence money to be spent better: targets or benchmarks. In November, the Ministerial Steering Board approved a set of benchmarks for R&T and equipment procurement. They aim at increasing overall spending ("more") in key areas

and at allocating a larger part of that expenditure to collaborative projects ("more together").

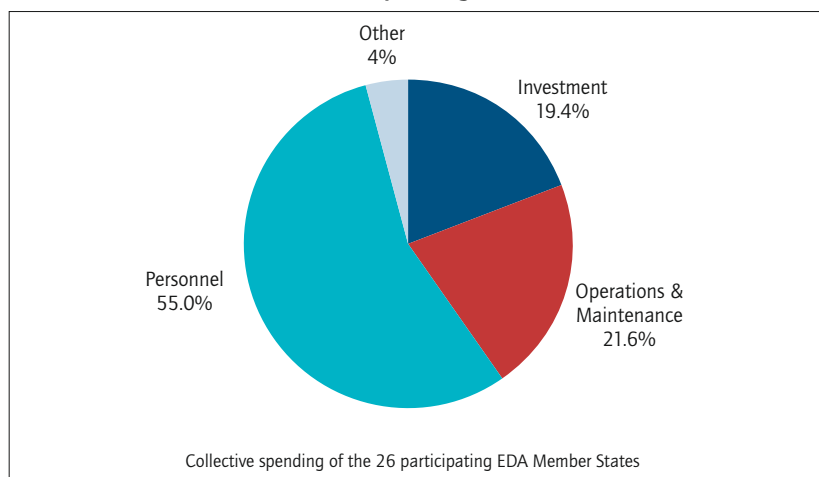
Compared to 2006 spending levels, these benchmarks can be described as ambitious but realistic. They will support the efforts of Member States to improve European military capabilities through spending more on future investment. The benchmarks also help to increase efficiency and effectiveness through European collaboration over a longer period of time. The latter is important: short-term budget fluctuations are inevitable due to economic or political developments. The spending goals can only be reached in the medium- to longer-term.

The benchmarks are collective: they apply to all participating Member States together. Annual progress towards realising them will be measured on a collective basis. Some may argue that collective benchmarks put little or

no pressure on low spenders to increase their expenditure. However, collective goals allow for flexible implementation in the Member States, taking into account their different investment patterns. This applies in particular to R&T, where only six European countries spend more than 1% of their defence budgets on R&T, while fourteen spend less than 0.2%. Clearly, for the latter category a 2% national target is not realistic, but the collective benchmark will also help them increase their spending.

Naturally, benchmarks by themselves are not enough. They need to be applied in the overall context of the Agency's efforts to support the Member States in improving their military capabilities. The four main EDA "strategies" provide guidance for these efforts: the Capability Development Plan, the European Defence R&T Strategy and the Armaments Strategy – all under construction – and the Defence Technological and Industrial Base Strategy, approved by Ministers in May 2007. But strategies alone do not deliver capabilities. They require real investments. ■

Defence Spending in 2006



The graph shows that collectively European countries are spending more than half of their total defence expenditure on personnel. As crisis management operations also consume a large part of the defence budget (within "Operations and Maintenance"), there is limited room for investment in future capabilities. The benchmarks will help the Member States to spend their scarce resources on those urgently needed capabilities.

EDA's benchmarks

Defence R&T	2% of total defence expenditure	(2006: 1.2%)
European collaborative R&T	20% of defence R&T expenditure	(2006: 10%)
Equipment Procurement	20% of total defence expenditure	(2006: 19%)
European Collaborative Equip.Proc.	35% of equipment procurement	(2006: 21%)



VIER FRAGEN AN: ALEXANDER WEIS „Es geht nicht um Kriegswaffen“

27.11.2007, Eric Bonse, Handelsblatt

Sie haben 2008 zum europäischen Jahr der Rüstung ausgerufen. Was heißt das konkret?

Es geht nicht um Rüstung im Sinne eines neuen Wettrüstens, sondern um Forschung und Entwicklung von solchen Systemen, die für ESVP-Operationen unabdingbar sind und die heute nicht im erforderlichen Maße zur Verfügung stehen. Wir möchten zeigen, dass die Verteidigungsagentur nicht nur Strategien entwickelt, sondern konkrete Projekte anstoßen und durchführen kann. Zum Beispiel treiben wir ein gemeinsames Investitionsprogramm zum Schutz der Streitkräfte voran.

Worum geht es dabei?

Unser Ziel ist, Systeme zu entwickeln, die unsere Soldaten und Konvois vor Angriffen etwa von Sniptern schützen. Diese Systeme könnte man dann bei einer asymmetrischen Bedrohung einsetzen – zum Beispiel in Afghanistan.

Bisher dauert es oft Jahre, bis Rüstungsprojekte in markttaugliche Produkte münden. Kann die Verteidigungsagentur das Tempo steigern?

Wir haben es immerhin schon geschafft, in nur sechs Monaten 20 Staaten für dieses Projekt zu begeistern. Bisher ging dies nur über langwierige Regierungsvereinbarungen. Wir haben bewiesen, dass es schneller gehen kann.

Sie werben auch für neue Projekte wie einen europäischen Transporthubschrauber und eine gemeinsame Satellitenaufklärung. Wie geht es da voran?

Für den Hubschrauber habe ich einen Dialog mit Deutschland und Frankreich begonnen, damit beide ihre Türen öffnen und weitere Partner unter dem Dach der Europäischen Verteidigungsagentur hinzunehmen. Bei den Satelliten ist geplant, ab 2013 ein Nachfolgesystem einzuführen, das sowohl mit Radar als auch mit Optik arbeitet. Hier will die Verteidigungsagentur die Initiative übernehmen und möglichst viele Mitgliedstaaten beteiligen. Auch hierzu haben Gespräche begonnen. Die beiden Systeme verdeutlichen, dass es nicht um Kriegswaffen geht. Die Hubschrauber können für das ganze Spektrum von ESVP-Missionen genutzt werden, aber auch für humanitäre Hilfsaktionen. (...)

Turning the EDTIB strategy into reality

Åke Svensson, President of the AeroSpace & Defence Industries Association of Europe

As 2007 draws to a close, it may be a good time to reflect on the achievements it has seen and the continuing challenges. Much has already been said about the significant milestones reached in the first three years of the EDA's existence, as well as the daunting challenges that remain on the road to a truly open and harmonised European Defence Equipment Market.

I would therefore like to concentrate my comments on what I

consider to be the keystone of the common European defence architecture: the European Defence Technological and Industrial Base (EDTIB).

Our industry has applauded the EDA's work on an EDTIB strategy, because it spells out the essential steps that stakeholders need to take to turn a vision into reality. The time for political declarations is over; the time for action has arrived. And of course the effort and contribution of each stakeholder is therefore becoming transparent and measurable. This, in turn, increases the pressure to perform.

Seven essential chapters will open the way towards the EDTIB; some of which, like the work on the European Defence Equipment Market with the concurrent approach on the broadening and deepening of the supplier base, have already produced measurable progress.

Others, such as the work done in the Research & Technology area or in fostering more armaments cooperation, have seen some achievements, but less progress towards an interdependent and shared European capability base. Still others, like the area of key capabilities, are only now seeing initial steps being undertaken.

We must recognize that most, if not all of these subjects, are in reality interdependent. As a result, the efforts of all stakehold-

ers have to be deployed in parallel. This puts a strain on all concerned, but is absolutely essential for the solidity of the overall edifice.

Let me outline where I think the year 2008 needs to produce significant results:

- A credible and politically solid arrangement on Security of Supply should provide the mortar that solidifies the structure;
- A significant step forward in the generation of collaborative R&T efforts needs to be achieved; the present CapTech structure has not, so far, lived up to the expectations that industry has;
- The structure and processes for an intensive intergovernmental dialogue with industry have to be put in place in 2008 in order to comprehensively exploit the upcoming opportunities for defence cooperation;

- Last, but certainly not least, a major step needs to be taken towards a common vision and definition of the key European technological and industrial capabilities that will complement those that will remain at the national level.

Many other activities will continue in parallel, not least in order to achieve a more coherent and better functioning cross-border defence equipment market. Our industry is certainly ready to shoulder its part of this major effort. ■



"The time for political declarations is over"



UE reforzará coordinación en investigación militar a partir del 1 de enero

25.09.2007

Los países de la Unión Europea (UE) deberán informarse mutuamente al abordar proyectos de investigación y tecnología en el ámbito de la defensa que superen el millón de euros, según recoge el nuevo Código de Conducta que prepara la Agencia Europea de Defensa (AED).

"No pretendemos que se eleve el gasto militar en Europa, sino que se gaste mejor", dijo el director general de la EDA, Nick Witney, que se despidió hoy tras tres años al frente de la Agencia que coordina y racionaliza el gasto europeo en defensa.

El objetivo del nuevo Código de Conducta, un régimen voluntario que entrará en vigor en enero del próximo año, es impulsar las inversiones europeas conjuntas en investigación con el fin de evitar que se dupliquen costes en las pruebas de tecnología militar. (...)

Using the European Bulletin Board: a view from industry

Thales Alenia Space (TAS), formerly Alcatel Alenia Space, was one of the first companies to apply the Code of Best Practice in the Supply Chain (CoBPSC), by advertising sub-contracting opportunities through the EDA's Electronic Bulletin Board (EBB) for the Regime on Defence Procurement. TAS, along with 28 other European defence-related companies, formed the initial Buying Community for the Industry Contract Opportunities area of the EBB when it was launched on 29 March 2007. Since then, TAS has been an active user of the EBB tool.

Jean-Jacques Bruniera, Procurement Project Manager with TAS, is a senior engineer in telecommunications and also holds an MBA in economics. He has been working in the space industry for more than 26 years. In this interview, he talks about TAS's Supply Chain's policies, practices and tools, his views on the Regime on Defence Procurement and the CoBPSC, and his experience in using the EBB. A longer version of the interview appeared in the new EBB Defence Contract Opportunities Newsletter, available on www.eda.europa.eu/ebbnewsletter



What are your company's policies for ensuring transparency, fairness and competition in your Supply Chain?

At Thales Alenia Space, we use a key process called "Make/Buy" to decide whether a product/service will be "Make", "Buy" or "Make/Buy". This process is run and managed by our Purchasing department in order to ensure fairness and transparency in the decision-making process. If the decision to "Buy" is taken, a tendering process is launched. Depending on the nature of the contract, it could be either restricted (inviting only a selected number of pre-selected suppliers through an internal system) or open, in which case it will be openly published as an RFI/RFP process. Finally, transparency and fairness are ensured within the process by the fact that all selected bidders who do not win the award are de-briefed, in order to make sure they can further improve their future proposals.

Could you briefly describe your Supply Chain strategy and what - in your view - are the major challenges in achieving its objectives?

Our company's objectives in terms of its Supply Chain strategy are to ensure optimization of the quality, cost and schedule for each procured product/service and at the same time to meet our customers' requirements. The main challenge consists of enlarging the supplier footprint as there is only a limited number of active certified suppliers for the on-board space business. Potential newcomers are carefully audited, assessed and qualified before we do business with them. In addition, we need to make sure these newcomers will also be accepted by our customers. Upstream assessment remains paramount before doing business.

Could you elaborate on this qualification process for potential new suppliers and at which stage of the procurement cycle this takes place?

Potential suppliers are pre-selected according to our company's internal audit standards, aiming to analyze and determine the capacity of the potential bidders in doing business with our company. In addition, a process and product

qualification status review is mandatory to ensure that the supplier meets the selection standards. Such auditing activities are managed and carried out by our Purchasing Directorate with the support of the Quality and Finance departments. Audits usually take place before the selection milestone and could take from a few weeks to several months, depending on the complexity of the work to be done in certifying a supplier.

Could a potential supplier proactively initiate the qualification/auditing process with your company, whether or not it's related to a specific contract, and if so, how should they go about it?

Should a potential supplier be interested in entering into a business relationship with our company, the first step I would suggest they take is to contact our Purchasing representative in order to define a proper auditing/qualification plan.

What are the most important selection criteria for your company in evaluating suppliers and awarding contracts/sub-

contracts and which one has the greatest impact?

The evaluation and selection criteria that we usually specify in our contract notices are quite standard and include such criteria as quality, schedule, cost and the pro-active attitude of the bidders. When the evaluation is complete, the Purchasing team proposes the chosen bidder to the company's selection board. We put particular emphasis on the pro-activeness criterion since it naturally brings all other criteria in line with our expectations.

How do you perceive the Regime on Defence Procurement in relation to your company's current practices and objectives, and do you think the CoBPSC in particular can influence the behaviour of both the Buying and Supply side and add value down the

Supply Chain?

The EDA's initiatives are perceived by our company as being in line with our current practices and can prove to be beneficial for us by providing us with a supplementary window of access to potential new suppliers falling outside the established Supply Chain. This is an addition to our existing and future internal systems – TAS will be introducing its own e-sourcing internet-based tool sometime next year. These initiatives could change the behaviour of and interaction between Buyers and Suppliers, especially as they can provide increased awareness and confidence to the potential bidding suppliers.

Based on your experience in using the EBB for Industry-to-Industry Contract Opportunities, would you say that it is an effective

facilitation tool for enabling and achieving the objectives of the CoBPSC? Does it provide benefits to TAS?

Based on our accumulated experience so far in using EDA's EBB portal for the last six months, our Purchasing department perceives the tool as being quite efficient, especially for the Request for Information (SPIN/RFI) phase of the process. Several new bidders, unknown to us until that point in time, responded to a number of our SPIN types of notices published on the portal. In fact, all contacts have been very positive and showed an interest in the frame of our activities and the possibility of working with us. We have already entered into a relationship with some of these suppliers for the preparation of new future business. ■

Active protection for AFVs: an opportunity to participate

Erich Lang, Assistant Director, Armaments



Erich Lang & Martin Stoussavljewitsch of EDA Armaments Directorate in a panel discussion of the 16th workshop of the UAV Network in Madrid, 18 – 19 October.

The need for active protection systems for Armoured Fighting Vehicles is undisputed. But how can we find the most promising solutions to cover most of the current and future threats? At the invitation of the EDA, protection experts from eight participating Member States met in September and agreed on a joint project pro-

posal, based on a suggestion from a European-wide industrial and academic consortium. Six more countries are receiving a detailed presentation on the initiative from the Agency.

The next step is a "governments only" meeting on 14th February 2008, where the pMS will dis-

cuss their possible stakes and explore the launch of a Category B project. The EDA is encouraging the participation of as many governments as possible so that:

- national requirements can be considered early
- duplication or repetition on an EU level can be avoided
- national expenditure can be re-

duced through common financing (if desired)

- access can be provided to the most innovative and promising protection technologies.

Even for governments who do not see an urgent need for their forces, it is worth bearing in mind that every active protection device can have a collateral effect on

dismounted troops. There would therefore be merit in all pMS being present when –beyond the technological aspects- also the consequences for tactics, training, safety and operational requirements are discussed. ■

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To implement the EDTIB Strategy

Ulf Hammarström, Director, Industry & Market

Following the approval of the European Defence Technological and Industrial Base (EDTIB) Strategy by the EDA Ministerial Steering Board in May, the National Armaments Directors made a further commitment at the Steering Board meeting on 25 September by endorsing a series of roadmaps to ensure that the Strategy leads to concrete action. These actions must be consistent with the work on the Capability Development Plan, the R&T Strategy and the planned Armaments Strategy.



The EDA Member States signalled their common vision when the Steering Board endorsed the “Characteristics of a strong future EDTIB” in September 2006. This common vision recognises the fundamental need for an EDTIB which dependably meets the needs of the European armed forces even in times of conflict, and which provides for appropriate national sovereignty and EU autonomy.

The vision also takes into account the basic need for demand-side harmonisation among Member States in order to facilitate the consolidation and restructuring of the supply side. It is predicated on being capability-driven and internationally competitive. On that basis, the EDTIB should be more interdependent (based on Security of Supply and drastically simplified procedures for Intra-Community Transfers); more focused on Centres of Excellence (with an acceptable geographical distribution); more integrated into the wider industrial base; and less dependent on non-European supply sources for key defence technologies.

The roadmaps include a target of agreeing, by the end of 2008, on a first common list of key industrial capabilities to be sustained or developed in Europe and to strengthen mutual confidence in Security of Supply both in times of

crisis and in peacetime. The well-established work for increasing competition in the European Defence Equipment Market – the Regime in Defence Procurement with its Code of Conduct and Code of Best Practice for the Supply Chain through which contracts that previously would not have been open to European-wide competition now are published at an estimated value of up to 10bn euros, – should be further developed, including increasing awareness amongst stakeholders of its benefits. New work strands have been started on mitigating the adverse effects of offsets and seeking to ensure a more level playing field for European companies.

But shaping the future EDTIB cannot only rely on market forces and competition – defence is not the ordinary commercial market – and enhanced and increased cooperation is equally focused in the EDTIB Strategy implementation.

Creating a true EDTIB will not be easy, and developing the depth and diversity of the European defence supplier base, including supporting the full involvement of SMEs and non-traditional suppliers and fostering the integration of the newer EU Member States, are key parts of the implementation of the strategy. ■

Standards set to unlock Unmanned Air Vehicles air traffic insertion

Carlo Magrassi, Director, Armaments



Presently, Unmanned Air Vehicles (UAVs) can only operate in restricted National European Airspace, where operations are treated as exceptional, one-time events and authorization to fly is granted only on a per mission basis under a National Flight Authority regulation. With such restrictions in place, the huge potential for UAVs remains untapped.

The regulatory framework applicable to cost-effective UAV operations is immature and needs to be further developed and validated if we are to open the market for UAVs. Operational commanders and the civilian security sector would then be able to employ UAVs more flexibly and effectively, for example by flying a direct route to a target, surveying enemy locations residing within a civilian infrastructure or surveying illegal immigration along national borders. For this to happen, there

needs to be common agreement on the levels of safety UAVs must reach and associated standards must be developed and validated.

Today's manned aircraft are certified with focus on the safety of the people onboard. For UAVs to fly in non-segregated airspace they will need to demonstrate much higher levels of safety than what is currently achieved for UAVs, to reduce the risk of catastrophic events in the air and on the ground. A regulatory framework for UAV flights in non-segregated airspace comprises 3 pillars: airworthiness, flight crew licences and operations (or "rules of the air"). Unmanned military aviation standards exist but are still to be validated for the first two pillars:

- ratification-draft STANAG 4671 "Unmanned Aerial Vehicles Systems Airworthiness Requirements"



"This common objective was supported by the Defence Ministers in May 2007"



- ratification-draft STANAG 4670 "Recommended Guidance for the Training of Designated Unmanned Aerial Vehicle Operator (DUO)"

Agreement on the "rules of the air" is less mature. Investment is needed to enhance UAV technologies and demonstrate that safety levels are achievable and can be referenced confidently in future standards.

The European UAV companies, the Commission and the EDA met at the end of 2006 and identified a common objective: "to open European Air Space and have the required technology demonstrations in order to produce UAVs that can routinely fly across national borders."

Flight International

The European Defence Agency is planning to spend up to €6 million (\$8.8 million)...

27.11.2007

The European Defence Agency is planning to spend up to €6 million (\$8.8 million) on new unmanned air vehicle initiatives in 2008 under funding arrangements agreed by European Union defence ministers meeting in Brussels on 19 November. (...)

This common objective was supported by the Defence Ministers in May 2007, when they stressed the importance of having a unified European position on UAV air traffic insertion and of focusing foremost on the development of standards, which should be defined in alignment with other initiatives within NATO or the US. An EDA Road Map study on the procedural and technological challenges that remain has been commissioned and is expected in mid 2008.



European industry needs sufficient economies of scale both at home and abroad to be confident of a return on investment. The future military market for UAVs would be insufficient to efficiently amortise the costs of development and certification. Unit production costs would become uncompetitive or even unaffordable. Future, internationally competitive UAVs would therefore need to transcend the civil, security and defence sectors. And common, validated standards could be the catalyst.

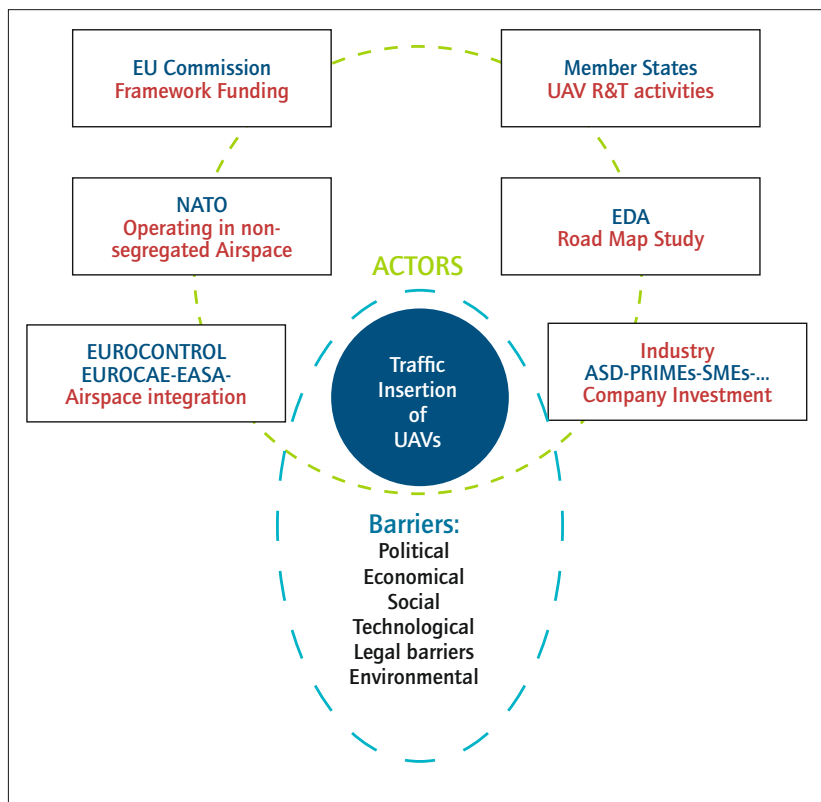
The GSM started with a common European standardization effort that would allow mobiles to connect through base stations and networks around the world, and a handset from any manufacturer to be used throughout Europe. It was the European GSM standard that enabled European industry to cooperate, innovate and invest - and thus remain at the forefront of both sales and the development of new products.

tion could have a similar impact on investment in those expensive, leading-edge technologies that have traditionally come from military projects such as 4th Generation Fighter Aircraft (Eurofighter, Rafale and Gripen) and the strategic airlift capability A-400M. With no major replacement programmes on the horizon, there is a growing interest in UAVs to provide the stimuli for Europe to retain and develop its technological edge in the aeronautical sector.

It would not be the first time that standards have been used in such a

European standards for the various elements of UAV air traffic inser-

Some of the main actors are represented in the figure below. The EDA can become the catalyst through which the diverse interests of this UAV community can be focused to produce consensus-based standards for the benefit of Europe.



This initiative satisfies the military needs to operate UAVs without limitations and will provide the end users with more capable UAVs, while the agreed, common and validated standards will give industry the confidence to invest and provide products that will take advantage of the market created by opening airspace.

Then European technology would in effect be recognised through the international acceptance of these standards. But none of this can happen unless there is common agreement on the levels of safety that UAVs must attain. ■

Moving forward on capabilities

Pierre Hougardy, Capabilities Director

On 28 June 2007, the EDA Steering Board approved two important documents, the "Methodology" and the "Roadmap" for the Capability Development Plan.

These documents provide guidelines for work on the CDP and, especially, the timetable for initial deliverables, scheduled for mid-2008. The Steering Board also asked the Capability Development Plan Team (CDP-T) to further elaborate the outputs of the CDP and to report back during its next meeting in Capabilities formation. Meanwhile work has been advancing on the four strands of the CDP. Here is an update on progress:

Strand A (Establishing the baseline): in the framework of the Headline Goal 2010 exercise, the EU Council endorsed the Progress Catalogue 07 during its meeting on 19-20 November. This document provides the basis for the implications and risks associated

with identified capability shortfalls in the short- to medium-term and will represent the main input for Strand A of the CDP.



"Work has been advancing on all four CDP strands"

Strand B (Developing future capability trends): this aims to identify longer-term trends in capability characteristics – beyond the Headline Goal 2010 – and has made decisive progress, with active participation of the EU Military Staff, the EU Military Committee and the Member States. The work is divided into two

phases: the first, running from June to December 2007, consisted of a series of workshops which, as a first step, tried to develop a common understanding of what the world in 2025 could look like. Based on this picture, the workshops derived threats, challenges and opportunities which could potentially influence ESDP Operations in that timeframe. Phase 2 is due to start in January and aims at identifying future capability trends.

Strand C (Collating a database): the trial phase to collect participating Member States' national plans and programmes in one common database has been successfully completed. At the end of this phase, 18 pMS had provided information for 74 programmes. Currently, based on the experience gained during this phase, technical modifications are being implemented. The database went live on 1 November 2007 and pMS are now being asked to directly enter relevant information. In order to gain the most benefit from this tool, the sensible way forward would be to initially focus on identified and categorized capability shortfall areas from the Progress Catalogue 2007. This approach would also allow to identify opportunities for future co-operation.

Strand D (Harvesting lessons): this falls under the responsibility of the EUMC and is progressing. Among the next steps, an analysis of Lessons Learned from the EUFOR RD Congo operation will be circulated in December 2007 to national governments. In January, the EUMS will then organise a Strand D Forum in order to validate this analysis. ■

- *EDA launches pilot training programme for Open Source exploitation*
 - *Tactical Imagery Exploitation Station "demonstration day" in February 2008*
- More information on our website: www.eda.europa.eu*

Understanding network-enabled capabilities

The EDA has contracted Rainer Schuwirth, a retired German Army General, to produce a draft concept for the European Union to exploit Network-Enabled Capabilities (NEC) in support of its crisis management operations. Gen Schuwirth served in his last tour at NATO as Chief of Staff at SHAPE

and is also a former Director-General of the EU Military Staff. The EDA Steering Board agreed on 28 June to appoint a "Wise Pen" to lead the initial effort on NEC, which ministers consider to be fundamental for operations in the "information" age, as opposed to the "industrial" age. Gen Schu-

wirth will receive support from a reference group drawn from the EDA, the EU Military Staff, the EU Military Committee and the Council. His draft NEC concept and recommendations on how to proceed are due by mid-2008. ■

EDA – a UK perspective

General Sir Kevin O'Donoghue, Chief of Defence Materiel, Defence Equipment and Support, UK Ministry of Defence

I am delighted to be able to contribute to this EDA Bulletin marking the end of another defining year in the short life of the Agency. It particularly gives me the opportunity to set out clearly the UK's support for the EDA, and our expectations of the value that the Agency will add to the development of European military equipment and support capability.

There is no doubt that the EDA must play a leading role in addressing the status of, and shortfalls in, European defence capabilities, but this is no simple task. Each of the EDA's members has its own capability cycle. For any given capability, some members may be at the requirements stage, while some may have equipment in-service and deployed. Others may be looking a generation ahead. It is unlikely that these cycles can ever be fully synchronised and even limited progress will take time, always challenged by the budgetary pressures that many of us face. Some solutions may lead to big collaborative programmes, but opportunities for collaboration can only be identified once there are harmonised requirements. To say

that this is a complex task is an understatement and I expect that immediate successes will be the exception rather than the rule.

When resources are limited, they must be prioritised. This calls for an Agency that is flexible, agile and itself capable of coherent working across all its Directorates so as to add value, not overhead, to the way in which we address European capability shortfalls. We see the Capability Development Plan as central to this objective, to enable the Agency to identify opportunities and facilitate groups of nations in addressing capability shortfalls. We look for innovative solutions to the development of capability, remembering that we in the UK are currently supporting two major operations. It is inevitable that our top priority will be current operations and the equipment needed to support them. Although our front line forces tell me that their equipment and its support is excellent, we need to think carefully about priorities when every pound sterling or Euro spent on international institutions is a pound or Euro I cannot spend on equipping and supporting deployed front line forces.



“The Agency must add value, not overhead, to addressing capability shortfalls”

How can these competing aims be reconciled? There are some simple tests: Will investment reduce an identified and prioritised capability shortfall? How well harmonised are national requirements? Is there a better time to launch the initiative? And, crucially, who is prepared to invest? There is little point, for instance, in investing in directed energy weapons before we are clear on how to improve deployment and sustainment of capabilities already in the inventory. We will always look for hard capability or technology outcomes from the investments we make. We apply strict requirements for business cases before we invest in national programmes of R&T or acquisition, and it will be no surprise that we expect similar standards when we invest collaboratively.

This must not be perceived as a negative approach to the EDA; our aim is for the EDA to help us improve national and collective defence capability. The EDA has already made significant strides in its work on transparency in the European Defence Equipment Market. The Code of Conduct and the EBB are established successes to which I am delighted to contribute. There is good work too in the assessment of the EDTIB, much of it complementary to our own national analysis in the UK's Defence Industrial Strategy. I look forward to similar successes in other sectors of the EDA's activity and pledge the UK's support where we can mutually add value. ■

EU-NATO Collaboration: the Role of the EDA

Hilmar Linnenkamp, EDA Deputy Chief Executive

The fact that EU Member States that are also NATO allies have only one set of armed forces and must optimise their available resources means that coherence between the EU and NATO is an absolute necessity: the two organisations simply must coordinate their activities. So the European Defence Agency has been tackling a number of its agendas in consultation with NATO, in areas where our shareholders - who are also taxpayers - expect us to spend their money wisely, avoid unnecessary duplications and ensure complementarity.

The overall aim of the EU/NATO relationship is to help ensure reciprocal transparency and coherent development in the field of capabilities. The EDA's aim of making the ESDP and the European Defence Technological and Industrial Base stronger is for the benefit of the whole transatlantic community. Improving European capabilities is good for the EU and for NATO.

In this context, relations between EDA and NATO have been developing progressively and positively over the last two years. It needs to remain a pragmatic relationship, based on concrete discussions on specific issues.

For the Agency, there are some basic principles. First, there is no intention of replicating what already exists and meets EU requirements. Existing NATO stand-



"The EDA-NATO relationship must remain pragmatic, based on concrete discussions"

ards, concepts and military requirements should be used wherever applicable: this is our main tool for ensuring "transatlantic interoperability". But we must of course also take into consideration requirements for autonomous ESDP operations (without NATO assets and capabilities). In addition, we must add value where capability development overlaps, especially in connecting civil and military dimensions and ensuring that separate efforts are mutually reinforcing.

This increased dialogue between the EDA and NATO is taking place through informal contact between officials and through the EU/NATO Capability Group, ensuring that nations are kept informed of each organisation's activities in the field of capabilities. Slowly but surely, there are more exchanges of substance, rather than just holding a dialogue for the sake of it.

There are some good examples of how this EDA-NATO coordination is working well, which demonstrate the complementarity of our respective activities.

- On Protection against CBRNE: With regard to chemical, biological, radiological and nuclear threats, the EDA mainly focuses on biological threats while NATO focuses on the chemical threats. And we are also aware that NATO is awaiting the EU CBRN Detection Identification

and Monitoring Concept, to be produced by the EDA, before it adopts its own in 2009.

- On Software-Defined Radio, the Agency is working on the definition of requirements to further develop the architecture on open standards for military operations, and is seeking synergies and ensuring complementarity with civilian security applications through coordination with the European Security Research Programme of the European Commission. The ultimate aim is to avoid investing too much in purely military solutions. This is different from what NATO is doing and clearly adds value.
- On Unmanned Air Vehicles, the EDA's main role at the moment is a combined effort with the Commission and Industry to get UAVs flying in regulated airspace. This is an important new area of military capability where Europe has responded in a fragmented way, and a test case for Europe's ability to get its act together.

After two years of working in this area, two conclusions stand out for me. First, in a multinational context it is not too difficult to agree on concepts, doctrines and strategies. Practical cooperation is much more difficult and slower to achieve. As money is involved, it is harder to convince governments to commit themselves to spending than it is to agree on texts. Second, EU-NATO coordination depends – more than anything else - on the attitude of Member States, whose main responsibility should be to ensure the right coordination, synergy and complementarity of efforts between the two organisations to which they belong. ■

Commercialising logistics? Third-party logistic support for EU operations

The armed forces have undergone significant transformation in response to the radically altered security environment, new operational demands and often reduced defence budgets. In this context, in its role to support participating Member States in improving their defence capabilities, the European Defence Agency has launched a series of initiatives to identify solutions to enhance the current logistics performance in EU crisis management operations.

One such initiative is an EDA conference in 2008 entitled "Commercialising Logistics?" which is targeted at high-level political, military and industrial decision-makers. It aims to increase awareness with regard to the opportunities and challenges of third-party logistic support and will assess the possibilities, but also the limits, of such support.

The conference will feature the participation of Javier Solana,

EU High Representative for the CFSP and Head of the European Defence Agency, General Henri Bentégeat, Chairman of the EU Military Committee, and Åke Svensson, President of the Aero-Space and Defence Industries association of Europe.

More detailed information on the programme and on the procedures for registration will be published on the EDA website www.eda.europa.eu in January 2008. ■



Arturo Alfonso-Meirino of the Industry & Market Directorate has contributed articles on the EDA's work to two Spanish defence publications

Pressmeddelande/Puolustusministeriö: Euroopan puolustusviraston kokous Brysselissä 25.9.2007

25.9.2007

Euroopan puolustusviraston (EDA) johtokunta puolustusmateriaalijohtajien kokoonpanossa kokoontui 25.9.2007 Brysselissä. Kokouksen puheenjohtajana toimi ylijohtaja Eero Lavonen puolustusministeriöstä. Johtokunnan kokous oli viraston nykyisen toimitusjohtaja Nick Witneyn viimeinen. Uusi toimitusjohtaja, saksalainen Alexander Weis, aloittaa työnsä 1.10.2007. (...)

New faces, new structure for EDA in 2008



Jon Mullin

Two new directors are joining the European Defence Agency from 1 January. Jonathan Mullin, currently Assistant Director, Force Protection, in the UK Ministry of Defence, has been appointed as Capabilities Director, while Jukka Juusti, Chief, Armaments Division J10, Defence Command, Finland, is taking over as Armaments Director.

"I am delighted that the nominations have been approved by the EDA Member States," Javier Solana, Head of the Agency, said. "Both men are admirably suited for these critical roles: capabilities development is at the heart of the Agency's mission, while inten-



Jukka Juusti

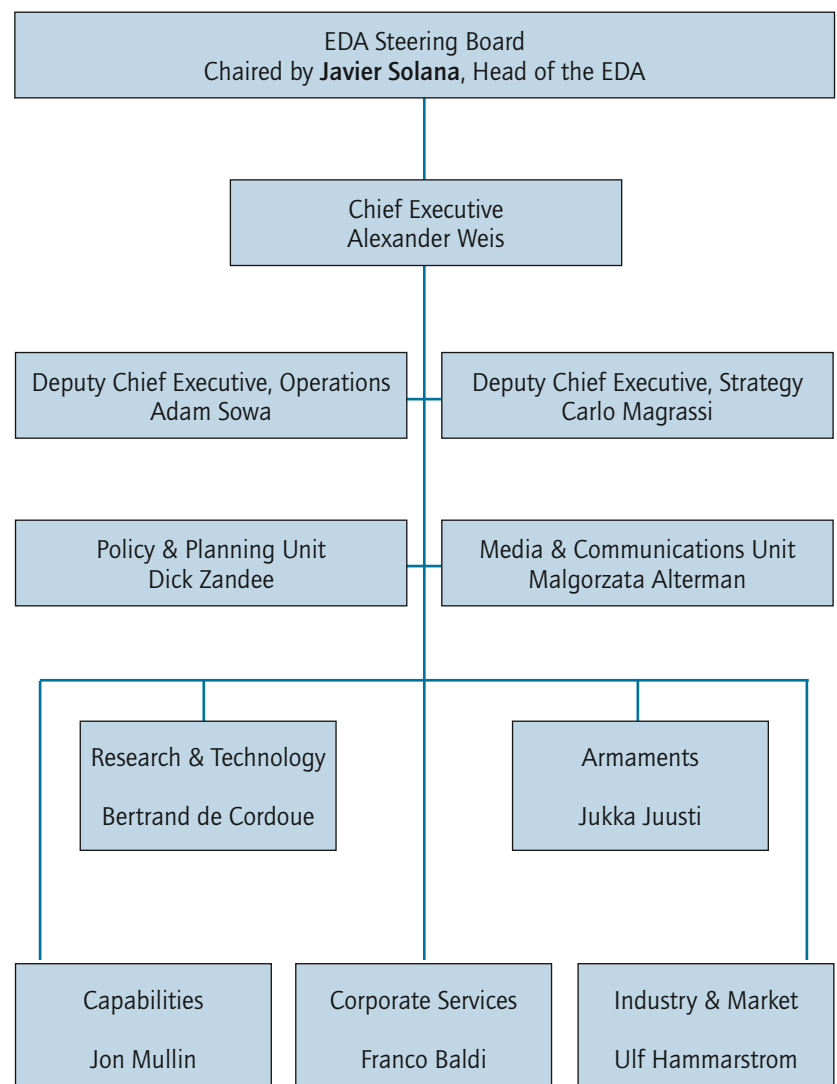
sified cooperation on armaments projects will be a key theme of its work in 2008."

Mullin will succeed Pierre Hougardy, who is returning to the Belgian Armed Forces after three years as the Agency's first Capabilities Director, while Juusti is taking over from Carlo Magrassi, who was appointed as one of the EDA's Deputy Chief Executives, responsible for strategy. As previously announced, the other

Deputy Chief Executive responsible for operations will be Adam Sowa, currently Deputy National Armaments Director in the Polish Ministry of Defence.

The Deputy Chief Executive, Hilmar Linnenkamp, is also leaving the Agency. He will, however, remain in Brussels as Armaments Counsellor at the Permanent Representation of Germany to the European Union. ■

The new organisation chart for the Agency's senior management is as follows:



Personal balance sheets

Hilmar Linnenkamp, Deputy Chief Executive of the EDA, and **Pierre Hougardy**, Director, Capabilities, are leaving the Agency after more than three years. Reflecting on their time at its top table, they reckon that the balance is very much on the plus side

Hilmar Linnenkamp

As I prepare to leave the European Defence Agency after more than three fascinating years, it seems reasonable to draw up a balance sheet and see where we are. Reviewing my calculations, I see that good news clearly outweighs the bad, though we cannot ignore the latter.



had also to keep moving forward, to make a difference, to achieve results. It was good to have that positive stress and source of adrenaline.

A second undoubted plus has been the EDA staff. We have benefited from the fact that they are here on the basis of competition, not their countries' flags. So we have high-quality, competitive people showing persistent enthusiasm in their daily work and a very high level of engagement. We see a true European spirit at work.

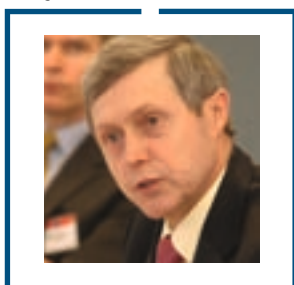
The third strong point was the founding spirit of the Chief Executive Nick Witney, not only through his initial ideas but also his power to stay the course on which the Agency has been set. It was a big

effort and not an easy thing to do. It does not always make you popular or win friends. But the Agency was created by governments to be their critical conscience. Nick did not let them forget it. And I know: Alexander Weis will not, either.

On the debit side, we have to acknowledge that there is still reluctance to change even if all agree that change is needed. We see people still hanging on to purely national agendas and putting national interests first, second and third. The creation of the Agency showed that leaders were aware of the *European imperative*. But it has not been fully translated yet to the working of the bureaucracies. It is understood in many areas that building Europe is not about losing sovereignty, but sharing it. That is something we have not seen enough of in the defence area – at least, not yet! ■

Pierre Hougardy

It is hard to believe that I have arrived at the end of my three-year contract with the Agency already. They were memorable years and I realise that, through the daily work with so many high quality people in the Agency and in the Member States, I personally learned much more than I could bring to them.



These two exceptional personalities were able, in a short period of time, to communicate their ambitious vision for the European Defence to the people they recruited, and to build the creative, innovative and challenging Agency that we have today.

I am also particularly proud of the professionalism and enthusiasm that the men and women of the Capabilities Directorate demonstrate every day. I must admit that my daily problem was not to motivate them, but rather to channel their energy and initiatives.

During these early years, the Agency, together with the Member States and the EU Council bodies, has developed strategies and has generated a Long Term Vision for the ESDP. A Capability Development Plan is under development with the active support of the Member States and of the EUMC. In parallel, according with the "twin track approach", an important number of promising projects are under development. Now, the time comes for the national decision makers to really 'engage' in these projects and to change the way they deliver capabilities, doing more together on a more coherent and collective way. That is my New Year wish for 2008. ■

EDA BULLETIN is published by the EDA

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