The Eurogroup
THE EUROGROUP

Member Countries:

Belgium               Netherlands
Denmark               Norway
Germany               Portugal
Greece                Turkey
Italy                 United Kingdom
Luxembourg

Aim: to strengthen Alliance security by seeking to ensure that the European contribution to the common defence is as strong and cohesive as possible.
FOREWORD

BY THE SECRETARY GENERAL
OF THE NORTH ATLANTIC TREATY
ORGANISATION

The Eurogroup—an informal grouping of a number of European members of NATO—celebrates its tenth anniversary this year.

This booklet describes its aims, the setting in which the Eurogroup works and its current and future programmes. I very much welcome this opportunity to pay tribute to the important contribution which the Eurogroup makes in the defence field to the strengthening of the Alliance.

Operating within and for the Alliance, the Eurogroup, as you will see from the following pages, is engaged in important and innovative work in many fields of defence cooperation and it can already point to a record of solid attainment.

The activities of the Eurogroup give a clear demonstration of the resolve of its members to maintain, improve and make more cohesive the contribution of the European countries to NATO security as an essential counterpart to the defence contributions of the United States and Canada and thereby to enhance the solidarity and strength of the Alliance as a whole.

NATO is kept fully informed of the Eurogroup's activities, including regular reports to
the NATO Defence Ministers, and I am gratified by the extent to which the programmes which it promotes dovetail into and support NATO-wide defence planning activities.

As the Eurogroup enters its second decade, I extend to it my own good wishes and encouragement for its most valuable work.

Joseph Luns,
Secretary General of NATO
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eurogroup Abbreviations</td>
<td>8</td>
</tr>
<tr>
<td><strong>The Eurogroup</strong></td>
<td></td>
</tr>
<tr>
<td>Aims</td>
<td>9</td>
</tr>
<tr>
<td>European Defence and The Alliance:</td>
<td></td>
</tr>
<tr>
<td>Collective Security</td>
<td>10</td>
</tr>
<tr>
<td>The Military Contribution</td>
<td>11</td>
</tr>
<tr>
<td>Defence Expenditure</td>
<td>12</td>
</tr>
<tr>
<td>Equipment</td>
<td>13</td>
</tr>
<tr>
<td>European Defence Improvement Programme</td>
<td>13</td>
</tr>
<tr>
<td>The Short Term Measures</td>
<td>14</td>
</tr>
<tr>
<td>The Long Term Defence Programme</td>
<td>15</td>
</tr>
<tr>
<td>European Defence Co-operation - The Eurogroup Subgroups</td>
<td>16</td>
</tr>
<tr>
<td>Working Arrangements</td>
<td>23</td>
</tr>
<tr>
<td>Information Activities</td>
<td>26</td>
</tr>
<tr>
<td>The Future</td>
<td>26</td>
</tr>
<tr>
<td>Table of Ministerial Chairmen</td>
<td>28</td>
</tr>
<tr>
<td>Principles of Equipment Collaboration</td>
<td>29</td>
</tr>
<tr>
<td>Principles of Co-operation in Training</td>
<td>32</td>
</tr>
<tr>
<td>Principles of Co-operation in Logistics</td>
<td>35</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
</tr>
<tr>
<td>----------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>EDIP</td>
<td>European Defence Improvement Programme.</td>
</tr>
<tr>
<td>EUROPACKAGE</td>
<td>Annual statement outlining planned force improvements.</td>
</tr>
<tr>
<td>EUROCOM</td>
<td>Sub-group on co-operation in tactical communications systems.</td>
</tr>
<tr>
<td>EUROLOG</td>
<td>Sub-group on co-operation in providing logistic support for NATO-declared European forces.</td>
</tr>
<tr>
<td>EUROLONGTERM</td>
<td>Sub-group on the development and harmonization of tactical concepts.</td>
</tr>
<tr>
<td>EUROMED</td>
<td>Sub-group on co-operation in military medical services.</td>
</tr>
<tr>
<td>EURONAD</td>
<td>Sub-group of National Armament Directors of Eurogroup countries</td>
</tr>
<tr>
<td>EURO/NATOTRAINING</td>
<td>Sub-group on co-operation in training.</td>
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<tr>
<td>EUROSTRUCTURE</td>
<td>Sub-group for the exchange of information on force structures of member countries.</td>
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The Eurogroup

The Eurogroup is an informal association of Defence Ministers of European member governments within the framework of NATO. It is open to all European members of the Alliance. Those taking part at present are Belgium, Denmark, Germany, Greece, Italy, Luxembourg, the Netherlands, Norway, Portugal, Turkey and the United Kingdom.

It was founded in 1968 at the suggestion of Mr Denis Healey (then UK Secretary of State for Defence) as a means of responding to a widespread desire for closer European cooperation within the Alliance. This decision was reinforced by an awareness—emphasised by the invasion of Czechoslovakia—of the formidable and growing strength of the Warsaw Pact.

Aims

The basic aim of the Eurogroup can be simply stated. It is to help strengthen the whole Alliance by seeking to ensure that the European contribution to the common defence is as strong and cohesive as possible.

The Eurogroup seeks to achieve this aim in two ways. It:

— enables its members to improve the effectiveness of their contribution to the Alliance by coordinating their defence effort more closely thereby making the best possible use of resources available for defence;
— provides an informal forum for an exchange of views by Defence Ministers on major
political/strategic questions affecting the common defence.

Meetings of Eurogroup's Defence Ministers provide the focal point for its work. They usually meet just before the regular half yearly ministerial session of NATO's Defence Planning Committee for the purpose of assessing the current state of Eurogroup's work from the political and practical point of view. Between ministerial meetings the business of Eurogroup is conducted by the Permanent Representatives (Ambassadors) of the Eurogroup countries at NATO Headquarters; a coordinating committee (the 'Staff Group') and secretariat; and seven specialist subgroups.

This booklet outlines some of the main elements of the contribution of Eurogroup countries to the Alliance (pages 11-16); the work of the subgroups (pages 16-23); and the organisation of the Eurogroup (pages 23-25).

European Defence and the Alliance

Collective Security

Alliance defence is a joint endeavour of the North American and European allies. Article 5 of the North Atlantic Treaty which gave birth to NATO enshrines the principle of collective security by stating that an armed attack against one or more member states shall be considered as an attack against them all. This theme of interdependence was reflected in the 1974 Ottawa Declaration on Atlantic Relations which underlined the indivisibility of Alliance defence and went on to state: "All members of
the Alliance agree that the continued presence of Canadian and substantial US forces plays an irreplaceable role in the defence of North America as well as of Europe. Similarly the substantial forces of the European Allies serve to defend Europe and North America as well”.

Likewise the London Summit of May 1977 and the Washington Summit a year later stressed that the essential purpose of the Alliance is to safeguard collectively the independence and security of its members thereby enabling them to promote the values of democracy and to make possible the creation of a structure for lasting peace.

The Military Contribution

Of the ready forces currently available in the European theatre about 85% of the ground forces come from Eurogroup countries and some 80% of the air forces. Eurogroup countries also make a major contribution to naval forces in European waters and the Atlantic. Overall, the size of the forces of the Eurogroup countries amounts in peacetime to some 2.5 million men compared with rather over 2 million in the forces of the North American allies. They are positioned from the northern tip of Norway to south-east Turkey and are equipped and trained to operate with efficiency and flexibility.

On land, at sea and in the air the forces of Eurogroup countries work closely with one another and with their American and Canadian allies. Norway, Denmark and Germany deploy standing forces for the defence of the Northern Flank while the Netherlands and
the United Kingdom would provide elements for reinforcement in time of emergency. The United States and Canada also earmark reinforcements for the area. In the Central Region allied land forces include Northern Army Group (with forces from Belgium, Germany, the Netherlands and the United Kingdom) and Central Army Group to which Germany makes a major contribution together with the United States and Canada. Their associated air forces—2nd and 4th Allied Tactical Air Forces—contain large elements from Eurogroup countries. In keeping with the Alliance strategy of forward defence, Belgium, the Netherlands and the United Kingdom station a part of their forces permanently in Germany. On the Southern Flank, regional countries provide substantial forces on land, at sea and in the air. As indicated above, the navies of Eurogroup countries have an important part to play in European waters and the Atlantic, including the provision of the Standing Naval Force Channel and the majority of ships for the Standing Naval Force Atlantic. Eurogroup countries also make the largest contribution to the Allied Command Europe Mobile Force, a quick reaction force for use in an emergency.

**Defence Expenditure**

In 1978 Eurogroup countries were estimated to have contributed over $50 billion to NATO's total defence expenditure. But against the background of the massive and continuously increasing strength of the Warsaw Pact the Eurogroup has recognised that further efforts need to be made. For this reason, almost all member countries have declared their in-
tention of aiming to increase defence expenditure in the coming years in real terms by about 3% annually as called for by NATO Defence Ministers.

**Equipment**

Every year Eurogroup countries bring into service a wide range of new equipment, both additional and replacement; and make qualitative improvements to equipment already in service.

In some cases their expenditure on major equipment as a percentage of total defence expenditure more than matches that of the United States. For example in 1977 (or the appropriate fiscal year) the proportion allocated by the United States was 17% while the United Kingdom, Denmark and the Netherlands allocated 22%, 21.8% and 20.6% respectively.

Increasingly Eurogroup countries are using standardised or interoperable equipment. A major example is the Leopard 1 tank now in service with the forces of Germany, Belgium, Denmark, Italy, the Netherlands and Norway. Another is the Tornado multi-role combat aircraft which is due to replace a range of other aircraft in the air forces of Germany, Italy and the United Kingdom; while the F16 is due to supersede the F104 and other aircraft in the air forces of Belgium, Denmark, the Netherlands and Norway.

**European Defence Improvement Programme**

Eurogroup countries have always participated whole-heartedly in special efforts by the Alliance to improve its defensive capability. In 1970—only a short time after its creation—
Eurogroup made its first collective effort in this direction in the form of a five-year European Defence Improvement Programme (EDIP) designed to improve Alliance capability in specific fields identified as particularly important by the NATO study on Alliance Defence in the Seventies (AD70).

EDIP was a special programme additional to already planned expenditure and valued at about $1 billion (at 1970 prices). Under it the Eurogroup countries funded the construction of some 1,600 specially hardened aircraft shelters and made additional contributions to the financing of the NATO Integrated Communications System. Additional equipment was purchased including Jaguar close support aircraft and CH53 medium-lift helicopters. New support facilities were provided for the Northern Flank; and Germany provided Turkey with a number of Transall tactical transport aircraft. Eurogroup Ministers kept a close personal interest in the implementation of EDIP to ensure that the programme maintained its momentum. The force improvements had been implemented by 1973 and the measures were substantially completed by 1975.

The Short Term Measures

A further example of Eurogroup’s full support of special defence improvement programmes was its response to the Alliance’s call in May 1977 for measures (in addition to normal improvements) designed to provide early remedies for shortcomings in the selected fields of anti-armour; war reserve munitions; and readiness and reinforcement. Eurogroup countries concerned made a sub-
stantial contribution to the programme announced six months later by the Ministers of NATO's Defence Planning Committee. Inter alia they undertook to upgrade and increase war reserve stocks; increase holdings of anti-tank weapons and air munitions; and improve arrangements for mobilisation and reinforcement. The speed with which this programme was developed is an indication of the constructive approach of all participants.

The Long Term Defence Programme

The military strength of the Warsaw Pact is being increased far in excess of reasonable defence needs and is backed in the Soviet Union by an allocation of resources for defence estimated at some 11%-13% of gross national product. Faced with this growing military power, Alliance nations decided that while they would continue to seek a more peaceful and stable order through realistic measures of arms control and disarmament, it was also essential to maintain the forces required for the common defence at an adequate level. At the London Summit of May 1977, therefore, the Alliance’s Defence Planning Committee was commissioned to prepare a long term defence programme (LTDP) with the aim of enabling NATO forces to meet the changing defence needs of the 1980s and beyond.

The Eurogroup countries concerned made a constructive contribution to the LTDP which emerged as a wide ranging blueprint for the future. Specific programmes have been agreed in the areas of readiness, reinforcement, reserve mobilisation, maritime and air defence, communications command and control, logistics, electronic warfare, and rational-
European Defence Co-operation
The Eurogroup Subgroups

Practical co-operation is one of the main tasks of Eurogroup. For this purpose it has established a number of specialist subgroups to foster greater harmonisation of the European defence effort in particular fields which benefit from the stimulus of close collaboration. At present there are seven such subgroups: equipment collaboration (EURO-NAD); common development and harmonisation of operational concepts (EUROLONG-TERM); communications (EUROCOM); medical support (EUROMED); logistics (EUROLOG); training (EURO/NATOTRAINING); force structures (EUROSTRUCTURE). They are manned by senior experts from national Ministries of Defence. In each of them one country takes the lead, providing a chairman and any necessary staff support for arranging meetings, keeping records and drafting papers. The Minister of Defence of the country in the chair of a sub-group reports personally on progress in that sub-group to his colleagues at Ministerial meetings which give guidance for further work and, when necessary, resolve difficulties.
EURONAD

Apart from the obvious military advantages of standardisation there are also considerable economies of scale to be gained from the joint procurement of defence equipment. It was in order to encourage closer cooperation in this field that EURONAD was established in 1971 on which the National Armament Directors (NAD) of member governments sit under Netherlands chairmanship.

EURONAD has a number of considerable successes to its credit. One of the first was an agreement that, in future, member countries would regularly exchange information about their plans for acquiring new equipment for their forces with a view to investigating the possibilities for co-ordinating requirements and joint procurement. The text of the Declaration of Principles signed by Ministers is on page 29 of this booklet.

Guided by these principles, EURONAD has provided a major stimulus for co-operative projects among member countries. For example Belgium, Germany, the Netherlands and the United Kingdom have undertaken a joint purchase of the Lance surface-to-surface missile; while Germany, Italy and the United Kingdom are jointly developing towed and self-propelled howitzers. Perhaps most important of all in recent years, Belgium, Denmark, the Netherlands and Norway have decided to replace their F104 and other aircraft with a co-ordinated purchase of the American F16.

It was largely as a result of EURONAD's analysis of the equipment field that Eurogroup Ministers at a special meeting in The Hague in
November 1975 called for improved co-operation and the creation of a new independent forum open to all European members of the Alliance. The independent European Programme Group (IEPG) was created soon after, of which—except for Iceland which has no forces—all the European allies including France are members. Eurogroup has recognised this body as the principal means of extending equipment co-operation among the European members of NATO and of fostering closer and more balanced co-operation with the North American allies. In order therefore to avoid duplication EURONAD has put much of its work in abeyance, while keeping abreast of developments in the IEPG.

EUROLONGTERM

Close consultation at an early stage is a key factor in promoting collaboration in the field of defence equipment. In recognition of this EUROLONGTERM was set up in 1972 under Netherlands chairmanship for the purpose of preparing joint concepts of operations and outline specifications for equipment.

To date EUROLONGTERM has produced a concept on conventional tactical air operations until 1985 in Europe; and subconcepts on anti-armour, mobility and counter mobility, organic army air defence, air-mobile operations, and battlefield reconnaissance, surveillance, and target acquisition. Work is now in hand on a concept of air operations from 1985 until the end of the century, and on subconcepts of armoured and non-armoured operations.
Using these concepts as a basis EURO-LONGTERM has produced jointly agreed outline specifications for a number of equipments. These are then passed to NATO and the independent European Programme Group for possible further development. So far five such staff targets have received Ministerial endorsement and others are under preparation. Those completed are specifications for: a man portable surface to air guided weapon; short and longer range anti-tank guided weapons; a minefield marking system and a conventional land minefield system.

EUROCOM

Interoperability of battlefield communications systems is clearly of vital importance in improving co-ordination between Alliance forces. EUROCOM was founded in 1970 under Netherlands chairmanship to work in this area, and has met with considerable success. In essence, rather than trying to agree on a single system—an approach which has been tried in the past and has failed—it has adopted an approach whereby the technical requirements are defined and agreed in such a way that there is complete interoperability between systems built to EUROCOM standards. These standards have been endorsed by Ministers and now constitute the most widely accepted parameters in the Alliance for tactical communications.

Belgium, Germany, Italy, the Netherlands and the United Kingdom all plan to deploy full EUROCOM systems or to modify other systems to EUROCOM standards for introduction in the 1980s and 1990s. Discussions are taking place with the United States with the aim of seeking
interoperability with US battlefield communications systems. EUROCOM is also considering how best to promote co-operation in the actual procurement of equipment conforming to the agreed characteristics.

**EUROMED**

The desirability of close co-operation in the military medical field was recognised early in the Eurogroup's development; and it has been the task of EUROMED, chaired by Belgium, to explore the possibilities. Work has progressed steadily and a number of worthwhile results have been achieved. For example, following agreement on the establishment of a joint body for the notification of infectious diseases, the EUROMED Epidemiological Reporting Centre was founded in Germany in 1976. In the field of medical training integrated courses have been developed under EUROMED's aegis; and agreement has been reached on the creation of an information exchange system on the medical equipment used by member nations with a view gradually to improving standardisation wherever practicable.

EUROMED has also studied a number of technical issues on a joint basis including the preservation and storage of red blood cells; the treatment of burns and shock; and the psychological problems of troops operating in mountain or arctic climates. At present its main tasks include a study of means of achieving closer co-operation between the medical services of Eurogroup countries in Northern Army Group; and the implementation of standard medical agreements ratified by Eurogroup countries.
Minister W. Scholten (right) of the Netherlands, 1978 Eurogroup Chairman in discussion with Minister F. Mulley (UK) at a Eurogroup meeting (NATO).
The F16 lightweight fighter. Four Eurogroup countries are cooperating in the procurement of this US-designed aircraft (General Dynamics).

The Tornado; a 'swing-wing' multi-role aircraft developed and produced by three Eurogroup countries (Panavia).

Test-firing of the European designed and produced FH70 155 mm field howitzer (Ministry of Defence UK).

Belgian Leopard tanks. This German-designed tank is in service with six Eurogroup countries (NATO).
The Standing Naval Force Atlantic to which six Eurogroup countries contribute (NATO).

A submarine of the Royal Netherlands navy on patrol (Ministry of Defence, Netherlands).
EUROLOG

EUROLOG was established in 1970 under British chairmanship to develop closer cooperation in the logistics field as a means to greater efficiency and economy. It was asked to concentrate initially on logistics in the Northern Army Group in which forces of four of the Eurogroup countries (Belgium, Germany, the Netherlands and the United Kingdom) are deployed side by side, and which seemed therefore to offer prospects for closer cooperation. Following progress in this area, Eurogroup decided in 1973 to extend the role of EUROLOG to the air forces provided by these same four countries in the Second Allied Tactical Air Force and to their navies operating in the Channel and North Sea areas.

In 1975 Eurogroup Ministers signed a Declaration of Principles of Cooperation in Logistics, the text of which is reprinted on page 35 and followed this in June 1976 with guidelines for collaboration in logistics support for major weapons and equipment. Since then EUROLOG has been guided by these Principles in its consideration of a wide range of topics including the reallocation of supplies in emergencies or war; cross servicing of aircraft; repair and maintenance of equipment; interchangeability of equipment; compatibility of logistics systems; and naval logistics facilities ashore and afloat.

It is becoming increasingly clear that joint support will only be at its most effective if it is considered at the earliest possible stage of new collaborative equipment projects. EUROLOG is therefore systematically examining opportunities for introducing co-ordinated
support for collaborative equipment to be introduced in the coming years. This approach has already borne fruit. A recent achievement is the agreement that Belgium, Denmark, the Netherlands and Norway intend to undertake collaborative logistic support of the F16 aircraft.

EURO/NATOTRAINING

EUROTRAINING was established as a Euro-group body in 1970 under German chairmanship. The work of the subgroup is carried out in accordance with the Principles of Co-operation in Training signed by Ministers in 1973 and reprinted on page 32. Its aims are to improve and expand existing joint training arrangements and to develop new multilateral projects to the point where one nation can assume overall responsibility on behalf of all or some of the nations. It also provides a forum for the exchange of views on training matters in general, including the examination of ways and means of reducing costs and the harmonization of training procedures and doctrine. In 1971, following close NATO interest in joint training, Canada and the United States became associated with the subgroup. It now acts as a joint body reporting to Eurogroup Ministers and the NATO authorities and is known as EURO/NATOTRAINING.

Since its creation the subgroup has developed a wide range of joint training projects. For instance tank training is provided in Germany for personnel from Belgium, the Netherlands and Norway; and the United Kingdom and the Netherlands train naval helicopter controllers from eight countries on anti-submarine warfare. Other projects include
joint training for the Lance surface-to-surface and Hawk surface-to-air missile; a joint school for long range reconnaissance; and basic training for jet aircraft and helicopter pilots. Work is progressing on a number of other possibilities including the 155 mm self propelled and towed howitzers, the F16, and an air/ground operations school.

EUROSTRUCTURE

This subgroup was created in 1974 and works under a German chairman. Its task has been to collect and exchange information on the forces of Eurogroup countries with a view to enabling members to draw on the experience of others where appropriate.

As a first topic, the various national military service systems were studied with special emphasis on the recruitment of personnel. These studies were followed by an exchange of information on current plans for restructuring national armed forces and on the different mobilisation systems in Eurogroup. Since then EUROSTRUCTURE has broadened its scope to examine the organisation of Eurogroup's ground forces with a view to improving their interoperability.

Working arrangements

Working arrangements for achieving the objectives of Eurogroup are—in accordance with its basic principles—flexible and pragmatic. They entail the least possible bureaucratic apparatus and are intended to facilitate the close personal involvement of Ministers
and high-ranking experts thereby ensuring a direct and authoritative influence on the evolution of policy on a wide range of practical issues.

**Defence Ministers** provide the basic guidance for Eurogroup. At their twice-yearly meetings Ministers consider its recent activities on the basis of reports from Permanent Representatives, and the chairmen of the subgroups. They also give directions for future work. One of the Ministers takes the chair; since 1971, this has been on an annual basis (see page 28 for table of Ministerial chairmen). The choice of chairman is a matter for agreement and invitation among members—there is no fixed rotation. In addition to chairing the Ministerial meetings, he has a general responsibility, on behalf of his colleagues, for supervising Eurogroup business during his year of office.

Below Ministers, the work is overseen and Ministerial meetings prepared by an **ad hoc committee of Eurogroup Permanent Representatives at NATO HQ**. There is no set schedule of meetings—the pattern depends on the business in hand. The chair is taken by each Permanent Representative in turn for six months by alphabetical order of country.

For day to day affairs, the main working body is the **Staff Group**. It is normally composed of the Defence Counsellors from the national delegations of member countries at NATO HQ, but other experts sometimes attend instead or in addition. The role of the Staff Group is to set in hand, under the guidance of the Permanent Representatives, detailed work arising from Ministerial discussions, to co-ordinate the
work of the sub-groups on practical cooperation, to oversee the task of publicizing the European defence effort and to make arrangements for the Ministerial meetings. It normally sits under the chairmanship of the Defence Counsellor of the country providing the Ministerial chairman.

Support for these three bodies is provided by a small Secretariat whose task is to ensure the smooth running of day to day business and to keep records. Since the creation of Eurogroup these functions have been discharged by a single delegation—the United Kingdom—in order to maintain continuity.

Outside NATO HQ the work of Eurogroup is conducted by experts in national capitals. Their efforts are concentrated primarily on the seven technical subgroups whose tasks and organisation are outlined on pages 16-23. Experts also contribute to the development of general Eurogroup policy by briefing national representatives on the Staff Group and the Committee of Permanent Representatives.

The Ministerial chairman informs NATO’s Defence Planning Committee regularly of the current work of the Eurogroup; and the Secretary General of NATO and NATO countries who are not members of the Eurogroup are briefed on the outcome of the Eurogroup Ministerial meetings. Information on the work of the Eurogroup is distributed throughout the Alliance; and non-Eurogroup authorities of the Alliance often attend subgroup meetings where they are of particular interest to the Alliance as a whole. Put briefly, the Eurogroup operates in an open way at all levels in the Alliance.
Information Activities

Appropriate publicity for the European defence effort within NATO has always been an important goal of the Eurogroup. In recent years, this work has been given particular emphasis.

A number of articles have been written on the Eurogroup's work, and Ministers and NATO ambassadors have given a range of radio and television interviews, particularly directed at North American audiences. Panels of Eurogroup experts have regularly paid successful visits to North America to explain and discuss the defence effort of Eurogroup countries. In the other direction, groups of North American journalists have been given the opportunity to see European defence arrangements at first hand and have visited the forces of almost all the Eurogroup countries. Talks and briefings are given regularly at NATO HQ to a wide range of visitors.

The Future

As has been stressed throughout this booklet, the Eurogroup is a pragmatic organisation operating within the framework of the North Atlantic Alliance. It is concerned above all to reinforce the common security on the basis of partnership and confidence between the European and transatlantic members of the Alliance.
The Eurogroup will continue to seek ways of strengthening the collective contribution of its members to NATO. It will strive towards the achievement of practical results and closer cooperation. Its methods and machinery will continue to be flexible and responsive to the requirements of the Alliance. As it has done in the past, Eurogroup will continue to foster the European defence relationship with the United States and Canada for the benefit of the whole Alliance. The close personal attention of Ministers will remain a key factor in the success of the Eurogroup’s work.

The Eurogroup celebrated its tenth birthday in 1978 and is now firmly established as a positive force working for the benefit of the Alliance. The changes in the political and military situation worldwide since 1968 have only served to strengthen the need for European countries to use the resources devoted to defence in the most effective way possible and to co-operate more closely together on European aspects of major defence issues. The Eurogroup will continue to work to this end.

No doubt the years ahead will bring further changes and different challenges. These will be faced with confidence and with the flexibility of mind and practice that has characterised the Eurogroup at all times. Working within the framework of NATO the Eurogroup serves to strengthen the European voice and contribution and through this the effectiveness of Alliance defence as a whole.
### TABLE OF MINISTERIAL CHAIRMEN

From the formation of the Eurogroup in 1968 until 1971, the chair at Ministerial meetings was taken on an ad hoc basis by a number of European Defence Ministers. The following Ministers took the chair at various times during this period:

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Country</th>
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<tbody>
<tr>
<td>1971</td>
<td>Mr Healey</td>
<td>UK</td>
</tr>
<tr>
<td>1971</td>
<td>Mr Segers</td>
<td>Belgium</td>
</tr>
<tr>
<td>1971</td>
<td>Mr Den Toom</td>
<td>Netherlands</td>
</tr>
<tr>
<td>1971</td>
<td>Mr Schmidt</td>
<td>Germany</td>
</tr>
<tr>
<td>1971</td>
<td>Mr Tanassi</td>
<td>Italy</td>
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Since 1971, the Ministerial chairmanship of the Eurogroup has been held on an annual basis. The following Ministers have acted as chairman:

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Country</th>
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<tbody>
<tr>
<td>1971</td>
<td>Lord Carrington</td>
<td>UK</td>
</tr>
<tr>
<td>1972</td>
<td>Mr Schmidt/Mr Leber</td>
<td>Germany</td>
</tr>
<tr>
<td>1973</td>
<td>Mr Tanassi</td>
<td>Italy</td>
</tr>
<tr>
<td>1974</td>
<td>Mr Fostervoll</td>
<td>Norway</td>
</tr>
<tr>
<td>1975</td>
<td>Mr Mason</td>
<td>UK</td>
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<tr>
<td>1976</td>
<td>Mr Vanden Boynants</td>
<td>Belgium</td>
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<tr>
<td>1977</td>
<td>Mr Møller/Mr Søgaard</td>
<td>Denmark</td>
</tr>
<tr>
<td>1978</td>
<td>Mr Scholten</td>
<td>Netherlands</td>
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EUROGROUP
PRINCIPLES OF EQUIPMENT COLLABORATION

I. OBJECTIVES

1. It is of the first importance to increase substantially the extent and depth of European collaboration in the procurement of defence equipment. (Throughout this paper the term "procurement" is used in a comprehensive sense, to cover research, development, production and purchase.) This importance derives from two main factors:

   a. The execution of numerous separate national projects on the scale common in the past causes wasteful duplication. This will be less and less tolerable in future, and the aim must be progressively to eliminate it.

   b. Standardisation of equipment characteristics brings major military as well as economic benefits.

Both these factors are aspects of the basic aim of getting the best possible collective defence output from the economic input which member countries individually make.

2. The concept of a special drive for closer equipment collaboration among European members of NATO is in no way exclusive. It is intended as a pragmatic step towards better rationalisation of effort within NATO as a whole. The Alliance needs to exploit the resources of all its members to the best collective advantage, and the European countries will continue to value, and indeed in many ways to depend on, closer co-operation among all members of the Alliance.

II. PRINCIPLES

3. To further the objective systematically, guiding principles are needed in the following respects:

   a. The exchange of basic information.

   b. The review of possibilities.

   c. Maximum co-operation in procurement.

   d. Maximum standardisation.

   e. Maximum co-operation in logistic support.

   f. Management and cost control considerations.
4. Paragraphs 5-10 below discuss what these guiding principles should be. We emphasise that in general they should be operated to the maximum possible extent through the machinery of NATO. It will be both unnecessary and highly undesirable that Eurogroup countries should seek to duplicate this machinery.

5. Exchange of Basic Information. There should be a regular and comprehensive exchange of information on the timing and content of plans for future military equipment. In addition to making full use of the extensive arrangements already existing within NATO for such exchange, the National Armaments Directors of European countries should arrange to maintain collectively a special watch, based on data kept regularly up-to-date, over areas where collaboration seems especially important or promising. They should meet at least annually to review the data on these areas, to promote the maximum harmonisation of concept and timescale, and to identify and exploit opportunities for joint action.

6. Review of Possibilities. When any Eurogroup country is preparing or drafting a military planning requirement for any item of equipment which could offer significant prospects for collaboration, it should ascertain from the other countries (either through existing NATO and other machinery, or else by special enquiry) whether they have the same or similar intentions, and whether they have already initiated a development on the basis of a relevant existing requirement. The member country should not finalise the planned characteristics of the equipment in question until it has satisfied itself that any substantial possibilities of harmonisation have been explored. It should whenever possible test or otherwise assess carefully any equipment developed or produced in another member country which might prima facie offer promise of meeting the requirement.

7. Maximum Co-operation in Procurement. Once the general possibility of a common need has been recognised, the effort should be made firstly to harmonise equipment characteristics, and secondly to agree how the equipment should be jointly provided. As regards the former stage, the harmonisation of characteristics should be sought together through study and discussion of military, technological and economic factors (including cost-effectiveness), taking account of existing commitments, timescales and financial
situations. As regards the latter stage, there can be no single optimum pattern for a co-ordinated procurement plan; the best solution will vary with circumstances — for example, whether or not one of the potential collaborators already has a relevant national development in progress. Depending on circumstances, the right course may be joint development, joint production, manufacture under licence, straight-forward purchase, or a combination of methods. One nation may take the lead in one or more phases of the project, or the work may be shared. Collaborative procurement may still be highly desirable even where the major development or initial production is undertaken outside the group of member countries. If it proves impracticable to achieve a joint plan for the procurement of a system as a whole the maximum collaboration should still be sought in respect of sub-systems and components. The prime aim should be to get the best value for defence expenditure; but it will be important also that all participating countries should have a fair share in the economic, technological and industrial advantages of collaboration, not necessarily on a case-by-case basis but in the context of overall efforts by means of some broadly-based equalising arrangements in defence procurement. It will be important to pursue this objective on the basis of fair opportunity for all countries at each phase of the procurement process, in order to maintain the willingness of all to cooperate.

8. Maximum Standardisation. In those areas where standardisation is militarily essential, or where joint NATO or other agreed standards already exist, countries should do their utmost to follow agreed standards. Even where, for valid reasons, collaborative procurement proves impossible, nations should continue to attach high importance to achieving and maintaining standardisation of characteristics and components, especially where joint operation or joint support may be in question. These considerations should continue to weigh heavily in the evaluation of any modifications after equipment has entered service.

9. Maximum Joint Follow-On Support. The benefits of collaborative procurement and standardisation cannot be adequately realised unless they are followed through into the field of post-design services and of logistic support - both production logistics (the procurement of spares, support equipment and the like) and maintenance logistics (such as the storage and
distribution of spares, and the provision of servicing, repair and test facilities). The search for co-operation in these areas, on the widest possible basis of participation, should be pursued under the interdependent responsibilities both of National Armaments Directors and of military logistic authorities. In particular, the attempt to evolve co-ordinated arrangements for follow-on support should be an automatic accompaniment of any collaborative procurement projects, making use to the utmost of existing NATO logistics organisations.

10. Management and Cost Control. The involvement of more than one country in an equipment project often complicates the problem of effective management control. Special attention will need to be paid to ensuring such control, particularly as regards the cost of development, and appropriate measures will have to be considered. It is also important to keep close control of production costs. The aims of collaboration would be defeated if cost escalation made it impossible for countries (especially the smaller ones) to acquire the product, or damaged other fields of defence effort. In addition, it is desirable that the product should be competitive in the wider markets.

EUROGROUP
PRINCIPLES OF CO-OPERATION IN TRAINING

1. OBJECTIVES

1. In accordance with the overall objective of the EUROGROUP "to achieve savings and stimulate improvements in the defence posture by increased cooperation", the field of training seems particularly qualified for inclusion in such co-operative arrangements. (In this paper the term "training" is used to cover training of individuals or groups of individuals at all levels in the acquisition of basic and applied skills. It does not cover training in an exercise environment.)

2. Training experts from the European countries in the Alliance established EUROGROUP TRAINING (EUROTRAINING) in September 1970, with their Defence Ministers' approval, in order to:
a. improve and expand existing, and as appropriate initiate new, bilateral and multilateral training arrangements;
b. develop these arrangements to a point where one nation might assume responsibility for training in specific areas on behalf of all or some of the European partners.

3. The second of the above aims offers the greater scope for savings, in both manpower and finance. In addition to saving personnel, training facilities and money, increased common training would promote better mutual understanding between personnel of different countries, favour standardization of equipment and lead to harmonization of operational and tactical doctrines.

II. PRINCIPLES

4. The adoption of guiding principles is essential for future work on common training and to link the work of EURONAD and EUROTRAINING. With this in view the following principles have been evolved to provide a suitable basis for co-operation in the field of common training:
   a. Exchange of information on training matters.
   b. Co-operation in planning and establishing new training facilities.
   c. Harmonization of training procedures and doctrines.
   d. Standardization, finance and cost control.
   e. Establishment of Expert Working Groups.
   f. Co-operation with NATO authorities and agencies.

Details of these principles are set out in paragraphs 5-10 below.

5. Exchange of Information on Training Matters. There should be regular and intensive exchanges of information through the established EUROTRAINING Secretariat on:
   a. Training spaces offered or required;
   b. Experience gained from carrying out specific types of training.

For the purpose of a. above members of EUROTRAINING will list those existing military installations that offer substantial advantages for common training. The list will indicate training spaces that could be made
available to other member nations and will be kept up-to-date regularly. For the purpose of b. above members will make available to each other reports of major developments in training matters and of any experience that might be of interest. The EURO-TRAINING Secretariat will distribute information on training matters on the basis of data furnished by EUROGROUP members. National delegations should arrange to watch collectively over areas where co-operation in training seems especially important and promising to identify and explore possibilities for common training.

6. Co-operation in Planning and Establishing New Training Facilities. EUROTRAINING will concentrate in the future on the investigation of new and extensive projects that lend themselves to common training on a centralised or regional basis, especially when new weapon systems are considered for procurement by two or more countries. Member nations agree to consult each other before planning and establishing new or expanding existing national training facilities in order to ascertain whether:

a. any new or additional training requirement can be met by using the existing facilities in other countries, or expanding them at low cost, and,

b. other countries have the same or similar requirement for training, so as to favour the establishment of a common European training facility.

7. Harmonization of Training Procedures and Doctrines. Member nations agree that it will be necessary to develop guidelines for common training and to investigate how far national training procedures can be harmonized. They realise the difficulties of implementing this principle owing to differing national characteristics and requirements, but it will be important to pursue this objective in order to maintain the willingness of all to co-operate. The closer members' doctrines come together the greater will be the scope for common training. For example, the common use of tactical trainers may well develop further the harmonization of tactical doctrines which exists already to a considerable degree amongst NATO countries.

8. Standardization, Finance and Cost Control. In those areas where standardization is essential, or where NATO or other agreed standards already exist, EUROGROUP countries should follow these agreed standards.
The existing "Guidelines for the Financing of Common EUROGROUP Training Projects" should continue on their present basis until they are incorporated in a STANAG on Principles and Procedures for the Conduct and Financing of Common Training. The Guidelines should also provide a common basis for the determination of costs.

9. Establishment of Expert Working Groups. The involvement of two or more EUROGROUP nations in a given or planned training project will generally require the establishment of a Working Group of specialists to co-ordinate investigation, recommendations and follow-on action and to promote continuing co-operation in a particular field of training.

10. Co-operation with NATO Authorities and Agencies. Member nations further agree to continue to make available to the greatest possible extent their national or common training facilities to all armed forces of the North Atlantic Alliance in accordance with paragraph 5 above. They consider co-operation between EUROTRAINING and NATO authorities or agencies essential and important to avoid any unnecessary duplication of effort.

III. CONCLUSION

11. It must be stressed that principles in themselves cannot compel co-operation; they can only improve the conditions for it. Although in the final resort training functions are a national responsibility, decisions on the practical implementation of these principles will still require strong direction from EUROGROUP Ministers themselves and determination to accept flexibility in the assessment of national training requirements and constraints in order to achieve the long-term objectives of EUROTRAINING.

EUROGROUP
PRINCIPLES OF CO-OPERATION IN LOGISTICS

I. OBJECTIVES

1. One of the important overall objectives of the Eurogroup is to increase co-operation in defence among member nations. The field of logistics is one in which
there is scope for improvements of this kind. Although the provision of logistic support for NATO-assigned forces is at present a national responsibility, closer collaboration in logistic support will enable member countries whose forces are deployed in the same area with similar or complementary operational responsibilities to make more efficient and economical use of their logistic resources.

2. The ultimate objective is to achieve the closest possible integration of logistics systems among Eurogroup members in respect of the forces they assign to NATO. This is, however, dependent on fundamental changes in the arrangements for financing those logistics systems and for the procurement of equipment; and also on the achievement of much greater standardization of weapons and equipment than exists at present. In the meantime, worthwhile progress towards the objective can be made by developing co-operative logistic arrangements and co-ordinated procedures wherever the opportunity exists and greater efficiency and cost-effectiveness would result.

II. PRINCIPLES

3. The following principles have been drawn up to provide a basis for co-operation in the field of logistic support:

a. New Collaborative Projects for Weapons Systems and Major Equipments. Practical possibilities of collaboration in support of weapons systems and major equipments (eg, maintenance, repair and spares provisioning) are limited by the differences between weapons and equipments at present used by the member countries. A major effort is now being made by Eurogroup countries through the work of EURONAD to promote standardization of new weapons and equipment by means of collaborative projects. Member countries have already agreed in the Principles of Equipment Collaboration that the requirement to attempt to evolve co-ordinated arrangements for follow-on support should be an automatic accompaniment of any collaborative procurement project. EUROLOG will work with the relevant agencies to satisfy themselves that appropriate arrangements are being made in each case.

b. Other New Equipment Projects. Member countries agree that a similar effort to evolve co-ordinated
arrangements for follow-on support should be made when any new weapon or equipment is under consideration or adopted by two or more countries, whether or not the particular item is categorized as a collaborative procurement project.

c. **Existing Weapons or Equipments.** Member countries agree that consideration should be given to the possibility of co-operation in the logistic support of existing weapons and equipments used by more than one country which are not already the subject of co-operative arrangements.

d. **Harmonization of Logistic Procedures.** Member countries agree that every effort will be made to harmonize/standardize logistic procedures with the object of achieving increased flexibility in logistic support.

e. **Future Logistic Planning.** Member countries agree that they should exchange information regularly about logistics, including information on planned logistic projects, with the general aim of enabling others to join in such projects if this would be of advantage. They agree also that there should be a regular exchange of information on the evaluation of national logistic concepts.

**III. METHOD OF IMPLEMENTATION**

4. Responsibility for implementation of these principles lies with Eurogroup countries, under the direction of Eurogroup Ministers. The sub-group established in the field of logistics (EUROLOG) has so far devoted its main efforts to examining the possibilities of logistic co-operation between the land forces in the Northern Army Group, between the air forces in the Second Allied Tactical Air Force and between the navies which operate in the Channel and the North Sea. The countries providing these forces are at present represented on EUROLOG. It is open to other Eurogroup countries to join EUROLOG when subjects of interest to them are under consideration.