

## WEIMAR HIGH LEVEL SEMINAR ON EUROPEAN CAPABILITIES

Pooling, sharing and cooperation:  
a compulsory challenge



8.15-9.00

Registration

9.00-9.15	<p><b>Welcome address</b>                  Mr Gérard Longuet                  Minister of Defence, France</p>
9.15-9.30	<p><b>Intervention</b>                  Mr James J. Townsend, Jr                  Deputy Assistant Secretary of Defense for European and NATO Policy, United States of America</p>
9.30-9.45	<p><b>Seminar Objectives</b>                  Mr Michel Miraillet                  Director for Strategic Affairs, Ministry of Defence, France</p>
09.45-11.15	<p><b>Panel 1 – Cooperation out of necessity: doing better with less</b></p> <p>Moderator: Mr Michael Gahler, MEP, Subcommittee on Security and Defence, European Parliament</p> <p><b>Deployment of field hospitals: pooling and sharing opportunities</b>                  Dr Stravros Kyrimis, Counsellor of Embassy, Diplomatic Advisor to the Minister of Defence, Greece</p> <p><b>The cost of non-cooperation</b>                  Mr Nick Witney, Senior Policy Fellow, European Council on Foreign Relations (ECFR)</p> <p><b>BUMAR-MBDA Cooperation: challenges and prospects</b>                  Mr Ireneusz Zmidzinski, CEO, RADWAR/PIT SA (BUMAR)                  Mr Antoine Bouvier, CEO, MBDA</p> <p><b>Defence industries expectations for increased competitiveness</b>                  Mr Michael Von Gizycki, Secretary General, Aerospace &amp; Defence Industries Association of Europe (ASD)</p>
11.15-11.30	<p>Coffee break - Photo</p>
11.30-1.00	<p><b>Panel 2 - Towards better cooperation: which obstacles to remove?</b></p> <p>Moderator: General Jean-Paul Perruche, former Director General of the European Union Military Staff</p> <p><b>Visegrad: towards a strengthened cooperation</b>                  Mr Jiří Šedivý, State Secretary for International Affairs, Czech Republic</p> <p><b>EATC: getting into deeper and larger cooperation</b>                  Major General Jöchen Both, Commander, European Air Transport Command (EATC)                  Mr Gilles Bordes Pagès, Director for Strategic Relations, Air France</p> <p><b>Eurocopter: lessons learned from multilateral industrial cooperation</b>                  Mr Lütz Bertling, CEO, Eurocopter</p> <p><b>Strengthening the European Defence Technological and Industrial Base: view from the Commission</b>                  Mr Olivier Guersent, Head of Cabinet of the Commissioner for Internal Market and Services</p>

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## Lunch Debate: “The risk of a European Strategic Downgrading?”

(Upon invitation)

1.00-2.30

Introduced by Mr Christian Schmidt, State Secretary for Defence, Germany  
Led by Mr. Patrick Maisonnave, Head of the Strategic affairs, Security and Disarmament department, Ministry of Foreign & European Affairs, France

### Panel 3 – Key factors of success

Moderator: Mr James Blitz, Defence and Foreign Affairs Editor, Financial Times

#### Characteristics of current and emerging clusters of cooperation

Mr Christian Mölling, Research Fellow, Stiftung Wissenschaft und Politik (SWP)

#### Focus on Franco-British Defence Cooperation

Mr Ben Jones, Senior Research Fellow, Interel Consulting UK

#### Managing the future with fundamental research

Mr Christian de Villemagne, French Director, French-German Research Institute of Saint-Louis

2.30-5.00

#### European armaments cooperation in times of austerity

Mr Detlef Selhausen, National Armament Director, Germany

#### EDA added value for European cooperation – EDA-OCCAr synergy

Ms Claude-France Arnould, Chief Executive, European Defence Agency (EDA)

Mr Patrick Bellouard, Director, OCCAr Executive Administration

#### EU “Pooling and Sharing” initiative and NATO “Multinational and Innovative Approaches”: comparative advantages

General Stéphane Abrial, Supreme Allied Commander for Transformation (ACT)

Ms Claude-France Arnould, Chief Executive, European Defence Agency (EDA)

5.00-5.15

Coffee break

### Concluding remarks

#### Wrap-up

Mr Michel Miraillet, Director for Strategic Affairs, Ministry of Defence, France

#### European armaments cooperation perspectives

Mr. Jean-Pierre Devaux, Director for Strategy, NAD, Ministry of Defence, France

5.15-6.30

#### Concrete proposals to re-energize European capabilities

Admiral Philippe Combes, Deputy CHoD for International Relations, Ministry of Defence, France

#### Closing speech

M Zbigniew Wlosowicz, State Secretary for Defence, Poland

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## General Context

*Despite the fact that all Member States are convinced that, in the aftermath of the crisis, all capabilities cannot be sustained at the national level anymore (and despite the strong political impulse initiated with the Ghent process), European cooperation in the field of Defence capabilities is not improving.*

*Several factors explain the persistent reluctance to cooperate: the Member States' fear that pooling defence capabilities would lead to a loss of strategic autonomy; the concerns from military senior staff that capabilities declared to be shared would inevitably lead to further national budgetary cuts; the conviction that cooperation programmes often generate delays and additional costs; the Member States' diverging ambitions and political agenda with regard to their Defence capacity; the lack of agreement amongst Member States on the necessity to develop a European Preference on the acquisition of Defence equipments.*

*Such a reluctance is a real **threat to the European Defence Industrial and Technological Base (EDTIB), as well as to European Defence industries and their 450 000 jobs.** In the longer term European Union's ability to autonomously operate worldwide may also be jeopardized.*

*While the United States is now clearly refusing to bear the greatest part of the "western" defence effort alone (as demonstrated with Libya), **never has the temptation of strategic forsaking in Europe been so obvious.***

***However, strategic downgrading cannot be an option.** What is at stake today, despite a generally accepted idea, is not the divisive choice between "power" and "influence", but rather the security of the European continent as such. Our security interests are directly threatened in the Horn of Africa, in Sahel and in our still fragile immediate neighbourhood. More structurally, no region is immune from a major strategic upset that would threaten its security.*

*In an unstable, dangerous and increasingly unpredictable international environment, with new and often asymmetrical threats developing (terrorism, weapons of massive destruction proliferation, cyber-attacks, piracy, organised crime and drug trafficking), and whereas many parts of the world are rearming, **Europe cannot be the only region to forgo its Defence capabilities.***

*We do not have choice anymore, we must go beyond unfulfilled political intends and declarations. Pooling, sharing and capability cooperation is now a compulsory challenge.*

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## General objectives

Therefore, as a follow-up to Budapest's seminar, this Weimar seminar's objectives are:

1. **to raise consciousness on the costs of non-cooperation and on the frustrated expectations of industrials.** The potential field for savings has to be made explicit;
2. **to identify good practices but also obstacles to cooperation** ranging from normative, reglementary and administrative issues, to more difficult ones such as industrial protectionism and the concerns about sovereignty loss;
3. **to define key factors for success.**

Bringing together States', EU and NATO high dignitaries as well as captains of industries, the seminar should feed the final report the High Representative will present to Member States by the end of the year as well as the Polish Presidency roadmap in order to achieve concrete results by December.

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## **Panel 1 – Cooperation out of necessity : doing better with less**

Moderator: *M. Michael Gahler, MEP, European Parliament Subcommittee on Security and Defence*

### **Assessment**

*The world is changing, neither Euro nor Transatlantic centred anymore. It becomes more unstable, more dangerous and more unpredictable. The centre of gravity of wealth and interests has moved with globalisation. Facing intense strategic upheavals, including within its closest neighbourhood, the European Union cannot afford to let the Europe Defence run out of steam.*

*Declining financial resources should naturally lead states to strengthen their collaboration. Yet, many states tend to fall into national reflexes: rather cutting off critical military capabilities than cooperating in order to face current risks and protect the future.*

### **Aim of the panel**

- *Prove that in the current geopolitical and budgetary context, pooling and sharing capabilities is a compulsory challenge.*
- *Identify (on the basis of concrete examples) both the costs of not cooperating on capabilities and industry, and the consequently unexploited potential for savings.*
- *Demonstrate, despite commonly accepted ideas, that cooperation does not necessarily mean a loss of strategic autonomy but on the contrary, constitutes the only barrier against national strategic downgrading in times of budgetary constraints.*
- *Identify the economic, operational and industrial incentives to promote pooling and sharing.*

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## **Panel 2 – Towards better cooperation: which obstacles to remove?**

Moderator: *Général Jean-Paul Perruche, former Director General of the European Union Military Staff*

### **Assessment**

*While the European Defence initiatives are slowing down, real progress is to be found at regional level, such as the Nordic Defence Cooperation, the cooperation between the Baltic States, or the Visegrad cooperation. On operational issues, the European Air Transport Command (EATC) or the maritime surveillance are also up and running. Pooling and sharing of experiences, together with the analyses of the difficulties encountered and the targeting of obstacles to be removed are means of progresses.*

### **Aim of the panel**

*Based on examples of emerging or already established capability cooperations:*

- *show the positive results of already established cooperation projects, while identifying the difficulties (political, organisational, industrial and cultural) and the limits of pooling and sharing;*
- *identify the industrial progresses made possible thanks to the entry into force of the "Defence Package" while identifying the dangers of not promoting a European Preference.*

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## **Panel 3 – Key factors for success**

Moderator: *M. James Blitz, Defence and Foreign Affairs Editor, Financial Times*

### **Assessment**

*The development of bilateral and regional approaches is not contradictory with the European project. On the contrary, they enable the further development and reinforcement of capabilities to be deployed within coalition operations, and the emergence of converging clusters of capabilities and industries. To be beneficial to all and to prevent capability inconsistencies at the European level, their mutual reinforcement must be ensured through maintaining a political dialogue at high level. In this respect, the role of EDA is crucial.*

### **Aim of the panel**

- *Define cooperation enablers.*
- *Define the elements of a virtuous methodology.*
- *Specify the role the EDA should play.*

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## OPENING



**Mr Gérard Longuet, *Minister of Defence and Veterans Affairs***

Minister of Defence and Veterans Affairs, Mr Gerard Longuet graduated of the *Ecole nationale d'administration* and from the Paris Institute of Political Studies. He was a senior official at the Ministry of Interior from 1973 to 1977 and chargé de mission to the Secretariat of State for the Prime Minister Office from 1977 to 1978. He was Senator from 2001 to 2011, Deputy from 1978 to 1981 and from 1986 to 1993. He was also Minister of Industry, Posts and Telecommunications and Foreign Trade from 1993 to 1994.



**Mr James J. Townsend, Jr., *Deputy Assistant Secretary of Defence for European and NATO Policy***

Mr James J. Townsend Jr. is Deputy Assistant Secretary of Defence for European and NATO Policy, responsible for managing the day-to-day defence relationship between the United States, NATO, the EU and the nations of Europe. Before taking up his current position, James J. Townsend was a Vice President of the Atlantic Council of the United States and Director of the Council's Program on International Security. He joined the Atlantic Council after a distinguished career at the Pentagon and at NATO. He was the Principal Director of European and NATO Policy (2003-2006), the Director of NATO Policy (2002-2003) and the Director of the Defence Plans Division at the US Mission to NATO in Brussels, Belgium (1998-2002). Before beginning his tour at NATO, James J. Townsend served for eight years (1990-1998) as Deputy Director of European Policy. From 1990 to 1994, James J. Townsend was the Country Director for Northern Europe. Prior to his service on the European Policy staff, he worked in the Defence Security Cooperation Agency (DSCA). In 1986, James J. Townsend received a direct commission in the U.S. Navy Reserve (intelligence) leaving the Reserves as a Lieutenant Commander.



**Mr Michel Miraillet, *Director for strategic affairs, Ministry of Defence, France***

Mr Michel Miraillet is a graduate of the Paris Institute for Political Studies and from the Ecole Nationale d'Administration. He started his career as Secretary for the Middle East affairs Directorate in charge of Iraq and Iran affairs at the Ministry of Foreign Affairs and Deputy Head of the Office for arms export control at the Economic Directorate. He was second counsellor at the French Embassy in Egypt, political advisor for the French mission to NATO, Deputy Head of Mission at the French Embassy in Israel and Deputy Head of the Human Resources Directorate at the Ministry of Foreign Affairs. He was appointed Under Secretary of Defence for Policy in 2007.

## PANEL 1- COOPERATION OUT OF NECESSITY: DOING BETTER WITH LESS



**Mr Michael Galher, *Member of the European Parliament Security and Defence Subcommittee***

Member of the European Parliament since 1999, within the EPP Group, Mr Mickael Galher is chair of the Delegation for relations with the Pan-African Parliament, member of the Committee on Foreign Affairs and of the Sub-committee on Security and Defence.



**Dr Stavros Kyrimis, *Counsellor of Embassy, Diplomatic Advisor to the Hellenic Minister of Defence***

Since April 2010 Dr Stavros Kyrimis was seconded by the Foreign Ministry to the Ministry of Defence in Athens as a diplomatic adviser. Dr Stavros Kyrimis joined the Greek diplomatic corps in 1999. In 2002, he joined the Greek delegation to the PSC. He chaired the POLARM Group during the Greek Presidency of the EU and the Special Committee of the Financial Mechanism of Operation "Concordia" in FYROM. In 2004, he joined the Agency Establishment Team. From May 2005 to July 2009, he was Deputy Director in the Directorate Industry and Market of European Defence Agency (EDA). Between August 2009 and March 2010, it was assigned to the Greek delegation to the PSC, in charge for political-military affairs. He represented Greece in the Committees of Contributors for EU Operations and in the EU / NATO Capability Group.

## SEMINAIRE WEIMAR SUR LES CAPACITÉS EUROPÉENNES

Mutualisation, partage, coopération :  
 un défi sans alternative

Juillet 2011 - Paris



## PANEL 1 – COOPERATION OUT OF NECESSITY: DOING BETTER WITH LESS



### **Mr Nick Witney**, *Senior Policy Fellow, European Council on Foreign Relations*

Appointed by Mr Javier Solana in January 2004 to lead the team in charge of creating the European Defence Agency which he directed from July 2004 to 2007 before joining the European Council on Foreign Relations. Prior to his European career - which earned him to be elected one of the fifty "European of the Year" by European Voice in 2004 - Nick Witney was a Diplomat in the Foreign and Commonwealth Office (FCO) and then, within the British Ministry of Defence (MOD). He was also Chief of Staff of the British Ambassador in Washington.

### **Mr Edward Nowak**, *Bumar, CEO*



Edward E. Nowak is President and CEO of Bumar Sp. z o.o. since 2008. Minister of Industry and Trade in 1992-1993, Deputy Minister of Economy in 1993-1995, Deputy Minister of Economy in Mr Jerzy Buzek's government 2000-2001 responsible for shipbuilding, pharmaceuticals, heavy chemicals, the Polish automotive policy, he developed the concept of the Industry Parks and Special Economic Zones in Poland. He developed the Metallurgy Restructuring Program, including the consolidation of steel mills in the Polish Group Steelworks. Deputy Mayor of Cracow (1990-1991), President of Zasada SA (Warsaw) in 1998-1999, Director of Development in the Automobile Plant Jelcz, (Jelcz, Poland) 1996-1998, he developed a plan for the creation of Euro Park SEZ in Mielec. President of Mielec Centrum Sp. z o.o. in 1995-1996, he became Vice President for Strategy and Development of Nowa Huta Steelwork im. Sendzimira in Cracow in 2001-2002, before being Deputy Head of the State Industrial Development Agency (ARP). In 1980's, he was a member of Solidarnosc trade union.

### **Mr Antoine Bouvier**, *CEO of MBDA*



Alumnus of the *Ecole polytechnique* and the *Ecole nationale d'administration*, M. Bouvier is President-CEO of MBDA since 2007. He was President and CEO of EADS Astrium Satellites from 2002 to 2007 and served as Executive Vice-President of the Division for commercial helicopters at Eurocopter (France, Germany) from 2001 to 2002. ATR CEO (Aerospatiale Matra / Alenia - France, Italy) from 1998 to 2001 and ATR Director of Operations (France, Italy) from 1994 to 1998, he also served as Secretary General and Industrial Director from 1992 to 1994.

### **Mr Michael Von Gizycki**, *Secretary General of Aerospace & Defence Industries Association of Europe (ASD)*



Since April 2011, Mr Michael Von Gizycki is the new Secretary General of Aerospace and Defence industries Association of Europe (ASD). Having started his career as a lawyer, Michael Von Gizycki entered the aerospace industries world after joining MTU Aero Engines, a company where he held several positions between 1998 and 2004. He worked in the Political Affairs department of EADS Deutschland between 2004 and 2006, prior to setting up his own company, AERO PLACEMENT (specialised in the placement of aerospace experts) in 2007.

## PANEL 2 – TOWARD BETTER COOPERATION: WHICH OBSTACLES TO REMOVE

### **Général Jean-Paul Perruche**, *Former Director General of the European Union Military Staff*



General Jean-Paul Perruche is an expert on international security and defence organizations. He has an extensive experience in crisis management and the planning of military operations. Until March 2007, he was Chief of the EU Military Staff. General Perruche is graduated from IHEDN (Institute of High Studies of National Defence), the Centre for Higher Military Studies (CHEM) and holds a Master's degree of Defence of Paris 2 (*Panthéon-Sorbonne*).

### **Mr Jiří Šedivý**, *Under Secretary of defence, Czech Republic*



Before being appointed Under Secretary of Defence of the Czech government, Mr Šedivý served as NATO Assistant Secretary General for Defence Policy and Planning (2007-2010), Vice-Minister of the Czech government for European Affairs (2007) and Minister of Defence (2006-2007). Between 1999 and 2004 he was Director of the Institute of International Relations in Prague. From 2004 to 2006, Mr. Šedivý was also Professor of Security Studies at the George C. Marshall Centre for Security Studies. Mr. Šedivý holds a Master's degree in War Studies from King's College London and a Ph.D. in Political Science from Charles University in Prague

### **General Jöchen Both**, *European Air transport Command (EATC)*



Major General Both joined the German Luftwaffe in 1972. He is a fighter pilot by profession flying F104 "Starfighter" and PA200 "Tornado". In his military career he has held several command and staff positions, for example commanding the reconnaissance wing 51 "Immelmann" and the Air Force Academy. In 1999, he led the Combat Wing 1 stationed in Piacenza (ITA) into the operation Allied Force and in 2009/10 he was DCOS Air in the ISAF Joint Command responsible for all ISAF air operations. Beyond that, he was spokesman for air force affairs for the Minister of Defence Volker Rühle (1994-1996) and Deputy Chief of the Air Staff responsible for concepts and operations. In September 2010, Major General Both was assigned as first commander EATC in Eindhoven (NLD).

### PANEL 2 – TOWARD BETTER COOPERATION: WHICH OBSTACLES TO REMOVE

#### Mr Gilles Bordes-Pages, *Strategic Relations Vice President*



Graduated from ENAC (National Civil Aviation School) in 1979, Mr Gilles Bordes-Pages started his career at Uni Air, then Air France. After joining the Air France Management Board in 1992, he became Director of development 1997/2009. Since 2009, he holds the position of Vice President for Strategic relations. Gilles Bordes-Pages is graduated from the French National Defence Institute Program and graduated with an MBA in Management & Finance from HEC/CPA.

#### Mr Lütz Bertling, *CEO of Eurocopter*



Mr Lütz Bertling is CEO of Eurocopter and member of the EADS Executive Committee. Prior to assuming this position, he served as director of government programmes since 2003, before being appointed President of Eurocopter Deutschland in April 2006. Lütz Bertling began his career in 1988 as a teacher in "The Institut für Werkzeugmaschinen und Fertigungstechnik" (IWF) in Braunschweig. In 1991, he became head of Production Systems service of the IWF. From 1993 to 1999, he held various positions within Adtranz (DaimlerChrysler Rail Systems (Deutschland) GmbH) before being appointed Vice-President for Design and Production Systems (Germany). In 1999, he joined the Military Aircraft Business Unit of DaimlerChrysler Aerospace (DASA), before becoming EADS Vice-President of Augsburg and responsible for the Aerostructures programmes. Lütz Bertling studied mechanical engineering at the Technical University of Braunschweig and holds a Ph.D. in engineering (1993).

#### Mr Christian Schmidt, *Parliamentary State Secretary to the Federal Minister of Defence*



Mr Christian Schmidt served as a conscript in the 1st Mountain Infantry Division. He studied law in Erlangen and Lausanne. Having completed his education in 1985 with the second state examination in law, he worked as a lawyer specialising in labour and competition law. Between 1984 and 1990 Christian Schmidt was a district and community councillor. In 1990 he was elected to the Federal German Parliament. There he served as spokesman of the CSU parliamentary group for foreign and security policy and as a member of the Foreign Affairs Committee. From 1994 he was a deputy member of the Defence Committee. From 1999 he has been a member of the Coordination Council of the German-Czech Consultation Forum. From October 2002, Christian Schmidt was the Defence policy spokesman of the CDU/CSU parliamentary group and served as a member of the Defence Committee and a deputy member of the Foreign Affairs Committee. Since 2005, Christian Schmidt has been Parliamentary State Secretary to the Federal Minister of Defence.

#### Mr Olivier Guersent, *Head of Cabinet, Commissioner Internal Market and Services*



Mr. Olivier Guersent graduated with distinction from the *Institut d'études politiques de Bordeaux* in 1983. After 8 years in the French Civil Service, he joined the European Commission in 1992. Olivier Guersent took over the Commission's fight against cartels as Director in the Directorate General Competition of the European Commission (DG Competition) in April 2009. During the years 2007-2008, he served successively as Head of Merger Unit and Acting Director for "Transport & Other Services" (since September 2007) also in DG Competition. Prior to this assignment, he was Deputy Head of Cabinet of Competition Commissioner Neelie Kroes (Nov 2004 to Dec 2006). Previous positions include: Head of the "Decision Scrutiny and Enforcement Priorities" Unit (Nov 2002 – Nov 2004) and Deputy Head of the Cartel Unit, (May 2001-Oct 2002) both in DG Competition. He had previously been Advisor to Commissioner Michel Barnier (Sept 1999 – May 2001); Advisor to Commissioner Karel Van Miert (Oct 1996 – Sept 1999).

### PANEL 3 – KEY FACTORS FOR SUCCESS

#### Mr James Blitz, *Defence and Foreign Affairs Editor, Financial Times*



Mr James Blitz is a graduate of the University of St Andrews in Modern History and of the University of Oxford with a master's degree in Soviet and Eastern European Studies. He was Moscow correspondent for the Sunday Times from 1999 to 1992 and then joined the Financial Times, the same year, as economic and political correspondent. He was the Rome bureau chief between 1997 and 2002. In 2004 he was awarded the David Watt prize for outstanding political commentary.

#### Dr Christian Mölling, *Research Fellow at German Institute for International and Security Affairs, Berlin*



Dr. Christian Mölling is a Research Fellow at SWP - German Institute for International and Security Affairs, Berlin. He specialises in defence and security studies. His current work focuses on the German and the European defence sector and especially on the future of European armed forces in the context of the financial crisis. Before joining SWP he held positions as research fellow at the Centre for Security Studies at ETH Zurich, and the Hamburg Institute for Peace Research. He holds a doctoral degree from Ludwig-Maximilian-University Munich.



## PANEL 3 – KEY FACTORS FOR SUCCESS

### **Mr Christian de Villemagne, *French-German Research Institute of Saint-Louis, French Director***



Before taking up his current position, Christian de Villemagne has had a diversified career, with a common thread : European cooperation in the field of armament, which led him to work in different European countries: expertise and tests, with two assignments at the French Flight Test Centre; leading positions in procurement programmes such as the French-German Tiger helicopter, or the European optical space observation systems HeliosI/Helios II; assignments at the former Directorate for Cooperation and Industrial Affairs of the DGA, or in Brussels for the first 3 years of the European defence Agency; director of LRBA, an expertise centre focussed on missiles systems and navigation/guidance.

### **Mr Ben Jones, *Senior Adviser on Foreign Affairs and Defence, Interel Consulting***



Mr Ben Jones is a former Senior Adviser on Foreign Affairs and Defence for the Liberal Democrats. He also acted as Team leader for the security and society Team in the party's Policy and Research Unit. He has extensive experience in EU affairs, having worked as Chief press officer for the Britain in Europe campaign and before that as Head of Media for the Liberal Democrat MEPs in Brussels. He holds a first class degree in Politics from the University of Sheffield and an MPhil in History of Political Thought from the University of Cambridge. In 2008, he was invited by the United States to take part in the Young European Leaders Visitor Programme. He joined Interel Consulting in July 2010 where he specialises in supporting defence and security clients.

### **Mr Detlef Selhausen, *National Armament Director, Germany***



Dr Detlef Selhausen joined the Federal Ministry of defence (FMoD) in 1988. He held several positions and specialised in the field of material budget since 1998. He was assigned as FMoD Chief of Branch then Division Chief at FMoD Budget Directorate, responsible for material budget and international budget affairs.

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



Mrs Claude-France Arnould was appointed Chief Executive of the European Defence Agency in January 2011. Between 2009 and 2010, she was Deputy Director-General for the Crisis Management and Planning Directorate at the General Secretariat of the Council of the European Union. She previously held the position of Director for Defence issues at the Council from 2001 to 2009. As Minister Plenipotentiary (1998-2001), she was Director for International and Strategic Affairs at the French National Defence General Secretariat. She was between 1994 and 1998 First Counsellor at the French Embassy in Germany. From 1989 to 1994, she was Deputy Director of European Community Affairs at the French Ministry of Foreign Affairs working on files dealing with external relations, trade, budget, institutions, CAP and development. From 1987 to 1989, she was Secretary-General of the French National School for Public Administration (ENA).

### **Mr Patrick Bellouard, *OCCAr Executive Administration, Director***



Mr Patrick Bellouard is a graduate of the *Ecole polytechnique* but he is also an engineer from the *Ecole nationale supérieure d'aéronautique et de l'espace*. He started as an engineer within the Armament Direction (DGA – *Direction Générale de l'Armement*) and became Head of section in the flight trial centre of Istres. Still within the DGA, he was also Head of group for the technical services of the aeronautical programs, Counsellor and Chief of Staff of the Armament Director. He was Director of the Aeronautical Program Service (SPAÉ) within the DGA from 1999 to 2004 then the official representative of the Prime Minister for interministerial coordination of the Galileo programme before being appointed in March 2008 Director of OCCAr (*Organisme conjoint de coopération en matière d'armement*).

### **General Stéphane Abrial, *Supreme Allied Commander for Transformation-NATO***



French Air Force General Stéphane Abrial took the command of Allied Command Transformation (ACT) in Norfolk (Virginia/USA) on September 2009. He is the first European to be appointed at this position. Graduated from the French Air Force Academy and fighter pilot, he has an extensive operational experience that includes his command of the French Air Force 5th Fighter Squadron during Operation Desert Storm in Irak in 1990/1991. He acquired broad experience in political-military matters through several appointments to the private offices of the French President and of the Prime Minister. He went on to serve as head of French air defence and air operations from 2005 to 2006, and finally as Air Force Chief of Staff until 2009. He is a graduate of the U.S. Air War College and of the French Institute for Advanced studies in National defence (IHEDN).

### **Mr Zbigniew Wlosowicz, *State Secretary for Defence, Poland***



Specialist in the field of international law, and in particular, diplomatic law, Mr Zbigniew Wlosowicz held the position of the First Secretary, and deputy representative of Polish permanent Delegation to the UN. From 1998 until May 2000, he was a special counsellor for foreign cooperation in UNDP and from June 2000 until November 2005 special envoy of the UN Secretary General and chief of UN Peace Forces stationing in Cyprus.