



European Defence Agency

## **EDA WORK PROGRAMME 2011**

**APPROVED BY THE STEERING BOARD**

**9 DECEMBER 2010**

## STRATEGIC OBJECTIVES

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- The Lisbon Treaty has reinforced the important role of the European Defence Agency in supporting the Member States in their efforts to improve the military capabilities for the Common Security and Defence Policy, which becomes even more relevant under the impact of the global economic crisis on national defence budgets.
- The Agency's work in 2011 – and beyond in 2012 and 2013 – will be governed by the overall strategic tool, the Capability Development Plan (to be updated in 2011) and the three endorsed long-term strategies:
  - o The European Defence Research & Technology (EDRT) strategy
  - o The European Armaments Co-operation (EAC) strategy and
  - o The European Defence Technological and Industrial Base (EDTIB) strategy
- They continue to provide common direction for day to day work and will frame future projects and initiatives.
- Next year, but also in subsequent years, EDA's main objective will be the implementation of the CDP and the three European strategies through delivering concrete outputs and results. The Agency will continue its work on implementing policies and specific measures and on initiating, maturing or establishing cooperative projects and programmes, with a view to deliver the right capabilities at the right time for improving the participating Member States' defence capabilities and sustain the CSDP.
- In doing so, EDA will ensure coherence of efforts, through the integrated way of working, which is a unique feature of the Agency.
- The Agency will continue to support the Council, in particular in specific topics like seeking synergies in civil-military capability development within available resources and taking into account the pMS' interests and needs to be involved in order to deliver real results.
- In full respect of the Joint Action (2004/551/CFSP of 12 July 2004) the Agency will keep developing relations with third parties, including NATO, Lol and OCCAR.
- The Agency will implement this Work Programme to the extent allowed by its resources and based on the three-year Work Plan 2011-2013. In early 2011 the Work Plan will be adjusted to a version 2012-2014 to keep the three-year perspective, in particular with regard to milestones and deliverables.



## **EDA WORK PROGRAMME 2011**

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European Defence Agency

EDA Work Programme 2011

## I. WORK ON LONG - TERM STRATEGIES

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- **Capability Development Plan (CDP)**

- = **CDP update and Capability Improvement:** (a) finalise work on the CDP update with the participation of pMS, EUMC, EUMS and CMPD; (b) initiate the 2013 CDP review; (c) conduct a lessons learned exercise on the use of the CDP in order to provide input for its revision; (d) enlarge the lessons from contemporary experience content in the actual CDP in close coordination with the EUMS and conduct a CDP Landscaping exercise in the area of maritime operations; (e) provide input to on-going capability development work in the Council; (f) initiate work on future trends for armed conflicts in the framework of the revision of the CDP.
- = **Collaborative Database:** (a) promote CODABA within existing expert groups (e.g. IDT, PT and LOI-HMR); (b) make the CODABA more operational by further improving its functionalities; (c) match pMS inputs with CDP priorities.

- **European Defence R&T (EDRT) Strategy**

- = **Implementation of the ENDS:** (a) assess the current status and prepare for an update of the R&T priorities through the CapTech Strategic Research Agendas; (b) further crosslink CDP and EDRT Strategy priorities (MMCM, CBRN, C-IED, C-MANPADS); (c) promote pMS investment in R&T priorities through developing and launching of collaborative programmes/projects.
- = **Implementation of the WAYS:** develop roadmaps for connecting the planning and implementation phases of the EDRT Strategy, in an integrated way with all other strands of works from Capability, Armament and Industry dimensions.
- = **Implementation of the MEANS:** complete the implementation of the MEANS action plan and version 2 for SB approval in 2011; (a) improve integration of the EDTIB into a wider supply chain; (b) promote technology push; (c) improve the effectiveness of R&T collaboration.

- **European Armaments Co-operation (EAC) Strategy**

- = **Guide to the Conduct of a Programme Preparation Phase:** (a) review lessons learned from the application of the Guide to the Conduct of a Programme Preparation Phase to existing test cases; (b) further elaborate Through Life Management; (c) define the overall process of generating Armaments co-operation programmes in EDA.
- = **Education and Training in Armaments Cooperation:** (a) develop the next EAC Framework knowledge area(-s), using the lessons identified from the "Intercultural Awareness" area; (b) improve the database of existing courses open for external students; (c) establish e-learning as a tool.



- **European Defence Technological and Industrial Base (EDTIB) Strategy**

- = **Key Industrial Capabilities - Future Air Systems (FAS):** propose actions including investigation of feasibility of cooperative programmes based on intermediary results from the FAS Road Map and Implementation Plan study (focusing on UAS and helicopters), aiming at competitively supplying future air systems utilising the European industrial potential.
- = **Key Industrial Capabilities - Ammunition:** (a) improve the balance between requirements and competitive power of the industry on a European level by developing a Roadmap and Implementation Plan for a European solution on Precision Guided Ammunition and facilitate discussions on improvements for 155 mm ammunition; (b) support the implementation of the European Network of National Safety Authorities on Ammunition (ENNSA); (c) investigate the possibilities to harmonise qualification/test procedures and the use of computational tools in qualification procedures.
- = **Key Industrial Capabilities (KIC) – Exploration of New Areas:** (a) investigate which EDTIB areas would qualify for common action based on characteristics and stakeholders' positions; (b) propose to develop a KIC road map and implementation plan for one or more areas, taking the experiences with the pilots FAS and Ammunition into account.
- = **Depth and Diversity of EDTIB:** propose concrete actions to further facilitate the involvement of SME's in the European DTIB, through: (a) developing a document on National Defence Industrial Associations (NDIAs) Best Practices; (b) harmonising documents for contractors eligibility; (c) disseminating information on future requirements through business to business events and the Armaments Cooperation Platform; (d) investigating the success factors in the development of Centres of Excellence including SMEs and research institutes.
- = **Security of Supply:** develop prioritised possibilities for common action identified in the stocktaking exercise towards a common concept of Security of Supply.
- = **Level Playing Field for the European Defence Equipment Market:** develop through a step by step approach a common view on features influencing the Level Playing Field, based on the Political Declaration and subsequent categorisation of possible action areas in accordance with pMS' priorities.
- = **Addressing Dependencies on Non-European Sources of Supply:** (a) take stock of the dependencies on Non-European Sources of supply and launch a proposal for investigating the feasibility of possible cooperative action to avoid or manage the mapped dependencies; (b) implement the study on "European Defence Technology and Industry Dependencies" and identify follow on actions; (c) further identify critical technologies (e.g. space) and propose associated measures in co-ordination with the European Commission and the European Space Agency (ESA).



- = **Multiple capacities and competitiveness:** (a) map industrial capabilities in Europe for categories of military systems, starting with a pilot, for instance armoured vehicles; (b) propose an assessment of the level of European integration of the different supply chains and their competitiveness.

## II. PROJECT RELATED WORK

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### COMMAND

- **Network Enabled Capabilities (NEC)**
  - = (a) deliver NEC design principles and assessment criteria for Network Enabled civil and military capabilities in order to promote NEC implementation; (b) support PT EATF when launching a practical implementation of a Network Enabled Air Transportation capability; (c) conduct a demonstration related to EU specific aspects of NEC; (d) provide inputs to the Council's Programme of Work on NEC, including regular reports to the PSC; (e) conduct a supportive R&T study on NEC challenges related to R&T in close coordination with the PT NEC; (f) support the SESAR project in NEC related issues upon request.
- **Communication & Information Systems (CIS)**
  - = **Architecture Management:** (a) maintain existing architecture repositories; (b) integrate new developed architectures; (c) train and build up an architectural community; (d) develop an architecture management framework, all in order to enhance current and future EU/pMS interoperability.
  - = **C4I Architecture - C2 Hierarchy:** (a) develop the business process models for EU C2 hierarchy; (b) develop service oriented architectures; (c) develop a Common Operational Picture for C2 levels; (d) prepare proof-of-concept prototypes.
  - = **C4I Architecture - Information Exchange Gateway (IEG):** develop via Reference and Target Architectures a scenario based IEG proof-of-concept prototype to depict information exchange between different security domains.
  - = **C4I Architecture - J1 Functional Area Service (FAS) Prototype:** develop a J1 FAS (Functional Area Service) prototype based on the 3<sup>rd</sup> IER study including the work flow/engine for OHQ/FHQ level. The development will include personnel recovery requirements.
  - = **Collaboration in the Cloud and Challenges to Cyber Defence:** (a) promote the development of capabilities for secure collaboration in the military cloud; (b) develop based on existing and evaluated requirements capabilities for EU military missions to collaborate and to exchange information securely with all actors, taking into account new cyber threats.



- **Communications**

- = **EU SatCom Procurement Cell (ESCPC) – Cat B Project:** (a) sign the ESCPC Framework Contract; (b) launch the operational phase of the ESCPC; (c) promote the ESCPC to recruit additional contributing Members.
- = **European Tactical Interim SatCom Capability (ETISC):** (a) launch a study on mobile/tactical satellite communication gap analysis; (b) synchronise EDA study output to link with ESA (European Space Agency) work in order to identify solutions and their related costs.
- = **Software Defined Radio (SDR):** (a) continue to support the ESSOR Cat B programme; (b) support the establishment of ESSOR phase 2 as a Cat B programme and identify interested pMS; (c) establish collaboration between key stakeholders in order to develop joint architecture and standards; (d) assess the feasibility of an ad hoc Cat B project on networked standardisation and certification capability; (e) develop a standardisation roadmap.
- = **Radio Spectrum:** (a) develop and enhance the relationships between EDA and other radio spectrum related bodies with a priority on input to European Union activities; (b) monitor and report for the benefit of pMS any radio spectrum issues of interest for the defence community (policy, spectrum management, technical and regulatory matters); (c) develop further actions in relation to spectrum management issues for unmanned aircraft systems through the forthcoming world radio conference decisions; (d) initiate studies on the trends of the future use of military radio spectrum and propose any related actions to pMS.
- = **Future Communication Means (FUCOM):** a) explore long term interest for next generations of Military SATCOM and common requirements referred to as “SECTELSAT (Secured Telecommunication by Satellite) Food for Thought Paper”; (b) discuss opportunities for possible cooperative schemes for subsequent ad hoc programmes; (c) exploit “CIS and network” CapTech Strategic Research Agenda results and identify critical R&T areas, together with a broad capability analysis of terrestrial and space-based radio-communication networks.

## **INFORM**

- **ISR**

- = **ISR Architecture:** (a) analyse the outcome of the ISR Architecture Study; (b) assess the proposed ISR Architecture in a modelling & simulation environment; (c) prepare work on the ISR Architecture implementation; (d) define a CSDP based CSR (Common Staff Requirement) in order to develop operational solutions.
- = **ISR Sensors Future Development:** (a) endorse the Common Staff Target on Surveillance & Reconnaissance; (b) develop EU operational requirements for space-based, seaborne, airborne and ground based ISR systems; (c) develop



ISR roadmap; (d) assess an optimal balance of ISR capability packages in order to develop future solutions, including pooling and sharing.

- **Space**

- = **Space-Based Earth Observation (MUSIS):** (a) MUSIS Cat B Project: further assist in identifying other pMS interested in the MUSIS programme; (b) Task Force on civil-military synergies: seek synergies with the European Commission and the European Space Agency on R&T and programmes such as GMES and develop an implementation plan based on identified synergies; (c) assess the feasibility to participate in the Council work strand on data security (GMES); (d) collect EU lessons learned on past operations and assess potential EU requirements.

- = **Space Situational Awareness (SSA):** (a) assess implementation of military requirements into ESA SSA programme; (b) provide military expertise to the EU; (c) landscape SSA applications in operations; (d) elaborate specific requirements not considered on the ESA SSA programme in order to initiate pMS collaboration.

- **Intelligence and Information Management**

- = **OSINT E-Learning:** analyse the requirement and start identifying the needs in terms of an e-learning infrastructure and courseware to be applied to the OSINT and Armaments Cooperation domain.

## **ENGAGE**

- **AEJPT – Advanced European Jet Pilot Training System – Cat B Project**

- = (a) develop a Business Case document supporting the decision making process after the programme preparation phase including a recommendation for the preferred AEJPT concept; (b) support the drafting of a framework Memorandum of Understanding (MOU) covering the next phases of the programme.

- **21<sup>st</sup> Century Soldier System**

- = **Combat Equipment for Dismounted Soldier - Cat B Project:** (a) support the finalisation of the CSR; (b) support the launch of feasibility studies according to recommendations of the CEDS R&T Work Group; (c) monitor the selection of proposals and the outcome of studies assisting on the identification of new areas of research and link with relevant CapTech expertise; (d) support the launch of R&T projects in coordination with national activities; (e) investigate and identify supporting technological developments; (f) coordinate mapping of industrial expertise.

- = **Soldier Centric Identification System:** (a) continue review of industrial demonstrators; (b) upon request, support pMS in developing respective ad hoc Cat B projects.





- = **Harmonisation of Soldier Modernisation Programmes:** (a) continue defining capabilities and technologies to synchronise soldier modernisation programmes; (b) align required capabilities with future soldier generation's research needs; (c) assess effects of UOR (Urgent Operational Requirements) procurement on future options.
- **Armoured Systems**
  - = **Armoured Systems/Subsystems – Cat B Project:** support the establishment of Cat B projects in the area of Ground Systems and their Environment, if requested by pMS.
- **Non-Lethal Capabilities**
  - = (a) SB Caps to decide on dormant status of PT Non-Lethal Capabilities; (b) investigate opportunities for R&T cooperation; (c) support potential ad hoc Cat B projects, if launched by pMS.
- **Personnel Recovery**
  - = (a) define capability requirements and possible solutions of the Personnel Recovery System; (b) initiate cooperation for Personnel Recovery Training and Simulation; (c) continue developing an Isolated Personnel Report within the J 1 FAS; (d) define personnel recovery requirements in J2/J3 FAS; (e) support pMS in developing respective ad hoc Cat B projects, if requested by pMS.
- **Unmanned Systems**
  - = (a) map pMS interests and on-going national work; (b) based on the workshop results and pMS interests define the aim, objectives, scope and desired deliverables of a Project Team (PT) “Unmanned Systems”; (c) launch PT “Unmanned Systems”.
- **Precision Engagement**
  - = (a) define precision fire support within a generic concept of operations for precision fire support based on future trends and scenarios, including options for reduced collateral damage; (b) derive conclusions on Ammunition in order to identify the commonalities of the European requirements on Precision Guided Ammunition.

## **PROTECT**

- **Chemical Biological Radiological Nuclear (CBRN)**
  - = **CBRN Counter-Measures:** (a) finalise the concept for CBRN Counter-Measures required for CSDP operations; (b) finalise detailed requirements to conduct CBRN Counter-Measures covering the required capability areas of Prevent, Protect, Respond and Recover and develop a roadmap; (c) further develop the threat agent list methodology taking into account the results of the European Commission CBRN threat list sub-group (CBRN Action Plan); (d)



further develop projects in the area of Prevent with the aim to enhance CBRN Situational Awareness: (i) develop CBRN Intelligence definitions and procedures based on results of CBRN Intelligence Analysts Course; (ii) explore forensic support for CBRN intelligence; (iii) further develop a CBRN Functional Area Service.

- = **JIP – CBRN:** (a) conduct a Category A R&T Joint Investment Programme in order to develop new technologies on detection, medical counter measures, decontamination, containment, modelling & simulation, system integration issues/situational awareness and individual/collective protection for enhancing future CBRN protective capabilities; (b) coordinate the calls for Proposals with the European Commission and European Space Agency in order to avoid unnecessary duplication of funding; (c) arrange appropriate coordination schemes for disclosure and use of information within the EFC framework.
- = **BIO EDEP – Cat B Project:** (a) support the ongoing ad hoc Cat B project; (b) within R&T, develop a European Biological Aerosol Database; (c) develop a Database for Biological Agents; (d) develop Chemical & Biological Single Molecule Detection technology.
- = **CBRN Explosive Ordnance Disposal (EOD):** (a) continue investigating and developing further CBRN EOD training requirements; (b) further develop and refine the CBRN EOD Operational Planning Tool; (c) further promote the CBRNE Training Portal; (d) develop a CBRN EOD Common Staff Target; (e) Develop Render Safe options for CBRN Devices in-situ through an operational study.

- **Counter-Improvised Explosive Devices (CIED)**

- = (a) continue developing EU Military Search Capability through the provision of pilot training courses; (b) support the standing-up and deployment of the C-IED Deployable Level 2 Exploitation Capability (TEL(D)); (c) progress the IEDD/Manual Neutralisation Techniques work-strand; (d) continue the development of a Route Clearance Capability along all lines of development; (e) continue current support to the EU Commission DG JLS; (f) finalise a roadmap for IED detection; (g) initiate R&T activities related to the Exploitation Work Stream, particularly focusing on Information Operations Strategy and Forensics; (h) investigate cooperative opportunities related to CIED Mitigation; (i) support further development of ground techniques on auxiliary armour systems against IED.

- **Counter Man Portable Air Defence Systems (C-MANPADS)**

- = (a) develop a common ground to air threat matrix; (b) finalise the EU Concept on the Protection of Air Assets in CSDP Operations; (c) further develop a project plan covering all aspects of Protection of Air Assets and necessary lines of capability development including hostile fire indicator work; (d) prepare a CST on Protection of Air Assets; (e) develop a threat based survivability architecture by air asset class; (f) prepare a work strand on (i) training capability requirements and (ii) enhanced situational awareness; (g) investigate and identify required technologies based on the EU concept; (h) launch supporting Cat B projects.



- **Camp Protection**

= (a) Steering Board Capabilities to decide on dormant status of PT Camp Protection; (b) support the ongoing ad hoc Cat B project FICAPS (Future Interoperability of Camp Protection Systems); (c) following conclusion of FICAPS investigate, prepare and launch camp protection related projects using FICAPS as reference model; (d) promote camp protection related possible future co-operative projects.

- **Maritime Surveillance (MARSUR)**

= **Maritime Surveillance Networking:** (a) support the demonstration phase of the MARSUR Networking project; (b) refine options for the launch of ad hoc Cat B projects on a 2<sup>nd</sup> Generation MARSUR Network; (c) continue to support the refinement and implementation of the DG MARE's roadmap on the Common Information Sharing Environment (CISE); (d) continue support to the EUMS lead on development of an EU Maritime Security Operations Concept; (e) continue support to the CMPD/CION Task Force for the development of an EU Maritime Security Strategy.

= **Future Unmanned Aerial Systems (FUAS) – Cat B Project:** (a) complete the preparation phase (Business Case and CSR documents); (b) support the recommendation of the business case to establish a new Cat B project covering the definition phase for the project with EDA as the contracting agency.

= **Maritime Mine Counter Measures (MMCM) – Cat B Project:** (a) support the ongoing ad hoc Cat B project MMCM; (b) support Contributing Members in developing the business case and integrating the project into an executing agency; (c) prepare for and launch the definition phase of the MMCM project.

= **Unmanned Maritime Systems – Cat A Project (JIP):** (a) establish the ad hoc Cat A programme; (b) coordinate and manage the resulting UMS-projects; (c) prepare for a UMS PA (Project Arrangement) amendment to include additional UMS-projects if required by the cM; (d) coordinate with the MMCM Cat B.

## **DEPLOY**

- **Helicopter availability**

= **Helicopter Training:** (a) implement the ad hoc Cat B project on Synthetic Tactical Training; (b) continue delivery of multinational helicopter exercises; (c) develop a sustainable model, including financing, for the HTP; (d) develop a sustainable operational English course; (e) investigate the harmonisation of pMS helicopter basic flying training through an Operational Budget study; (f) explore the potential for harmonisation and collaboration within pMS NH90 programmes; (g) investigate the feasibility of developing a training programme for pMS mentors; (h) investigate the development of a Multinational Helicopter Wing.



- = **Future Transport Helicopter - Cat B Project:** (a) continue the implementation of the ad hoc Cat B project and develop the CSR and business case in light of the responses to the Request for Information; (b) further investigate the transatlantic dimension of the project; (c) continue assessing the possibility of a commercial/security interest for an FTH-type helicopter.
- **Strategic Transport**
  - = **European Air Transport Fleet (EATF):** (a) launch a Cat A programme; (b) further develop the EATF Programme Management Plan (PMP); (c) address the 21 work strands according to pMS priorities and identify clear objectives and deliverables.
  - = **Strategic and tactical transport:** (a) report on the future needs and requirements for strategic mobility for EU Crisis Management Operations and disaster relief; (b) promote synergies between EU civil and military capability development.
  - = **Air-to-air refuelling:** (a) identify requirements; (b) analyse options for alleviating the current pMS shortfalls.

## **SUSTAIN**

- **Medical Support**
  - = (a) investigate how to increase the availability of field hospitals (Role 2/3) facilities particularly through pooling and sharing; (b) make proposals for increasing health protection; (c) develop a roadmap to increase the Medical C3 capability (casualty tracking and tracing tool); (d) develop the telemedicine operational capability; (e) assess current MEDEVAC limitations to improve the interoperability of medical evacuations at operational and tactical levels; (f) develop harmonised procedures for medical logistic supply; (g) establish a lessons-learned mechanism for analysing the medical lessons from CSDP and current operations.
- **Logistics**
  - = **Third Party Logistic Support (TPLS):** (a) operate and further develop the TPLS Platform demonstrator; (b) prove the concept and elaborate options for the live phase; (c) prepare a decision on the live phase.
  - = **Future Naval Logistics:** (a) identify range of possible cooperation areas particularly for pooling and sharing; (b) identify possible outsourcing areas; (c) identify capability-driven specific technology issues/areas both in the “at sea” and “from the sea” environment.
  - = **Fuel and Energy:** (a) identify common areas of interest in order to develop renewable energy solutions for land installations in theatre of operations (e.g. Austere and Forward Operating Bases); (b) study practical applications and test-beds; (c) promote the development of related concepts; (d) analyse and



propose solutions for all possible educational issues; (e) analyse current data and design for research of future alternative sources of energy.

## **CROSS-CUTTING PROGRAMMES/PROJECTS/INITIATIVES**

- **Unmanned Aerial Systems (UAS)**

- = **MIDCAS (Mid-Air Collision Avoidance System) – Cat B Project:** (a) support the ongoing ad-hoc Cat B project, which aims at establishing a “Sense & Avoid” standard.
- = **Command & Control, ATC link for UAS via Satellite Services:** (a) continue the work on the Command & Control architecture via Satellite services; (b) coordinate work with other international organisations; (c) prepare the set-up of a subsequent demonstration phase.
- = **UAS engine:** (a) evaluate the requirements of future European UAS engines; (b) review current propulsion solutions; (c) identify common propulsion requirements; (d) analyse the feasibility and relevance of existing engine standards for UAS.
- = **Standardisation:** develop a UAS standardisation roadmap.
- = **High Level Group (HLG):** support the establishment and implementation of the High Level Group as proposed by the European Commission.
- = **European Framework Cooperation (EFC) on UAS:** (a) establish a European Framework Cooperation Programme on UAS in accordance with the work of the HLG; (b) coordinate complementary work with the European Commission and the European Space Agency; (c) initiate measures for expert support in the preparation phase.

- **Force Protection – Cat A Project (JIP)**

- = (a) manage the 18 contracts let under JIP-FP together with cM experts and under the guidance of the Management Committee; (b) propose options for best use of financial surplus from cM contributions; (c) support exploitation and dissemination of results, especially for those projects ending in 2010-2011 (including preparation of follow-on projects).

- **Innovative Concepts and Emerging Technologies – Cat A Project (JIP)**

- = (a) manage the 12 contracts let under JIP-ICET together with cM experts and under the guidance of the Management Committee; (b) manage the Ad Hoc budget on behalf of cM; (c) support exploitation and dissemination of results (including preparation of follow-on projects).

- **European Framework Cooperation (EFC)**

- = (a) coordinate the activities under defence, security and space-related European research programmes in order to avoid duplication of funding and to



yield synergies of the investments made in all participating frameworks; proposals for areas of cooperation are:

- = **CBRN Protection** described in the CBRN section.
- = **Unmanned Aerial Systems** described in the UAS section.
- = **Situational Awareness** (a) refine and harmonize the scope in the areas of Sensors, Information Management/Processing and Cyber Defence; (b) identify project implementation approach (Cat A/B, hybrid); (c) establish a detailed programme proposal.
- **R&T Projects**
  - = (a) identify opportunities for launching R&T projects and programmes linked to the technology priorities at national and European level; (b) inform and potentially link with EDA capability prioritised actions in agreement with national interests; (c) promote and advise pMS in the generation of R&T projects and programmes within each CapTech, giving support on technical, administrative and contractual aspects.
- **Pooling and Sharing (P&S)**
  - = (a) further analyse the range of national initiatives; (b) develop a framework approach to P&S; (c) further work to establish definitions and related processes to any P&S type of collaboration; (d) continue to seek and promote opportunities for developing the pooling and sharing of capabilities both in “areas offering potential for closer cooperation” and “areas/capabilities for which pMS would accept interdependence”.
  - = Address the industrial aspects of pooling and sharing by investigating in what way identified possibilities for pooling & sharing of military capabilities can benefit from optimising the supply structure, for instance through outsourcing.
- **Comprehensive Approach**
  - = Upon request, support the CMPD and EUMC led initiative in this domain.

### III. POLICIES AND OTHER INITIATIVES

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- **European Defence Equipment Market (EDEM)**
  - = **Code of Conduct (CoC) on Defence Procurement:** (a) keep monitoring and reporting back to Subscribing Member States (sMS) on the effective implementation of the CoC by the sMS; (b) assess the implementation process of the Defence Procurement Directive regarding its possible consequences for the CoC on Defence Procurement and on the use of the Electronic Bulletin Board (EBB) and reformulate its general approach if appropriate; (c) explore the development of a defence portal for the



publication of defence contract opportunities in- and outside art. 346 EU Treaty.

- = **Code of Best Practice in the Supply Chain:** (a) monitor the effective implementation of the CoBPSC; (b) analyse options and propose actions regarding its future, taking into account the subcontracting provisions of the Defence Procurement Directive.
- = **EBB:** (a) review the EBB portal; (b) analyse the performance of the EBB 2 portal on the basis of expected objectives; (c) recommend a way ahead based on the analysis.
- = **Offsets:** (a) continue monitoring the application of the Code of Conduct on Offsets and present a first report on its implementation; (b) review the Code of Conduct on Offsets and identify possible improvements to the Code's arrangements; (c) develop a model for the application of abatements in offsets; (d) identify and investigate best offset practices and engage in a dialogue with Industry and third countries.
- = **Security of Information:** explore, in light of the Defence Procurement Directive and on the basis of the SB NADs decision of 2006 on Common Minimum Standards on Industrial Security, the possibilities of a multilateral agreement between EDA pMS on Security of Information in order to foster the European Defence Equipment Market. Work focuses on the Defence Market and will be complementary to the EC activities in the Internal Market area.
- = **EDEM in the global context:** identify and analyse possible measures to enhance prospects of European Defence Industries in the wider defence market.
- = **Effective procurement methods:** as a response to increasing pressure on defence budgets investigate the possibilities for common procurement methods to improve the effectiveness of military expenditures as mentioned in Art. 45 of the TEU.
- = **REACH – Harmonisation of National Defence Exemptions:** operate the REACH Portal and continue to engage with pMS in order to harmonise national policies and procedures regarding granting of defence exemptions.
- **Defence Test and Evaluation Base (DTEB)**
  - = (a) initiate the implementation of the DTEB Development Plan; (b) encourage and follow up on the population of the UK Test & Evaluation Catalogue; (c) support the ongoing work on ad hoc Cat B project ENTER.
- **Standardisation**
  - = (a) take responsibility for the European Handbook for Defence Procurement by placing a contract for it's maintenance; (b) develop a standardization management best practice model; (c) develop a model for an improved access to standards.



- **Defence Industry Data**

- = Propose a monitoring and forecasting mechanism for mapping the European defence industry based on the results of the Operational Budget 2010 Study on the Defence Industry Data (DID).

- **Defence Data**

- = Provide key findings and an analysis on pMS defence expenditure in 2010 and multi-annual trends, including measuring progress against collective benchmarks for investment.

- **Airworthiness & Certification**

- = (a) develop the specifications of European Military Airworthiness Requirements (EMARs) and associated acceptable means of compliance (AMC) and guidance material (GM), taking into consideration on-going work related to the Single European Sky; (b) review the MAWA Basic Framework Document; (c) develop the mutual recognition criteria.

- **Single European Sky ATM Research (SESAR)**

- = (a) provide an estimate of the financial impact related to the military implementation of SESAR; (b) coordinate with pMS and other SESAR Stakeholders any appropriate activity of military interest; (c) promote the need for a coordination of the military requirements; (d) promote the establishment of Cat B projects to mitigate the impact of SES/SESAR implementation on military systems.

- **Civil-Military Synergies**

- = (a) promote synergies in EU civil-military capability development, utilising the existing Agency structures (IDTs, PTs); (b) promote synergies in dual-use R&T activities – see section on EFC.

- **Relations with Third Parties**

- = Further develop relations with third parties: (a) fully utilise the Administrative Arrangement (AA) with Norway; (b) pursue the conclusion of AAs with other third parties for the purpose of fulfilling the Agency's mission; (c) pursue complementary activities with Lol and NATO in full respect of the Joint Action establishing the Agency.

