



# Annual 2012 Report



**Pooling &  
Sharing:**  
together we get more



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┌ The European Defence Agency (EDA) plays a key role in supporting Member States to step up Pooling & Sharing of defence capabilities. The capabilities will always belong to Member States but the EDA can support the process, identifying opportunities and act as a matchmaker. Pooling & Sharing are the EDA's core business, and should help the Member States to deliver the operational capabilities that our Common Security and Defence Policy will need in the future. The key strategic priority for the EDA is to help Member States to take Pooling & Sharing to the next level, to make it more sustainable. └

Catherine Ashton,  
Head of the European Defence Agency

# WELCOME WORD

In 2012 the Agency made significant progress in the field of "Pooling & Sharing". While you will find details of the single projects in this report, I specifically want to mention the Air-to-Air Refuelling initiative as well as our work in the areas of harmonisation of European airworthiness, standards and ammunition qualification.

The first project addresses the shortfall of European Air-to-Air Refuelling capabilities revealed most recently during the Libya operation. At the Agency we have quickly launched four comprehensive work strands to address this topic in the short, medium and long-term.

I want to highlight the harmonisation of standards and testing as these are areas where there is significant duplication in Europe; duplication which, particularly in times of budget constraints, are no longer affordable. One example is the European Military Airworthiness Require-



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ments, drafted by EDA, for the certification of military aircraft. They will first be applied for the certification of the A400M, and will bring savings for operating nations and efficiencies to industry.

While these are just two successful examples of our work in 2012, the Agency has also proposed and Defence Ministers have adopted, a "Code of Conduct on Pooling & Sharing". The aim of the code is to facilitate more systematic and longer term European defence cooperation. We will support Member States in translating this Code of Conduct into action. With EDA's "à la carte" approach we allow for groups of nations to come together on specific topics of interest or on the basis of a regional approach.

Finally, we close this fruitful year 2012 with the prospect of Heads of State and Government discussing defence issues at the European Council in December 2013. Presi-

dent Herman Van Rompuy has announced that he intends to address in particular enhancing the development of defence capabilities and strengthening Europe's defence industry. The Agency will contribute as tasked with proposals to be discussed by its board of Defence Ministers.

**Claude-France Arnould**  
**Chief Executive of the European Defence Agency**



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# 1) OVERVIEW 2012

## 1.1. Code of Conduct on Pooling & Sharing

The European Defence Agency (the "Agency" or EDA) pursues effective and output-oriented European cooperation in order to improve the defence capabilities of participating Member States. The underlying principle remains cost-effective cooperation, with a focus on Pooling & Sharing.

The financial crisis continues to have an impact on the defence budgets of most Member States. Pooling & Sharing of capabilities is one way to mitigate this. EDA works towards identifying and supporting cooperative projects and programmes; addressing civil-military synergies; promoting best practice; and working with industry.

In its efforts to promote a systematic approach towards Pooling & Sharing, EDA proposed and Ministers adopted the "Code of Conduct on Pooling & Sharing". This code comprises a series of actions to support cooperative efforts of EU Member States to develop defence capabilities. The actions therein are aimed at mainstreaming Pooling & Sharing in Member States planning and decision-making processes, and are to be implemented on a national and voluntary basis, in line with the defence policies of Member States. The Code includes:

- To systematically consider **cooperation** from the outset in national defence planning of Member States for the whole life-cycle of a capability, including cooperation in R&T and to promote where possible the expansion of national programmes to other Member States.
- **Investment.** To endeavour to accord Pooling & Sharing projects a higher degree of protection from potential cuts. To take advantage of synergies with wider European policies, including regulatory frameworks, standards and certification.
- **Coherence.** EDA functions as a platform for information exchange to avoid gaps or duplication, to share expertise and best practises and to increase transparency.



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- **Assessment.** EDA will submit to Defence Ministers an annual state of play of Pooling & Sharing on the status of current initiatives, new opportunities and an analysis of the capability situation in Europe.

## 1.2. Cooperative Capability Projects

The current Capability Development Plan (CDP), approved by the Steering Board in March 2011, provides the framework for addressing capability priorities, potential risks and guidelines for the definition of capability requirements that could be met through collaborative projects and programmes. It also informs national defence planning. On-going work on its revision, for publication in 2014, will ensure continued relevance, incorporating Pooling & Sharing which has made major strides during the course of 2012.

In 2012 the EDA conducted Air and Maritime Landscaping works aiming at identifying future capability trends. Additionally, the EDA remains active in considering lessons learnt from recent conflicts to contribute to European capability development.

Member States have committed to new Pooling & Sharing projects such as the European Advanced Airlift Tactics Training Course, the Naval training or Transport Pilot Training. They endorsed developing Pooling & Sharing opportunities in the areas of Cyber Defence, Route Clearance C-IED, and NH90; and are pursuing established collaboration themes within the Agency, for example:

- Air-to-Air Refuelling (AAR):** EDA has developed an approach to meet the critical European capability requirement through: increasing overall capacity, reducing fragmentation of the fleet, and optimising the use of assets. It has led to four complementary work-strands, on some of which EDA is cooperating closely with OCCAR aimed at: short-term solutions, including access to commercial AAR services; optimising the use of existing assets and organisations including identifying potential spare capacity on the UK Voyager and organising collective AAR clearance trials on the Italian KC767; increasing the A400M fleet AAR capability by acquiring additional refuelling kits; and finally increasing the strategic tanker capability in Europe by 2020 through a co-operation of Member States. For the latter, a Letter of Intent on a European Strategic Multirole Tanker Transport initiative was signed in the margins of the ministerial Steering Board on 19 November.
- The Counter-IED** laboratory remains deployed in Afghanistan for operations within ISAF. It is a major success: it is fully integrated into the C-IED effort in Afghanistan and has become vital for ISAF.
- Helicopter Training Programme:** Initially based to foster helicopter availability for operations by preparation training during live exercises, it now includes a synthetic simulator tactics training course (ISHTC), a helicopter tactics instructor training course (HTIC), and an operational English training course (OELC). In the five live exercises organised so far, 123 helicopters, 227 crews, and over 5000 personnel have participated. More than 50% of the trained crews have deployed to Afghanistan. This exercise component, now named Helicopter Exercise Programme (HEP) became a Category B (opt-in) Programme, signed by thirteen contributing Member States at the ministerial Steering Board on 19 November for exercises through to 2022.

Additional work within helicopters is the harmonisation of military flying training using a, as yet proposed, study of Helicopter Syllabi Harmonisation as a starting point to create a commonly recognised European military aircrew product that's fit for any currently envisaged mission. This product should also be coherent with and recognised by the civilian licensing authority.
- European Air Transport Fleet (EATF) Partnership:** The first European Air Transport Training event (EATT2012) took place in Zaragoza, Spain from 4th to 15th of June. Bringing together tactical air transport assets from six participating Member States, this flying event organised by the EDA with the vital support of the European Air Transport Command (EATC) was the first step to provide more interoperability and a more robust framework to offer combined training on a recurrent basis in the European theatre. The contributing Member States to the EATF Cat A Programme decided also to establish, as far as from 2014, a European Advanced Airlift Tactics Training Course (EAATTC) similar to the extent possible to the US Advanced Airlift Tactics Training Course. The EAATTC will aim at providing a higher level of tactical interoperability, increased harmonisation and knowledge of tactical training that will lead to higher effectiveness and survivability of participants' aircrew in operations and also at saving resources (human and aircraft). The final operational capability is expected in 2019.
- Multinational Modular Medical Units (M3U)** (Medical Field Hospitals) is attracting growing participation: Fifteen Member States have signed the Declaration of Intent and a sixteenth is in the process to sign. M3U is considered a clear example of a dual use capability, medical support is needed for Disaster Relief Operations. Speed is vital in a crisis intervention and a M3U "ready to go" will speed up peace generation. The Common Staff Target is expected to be finalised by mid-2013 and the Memorandum of Understanding and Common Requirements will follow, with the objective of procurement of assets in 2014 and an Initial Operational Capability by 2015.
- The EU TPLS Platform** continues to be operational as a demonstrator to improve the exchange of information in the domain of Contractor Support to Operations. It supported the conclusion of a €228 million Framework Contract covering Basic Logistic Services to support the Group Contributing Nations of the 2012 German-led EU Battle Group (Pooling Demand).





- European Satellite Communications Procurement Cell (ESCPC)** has progressed as planned, the Framework Contract was signed in September 2012. Five Member States participate on a pay-per-use basis. It remains open to other Member States to opt-in. The EDA is also investigating how EU actors such as the Commission or the EEAS could make use of the capability.
  - Maritime Surveillance (MARSUR):** The live network is active and membership continues to increase. The next step is a technical evolution to enhance services with the addition of a classified information handling capability. Member States signed the MARSUR DEV Category B project framework in the margins of the Steering Board (Capabilities Directors' formation) on 11 October 2012.
  - EU Transport Hub/Warehouse system:** A study on European multimodal hubs was launched in the second half of 2012 to elaborate on the cost-benefit balance for a European hub system with the aim to develop a more cost-effective use of EU transport assets, best use of existing air/sea/inland infrastructures as well as to increase civil military transport synergies for serving the full spectrum of Common Security and Defence Policy (CSDP) operations and missions. The study will be used in 2013 as basis to develop, along with the participating Member States, a EU multimodal hub model.
- Pooling & Sharing enablers:** In addition to facilitating participating Member States' efforts to develop Pooling & Sharing projects, the EDA strives to identify obstacles to cooperation – of legal, regulatory, technical or any other nature – and to develop relevant solutions:
- EDA has developed an electronic market place - eEquip - for redundant or surplus equipment, the system will be operational in 2013. Member States will be able to publish surplus equipment and capabilities, through donation, transfer or exchange in kind.
  - To enhance military air transport efficiency and flexibility in European airspace a Technical Arrangement (TA) regarding diplomatic clearances for participants' military transport aircraft was developed. The TA describes common arrangements and harmonised procedures for overflights and landings; it enables Member States to operate without the need to submit diplomatic clearances requests for each flight, and includes flights in support of on-going operations and transportation of dangerous goods. The TA, open for signature until 1 June 2013, was signed in November 2012 by eleven Member States and ten other Member States are expected to follow shortly. This simplified mechanism is a significant step forward to more flexible and effective military airlift operations in Europe.

- The GO GREEN project supports the deployment of alternative energy sources for faster, cleaner, more sustainable and cheaper ways to meet the energy needs of European armed forces. Launched in March 2012, the project has advanced significantly: the first Programme Arrangement was signed in January 2013 by the seven contributing Member States. The procurement procedure for the €200 million tender has been initiated. The European Commission has identified an initial set of financial tools to support the implementation of GO GREEN and the wider strategic approach to energy. These mechanisms, covering other renewable energy sources in the defence domain, will be further refined and implemented in the coming months.



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- Ammunition: EDA is addressing the regulatory framework (harmonisation of qualification and certification regulations) for ammunition to facilitate cooperation on procuring, stockpiling, exchanging or transporting all types of ammunition. Pooling & Sharing opportunities have been identified, such as standardised qualification, an agreement on a baseline safety package, and mutual recognition of test and evaluation facilities, all of which will reduce duplication, improve harmonisation and, potentially, generate considerable savings.

Other projects in a broad range of domains have also made progress: Biological Equipment Development and Enhancement Programme; Maritime Mine Counter Measures; Personnel Recovery; European Secure Software Defined Radio; and Mid-Air Collision Avoidance System.

### 1.3. Preparing the Future

R&T programmes in the EDA framework have been expanded into new capability priority areas: The R&T programme on Chemical, Biological, Radiological and Nuclear (CBRN) protection, in which Member States have invested €12 million, is focusing on next-generation capabilities and is coordinated with the European Commission under the European Framework Cooperation. The Programme Arrangement was signed in March 2012. Seven proposals have been selected under the first call, in close coordination with civil activities within the Framework Programme 7 on Security Research. Preparatory work is on-going for the second call for proposals, to be issued in Spring 2013.

The report on Pooling & Sharing to Ministers at the March 2012 Steering Board emphasised the added value of cooperation on Cyber Defence. The project team is led by Estonia. The topic requires strong support by Member States, and coordination with EU actors as well as NATO. Research and Innovation for Cyber Security and Cyber Defence is a significant element in the EU Cyber Security Strategy. Defence research efforts will focus on specific areas, taking into account the security and civil research projects of the European Commission. In this context, EDA and the European Commission coordinated their research agendas and co-organised a workshop in October 2012.

In addition to Cyber Defence new R&T priorities have been derived from the revised CDP in the areas of: Counter-IED, Fuel and Energy, Intelligence/Surveillance/Reconnaissance (ISR), Medical Support, and Mobility Assurance.

The two Joint Investment Programmes – Force Protection, and Innovative Concepts and Emerging Technologies – are in their final phase and focus on exploitation of the achieved results and the new networks between defence industry, research establishments and academia. A second Joint Investment programme on Innovative Concepts and Emerging Technologies was established in March 2012 and was launched in December 2012, the call for proposals will be issued in Spring 2013.

The R&T programme on Unmanned Maritime Systems consists of fourteen projects involving eleven Member States and Norway, for a total investment of €54 million. This multidisciplinary and open architecture approach

facilitates the transition from an R&T programme to the development phase through a system-of-systems approach including interoperability, modularity, and interchangeability of modules and standardisation.

Covering the topic of Radio Frequency (RF) Sensors, projects worth more than €30 million are running, increasing the maturity of technologies applicable to Remotely Piloted Aircraft Systems (RPAS) payloads or preparing Member States to face the challenges of spectrum scarcity. The analysis of the application of Model Based System Engineering to Multifunction RF Systems has permitted the initialisation of the Scalable Multifunction RF Systems (SMRF) Programme which is intended to produce standards allowing European industries to easily share information and decrease by about one third the cost and development duration of these complex systems.

#### 1.4. Cross-Cutting Activities

Member States' military airworthiness authorities reached an important milestone last year by beginning to harmonise their requirements for aircraft maintenance and certification. This will pave the way for cross-recognition, and time- and cost-reduction of the certification process and, potentially, pooling multinational maintenance and operation of aircraft. The European Military Airworthiness

Requirements that Member States have agreed await transposition into national regulations: they are planned to be used for the support of the A400M and expected to yield financial and operational benefits.

The Agency successfully organised together with Austria and the European Security and Defence college (ESDC) the European Armaments Cooperation Manager pilot course. Excellent feedback was received with a strong request to continue with this activity to the benefits of the Nations and EDA. The follow on course is planned to be held in October- November 2013.

Building on Agency work, the European Commission set up a European Steering Group – of which the Agency is a member – to develop a comprehensive regulatory and technology roadmap for the use of RPAS in non-segregated airspace. An EDA Joint Investment Programme on UAS ATI (Air Traffic Insertion) was established in June 2012 to invest in selected R&D areas of interest to the defence community while exploiting synergies and ensuring coordination with the European Commission. Additional synergies are being sought with the activities led by the European Space Agency. The Programme Arrangement will be prepared for a signature by the Ministers of Defence at the November 2013 meeting of the ministerial Steering Board.



The Agency sponsors the Single European Sky/ Single European Sky ATM Research (SES/SESAR) Military Implementation Forum that brings together Member States, Eurocontrol, NATO, the European Commission and the SESAR Joint Undertaking, and is yielding significant results. It is promoting an understanding of the implications on the military community of the forthcoming deployment of SESAR. At their request, Member States also discuss SESAR in an Ad Hoc Working Group within the EDA framework.

## 1.5. Industry

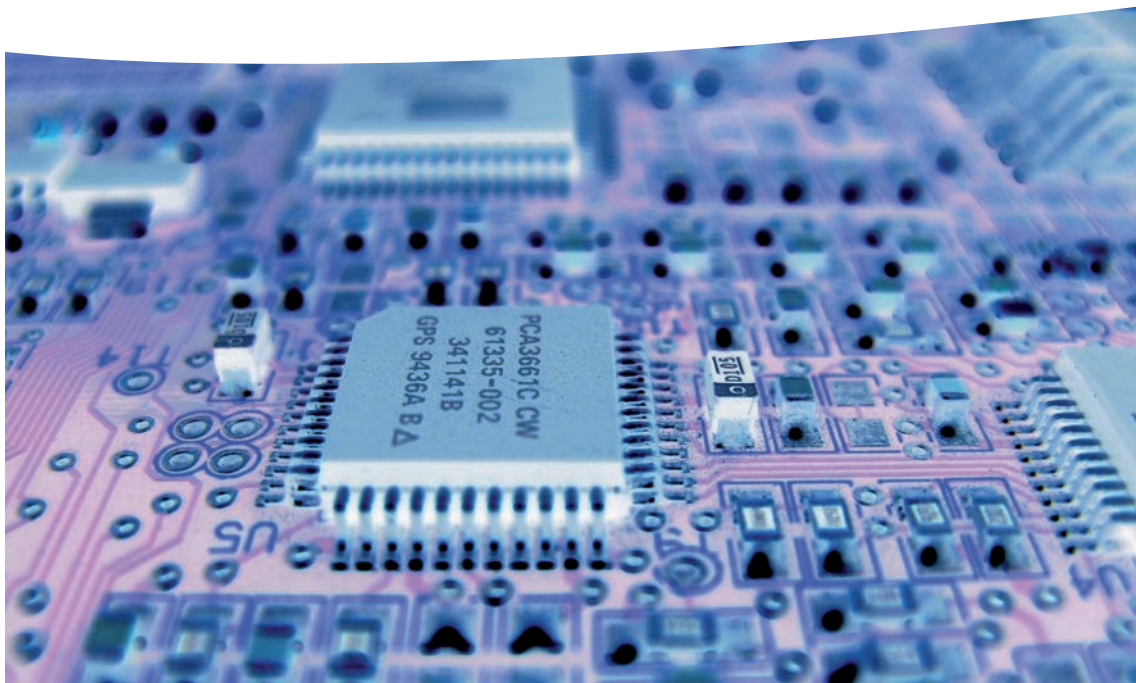
Strengthening the European Defence, Technological and Industrial Base (EDTIB) is a core mission of the Agency. The EDTIB Strategy was the first strategy agreed by Member States in 2007 and remains a central pillar of the Agency's work. However, today's defence industry is significantly different to five years ago; operating in an austere financial environment and subject to a new regulatory regime.

As the external environment evolves, the key priority of EDA's work - to preserve or develop key industrial capabilities in Europe - has become increasingly challenging.

In response, the Agency, working closely with Member States, has made significant progress during 2012 on future military needs in relation to air systems, with a particular focus on unmanned systems and helicopters; and ammunition, with smart munitions as a priority area, as well as launching new work in the land and naval sectors.

Military aerospace represents some 50% of the defence industrial base and the sector is an integral part of wider European excellence in civil aviation. Historically, military aviation has been a driver of technological advance in the wider economy but EDA commissioned work has shown that the currently world class industry is suffering from a lack of investment and an erosion of skills and knowledge. These factors risk Europe's future ability to competitively produce items such as combat aircraft and attack helicopters. To counteract this, EDA maintains an on-going dialogue with Member States to determine how these key industrial aerospace capabilities might be maintained.

Following on from the lessons learnt in the aeronautics sector, work on Key Industrial Capabilities in 2012 has been expanded to Future Naval and Land Systems, including ammunition.



An in house scoping study has been undertaken on Future Naval Systems. Together with the Capability Directorate report on Maritime Landscaping and R&T Strategic Research Agenda, this analysis will form the basis for discussions with Member States on possible actions to strengthen the European Naval Industrial Base in 2013.

On Future Land Systems, EDA developed a roadmap and implementation plan identifying capabilities under threat and prioritised risk mitigating actions. The focus was on three distinct areas: launching of European demonstrator programmes, technologies, and industrial activities related to strengthening the supply chain.

Europe's defence industrial base can sustain its competitive edge only if it has the knowledge and technological capacity to maintain innovation. Small and Medium-sized Enterprises (SMEs), whether defence specific or civil and military are an important driver of innovation. Exploiting their full potential is one important way to support the defence industrial base. As part of our work on supporting defence related SMEs the EDA undertook an annual review of SMEs guidelines. This demonstrated continuous progress in implementing measures for SMEs, with a number of crucial issues already addressed by the government authorities. In parallel, the Agency remains in dialogue with the sector and national governments on further initiatives.

European Technology & Innovation Clusters- bringing together like minded companies and associated supporting bodies like research centres and universities for a common purpose - improves innovation and business performance. In late 2012, the results of an EDA commissioned study on European defence-related Centres/Clusters of Excellence were received. The study objective was to help ascertain their role and potential for strengthening the EDTIB. Consideration of the study recommendations and actions for further development, will be undertaken with key stakeholders in early 2013.

European Technology non-dependence is a cross-cutting issue within the Agency. It examines the risks associated with dependence on non-European technologies and industrial capabilities, at systems and component



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level. Research undertaken during 2012 highlighted that there was a strong case for a more coherent European approach to managing dependences in the defence industrial base. The European Commission and EDA have developed strategies respectively for key enabling technologies and critical technologies. The Agency furthermore coordinates activities related to critical space technologies for European non-dependence with the European Commission and the European Space Agency. It also plans targeted actions to raise awareness of the problem with Member States.

Against the background of increasingly constrained defence budgets in Europe and growing competition in the global defence market, it is important to mobilise the different tools that Member States and the EU have at their disposal to pave the way towards open, transparent and competitive European Defence Equipment Market. The Agency is furthering this progress through its Inter-governmental Regime on Defence Procurement and by actively supporting Member States in the implementation of the Defence and Security Procurement Directive. Work on EDA Defence Procurement Portal has also commenced, offering a one-stop-shop information hub for defence procurement related information. The development of EDA Market Monitoring mechanism providing comprehensive and objective data on the evolution of the defence market in Europe, has been initiated. The Agency has also developed effective tools for pooling demand particularly for off-the-shelf procurements, resulting in a number of pilot cases and proving the benefits of a pooled approach.



# 2) FOCUS ON SOME KEY ACHIEVEMENTS

## 2.1. Air-to-Air Refuelling

Air-to-Air Refuelling (AAR) is a critical enabler for air power projection and it is required to enable anything beyond short range air combat operations. A unique force multiplier, it is a fundamental capability embedded in modern aircraft design, not just in combat aircraft, but across the full spectrum of air platforms – including in the near future Remotely Piloted Aircraft Systems (RPAS).

In the past, European armed forces have relied substantively on American assets. This was originally demonstrated in the Kosovo Campaign, and the significant reliance on the US was a lesson from operations over Libya.

In March 2012 Defence Ministers tasked the Agency to work on AAR capabilities as a priority. Consequently, EDA has developed a global approach with three objectives: increasing overall capacity, reducing fragmentation of the fleet, and optimising the use of assets. This work has led to four complementary work-strands, on some of which EDA is cooperating closely with OCCAR:

- Short term AAR solutions, including facilitating access to commercial AAR services;
- Optimisation of use of existing capabilities which includes the sharing of potential surplus capacities of the UK Voyager, collective AAR clearance trials on the Italian KC767 or addressing the issue of diplomatic clearances for AAR training and operations;
- Optimisation of the A400M fleet AAR capability including the option for acquiring additional AAR kits;
- Increasing the strategic tanker capability in Europe by 2020: Defence Ministers from Belgium, France, Greece, Spain, Hungary, Luxembourg, the Netherlands, Poland, Portugal and Norway all signed a letter of intent on 19 November 2012 concerning the collective purchase or leasing of a new tanker aircraft; the initiative is led by the Netherlands. The objective of the initiative is to contribute to reducing the existing shortfalls in the field of strategic AAR and transport whilst contributing to streamlining the European inventories. The aim is to reach an initial European strategic Multi-Role Tanker Transport capability by 2020. The aircraft will be available for multinational and national use. EDA expects that the pooled acquisition will result in important synergies in terms of initial overall investment, interoperability and life costs.

EDA works on four different workstrands to boost Europe's AAR capability.

**ESCPC helps Member States to save costs, and facilitates access to commercial SatCom services. The cell is open to additional Member States.**

## 2.2. European SatCom Procurement Cell

In military operations satellite communications are fundamental for Communication, Command and Control. They also allow operational effectiveness of Intelligence, Surveillance and Reconnaissance platforms, including RPAS. Member States often resort to commercial SatCom either to complement similar military capabilities or as the sole means to effectively conduct military operations. Five European Member States today possess their own military satellites. The others resort to commercial solutions. Recent lessons learnt from operations ATALANTA and EUFOR Chad-CAR are excellent illustrations of the need to set up and run a cell specialised in space based connectivity services.

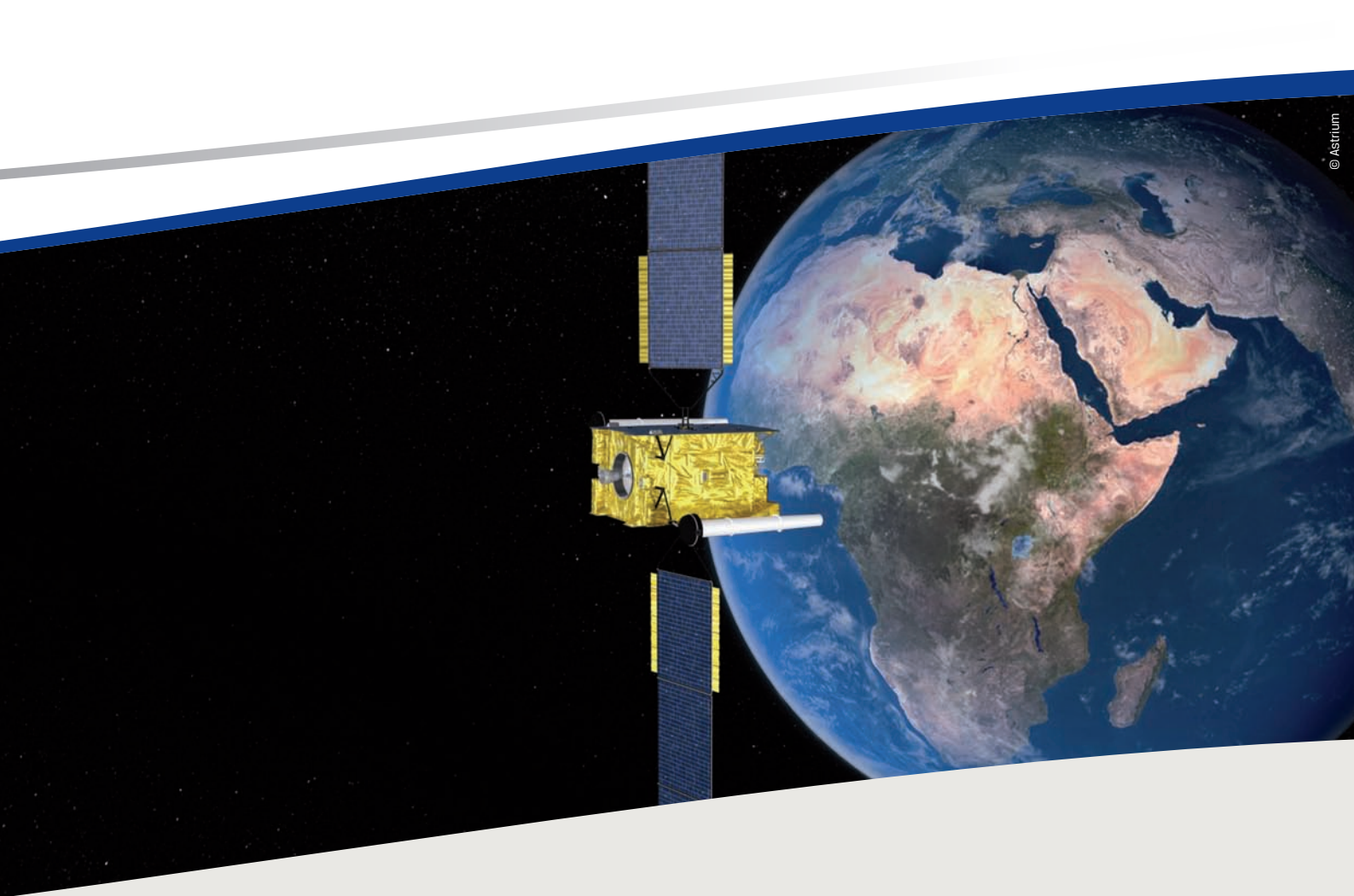
By launching the European Satellite Communication Procurement Cell (ESCPC) in September 2012, EDA facilitated access to communications services for its Member States. Initially five nations, France, Italy, Poland, Romania and the United Kingdom, opted to benefit from pooled procurement of commercial SatCom services. Additional states are expected to participate in the future. Through Astrium Services, with which the EDA has signed a three-year €2.3 million framework contract, the participating Member States will benefit from easier access and reduced costs. Astrium Services will serve as contractual, commercial and operational interface towards SatCom operators, providing the participating Member States with commercial bands (C, Ku and Ka). In the long-term the Agency has plans to enhance participating Member States' SatCom capacities through a Pooling & Sharing scheme promoting synergies between national-based military satellite communications (MILSATCOM) assets.

## 2.3. Military Airworthiness

European countries currently operate military aviation safety systems independently from each other, with each country being individually responsible for the regulation of their own military and state aircraft. As a result, military airworthiness activities are being conducted and regulated on a national basis, with European harmonisation only being achieved at an individual programme level and having to be repeated and developed for each new programme. This generates many challenges for multinational aircraft programmes and is one of the primary causes of delays and additional costs.

The EDA Military Airworthiness Authorities (MAWA) Forum was established by Defence Ministers to harmonise the European military airworthiness regulations of Member States. The MAWA Forum comprises representatives from the Military Airworthiness Authorities of Member States and industry representatives and is chaired by the EDA.





A common approach to the type-certification of military aircraft can act as a key enabler for future Pooling & Sharing activities. The results of an EDA initiated study underlined that harmonised certification procedures for military aircraft could generate at least 10% cost savings, and up to 50% reduction in programme duration.

The benefits of developing a full suite of common military airworthiness requirements will offer tangible savings in terms of initial procurement costs and support more efficient and cost-effective collaborative programmes.

Since January 2012, the EDA MAWA Forum has approved three European Military Airworthiness Requirements (EMARs): EMAR 21 for the certification of new aircraft – including the approval of the design and production organisations, EMAR 145 (together with its associated Acceptable Means of Compliance and Guidance Material) covering the approval of maintenance organisations and the activities they undertake and EMAR 147 detailing the responsibilities of organisations responsible for the training of maintenance personnel. Additionally, the EDA MAWA Forum has also approved two European Military Airworthiness Documents (EMADs): EMAD 1 containing the agreed list of definitions and acronyms and EMAD R which details the recognition process to be used for enabling Member States to recognise certificates and approvals issued by another Member State. Member States have agreed to use these documents for the in-service phase of the A400M. The European Military Airworthiness Certification Criteria (EMACC) document has also now been endorsed by the MAWA forum.

**In 2012, three EMARS were released and they will be used in the in-service phase of the A400M.**

13 Member States support the Agency's CBRN programme.

Further EMARs for Maintenance Personnel Licensing (EMAR 66) and Airworthiness Management (EMAR M) are being drafted. In addition, a Basic Framework Document (BFD) that contains the agreed airworthiness principles has been approved by 20 Member States. A significant update to this document will be released in 2013.

2.4. Chemical, Biological, Radiological and Nuclear (CBRN)

The EDA is becoming ever more active as a focal point for European Union nations looking for technical solutions to the growing challenge of Chemical, Biological, Radiological and Nuclear (CBRN) threats.

The ad hoc Category A programme on protection against CBRN threats was launched in 2010. In 2012, the programme arrangement which is run in the context of the European Framework Cooperation between EDA and the European Commission was signed. As a paradigm for Pooling & Sharing of knowledge, the programme is a four-year, €12 million Joint Investment Programme aimed at examining and evaluating the next generation of technologies for countering CBRN threats – in both military and civil environments. R&T Goals considered are: Chemical and Biological detection and identification, decontamination, modelling & simulation, integration/situational awareness and individual and collective protection.

The Agency's Joint Investment Programme is being supported by thirteen Member States – Austria, Belgium, Czech Republic, Germany,



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France, Spain, Ireland, Italy, the Netherlands, Poland, Portugal, Sweden and Norway. The first call for proposals of May 2012 resulted in 22 eligible submissions being made from industry, academia and research institutes. Seven of these proposals were selected by Management Committee (MC) based on an experts' evaluation.

The programme will be very active in 2013 with the kick-off of the seven selected projects, a second call for proposals and continued coordination with the European Commission on this topic. A dedicated high-level workshop is planned for March 2013, back to back with the European Security Research Conference organised by the European Commission.

## 2.5. Pooling Demand

During the Steering Board in May 2011, Ministers of Defence called upon the EDA to explore new opportunities for more effective procurement methods through developing practical and innovative ways for more cooperative action. The tasking included common military and commercial off-the-shelf procurement and developing guidelines and best practices facilitating bi- and multi-lateral collaborative procurement. At the March 2012 Steering Board they renewed their tasking by asking the EDA explicitly to make further proposals on Pooling Demand through joint procurement.

The EDA translated this strategic mandate into the Effective Procurement Methods (EPM) work-strand, aimed at developing a facilitated way to procure commonly on the basis of real and tangible pilot projects.

In 2012 two such pilot projects were successfully completed: one on the Counter-IED exercise European Guardian held in Austria this summer, covering instructors' services and expertise; and another one on Basic Logistics Services for an EU Battle Group for three Member States: Austria, the Czech Republic and Germany with a total value of €228 million.

In order to identify further common demand, EDA focusses on existing data sources such as the EDA's Collaborative Data Base (CoDaBa) or information from the various Integrated Development Teams (IDTs). Once potential matches are identified, the EDA liaises with the relevant Member States on a bi- and multi-lateral basis to determine the possibilities for cooperation. Such further possible projects, like one on common procurement of Carl Gustav Ammunition, have been identified and are currently being developed with Member States.

┌ The Agency realised two pilot projects in the Effective Procurement Methods work strand during 2012. └

## 3) WORKING WITH OTHERS

### 3.1. Interaction with Key Stakeholders

The Agency is building on its active relationship with the European Commission, in order to promote the interests of Defence Ministries in a number of EU policy areas that have potential implications for defence: Research & Innovation (HORIZON 2020), Technology non-Dependence, Regional Funds, Maritime Surveillance, Single European Sky, Air Traffic Insertion of RPAS, Radio Spectrum, Cyber Defence and Space.

In particular, the Agency is associated to the Task Force on Defence Industry and Market established by President Barroso. The Task Force is focussing on three domains: industrial policy, internal market, and research & innovation. EDA advocates a twin-track approach in the Task Force: support the implementation of the defence package to allow for a more competitive defence market in Europe and assess the consequences; and promote the need to support European defence industry.

EDA works in close cooperation with the European External Action Service in the development of capabilities for Common Security and Defence Policy (CSDP) operations and missions.

The Agency is reinforcing its relations with third parties: it signed Administrative Arrangements with Switzerland on 16 March 2012, and with OCCAR on 27 July 2012. The Arrangement with Switzerland will allow Swiss participation in the Agency's projects and programmes. That with OCCAR will provide support to Member States' collaborative programmes from their preparation to their management through the programmes' entire life-cycle. Cooperation with Norway, through its own Administrative Arrangement continues to be mutually beneficial: most recently, Norway joined EDA's maritime surveillance network, further expanding the scope and utility of the network in support of European maritime situational awareness. The Administrative Arrangement with the European Space Agency, which was signed in June 2011, has helped improve synergies regarding space-related technologies. Beyond the coordination of respective studies in areas such as Satellite Communication or

Earth Observation, a first Implementing Arrangement was signed in December 2011 on a jointly funded demonstrator on UAS datalink via satellite communications. A Security Arrangement on the exchange of classified information between the EDA and ESA was concluded in November 2012.

The Agency's efforts to ensure complementary and mutually-reinforcing capability development with NATO have been intensified, in particular with Allied Command Transformation (ACT), in a spirit of transparency and reciprocity. Further progress has been achieved in coordinating activities in a number of areas of common interest. Contacts with the NATO International Staff are also taking place, including NATO's interest in wider EU policy areas such as Single European Sky. The Agency continues to contribute to the work of the EU-NATO Capability Group. Contacts with NATO remain important, notably in work related to EU Pooling & Sharing and NATO activities within the framework of "Smart Defence".

The informal dialogue with the United States continued to develop strongly, with a focus on synergies between Pooling & Sharing and other related initiatives, and on policy issues such as export controls and offsets.

### 3.2. Communication and Transparency

Following the approval of the Agency's new Communication Strategy in 2011, EDA successfully implemented a good number of new or improved communication tools. The aim is to increase awareness of the Agency's work, to be more transparent and to improve the sharing of key achievements with the defence community. The revamped visual identity was applied for all offline and online communication tools. Two issues of its magazine "European Defence Matters" were successfully produced and distributed to the European defence community. The website saw a major overhaul and a monthly e-newsletter was launched. Communication via various social media channels (LinkedIn, YouTube, Storify, Flickr, Twitter) has increased. Particular attention was paid to press (general and specialised) relations.

## 4) KEY FACTS

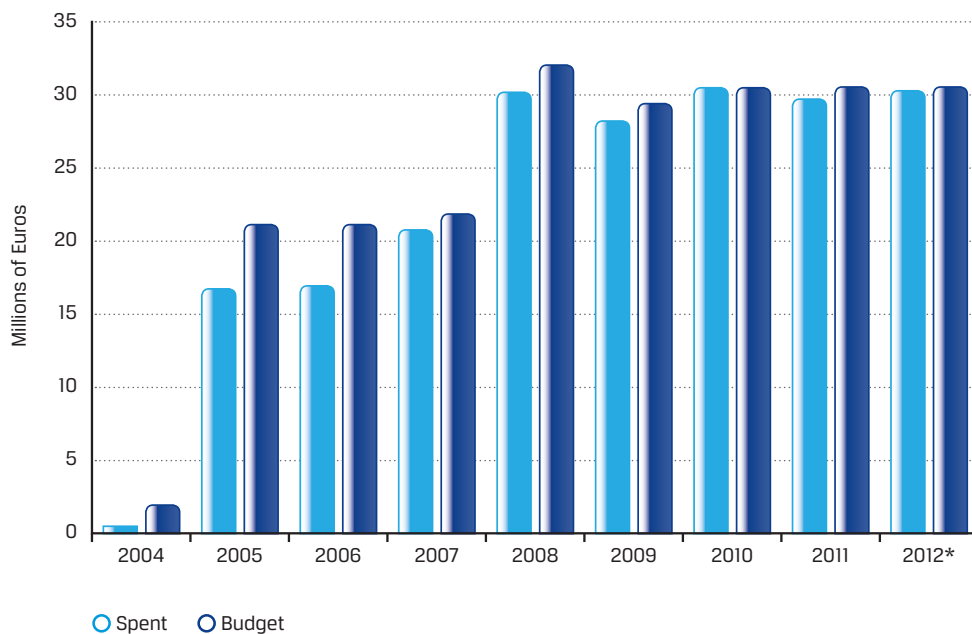
EDA in 2012 figures

Budget **30,53 M€**

Staff **118**

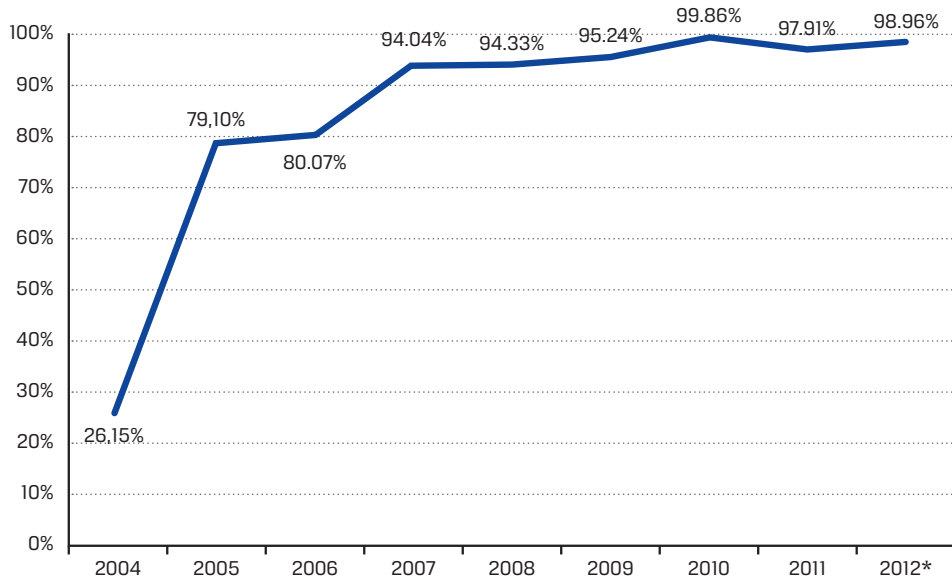
Budget ad-hoc A and B projects (signed in 2012) **33,097 M€**

Historical overview (in Euros)



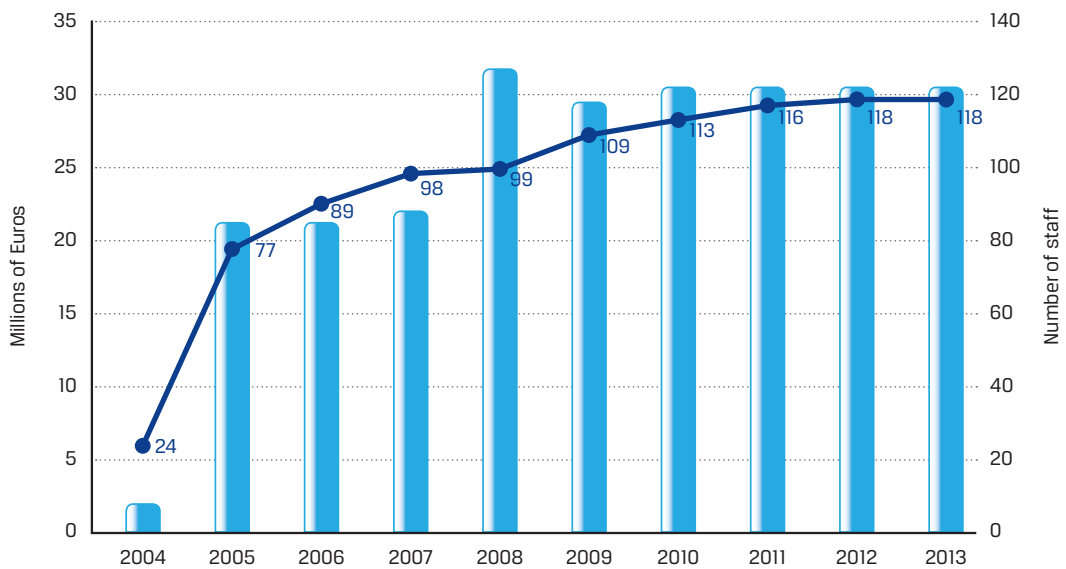
\* Figures for 2012 are provisional

### Budget implementation rate (%)



\* Figures for 2012 are provisional

### Budget and Staff figures



○ Budget  
● Staff number in Staff Establishment Plan





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