CEN Workshop 10 “Standardization for Defence Procurement“
Phase III - Business Plan

The harmonisation, maintenance and further development of the European Handbook for Defence Procurement (EHDP)

1. Background to CEN/WS 10

1.1 Foreword

Further to a Conference organized by the EC on 8 November 2000, CEN proposed to set up Workshop 10, with the aim to prepare a European Handbook on Defence Procurement (EHDP).

Specific reasons for launching the project were the high degree of market fragmentation in the field of defence and the need for a harmonised set of standards to be used at European level for defence materiel procurement.

As a result, CEN Workshop 10 began its activities in September 2002.

The process of building the Handbook involved four different stages:

- identification of the national defence standardisation policies and the compilation of the portfolios of standards and standard-like specifications used in defence procurement;

- selection of “key areas” (domains), which were of highest priority according to the main defence procurement stakeholders (Governmental authorities and industry);

- creation of Expert Groups (EGs) tasked with the identification and selection of the most relevant standards and standard-like documents in each key area, selected from the initial handbook as well as from other sources commonly recognized regardless of their origin (international, regional, national, industrial or military);

- production of appropriate recommendations by the Expert Groups.

1.2 Goals achieved by WS 10 so far

In accordance with the Business Plan for Phase I, an “Initial Handbook” was compiled, containing:

- information on the national defence standardization policies and organisations;

- a database containing references to defence standards and standard-like specifications used in defence procurement by European nations.

This was then further developed during Phase II.

During Phases I and II of the Workshop a total of 16 Key Areas were identified by representatives from government and industry. Phase I comprised 8 subject areas, and Phase II – another 8 areas. These were the areas deemed most relevant to be reviewed by experts with the aim of selecting “best practice standards” to be recommended for preferred application and with the aim of proposing the related recommendations for implementing them in the best cost effective way.
Covering each of the identified key areas, Expert Groups were established and manned by experts from governmental agencies and industry. The first task of these Expert Groups was to select the documents, which were of relevance to their particular key area. Additionally, the experts added to this set of defence standards all other known existing standards and standards-like documents considered to be of relevance to their key area, i.e. including civil standards and known non-European defence standards. The results were then incorporated into the Handbook. In Phase II, one of the Experts Groups provided a set of common rules and criteria to be used by the subject-area Groups. In Phase III these will be applied also in improving the Phase I results.

1.3 Status of the European Handbook for Defence Procurement (EHDP) at the end of Phase II

At the end of Phase I AFNOR designed the web-based “European Handbook for Defence Procurement (EHDP)” which went online in autumn 2005 under www.defense-handbook.org

The EHDP presently consists of the following sections:

a) Information on the national military standardisation policies and procedures of the participating nations and of NATO.

b) The reports of the Expert Groups containing the list of “Best Practice Standards references” together with the associated recommendations in the specific technical areas.

Remark: For the selection of Best Practice Standards during Phase I (EG 01 – 08) and the formulation of the related recommendations there were no harmonized methodology and selection criteria available.

c) The results of Phase II (EG 09 – 16) have been incorporated into the EHDP by AFNOR (Secretariat of WS 10). The Phase II version of the Handbook also includes a report summarizing the results and recommendations, of the CEN Workshop on “Network Enabled Abilities (NEA) - CWA15537 “Service-Oriented Architecture for civilian and military crisis management”.

The evaluation of Phase II was completed by the Chairman’s Advisory Group, recognizing an overall improved output, especially for coherence aspects.

2 – Workshop 10 Phase III proposal and participants

This Business Plan implements Mandate M423, ‘The Improvement of the European Handbook for Defence Procurement’, endorsed by the “98/34 Committee” of EU Member States and tasking CEN for launching CEN/WS10 – Phase III (a copy of mandate M/423 is available on request).

The Business Plan aims at defining the technical content, the organizational elements, the proposed timescale and the financial data to be supported by European Commission regarding CEN/WS10 – Phase III characterisation.

Accordingly, CEN/WS10 is requested during Phase III to:

a) “upgrade the presentation, content and user–friendliness of the eight categories of standards selected in the first phase. This is in order to ensure equivalent quality level with those selected in the second phase, which, as noted above, used an improved methodology” (Reference to § 4.1; the user-friendliness of the whole handbook is covered in § 4.4 )
b) “thoroughly check all standards to ensure that they are up-to-date” (Reference to § 4.1 for Phase I results. Phase II Best Practices updating is not considered during Phase III. This material will be updated in due course as part of the routine maintenance arrangements after Phase III)

c) “examine whether the list of best practice standards is up-to-date, [and] ensure that it is well publicised within the EHDP website including a guide to implementing them within defence contracts” (Reference to § 4.2 and to the methodology (annex 1 and 2). The methodology allows to select best practice standards and to provide guiding elements for their implementation within defence contracts.

d) “thoroughly review of the website to make it as user-friendly as possible for consultation by industry and government users” (Reference to § 4.4)

e) “prepare a proposed methodology and business plan for ensuring the successful maintenance of the EHDP in the longer term” (Reference to § 4.2)

and

f) “in order to avoid a lack of global coverage of technical domains and to be reactive to potential identification of new key areas to be covered, allow the possibility to launch studies on new key areas (3 maximum) subject to agreement of the European Commission” (Reference to § 4.2, 4.3 for the completion process as a first step).

3 – Workshop 10 objectives

In order to fulfil the above requirements, five main objectives have been identified:

- To ensure the overall coherence of the EHDP by implementing the overall framing methodology to Phase I deliverables;
- To extend the EHDP scope with the view to meeting to the maximum extent the requirements of armament programme managers and defence contract drafters;
- To propose a defined methodology for maintaining the EHDP in the long term;
- To optimise access to the information related to the selected Best Practice Standards on a user-friendly website;
- To promote the EHDP as a valuable tool among its expected end-users.

4 Workshop 10 Programme of work

In order to fulfil those objectives, the following tasks need to be carried out:

4.1 Harmonisation of the EHDP / Improvement of phase I results (Reference to M 423 § II a) and b))

To ensure an overall high level of quality in the EHDP, during Phase II, a methodology was drawn up and approved, providing common principles for the selection of best practice standards and the formulation of associated recommendations (see Annex B).

4.1.1 Task description
Any changes that have occurred since Phase I of WS 10 in Key Areas 01 – 08 are to be reviewed (new standards, evolution of Phase I selected standard references, etc…) and taken into account during Phase III.

The common methodology needs to be applied to the results of Phase I with the aim to select Best Practice Standards according to new selection criteria the Workshop has approved.

4.1.2 Task organization

Presentation of the general methodology: A preliminary meeting (after the Kick-Off meeting) will be held with stakeholders to make them familiar with the general methodology that needs to be applied to harmonise the EHDP content and to achieve a high level of quality. Preliminary information will be delivered during the Kick-Off meeting.

Working method:
The review of Phase I shall be carried out by national experts (governmental and industry). Where possible, the experts and Convenors of the former EG 01 to EG 08 should take part in this review process.

The EGs will also contribute to the promotional process (described in section 5 below).

It is proposed there will be 4 dedicated face to face Expert Group meetings.

Responsible parties: WS10 Expert Groups

Deliverables (for each EG):
- a list of standards references compliant with the general WS 10 methodology
- a report providing recommendations compliant with the general WS 10 methodology

Deadline: Start date + 18 months (12 months to improve Phase I results + 6 months dedicated for loading the website)

4.2 Preparation of a proposal for an appropriate structure and a methodology to ensure a continuous updating and long term maintenance of the EHDP and its content (Reference to M/423 § II b) (for Phase III results), c), d), e), f))

4.2.1 Task description

4.2.1.1 Maintenance of the EHDP: organizational elements

To ensure the EHDP will stay an indispensable tool for governmental project managers as well as for contractors for the selection and the utilisation of “Best Practice” standards in a defence procurement context, the Workshop will agree a proposal for a long-term maintenance process, including a global consistency and quality process and an appropriate organisation to carry out the maintenance on the long-term.

The natural custodian of the EHDP should be an existing pan-European body responsible for defence or defence-related activities (e.g. the European Defence Agency (EDA)).

An initial suggestion for this maintenance system is as follows:
Under the roof of the hosting organisation, an EHDP Steering Board would be established which would be in charge of defining the policy and the strategy regarding the EHDP utilisation, maintenance and further developments.

The EHDP Steering Board would also establish and maintain liaisons with organizations like NATO, DoD, … and also ensure the proper promotion of the EHDP and awareness rising.

The EHDP Steering Board might be composed as follows:

- Representatives of the National MoDs;
- ASD and defence industries;
- CEN and CEN Members.

Due to the nature of the work to maintain the EHDP, it needs to be considered whether the maintenance task should be subcontracted to CEN or a CEN Member.

The main tasks of such a subcontractor (CEN or a CEN Member) assisted by an appropriate Network of Experts would be:

a. Permanent Update of the Best-Practice Standards Database

b. Analysis of any effect that the evolution of Best-Practice standards may have on the EHDP content.

After consultation with the Network of Experts, an adaptation of the associated Recommendations might be necessary.

c. Technical and secretarial support for an “EHDP Steering Board” and for a Network of Experts from Governments and Industries, which has to be established.

d. Provision of a Help Desk for EHDP users (with support by the Network of Experts)

4.2.1.2 Ensure the global consistency and quality of the EHDP

During the Phase III, the Workshop also needs to:

- propose a structure that ensures for global consistency and quality of the EHDP;

- provide a proposal of an overall methodology that will ensure:
  
  - the global consistency and quality of the EHDP;

a more complete coverage for the Handbook;

  - a way to deal with new standardization needs that have been identified in the recommendations produced by EGs, or which may evolve in the future.

Appropriate proposals have to be discussed and an agreement has to be achieved by involving the main stakeholders such as EDA, representatives of the National MoDs, ASD and industry, CEN and CEN Members.

4.2.2 Task organization
Responsible parties: CEN WS 10 Chairman’s Advisory Group assisted by an ad hoc Group of Workshop participants

Deliverables:

- A proposal for an appropriate structure for the EHDP long-term maintenance.
- A proposal for defining a methodology to ensure the EHDP overall and long-term consistency and quality;
- A proposal for a methodology to ensure an appropriate coverage of the EHDP / EHDP completion process;
- A proposal for a methodology on how to deal with new standardization needs

Working method: 4 dedicated face to face CAG meetings (or by correspondence)

Deadline: Start date + 18 months

4.3 Initiating the completion of the EHDP by adding 3 additional domains (Reference to M 423 § II f))

The global completion process is taken into consideration in §4.2.

The mandate allows extending the EHDP’s coverage to three new key areas subject to the European Commission’s agreement Justification of the choice of these 3 new key areas is included in Annex 3.

4.3.1 Task description

The three new domains were identified in order to consistently extend the EHDP scope to cover a more significant range of defence technologies.

- Reliability / Availability (RA)
- Waste Management
- Disposal of Munitions

4.3.2 Task organization

Responsible parties: 1 dedicated WS 10 Expert Group for each domain.

Working method: 6 dedicated face to face meetings (or by correspondence)

Deliverables (for each EG):
- a list of standards references compliant with the general WS 10 methodology
- a recommendations report compliant with general WS 10 methodology

The EGs will also contribute to the promotional process (described in section 5 below).

Deadline: Start date + 18 months (12 months to provide the deliverable + 6 months for loading the results on the website)

4.4 Availability of the EHDP on a dedicated website (Reference to M 423 § II c) and d))

4.4.1 Task description

In order to improve the acceptance of the WS10 deliverable by users, it is necessary to
review the EHDP website. An attractive and user-friendly appearance of the Handbook will help user understanding of the content and encourage users to adopt it as a regular helpful tool.

It is proposed to establish a Workshop ad hoc Group on this topic, with active contribution of end users (governmental agencies and industry representatives).

Based on specifications defined by this ad hoc Group and after approval by the Workshop, it is proposed to issue a call for tender, to be carried out according to the EU FPA arrangements, for the re-development of the website.

4.4.2 Task organization

Responsible parties:
A specific ad hoc group with participation of end users (governmental agencies and industry representatives).

- List of requirements to specify necessary improvements to the EHDP website
  **Deadline: Start date + 6 months (to specify)**

- Invitation for tender and selection of the contractor
  **Deadline: Start date + 6 months (to specify)**
  + 1 month (call for tender) + 1 month (for selection of a contractor)

- Development of the website by the selected contractor
  **Deadline: Start date + 6 months (to specify)**
  + 1 month (call for tender) + 1 month (for selection of a contractor)
  + 4 months (to develop)

- Loading of the website with reports of EG 01 to EG 19 (results of Phase I, II and III)
  **Deadline: Start date + 6 months (to specify)**
  + 1 month (call for tender) + 1 month (for selection of a contractor)
  + 4 months (to develop) + 6 months (to load and adjust all the EHDP Phase I, II and III results)

  **Working method:** 3 meetings to list the website specifications (cahier des charges) + 1 meeting to analyse the answers following the issue of the call for tender + 1 meeting for the presentation of the new website.

4.5 Promotion

4.5.1 Task description

Today EHDP is already recognized as a valuable tool for the selection of standards by a quite a number of stakeholders, it has to receive further promotion to ensure that after Phase III of WS 10 it will be widely acknowledged as the main source for an optimal selection and utilisation of standards in the frame of armament programme management and defence contract normative clauses. To this end, it will be of great advantage that the European Defence Agency (EDA) will most probably assume the custodianship for the EHDP after Phase III of WS 10.

The integration of the EHDP as a main tool of the European Defence Agency’s Standardization Policy and Roadmap will provide it with the necessary political backing by the National Armaments Directors. To stress the importance of the EHDP in this European context, a large scale Conference (more than 100 persons) will be organized by CEN and the European Defence Agency at the end of Phase III. In
addition, a brochure will be prepared, summarising the work done in WS10 and most importantly providing information and guidance on the Handbook.

Further means for a steady promotion of the EHDP by all stakeholders involved will be to continue to make reference to the EHDP in workshops, symposia and conferences and to continue placing articles on the EHDP in various publications. The activity will also take account of the EDA study on the role of European industry in the development and application of standards.

4.5.2 Task organization

Permanent promotion actions shall be carried out by the Chairman and Vice-Chairman, according to communication opportunities, and decided during Chairman’s Advisory Group meetings.

Informative booklets will be prepared with the view to provide the readers with an educational understanding of the content of the tool and the way to utilise it.

At the end of Phase III, the EHDP will be presented to a selected panel of end users consisting of armament programme managers and defence contract drafters for experimentation and feed back.

5 - Contact points

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² Subject to contract

Framework Paper: Guidance for Expert Groups on the selection of standards and the provision of associated recommendations

1) INTRODUCTION:

The CEN/Workshop 10 (WS10) project was created to provide European Defence procurement agencies with a recognized European reference system identifying “best practice” standards for use in national and multinational armament projects.

WS10 were tasked to design and deliver the European Handbook for Defence Procurement (EHDP) and to provide guidance for European Defence Project Managers in the selection and the utilization of standards in armament contracts.

During the identification of a “best practice” standard, other issues such as the application criteria of the standard and any deficiencies in that area of standardization will become the subject of discussion. The forthcoming recommendations will be key factors in determining standards to meet operational, technical and managerial requirements of armament programs.

The EHDP is being developed to contribute to a European Defence Procurement driven approach, which will result in:

- a reduction in the proliferation of standards by recommending the use of common standards based on “state of the art” technology and management;
- a reduction in standards development costs through the harmonization of standardization projects and the utilization of those common standards;
- an increased market acceptance and a broader application of the selected “best practice” standards;
- a strengthened European Defence Technological and Industry Base to harmonize and consolidate the European defence equipment market;
- an enhanced interoperability between systems and in a reduction in defence material acquisition costs.

The EHDP will provide a recognized European standards portfolio and guidance in Defence Procurement matters for emerging and future armament programs.

2) OBJECTIVES of the FRAMEWORK PAPER

This framework paper is intended to support WS10 Expert Groups in the selection of best practice standards/standard-like documents for each identified key area and in the development of the related recommendations, which can be effectively and usefully applied by the intended EHDP users:

- The staff in the ministries of defence who are producing procurement specifications and invitations to tender
- The staff in defence companies who are responding to those requirements

As EHDP users are not necessarily experts in any of the fields addressed in the EHDP, it was considered necessary to provide clear guidance on:

- the selection of “best practice” standards from a possibly long list of applicable standards for each key area;
- the structure and the content of the related recommendations.
3) METHODOLOGY

The updated Initial Handbook is the baseline from which the “best practice” standards selection process has to be developed. Nevertheless, the Initial Handbook should not be considered as the only source of reference and experts are encouraged to access other sources and propose standards, which were not included in the Initial Handbook but are deemed to meet the EHDP standards selection criteria defined hereafter:

- **Selection Process**:

  The experts will have to compare the identified standards with respect to their practical importance including “best practice” criteria such as: frequency of usage, availability, influence/broadest audience, technical excellence [stability and maturity]. Their scope should reflect the “state of the art” of best practices in technological or managerial areas.

  In order to maximise the usability of the EHDP, the Expert Groups are asked to adopt and apply the following criteria when selecting “best practice” standards, keeping in mind that the resulting output of the selection work should result in a streamlining of the recommended standards portfolio.

- **Selection Criteria**: The selection process has to be completely in line with the following set of criteria:
  
  - The list of selected standards should recommend Regional (e.g. EN), International (e.g. ISO) standards and globally recognized standards on a worldwide or European scale regardless of their source (NATO, US civilian and military standards,...); where there is justifying evidence, national, civilian or defence standards can also be recommended. At the end of the selection process, when a national standard has been identified as a “best practice” one, an English translation of this document shall be available before the standard is referenced in the EHDP due to the fact that all the standards listed in the EHDP, must be available in the English language and must be readily accessible;
  
  - Wherever possible, civil or dual-use standards (standards that can be quoted or applied in both civil and military contexts) should be recommended;
  
  - Some standards on a given topic may be very similar because they are derivations or variants of an original standard that has been adapted for local use. The original standard should be recommended unless there is a strong reason to prefer one of the variants in which case, the justified reason should be included in the recommendation;
  
  - Priority should be given to standards that refer to system level aspects, performance requirements to be met, interfaces to be defined or standard, which address interoperability needs. Performance (what to get ?) standards written in terms of required results will be especially considered rather than prescriptive standards (how to do it ?);
  
  - Final drafts of relevant standards may be selected for integration in the EHDP where they reflect the “state of the art” for future applications. Consolidation will have to be ensured through the EHDP maintenance process.

- **Recommendations content and format**

  One aim of the EHDP is to provide the users with a clear understanding of how to apply the identified “best practice” standards but this may differ from one key area to the next. Therefore, it is left to Expert Groups to determine whether the recommendations are
presented per individual standard or set of standards depending on their envisaged application.

The recommendations associated with the standards shall necessarily include different types of information in order to make it easier to understand their applicability and use. The recommendation shall include the main considerations, explanations and findings that were identified and discussed during the selection process and considered as useful for the EHDP intended users, i.e.:

- the reasons for selecting standards as “best practice” ones should be explained and embodied in the related recommendation;
- each recommendation shall include guidance on how related standards should be applied or tailored according to their intended use;
- recommendations may include some proposals with regard to the need for further standardization activity in the related key area due to evidence of standardization gaps and the identification of requirements for coherence, harmonization, promoting a national standard to a higher level of recognition, etc.

For pedagogical reasons and to meet the end users expectations for a meaningful, helpful and user-friendly approach, one of the WS10 goals is to provide a set of concise recommendations appertaining to the aforementioned key issues which will enable Project Managers to utilise the standards with the minimum amount of further investigative action.
Annex 2: Template for drafting recommendations

The EHDP: Who is it for and what is it for?

The primary target audiences for the Handbook are:

- The staff in the ministries of defence who are producing procurement specifications and invitations to tender
- The staff in defence companies who are responding to those requirements

The equipment specifier may choose to include some or all of the appropriate standards in his (her) procurement documents or he may request potential suppliers to identify the standards that they will use in their response to the invitation. The EHDP which appears as a CEN Workshop Agreement, i.e. a multinational consensus-based specification drawn up in an open environment acting as a reference tool in the deployment of contractual negotiations and more specifically in the drafting of normative clauses and the choice of standards to be applied.

In either case, the Handbook will ease the task of one party in choosing the right standards and the task of the other party of checking whether an optimal cost-effective choice has been made; assessment of the validity of proposed standards to be used in armament contracts will be made easier. The related stakes are exacerbated when the parties involved are not from the same country and so may not have the same tradition of standards usage; the idea is to create the conditions of an harmonized multinational reference baseline as far as standards quoted in armaments contracts are concerned, in order to achieve an intercultural viewpoint in these matters.

Here is a proposal for structuring the Workshop 10 Experts Groups related Recommendations following the relevant framing elements included in the General Framework Paper.

Therefore, it is up to Experts Groups to determine whether, concerning a determined Key Area, the recommendations are presented per individual standard or set of standards depending on their envisaged application or on the taxonomy of the Key Area in subdomains. In the same way, categorizations of standards (Management standards, Performance standards, Interoperability, Interfaces standards, etc.) will be proposed by experts groups following the specificity of the field.

The main axes expected to propose a common Recommendations Template are as following:

- **What** is the standard (or the set of standards) : identification, scope and information on the source, from where listed standards can be obtained with a direct link to the relevant website of the entity (SDO or Governmental Agency), which has issued the particular document for ordering or downloading it;

- **Why** a particular standard has been considered by experts as a best-practice standard

- **How to use it (them) in the best cost-effective way by its (their) final intended users i.e. the project managers in armament contracts; advice about the tailored use of those best practice standards in the specification activity; in-depth advice about the applicability of the “bp” standard.**

- **What is missing?** Possible Identification of further needs of standardization action, revealed by analysing the relevant normative corpus, related to the considered key area.
Key Area i → set of standards stemmed from [updated Initial Handbook + other sources known by experts] → subset(s) of best practice ones by means of application of selection criteria, proposed in the General Framework Paper.

**Proposed structure for a recommendation**

Recommendations regarding a considered Key Area deal with exclusively best practice standards related to this Key Area: therefore recommendations are applied to standards distinguished as meeting up selection criteria requirements following the guidelines proposed in the General Framework Paper

Each best-practice standard(s) related recommendation will contain the following features:

0 Introduction :

I Presentation of the scope of the recommendation

1. Definition/Characterization of the considered Key Area perimeter
2. Listing the references of the related selected “best practice” standards (“bp” standards) with ratio number of bp standards/number of standards identified of relevance with the Key Area in updated Initial Handbook + added sources
3. Describing the scope of each identified “best-practice” standard or (of each sub-group of “bp” standards related to a sub-domain of the Key Area) ; purpose, content, status, ICS classification of those standards will be mentioned
4. Describing the way to obtain them (link to the website where to download or to order them)

   A dedicated template will be established as an array structured from the Initial Handbook Template and the recommendation template delivered by Expert Group 1

   Expected columns will be as follows:

   Key Area designation, ICS Code, Standard Reference, Complete Current Issue, Title in English, Standardization body, Category, Scope, Comments, Website to download the standard

II Recommendation Content

5. Justifying the reasons having resulted in their selection as “best practice” standards, especially in the case when the standard is a national one. To be provided with the informative elements to clearly understand how experts groups have reached their conclusions at the end of the selection process and which is the affiliation of the national standard from the widest-scope standard, if relevant
6. Advice about the “bp” standards tailored use by a project manager. Many standards require the use of information to tailor their application to a specific use context in particular circumstances
7. Taking the opportunity of this analysis to identify standardization actions to be initialized, standardization requirements/needs to be met with the view to bridge a gap, to harmonize standards, to promote their use, etc.
Template for a recommendation

Table of content

1 Reference : the General Framework Paper and main terminological references
2 Introduction
3 Scope and presentation of selected best practice standards
4 Content
   o Historical background
   o Reduction Process
   o Recommendations for best practice
   o Recommendations for standardization process
   o Conclusions

1 Reference : CEN/WS 010 N 0018 and main terminological references

2 Introduction

The European Commission requested the European Committee for Standardization to establish Workshop 10 to improve the efficiency and enhance the competitiveness of European Defence Industry. Eight Experts groups have been set up in February 2007 with the objective to extend the applicability of EHDP.

The European Handbook for Defence Procurement, EHDP, has been prepared by Experts Groups reporting to CEN Workshop 10. This document is a guide designed as a tool for anyone involved in the European defence procurement contractual negotiations.

The primary target audiences for the Handbook are:

- The staff in the ministries of defence who are producing procurement specifications and invitations to tender
- The staff in defence companies who are responding to those requirements

EHDP is designed to provide Defence Procurement Agencies and Defence Industries with a preferential list of selected recommended standards qualified as best practice ones to be included in armament contracts together with concise recommendations for an optimum use of those standards in such a Defence Procurement context.

Those types of resulting informative data could be used in the acquisition process by MoD and in the development process by Industry such that system will be built faster, better and cheaper.

The aim of a recommendation is to develop good practices in the domain addressed by the Expert Group and to assist the final user in using recommended best practices standards in the best cost-effective way.

- Increasing the controlled use of existing standardization, a necessity to harmonise European practices used by defence procurement stakeholders.
- The objective is to deploy a common approach through Nations Procurement agencies about an optimized utilization of standards : civil ones and military ones, the possible limitations of civilian standards with respect to military applications,… to provide a useful guide to all stakeholders involved in defence procurement process
- Description of how to implement standards successfully in armament contracts
- The overall result will be a better use of standards in armament contracts
Recommendations are, during the drafting process, designed to allow EHDP final users to be provided with the right information for timely and quickly acquiring the best control in writing standards clauses related to the selected material, in armaments contracts. That is why the volume of recommendations will be accordingly fully compatible with respect to EHDP vocation and purpose.

EGi has identified the Key Area i standards used within the member states of the European Union, approximately XX (number) and has selected among them, a preferential list of best practices standards. This document aims at providing recommendations on the best use of those best practice standards in armament contracts. Those standards will be listed, presented (scope), commented as far as the reasons for their selection (reduction process) and the way of implementing them in contracts according a tailored approach (recommendation for best practices) are concerned. Furthermore, an additional feature will focus on possible findings resulting in recommendations impacting the related standardization process to meet up identified needs.

General conclusions will sum up the main axis revealed by the investigation work carried out by experts along the recommendation drafting process.

3. **Scope of the Recommendation**

- Definition/Characterization of the considered Key Area perimeter
- Presentation of best standards for the considered Key Area, as the output of Selection process:
  - Listing the references of the related selected “best practice” standards (“bp” standards)
  - Describing the scope and limitations of each identified “best-practice” standard or (of each sub-group of “bp” standards related to a sub-domain of the Key Area) ; purpose, content, status, ICS classification, category, comments,… regarding those standards will be mentioned
  - Describing the way to obtain them (link to the website where to download or to order them)
  - Summary of main best practice standards texts

A draft template for presentation of selected best practices standards is being defined.

4. **Content**

- **Historical background** (a few lines) reminding the specific problematic, related to the concerned standardization arena
- **Reduction Process**:

  Expliciting the ratio number of best practice standards/total number of standards identified of relevance with the Key Area extracted from the updated Initial Handbook + added sources;

  Identifying the rate of bp stds references/Initial Handbook
  Identifying the rate of bp stds references/Other extra sources
Why such standards have been selected by experts as best practice ones, explaining synthetically how involved experts have reached their conclusions: retained selection criteria, Comparative analysis criteria of families of standards against identified reference standards in the field
Limitation of the investigation

- **Recommendations for best practice**

  How to use the identified best practice standards in the best cost-effective way by their final intended users, i.e. the project managers in armament contracts; advice about the tailored use of those best-practice standards in the managerial and technical specification activity; in-depth advice about the applicability of the “bp” std within the Defence Procurement management process

- **Recommendation for standardization process**

  **What is missing?** Possible Identification of further needs of standardization action revealed in analysing the relevant normative corpus related to the considered key area.
  Taking the opportunity of this analysis to identify standardization actions to be initialized, standardization requirements/needs to be met with the view to bridge a gap, to harmonize standards, to promote their use, to deploy a more determined dual-use approach, etc.

- **Main Conclusions**
Annex 3

About the § 4.3 "A completion process":

One of the key issues regarding EHDP is its overall consistency (or coherence). With this respect, the three proposed extra key areas have been chosen.

Justification:

1. Availability/Reliability (R/A)

Both of them appear to be natural extensions of previous fields, already addressed in WS 10 project: "Availability/Reliability" are connected with Phase 2 EG13 "Life cycle management (Service Life Management – Integrated Logistic Support)"; EG 14 "Life cycle management (Technical Documentation)" EGs and this topic directly impacts the quality and the capability of weapon systems to be used at any time in a crisis context in a satisfactory way.

2. Disposal of ammunitions

The field "disposal of ammunitions" seems to be in line with Phase 1 EG 2 "Energetic Materials" and Phase 2 EG 10 "Ammunition" works and also with EG 13 "Life cycle management (Service Life Management – Integrated Logistic Support)" approach.

3. Waste Management

Waste management seems to represent a key topic in the current context, where environmental issues and protection are dealt with in a prioritized way.

Furthermore, we selected those new key areas to meet both essential prerequisites regarding Workshop 10 philosophy: a sufficient number of existing related standards to legitimate a best practices standards selection process and a possibility to identify experts from Industry and from Defence Procurement Agencies in those matters.

National governmental agencies and industry were asked to provide WS 10 with their lists of new key areas, WS 10 CAG made the selection, based on the following set of criteria.

CUSTOMER-ORIENTED CRITERIA
(Interests of industry and MoDs)

WS 10 INTERNAL CRITERIA
(Possibility and efficiency of work)
Procurement-driven approach
Impact on business
Existing expertise and resources
Dual use technologies
Mature technologies
Sufficient number of existing standards, yet manageable scope
No duplication of work (as far as "selection" is concerned, not standardization)