European Defence Matters

A magazine of the European Defence Agency
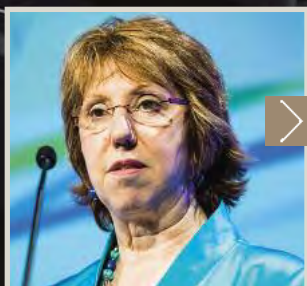
Acting on defence capability gaps

> Cathy Ashton: Extend defence cooperation

> EATC a blueprint for cooperation

> European Structural Funds

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Time to tackle the task of implementation

This year marks the tenth anniversary of the establishment of the European Defence Agency (EDA). In 2004 few would have predicted the economic and geo-political upheavals which have so radically altered the defence and security landscape in Europe over the last few years. Looking ahead to the next ten years the only certain forecast is for more shocks and greater unpredictability

Following the mandate given to the EDA by the European Council of December 2013, the Agency will need to play an even more important role in strengthening European defence cooperation in the face continuing economic austerity at home and growing political volatility along the borders of the European Union.

The EDA now has received a clear mandate from the EU leaders themselves to go further and faster in promoting cooperation, especially in filling key capability gaps in areas such as air-to-air refuelling, remotely piloted aircraft systems (RPAS), governmental satellite communications and cyber defence. So the next stage in the evolution of the EDA is clear – managing the implementation of programmes and policies which fill these, and other, capability gaps. This is what the Agency was tasked with from the outset and is uniquely placed to do.

The organisation itself is lean but its potential as a catalyst for defence cooperation transformation is not yet fully realised. We have brought together sector experts from all Member States to create unique centres of cooperative excellence in key defence areas. We know our way around Brussels. We have created close ties with EU bodies to partner for research and development and to represent the common military interest in key areas such as bandwidth allocation and integration of RPAS with future air traffic management programmes. We have agreements with other EU bodies to represent military stakeholder interest in areas such as cyber defence and access to government satellite communication facilities.

But we believe we are at the starting point, not the finishing line, of what we can do to enhance Europe's defence capabilities.

And this is a theme which is echoed throughout the pages of this edition. We look at how 'bottom-up' approaches to deeper and wide collaboration are already delivering major capability enhancements and improving operational efficiencies (*The EATC provides enhanced transport - and trust, page 32*). We have high level views on how the political mandate can now be translated swiftly and efficiently to the front line, enhancing Member States's sovereign capabilities through cooperation (*Business as usual is not an option, page 30*).

We explore what the European Council's mandate will mean for the Agency in moving ahead with the prioritised programmes (*European Council prioritises EDA capability development initiatives page 18*) and how the organisation has restructured itself to cope with the change defence environment in Europe (*New EDA structure reflects changing defence environment, page 23*).

Our coverage of the Agency's successful 2014 annual conference brings together all these views – and the views of Europe's defence industry, representing Europe's vital strategic defence and security industrial base. Many industry leaders argue that important technical capabilities will be lost to Europe unless there are clear roadmaps leading to fully-funded programmes, which will allow industry to retain skills and identify the key technology investment areas.

The effectiveness of the EDA will ultimately be judged on how Member States' own defence capabilities will evolve to meet the challenges ahead. In ten years' time we want historians to say "2014 – ah yes, that was when the EDA started to make a big difference". ◤

News:

EDA and ESA progress RPAS insertion

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The EDA and European Space Agency (ESA) at the start of February agreed to pursue their cooperation in the domain of Remotely Piloted Aircraft Systems (RPAS) with the signature of the DeSIRE II Project Arrangement.

This cooperation is the result of the successful DeSIRE I project carried out in 2012 and 2013, through which EDA and ESA demonstrated the use of satellites enabling the insertion of RPAS in Europe. This project effectively demonstrated that RPAS complemented by satellites can be safely inserted in non-segregated airspace and thus fulfil user needs in maritime surveillance services.

Following respective approval processes, EDA's Chief Executive Claude-France Arnould and Magali Vaissiere, ESA Director of Telecommunications and Integrated Applications, concluded the signature of the next step of this cooperation. DeSIRE II will demonstrate that services, such as environment and maritime surveillance applications, can be rendered with RPAS flying beyond radio line of sight through the use of safe and secure satellite-based command and control data links.

This demonstration project will also seek to illustrate the benefits of the integration of space assets, such as communication satellites, navigation satellites and Earth observation satellites, with terrestrial infrastructure for enabling new services. It will further tackle the implementation of an initial set of elements for air traffic management and related safety issues in order to support the evolution of air traffic insertion regulations and standards.

DeSIRE II is expected to be a bridging phase towards more cooperation between ESA and EDA on RPAS applications and capability developments. The two organisations signed an Administrative Arrangement and active policy and programmatic coordination initiative in 2011. ◄

EDA and EATC host multi-national AAR exercise

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Between 31 March and 11 April 2014, the EDA together with the European Air Transport Command (EATC) and the Netherlands organised the first European multinational Air-to-Air Refuelling (AAR) training exercise at Eindhoven Air Base. Three countries took part in the exercise, using three different aircraft: Germany, with the Airbus A310 MRTT, the Netherlands with the KDC-10; and Italy, with the Boeing KC-767A.

The primary aim of EART14 was to make sure all participants are qualified to operate their dedicated assets and to improve multinational cooperation for AAR in Europe. To ensure the aircrews had realistic training scenarios within a modern air combat environment the AAR training was held in cooperation with – and providing AAR support to – the Dutch hosted Frisian Flag 2014 fighter exercise.

EART14 was developed gradually with exercises becoming increasingly complex in nature over the two weeks, starting from single ship missions and evolving to become part of COMAO missions within Frisian Flag 2014. ◄

EDA meeting advances defence standards

On 12 March 2014 defence standardisation stakeholders gathered at the EDA for an expert materiel standardisation conference. The main objective of the conference was to discuss the development of defence standards. The conference added a substantial contribution to the preparation of a roadmap for the development of defence standards as tasked by the European Council in December 2013.

Speakers from EDA, the European Commission, all three European Standardisation Organisations including the chairman of the Stakeholder Forum for Defence Procurement Standardisation (SFDPS), NATO, ASD-STAN, EUROCAE and UK DSTAN with BSI contributed with their high level of expertise on the subject.

It was underlined that the Member States will assess the need for standard development through the EDA Materiel Standardisation Group (MSG) at an early stage after the identification of potential materiel standardisation gaps. Furthermore the MSG will play an important role to coordinate security and defence standardisation activities with the European Commission to avoid any duplication of standardisation efforts. There was also consensus that the European Standardisation Organisations will play a coordinating role in harmonising the standardisation landscape. EDA will prepare through the MSG and together with the stakeholders of the SFDPS a more detailed roadmap for the development of defence standards based on the outcomes of this conference. ◄

The EU launches military operations in the Central African Republic

General Philippe Pontiès

On April 1, 2014 the European Council launched the European Union military operation in the Central African Republic (EUFOR RCA), the ninth European Union operation within the framework of the Common Security and Defence Policy (CSDP) and the seventh on the African continent. The EU acted after outbreaks of violence in the capital and other parts of the country in December 2013 left more than 1,000 people dead and tens of thousands more internally displaced. The aim of EUFOR RCA is to provide temporary support in achieving a safe and secure environment in the Bangui area, with a view to handing over to African partners after six months.

The force will comprise up to 1,000 troops, led by General Philippe Pontiès (France) as EU Operation Commander. Its operation headquarters is located in Larissa, Greece, while the force headquarters and the troops will be located in Bangui. The common costs of the operation are estimated at € 25.9 million for the preparatory phase and a mandate of up to six months, starting from the point of reaching full operational capability. The EUFOR troops will deploy rapidly so as to have immediate effects in the operation's area of responsibility.

The EU High Representative for Foreign Affairs and Security Policy and Vice President of the Commission, Catherine Ashton, said: "The launch of this operation demonstrates the EU's determination to take full part in international efforts to restore stability and security in Bangui and right across the Central African Republic. It forms a key part of our comprehensive approach to solving the huge challenges faced by the Central African Republic. I'd like to thank all the Member States and non-EU countries which are working together to make this operation a success. It is vital that there is a return to public order as soon as possible, so that the political transition process can be put back on track."

The main aims of the operation are to protect the threatened population, to contribute to the free movement of civilians and to create conditions so that humanitarian aid can be brought to those in greatest need. General Pontiès, at a meeting in Brussels at the start of the operation, said that the current situation of the civil population required urgent action. Some areas of Bangui were enduring repeated outbreaks of violence. There are now 70,000 civilians displaced and their safe return before the rainy season, which will start soon, is of utmost importance.

EUFOR RCA is designed as a combat mission with an initial operational capacity of 800 military personnel. Estonia, Finland, France, Germany, Georgia, Italy, Lithuania, Luxembourg, Poland, Portugal, Spain, Sweden, and the United Kingdom have committed to participating in the operation. General Pontiès highlighted that the contributions included combat, intelligence, logistics, and counter improvised explosive devices (IED) capabilities as well as civil police forces. A global approach of military, police and humanitarian action was required to restore security for the population as quickly as possible.

EUFOR RCA has a short term mandate of six months which will not be renewed. EUFOR RCA is to provide temporary support in achieving a safe and secure environment in the Bangui area, with a view to handing over to a UN peacekeeping operation or to African partners. The force will thereby contribute both to international efforts to protect the populations most at risk and to the creation of the conditions for providing humanitarian aid. EUFOR RCA will operate in Bangui and in the capital's airport.

The European Union is a key partner of the Central African Republic (CAR) and the country's main donor. Relations are bound by the Cotonou Agreement. Even before the current crisis, CAR faced a daunting mix of governance, economic, social, and humanitarian as well as security challenges. In response, the EU has been committed in many critical areas to support longer-term socio-economic recovery, in the framework of a comprehensive state- and peace-building agenda, and to help build a more stable country. The lack of official security forces further increases the risk of the country becoming a safe haven for criminal and armed groups from the neighbouring countries.

The restoration of security and public order remains the immediate priorities to stabilise the country in support of the political process. Improving humanitarian coverage and re-launching development assistance are directly linked to positive developments in the security situation. An essential medium- to long-term objective is the rebuilding of state institutions. ◄

Personnel recovery system demonstrator developed

A new system demonstrator designed to help European Armed Forces deal with Personnel Recovery operations is now available for testing and training. The system – known as the Personnel Recovery Functional Area Service (PR FAS) Demonstrator – is part of the EDA's work to close the interoperability gap in Personnel Recovery in European Armed Forces. The system was used in training for the first time at the EU Personnel Recovery Controller and Planner Course (PRCPC) in Karlsborg, Sweden in March 2014.

The PR FAS Demonstrator is a combination of software and a server designed specifically for use in situations involving Personnel Recovery. The device is rugged and portable and works on a 'plug and play' basis, so it can be used by just connecting it to a laptop or can be integrated into the command and control (C2) system of the force using it.

Work on the project will continue - focusing on integrating the PR FAS into national C2 systems and further incremental development and improvement. The device is therefore available to participating Member States for further testing and development and the results of the original work have already been disseminated for national evaluation. The project is part of the EDA's role in improving the capability and interoperability of the European Armed Forces in Personnel Recovery. This involves not only the development of new systems but also improving training and coordination.

Personnel Recovery is aimed at mitigating and reacting to the risk of isolation, capture, and exploitation of military or civilian personnel during a Crisis Management Operation (CMO). ◄

EUROPEAN DEFENCE AGENCY

Time to move from words to action

The European Council meeting of December 2013 has empowered the EDA to move swiftly to fill some important defence capability gaps in Europe, notably in the areas of air-to-air refuelling, remotely piloted aircraft systems, cyber defence and satellite communications. Consequently, the debate at the Agency's 2014 annual conference 'European Defence Matters' mainly evolved around the best ways how to translate this political will into concrete action write Elisabeth Schoeffmann, Tim Mahon and Philip Butterworth-Hayes

Five hundred key defence stakeholders from government, military, academia and industry gathered in Brussels on 27 March for the EDA's annual conference. 2014 is a special year as Heads of State and Government emphasised the importance of European defence at their summit in December 2013. From the welcome address of Claude-France Arnould, Chief Executive of the European Defence Agency, and key note speeches by Greek Minister of Defence Dimitris Avramopoulos and Italian Under Secretary of Defence General Domenico Rossi, representing the current and upcoming EU Presidencies, the conference's central theme was set: after the high-level commitment to European defence in December, what concrete steps will follow?

"We often hear that political will is missing. I disagree", said Claude-France Arnould in her opening remarks. "Last year you voiced the clear request for programmes and roadmaps and we have them." She emphasised that without incentives cooperation will not happen. The Agency is thus – according to the timelines set in the Council Conclusions – working on innovative ideas to stimulate defence cooperation such as non-distorting fiscal measures as well as pooled acquisition modalities and measures, together with the Commission, to support research and technology (R&T), security of supply and industry.

In her keynote speech, Catherine Ashton, Head of the European Defence Agency, High Representative of the Union for Foreign Affairs and Security Policy and Vice-President of the European Commission concentrated on the need for the right defence capabilities for Europe to be ready and able to act as a security provider. She insisted that additional efforts were needed in defence cooperation. In particular she argued for extending defence cooperation to the in-service phase of a capability, as two-thirds of the whole-life costs fall while the equipment is in service. This could be strengthened through pooling of demand, allowing the proliferation of expensive national variants to be limited. This would also

help the European defence industry. "Europe is a knowledge- and innovation-based economy, and the defence industrial base, underpinned by a civil-military synergy logic, is one of its prime pillars," she said. "We must therefore reverse the trend of fragmentation and move towards consolidation and increased competitiveness of the defence equipment market."

Greek Minister of Defence Dimitris Avramopoulos and Italian Under Secretary of Defence General Domenico Rossi similarly focused on the importance of defence as a critical pillar for European cohesion, stability, and growth and on how common threats to Europe's stability can only be tackled through cooperation. Minister

Avramopoulos concluded by calling for an enhanced role for the EDA to put defence more permanently on the European agenda. General Rossi also highlighted the important role the EDA could play in a time of increased defence cooperation. "We need to go further to overcome the logic of national interest." In its presidency in the second half of 2014 Italy will give a new stimulus to defence choices within the EU *(see Italy's EU presidency defence objectives overleaf)*.

Participants of the first roundtable "European defence capabilities: pool it or lose it" were Ine Eriksen Søreide, Norway's Minister of Defence, General Patrick de Rousiers, Chairman of the EU Military Committee, General Sverker Göranson,

Chief of Defence, Sweden, Tim Rowntree, Director of OCCAR, the Organisation for Joint Armament Cooperation and Alexander Vershbow, NATO Deputy Secretary General . While all high-level speakers agreed that cooperation is the way forward, differences existed on how to tackle the challenges of moving the process forward in Europe.

Minister Søreide for example underlined the positive effects of better co-ordinating long-term equipment planning-cycles. It can take between 15 and 20 years to plan, specify and take delivery of a submarine for example, one of the most costly of all military capabilities. By sharing information on future equipment needs very →

Greek Minister of Defence Dimitris Avramopoulos

Catherine Ashton, Head of the EDA

Claude-France Arnould, Chief Executive of the EDA

Ine Eriksen Søreide, Norway's Minister of Defence

Alexander Vershbow, NATO Deputy Secretary General

General Patrick de Rousiers, Chairman of the EU Military Committee

General Sverker Göranson, Chief of Defence, Sweden

Tim Rowntree, Director of OCCAR

Pieter de Crem, Belgium's Vice Prime Minister and Minister of Defence

Bernhard Gerwert, CEO of Airbus Defence and Space

Jenny Body, President of the UK's Royal Aeronautical Society; Claudia Gärtner, CEO of Microfluidic ChipChop and; Michael Gahler, MEP

early in the process, Pooling & Sharing opportunities can be identified and cooperation on bilateral, regional or European level on specific projects can be launched. Starting the Pooling & Sharing process early would additionally help industry as they'd be able to better plan ahead and could expect bigger contract volumes and fewer variants.

The main risk for defence cooperation still is an uncoordinated approach between countries and "the foundation to successful cooperation is trust", the Minister added. This point was also highlighted by General Sverker Göranson who advocated for an incremental approach towards cooperation, "Experience has shown that a good way to start is with just two nations and then grow from that." EDA already applies this through its "à la carte" approach which allows Member States to participate only in those projects relevant to them. This flexible way of working already caters for projects from two Member States upwards. Alexander Vershbow added that more fundamental defence cooperation required a change of mind-set, a change that he has not yet seen. He however agreed that there were positive signs, such as the emergence of the framework nation concept, where some full spectrum capability nations team with smaller nations to agree areas of specialisation and provide full sets of capabilities between them so that they can both "get more bang for their buck".

Tim Rowntree and General de Rousiers concentrated on drivers and successes of defence cooperation during their interventions. Facing declining defence budgets compared to high procurement and maintenance costs for new technologies, General de Rousiers said that the capabilities in the future will more often be needed collectively as it would not be possible for single nations to provide for them. Improving efficiency is another important driver – the European Air Transport Command (EATC) where 150 tactical and strategic air lift aircraft from five nations now work together is a prime example. Tim Rowntree also added that the process does work. "We need to look objectively at what we have achieved," he said. Nations risk losing sovereign capabilities if their requirements remain diverse. "We do need to plan further ahead, to align requirements between nations... Platforms such as the A400M have shown that our industry can rise to the occasion and deliver world beating solutions."

The second roundtable focused on how Europe can nourish its competitive defence industrial and technological base in the long-term. Investment in defence research and innovation has been visibly declining for several years with negative effects for the industry. Bernhard Gerwert, CEO of Airbus Defence and Space told the conference there would be no innovation without the right financing scheme. "What is the

Italy's EU presidency defence objectives

In a briefing to journalists held in parallel to the conference, General Domenico Rossi, Italy's Under Secretary of Defence, painted the picture for what Italy can achieve in regard to collaborative European defence during its forthcoming Presidency of the Council in the second half of the year.

"The current situation is moving forward as a result of simultaneous top-down and bottom-up approaches – and this is the only way we can achieve our objectives – a convergence of political and technical approaches in a pragmatic fashion," he said.

He continued "I can confirm that Italy wants to drive this political and technical impetus during its presidency. Translating that into military language, there is a strategic objective and a tactical one. At the strategic level, we have to believe in a strong and common European defence, even at the cost of someone perhaps having to compromise on some minor issues of sovereignty. At the tactical level, we must enhance technical exchanges and cooperation, especially in areas such as standardisation, interoperability and logistics."

And is the EDA the appropriate vehicle in which to achieve these twin objectives? "Once you have established your objectives, you have to work with the tools available to you. EDA exists, it has expertise and capabilities appropriate to the task so – yes, it will be a good vehicle," Rossi concluded.

ambition of Erope in defence?" he asked. "This is not clear and without it we don't know whether there will be a need for a new fighter or an unmanned air combat vehicle (UCAV)." He agreed with Minister Søreide on the need for more transparent capability planning; from an industrial point of view, he called for more product strategic roadmaps so the demands of the next 20 or 30 years become clear. "Is there any real ambition for Europe to employ new stealth technologies? If not then we won't spend money on it," he said.

Michael Gahler, Member of the European Parliament, Committee on Foreign Affairs and Subcommittee on Security and Defence, said the figures for military R&T outlined by Bernhard Gerwert were a wake-up call. "Once the personnel move from the defence side of the business to the civil side they are gone." He warned that we may have passed the point of no return for losing certain defence expertise. The European Parliament had called for European defence review. He argued that one important measure is the pooling of demand, which could considerably reduce the number of variants of a product and thus limit development as well as maintenance costs. Additionally, training could be organised on a multinational level as well.

An interesting point which was raised by Michael Gahler and wholeheartedly supported by Claudia Gärtner, CEO of Microfluidic ChipChop a small medium sized enterprise as well as Jenny Body, President of the Royal Aeronautical Society, was to scrap "the artificial divide" between civil and military research & technology. All available funds should be open for research, whether the primary use was civil or military. This makes additional

sense as the borders between the two areas are becoming increasingly blurred. It is no coincidence that three of the four capability programmes endorsed by Heads of State and Government in December – satellite communications, remotely piloted aircraft systems, and cyber defence – are dual use. Catherine Ashton also highlighted in her keynote speech in the afternoon that synergies between the military and civil sides need to be exploited to avoid unnecessary duplication and to increase cost-effectiveness.

Can the EDA make a difference and if so, how to convince European leaders to use it to the full? – was the subject of the third round-table discussion. Graham Muir, Head of Strategy and Policy at the EDA, General Vincenzo Camporini, former Chief of Defence in Italy and now Vice President of the Istituto Affari Internazionali, Professor Sven Biscop from the Belgian Royal Institute for International Relations, and Professor Anand Menon from King's College Department of War Studies in the UK engaged in a lively debate.

General Vincenzo Camporini addressed the question of how to better use the EDA from the perspective of a marketplace that is crowded with initiatives, saying that the EDA has the luxury, perhaps, of choosing the role it can play. He underlined the need to involve the EDA from the outset of preparing future projets.

Professor Sven Biscop drew the analogy of European defence as an apartment building, in which the Member States could each afford their own apartment, but the question then became – who should be the architect? Proposing EDA's role be considered as the architect in this case, he went on to say that "after completion and →

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The journal supports the Agency's four main tasks:
- developing defence capabilities;
- promoting defence research and technology (R&T);
- promoting armaments co-operation;
- creating a competitive European defence equipment market and strengthening the European defence, technological and industrial base

As a vehicle for marketing communications to the European defence community, EUROPEAN DEFENCE MATTERS has unrivalled reach. The professional readership is in excess of 10,000 and the demographics of the audience ensure that the message arrives directly on the desk of the people who most matter – whether military officers, politicians or professional managers in governmental institutions and industry.

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Graham Muir, Head of Strategy and Policy,EDA; Professor Anand Menon from King's College Department of War Studies, UK; Professor Sven Biscop, Belgian Royal Institute for International Relations; General Vincenzo Camporini, former Chief of Defence, Italy

Bogdan Klich, Polish Senator and Claude-France Arnould

when we all move in – then the EDA becomes the building manager."

Professor Anand Menon felt that the answer to the question how to generate additional success "is to engage the Member States, not Europe. We have not yet arrived at a Single European Market moment in defence." Before we get to that point, he felt, we would have to achieve three things. Member States first needed to see defence as an element of socio-economic policy rather than the preservation of wider interests. Secondly, national defence is not enough and that no nation can 'go on its own.' Finally there is a need to persuade everybody involved that the EU is the best available institution for [the management of] collective defence. With the EDA to play a central role.

Graham Muir concluded that the EDA had the flexibility to bring together Member States with similar requirements in an à la carte approach. He

recalled that there was provision in the Treaties for the European Commission to participate in and financially contribute to EDA activities.

The final session looked at the consequences of the December European Council meeting on defence with Pieter de Crem, Belgium's Vice Prime Minister and Minister of Defence, Polish Senator Bogdan Klich, and Claude-France Arnould. Picking up on the initial statements of the day, all agreed that the Council meeting had sent a positive signal that "Defence matters". Pieter de Crem issued high hopes for the EDA's policy framework for defence cooperation, calling it "a fresh milestone that holds great promise." Senator Klich believes that the decisions taken by Council mean that "we have been able to unlock a lot of projects and activities that up till that point were stalled."

Bringing the 2014 Conference to a close, EDA Chief Executive Claude-France Arnould reflected

on the wealth of ideas and concepts that had been aired within the panels and from the floor during a packed agenda.

"We have talked today about the differences in planning cycles and the fact that Member States are almost never ready at the same time to fund a particular programme or problem," she observed. But Claude-France Arnould nevertheless saw encouragement that the Agency's work and value is not merely recognised and appreciated, but is also seen as a flexible and effective mechanism for further evolution – and perhaps even revolution – in enabling a strong, common European defence. Closing the conference, Madame Arnould said she wished for "European defence cooperation to become an educated reflex. It might never be a natural one but with the right political will and the buy-in of the administrations, cooperation in defence can become the first option to choose from." ◄

Update on Pooling & Sharing

Peter Round, Director Capabilities, Armament, Technology at the EDA, updated the conference audience on progress regarding the four key capability programmes (See page 18) as well as the Agency's Pooling & Sharing initiative. Pooling & Sharing is an EU approach driven by Member States in which the EDA acts as a facilitator. Since November 2011, the Agency has worked on eleven priority projects ranging from Maritime Surveillance to Counter-Improvised Explosive Devices to Field Hospitals. In his update, Peter Round emphasised that developing Pooling & Sharing solutions takes time. EDA invests effort in identifying "enablers" to facilitate Pooling & Sharing projects such as airworthiness, diplomatic clearances and ammunition qualification.

Pooling & Sharing can cover the full spectrum of capability development from the identification and harmonisation of military requirements to through-life management and support, operational as well as R&T phases of a capability.

Peter Round emphasised that Pooling & Sharing entails a complete change of mind-set. From the outset planners are invited to consider a capability from a through life approach as well as introducing a requirement right at the very start of ensuring cooperative usage. In November 2012, Defence Ministers adopted the Agency's Code of Conduct on Pooling & Sharing. A first assessment of its implementation was presented to Member States last year.

At the epicentre of European defence...

The 2014 EDA European Defence Matters annual conference took place on March 27 in Brussels, bringing together more than 500 high level participants from government, military, and industry. The conference was the first since the European Council in December 2013, which brought an increased level of focus and political support for European defence cooperation. The priorities outlined by the Council include the need to enhance the development of Europe's military capabilities and to strengthen Europe's defence industry

Speakers at the event included Cathy Ashton, Head of the EDA (left), General Sverker Göranson (opposite page centre), Pieter de Crem and Tim Rowntree (opposite page, bottom row), General Vincenzo Camporini and Sven Biscop (below) and (right) Graham Muir and Anand Menon
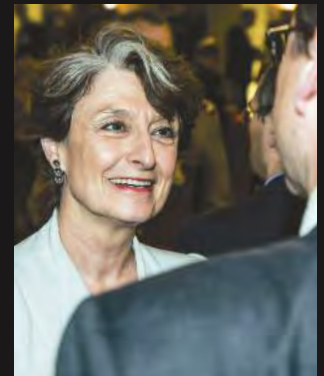
❯"Losing sovereignty... by not integrating military capabilities"

Opening remarks to the EDA's 2014 annual conference by the Minister of the Hellenic National Defence Dimitris Avramopoulos – Greece holds the Presidency of the Council of the EU for the first six months of 2014

European defence matters! It matters for the political stability and the security of our continent. It matters for the security of our citizens. It matters for the jobs, the cutting edge technologies and the growth of EU member states. For decades, Europe pursued the path of integration through function. It is about time, to have a look around us, to see the geopolitical landscape of our time and to strive for the only realistic choice in front of us. That choice calls for political vision and political will.

If we do not manage to provide a common European answer to the critical security questions, then we will soon realize that our shared economic interests will be undermined as well. But let's have a closer look at the geopolitical realities that shape our time, our region and our world.

First and foremost, Europe as a continent, as a Union, as a common market, needs to return to sustainable growth. Europe can no longer afford the continuation of an economic stalemate that threatens our societies, our democracies. In order to return to growth, we need security in our borders, security in our societies.

Now, if we take a look at the neighbouring regional reality, we can clearly see an arch of instability stretching from the Ukraine to the northern shores of Africa.

An arch of instability that undermines trade and exports, threatens critical energy routes, scares tourist markets and can fuel even more the wave of illegal immigration targeting Europe. The

second crucial geopolitical development that calls for the deepening of our defence and security cooperation, is the fact that we live in a world that has new protagonists with new global perspectives.

The United States is looking for a strategic disengagement from their overstretching of commitments and defence spending. Resurgent Russia seems to have a clear strategic positioning regarding the future of Eurasia. China is fast developing its security and defence capability, thus claiming a leading role in the developments shaping the Asia-Pacific Rim.

The third defining factor of contemporary geopolitics is the relentless competition for energy resources. A competition that to a large extent, shapes the system of international relations in our time. Global security cannot be served if there is a void of security and defence policy in Europe. The growth of our economies will stumble, if we do not respond together in the crisis enveloping our immediate neighbourhood.

The sovereignty of our nation states will suffer, if we do not empower the sovereignty of Europe as a force to be reckoned with. Europe needs – for internal as well as for external reasons – to develop a clear geopolitical perspective of its position in our

> "We should never forget that the process of European integration started from the defence sector"

contemporary world. A geopolitical perspective that will be supported by a truly common foreign, defence and security policy. We must realize that in our world, European cooperation in the field of defence and security, is not just another European project. It has become one of the most critical pillars for European democracy, integration, cohesion and growth.

In times of crisis, the European Union should enhance its role as a provider of political stability, prosperity and security – not limited regionally but on a wider global scale. Security and defence policy is a safe path to tackle the security challenges and dilemmas we face: by doing more together and doing it better – by learning to stand as one.

My strong belief is that the European Union should reinforce its situational awareness and preparedness in both political and operational terms. Never forget that when the means are limited, political will is crucial.

The European Council of December 2013 confirmed the renewed interest of Europe in promoting defence and security cooperation.

Indeed, it is essential to make the European Council of December 2013 a point of departure - rather than a point of arrival – for the establishment of a comprehensive political framework dealing

"Despite the current financial constraints, it is my profound belief that we are standing in front of a great opportunity, stemming from our solid intention to work closely in order to develop a healthy and competitive defence industry sector"

with European military and defence-related matters.

The European Council is not the end of the 'defence journey' but the beginning of a new European defence future; and the EDA's bright future remains at the hands of the participating Member States.

Despite the concerns about the possible loss of national sovereignty that managing and developing military capabilities together may entail, I fully agree that Europeans are already losing sovereignty by not consolidating, not optimizing, not innovating, not regionalizing and not integrating their military capabilities. Without these joint developments, they risk losing their 'strategic autonomy'.

Both action and determination are required in order to create the appropriate enabling mechanisms to combat this eventuality.

Greece has always put emphasis on the historic necessity and political importance of European cooperation in the field of defence, as a key political priority for the future of Europe and its perspectives. It is not a matter of coincidence that, the last time Europe focused on defence issues, was ten years ago, when again Greece held the Presidency of the European Council.

Despite the current financial constraints, it is my profound belief that we are now facing a great opportunity, stemming from our solid intention to work closely in order to develop a healthy and competitive defence industry sector.

It is time to understand the emerging changes and overcome any identified institutional or entrepreneurial malaises to schedule our further actions and to launch a new strategic era between policy and defence industry support.

There is a lot we can do together to avoid duplication of capabilities, to overcome the current fragmentation of the European defence market, to achieve greater cost-effectiveness and ultimately to enable Europe to maintain a competitive industrial and technological defence base.

It is also very important to continue to work on the cooperative capability projects agreed in December, where the European Defence Agency undoubtedly plays a key role.

The EDA projects, activities and mechanisms in the area of research and development, offer an excellent opportunity for the European defence industry.

The European Defence Agency has been playing a very important role in the improvement of European capabilities for the Common Security and Defence Policy (CSDP). The Lisbon Treaty has reinforced the Agency's central role in this mission.

I am confident that we can achieve our objectives if we advance towards the creation of an integrated European defence system, which is more important today than ever. The quest for European Defence is more topical than ever before.

The main question is whether Europe as an entity relinquishes its right to defence, or not: if not, we should critically examine this issue on a new basis. We should examine this with the experience gained in recent years. An experience of economic crisis, of incapacity to clearly express a common coherent and comprehensive political stance.

An efficient European integration requires the main components of a state: economy and defence. Hence, we should move forward to economic integration and to common political governance. Common economic and political governance are preconditions for a competent common European defence policy.

We should never forget that the process of European integration started from the defence sector. The first European organization established in the aftermath of the Second World War was purely defensive: the Western European Union. However, it lacked political will and economic foundations; that is why it did not fulfil its purpose.

Today we have both; I could even say, all three constituent parts: politics, economics, defence.

Let's move together towards the transformation of the European Defence Agency to a European Defence Organization, being of equal standing with all the other institutions of the European Union. This is the only way to establish a real political Europe; a real European political governance.

It is my belief that such initiatives will contribute to further developing the cooperation among our countries, in the areas of defence strategy and the defence industry to the benefit of regional stability and world peace. ◄

"We have done a lot of work in quite a short period and are confident we are heading towards early implementation of some effective solutions for Member States' requirements in this critical domain"

European Council prioritises EDA capability development initiatives

The European Council meeting in December 2013 provided a clear set of tasks for the EDA, with four areas of capability development identified as being particularly urgent. Peter Round, the EDA's Director Capability, Armament & Technology, explains what this means for the Agency

Air-to-air refuelling (AAR), remotely piloted aircraft systems (RPAS), governmental satellite communications and cyber defence are the key issues which the European Council has identified as areas in which the EDA should work to fill in immediate capability gaps.

"Although these four tasks certainly occupy pole position in the Directorate's thinking, they are not our only concerns. We need to examine these priorities in the context of our work as a whole. However, each of these four areas is on the priority list for a reason and they are worth examining in some detail," said Round.

There can be no doubt there is a fundamental shortfall in European AAR capability. In operations over Libya, over 80% of all AAR missions were flown by US aircraft. One of the first

challenges to be overcome, according to Round, is that the requirement for AAR is very different in peacetime to that in time of crisis – and that leads to all sorts of priority setting issues. "The obvious issue is that more capacity is required, but the background is complex and varies from nation to nation, so some strategic thinking has been necessary," he said.

The first issue, therefore, has been to determine the best method of exploiting the existing fleet and satisfying short term demand. One solution has been to improve the efficiency of allocating various national assets and – in a move that mirrors some of the initiatives undertaken for the European Air Transport Command (EATC) – to improve and accelerate the process for gaining diplomatic clearance for AAR missions over foreign territories.

A parallel and potentially difficult issue to resolve is the two

types of AAR technologies available – 'booms' and 'reels/hoses and drogues'. Not all aircraft can accept fuel from both systems. The Royal Air Force, for example, currently has no indigenous refuelling capacity for the Rivet Joint signals intelligence platforms it is currently bringing into service and must depend on other nations' assets if AAR is required.

Increased efficiency also comes from ensuring adequate (and regular) training and the EDA is organising a number of what Round describes as "practical flying events", the most recent of which took place at Decimomannu in Sardinia in late 2013. The next such event will focus on the use of Italian Boeing B767 tankers later this year.

Apart from improving the efficiency of current assets, the EDA is also working on initiatives including one looking at exploiting excess national capacity (with the UK's Voyager fleet being a prime example). A key piece of work is support to a Dutch and Norwegian led initiative to acquire a fleet of Multi Role Tanker Transport (MRTT) aircraft which will make a significant contribution to European Capability through Pooling & Sharing, this aircraft will not only be a tanker but a very significant air transport asset as well.

The issues in the further evolution of RPAS are no less complex, but are significantly different. With the overwhelming majority of current requirements coming from the military – most of which, as Round said, have a provenance in the world of Urgent Operational Requirements – there is a tendency to forget that RPAS are most effective in an environment in which air supremacy is assured. Extending the RPAS capability from the military to the civil environment – in which the size of the market will be infinitely larger in the not-too-distant future – requires that attention be paid to a host of issues surrounding safety and public perception. "We absolutely have got to make RPAS acceptable," said Round.

The issue is one of the Agency's Pioneer Projects, and aims at harnessing synergies in both military and civil domains, maximising dual-use technologies and overcoming the limitations to greater RPAS use imposed by the lack of a harmonised framework allowing them to operate in civil airspace. Some of the problems associated with overcoming these limitations centre on the regulatory and certification domains.

In an important milestone, the MIDCAS (Midair Collision Avoidance System) project showed the capability of RPAS to operate safely beyond line of sight in a flight test in April 2013. "MIDCAS showed we are progressing towards 'sense and avoid;' we have flown the airplane – it's not pie in the sky," said Round. He said "it has taken a long time – and great expense – to get to this stage but we have now reached the stepping-off point for the next generation: we've done it once, now we need to stop talking, and deliver a usable capability." he said.

The DeSIRE programme (Demonstration of Satellites enabling the insertion of RPAS in Europe) has been a joint EDA/European Space Agency (ESA) initiative since 2010 and in spring 2013 achieved a significant milestone during flight tests in Spain. Building on the capabilities the programme demonstrated, a joint investment programme, which was launched in 2012, will focus attention on solving the individual components of the issue – including sense and avoid, air traffic management interfaces and decision architecture – from this year. "There is cooperation in a host of disciplines – technological, training and maintenance among them", said Round.

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Air-to-air refuelling at a glance

TODAY: there is a shortfall in European capability which, coupled with fleet fragmentation, results in operational and cost inefficiencies.

TOMORROW: building a balanced and efficient European fleet is the ultimate goal. The EDA is studying a sequence of activities leading to the earliest possible result:

- Short term gap filling solutions (including commercial AAR services)
- Optimising existing capabilities
- Optimising AAR capabilities of the A400M fleet
- Increasing strategic tanker capability by 2020

© Airbus Defence and Space

Remotely Piloted Aircraft Systems at a glance

TODAY: the RPAS community is on the cusp of significant expansion, though regulatory and legal frameworks have yet to be finalised.

TOMORROW: Europe will consolidate its position and be a major player in RPAS construction and operation for both military and civil applications. The EDA is a prominent player among national and EU-wide stakeholders in addressing four key aspects of the future development path:

- Air traffic insertion – smoothing and harmonising the regulatory path for routine and standardised insertion of RPAS into civil air traffic management regimes
- RPAS certification – harmonising national standards and approaches to certifying RPAS as 'fit for purpose' and authorised to fly
- A future Medium Altitude Long Endurance (MALE) programme – promoting a harmonised and shared approach to development and production of RPAS for military and security applications
- European military cooperation – proposing a 'European MALE RPAS user community' to promote information exchange and collaboration in relevant acquisition and operations programmes

"Most importantly we now have a Medium Altitude Long Endurance (MALE) community of users established through which we will continue work to move from our current Common Staff Requirement towards a Common Staff Target to define the next generation of RPAS for Europe. This is a very exciting development and clearly demonstrates the support within Europe for this type of capability" said Round.

A similar approach is being applied to the EDA's work in the cyber domain, where the Agency provides "the defence element of a cross-Brussels cyber effort," said Round. It is a domain that is sensitive, relatively new and not yet fully understood, though there have been no end of discussions trying to scope and size the credibility of the threat and therefore the appropriate nature of the response. "There is a lot of knowledge already in place, so the question becomes where can we add value," said Round.

The issue in cyber seems to revolve more around people →

Government Satellite Communications at a glance

Image courtesy of European Space Agency

TODAY: a scarce and expensive but critical resource, fragmented and therefore inefficient among the principal Member States. Establishment of the European Satellite Communication Procurement Cell, offering a 'one-stop shop' solution for government satcom requirements.

TOMORROW: EDA support to Member States in their capability development processes will assist in common approaches to the civil and government satcom segments of the requirement, while military satcom will continue to be dealt with at the national level. Concrete achievements include:

• Establishment of a user group to assess government satcom needs by the end of 2014

• Completion of a gap analysis process by 2015

Cyber Defence at a glance

Image courtesy of Shutterstock

TODAY: EDA's one year stocktaking study has already revealed the issues at stake across Europe in implementation of cyber defence solutions and has resulted in a series of concrete recommendations to the 20 Member States participating in the programme.

TOMORROW: EDA will continue to provide a focal point for the emerging solutions to be developed, tested and implemented. Active cyber defence projects include:

• Training – a structured cyber defence Training Needs Analysis building on existing capabilities

• Situational Awareness – provision of toolkits for the integration of cyber awareness at the level of mission and ad hoc project headquarters

• Cyber Defence Research Agenda – assistance in coordinating research and technology efforts for cyber defence in both civil and military applications

• Advanced Persistent Threat Detection – seeking to improve the timeliness of identification and analysis of cyber threats

• Information protection – transformation of academic knowledge in cryptology and information security into practical, efficient solutions

• Establishment of a Technical Forum for discussion, exploration and sharing of technical resources and developing ideas

cyber defence operational planning and deploy situational awareness toolkits at headquarters level, thereby integrating consideration of cyber tasks into daily routines in missions and operations. It is working to promote its recently established Cyber Defence Research Agenda, the end result of which will be an R&T roadmap stretching out for the next ten years. It has already launched a project addressing the requirements for timely detection of advanced persistent threats – an area in which industrial espionage is as great a threat as military security. It has begun consultations under the umbrella of European Framework Cooperation to determine how to exploit the wealth of academic expertise in cryptology and information protection, turning it into practical solutions for timely implementation.

"We have done a lot of work in quite a short period and are confident we are heading towards early implementation of some effective solutions for Member States' requirements in this critical domain," said Round.

In terms of satellite communications (satcom) Round said this is "the ultimate Pooling & Sharing example". The requirements for governmental satcom are very different in peacetime

> "We have now reached the stepping-off point for the next generation: we've done it once, now we need to stop talking, and deliver a usable capability"

than in a period of crisis which, coupled with the high levels of capital expenditure involved in launching and maintaining satellites, means the incidence of capability is limited to a few nations – and even in those cases, despite the fact that satellites are 'living longer,' these capabilities will require replacement in the medium term future.

"Space is not a military domain – the requirements for exploitation of this type of capability stretch right across government. There is a real opportunity here to share the burden," said Round. The establishment of the European Satellite Communication Procurement Cell has enabled Member States with or without such capability to supplement or procure capability on an ad hoc basis. The French military, for example, bought capability through the European Satellite Communication Procurement Cell (ESCPC) to support their operations in Mali at extremely short notice.

While these four work strands dominate EDA capability development activity at the moment, they are not the be all and end all of this genre of effort. "One of the effects of recession is the need to work together – not the aspiration, the need. The longer Member States are involved in working together, the greater the level of trust that develops and therefore the clearer and swifter the path to success. Which leads to the likelihood of continued cooperation," said Round. "We have significant experience of collaborative projects – and we have real, concrete, demonstrable success stories."

than technology. Some observers estimate the requirement for fully trained cyber specialists is a hundred times the number in existence. This may seem like a scaremongering statistic – but it is difficult to refute given current knowledge available in the public domain. As a result of the recognition of this and the picture revealed by the Agency stocktaking study, an unclassified version of which was presented in May last year, it is readily apparent that while there are strengths across Europe in leadership, personnel and interoperability, work has to be done on doctrine, organisation and training.

So the EDA has conducted a detailed Training Needs Analysis and is currently working on building a comprehensive cyber defence curriculum. It is working closely with the US-led Multinational Capability Development Campaign to develop

EDA achieves new source of dual use research funding

The EDA has successfully supported Member States in accessing European Structural Funds (ESF) for dual-use research and development technologies, writes Tim Mahon

In February 2014 'Project Turtle' – a proposal from a consortium of Portuguese small to medium sized enterprises (SMEs), research institutes and universities to research ascent and descent energy-efficient technologies for robotic underwater vehicles – became the first of seven dual-use research initiatives supported by the EDA to access European Structural Funds (ESF).

ESF are financial instruments that provide for "the implementation of EU Cohesion Policy to reinforce economic and social cohesion within the EU". The potential benefits for Europe's defence industry from accessing this source of finance are considerable. The new programming period, 2014-2020, contains more than €185 billion in European Regional Development Funds (ERDF), one of the ESF funds under which research and innovation activities can be supported. According to Vassilis Tsiamis, who manages the ESF project within EDA, nobody had, until recently, seriously considered the application of this type of funding for dual-use research and technology (R&T). "The real issue was to challenge the perception of eligibility," he said. "It wasn't just a question of 'can do' – but much more a question of can we do it, and what, precisely, is it that we can do?"

The starting point has been recognition of the increasingly dual nature of technology and the significant potential that exists for synergies between civil and defence research. Energy, telecommunications, information technology, automotive and materials technologies, space, aeronautics and the chemicals industry provide examples of the potential benefits accruing to a wide variety of defence and civil applications. So why not use the facility afforded by ESF to recognise some of these benefits, the EDA asked?

A new EU innovation policy concept called the Research and Innovation Smart

"The way forward is for more pilot projects and more seminars, offering pragmatic advice and support, not simply explaining theoretical policies"

Specialisation Strategy (RIS3) has been developed to promote the more effective use of public investment in research at a regional EU level. Regional – and in a few cases national – authorities have been asked to identify the unique characteristics, assets and capabilities of their respective regions to focus policy

support and investment channelled through ESF.

Including Croatia, there are some 273 identified EU regions, with almost 500 managing authorities directing the use of ESF. When the EDA put out a call for proposals for the use of ESF in development of dual-use technologies in 2013, it received 72 proposals from 12 Member States. Of these, the Agency decided to support seven as initial pilot cases. From Bulgaria came a proposal for the improvement of urban security and defence applications through use of advanced sensor systems, while from Poland an intruder-detection and collision avoidance system for aircraft has been proposed.

A French consortium has offered a Europe-wide icing testing platform for aeronautics, while an industry proposal in the United Kingdom has put forward a project in Epitaxial Microwave technology – a critical capability for improving radar performance in both civil and military applications. From Spain came a proposal for the development of an underwater signature monitoring and analysis centre, while from Germany an adaptation of short wave infrared (SWIR) technology for high resolution hyper-spectral and imaging applications has been suggested. The seventh proposal, from Portugal, became the first of these pilot cases to reach a sufficiently mature level to win. It is important to recognise the fact these proposals have come from project holders in the various nations, and are not official 'national' project proposals.

"The first priority has been to acquire the expertise within the Agency and share it with the managers in the Ministries of Defence and then to arrange for in-depth knowledge transfer and capacity building with industry," said Tsiamis. Four seminars have already been held – in Bulgaria, Ireland, Poland and Portugal – aimed at increasing awareness of the opportunity and the methodology of successfully applying for supportive funding. Engaging the community →

"The first priority has been to acquire the expertise within the Agency and share it with the managers in the Ministries of Defence"
Vassilis Tsiamis, European Structural Funds –
Energy & Ammunition Technologies, EDA

Vassilis Tsiamis

– both governmental and industrial – and building capacity within that community to be able to benefit from this innovative approach to stemming the decreasing investment in defence-related R&T has been a key priority for Tsiamis and his colleagues throughout the process.

"It's important to recognise we are *not* creating process and we are not looking for more structural funds. What we *are* doing is helping defence actors to address these projects and to develop the application folders, ensuring the responsible authorities (in each region or nation) recognise the benefits SMEs can bring to the process and ensuring that the projects selected to move forward reflect the larger priorities of the EU," said Tsiamis.

"The way forward is for more pilot projects and more seminars, offering pragmatic advice and support, not simply explaining theoretical policies. We are now training EDA project officers – approximately 15 of them – and are looking at possibilities in key EDA prioritised areas such as space, the cyber domain, maritime security, energy efficiency and remote piloted aerial systems (RPAS) – as examples of what we can do from a positive and concrete results perspective," said Tsiamis.

"Industry follows the money, and we are convinced there are enough significant opportunities for industry to recognise that engaging in this programme will have tangible and measurable results on its R&T activities," said Tsiamis. He said that one of the new actions the Agency will be following during 2014 is to assess the degree to which European Territorial Cooperation on dual-use technology projects can be part of cross-border programmes financed by the European Regional Development Fund (ERDF), to create an even larger pot of financial resources on which to draw.

EDA's programme commitment to exploiting these opportunities currently has a three year timescale. "Looked at from all directions, we are in a win/win situation here – we're supporting SMEs, we're supporting regional research and technology development while simultaneously stimulating dual-use research, we're supporting EU policy and most importantly, we're conforming with the EU Common Security and Defence Policy (CSDP) key priorities, as adopted by December 2013 EU Council conclusions ," said Tsiamis. The Agency's role in this can be seen as one of being a facilitator, encouraging SMEs in particular to come forward with innovative proposals and providing assistance and support in the process of applying for funding that will see those proposals come to fruition. "The message is simple," said Tsiamis.

"We're here to help – we can reduce hesitations – come talk to us!" ◄

Project TURTLE: pioneering SME research funding

ESF financial support will cover 60% of the total project budget, in a funding package worth approximately €770,000.

The lead promoter of the project is Silva Matos Metalomecanica SA, responsible for all the mechanical aspects and commercial introduction of the resulting tools. Supporting the project are INESC Porto (a technology and science laboratory), ISEP (the school of engineering at Porto Polytechnic Institute) and CINAV, the Portuguese Naval Research Centre.

"Putting our energy and environment work within a programme setting allows me to easily identify and gather the expertise of my colleagues in-house as energy and environment are both transverse topics" *Tom Bennington*

›New EDA structure reflects changing defence environment

Since 1 January 2014, the EDA has had a new organisational structure to better support Member States, writes Elisabeth Schoeffmann

The Agency has been re-organised mainly to better structure the Agency's work, taking into account each aspect of the defence process - from cooperation planning, through capabilities, research and technology (R&T), armaments cooperation, to industry and markets, as well as wider European policies.

The new internal set-up includes three operational directorates: Cooperation Planning and Support; Capability, Armaments and Technology; and European Synergies and Innovation. It allows the Agency to anticipate and react rapidly to developments; maintain its operational output; facilitate the prioritisation of tasks; and serve the needs, expectations and interests of Member States effectively and efficiently.

The Agency decided to highlight some key areas by transforming them into programmes, without neglecting agreed priorities or work in progress. The current programmes are: helicopter training, remotely piloted aircraft systems, air-to-air refuelling (AAR)/airlift, cyber defence, Single European Sky Air Traffic Management (ATM) Research (SESAR) and energy and environment. Each of these is headed by a dedicated manager whose responsibility it is to streamline work in the area.

"Essentially, a programme manager makes sure that all aspects of one topic are brought together: research, capability development, armament cooperation, industrial aspects, training, pooling of demand and so on," said Claude-France Arnould, EDA Chief Executive. "The manager has the overview of present activities, keeps the long-term objectives in mind and ensures that Member States' interests are well reflected. The programme manager ties all knots together."

Rini Goos, Deputy Chief Executive of the EDA said: "The new structure concentrates on the EDA's priorities and strengths. It allows us to offer Member States cooperation programmes that address current challenges. Change is certainly never easy. Some colleagues found themselves in completely new, multidisciplinary teams. But after only three months in the new structure, we see first positive results, mainly through the introduction of the function of programme managers."

Involvement of staff and Member States

Europe's defence and security environment is changing rapidly. Budgetary constraints are leading to greater cooperation on programmes. Many wider EU policies such as Single European Sky (SES) or radio frequency have major implications for the defence community. The overall objective of the restructuring is to ensure that the Agency is properly equipped to address these changes in the best interests of Member States.

"Staff and Member States were involved in →

the reorganisation process right from the start," said Claude-France Arnould. "The preparation and implementation of the new organisation was done by a core team but consultation with all EDA staff members was essential. We received important input on the set-up of the directorates and the proposed new way of working from them. At the same time, we consulted Member States on their views. Also from this side, the buy-in was immediate". ◾

EUROPEAN DEFENCE AGENCY

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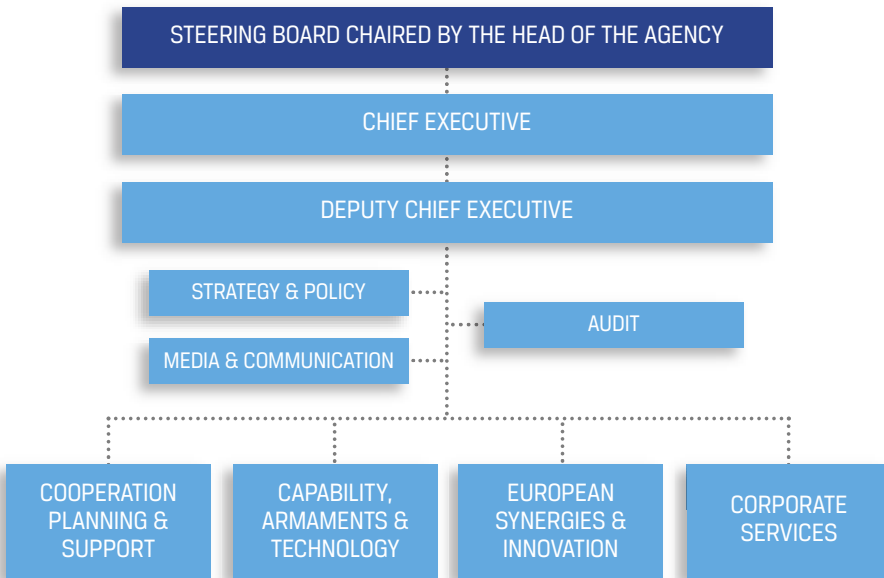
Cooperation Planning and Support directorate

The Cooperation Planning and Support directorate focuses on the early identification of requirements at a European level and the through-life aspect of capabilities. It is responsible for capability planning through the Capability Development Plan and the Cooperative Programme Database; and Pooling & Sharing including the Code of Conduct. It deals with defence and industry analysis to complement the identification and development of capability demands. The directorate is also responsible for key enablers to support defence cooperation and enhance interoperability: military airworthiness, standardisation and certification, and education and training. In addition, it supports European Union common security and defence policy operations and EU Battlegroups at the request of Member States.

Capability, Armaments and Technology directorate

The Capability, Armaments and Technology directorate prepares the programmes of tomorrow by maximising synergies between capabilities, armaments and R&T. The directorate brings together the Agency's work in the areas of: information superiority (communication and information systems, surveillance and reconnaissance, space, cyber defence); air (RPAS, AAR, airlift and aerial systems technologies); land (counter-improvised explosive devices, armoured systems, camp protection and land systems technologies); maritime (maritime surveillance, mine counter measures and naval systems technologies); and the joint domain (mobility, transport, medical and ammunition). Particular attention is given to identifying future critical defence technologies needed to support military capabilities.

European Synergies and Innovation directorate

This directorate facilitates interaction between defence ministries and wider EU policies that have implications for defence. Its main tasks are to promote and support technology insertion through innovative research in the areas such as: components, radio-frequency and optical sensors, materials and structures, energy and chemical, biological, radiological and nuclear (CBRN) protection. It develops synergies and greater complementarity with EU programmes such as Horizon 2020 and European structural funds. The directorate is also the Agency's focal point on space policy, on which it has a close dialogue with the Commission and the European Space Agency. It is responsible for market and industry policy (including SMEs), security of supply, the registration, evaluation, authorisation and restriction of CHemicals (REACH) regulation, market efficiency and global aspects of the defence market. The directorate also deals with the military dimension of the Single European Sky, with a particular emphasis on the SESAR deployment phase, as well as the Agency's activities in the areas of green energy.

Tom Bennington, Programme Manager, Energy and Environment

"My role is to design and implement the Agency's energy and environment programme, which sits within the new directorate "European Synergies and Innovation".

"Since 2006, the Agency has managed several very interesting projects in the field such as GO GREEN relating to solar power generation at military sites and the Agency's previous work under MILITARY GREEN, which included several research and technology initiatives and the corresponding capability aspects. We're looking for example at questions relating to improved energy efficiency in operational camps and biofuels for the land vehicles of the armed forces as well as activities closer to home such as improving the energy rating of military barracks and diversifying energy sources.

"Putting our energy and environment work within a programme setting allows me to easily identify and gather the expertise of my colleagues in-house as energy and environment are both transverse topics. Additionally, the creation of a directorate that strengthens the interaction with the European Commission is particularly useful given the significant overlap of civil and military initiatives in many areas that are of concern for national administrations. Energy is an important one, but there are several others such as industry and market policy including small and medium-sized enterprises (SMEs), dual-use research, RPAS, SES, airworthiness certification and standardisation."

Tom Bennington is EDA's programme manager for energy and environment. He joined the Agency in September 2013

Image courtesy of EUFOR

> # Building effective command and control for multi-national missions

The EDA is working with partners to develop new, more effective information sharing and decision-making architectures for military and civil emergency operations, writes Philip Butterworth-Hayes

Sometime soon there will be another humanitarian crisis emerging in a remote part of the world. The European Union (EU) will send military forces to help stabilise the area while security, aid and medical services are mobilised. Many nations and many different government and non-governmental agencies will be involved – but how should they communicate and share information so the correct decisions are taken on the ground to protect all personnel, including the host nation, while ensuring the effectiveness of the mission?

While the concept of network enabled capabilities (NEC) has become integrated into European national military structures over the last few years only recently has work begun to take this to the next stage – to develop a single secure

command and control (C2) network to support multinational operations involving military and civil organisations in support of the EU's common security and defence policy (CSDP).

"There are three elements to this: technology issues, the way you deal with the information being exchanged and an understanding of the people who use it," said Chris Stace, Project Officer Command and Control Information. "We now have a series of work-streams to address specific challenges in these areas and to connect to communications technologies."

Developing a common information sharing and decision-making architecture for military forces of allied nations is difficult enough, as different national headquarters (HQs) have different standard operating procedures,

ways of managing information and different technical ways of communicating between different levels. "For operation Atalanta, for example, the UK provided the operational headquarters but the force headquarters is based on a ship and rotated every six months, so the C2 challenges are substantial."

But when there is a need to involve civilian organisations in the C2 network the challenge becomes even more complex. As EU expeditionary missions are becoming increasingly multi-national, involving growing numbers of small size deployments and linked to civilian missions, the flow of information at the strategic, operational and tactical levels needs to be carefully managed.

"A general can use a *Smart Phone* to speak →

"Next year we will develop a business case for follow-on capability demonstrations, providing evidence to decision-makers on a more integrated approach to be followed in the future."
Chris Stace,
Project Office Command and Control – Information, EDA

to, and exchange data with, anyone in the world," said Chris Stace. "But we face constraints in providing the 'military iPhone': operating in areas where there are no Wifi connections can be addressed but principally it is security threats that most developers simply don't worry about; and balancing the need to share information while securing information, and therefore maintaining operational security."

The EDA's NEC work culminated in November 2013 with a demonstration in Poland of how information could be exchanged between participating member states during a multi-national expeditionary operation (*see "Shared situational awareness in Warsaw"*). This demonstration has led to the formation of the latest EDA project team which focuses on the information sharing needs within the EU's command and control arrangements. This involves linking C2 information technology (IT) and communications networks between participating Member States and developing new ideas for exchanging information between military and civil agencies during operations and missions.

The first part of the work is to study how distinct functional area services (FAS) can be better integrated with C2 national networks – as used in EU HQ-providing Member States. The benefit is to improve the access from C2 platforms to key information areas such as administration, personnel recovery, operational planning, countering surface to air fires (C-SAFIRE), and logistics.

"We shall be researching what are the hurdles and what needs to be agreed between Member States – the technical standards, procedures, training regimes for example – by the end of 2014," said Chris Stace. "Next year we will produce the operational business case for follow-on capability demonstrations, providing evidence to decision-makers on a more integrated approach to be followed in the future.

"By the end of 2015 we will also have the outcomes of the information-exchange

gateways demonstration project," said Chris Stace. "This will look at linking two C2 systems - one national and one EU system. That won't solve the whole problem; but it is an important

Image courtesy Belgian Army/DG COM

technical building block."

"We are trying to add value by seeing whether best-practice military solutions can be taken on board by the civil side." This also involves linking to the EU's Horizon 2020 research programme, where there are proposals to research work into civil mission "situation assessment, information exchange and operational control" systems.

The success of military operations has for centuries depended on sound command and control. This has not changed. But the realities of the information age, the current security environment and the shape and size of the EU's comprehensive approach to security and defence challenges have all made it more important than ever to develop a more systematic approach to deploying effective command and control networks. Decision-makers at all levels need improved situational awareness and they need to interact with growing numbers of actors, to speed-up processes and to keep ahead of their adversaries. The EDA is working with Member States to put in place such enabling C2 measures. ◄

Shared situational awareness in Warsaw

A demonstration of possible technology solutions to a series of 'shared situational awareness' challenges within an EU-led civil-military operation took place at the end of November 2013 in Warsaw, as part of EDA's work on developing network enabled capabilities in support of EU missions.

A consortium led by Asseco Poland SA and including the Military Communication Institute, Military University of Technology, iTTi Ltd and Filbico Ltd developed the concept of a distributed CIS/C2 network where situational information (via pictures and portals), knowledge management, information assurance and cyber threat identification and assessment information was shared between civil and military mission personnel.

The demonstration simulated different operational scenarios including a civil/military response to an improvised explosive device (IED) incident and collaborative responses to identifying and resolving a terrorist incident. The demonstration showed how information could be exchanged between different layers of classification.

Simpler, leaner and a new focus on interoperability

The Hellenic Chief of Defence General Mikhail Kostarakos talks to Eric Platteau and Tim Mahon about recent reforms to the country's armed forces and the military and security challenges facing the European Union

All images courtesy Hellenic Ministry of National Defence
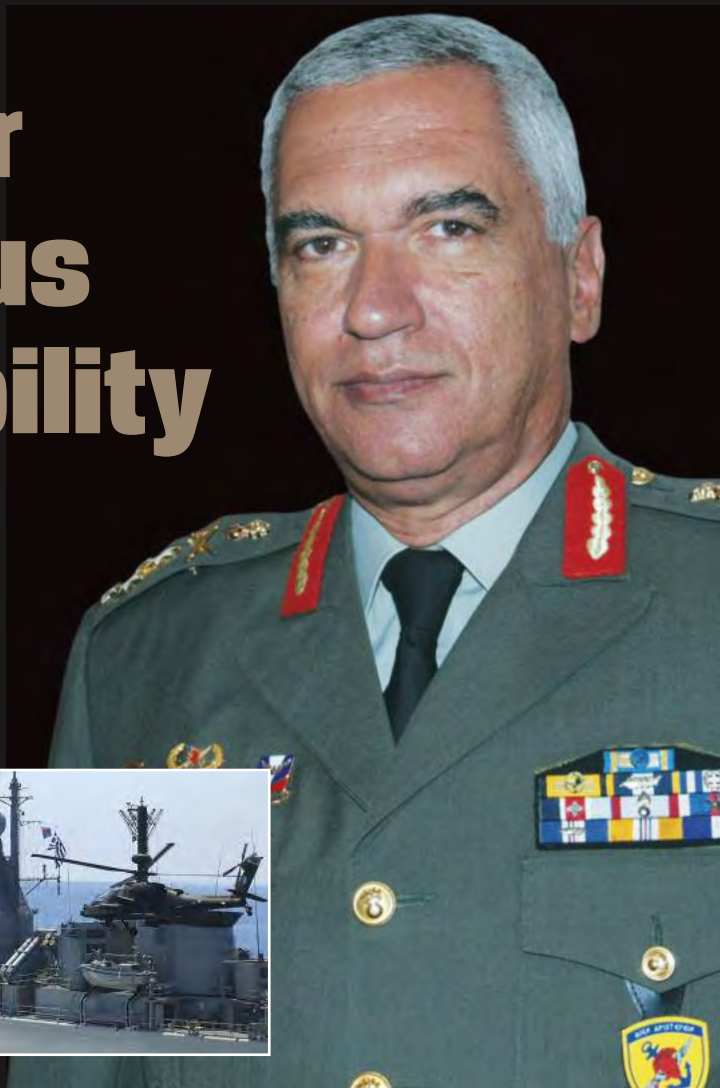
What changes are taking place in the structure of the Hellenic Armed Forces and their equipment and why?

The Hellenic Armed Forces always need to be on the look-out for the best, like any organisation interested in its sustainability. Which is exactly what we do. We have been modernising the structure of our forces by adopting a modern form, integrating the lessons learnt over the last fifteen years of military operations throughout the world, adjusting them to the Greek reality. Our priority has been to serve our national interests and mainly to deter any threat arising against our national security.

We have applied the principle of making do with the absolutely necessary, at forces and command structure level. Our geography and regional environment call for our forces to be flexible, highly mobile and with increased fire-power. The geostrategic environment of interest to us demands joined-up policies and an emphasis on aeronautical capabilities. So we examined from first principles the role and added value of each formation or unit, whether major or minor, to our total military power. We ended up with a simpler, leaner form than previously, with more rational structures, following transformation, integration, downsizing or abolishing a great part of them.

The Hellenic Armed Forces are equipped with modern weapon systems, characterised by recently-developed capabilities. Our objective is their full exploitation for the benefit of our national security. To this end, we continue to focus on the maintenance of our weapon systems and other main assets, by restricting the acquisition of further capabilities to the absolutely necessary. This is what we also pursue by enhancing the interoperability of our assets and procedures among the Armed Forces and the other state bodies that cooperate with us for the promotion of our national security.

These changes, imposed, in any case, by the evolution in military issues, are integrated in my country's collective effort to exit the six year recession we have entered.

Greece has traditionally a high level of defence expenditure compared with other Member States. Has this situation changed these last years? In times of fiscal austerity, can you talk about the way in which this expenditure is essential for the implementation of the European defence and security policy?

The aforementioned recession has affected all state sectors in Greece. Defence budgets have steadily decreased over the last six years, in absolute numbers and as a percentage of GDP, This constitutes a major change on its own. This is not the case just for Greece but is a trend characterising all European countries and Western countries in general. However, despite reductions imposed by the financial crisis, Greece continues to spend 2% of its GDP on defence, one of the highest percentages among EU and NATO member-states.

Moreover, our defensive capabilities are put under strain. Fiscal austerity, on one hand, and the increased requirements arising from the volatile regional security environment on the other, constitute challenges which we must manage. In this framework, the rationalisation of our expenditure is a one way street. The way to achieve this is by managing available funds in a more effective, coordinated and balanced manner, through transparent established procedures and standards. The procedures and the standards adopted in our National Defence Planning system, are totally compatible with the EU Defence Planning Procedure and NATO's NDPP.

My country is an ardent supporter of the ideas and principles represented by the EU. There is no doubt that European defence and security as stipulated in the Lisbon document, represents our views. The European Defence and Security policy →

is of utmost importance to us, since we coexist with all the regional complexes and sub-complexes which produce insecurity. Our proximity to the unstable environment of Northern Africa, the Middle East, the Caucasus and the Black Sea is of great concern to us. Our government has repeatedly expressed its views over the EU's forward presence in areas of instability. We want the Union to be present and a catalyst for all incidents occurring on its periphery.

We consider that an effective European presence presupposes coordination and consonance of effort, at a level of actions and activities, infrastructures and capabilities. Any investment in common European defence and security in general will have to go hand in hand with the national security interests of each state, since the benefits of this cooperation will have to be convincingly justified to the taxpayers. In times of strict austerity and unprecedented social changes, issues such as European Defence and Security can easily be considered as secondary by society.

Globalisation, instability in regions neighbouring Europe and the emergence of new threats are leading to what some observers call "new wars". What is Greece's view?

Globalisation as experienced today is not new. It is a situation familiar to us since at least the end of the Cold War. It has its advantages, largely economic in character, but also its side-effects. That said, I do not consider the side-effects of globalisation constitute a threat on their own, neither for our national security nor for the European one.

The causes of instability in the areas surrounding Europe to the East and South, within it (for example Ukraine), relate to civil and social rights claims, nationalistic revisionism and religious fanaticism. There is no doubt that the great powers' or superpowers' interests in these areas are clashing, accentuating these problems. "New wars" are present in any case. The question is what we can do to stop them.

"New threats" are not really new, but have lain dormant, as environments like the Cold War did not favour their emergence. Traditional military threats are retreating in terms of their frequency and tension, and we witness a parallel increase of threats against national, regional and global security, related to social, politico-economic and environmental causes and manners of emergence. All these threats have, nonetheless, potential for military action or to cause its use.

In Greece, we are particularly concerned with this "new" situation. Our geographical position near these areas of insecurity demands our active participation, with sustainable solutions as the goal, not perpetuating problems. Decisions regarding our participation are, of course, the jurisdiction of the political leadership. As far as the Hellenic Armed Forces are concerned, we contribute to the political initiatives aimed at establishing cooperation with a

number of neighbouring states, always within our jurisdiction. The general nature of our efforts might be characterised by the word "extroversion". We are absolutely convinced that all interested parties must sit around the same negotiating table. We must find solutions through common understanding. We must forge bonds of trust in the fields of joint military exercises. We must be tried as allies in our struggles for the values which unite us. And finally, we must peacefully coexist.

Can you discuss contribution to EU missions such as EUFOR Althea, EUNAVFOR Atalanta, EUTM Mali and CAR?

Greece believes in international cooperation for the resolution of disputes and the management of "new" security threats. This view is not accidental, but is rooted in our participation as a founding or historical member-state of all major global or regional security organisations, such as the UN, NATO, OSCE and the EU. Our consistent participation in every major military operation of these organisations for the establishment of peace, from Korea (1950) up to the Central African Republic (2014) is confirmation of our commitment to the principle of international cooperation.

The current military missions in which we participate verify all the above. Of course Greece has national interests supported directly by some of the missions which you mentioned. Operation "Althea" constitutes a mission in an area of immediate

geostrategic interest to us. Similarly "EUNAVFOR Atalanta" supports the elimination of piracy threatening Greek shipping, one of the cornerstones of our financial activity. Operations "EUTM Mali" and "EUTM CAR" are not directly related to our national interests. However, we consider our participation necessary, due to our support for international law and humanitarian missions, while expressing solidarity with EU member-states in the burdens they are called on to bear in their efforts to promote peace and security around Europe and beyond.

The objective of the Hellenic Armed Forces is to be prepared to support the decisions of the State. We achieve and enhance the necessary readiness by adequate planning, armaments and training, responding immediately to the requirements of our government, by participating in various missions. As far as EU missions are concerned, we participate with personnel in operations "EUFOR Althea" and "EUTM Mali", with one frigate in operation "EUNAVFOR Atalanta" and by providing the EU OHQ-Larisa for the command of the operation in the Central African Republic (CAR).

Harmonisation initiatives, such as Pooling & Sharing, are gaining considerable traction elsewhere in Europe. What is Greece's opinion and how appropriate are these initiatives to your situation? Could you please outline your experience and more specifically the benefits of Greece's participation in EDA projects?

(MARSUR), the European Air Transport Fleet (EATF), the Multinational Medical Modular Unit (M3U), the Helicopters Exercise Programme and the European Strategic Multi-role Tanker Transport Initiative – Air to Air Refuelling.

During the Hellenic Presidency, what elements do you put forward? What are the main focus points?

The Hellenic Presidency offers opportunities for the promotion of issues of national security. Being realists, we believe that the promotion of issues of unilateral interest is not feasible. As Armed Forces we pursue actions of interest to many, with a view to encouraging the support of other partners.

Our actions in the context of the Hellenic Presidency in general, are based on the spirit of the decisions taken by the EU Council in December 2013. They include issues of Maritime Security, Cyber Security, Capabilities Development-RPAS, Small-Medium Enterprises and Sustainability in Defence.

To this end we have scheduled and are already implementing various actions and activities, throughout the Hellenic Presidency, such as conferences, meetings and even the conduct of exercises such as the "Niriis" exercise to be conducted in the NMIOTC during the second part of March 2014.

We hope these activities will be engaging and successful. Our partners' positive responses have already exceeded our expectations. Our objective is that our initiatives will continue unhindered and without any problems, beyond the end of our Presidency and that they endure.

Modern security requirements call for Armed Forces able to act immediately and effectively, in different environments, technologically equipped and interoperable, while constituting a factor of stability in the area of interest.

The Hellenic Armed Forces in general continue to convert the capabilities offered them by a limited defence budget into options which provide the government with the capability to exercise its foreign policy. And the existence of options presupposes the existence of capabilities, at least the major ones.

Past experience with various strategic programmes and continuing long-term multinational cooperation schemes indicate that the initiatives developed by the EU and NATO attempt to encourage a mentality adjusted to the financially difficult conditions of our times'

In Greece we need and we have Armed Forces with multiple capabilities, ready to confront the security threats and challenges of the present and the future. ◄

We believe in these initiatives. This is why we support the Pooling & Sharing as much as we can, considering it of particular importance for the coordinated development of capabilities among Member States. Furthermore, the current international financial situation makes adoption of such initiatives particularly necessary. From a military perspective, we are interested in focusing on those programmes with capacity to produce critical military capabilities, simultaneously achieving desired economies of scale. Thus we need to prioritise our efforts.

Pooling & Sharing, particularly under the auspices of the EDA, has made great progress, though much remains to be done, as it is a venture requiring long-term commitment from participants. The main issue is the need for constant political support to turn ideas into effective programmes.

Member States' Ministers of Defence have recognised the preference for appropriate collective defensive capabilities. However, we should not overlook the fact that national sovereignty is often of specific importance during a national decision-making process, when nations in joint allied capability development projects need to ensure continued control over their sovereign assets or capabilities. In any case, Member States are the ones to decide whether, and with which potential partners they will jointly seek the development and exploitation of defence capabilities.

We believe that we should retain the current political will and that Member States, with EDA support, will have to engage further defence capabilities development. The EDA plays a constant role in the recognition of critical shortages in defence capabilities, in all fields, as well as in the most appropriate methods to address them.

In the spirit of Pooling & Sharing, Greece seeks more opportunities for multinational cooperation with other Member States, particularly at bilateral and regional levels. Currently we are participating in several EDA capability development programmes, the most important being Maritime Surveillance

> "Pooling & Sharing, particularly under the auspices of the EDA, has made great progress, though much remains to be done, as it is a venture requiring long-term commitment from participants. The main issue is the need for constant political support to turn ideas into effective programmes"

›"Business as usual is not an option"

General Patrick de Rousiers is the Chairman of the European Union Military Committee (EUMC). He leads the work of the EUMC, liaises with the Presidency of the Council, advises the High Representative of the Union for Foreign Affairs and Security Policy (HRVP) and is the spokesperson for meetings of the Political Security Committee (PSC).

He began his military career in 1975 when he joined the French Air Force Academy. During his career as fighter pilot, he logged 3,094 flying hours and 76 war missions. He was appointed CEUMC in 2012. He speaks here to Elisabeth Schoeffmann and Eric Platteau

How has December's European Council meeting changed the landscape for European defence and what lessons have you learnt from this key meeting?

I think it confirmed that defence matters. One year earlier President van Rompuy put defence on top of the agenda of the December 2013 European Council. This was important. It completely modified the environment in which we were working, both within my Committee but also with the Chiefs of Defence and at ministerial level. It gave us an extraordinary incentive to think out of the box and go for new ideas.

The virtue of the meeting itself, with Heads of State and Government being able to talk substantially and candidly about defence, was also vital. Both of these elements contributed to the strong conclusions that came out of the meeting. We now have a clear roadmap going forward and a firm date for a follow-up meeting in Summer 2015.

The key outcome in my view is that Heads of States and Government have decided that business as usual is not an option. To prepare for the future we have to intensify cooperation between ourselves.

How do we convince and enable military staff to cooperate more?

Cooperation amongst military is already a given, we always collaborate. We collaborate in preparation and in training, and we collaborate in the field, be it at sea, in the air, or on land. We don't do individual engagements anymore.

I agree though that there are still areas in which we need to improve cooperation. We still face issues in terms of common requirements. Even if we have common products, we have difficulties to maintain the interoperability of the products throughout their life cycles. There is a recognition that in some areas there is no other way but to collaborate and countries are becoming more comfortable with this. A good example is the European Air Transport Command (EATC). Here you have five, soon to be six, nations combining their tactical strategic military aircraft under the operational control of the EATC. In the build-up nations thought this would result in a loss of sovereignty. Instead, discussions took place that forced the military joint staff and politicians to view and decide, in advance, about questions and limits regarding sovereignty.

So you see EATC as the right model to follow?

Yes it is, for two reasons. First, we are making savings by optimising our fleet, this applies to aircraft but it could apply to other areas as well.

Second, and just as importantly, the EATC shows how we are preparing for the future by making common standards. This is more than just technical standards, it is about operational standards. It implies legal discussions about the rules to operate, though not to engage, as well as discussions about training and maintenance to ensure the assets remain interoperable for their entire life cycles. I think it is that long-term and comprehensive approach which makes the EATC such a positive model to follow.

What lessons are being learnt from EU operations?

Well firstly that they are successful. When we, the EU, get engaged we bring everything we have – military and civilian instruments. We apply a truly comprehensive approach: we have the political backing, the very capable assets of our 141 delegations throughout the world, as well as the Commission's humanitarian aid and development programmes. The military dimension is another element; but we always limit our engagement to the shortest time possible to ensure the on-going buy-in from the local authorities.

Another important lesson learnt is that Europe should further improve some key capabilities. The

> "Cooperation amongst military is already a given, we always collaborate. We collaborate in preparation and in training, and we collaborate in the field, be it at sea, in the air, or on land"

most pressing ones concern the intelligence, surveillance and reconnaissance domain, as well as assets such as Remotely Piloted Aircraft Systems, maritime and air transport. It is also a very positive sign that more and more third party states participate in EU missions through framework agreements.

How should the issue of enabling Member States to deploy forces more rapidly for expeditionary missions be addressed?

Firstly, it is important that Member States have a common understanding of where they should plan to operate and in which situations they may need to deploy forces rapidly. This is something specifically outlined in the European Council conclusions. The HRVP is asked to provide, by 2015, an assessment of the panorama of threats and challenges that we face and details of what type of operations we plan to do.

Secondly, there is no EU army, and there will not be one, so rapid deployment for EU missions entirely relies on the Member States. The role of the EU institutions entrusted with CSDP topics is to assist Member States wherever possible when they decide to operate together. One element is, for example, the aforementioned common

standards to ensure interoperability.

How could we support and encourage Member States to maintain a certain level of defence investment?

There certainly is no magic formula as investment in defence is and remains a national decision. But it is important to keep in mind that defence is about having the variety of capabilities that can be used in different commitments – from humanitarian aid up to bilateral conflict. What we can influence is ensuring that whatever money is spent is spent wisely. The way to do that is to have very close cooperation between industry and operators – Chiefs of Defence and armed forces. This is where the European Defence Agency has a key role. Through its forums operators can identify long term needs and make plans accordingly. This will contribute to ensuring that the required level of capabilities remains available and that every Euro is well spent.

The question of sovereignty - is this still an important question to ask?

Yes, definitely. Sovereignty is a given and armed forces are there to protect nations. However sovereignty is not hampered if we operate together. It implies that when we do plan to do

something together we can build up an ambitious solidarity, where we decide in advance that we will operate together and, under pre-defined circumstances, we can be sure that other members will be there to support us.

"I would say that every day we improve the way we work, every day we negotiate, argue, find consensus and ultimately solutions. This builds solidarity, trust and confidence among the nations, qualities that are indispensable for our work to Pool & Share assets for the member states"

Image courtesy of European Space Agency

"The EATC provides enhanced transport – and trust"

The European Air Transport Command (EATC), inaugurated in Eindhoven in September 2010, is a highly successful example of Pooling & Sharing. Designed to increase efficiency, effectiveness and standardisation by combining most of the air transport fleets of its member nations – Belgium, Germany, France, Luxembourg and the Netherlands – the EATC manages some 50 missions a day. General Pascal Valentin is the EATC Commander and speaks here to Elisabeth Schoeffmann

The European Air Transport Command is unique in its structure and tasks. Could you briefly highlight its main features?

The EATC is based on two inter-dependent pillars: our operational mission to Pool & Share member states' assets in air transport and air-to-air refuelling (AAR) and our goal to achieve better interoperability. We currently plan, task and control around 50 missions a day for the participating nations. And by continuously working together, troubleshooting missions, drawing lessons and improving our procedures, we have created a virtuous circle which allows for true interoperability.

I would say that every day we improve the way we work; every day we negotiate, argue, find consensus and ultimately solutions. This builds solidarity, trust and confidence among the nations, qualities that are indispensable for our work to Pool & Share assets for the member states. Nations are required to delegate authority to us. Their assets are controlled by the EATC. However, their commitment is progressive and reversible and if they have specific needs they can retrieve aircraft – without justifications. This flexibility doesn't hamper the EATC. On the contrary, it further increases confidence among the nations and is thus beneficial to our work.

Belgium, Germany, France, Luxembourg and the Netherlands are participating in the EATC.

The accession of Spain should be finalised this year and Italy has signalled an interest. How does the command prepare for these new participating nations?

Spain and Italy are the first new 'big nations' in terms of air transport fleets to join the command. The EATC has a defined framework to which new nations need to adhere. This means that a nation joining accepts the framework and rules in place.

We have also designed a progressive and natural accession process, approved by all members. Joining the EATC has serious implications on a key operational capability. Once you are a member of the EATC crews will receive flight orders from Eindhoven and no longer from national headquarters. This requires a significant switch from a national to a multinational mind-set. Commitment from the joining nation, and especially its highest military command, is key for its success.

Constant dialogue between capitals and Eindhoven is important. The entire chain of command needs to stand behind the decision to become a member of the EATC. This needs understanding and internal convincing.

The EATC is cited by Heads of State and Government in the Council Conclusions of December 2013 as a model for cooperation. Member States are encouraged to explore

ways to replicate the EATC model in other areas. What are your keys to success?

I think the main condition for successful cooperation is the mentioned deep commitment from military chiefs towards Pooling & Sharing a specific capability. This commitment needs to be underpinned and encouraged at the political level. But the military buy-in from the air chiefs is imperative. The EATC's success is based on its robust and clear concept suited to the capability to be Pooled & Shared. Any Pooling & Sharing initiative should allow progressive and reversible commitment and grant some freedom to cater for a nations' possible changing needs. In the case of the EATC, nations agreed on the fact that the command is integrated into their chain of command. If you want to Pool & Share you have to accept you will need to delegate some authority. And it might seem profane but there is a final, important, every-day point: you need a performing information technology (IT) tool, accepted by everyone and compatible with national systems to coordinate missions all over the world between five nations.

Which other capability areas might be suitable, do you think, to follow the EATC model?

I personally believe that there is potential to Pool & Share more military capabilities in Europe, in the land, air or maritime domains. As members of the European Union our nations share common views and are engaged in the same theatres of operation. In the Conclusions of the European Council a number of possibilities have already been considered. From my point of view, I would intuitively say that the area of surveillance – maritime or air – has a good potential. The assets are costly and member states agree on the importance of the topic. In the area of Remotely Piloted Aircraft Systems, Pooling & Sharing assets could be an interesting idea as well. The capability programme in this area proposed by the EDA - and

endorsed by Heads of States and Government - already brings together member states for initial cooperation.

The EATC has contributed to the inter-theatre support of operations over Libya and Mali. What are your lessons learnt from these operations?

We have to first consider that our lessons have been learnt in light of an aging transport fleet. Member nations currently await new capabilities, namely the A400M and the MRTT (Multi-Role Tanker Transport).

The two operations were very different: while Libya is very close to Europe - and the operation didn't include boots on the ground - the Malian operation took place far away. As lead nation France deployed some 4,000 soldiers in Mali. The EATC's involvement was also very different in the two operations. While we played an active role by transporting more than 15% of the personnel involved in Libya, our contribution was more limited due to the lack of EATC assets actually suited to this particular mission profile, although the EATC organised and conducted a large number of assets from Europe to Africa and back while the operation was running.

However, there are three main lessons for us to draw from the two operations. First, due to the current nature of the fleet available to us, the EATC can best support nations in the build-up of operations in the field of personnel transport. Second, the sooner the command is put in the loop the better we can support an operation. And third, the EATC is a generator of operational flexibility. We bring added value to our member nations in terms of air transport capacity. We enable nations to do more with less.

But the two operations showed that apart from generating flexibility we also generate trust and confidence in peace time and during a crisis. Germany for example didn't participate in Libya, but while Belgium, France and Netherlands were involved in the operation, Germany performed as many flights as possible not linked to the

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EDA and EATC cement ties

First multinational European AAR training programme

While Europe's fighter community has trained to operate together for years, AAR aircraft operators have less experience in multinational training exercises. From 31 March to 11 April 2014 the EDA, the EATC and the Netherlands organized the first multinational AAR training opportunity in support of the Dutch Frisian Flag exercise. By the end of March, the Netherlands (KDC-10), Germany (A310) and Italy (KC-767) committed to sending tankers to the flying event, which has been seen as an excellent opportunity to train dedicated AAR scenarios embedded within an established fighter exercise. The AAR planning cell was split between Eindhoven and Leeuwarden air base to foster overall air refuelling planning and tanker operations.

European Air Transport Training

This year will see the third edition of the EDA's European Air Transport Training (EATT) flying event. Organized in close cooperation with the EATC, the European Air Group and the Joint Air Power Competence Center (JAPCC), EATT2014 will take place from 16 to 27 June 2014 at the International Airport in Plovdiv in Bulgaria. The training offers participants a unique opportunity to plan and execute missions within a multinational framework and achieve flexible training objectives. The crews will be trained in a variety of airlift disciplines. The aim is to increase interoperability, to consolidate existing qualifications or to regain them in a short period of time and with dedicated assets.

operation. They showed their solidarity by doing all missions the other nations couldn't do because of their involvement.

All new generation aircraft are multirole - AAR, passenger and freight transport, sometimes medical evacuation. How will this technological development impact the EATC's role?

I don't expect the arrival of the A400M and the MRTT to dramatically change our role – except for more involvement in AAR – but they will certainly change the way we do business. It will be important to get the most from these new, very performing assets; the EATC will be key in proposing innovative ways to better use the versatility of the aircraft. But we also need to

organise ourselves differently to utilise them to their maximum capacity. We have to acknowledge that to be able to optimise the employment of the A400M we need a sufficient number of intermediate models such as the CASA range of tactical aircraft and the C27 for smaller freight missions, operated by France, Spain and Italy.

The EATC and the EDA together with the Netherlands are organising the first European AAR training programme from 31 March to 11 April this year. In what other areas could the EATC and the EDA cooperate?

Cooperation with EDA has been very fruitful since our inception in September 2010. It covers not only this first important European AAR-training,

but also cooperation on the European Air Transport Training (EATT) programme which will be held for the third time this year. We also chair an EDA working group on the concept of employment of the MRTT.

I am sure that this cooperation will only get stronger in the future on all aspects of air transport and AAR as we progress. The two organisations bring together the operational and the political sides. The Agency through its European outreach has significant added value. For example, the diplomatic clearances for transport aircraft had been used by EATC participating nations for some time, but the EDA was able to move it to a European level with currently some thirteen countries involved – of which EATC members benefit as well. ◄

Deployment of Assigned Aircraft

Creil
A310/340
✈ Squadron 03.060 'Estérel'
CN235
✈ Squadron 01.062 'Vercors'
✈ Squadron 02.062 'Ventoux'
✈ Training Squadron Casa

Eindhoven
KDC10/DC10
Gulfstream IV
✈ Squadron 334
C-130
✈ Squadron 336

Hohn
C-160
✈ Air Transport Wing 63

Wunstorf
C-160
✈ Air Transport Wing 62

Köln
A310
✈ Special Mission Air Transport Wing

Evreux
C-160
✈ Squadron 01.064 'Bearn'
✈ Squadron 02.064 'Anjou'
✈ Training Squadron C160

Landsberg
C-160
✈ Air Transport Wing 61

Orleans
Up-coming A400M
✈ Squadron 01.061 'Touraine'
C130
✈ Squadron 02.061 'Franche Comté'
✈ Training Squadron C130

Melsbroek
C-130
✈ 20 Squadron, 15 AT Wing
A330
✈ 21 Squadron, 15 AT Wing

EUROPEAN DEFENCE AGENCY

Putting Poland at the heart of Eurocorps

Major Jakub Block, Eurocorps Public Affairs Officer, reports on how Poland's commitment to this vital European defence force will evolve over the coming years

Major Jakub Block

From 1 January 2016 Poland will become a Framework Nation of the Strasbourg-located multinational rapid reaction corps, or Eurocorps, making Poland one of the decision-makers on the future tasks and structure of the EC.

Poland's 2011 decision to join Eurocorps reflects willingness to focus more on European defence and to contribute to important initiatives in this domain. As an EU member state Poland recognizes that for the EU to play a more effective role in security and defence area it will need military tools – such as Eurocorps- alongside other structures and means, as diplomatic and economic ones.

From 2016 some 130 Poles might serve in the Eurocorps headquarters, an important increase on the current 50 there in line with Poland's designation as an Associated Nation. Participation in this formation will also allow Poland to maintain close relations with NATO; from it foundation in 1993 Eurocorps has been an integral part of the alliance's force structure.

The current evolution of European defence policy has convinced many in Poland that Eurocorps can play an important role in these processes. Eurocorps will develop its capability to serve as a European Force Headquarters while NATO's changing priorities will set Eurocorps on the path to playing in integral role as a Joint Task Force HQ able to command small joint land heavy operations (SJO (L)).

Eurocorps is an international organisation established by Germany and France in 1992. Over the next four years Belgium, Spain and Luxembourg – the so-called 'Framework Nations' – joined the organisation. With an open-door policy of encouraging membership from NATO and European countries the command structure has since been adapted to include the Associated Nations of Poland, Italy, Greece and Turkey.

As a rapid reaction corps (RRC) Eurocorps can be used for NATO and the EU operations. This is a truly multi-national corps in which tasks and responsibilities are shared between Framework and – to a limited extent – Associated Nations. Although the language used on a daily basis is English, this is not the native language of any Eurocorps serving soldier.

Framework Nations hold the right to approve all Eurocorps commitments to operations by unanimous decision of the Common Committee – a body comprising the Chiefs of Defence and the Political Directors of the Ministries of Foreign Affairs of the Framework Nations. All operations have to be conducted in accordance with the United Nations (UN) mandate.

The last Eurocorps mission ended in January 2013, when its military members returned from Afghanistan, where they had spent a year contributing to ISAF headquarters, ISAF Joint Command and NTM-A headquarters. The next Eurocorps engagement will be as a Force Headquarter for the European Union's Battle Group 2016-II, unless other priorities are signalled by NATO or the EU.

Eurocorps can command and conduct military operations using a force of up to 60,000 soldiers from Framework and Associated Nations. The French-German brigade under the operational command or control (depending on the mission) of the Eurocorps HQ comprises around 6,000 soldiers. This is the main unit serving as the 'first responders' in operations around the world.

> "In between operational deployments Eurocorps has been highly active - permanently improving its professional skills"

Framework Nations can contribute additional force packages according to the operational needs of respective operations. So France, Germany and Spain can contribute up to division; Belgium up to a brigade and Luxembourg up to company.

Eurocorps can take part in NATO collective defence, or 'article 5' operations. But its structures and training are now focused on crisis response operations, such as humanitarian aid, rescue operations, peacekeeping, peace enforcement and crisis management. For these missions Eurocorps Framework Nations can decide to place its headquarters at the disposal of NATO or the EU.

Due to the complexity of current theatres of operations, Eurocorps will to be able to perform many different roles – from high-intensity combat to training or monitoring missions. This means adopting the principles of efficiency, flexibility and modularity.

For the main Eurocorps headquarters task, which is to lead and conduct military land operations, there are a number of possible roles for Eurocorps. Since its certification as a NATO High Readiness Force in 2002 Eurocorps has been continuously available as a Rapid Reaction Corps (RRC) deployable in 30 days. Eurocorps can perform the NATO Response Force (NRF) role of a Land Component Command (LCC) Headquarters available in six days (certified for the first time in 2006). In the case of collective defence – during article 5 operations – Eurocorps will act as

a multinational Army Corps. Eurocorps headquarters can be deployed as a force headquarters for EU operations.

In each case low, medium and even high intensity operations can be commanded by Eurocorps headquarters.

Declared fully operational in 1995 the first major Eurocorps deployment occurred during 1998-2000, when contingents of its personnel participated in the NATO-led SFOR operation in Bosnia and Herzegovina. In 2000 Eurocorps formed the core of the force headquarters in Kosovo and, for the first time, took operational command. From August 2004 to February 2005 took command of ISAF missions, supporting the UN in helping to organize the first democratic presidential elections in Afghan history. The second mission to Afghanistan was in 2012, where Eurocorps personnel were deployed to various headquarters in Kabul.

In between operational deployments Eurocorps has been highly active – permanently improving its professional skills through NATO certification processes for Land Forces, for example, and exploring the concept of joint task force headquarters (JTF HQ). In this role Eurocorps personnel will check if a corps level headquarters is able to command a joint force, including a main component (land, air or sea) and a component of the two other services.

Eurocorps Commander Belgian General Guy Buchsenchmidt decided that after its 2012-2013 Afghanistan mission it was time for Eurocorps to re-establish mission readiness, examine equipment needs, plan recuperation and exercise time for its soldiers and to generally prepare the corps for new challenges.

For Eurocorps the current priority is to command air and sea assets in addition to land forces. This needs several enhancements in areas such as technology, procedures and operational structures,

but without increasing troop numbers. Work in this area started in 2011 and Eurocorps personnel are currently undergoing an intensive training cycle, ending this year. Eurocorps headquarters personnel train as a deployed Command Post (including real deployments to different training areas located in Framework Nations territories), where challenging scenarios prepare staff for future missions.

Polish military personnel presence in Eurocorps, especially in headquarters and subordinated Multinational Command Support Brigade (MNCS Bde) facilities, have substantially increased in 2013 following the Common Committee decision to accept Poland among Eurocorps Framework Nations and should reach 130 by the summer of 2015. Polish soldiers occupy new posts and are replacing personnel from other Framework Nations (FN). The highest-ranking Polish soldier serving in Eurocorps – and who is simultaneously Poland's Senior National Representative – is Brigadier General Andrzej Przekwas, who has recently taken over the post of Deputy Chief of Staff – Support from Brigadier General Kazimierz Wójcik.

According to Brigadier General Andrzej Przekwas, Eurocorps representatives of each Framework or Associated Nation serve everywhere in the headquarters structure; there are no separate tasks for each country. "Polish soldiers are involved in many different branches, including operations, planning, logistics and personnel or financial matters," said General Przekwas. "Their posts vary from NCO to full colonel. In other rapid reaction corps, one or two nations take the lead and occupy the bulk of the leadership positions, while the other nations send only a few soldiers. In Eurocorps representatives of the Framework Nations have similar participation shares in the command posts".

As DCOS SPT in Eurocorps, whose structure

corresponds to the NATO requirements for rapid reaction force headquarters, General Przekwas deals with one of the main staff functional areas: logistics, communications, civil-military cooperation and medical affairs, vital branches for rapid deployable formations. Eurocorps has its own logistics equipment, shelters and tents.

"We are taking a growing role at the headquarters and multinational support brigade of Eurocorps," said General Przekwas, "creating the conditions for service and life for our people and their families. We are expanding our National Support Detachment (NSD)".

"We are taking a growing role at the headquarters and multinational support brigade of Eurocorps"

Brigadier General, Andrzej Przekwas
Deputy Chief of Staff, Support

This process is a clear sign that Poland is playing its part in strengthening the fundamentals of European defence, in the same way as it has made major contributions to other allied commitments and current NATO missions. Poland's Eurocorps' engagement is another example of the country's appreciation of common European efforts in the military domain, alongside its review of NATO's European region defence plans that took place in 2010.

In 2019, according to the Eurocorps Command Group rotation plan, a Polish General will become the Eurocorps Commander (COMEC).

In the near future Eurocorps will be ready to once again take part in operations around the world. Whatever these may be Poland's representatives on the Common Committee will have a key decision-making role.

Young professionals consider the future of European defence

The winners of an essay writing contest on the issues facing Europe's security and defence sector have now been announced as Pauline Delleur and Ioanna Zyga.

The contest – run jointly by Young Professionals in Foreign Policy (YPFP) and the EDA – was designed to bring forward new ideas and stimulate debate from a new generation of foreign policy leaders. YPFP is a community of young professionals in more than 60 countries – with branches in Washington, New York, London and Brussels – who share an interest in addressing global challenges.

It organises debates, workshops, and social events with high-level figures working in foreign policy. The two winning essays have been printed in full below and both winning authors, and the eight runners-up, were invited to attend the EDA's High-Level Annual Conference in Brussels on 27 March.

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The future of the EDA must include the sea

Pauline Delleur argues Europe needs a coordinated and comprehensive approach to security at sea

The future of the EDA must include the sea. With over 90,000 kilometres of coastline and the world biggest Exclusive Economic Zone, the European Union is a great maritime actor whose welfare and security are linked to the seas. The strengthening of threats in the oceans of the world is a key challenge that Europeans can't ignore. Piracy, for instance, has a direct impact on the European economy and population. Threats at sea also slow down the development of promising new maritime activities such as offshore ocean energy. The EDA has a key role to play in building up common solutions to address the global maritime challenges that its Members have to face.

The recent tragedy of the Lampedusa migrant shipwreck has illustrated the lack of preparation of European nations in dealing with new maritime challenges. Illegal immigration, illegal movements of arms and drugs, human trafficking, piracy and terrorism all require coordinated European response as their consequences spread all over Europe.

Technology is part of the solution. In dealing with such great challenges the European fleet must be adapted; navies are now fighting against non-State actors that can operate on smaller and faster ships. The EDA can support the evolution of European ships by launching cooperative research and development projects on mission modularity. It also plays a crucial role in identifying key European naval capabilities and in preparing the future of European shipyards with its in-house study on 'Future Naval Systems'.

However, the answer to current threats at sea can not just be military. Combining civilian and military tools efficiently is required to address all dimensions of maritime challenges. For instance, the protection of maritime activities can not be the responsibility of European navies alone. New maritime surveillance systems are required to ensure the protection of transport routes and new infrastructures at sea such as offshore platforms and energy arrays. The EDA offers an efficient example of European cooperation in this area. The MARSUR project launched by the Agency in 2006 has enabled participating Member States to exchange maritime information in a common network. The next step would be to create a European integrated maritime surveillance system encompassing all European maritime stakeholders, and to use it to develop common responses to incidents at sea.

The protection of Europe's great maritime territory and economy is one of the main challenges of our century. EU Member States are beginning to grasp the challenge: at the December 2013 European Council, they undertook to develop a new EU Maritime Security Strategy by June 2014.

The EDA can be a key actor in making this a reality, by building responses to manage risks at sea and to fight threats such as piracy. These responses can no longer be ad-hoc solutions set up by individual Member States. They need to be coordinated at the European level to ensure good governance at sea and safe and sustainable development of maritime activities. By supporting cooperative R&D projects, studies and Pooling & Sharing initiatives in the maritime domain, the EDA can become a strong European maritime stakeholder. →

› Europe needs to spend more and wisely on defence

Ioanna Zyga, Foreign Policy adviser and parliamentary assistant to Greek MEP Georgios Koumoutsakos, explains why retreating on defence is not an option for Europe

European leaders have been promising EU level defence investment for years: why hasn't this lived up to the rhetoric, and can it?

The reduction in defence spending across Europe is alarming. The European economic crisis is certainly a factor that to some extent accounts for the significant cuts in Europe's military spending. The European Member States hard-hit by the recession were, and still are, under pressure to curb public spending. European nations have had to scale down their equipment orders, introduce significant cuts to their military budgets and redirect spending to other domains.

Insufficient defence budgets in Europe are an old-age issue that the economic crisis has only exacerbated. Overall EU defence expenditure fell 10 percent during the period from 2006 to 2011 and reduced by almost three per cent between 2011 and 2012, according to the latest EDA data. Defence has not been a political priority within Europe and there has been limited political will to invest in defence for a number of reasons.

First, national governments are hesitant to Pool & Share military capabilities as they fear that some nations might block their access to the shared equipment if they do not see eye-to-eye in an operation, for example.

Second, reaching an agreement on EU defence spending and integrating defence agendas requires European capitals to align their security and defence postures and priorities, which is a daunting task.

Third, many European countries are loyal to NATO and choose to address their security concerns within the Alliance. For them, a larger role for the EU as a security provider would interfere with the role NATO can play and it would also result in duplication of effort between the two institutions. Additionally, instead of investing in its own defence, Europe has been relying on the US to do the heavy lifting and safeguard the continent's security. What is more, with the absence of a perceived military threat, collaboration among Member States on how to best proceed with developing new military technologies is difficult to attain.

Finally, the protectionism of national defence industries is also influencing defence cooperation between EU Member States.

Thankfully, some positive changes have been made recently. In December 2013, EU leaders gathered for the first time since 2008 to address defence related issues directly at the EU Council and agreed to deepen their defence cooperation. The timing was propitious. Interventions in Libya and Mali have exposed the limits of Europe's military capabilities. Due to budget cuts and insufficient investment in future capabilities, the competitiveness of the European defence industry is being seriously undermined. Military capabilities are also being lost. NATO for its part also faces declining defence budgets; its time and resources have been stretched because of the war in Afghanistan. With the US rebalancing to the Asia Pacific region, Europe must pick up more of the military burden.

Today's volatile security environment and its new, emerging security threats render the need for a stronger EU defence. If Europe is to pull its weight militarily, and promote and protect its interests while maintaining its global relevance, then spending more and more wisely on defence is a strategic imperative. ◣

Life after the EDA

Reinhard Marak heads Austrian industry group

In March 2014 Reinhard Marak, EDA's former Senior Officer for Defence Market, left the Agency to become Chief Executive Officer of the Austrian Defence and Security Industry Group (ADIG).

Working for the EDA gives staff a unique insight into the way Europe's national defence departments and industries operate, as well as how European Union organizations function, providing staff with skill sets and connections which prove invaluable in future careers.

Reinhard Marak joined the agency in 2008, working in the former Industry and Market Directorate, to help strengthen the industrial and technological base of the defence sector, improve the effectiveness of military expenditure and encourage the adoption of effective, compatible procurement methods. During his time at the Agency he was involved in implementing the defence procurement directive, working towards developing more common procurement methods, pooling demand for off-the-shelf equipment and headed the "Go Green" Competitive Dialogue on behalf of member states, exploiting solar-power potential of military sites to generate additional funding streams for military capability development.

"Working six years at the EDA gave me an important insight into the European defence industry," he said. "A very important facet of the Agency is that you learn from experiences of other States. I was also able to establish a very good European and national network of contacts; if you want to gain knowledge at a European level on how to progress a project you need to know who to talk to and have a clear picture on how to move things ahead."

For Reinhard Marak working at the EDA has also given him insight into issues which will be of particular importance to supporting the efforts of ADIG members.

"I would measure success in my new role if I can help find synergies between security and defence research, which means helping companies in these areas gain access to EU funds for research and technology development. And another important area, especially in Austria, is to further support cross border industrial cooperation, especially for small and medium sized enterprises, which need to be increasingly connected and competitive in a global market."

Key Quotes

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