



European Defence Agency



*Increase the military
airlift provision within
the European Union*



EUROPEAN AIR TRANSPORT FLEET MODEL



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<u>Purpose</u> This EATF model compiles the work of the Project Team EATF (PT EATF). It also provides a view on the way ahead for the project and gives answers one can have concerning the EATF.		
<u>Summary</u> <ul style="list-style-type: none">• This model is based on the Letter of Intent signed by the defence ministers on 17th November 2009.• European Air Transport Fleet (EATF) is a partnership, aiming to create a network between willing national and multinational entities (existing and future) dealing with air transport.• Member states cannot yet contribute today to EATF as such. However, it is <u>through</u> EATF that they will improve the efficiency of European air transport and alleviate the existing airlift shortfall.• Guidance and coherence will be provided by a dedicated governance system. The European Defence Agency will manage the project until the required decision making mechanisms are agreed and in place.• Currently, the work is focused on identified and prioritized air transport issues to improve the efficiency of the European air transport, avoiding duplication of effort and sharing outcomes and information with as many entities as possible.		



1. Introduction

The Helsinki Progress Catalogue 03 highlighted severe shortfalls in strategic lift assets in response to the Headline Goal (HLG) 2003. At their informal meeting at Hampton Court in 2005, the Heads of State and Government noted that strategic lift was identified as a key capability gap and one of the capability improvement priorities. Later on, in response to the HLG 2010, the Battle Groups initiative and the expanded Common Security and Defence Policy (CSDP) tasks considered within the Requirements Catalogue 05 process increased the requirements for strategic lift even more. In 2008 in the report to provide a First Prioritisation for addressing the capability shortfalls identified within the context of the HLG 2010, inter-theatre transport was highlighted as a critical capability shortfall.

Through the years various initiatives have been taken, either to secure the availability of assets or use available assets in a more efficient manner. The 'Strategic Airlift Interim Solution' (SALIS)¹ contract and the 'Strategic Airlift Capability' (SAC)² initiatives belong to the former group whilst the

establishment of the 'Movement Coordination Centre Europe' (MCCE)³ and the build-up of the 'European Air Transport Command' (EATC)⁴ account for the latter one. Nevertheless, even in combination, these initiatives do not yet completely satisfy operational requirements for some European nations.

The EDA Steering Board (SB) in Capabilities formation decided on 15 February 2008 to establish a Project Team European Air Transport Fleet (PT EATF) to study viable models for the development of a European air transport fleet. On 10 November 08, Defence Ministers of twelve EU member states (Belgium, Czech Republic, France, Germany, Greece, Italy, Luxembourg, Netherlands, Portugal, Romania, Slovakia and Spain) signed a EATF Declaration of Intent (DoI) to demonstrate their determination and commitment to address critical European airlift shortfalls.

Where the initial idea of the EATF was A400M-centric and looked at the creation of a multinational A400M fleet, the scope of the initiative was enlarged to other types of aircraft and several other types of participation. Meanwhile,

¹ Quick access to AN-124-100 aircraft for the airlift of heavy equipment and/or outsized cargo. Contract signed by Belgium, Canada, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Luxembourg, Netherlands, Norway, Poland, Portugal, Slovakia, Slovenia, Sweden and UK.

² Consortium to field three C-17. Participating nations: Bulgaria, Estonia, Finland, Hungary, Lithuania, Netherlands, Norway, Poland, Romania, Slovenia, Sweden and the US.

³ The MCCE is a multi-national organisation established in July 2007 with the main purpose to coordinate and optimise on a global basis the use of airlift, sealift and land movement assets owned or leased by national militaries of the member Nations. Twenty one nations are presently member of MCCE.

⁴ EATC is a multinational airlift command organisation that will take over operational control on the transport fleet of following countries: Belgium, France, Germany, Luxembourg and The Netherlands.



the initiative has developed into a framework, comprising a variety of different issues treated by several working groups.

A Letter of Intent (LoI) on the EATF was signed on 17 November 2009 by fourteen Ministers of Defence (Belgium, Czech Republic, Finland, France, Germany, Greece, Italy, Luxembourg, the Netherlands, Poland, Portugal, Slovakia, Spain and Sweden) and Romania signed the LoI on 25 March 2010. This letter, still open to signature of other pMS, expresses the clear political will to enhance efforts to increase military airlift availability in Europe.

2. Vision

The EATF is a flexible and inclusive partnership between national and multinational military air transport fleets and organisations in Europe, aimed at the enhancement of standardised air transport services. The provision of those services will be implemented through cost effective pooling, sharing, exchange and/or acquisition of various capabilities⁵. This vision underlines the intended open relationship to be created between partners characterized by mutual cooperation and responsibility to achieve specific goals in the airlift area.

⁵ Aircraft, but also including training programs, cross-servicing activities and refuelling, cargo handling, maintenance activities and spare parts, etc.

The long term vision of EATF aims at the efficient usage, through a networked fleet, of all present and future air transport assets made available by the pMS for military needs, regardless of type or origin.

The networked fleet is understood in a conceptual sense: the fleet should not be seen as a physical or administrative entity but as the overall air transport capability resulting from the linking of European air transport fleets and organisms, including those contributing in kind with other than aircraft flight hours (i.e. support functions). Networking is understood in the broad sense of multiplying formal and informal interaction between all players concerned, with a view to improving coordination and synergy. This should include harmonized procedural matters, such as simplified diplomatic clearances. IT networks, inter-alia, could contribute to establishing the EATF network but should not be seen as its essence.

3. EATF Programme Management Plan

Under development in the AHWG Governance

4. Scope of EATF

EATF is to be seen as an innovative concept to enhance the individual airlift capacities of pMS. It will initially consist of a framework federating different projects identified by the signatories,



different structures and different types of assets, in order to optimize cooperation and coordination. The output of EATF will address the way different types of air transport assets are acquired, operated, supported and managed in the most efficient way.

5. EATF main objectives

Since this project is extremely vast and lengthy, it is impossible to enumerate all its objectives. However, in the Lol signed 17 November 2009, four main objectives were stipulated:

- To increase the military airlift provision within the EU by facilitating the acquisition of additional assets and better use of existing ones.
- To develop concrete solutions to increase the efficiency of existing and future airlift assets made available by the pMS for military needs to meet national, EU, NATO and other frameworks operational requirements.
- To develop means for optimisation of interested existing and future air transport organisations and structures in order to create synergy between them through far-reaching coordination.
- To be able to transport any personnel/equipment by any asset with a minimum of constraints, i.e. by harmonizing and standardizing rules, regulations and procedures.

6. pMS participation

Depending on national policies, the level of involvement within the EATF initiative will be different from nation to nation. The EATF Lol of 17 Nov 09 states that EU Member States' participation to EATF could take the following form, among others: making available military transport aircraft; purchasing flying hours; providing or exchanging flying hours; providing and benefiting from shared and/or pooled aircraft and/or support functions.

The current pMS participation has been identified in work strands in which pMS can participate on a case by case basis. The list of work strands is developed in annex C.

It is important to note though that today Member States don't contribute to EATF with assets as such. Nevertheless, it is through EATF that they will improve the efficiency of European military air transport and alleviate the existing shortfall.

7. Governance

A governance system will be used to provide guidance for all relevant EATF activities and ensure coherence between the different work strands and projects that will be undertaken in the EATF framework. Until the legal framework for EATF is set up these functions will be fulfilled within the EDA.



A EATF Management Committee will be created to provide high-level guidance with the support of all available expertise. Its initial task will be to define a strategy towards the implementation of the EATF network, including a roadmap consistent with the imperatives of other existing and future air transport organisations.

The EATF with the aim of federating all efforts in the area of military air transport, will collaborate with other interested organisations and initiatives in Europe.

8. EATF way of working

Work will be carried out in a modular way through different work strands and projects. Methods of work and level of participation in these may differ but all results will be coordinated at the appropriate level. This means participation by pMS and air transport organisations to each activity or project generated through EATF is voluntary and on a case by case basis.

Regardless of the chosen model, results from the work strands and activities will be reported back through the governance system and will be made available to pMS by EATF in the most appropriate way.

The intention is not to create a supplementary air transport structure within Europe, but to better coordinate

and strengthen existing and/or future ones. This project is not in competition with the European Air Transport Command (EATC), the Strategic Airlift Capability (SAC) initiative or any other organisation. However, in order to maximize the effectiveness of the different initiatives and preclude any duplication of effort, information sharing is paramount. Interaction with other structures, organisations and nations is necessary.

All entities dealing with military airlift will be encouraged to join the different PT EATF meetings or happenings and to play an active role in the establishment of the EATF. Right now, some of them (EUMS, EU Commission, MCCE, EAG, EATC, EUROCONTROL, etc.) are receiving invitations to attend the different meetings and are also doing so.

Bottom-up approaches having their limits, important initiatives (creation of multinational units, acquisition of aircraft, etc) will have to be encouraged at a much higher level and even outside the EATF framework (MoD, CHoD, EURAC, etc) and - if decided to use the EATF for the coordination of the implementation - brought to the EATF through the appropriate SB.

Fig. 1 illustrates the EATF initiative and underlines the needed interaction with external bodies.

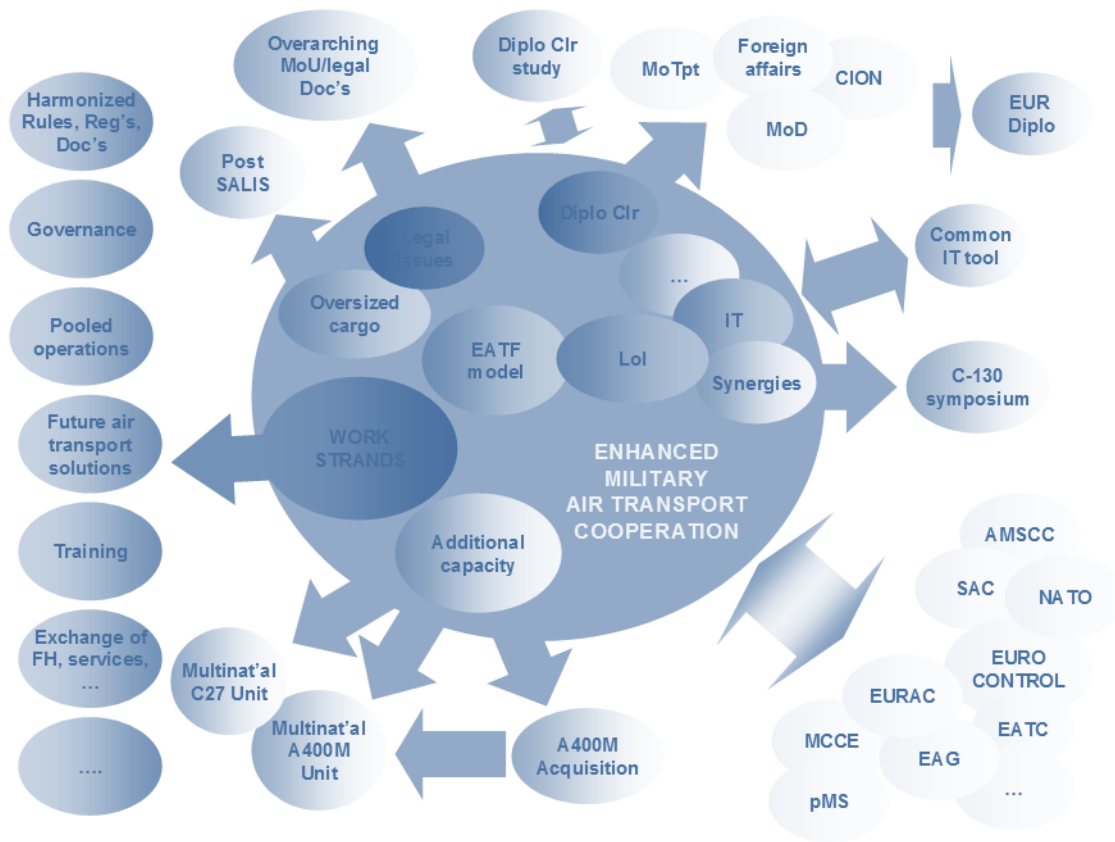


Fig. 1

9. Work strands

The initial list of identified work strands and their respective AHWG (Annex C) give pMS a first opportunity to identify areas they want to address together with other participants. This list is a living one and will be adapted whenever necessary.

The EATF strategy will be a basis for elaborating a more robust list, linking work strands through action lines directed towards fulfilling the EATF objectives. It will thus lead to amend the initial list and if necessary identify

further work strands. The sequence doesn't necessarily reflect a priority.

The different work strands are discussed and addressed in depth at expert level (PT EATF initially) or AHWG level and fills the EATF work plan in short and medium terms.

The Terms of Reference (TOR) of the different AHWG are compiled in appendices of annex C.



10. Legal & financial aspects

The AHWG Governance will develop the EATF legal framework and further implementing documents that could include financial aspects where necessary.

At any time however, MoUs or TAs can be established separately to stipulate the legal and financial framework of any initiative arising from a particular work strand.

11. Annexes

This document is a living one. To avoid updating its main body too often, parts subject to regular changes are kept in the following annexes. Each annex can be changed separately.

Moreover, throughout the discussions in the different PTs and WSs, lots of good ideas have been put on the table. In order not to lose these thoughts and innovative solutions, some of them are kept in these annexes. This will enable readers of this document to have a view on new tracks or to find some rationale behind certain issues.

Annexes:

Annex A	Acronyms and definitions
Annex B	EATF Lol
Annex C	EATF work plan
Annex D	Work strands and Ad Hoc Working Groups
App 1	ToRs AHWG Governance
App 2	ToRs AHWG Operations and Training Tactical air Transport
App 3	ToRs AHWG Diplomatic Clearances
Annex E	List of references
Annex F	EATF studies
Annex G	EDA way of working



Annex A

ACRONYMS

AHWG	Ad hoc working group
AMSCC	Athens Multinational Sealift Coordination Centre
CAP	Capabilities
CCDP	Comprehensive Capability Development Process
CION	European Commission
CSDP	Common Security and Defence Policy
DGE	Directorate General E 'External and politico-Military affairs'
DoI	Declaration of Intent
EATC	European Air Transport Command
EATF	European Air Transport Fleet
EDA	European Defence Agency
EAG	European Air Group
EU	European Union
EURAC	European Air Chiefs Conference
HAW	Heavy Airlift Wing
HLG	Headline Goal
IDT	Integrated Development Team
LoI	Letter of Intent
MCCE	Movement Coordination Centre Europe
pMS	participating member state
NAD	National Armaments Director
PT	Project Team
SAC	Strategic Airlift Capability
SALIS	Strategic Airlift Interim Solution
SB	Steering Board
TA	Technical Arrangement
ToR	Terms of Reference
WS	Workshop

DEFINITIONS

Ad hoc working group: a group created for a specific purpose, case or situation working under supervision of the PT EATF.

Participating Member State: member state of the EU who participates in the EDA.

Project: endeavour undertaken to create a unique product, service or result.

Networked fleet: partnership composed out of links between air transport entities. This partnership includes both physical and non-physical links.



Annex B

EATF LETTER OF INTENT

Short Title: EATF LOI

[All signatory MoDs] Meeting within the Steering Board of the European Defence Agency (EDA),

convinced that optimisation and rationalisation of the current and future European air transport assets and agencies are the best way forward to reduce the military airlift capabilities shortfalls,

in reference to the declaration on the reinforcement of capabilities adopted by the Heads of States and Governments and endorsed by the European Council on 11 December 2008,

considering the Declaration of Intent regarding the establishment of an European Air Transport Fleet, signed in Brussels on 10 November 2008, under the auspices of the European Defence Agency,

in accordance with the Council Joint Action 2004/551/CFSP of 12 July 2004 on the establishment of the European Defence Agency,

in reference to their intention to extend the participation to this EATF to other EU Member States intending to adhere to the principles of this Lol,

have reached the following understanding:

1. Vision

- a. The EATF is a flexible and inclusive partnership between national and multinational military air transport fleets and organisations in Europe, aimed at the enhancement of standardised air transport services, accessed through an identified process and using simplified common procedures. The provision of those services will be implemented through the most cost effective sharing, pooling, exchange or acquisition of capabilities.
- b. The long term vision of a European air transport fleet aims at the efficient usage, through a networked fleet linking various European air transport fleets, of all present and future air transport assets made available by the pMS for military needs, regardless of type or origin.



2. Scope of EATF

- a. EATF is to be seen as an innovative concept to enhance the airlift capacities. It will consist of a framework federating different projects identified by the signatories, different structures and different types of assets, in order to optimize cooperation and coordination.
- b. The output of EATF should address the way different types of air transport assets are acquired, operated, supported and managed in the most efficient way.
- c. EU Member States participation to EATF, could take the following form, among others: making available military transport aircraft; purchasing flying hours; providing or exchanging flying hours; providing and benefiting from shared and/or pooled aircraft and/or support functions.

3. Main objectives of EATF

- a. To increase the military airlift provision within the EU by facilitating the acquisition of additional assets and better use of existing ones.
- b. To be able to transport any personnel/equipment by any asset with a minimum of constraints, by i.e. harmonizing rules and procedures.
- c. To develop concrete solutions to better use existing and future airlift assets made available by the pMS for military needs to meet national, EU, NATO and other frameworks operational requirements and to improve the airlift provision within the European Union.
- d. To develop means for optimisation of interested existing and future air transport organisations and structures in order to create synergy between them through far-reaching coordination.

4. Basic principles

- a. Depending on national policies, the level of involvement within the EATF initiative may be different from Nation to Nation.
- b. Work will be carried out in a modular way through different work strands and projects. Participation in these may differ and results will be coordinated at the appropriate level.
- c. The intention is not to create a supplementary air transport structure within Europe, but to better coordinate and strengthen existing and/or future ones, thus avoiding duplication. This project is not in competition with the European Air Transport Command (EATC) as one of Europe's major suppliers of capacity and expertise in air transport.
- d. The EATF will look for cost effective solutions.



5. Governance

- a. A governance system will be used to provide guidance for all relevant EATF activities and ensure coherence between the different work strands and projects that will be undertaken in the EATF framework.
- b. A Steering Board will be created to provide high-level guidance with the support of all available expertise. Its initial task will be to define a strategy towards the implementation of the EATF network, including a roadmap consistent with the imperatives of other existing and future air transport organisations.
- c. The EATF with the aim of federating all efforts in the area of military air transport, will collaborate with other interested organisations and initiatives in Europe.
- d. Until the legal framework for EATF is set up these functions will be fulfilled within the EDA.

6. Participation

- a. Participating Member States (pMS) can sign this Lol at any time thus accepting decisions already made.
- b. Decision taking will be limited to the signatories, though active contribution of non-signatories to the further development of EATF is encouraged.

7. Timeline

After signature of this Lol, Ad hoc working groups will be created in order to develop the documents required for the overarching EATF legal framework that could include financial aspects.

This Letter of Intent does not represent a legally binding commitment and will not require any financial implication.



The Minister of Defence of the Kingdom of Spain,
Signed in Brussels on 17 November 2009
Name: Carmen CHACÓN PIQUERAS
Signature

The Minister of Defence of the Republic of France,
Signed in Brussels on 17 November 2009
Name: Hervé MORIN
Signature

The Deputy Minister of Defence of the Republic of Italy,
Signed in Brussels on 17 November 2009
Name: Giuseppe COSSIGA
Signature

The Minister of Defence of the Grand-Duchy of Luxembourg,
Signed in Brussels on 17 November 2009
Name: Jean-Marie HALSDORF
Signature

The Minister of Defence of the Kingdom of the Netherlands,
Signed in Brussels on 17 November 2009
Name: Eimert van MIDDELKOOP
Signature

The Under-Secretary of State for Defence Policy on behalf of the Ministry of National Defence of the Republic of Poland
Signed in Brussels on 17 November 2009
Name: Stanisław Jerzy KOMOROWSKI
Signature

The Minister of Defence of the Republic of Portugal,
Signed in Brussels on 17 November 2009
Name: Augusto SANTOS SILVA
Signature

The State Secretary of the Slovak Republic on behalf of the Ministry of Defence of the Slovak Republic,
Signed in Brussels on 17 November 2009
Name: Daniel DUCHOŇ
Signature

The Minister of Defence of the Kingdom of Sweden,
Signed in Brussels on 17 November 2009
Name: Sten TOLGFORS
Signature



Annex C

EATF WORK PLAN

▪ Short Term

- Continue drafting and implement the agreed EATF Programme Management Plan (PMP) as soon as possible.
- Further develop the appropriate governance mechanism for the EATF project.
- Address the work strands according pMS request:
 - ✓ Activate relevant AHWG (Cfr Ann D).
 - ✓ Identify clear objectives and deliverables.
 - ✓ Promote and implement outcome as required.
- Monitor and support the on-going EATF studies.
- Analyse and address outcome of the EATF studies
- Deliverables:
 - ✓ EATF Tactical Air Transport symposium (Dec 10)
 - ✓ ATARES web-based accounting system (Jun 11)
 - ✓ EATF (Secured) Air Transport web-site (Summer 11)
 - ✓ EATF Air Transport live exercise (Jun 12)

▪ Medium Term - 2015

- Harmonization of rules and regulations.
- Harmonization with the aim of common training.
- Common use of support services.

▪ Long term - 2020

- Networked fleet
- Multinational transport units.
- Pooled acquisition of transport aircraft.



Annex D WORK STRANDS AND AHWG

AHWG	Start	WORK STRANDS	Purpose	Short	Med (<2015)	Long (>2015)	Remark
AHWG GOVERNANCE	Jan 2010	1 Governance	To develop a clear governance model to ensure proper guidance for the EATF initiative.	BE, CZ, DE, FR, ES, NL, RO			
		2 Legal issues	Develop the legal framework for implementing the EATF.	BE, ES, FR, NL, RO			
		3 Project plan					
AHWG OPERATIONS AND TRAINING	Apr 2010	4 Operations and training	Identify possible synergies between pMS for all airlift training aspects. Common/pooled operation (utilization, harmonized procedures, crews, etc.) .	BE, ES, RO, NL	FR, SE		
AHWG DIPLO	Apr 2010	5 EU Diplomatic Clearances	Provide recommendations to the pMS to facilitate airlift provision within the EU transforming the existing Diplomatic Clearance procedures.	BE, CZ, DE, ES, FI, NL, RO, SE		EL, FR	
AHWG EXCHANGE		6 Provide, exchange or purchase of flying hours and/or transport services against payment	To develop a mechanism to pay for airlift services provided, exchanged or purchased having the money return to the Air Force /MoD budget or a common budget used by all pMS for strategic lift issues.	CZ, DE, SK, IT, PL	EL, FR, SK	SK	SALIS, source of FH - commercial and/or military a/c to be identified, buying FH, Post-SALIS
		7 Exchange flying hours and transport services without payment	To monitor/assess the existing system (ATARES) and the follow-on ones (MEOS, SEOS).	CZ, DE, RO, IT, PL	EL		
		8 Exchange of other support services against payment	To develop a mechanism to pay for the exchange of services other than the transport ones having the money return to the Air Force /MoD budget or a common budget used by all pMS for strategic lift issues.	CZ, DE, IT	FR, NL		Use of fuel depots, ammo depots, ...
		9 Exchange of other support services without payment	To develop a mechanism for the exchange of services other than the transport ones using innovative solutions to remunerate them without having to pay cash money (Cfr ATARES).	CZ, DE		NL	Use of fuel depots, ammo depots, ...
AHWG SUPPORT		10 Provide or benefit from shared and/or pooled support functions	Self explanatory.	RO	ES, FR		Through exchange of formations.
AHWG MNTU		11 Multinational Transport unit (MNTU)	Pooling of existing and/or future air transport assets nationally or collectively owned.	FI	FR, ES	BE, EL	
AHWG RULES AND REGULATIONS		12 Harmonization of rules, regulations & documents	Identify/prioritize known regulatory stumbling blocks to be cleared and act accordingly, i.e. harmonization of load clearances, passenger regulations on military aircraft and crew employment rules in operations.				Work pending or already done in other organizations (EAG, EATC,...) to be investigated.
AHWG LOGISTICS		13 Network Enabled Logistics	Networking air transport logistics decision centres throughout Europe.		FR		
AHWG FUTURE		14 Future air transport solutions	Promote findings of different studies, analyse contingency transportation issues (BG), Common procurement of the same type of asset, or part of an asset, by a group of interested Nations.	CZ, DE, ES, SE	FR, NL, SE		
AHWG HUB		15 European Hub	Analysis of EUR hubs for military airlift operations, i.e. organise (fixed) Airline/AT service.	FI, RO	NL	FR	
AHWG SES		16 Single European Sky (SES) and SES Air Traffic Management Research (SESAR)	To address SES and SESAR issues.		EL, ES, FR		



Annex D - Appendix 1

TERMS OF REFERENCE FOR THE DIFFERENT AHWGS

NAME	AHWG GOVERNANCE (AHWG Gov)			
PURPOSE	To develop a clear governance model to ensure proper guidance for the EATF initiative as well as the legal framework for implementing the EATF.			
CHAIRMANSHIP	DE			
PARTICIPANTS	pMS EATF representatives, Legal advisors			
GUIDANCE	From PT EATF			
REPORTING	To PT EATF			
TIMELINE	START	Jan 2010	FINISH	i.a.w. §6 (deliverables)

1. OBJECTIVES

- a. Develop the EATF project management plan.
- b. Develop a clear governance model to ensure proper guidance for the EATF initiative.
- c. Develop the legal framework for implementing the EATF.

2. SCOPE

- a. Examine and discuss the possible governance models to be used to implement the EATF project.
- b. Identify and to develop the needed legal framework.

3. PARTICIPATION

- a. All Lol signatories are entitled to participating in this AHWG.
- b. Other entities (EUMS, MCCE, EATC, EAG, etc.) will be invited to participate in the discussions regarding the way to establish links, exchange information and share work between organisations.
- c. Companies taking part in studies on behalf of the PT EATF may be consulted on a case by case basis at the discretion of the AHWG.

4. DECISIONMAKING

- a. The AHWG has no legal basis. Therefore, decisions at AH WG level will essentially regard the agreement on minutes and recommendations forwarded to PT EATF.
- b. All decisions will be made by consensus between Lol signatory pMS and may be agreed upon by silent procedure (length of the procedure on a case by case).
- c. Only Lol signatories will participate in the decisions.

5. CHAIRMANSHIP

- a. The chairman is elected by a majority of 2/3 of the EATF Lol signatory pMS for a period of 12 months on a renewable basis.
- b. The chairman will provide the agenda and the minutes for the meetings. Other administrative tasks will be performed by EDA.

6. DELIVERABLES

- a. Proposals for an EATF project management plan.
- b. Proposals to the PT for a governance model, including a roadmap for implementation.
- c. Required legal documents.



Annex D Appendix 2

NAME	AHWG Operations and Training Tactical Air Transport (AHWG O&T TAT)			
PURPOSE	To build on past experiences and achieve interoperability at the tactical airlift assets operator's level.			
CHAIRMANSHIP	BE			
MEMBERS	AT, BE, ES, NL, SE, EATC			
GUIDANCE	From PT EATF			
REPORTING	To PT EATF			
TIMELINE	START	Apr 2010	FINISH	i.a.w. §6 (deliverables)

1. OBJECTIVES

- a. To identify common issues, problems encountered and lessons learned in recent operations and training missions.
- b. To achieve a far reaching level of interoperability between tactical airlift (C-130, C-160, ...) users in the area of operations and training.
- c. To elaborate short, medium and long term deliverables, useful to the tactical airlift community.

2. SCOPE

- a. This WG is focused on tactical airlift operational and training usage.
- b. It will facilitate crew level (operators) information exchange among tactical airlift (C-130, C-160, ...) users and stimulate co-operations.

3. PARTICIPATION

- a. All pMS are entitled to participating in this AHWG.
- b. Other tactical airlift users, entities (EATC, EAG, etc.) or companies will be invited or consulted on a case by case basis at the discretion of the AHWG and will be granted a permanent or occasional member status.

4. DECISIONMAKING

- a. The AHWG has no legal basis. Therefore, decisions at AHWG level will essentially regard the agreement on minutes and recommendations forwarded to PT EATF.
- b. All decisions inside this AHWG will be made by consensus between adhering EATF Lol signatory pMS and may be agreed upon by silent procedure (length of the procedure on a case by case).
- c. Only Lol signatories will participate in the decisions.

5. CHAIRMANSHIP

- a. The chairman is elected by a majority of 2/3 of the EATF Lol signatory pMS for a period of 12 months on a renewable basis.
- b. The chairman will provide the agenda and the minutes for the meetings. Other administrative tasks will be performed by EDA.

6. DELIVERABLES

- a. EDA Tactical Air Transport Symposium, 16 Dec 2010.
- b. EATF TAT secure website, April 2011
- c. Block Training TAT, March 2011 (under reservation).
- d. Provision for international Block Training TAT in 2012



Annex D Appendix 3

NAME	AHWG DIPLOMATIC CLEARANCES (AHWG DIC)			
PURPOSE	To analyse the study on diplomatic clearances and to pave the way to the best possible option for a harmonised mechanism for diplomatic clearances used by EU military transport aircraft and commercial transport aircraft on military missions.			
CHAIRMANSHIP	EDA, but open to pMS			
MEMBERS				
GUIDANCE	From PT EATF			
REPORTING	To PT EATF			
TIMELINE	START	Apr 2010	FINISH	i.a.w. §6 (deliverables)

1. OBJECTIVES

- a. Harmonise the use and the delivery process of diplomatic clearances (DIC) for military transport aircraft within the EU, but at least between EATF Lol signatories.
- b. Expand that harmonised mechanism to NATO and/or other interested countries.
- c. For those countries interested, get even rid of DIC within the EU.
- d. Create a European DIC, usable for EU operations and missions, accepted worldwide.
- e. Clarify the mechanism of civil clearances/commercial rights and/or DIC for commercial a/c on a military mission.

2. SCOPE

- a. Develop a proposal for a harmonised diplomatic clearances mechanism for military transport aircraft in the EU.
- b. Identify a clear roadmap for the implementation of such a mechanism.
- c. Identify possible ways to expand the mechanism to be used NATO or even worldwide.

3. PARTICIPATION

- a. All Lol signatories are entitled to participating in this AHWG.
- b. Other nations, entities (EUMS, NATO, MCCE, EATC, EAG, etc.) or individuals will be invited or consulted on a case by case basis at the discretion of the AHWG and will be granted a permanent or occasional member status.

4. DECISIONMAKING

- a. The AHWG has no legal basis. Therefore, decisions at AH WG level will essentially regard the agreement on minutes and recommendations forwarded to PT EATF.
- b. All decisions will be made by consensus between Lol signatory pMS and may be agreed upon by silent procedure (length of the procedure on a case by case).
- c. Only Lol signatories will participate in the decisions.

5. CHAIRMANSHIP

- a. The chairman is elected by a majority of 2/3 of the EATF Lol signatory pMS for a period of 12 months on a renewable basis.
- b. The chairman will provide the agenda and the minutes for the meetings. Other administrative tasks will be performed by EDA.



6. DELIVERABLES

- a. Recommendations on a harmonised diplomatic clearances mechanism, including the delivery process, for military transport aircraft in the EU.
- b. A roadmap of milestones for the implementation of such a mechanism.
- c. Recommendations on the best way to expand this new mechanism NATO-wide and/or to interested countries.
- d. Options for different future mechanisms to be used inside the EU (cancel DIC, cancel DIC with some exceptions, simplify DIC, harmonise DIC documents,...) and identification of potential interest of pMS for respective options.
- e. Proposals for a European DIC, usable for EU operations and missions, accepted worldwide.



Annex E

LIST OF REFERENCES

1. Letter of Intent on principles of bilateral co-operation in the field of training for the future transport aircraft A400M signed 30 May 2008 (DE-FR).
2. Declaration of Intent on participation in a EATF signed 10 Nov 2008 (BE, CZ, DE, EL, ES, FR, IT, LU, NL, PT, RO, SK).
3. Declaration of Intent on the establishment of a multinational A400M unit signed 10 Nov 2008 (BE, DE, FR, LU).
4. Letter of Intent on EATF signed 17 Nov 2009 (BE, CZ, DE, EL, ES, FI, FR, IT, LU, NL, PL, PT, SE, SK).
5. TOR European C-130 Maintenance Symposium, Rev 5.0, dated 30 Apr 09 (AT, BE, EL, ES, FR, NL, NO, PT, SE, UK).
6. Council Joint Action of 12 July 2004 (2004/551/CFSP).



Annex F

EATF STUDIES

Landscaping study

1. Generalities

EDA Reference: 09-CAP-022
Contract signature: 07 Jan 10
Company: Marshall Solutions Ltd (UK)
Time period: 6 months
Budget: 264.750 €
Final report: EDA 09-CAP-22, version , dated

2. Short description

The study on the definition of the EATF model will:

- a. Identify the strengths and weaknesses of the current European military air transport environment.
- b. Describe ways to optimize the current structures and procedures.
- c. Provide inputs to improve the existing interaction models.
- d. Suggest new interaction models to increase the overall European military air transport efficiency.
- e. Propose innovative ways to exchange services between pMS.

3. Remarks

This study will feed the several existing work strands and will propose new ideas and options for the future. It will be used as a basis for further work on analysing and improving the existing air transport structures, processes and procedures.

Diplomatic clearances study

1. Generalities

EDA Reference: 09-CAP-023
Contract signature: 13 Jan 10
Company: Systems Consultants Services (SCS) Ltd (UK)
Time period: 6 months
Budget: 142.950 €
Final report: EDA 09-CAP-023, version 3.1, dated 17 Aug 10

2. Short description

The study on diplomatic clearances issues for military airlift operations will:

- a. Describe the existing European diplomatic clearances mechanisms used to transport military personnel and freight in military aircraft in the EU and worldwide.
- b. Identify the advantages and possible disadvantages of a harmonized/unique European diplomatic clearance mechanism for all EU military transport aircraft in the EU and worldwide.



- c. Give an overview of the legal aspects and implications for the use of a unique European diplomatic clearance mechanism.
 - d. Describe a detailed roadmap (International organizations to be addressed, Ministries to be involved, etc.) to go from the existing European diplomatic clearances system to a better and more efficient mechanism. Emphasis will be made on the EU, but inputs can be made for an enlargement of the mechanism worldwide.
3. Remarks
The study will be used as basis for further work in the AHWG DIC. Information depicted in the study is to be taken with the needed reservations and crosscheck in official documents is advisable.

ATARES web-based accounting software development

1. Generalities

EDA Reference:	10-CAP-019
Contract signature:	Apr 2010
Company:	GMV (PT)
Time period:	6 months
Budget:	97.000€
Final report:	EDA 10-CAP-19, version , dated

2. Short description

The software development will:

- a. Create a generic model of secured web-site application from which on pMS and other users (existing and future) will be able to carry out all ATARES accounting related tasks in accordance with defined users' rights.
- b. Guarantee the maintenance (modifications, bugs, etc.) of the software for the next 3 years. Proposals will include remote and on-site help as well as service accessibility (time periods).
- c. Provide EDA and MCCE the software, including source code, at the end of the contract term.

3. Remarks

The software will be distributed to all pMS, even those not signatories of the ATARES TA. By doing so, it will probably attract more nations to join ATARES and make the mechanism even more attractive.



Annex G

EDA WAY OF WORKING

EDA

The EDA uses Integrated Development Teams (IDT) and Project Teams (PT) as tools to assist the management of the EU's Comprehensive Capability Development Process (CCDP). The IDT proposes the establishment of PTs to take forward relevant options and initiatives. In this case, the PT EATF was proposed by the IDT Deploy and agreed by the SB Capabilities. The PT reports back on progress to the IDT which enables the EDA to address the appropriate Steering Board.

During PT meetings, work is agreed and, if needed, recommendations are forwarded to the IDT and the EDA Steering Board. The PT is not a decision making body: if consensus cannot be reached on a given subject, it may choose unanimously to apply the majority principle or, if one or more participants have fundamental disagreements, those should be reported to the IDT for further action.

PT EATF is one of several PTs within EDA. Within given frame each PT forms its own way of working, procedures and routines with the aim to promote the work of the individual PT. Result/output is paramount to form.

PT EATF

The PT EATF identifies issues that could potentially increase the overall airlift provision within the EU or problem areas limiting European air transport. All these different issues generate different work strands and are put in the (agreed) work strand list where pMS indicate in which one they are interested and in what time frame. That prioritized list is then analysed by the PT EATF and work strands addressed by the PT itself or by an Ad hoc working group (AHWG). The EATF strategy will be a basis for elaborating a more robust list, linking work strands through action lines directed towards fulfilling the EATF objectives. It will thus lead to amend the initial list and if necessary identify further work strands.

If needed, workshops (WS) are set up at an expert level in order to prepare work for the PT. During these WS, discussion is widely open and personal/experts points of view are encouraged. Conclusions or recommendations must then be forwarded to the PT.



Of course, a lot of other tasks are and will be dedicated to the PT EATF. The PT will decide if these or future tasks will remain at PT level will merit the creation of an additional AHWG or could be dealt with within an already existing AHWG. The following non-exhaustive list gives an overview of some of them:

- Optimize existing capacities and structures by organizing info-sessions, creating databases, looking for possible synergies/interaction, etc.
- Promote the sharing of airlift knowledge/experience/information.
- Find innovative solutions to enhance airlift operations and increase the freedom of movement.
- Address issues of common interest, i.e. settlement of damages, disputes, (war) risk insurance, nationality of cargo, etc.
- Identify issues like registration of aircraft, nationality of cargo, (interoperable) load clearances and dangerous goods that are purely national issues and find solutions to harmonize them.

The bottom up approach described above, which has been adopted so far, has had the benefit of kick-starting work in the areas where quick wins are expected or priorities appear self-evident. In parallel, the PT has initiated a more analytical approach aimed at designing an overall project plan and the associated governance model and legal framework, with the aim of ensuring coherence and a long term focus to the overall EATF effort, directed towards the attainment of the EATF objectives. The expected effect on on-going work strands will be to put them in perspective, possibly encouraging commitments by more EATF Member States, and to refine as appropriate the guidance to already created AHGWs.