## OCCAR-EA sites, number of staff and Programme Divisions:
(with established posts as of 1 December 2017)

<table>
<thead>
<tr>
<th>Site</th>
<th>Number of Staff</th>
<th>Programme Divisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonn</td>
<td>140</td>
<td>(Central Office + BOXER + COBRA + ESSOR + MMF + TIGER)</td>
</tr>
<tr>
<td>Paris</td>
<td>55</td>
<td>(FREMM + FR/UK MMCM + FS/PAAMS)</td>
</tr>
<tr>
<td>Toulouse</td>
<td>44</td>
<td>(A400M)</td>
</tr>
<tr>
<td>Rome</td>
<td>14</td>
<td>(FREMM + PPA)</td>
</tr>
<tr>
<td>La Spezia</td>
<td>12</td>
<td>(FREMM + LSS + PPA)</td>
</tr>
<tr>
<td>Munich</td>
<td>14</td>
<td>(MALE RPAS)</td>
</tr>
<tr>
<td>Seville</td>
<td>7</td>
<td>(A400M)</td>
</tr>
<tr>
<td>Getafe</td>
<td>2</td>
<td>(MMF)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>288</strong></td>
<td></td>
</tr>
</tbody>
</table>
Foreword from the Director

Since its inception in January 2001, OCCAR has successfully managed an increasing portfolio of armament Programmes for the enhancement of the defence capabilities of its Member, non-Member Participating States and International Organisations. This success is underpinned by the OCCAR principles, rules and state-of-the-art management methods, which are approved, acknowledged and respected by our Customers and recognised as the key to successful Programme management and systems delivery through OCCAR.

The aim of this Pocket Guide is to provide, especially to OCCAR’s stakeholders, an essential guide to the main principles, rules and regulations which govern OCCAR, together with details of current Programmes, their Participating States and their capabilities.

I am very proud to present this updated version of the OCCAR Pocket Guide to you and I hope you find it useful.

Arturo Alfonso Meiriño

December 2017

In July 2018, OCCAR Central Office in Bonn will move from its current premises to a larger building, less than 100 metres away, at Godesberger Allee 150-154, Bonn. The removal is due to a number of reasons, but primarily to provide larger premises to accommodate the Programmes recently added to the OCCAR portfolio, to meet growth in existing Programmes and to cater for anticipated future growth in the organisation.

Arturo Alfonso Meiriño

December 2017

List of abbreviations

AAA Air-to-Air-Refuelling
AB Administrative Budget
AFP Administrative Financial Plan
AMFC Administrative Maximum Financial Commitment
AOB Aggregated Operational Budget
ARM Armed Reconnaissance Helicopter
ARM Active Risk Management
AT Air Transport
BDS Business Development, Strategy, Planning & Reporting Office
BoA Board of Auditors
BoS Board of Supervisors
CADMID Concept/Assessment/Development/Manufacture/Service/Disposal
CFI Calls for Funds
CLIL Common Interoperability Layer
Cr Contract Route
CSS Corporate Support Division
DNE Developmental National Expert
DFP Development & Production Phase (A400M)
EASA European Aviation Safety Agency
EDA European Defence Agency
EMR European Military Aviation/Operational Readiness Requirement
EE European Union
FD Finance Division
FOC Finance Office
FTTC Future Tasks and Policy Committee
GB Global Balance
GQA Government Quality Assurance
HAD Hélicoptère Appui-Destruction
HAP Hélicoptère Appui-Protection
HDF WF High Data Rate Wave Form
HLO High Level Objective
HRD Human Resources Division
IG Internal Guidance
ILS Integrated Logistic Support
IP Internal Procedure
ISS In Service Support
ESTAR Intelligence, Surveillance, Target Acquisition and Reconnaissance
IT Information Technology
KPI Key Performance Indicator
LB-O Length-Band-Draught
LCC Life Cycle Cost
LoO/LoA Letter of Offer/Letter of Acceptance
LSS Logistic Support Ship
MAE Midterm Administrative Estimate
MAL Mid-Life Update
MMMC Maritime Mine Counter Measures
MMF Multinational MRTT Fleet
MRE Midterm Operational Estimate
MoU Memorandum of Understanding
MTT Multi-Role Tanker Transport
MS Member State(s)
NAD National Armament Director
NATO North Atlantic Treaty Organisation
NCPF NATO Civilian Personnel Regulation
NPC National Programme Coordinator
NSA/DSA National Security Authority/Delegated Security Authority
NSPA NATO Support Agency
NSPO NATO Support Organisation
OCCAR-EA OCCAR Executive Administration
OPF Operational Financial Plan
OMT Operational Maximum Financial Commitment
OMPM OCCAR Management Procedure
FC Finance Committee
PB Programme Board
PC Programme Committee
PA Programme
PD Programme Division
AB Administrative Budget
PDR Preliminary Design Review
PTT Programme Integration Team
PMA Programme Management Authority
PMO Programme Management Cell
PPS Programme Management Support Division
PPO Programme Office
PProCS Procurement Strategy
ProG Programme Decision
PSI Programme Security Instruction
PWS Programme Working Group
RDF Request For Information
RIS Security Committee
SAG Mission Support
SLA Service Level Agreement
TDS Technology Demonstrator Programme
TLM Through Life Management
TLMC Through Life Management Committee
ToR Terms of References
UHT Unterstüztungs-Hubschrauber Tiger

* The Pocket Guide is available to the public for information and has no legal status.

In July 2018, OCCAR Central Office in Bonn will move from its current premises to a larger building, less than 100 metres away, at Godesberger Allee 150-154, Bonn. The removal is due to a number of reasons, but primarily to provide larger premises to accommodate the Programmes recently added to the OCCAR portfolio, to meet growth in existing Programmes and to cater for anticipated future growth in the organisation.

Arturo Alfonso Meiriño

December 2017

List of abbreviations

AAA Air-to-Air-Refuelling
AB Administrative Budget
AFP Administrative Financial Plan
AMFC Administrative Maximum Financial Commitment
AOB Aggregated Operational Budget
ARM Armed Reconnaissance Helicopter
ARM Active Risk Management
AT Air Transport
BDS Business Development, Strategy, Planning & Reporting Office
BoA Board of Auditors
BoS Board of Supervisors
CADMID Concept/Assessment/Development/Manufacture/Service/Disposal
CFI Calls for Funds
CLIL Common Interoperability Layer
Cr Contract Route
CSS Corporate Support Division
DNE Developmental National Expert
DFP Development & Production Phase (A400M)
EASA European Aviation Safety Agency
EDA European Defence Agency
EMR European Military Aviation/Operational Readiness Requirement
EE European Union
FD Finance Division
FOC Finance Office
FTTC Future Tasks and Policy Committee
GB Global Balance
GQA Government Quality Assurance
HAD Hélicoptère Appui-Destruction
HAP Hélicoptère Appui-Protection
HDF WF High Data Rate Wave Form
HLO High Level Objective
HRD Human Resources Division
IG Internal Guidance
ILS Integrated Logistic Support
IP Internal Procedure
ISS In Service Support
ESTAR Intelligence, Surveillance, Target Acquisition and Reconnaissance
IT Information Technology
KPI Key Performance Indicator
LB-O Length-Band-Draught
LCC Life Cycle Cost
LoO/LoA Letter of Offer/Letter of Acceptance
LSS Logistic Support Ship
MAE Midterm Administrative Estimate
MAL Mid-Life Update
MMMC Maritime Mine Counter Measures
MMF Multinational MRTT Fleet
MRE Midterm Operational Estimate
MoU Memorandum of Understanding
MTT Multi-Role Tanker Transport
MS Member State(s)
NAD National Armament Director
NATO North Atlantic Treaty Organisation
NCPF NATO Civilian Personnel Regulation
NPC National Programme Coordinator
NSA/DSA National Security Authority/Delegated Security Authority
NSPA NATO Support Agency
NSPO NATO Support Organisation
OCCAR-EA OCCAR Executive Administration
OPF Operational Financial Plan
OMT Operational Maximum Financial Commitment
OMPM OCCAR Management Procedure
FC Finance Committee
PB Programme Board
PC Programme Committee
PA Programme
PD Programme Division
AB Administrative Budget
PDR Preliminary Design Review
PTT Programme Integration Team
PMA Programme Management Authority
PMO Programme Management Cell
PPS Programme Management Support Division
PPO Programme Office
PProCS Procurement Strategy
ProG Programme Decision
PSI Programme Security Instruction
PWS Programme Working Group
RDF Request For Information
RIS Security Committee
SAG Mission Support
SLA Service Level Agreement
TDS Technology Demonstrator Programme
TLM Through Life Management
TLMC Through Life Management Committee
ToR Terms of References
UHT Unterstüztungs-Hubschrauber Tiger
<table>
<thead>
<tr>
<th>OCCAR History Overview</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCCAR Raison d’Être</td>
<td>5</td>
</tr>
<tr>
<td>OCCAR Membership Policy</td>
<td>5</td>
</tr>
<tr>
<td>Benefits of OCCAR to Member and Participating States</td>
<td>6</td>
</tr>
<tr>
<td>OCCAR Global Balance Policy</td>
<td>7</td>
</tr>
<tr>
<td>OCCAR Board of Supervisors</td>
<td>7</td>
</tr>
<tr>
<td>Performance Management</td>
<td>8</td>
</tr>
<tr>
<td>OCCAR/Stakeholders</td>
<td>9</td>
</tr>
<tr>
<td>Cooperation &amp; Links with EDA and NATO</td>
<td>10</td>
</tr>
<tr>
<td>OCCAR/EDA/EU/NATO/LoI members</td>
<td>11</td>
</tr>
<tr>
<td>OCCAR Organisation</td>
<td>12</td>
</tr>
<tr>
<td>OCCAR-managed Programmes</td>
<td>14</td>
</tr>
<tr>
<td>OCCAR Rules, Agreements and Regulations</td>
<td>15</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programme Management Principles</th>
<th>16</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCCAR-EA TLM Approach</td>
<td>18</td>
</tr>
<tr>
<td>OCCAR-EA Methods</td>
<td>19</td>
</tr>
<tr>
<td>OCCAR Risk Management</td>
<td>19</td>
</tr>
<tr>
<td>OCCAR-EA Process Model</td>
<td>20</td>
</tr>
<tr>
<td>OCCAR-EA Programme Management Structures</td>
<td>21</td>
</tr>
<tr>
<td>Corporate Planning</td>
<td>22</td>
</tr>
<tr>
<td>Programme Planning</td>
<td>23</td>
</tr>
<tr>
<td>Corporate Reporting</td>
<td>24</td>
</tr>
<tr>
<td>Programme Reporting</td>
<td>25</td>
</tr>
<tr>
<td>Programme Stage Financial Monitoring &amp; Terminology</td>
<td>26</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programme Management</th>
<th>28</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme Integration</td>
<td>29</td>
</tr>
<tr>
<td>Corporate Management</td>
<td>30</td>
</tr>
<tr>
<td>Legal Issues</td>
<td>30</td>
</tr>
<tr>
<td>Contractual Process/Rules</td>
<td>31</td>
</tr>
<tr>
<td>Government Quality Assurance</td>
<td>31</td>
</tr>
<tr>
<td>Personnel Regulations</td>
<td>32</td>
</tr>
<tr>
<td>Recruitment</td>
<td>33</td>
</tr>
<tr>
<td>Financial Rules</td>
<td>34</td>
</tr>
<tr>
<td>Security within OCCAR</td>
<td>35</td>
</tr>
<tr>
<td>Airworthiness</td>
<td>36</td>
</tr>
<tr>
<td>Qualification</td>
<td>37</td>
</tr>
</tbody>
</table>

| A400M                           | 38 |
| BOXER                           | 39 |
| COBRA                           | 40 |
| ESSOR                           | 41 |
| FREMM                           | 42 |
| FR-UK/MMCM                      | 43 |
| FSAF-PAAMS                      | 44 |
| LSS                             | 45 |
| MALE-RPAS                       | 46 |
| MMF                             | 47 |
| MUSIS                           | 48 |
| PPA                             | 49 |
| TIGER                           | 50 |
OCCAR History Overview

- The origins of OCCAR lie with the strong cooperation between France and Germany.

- It was during the Franco-German meeting at Baden-Baden in December 1995 that President Chirac and Chancellor Kohl officially announced the principles on which the future organisation would rest, thereafter identified as the Baden-Baden Principles.

- The United Kingdom and Italy subsequently agreed to join France and Germany on these principles and these four States jointly founded OCCAR as an international entity in November 1996.

- On the 9th of September 1998 at the Farnborough Air Show, the Defence Ministers of the four Nations signed a Convention. OCCAR obtained full legal personality on 28th of January 2001 following ratification of the Convention by national parliaments. This allowed OCCAR to employ its own staff and award contracts.

- In May 2003 and January 2005, Belgium and Spain respectively joined the four founding States. OCCAR is now composed of the following 6 Members States:

![Flag icons](image)

Baden-Baden Principles

- **Cost-effective equipment Programmes**: efficiency improvement and cost reduction through development and adoption of best-practice programme management procedures, implemented by a streamlined administrative structure.

- **Efficient acquisition practices**: improvement of the competitiveness of the European defence industrial base by placing contracts following a standard competition procedure.

- **Work-share arrangements**: Member States renouncing prescriptive “juste retour” work share principles in favour of achieving a Global Balance of work over several Programmes and years.

- **Openness**: possibility for other countries to participate provided they accept the principles and are committed to a major project.

- **Looking to the future**: nations will work towards harmonising their national long-term equipment requirements.
OCCAR Raison d'Être

**Mission**: to facilitate and manage collaborative European armament Programmes through their life cycle, as well as Technology Demonstrator Programmes, to the satisfaction of our customers.

**Vision**: to be a centre of excellence, and first choice in Europe, for collaborative defence equipment Programmes on a Through Life Management basis.

**Values**:
- Belief in Europe’s future: we are committed to OCCAR’s fundamental role in establishing a customer focused European defence equipment acquisition and sustainment capability.
- Professionalism, teamwork and positive attitude towards change: we believe that these are the essential values for the achievement of excellence.
- Cultural diversity: we recognise and use the different cultures, skills and experiences of our staff and customers as drivers for innovation and continual improvement.
- Integrity: we are committed to the highest standards of integrity in dealing with Nations’ financial resources, assets and weapon systems.

**OCCAR Membership Policy**

- In accordance with the Convention, other “European States” may be invited by the BoS to join OCCAR.

- However, the OCCAR set-up is such that a Nation is able to benefit from the OCCAR programme management expertise and legal framework by being a Participating State, without necessarily being a Member State. It is the reason why OCCAR is open to "European States" only when they are participating significantly to a Programme managed by OCCAR.

- Consequently the natural way for a Nation to be involved with OCCAR is to participate in a Programme (by joining it from the outset or at any stage of the life cycle). This will allow the Nation to fully benefit from the OCCAR set-up and to be treated inside the Programme as an equal to the other Participating Member States. At a later stage and after careful consideration the Nation may express their wish to be invited to become a Member State.
Benefits of OCCAR to Member and Participating States

- Provides an organisation capable of managing any armament Programme based on a long experience in Programme Management and a comprehensive set of rules.

- Lean, adjustable and cost effective modular organisation*:
  - Central Office provides expertise (corporate knowledge pool) to all Programmes and coordinates the integration of new Programmes or new Participating States in ongoing Programmes. This also includes Corporate Services (personnel, financial, planning, IT, security, infrastructure).
  - Programme Divisions focus on the core aspects of Programmes (management, technical, contractual and logistical); and
  - Efficiently managed Programmes contribute to the strengthening of the European industrial base.

- Application of competition as a cornerstone of OCCAR contracting policy (see OCCAR Convention Preamble and Article 12 (i)) strives to achieve best value for money.

- OCCAR Rules developed with Member States and accepted by all Participating States, thus allowing for:
  - Common management practices over all OCCAR-managed Programmes; and
  - Protection of the interests of the other Programme participants against the effects of changing plans in individual nations.

- OCCAR offers enhanced management flexibility, for instance to choose the optimal legal framework.

- Harmonisation of Participating States’ requirements always promoted to maximise benefits by limiting specifics.

- Single defence system configuration promoted as much as possible to maximise common support activities.

- Developing and promoting a long term vision towards the most efficient common support solutions.

* Analysis has shown that the cost of OCCAR or a Joint Programme Office managing a programme is broadly comparable. However, there are a number of other OCCAR benefits, detailed above, which are not available through a JPO arrangement.
Continuous improvement based on internal and Participating States feed-back as well as international best practice benchmarks.

Staff recruitment process based on the appointment of the most suitable candidates and not on nationality (see OMP 9).

ISO Certified QMS processes ensure effective use of resources.

**OCCAR Global Balance Policy**

The OCCAR Convention sets out the Member States political determination to improve the efficiency and reduce the costs of their armaments cooperation and strengthen the European Defence Technological and Industrial Base. Experience has shown that too much emphasis on strict and rigid work share arrangements reduces the potential to reap the full benefits of competition and cooperation. Accordingly, the OCCAR Member States have renounced the analytical calculation of industrial “juste retour” on a Programme-by-Programme basis and have replaced it by the pursuit of an overall and flexible multi-Programme/multi-year balance of work share against cost share: the concept of Global Balance.

OCCAR-EA is responsible for recording global balance data and it is on the basis of this data that the BoS will consider what action, if any, might be taken to rectify an imbalance should one occur.

**OCCAR Board of Supervisors**

The Board of Supervisors (BoS) is the highest decision making body in OCCAR. It decides on the assignment of a Programme to OCCAR for management purposes through the signature of a Programme Management Authorisation (PMA). The BoS supervises the effective and efficient overall management of all OCCAR-managed Programmes and is involved if OCCAR is affected by a decision related to the management of a Programme. It also directs and supervises OCCAR-EA and all OCCAR Committees and decides on all matters concerning the implementation of the OCCAR Convention.

**Composition**: the Member States representatives in the BoS are the Ministers of Defence or their Delegates.

**BoS Meetings**: the BoS meets twice a year, and as otherwise required at the request of one or more Member States. BoS meetings will be considered valid only when all Member States are represented.
Specifically, the BoS:

- approves all OCCAR Management Procedures (OMPs);
- decides upon any deviation from OCCAR Rules and other Regulations;
- approves the OCCAR-EA Administrative Budget;
- notes the aggregated Operational Budgets;
- recruits the OCCAR-EA Director; and
- decides upon any action with regard to Global Balance.

BoS Decisions: the decision making process is based on the principles of unanimity, majority of the voting rights or reinforced qualified majority (Article 18 of the OCCAR Convention).

Further information on the BoS is available in OMP 1 and OMP 3.

**Performance Management**

OCCAR has defined Strategic Aims which translate its vision into practical terms. Performance measurement of those Strategic Aims is done by using a Balanced Scorecard composed of four perspectives (Customer, Financial, Internal Processes, and Learning & Growth) and a number of Key Performance Indicators (a KPI Summary Sheet is provided in the OCCAR Business Plan).

- KPIs are monitored at different levels: OCCAR-EA, Corporate Committees and BoS.
- At programme level, progress towards HLOs is evaluated at PC and PB levels.
OCCAR/Stakeholders

Generic Interface Model

**States**

and/or

**International Organisations (e.g.)**

**Main Contractor or Co-Contractors**

**Sub-Contractors**

**E.g. of the A400M Programme**

**Belgium/Luxembourg**

**France**

**Germany**

**Spain**

**Turkey**

**UK**

**Malaysia**

**[Observer]**

**Partners**

**AMSL**

**AIRBUS**

**TAI**

**FLABEL**

**Sub-Contractors**

* The “Observer” status is described in Annex OMP 3-A.
Cooperation & links with EDA

Legal Framework
- Administrative Arrangement OCCAR - EDA: provides the cooperation framework for the transfer of EDA Programmes/Projects into OCCAR and for OCCAR support to EDA.
- Security Agreement OCCAR - EU.

Standard exchanges between OCCAR and EDA
- High level bi-lateral OCCAR-EA Director – EDA Chief Executive.
- EDA invited to OCCAR BoS meetings.
- OCCAR-EA invited to EDA Steering Boards.

Cooperation & links with NATO

Legal Framework
- Security Agreement OCCAR – NATO.
- Security Arrangement OCCAR – NATO: for the exchange of classified information.
- MoU OCCAR – NSPO covering specific Service Level Agreement for the following Programmes (NSPA support to OCCAR): A400M, BOXER, COBRA, TIGER.
- Cooperation Agreement OCCAR – NSPO: for OCCAR to manage the acquisition phase of the MMF Programme.

Standard exchanges between OCCAR-EA and NSPA
- High level bi-lateral OCCAR-EA Director – NSPA General Manager.
### OCCAR/EDA/EU/NATO/LoI members

<table>
<thead>
<tr>
<th>Member States</th>
<th>Participating States</th>
<th>OCCAR</th>
<th>EDA</th>
<th>EU</th>
<th>NATO</th>
<th>LoI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albania</td>
<td>AL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Austria</td>
<td>AT</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Belgium</td>
<td>BE</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Bulgaria</td>
<td>BG</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Canada</td>
<td>CA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Croatia</td>
<td>HR</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Cyprus</td>
<td>CY</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>CZ</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Denmark</td>
<td>DK</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Estonia</td>
<td>EE</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Finland</td>
<td>FI</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>France</td>
<td>FR</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Germany</td>
<td>DE</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Greece</td>
<td>EL</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Hungary</td>
<td>HU</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Iceland</td>
<td>IS</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Ireland</td>
<td>IE</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Italy</td>
<td>IT</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Latvia</td>
<td>LV</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Lithuania</td>
<td>LT</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Luxembourg**</td>
<td>LU</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Malta</td>
<td>MT</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Netherlands</td>
<td>NL</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Norway**</td>
<td>NO</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Poland</td>
<td>PL</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Portugal</td>
<td>PT</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Romania</td>
<td>RO</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Slovakia</td>
<td>SK</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Slovenia</td>
<td>SI</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Spain</td>
<td>ES</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Sweden</td>
<td>SE</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Turkey</td>
<td>TU</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>United Kingdom***</td>
<td>UK</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>United States</td>
<td>US</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>27</td>
<td>28</td>
<td>28</td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

* Through the Belgium A400M Participating State
** Participating in the MMF Programme through NSPO
*** At the time of writing, the UK is in the process of leaving the EU
OCCAR Organisation

OCCAR combines full empowerment of a dedicated Programme Manager and Programme Division for each Programme, with an efficient and effective corporate support and governance capability through the Central Office. This ensures efficient provision of services such as human resources, financial governance, site services and timely expert support to assist Programmes, particularly when difficult issues arise and when entering new phases where the broader OCCAR-EA experience is brought to bear.

- The Board of Supervisors (BoS), Future Tasks and Policy Committee (FTPC), Finance Committee (FC), Security Committee (SC), and Through Life Management Committee (TLMC) are staffed by the Members States.
- Programme Boards and Programme Committees are staffed by the Programme Participating States. They are part of OCCAR and OCCAR Rules apply to them.
- Although the management of a Programme is normally performed by a dedicated Programme Division, the BoS and the Participating States may opt for a Programme Management Cell using Central Office resources. This is currently the case for the MUSIS Programme (see the Programme Management Structures at page 21).
- The Board of Auditors (BoA) is responsible to the BoS to carry out an annual audit of the financial statements of OCCAR, and to provide an annual audit opinion to the Board of Supervisors.
OCCAR-managed Programmes

- A Member State is a State which is party to the OCCAR Convention and to the OCCAR Security Agreement.
- Adherence of a Non-Member Participating State to the OCCAR Rules is secured through the signature of the LoO/LoA during the integration process (OMP 2).
- Specific Cooperation Agreements/SLAs are developed when dealing with international organisations/institutions.

<table>
<thead>
<tr>
<th>Programme Participating States1</th>
<th>Member States</th>
<th>Non-Member States</th>
<th>other</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>BE2</td>
<td>DE3</td>
<td>ES</td>
</tr>
<tr>
<td>A400M</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>BOXER</td>
<td>√</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COBRA</td>
<td>√</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ESSOR OC1</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>FREMM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FR-UK MMCM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FSAF/PAAMS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LSS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MALE-RPAS</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>MMF</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MUSIS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PPA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TIGER</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
</tbody>
</table>

| Number of Programmes          | 2  5  4  10  7  3  1  1  1  1  1  1 |

1 In this table, the term “Programme Participating State” refers to any State (Member or Non-Member of OCCAR), international organisation or institution, which participates in a Programme managed by OCCAR, in accordance with the corresponding Programme Management Authorisation.
2 BE represents LU in all aspects pertaining to their participation in A400M and currently has Observer Status on MALE-RPAS.
3 DE currently has Observer Status on ESSOR with a view to becoming PS in the near future.
4 NSPO acts as intermediary for MMF PS (NO, LU, DE & NL).
These common, carefully defined, Rules & Regulations provide confidence that Programmes entrusted to OCCAR will be successful.

The OCCAR Rules are not a collection of national rules.

The OCCAR Rules have to be respected by all Participating States and are available at www.occar.int/rules.

Deviations from OMPs are possible but must remain an exception (validation at BoS level), however,

no deviation may be requested from the OCCAR Convention or the OCCAR Security Agreement as they are ratified at State Level.
Programme Management Principles

The Programme Decision (ProgD) is the formal tasking instrument of OCCAR.

- Activities are assigned to OCCAR through the signature of a specific ProgD, a legally binding document approved and signed by the representatives to the Programme Board of the Participating States (PSs) involved. The ProgD defines the scope, High Level Objectives (HLOs), organisation and management of the Programme, and includes the commitments of the PSs (e.g. financial, GFX).

- The coherent set of activities to be performed under a ProgD is called a Programme Stage, and this will follow the management rules defined in OMP 1.

- An OCCAR-managed Programme consists of a succession of Programme Stages (potentially running in parallel), each covered by a dedicated ProgD. It starts with the integration of the 1st Programme Stage up to the closure of the last Programme Stage (with or without transfer to a third party).

- A Programme Stage may cover one or more Defence System Phase(s) (e.g. A400M DPP ProgD) or only a part of a Phase (e.g. FSAF-PAAMS).

- When Participating States need to conclude an MOU prior to the signature of the ProgD, OCCAR-EA will provide support.

- Each Programme Stage must follow the integration process defined in OMP 2. Integration activities will result in the production of a ProgD, signed by the Programme Board.

- Integration of the first Programme Stage (i.e. new Programme) requires a prior authorisation by the BoS composed of OCCAR Member States only: the Programme Management Authorisation (PMA). This PMA should also cover the integration of follow-on Programme Stages.

- Programme Stages cease when ProgDs cease. Programmes may only continue either by integrating a new Programme Stage (i.e. new ProgD) or by extending an existing Programme Stage (i.e. amendment of an existing ProgD).

- Careful planning of Programme Stages is required to ensure continuity of Programme Divisions (any gap between ProgDs or delay in ProgD extension could lead to PD termination).
This figure provides an example only. OCCAR-managed Programmes may cover any phases from Definition to Disposal (PS decision). Only the Preparation phase is not intended to be performed by OCCAR.

OCCAR Defence System phasing (i.e. Preparation, Definition, ..., Disposal) is the equivalent of Nations’ phasing such as the “CADMID” cycle in the UK or the Customer Product Management (CPM) in DE.
OCCAR-EA TLM Approach

The OCCAR Through Life Management approach aims to maximise the whole value of the Programme benefits, at a given cost, taking into account that:

- the benefits are primarily operational and mainly, but not only, materialise in the In-Service phase;
- OCCAR can manage any phase of a Programme, from Preparation to Disposal;
- when OCCAR’s mandate is relevant to a limited number of phases, any management decision will take into consideration:
  - the long term impacts, even the ones not falling in the OCCAR mandate,
  - inherited information.

In order to do that in the most efficient way, appropriate communication channels for life-cycle information are set up with other Programme stakeholders.

TLM is implemented throughout the following functions, performed by the PDs: Requirements Management, Integrated Logistics Support (ILS), Life Cycle Costing (LCC) and managing information on the weapon system through the life cycle, along with the generic Programme Management functions (e.g.: Risk, Security, Safety, Quality, Scheduling).

In addition, the following internal functions are performed: improvement of the methodologies in close liaison with PDs; controlling the processes linked to the above functions and supporting the PDs in their application.
OCCAR-EA Methods

Policies, Processes and Methods laid down in OCCAR Management Procedures (OMPs) as well as underlying internal rules, regulations and guidance, provide a coherent and integrated Quality Management System.

OCCAR Risk Management Philosophy

- Risk Management is an integral part of our core business and is top down led with:
  - OCCAR-EA Director’s regular reviews with the Heads of Division and Programme Managers
  - Heads of Division and Programme Managers taking ownership of the risks
  - Regular reports to the higher decision-making bodies (BoS/PBs, FTPC/PCs)
- Proactive management with the Heads of Division and Programme Managers held to account to deliver mitigation actions by due dates
- OCCAR-EA uses proven Risk Management methodology:
  - Mature Risk Management framework
  - Commercial software tool “Active Risk Manager” (ARM);
  - Dedicated Risk Management organisation. Risk Officers in each PD with support and overall OCCAR coordination provided by Central Office;
  - Promotion of joint registers between OCCAR-EA and Contractors;
  - OCCAR contracts including Risk Management and Reporting activities as standard clauses.
OCCAR-EA Process Model

**MANAGEMENT PROCESS - “Corporate”**

**Main Process 1:** Plan & Manage Business
- OMP 3 Corporate Management
- OMP 4 Legal Issues

**DELIVERY PROCESS - “Programmes”**

**Main Process 2:** Integrate, Manage & Close Programmes
- OMP 1 Principal Programme Management Procedures
- OMP 2 Programme Integration Procedures
- OMP 7 Government Quality Assurance

**SUPPORT PROCESS**

**Main Process 3:** Enable Programme Management
- OMP 5 Contract Placement Procedure
- OMP 6 Contract Terms and Conditions
- OMP 13 Airworthiness
- OMP 14 Qualification

**Main Process 4:** Manage Human Resources
- OMP 8 Personnel Regulations
- OMP 9 Recruitment

**Main Process 5:** Manage Financial Resources
- OMP 10 Financial Rules

**Main Process 6:** Manage Corporate Support
- OMP 11 Security Regulations
- OMP 12 Handling of Unclassified Sensitive Information
Programme Management Structures

Programme Division

- OCCAR-EA Director
- Central Office
- Programme Division
- Industry/Partners

Programme Board

1. Accountability of the Director to the PC in the frame of the tasks and decisions delegated to the PC
2. Accountability of the PM to the Director in the frame of the tasks and decisions delegated to the PM

Programme Committee

Programme Working Group

Expert Working Groups

Programme Management Cell

- OCCAR-EA Director
- Central Office
- Programme Management Cell
- Industry/Partners

HRD
CSD
FD
PMSD

OCCAR-EA
Programme Division
Programme Committee
Programme Working Group
Expert Working Groups

Responsibility ➔ Accountability ➔ Support

1. Accountability of the Director to the PC in the frame of the tasks and decisions delegated to the PC
2. Accountability of the PM to the Director in the frame of the tasks and decisions delegated to the PM
The Corporate Planning Cycle is conducted once a year.
Programme Planning

The Programme Planning Cycle is conducted once a year.
Corporate Reporting

OCCAR Board of Supervisors

1. Director’s report to each Committee
2. Each Committee reports to the BoS
3. Committees’ reports to the BoS
4. Annual Report
5. Financial Statement

Steps 1, 2, 3 are performed on the occasion of every Committee / Board meeting.
Steps 4, 5 are only performed annually.
Programme Reporting

Report

Feedback

OCCAR Programme Board

Director’s report to the PB

Annual report

OCCAR Programme Committee

Director’s report to the Programme Committee

OCCAR-EA Director – PDs - PMCs

Programme Working Group

Expert Working Groups

Steps 1 2 3 are performed on the occasion of every Committee / Board meeting.
Step 4 is performed annually.
Programme Stage
Financial monitoring & terminology

<table>
<thead>
<tr>
<th>Programme Stage/Programme Decision</th>
<th>Operational Financial Plan (OFP)</th>
<th>Operational Maximum Financial Commitment (OMFC)</th>
<th>Administrative Financial Plan (AFP)</th>
<th>Administrative Maximum Financial Commitment (AMFC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Year</td>
<td>POB</td>
<td>Midterm Operational Estimate (MOE)</td>
<td>PDAB</td>
<td>Midterm Administrative Estimate (MAE)</td>
</tr>
<tr>
<td>Year n</td>
<td></td>
<td>Estimate Year n+1</td>
<td>Estimate Year n+1</td>
<td>Estimate Year n+1</td>
</tr>
<tr>
<td>Year n+1</td>
<td></td>
<td>Estimate Year n+2</td>
<td>Estimate Year n+2</td>
<td>Estimate Year n+2</td>
</tr>
<tr>
<td>Year n+2</td>
<td></td>
<td>Estimate Year n+3</td>
<td>Estimate Year n+3</td>
<td></td>
</tr>
<tr>
<td>Year n+3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Operational costs
Administrative costs
## Participating States controlling activities

- **POB** = Programme Operational Budget: 1 per ProgD  ➤ PB approval
- **PD AB** = Programme Division Administrative Budget * ➤ PC endorsement
- **AB** = Administrative Budget = CO & Site admin budget + \( \Sigma \) PD AB ➤ BoS approval

OFP and AFP provide an estimation of the ProgD financial margin

- Operational Financial Plan and Midterm Operational Estimate ➤ noted by PC
- Administrative Financial Plan and Midterm Administrative Estimate ➤ noted by FC and PC

- **AOB** = Aggregated Operational Budget ** = \( \Sigma \) POB ➤ noted by BoS
- Aggregated Midterm Operational Estimate = \( \Sigma \) MOE ➤ noted by BoS
- Aggregated Midterm Administrative Estimate = \( \Sigma \) MAE ➤ noted by BoS

* Not necessarily one per ProgD (one or more PD AB per ProgD or one PD AB for more than one ProgD)

** Decomposition ProgD per ProgD for every PSs
Programme Management

OMP 1 is the main OCCAR document for managing Programmes once integrated into OCCAR. It is composed of a main part and 4 annexes.

- **Main Part OMP 1**: provides the main principles followed by OCCAR to efficiently manage the Programmes for the benefit of the Participating States (e.g. management structures, Programme phasing, transitioning...).

- **Annex OMP 1-A**: describes the roles and responsibilities of all the major stakeholders with regard to Programme management:
  - OCCAR-EA Director;
  - OCCAR-EA Programme Manager;
  - OCCAR-EA Central Office;
  - BoS;
  - PB (highest decision making body in a Programme);
  - PC (responsibilities delegated from the PB);
  - NPC; and
  - PWG.

- **Annex OMP 1-B**: describes the Programme Management functions to be applied by the management structure (PD/PMC) in charge of the Programme Stage(s). It refers to the other OMPs when relevant.

- **Annex OMP 1-C**: provides useful guidance/principles related to the transitions within an OCCAR-managed Programme (optimisation for successive Programme Stages)

- **Annex OMP 1-D**: provides the list of acronyms and definitions.

- The Programme Working Group (PWG) is not a decision making body. Its purpose is to support the OCCAR PM to progress issues and can be used by the NPCs to collect or request information necessary for national matters.

- The PWG may prepare decisions for the PC.
Programme Integration

OMP 2 is the main OCCAR document describing the integration of new Programmes into OCCAR and the integration of new Programme Stages into an already existing OCCAR-managed Programme (complemented by annex OMP 1-C with regard to transitions between Stages). It provides the legal framework under which this process is to be conducted.

With the signature of the PMA, the BoS:

- approves the integration of a new Programme (or Programme stage) into OCCAR
- approves the use OCCAR-EA resources for the integration
- establishes the PC and PB.

The ProgD is the legally binding document signed by the PB tasking OCCAR with the Programme Management and granting the resources necessary.

Non Member States participating in a Programme need to accept certain terms of the OCCAR Convention and OCCAR rules. This is achieved through a legally binding Letter of Acceptance (LoA).

Integration activities for new Programmes are led by PMSD and include, inter alia, negotiating the ProgD, establishing the main contract with industry and establishing the Programme Division.
Corporate Management

OMP 3 describes the corporate governance of OCCAR and specifically outlines:

- the Organisation and Roles of OCCAR (Boards, Committees and Executive Administration); and
- the OCCAR Strategy and the related Planning, Reporting and Auditing.

It also provides the ToRs for the OCCAR-EA Director, the Corporate Committees, the BoS and the BoA, together with the policy for granting Observer Status to Non-Participating States.

Legal Issues

OMP 4 covers significant legal issues which may arise from OCCAR activities, as assigned to it by the Member States, with the exception of matters relating to employment of staff which are dealt with in OMP 8. It covers relationships between OCCAR and Member States; Participating States (which may include Non-Member States); Programme Contractors; and Third Parties (including Sub-Contractors and Suppliers).

Applicable Law for OCCAR Contracts

- The spirit of EU Regulations and Directives shall be respected, but as OCCAR is not a member of the EU, they are not binding on OCCAR.
- Contracts shall be interpreted according to a chosen National law, which should preferably be the national law of one of the PSs. All contracts under a Programme shall apply the same national law.

Disputes and Liability

- **Between Member States**: disputes and liability to be solved according to the Convention.
- **Between PSs**: disputes to be solved by consultation then arbitration/liability borne as detailed in the Programme Decision.
- **Between Contractor and OCCAR**: it is a requirement of the Convention that such disputes be resolved through arbitration, therefore all Contracts awarded by OCCAR shall include an Arbitration Clause. Liability arising from such disputes shall be borne by the PS(s) according to the ProgD.
Between OCCAR and Third Parties: dispute solved by consultation or, if unsuccessful, by arbitration (subject to the waiver of OCCAR’s immunity at Member States’ level). Liability borne by the PSs according to the Programme Decision or, in case of corporate matters, by the Member States.

Between Third Parties and PSs: dispute and liability dealt with in accordance with the MoU.

Contractual Process/Rules

OMP 5 covers the process of awarding contracts (from the tendering phase up to the signature of the contract). Prior to commencing any tendering activities the Programme Arrangements (see OMP 1 and 2) should be in place. The process of awarding individual contracts requires a Procurement Strategy (ProcS) and a Contract Route (CR) approved by the PC. The ProcS describes inter alia the operational requirements, costed options, timescales, risks and procurement method. The CR will ensure that the contracts comply with the ProcS, and that the best method of procurement is being employed. The Procurement Policy and Principles of OCCAR are practically aligning the Procurement Directives of the EU with the main goal to use competition in order to achieve best value for money.

OMP 6 provides the standard “Contract Terms and Conditions” to be used in all OCCAR Contracts. These will be adapted to fit each case and adapted to each “contract law” under the supervision of PMSD. OMP 6 also addresses the audit and investigation of contractors’ price information at different stages of a contracting process.

Government Quality Assurance

OMP 7 is the Government Quality Assurance (GQA) Policy document covering the management of GQA services provided by OCCAR Member States for all OCCAR-managed Programmes and Participating States for OCCAR-managed Programmes in which they participate. It is intended to form the basis of separate arrangements with any other State when necessary.

OMP 7 has been developed to define the process, procedures, terms and conditions under which GQA is to be managed by OCCAR-EA and performed by the appropriate GQA organisation of one OCCAR Member/Participating State related to OCCAR Programmes and requested by OCCAR-EA.
Personnel Regulations

In accordance with the OCCAR convention, the OCCAR staff regulations and pay and pension schemes are based on the recommendations of the Coordinated Organisations (e.g. NATO). Although similar to the NATO Civilian Personnel Regulations (NCPR), there are some differences in terms of Pay and Pensions offered in the OCCAR package. OMP 8 provides the main information about personnel regulations, as summarised below.

Employment Contracts: OCCAR generally offers initial contracts of 3 years, the length of the contract will not exceed the length of the approved National secondment and will be limited by the ProgD. The OCCAR-EA Director may offer staff members extensions (maximum of 2 years) to their contracts. A-grades may serve in one post for a period of 5 years, B-grades for 9 years. The total length of employment with OCCAR, in one or several contracts or periods, shall not exceed 9 years. In addition to the contract, OCCAR-EA personnel have to sign a Declaration of Loyalty to OCCAR.

Grades: New staff members start their employment at the lowest step of the grade. Starting at a higher step due to experience in a similar job, as done in NATO, is not possible.

Salaries and allowances: OCCAR-EA salaries and allowances are based on those of the Coordinated Organisations which are periodically reviewed by the Coordinated Committee of Remuneration and subsequently subject to approval by the BoS.

Provident Fund: OCCAR has no pension scheme however, a Provident Fund is established to compensate staff members for any reduction of their National pension due to their contract with OCCAR. Equal contributions are paid to the fund by both OCCAR and the staff member. The total is available to be paid to the staff member at the end of their contract.

Social Security Scheme: Every staff member of OCCAR-EA shall be a member of the OCCAR-EA Social Security Scheme. It covers all sicknesses and accidents and the reimbursement of medical expenses for staff and their dependents. It includes provisions for the staff member in cases of long term sickness, invalidity and death in service.

Detached National Experts are members of Participating States in place within OCCAR-EA. They must sign a contract with OCCAR (declaring
loyalty to OCCAR) but are not OCCAR staff. They may be used to provide additional support to PDs, PMCs or PITs.

Recruitment

OMP 9 is the main document covering recruitment. The OCCAR recruitment process for upcoming vacancies in the Organisation starts with the issue of a vacancy notice and ends with the signature of an OCCAR employment contract and a declaration of loyalty to OCCAR.

Staff are appointed through a competitive process on the basis of their qualifications, skills, competences and experience, which best match with those detailed in the vacancy notice for the relevant post.

Candidates for OCCAR-EA Central Office posts must be nationals from Member States and candidates for OCCAR Programme Divisions posts must, in the majority of cases, be nationals from the Participating States in these programmes.

Only those applications will be taken into consideration which have the explicit support of the State of which the candidate is a national (also valid for candidates already an OCCAR-EA staff member), so called “official candidate” or at least a statement that the State does not object if OCCAR includes a candidate in the recruitment campaign as an “unofficial candidate”.

Applications must include evidence of experience and knowledge, as well as an individual’s motivation for applying to OCCAR.

Interviews are conducted by a Selection Committee. Applicants should be prepared to answer questions on all the requirements for the post and be able to demonstrate the required competences through their experiences. In some cases, applicants are also required to undergo a test. The recommendation of the Selection Committee is then forwarded to the OCCAR-EA Director for a final decision.

The responsibility for the appointment of the OCCAR-EA Director, Deputy Director, Central Office Heads of Divisions and Programme Managers rests with the BoS or the PB.

A handover period will be carried out between the appointed candidate and his/her predecessor, not exceeding two weeks.
The Financial Statements (FS) are the collection of records (or reports) that outline the financial activities of OCCAR for a Financial Year. It shows how OCCAR has used the funds entrusted to it by the Participating States, and what is its financial position at the year-end.

The Budgets are the estimation of payments expected during a Financial Year (Jan. to Dec.). Approved by Nations they are also an authorised payment ceiling for OCCAR for the associated Financial Year.

The Calls for Funds (CFF) are raised i.a.w. Budgets contributions, for Nations to transfer the funds covering the payments expected in the following month.

The Forecast of Outturn (FOO), is an estimation of the finale outturn (FO), which is the total of payments made at the end of the year “n”. It is composed of the payments already made at the time of the calculation and an estimate for the payments expected up to year-end. 3 Successive FOOS are performed (Feb/June/Oct) and delivered to Nations per Year.

OMP 10 is the management procedure defining OCCAR financial rules covering both Programmes and Corporate activities. In addition to the information provided at pages 26 and 27, the following chart details the most significant elements.
Security within OCCAR

The OCCAR Security Agreement, which was ratified at Governmental Level, is the highest level document on the security of Classified Information related to OCCAR. It describes general principles which are further detailed in OMP 11.

OMP 11 lays down the basic principles and minimum standards of security to be applied by OCCAR and its Participating States so that it is assured that a common standard of protection is established for Classified Information furnished or generated in connection with OCCAR Programme activities, and uniform practices are applied.

OMP 11 identifies a set of rules developed to simplify the security process for the PSs. In particular:

- the Classified Foreground Information will be classified as OCCAR Classified Information up to OCCAR SECRET;
- the access to Classified Information is on a need-to-know principle and subject to appropriate personal Security Clearance;
- classified visits are made via international visitor procedure with direct notification; and
- a Programme Security Instruction (PSI) is a mandatory document to be produced by OCCAR-EA for each Programme. It includes the Security Classification Guide (SCG).

Early interfacing of NSA/DSA with OCCAR is paramount during the integration activities for new Programmes/Programme Stages.

OMP 12 provides the rules to follow concerning the handling of Unclassified Sensitive Information.

Any Information related to OCCAR Programme activities, which is not classified in the interest of security but otherwise defined as “sensitive”, also requires protection and administrative control in the interest of OCCAR.

Provisions of OMP 12 shall be made applicable in each contract.
Airworthiness

OMP 13 on Airworthiness is the management procedure to be used by OCCAR-EA and the Participating States (PSs) to ensure that for future aeronautical Programmes there is an established methodology in place, describing how airworthiness is to be managed. It describes the most efficient way of ensuring that a product being acquired on behalf of the OCCAR PSs meets the applicable airworthiness requirements (and performance specifications).

The OMP presents a methodical and systematic approach describing how OCCAR-EA should coordinate, in a logical sequence, all the activities necessary (including the application of the airworthiness requirements agreed amongst the PSs) to achieve a successful weapon system certification.

The OMP also describes how certification and qualification activities, and their essential links, should be conducted in parallel to most effectively minimise duplication of effort and thus reduce the combined activity of certification and acceptance of type to a minimum.

During the production of the OMP it was clear that the EMARs being produced in parallel would be very much aligned to the EASA civil airworthiness publications. With this understanding the author has been very careful to ensure that duplication between the two document sets is avoided. Indeed the OMP has been prepared purposely to enable the future inclusion of the necessary references to each of the appropriate EMARs when they are eventually published.

Having an OMP for airworthiness ensures that the principles of the airworthiness discipline have been agreed by all States from the outset of any Programme and any associated contract(s), a situation that has not always been the case in the past.
Qualification

OMP 14 comprises relevant processes to ensure a consistent application of the Qualification process within OCCAR-managed Programmes. For aeronautical systems, it is complemented by OMP 13 on Airworthiness.

Definition of an adequate Qualification, Certification and Individual Acceptance process and related responsibilities for a new OCCAR-managed Programme requires a substantial amount of effort to harmonise the Qualification requirements amongst all stakeholders.

Starting from a commonly agreed basis (e.g. standardised terminology, main processes and responsibilities) and applying a common approach to reach Qualification, Certification and Individual Acceptance for the OCCAR-managed Programmes will help to reduce effort, thus improving the efficiency of the process.

OMP 14 describes the Qualification management principles to be considered by OCCAR Programme Divisions, Programme Management Cells or Programme Integration Teams and its interfaces to Certification and Acceptance when drafting the relevant Programme contracts.

The main document provides the generic Qualification processes common to all type of systems. Annex OMP 14-A provides a generic qualification process flow chart; Annexes OMP 14-B to 14-D provide additional specific information applicable to air, naval and land systems and Annex OMP 14-E a list of definitions and acronyms.
The A400M Atlas is a four-engine turboprop military transport aircraft.

It meets the demands of efficient, all-terrain, transport required for modern military operations: in all weather, day and night, for troops, as a tanker or for equipment up to the size of helicopters.

As at the end of 2017, over 50 aircraft have been delivered to 5 of the Participating States; aircraft have also been delivered to Malaysia, the first export customer.
### BOXER

The BOXER is an 8x8 all terrain, heavily armoured, modular utility vehicle. It consists of a common drive module with 14 different mission module variants.

#### Main characteristics:

- **Crew**: 2 or 3 (+8)
- **Length**: 7.88 m
- **Width**: 2.99 m
- **Height**: 2.37 m (baseline vehicle)
- **Weight**: 36.5 t max.
- **Armor**: Modular composite armour (removable)
- **Main armament**: 40mm automatic grenade launcher or 12.7mm heavy machine gun (M3M), 30mm main gun and missile launcher.
- **Engine**: MTU V8 Diesel (711 hp)
- **Power/weight**: 14.3 kW/t (max weight)
- **Maximum range**: 1,100 km
- **Max. Speed**: 103 km/h
COBRA is a multi-functional battlefield radar used to locate mortars, rocket launchers and artillery batteries and to provide information for countering their effectiveness. COBRA classifies enemy weapons and predicts their impact points. COBRA adjusts and registers friendly fire, determines jamming data and communicates with battle forces.

The system was initially developed for France, Germany and the United Kingdom. Turkey joined the Programme in 2010. The UK left the Programme in 2012 and Turkey left in 2016. The system is now in service, supported by OCCAR, in France and Germany.

Main characteristics:

- **Crew:** 1-3 soldiers
- **Shelter size:** 600x250x210 cm
- **Power Supply:** Diesel generator, 47 kVA
- **Antenna Technology:** Fully-active phased array; Electronic scanning in azimuth and elevation (phase/phase); 2780 T/R modules containing MMICs
- **Antenna Sector:** Electronic scan 90°, within available 270°
- **Range:** More than 40 kilometres
- **Acquisition Rate:** > 240 weapons in less than 2 minutes

The Basic Roles of COBRA are:

- **Peace-keeping Role:** simple monitoring of weapon firings between warring factions over a wide area;
- **Defence Role:** limited intervention to defend a Nation where return fire is required over a wide spread of forces; and
- **“Major conflicts” Role:** heavy concentrations of forces and weapons around a well-defined battle line.
In 2008, the ESSOR Technical Demonstrator Programme (TDP) was launched by Finland, France, Italy, Poland, Spain and Sweden to develop a common, interoperable solution for tactical communications using Software Defined Radio.

The aim was to develop a common software architecture to be implemented by the national radios, a new-generation wideband tactical waveform, called High Data Rate Waveform (ESSOR HDRWF), developed as a common product and then ported by each nation onto its own radio. The ESSOR TDP ended in December 2015 with the successful completion of the Multilateral Laboratory Test activities and in November 2016 a world first “field demo” was held in Finland, to demonstrate interoperability between radios of different Nations and different vendors.

Following the success of the first phase, Finland, France, Italy, Poland and Spain decided to launch a new phase of ESSOR, called Operational Capability 1 (ESSOR OC1) starting in January 2018, with a strong focus on common activities to manage the operational deployment of the ESSOR products through an intensive real-time software development programme. Sweden and Germany are also stakeholders of the ESSOR programme.

OC1 is aimed to enhance the HDRWF with further capabilities meeting the real warfighter needs and to support the wider adoption of ESSOR products, in line with the OCCAR TLM approach.

**Work Packages:**

- **Common activities:**
  - Analysis of national Field testing activities;
  - Enhancements of the HDRWF with new features;
  - Support to standardisation of ESSOR products;
  - Elaboration of a TLM approach for the ESSOR Products.

- **Non-Common activities:**
  - Implementation of the updated HDRWF on national platforms.
FREMM

The FREMM Programme is the most ambitious and innovative European naval defence project. These multirole Frigates, designed to meet the through life requirements of the French and Italian navies in a changing environment, set new standards for design and build costs.

<table>
<thead>
<tr>
<th>FREMM FR</th>
<th>FREMM IT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Displacement etc...</td>
<td>6000 t (both ASW and FREDA versions)</td>
</tr>
<tr>
<td>L-B-D</td>
<td>142 - 20 - 5</td>
</tr>
<tr>
<td>Sensors</td>
<td>MFR Herakles</td>
</tr>
<tr>
<td>Anti-air</td>
<td>SYLVER A43/A50 VLS (ASW) SYLVER A70 (FREDA) Aster 15/30</td>
</tr>
<tr>
<td>Guns</td>
<td>1x76mm</td>
</tr>
<tr>
<td>Anti-ship</td>
<td>8xMM40 Exocet B3</td>
</tr>
<tr>
<td>Anti-Sub</td>
<td>MU90 Integrated Sonar Suite</td>
</tr>
<tr>
<td>Land attack</td>
<td>MdCN Naval cruise missile (ASW only)</td>
</tr>
<tr>
<td>Aircraft carried</td>
<td>1xNH90 or 1xEH101</td>
</tr>
</tbody>
</table>
FR-UK/ MMCM

France and the United Kingdom share a vision in which Maritime Mine Counter Measures (MMCM) capability is delivered by unmanned systems operating remotely from a command centre deployed either on board ship or ashore.

The objective of the OCCAR-managed MMCM Programme is to develop, manufacture and qualify two systems to achieve this vision by demonstrating prototype technologies, combined to deliver agile, interoperable and robust MMCM capability. By defeating static underwater threats at pace, these systems will give strategic, operational and tactical freedom of manoeuvre and thereby assure the delivery of Maritime Force Projection and Maritime Security at the time and place of the Participating States’ choosing in support of a wide range of naval operations.

The FR-UK MMCM Programme is structured in four distinct stages:
- Stage 1 – Definition, Design and Studies;
- Stage 2 – Manufacture;
- Stage 3 – Qualification; and
- Stage 4 – 24 month support package for User Evaluation.

The contract for the Demonstration Phase (Stage 1) was awarded in March 2015; this was followed by award of the contract for stages 2 and 3 in September 2016.
The Future Surface-to-Air Family (FSAF) is composed of the SAAM (sea launched) and SAMP/T (ground launched) missiles capable of defeating threats as diverse as high-speed tactical missiles (supersonic sea skimmers, air-launched, anti-radiation, cruise, TBM and other types) and highly manoeuvrable aircraft, in a saturation attack scenario. The key capability of these systems is their ability to simultaneously engage multiple targets, in any type combination, over 360 degrees.

The Principle Anti Air Missile Systems (PAAMS) are based on common elements developed in the frame of the FSAF Programme. It provides ‘self-defence’, ‘local area’ and ‘area’ defence capabilities for the French & Italian Horizon frigates and the UK Type 45 destroyers.

After the positive results achieved with the first In Service Support (ISS) contract the Participating Nations tasked OCCAR to contract for a new 5-year ISS period for FSAF-PAAMS starting at the beginning of 2018.

The FSAF-PAAMS Programme also provides Munitions for the FREMM Frigates.
The LSS is a Logistic Support Ship that is being designed and developed to provide a wide spectrum of missions related to logistic support and operate at all levels of the force spectrum. The main mission of the LSS is the strategic transport, replenishment at sea and sea basing.

The LSS will be able to fully support the long-range missions of a naval group, including aircraft carriers. It will perform refuelling and provide full operational logistic support to first line ships in terms of specialised intervention and repair at sea, spare parts, ammunition replenishment and supplies.

Moreover the ship will have high autonomous capacity to provide electrical power, fresh water, prepared meals and health care for disaster relief through dedicated equipment and installations that include a fully equipped hospital and medical facilities.

Following BoS approval, France joined the LSS Programme on 18 July 2017. French participation will result in an additional 3 ships and a FR/IT cooperation to cover common ISS.

In more detail, LSS will perform the following tasks:

- Logistic support (refuelling at sea with fuel (NATO F76 and F44, lubricants, ammunition, spare parts, food, drinking water, specialist medical products, equipment and other materials) to a naval group for an extended period;
- civil protection roles at times of crisis;
- participation to operations for disaster relief, humanitarian response, provision of medical aid, etc.;
- medical and surgical support (NATO Role 2 Light Manoeuvre);
- technical assistance, maintenance and repair up to level 3 of systems/equipment embarked on the first line ITN ships;
- support to search and rescue operations and aid to vessels in distress;
- support to anti-pollution operations and environmental control; and
- discovery, monitoring and analysis of electromagnetic environment.
The European Medium Altitude Long Endurance Remotely Piloted Aircraft System (European MALE RPAS) is an unmanned aircraft and associated Ground Segment, designed to carry out worldwide long endurance Intelligence, Surveillance, Target Acquisition and Reconnaissance (ISTAR) missions. The aircraft may also provide a support capability to ground forces through immediate, precise and appropriate weapons engagement (Armed ISTAR).

Currently the Programme is in the 2-year Definition Study phase (2016 – 2018); the outcome of this phase will define the System Requirements and will complete with the Preliminary Design Review (PDR).

The successful outcome of the Definition Study could lead to a subsequent development and production phase, subject to the decision of the PS.

Subject to a positive decision from the PS, contract award for future phases is expected in late 2018, with European MALE RPAS planned to be operational from around 2025.

In December 2016 Belgium was granted Observer Status on the Programme.
MMF

Germany, the Netherlands, Luxembourg and Norway have agreed to jointly acquire and operate a Multinational MRTT (Multi Role Tanker Transport) Fleet (MMF) to provide Air-to-Air Refuelling (AAR) and Air Transport (AT) capabilities.

The initial contract was awarded in July 2016 to Airbus Defence & Space, covering the manufacture of two Aircraft and initial In Service Support for two years. The current contract includes a total of seven Aircraft, with an extended In Service Support with an extended In Service Support plus options for a further four aircraft. Belgium became a full member of MMF Programme in early 2018, and other nations have identified themselves as potential new partners in the future.

The Acquisition Phase of the MMF is managed by OCCAR on behalf of NSPO, the follow-on support and operational activities will be the sole responsibility of NSPO.

The key capabilities and requirements for the MMF are:

- acquire an available, Military Off The Shelf (MOTS) solution;
- provide either single role AAR, single role AT (passengers), single role AT (cargo) or multi-role functionalities; and
- provide Medical Evacuation (MEDEVAC) functionalities.

The contract was awarded in July 2016 with the first aircraft to be delivered in mid-2020.
The principle of the overall Multinational Space Based Imaging System (MUSIS) Common Interoperability Layer (CIL) is to provide a solution to interconnect satellite systems from different Nations.

It will enable operators from one Nation to task the satellite system of another Nation to order, receive, store and retrieve operational pictures in a secure way and according to predefined exchange rules. This will increase flexibility and provide access to a wider range of functionalities/capabilities.

The MUSIS OCCAR-managed Programme involves France and Italy.

**Italian Satellites**
- User Ground Segment
  - 2 satellites
  - Low Earth orbit
  - X-band SAR technology
  - Very High Resolution

**Italian Part of MUSIS CIL**

**French Satellites**
- User Ground Segment
  - 2 to 3 satellites
  - Low Earth orbit
  - Optical: visible and infra-red
  - Very High Resolution

**French Part of MUSIS CIL**

**Communication Network**
PPA

PPA is part of the Italian Navy’s fleet renewal plan aimed at replacing different classes of ships such as patrol boats, corvettes and frigates.

- It meets today’s requirements of a modern Navy to operate in a wide range of operations and scenarios, and to be fully interoperable with NATO and EU partners but more versatile than the present generation of ships. Conceived with enhanced “dual use” features, PPA is able to carry out traditional military tasks and to operate in support of Humanitarian Assistance or Disaster Relief Operations in peacetime (e.g. modular hospital, electrical power, drinkable water ashore and containers).

- The environmental footprint will be smaller than ever, by further reducing the polluting emissions, also by adopting new generation bio fuel and electrical propulsion.

- Some characteristics deserve a special mention: very high speed, long endurance, resilience and seaworthiness, manoeuvrability, modularity, high level of integration/automation, in other words better suited to face the challenges of the 21st century. It will be able to rapidly intervene at long distances in a broad spectrum of emergency situations, becoming the backbone of the Italian Navy.

PPA will be delivered in three configurations with incremental capabilities:

- FULL: able to carry out tasks in all warfare areas such as anti-air (AAW), anti-surface (ASuW) and anti submarine warfare (ASW);

- LIGHT: with limited warfare capabilities, but with a high versatility granted by its “fitted for” configuration, which allows improvement of operational capabilities through the installation of systems and equipment according to the specific mission to be carried out; and

- LIGHT PLUS: similar to ‘light’ but with anti-air (SAAM-ESD) and enhanced anti-surface warfare capabilities.
Initially planned between DE and FR as an anti-tank helicopter, the further developed, new generation, multi-role attack TIGER is currently in service in France, Germany, Spain and Australia.

Manufactured by Airbus Helicopters TIGER in Europe, the TIGER operates in four different versions: HAP for ES and FR, UHT for DE, HAD for ES and FR and ARH for Australia.
Since its inception in January 2001, OCCAR has successfully managed an increasing portfolio of armament Programmes for the enhancement of the defence capabilities of its Member, non-Member Participating States and International Organisations. This success is underpinned by the OCCAR principles, rules and state-of-the-art management methods, which are approved, acknowledged and respected by our Customers and recognised as the key to successful Programme management and systems delivery through OCCAR.

The aim of this Pocket Guide is to provide, especially to OCCAR’s stakeholders, an essential guide to the main principles, rules and regulations which govern OCCAR, together with details of current Programmes, their Participating States and their capabilities.

I am very proud to present this updated version of the OCCAR Pocket Guide to you and I hope you find it useful.

Arturo Alfonso Meiriño
OCCAR-EA Director
December 2017

In July 2018, OCCAR Central Office in Bonn will move from its current premises to a larger building, less than 100 metres away, at Godesberger Allee 150-154, Bonn. The removal is due to a number of reasons, but primarily to provide larger premises to accommodate the Programmes recently added to the OCCAR portfolio, to meet growth in existing Programmes and to cater for anticipated future growth in the organisation.

Arturo Alfonso Meiriño
December 2017

* The Pocket Guide is available to the public for information and has no legal status.

OCCAR Pocket Guide 2018

OCCAR Pocket Guide 2018
OCCAR-EA sites, number of staff and Programme Divisions:
(with established posts as of 1 December 2017)

- **Bonn**: 140 (Central Office + BOXER + COBRA + ESSOR + MMF + TIGER)
- **Paris**: 55 (FREMM + FR/UK MMCM + FSAT/PAAMS)
- **Toulouse**: 44 (A400M)
- **Rome**: 14 (FREMM + PPA)
- **La Spezia**: 12 (FREMM + LSS + PPA)
- **Munich**: 14 (MALE RPAS)
- **Seville**: 7 (A400M)
- **Getafe**: 2 (MMF)

**Total**: 288
OCCAR-EA sites, number of staff and Programme Divisions:
(with established posts as of 1 December 2017)

<table>
<thead>
<tr>
<th>Site</th>
<th>Staff</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonn</td>
<td>140</td>
<td>(Central Office + BOXER + COBRA + ESSOR + MMF + TIGER)</td>
</tr>
<tr>
<td>Paris</td>
<td>55</td>
<td>(FREMM + FR/UK MMCM + FSAY/PAAMS)</td>
</tr>
<tr>
<td>Toulouse</td>
<td>44</td>
<td>(A400M)</td>
</tr>
<tr>
<td>Rome</td>
<td>14</td>
<td>(FREMM + PPA)</td>
</tr>
<tr>
<td>La Spezia</td>
<td>12</td>
<td>(FREMM + LSS + PPA)</td>
</tr>
<tr>
<td>Munich</td>
<td>14</td>
<td>(MALE RPAS)</td>
</tr>
<tr>
<td>Seville</td>
<td>7</td>
<td>(A400M)</td>
</tr>
<tr>
<td>Getafe</td>
<td>2</td>
<td>(MMF)</td>
</tr>
<tr>
<td>Total</td>
<td>288</td>
<td></td>
</tr>
</tbody>
</table>

OCCAR Pocket Guide
Organisation Conjointe de Coopération en matière d’Armes
edition 2018
**Foreword from the Director**

Since its inception in January 2001, OCCAR has successfully managed an increasing portfolio of armament Programmes for the enhancement of the defence capabilities of its Member, non-Member Participating States and International Organisations. This success is underpinned by the OCCAR principles, rules and state-of-the-art management methods, which are approved, acknowledged and respected by our Customers and recognised as the key to successful Programme management and systems delivery through OCCAR.

The aim of this Pocket Guide is to provide, especially to OCCAR’s stakeholders, an essential guide to the main principles, rules and regulations which govern OCCAR, together with details of current Programmes, their Participating States and their capabilities.

I am very proud to present this updated version of the OCCAR Pocket Guide to you and I hope you find it useful.

Arturo Alfonso Meiriño

December 2017

*The Pocket Guide is available to the public for information and has no legal status.*

---

**List of abbreviations**

- **AAR**: Air-to-Air Refuelling
- **AB**: Administrative Budget
- **AFP**: Administrative Financial Plan
- **AMFC**: Administrative Maximum Financial Commitment
- **AOB**: Aggregated Operational Budget
- **ARM**: Armed Reconnaissance Helicopter
- **ARM**: Active Risk Management
- **AT**: Air Transport
- **BSDPRO**: Business Development, Strategy, Planning & Reporting Office
- **BoA**: Board of Auditors
- **BoS**: Board of Supervisors
- **CADMID**: Concept/Assessment/Development/Manufacture/In Service/Disposal
- **CFF**: Calls for Funds
- **CIL**: Common Interoperability Layer
- **CR**: Contract Route
- **CSR**: Corporate Support Division
- **DNE**: Development & Production Phase (A400M)
- **EASA**: European Aviation Safety Agency
- **EDA**: European Defence Agency
- **EMAR**: European Military Airworthiness Requirement
- **EU**: European Union
- **FC**: Financial Control
- **FD**: Finance Division
- **FOO**: Forecast Of Outturn
- **FTPC**: Future Tasks and Policy Committee
- **GB**: Global Balance
- **GQA**: Government Quality Assurance
- **HAD**: Hélicoptère Appui-Destruction
- **HAP**: Hélicoptère Appui-Protection
- **HDR WF**: High Data Rate Wave Form
- **HLO**: High Level Objective
- **HRO**: Human Resources Division
- **IG**: Internal Guidance
- **IJS**: Integrated Logistic Support
- **IP**: Internal Procedure
- **ISS**: In Service Support
- **ESTAR**: Intelligence, Surveillance, Target Acquisition and Reconnaissance
- **IT**: Information Technology
- **KPI**: Key Performance Indicator
- **L-B-D**: Length-Beam-Draught
- **LCC**: Life Cycle Cost
- **LoO/LoA**: Letter of Offer/Letter of Acceptance
- **LSS**: Logistic Support Ship
- **MAE**: Midterm Administrative Estimate
- **MLU**: Mid-Life Update
- **MDCM**: Maritime Mine Counter Measures
- **MMF**: Multinational MRTT Fleet
- **MDE**: Mid-Year Estimate
- **MoU**: Memorandum of Understanding
- **MMT**: Multi-Role Tanker Transport
- **MS**: Member State(s)
- **NATO**: North Atlantic Treaty Organisation
- **NCF**: NATO Civilian Personnel Regulation
- **NPC**: National Programme Coordinator
- **NDA/DSA**: National Security Authority/Delegated Security Authority
- **NSPA**: NATO Support Agency
- **NSPO**: NATO Support Organisation
- **OCCAR-EA**: OCCAR Executive Administration
- **OFF**: Operational Financial Plan
- **OMF**: Operational Maximum Financial Commitment
- **OCCAR Management Plan
- **PB**: Programme Board
- **PC**: Programme Committee
- **PD**: Programme Division
- **PD AB**: Programme Division Administrative Budget
- **PDR**: Preliminary Design Review
- **POD**: Programme Integration Team
- **PPA**: Programme Management Cell
- **PMED**: Programme Management Support Division
- **PPO**: Programme Operational Budget
- **PPS**: Patrullaggio Polivalenti d’Altra
- **Proc**: Procurement Strategy
- **ProG**: Programme Decision
- **PS**: Participating States
- **PSI**: Programme Security Instruction
- **PWG**: Programme Working Group
- **RFI**: Request For Information
- **SC**: Security Committee
- **SCG**: Security Classification Guide
- **SLA**: Service Level Agreement
- **TDP**: Technology Demonstrator Programme
- **TLM**: Through Life Management
- **TLC**: Through Life Management Committee
- **ToR**: Terms of References
- **UHT**: Unterstützungs-Hubschrauber Tiger
- **VD**: Program Division Administrative Budget
Foreword
from the Director

Since its inception in January 2001, OCCAR has successfully managed an increasing portfolio of armament Programmes for the enhancement of the defence capabilities of its Member, non-Member Participating States and International Organisations. This success is underpinned by the OCCAR principles, rules and state-of-the-art management methods, which are approved, acknowledged and respected by our Customers and recognised as the key to successful Programme management and systems delivery through OCCAR.

The aim of this Pocket Guide is to provide, especially to OCCAR’s stakeholders, an essential guide to the main principles, rules and regulations which govern OCCAR, together with details of current Programmes, their Participating States and their capabilities.

I am very proud to present this updated version of the OCCAR Pocket Guide to you and I hope you find it useful.

Arturo Alfonso Meiriño
OCCAR-EA Director
December 2017

List of abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAR</td>
<td>Air-to-Air Refuelling</td>
</tr>
<tr>
<td>AB</td>
<td>Administrative Budget</td>
</tr>
<tr>
<td>AFP</td>
<td>Administrative Financial Plan</td>
</tr>
<tr>
<td>AMFC</td>
<td>Administrative Maximum Financial Commitment</td>
</tr>
<tr>
<td>AOB</td>
<td>Aggregated Operational Budget</td>
</tr>
<tr>
<td>ARH</td>
<td>Armed Reconnaissance Helicopter</td>
</tr>
<tr>
<td>ARM</td>
<td>Active Risk Management</td>
</tr>
<tr>
<td>AT</td>
<td>Air Transport</td>
</tr>
<tr>
<td>BDSPRO</td>
<td>Business Development, Strategy, Planning &amp; Reporting Office</td>
</tr>
<tr>
<td>BoA</td>
<td>Board of Auditors</td>
</tr>
<tr>
<td>BVG</td>
<td>Board of Supervisors</td>
</tr>
<tr>
<td>CADMD</td>
<td>Concept/Assessment/Development/Manufacture/Service/Disposal</td>
</tr>
<tr>
<td>CCF</td>
<td>Calls for Funds</td>
</tr>
<tr>
<td>CIL</td>
<td>Common Interoperability Layer</td>
</tr>
<tr>
<td>CR</td>
<td>Contract Route</td>
</tr>
<tr>
<td>CSSD</td>
<td>Corporate Support Division</td>
</tr>
<tr>
<td>DNE</td>
<td>Detached National Expert</td>
</tr>
<tr>
<td>DPP</td>
<td>Development &amp; Production Phase (A400M)</td>
</tr>
<tr>
<td>EASA</td>
<td>European Aviation Safety Agency</td>
</tr>
<tr>
<td>EDA</td>
<td>European Defence Agency</td>
</tr>
<tr>
<td>EMAR</td>
<td>European Military Airworthiness Requirement</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>FC</td>
<td>Finance Division</td>
</tr>
<tr>
<td>FPR</td>
<td>Finance Policy of OCCAR</td>
</tr>
<tr>
<td>FTPC</td>
<td>Future Tasks and Policy Committee</td>
</tr>
<tr>
<td>GB</td>
<td>Global Balance</td>
</tr>
<tr>
<td>GGA</td>
<td>Government Quality Assurance</td>
</tr>
<tr>
<td>HA</td>
<td>Helicopter Appui-Destruction</td>
</tr>
<tr>
<td>HAP</td>
<td>Helicopter Appui-Protection</td>
</tr>
<tr>
<td>HDWR</td>
<td>High Data Rate Wave Form</td>
</tr>
<tr>
<td>HLO</td>
<td>High Level Objective</td>
</tr>
<tr>
<td>HRD</td>
<td>Human Resources Division</td>
</tr>
<tr>
<td>IG</td>
<td>Internal Guidance</td>
</tr>
<tr>
<td>ILS</td>
<td>Integrated Logistic Support</td>
</tr>
<tr>
<td>IP</td>
<td>Internal Procedure</td>
</tr>
<tr>
<td>ISS</td>
<td>In Service Support</td>
</tr>
<tr>
<td>ISTAR</td>
<td>Intelligence, Surveillance, Target Acquisition and Reconnaissance</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
</tr>
<tr>
<td>L-B-O</td>
<td>Length-Breadth-Draught</td>
</tr>
<tr>
<td>LCC</td>
<td>Life Cycle Cost</td>
</tr>
<tr>
<td>LOO/LOA</td>
<td>Letter of Offer/Letter of Acceptance</td>
</tr>
<tr>
<td>LSS</td>
<td>Logistic Support Ship</td>
</tr>
<tr>
<td>MAE</td>
<td>Mid-term Administrative Estimate</td>
</tr>
<tr>
<td>MID</td>
<td>Mid-Life Update</td>
</tr>
<tr>
<td>MKMC</td>
<td>Maritime Mine Counter Measures</td>
</tr>
<tr>
<td>MMF</td>
<td>Multinational MRTT Fleet</td>
</tr>
<tr>
<td>MOE</td>
<td>Mid-term Operational Estimate</td>
</tr>
<tr>
<td>MoU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>MMF</td>
<td>Multi-Role Tanker Transport</td>
</tr>
<tr>
<td>MS</td>
<td>Member State(s)</td>
</tr>
<tr>
<td>NAD</td>
<td>National Armament Director</td>
</tr>
<tr>
<td>NATO</td>
<td>North Atlantic Treaty Organisation</td>
</tr>
<tr>
<td>NCP</td>
<td>NATO Civilian Personnel Regulation</td>
</tr>
<tr>
<td>NPC</td>
<td>National Programme Coordinator</td>
</tr>
<tr>
<td>NSA/DSA</td>
<td>National Security Authority/Delegated Security Authority</td>
</tr>
<tr>
<td>NSPA</td>
<td>NATO Support Agency</td>
</tr>
<tr>
<td>NSPO</td>
<td>NATO Support Organisation</td>
</tr>
<tr>
<td>OCCAR-EA</td>
<td>OCCAR Executive Administration</td>
</tr>
<tr>
<td>OFP</td>
<td>Operational Financial Plan</td>
</tr>
<tr>
<td>OHFC</td>
<td>Operational Maximum Financial Commitment</td>
</tr>
<tr>
<td>OMP</td>
<td>OCCAR Management Procedure</td>
</tr>
<tr>
<td>PB</td>
<td>Programme Board</td>
</tr>
<tr>
<td>PC</td>
<td>Programme Committee</td>
</tr>
<tr>
<td>PD</td>
<td>Programme Division</td>
</tr>
<tr>
<td>PD AB</td>
<td>Programme Division Administrative Budget</td>
</tr>
<tr>
<td>PDR</td>
<td>Preliminary Design Review</td>
</tr>
<tr>
<td>PTT</td>
<td>Programme Integration Team</td>
</tr>
<tr>
<td>PMA</td>
<td>Programme Management Authority</td>
</tr>
<tr>
<td>PMC</td>
<td>Programme Management Cell</td>
</tr>
<tr>
<td>PMBD</td>
<td>Programme Management Support Division</td>
</tr>
<tr>
<td>PCO</td>
<td>Programme Operational Budget</td>
</tr>
<tr>
<td>PPA</td>
<td>Patrullaggio Polivalenti d’Altura</td>
</tr>
<tr>
<td>Proc</td>
<td>Procurement Strategy</td>
</tr>
<tr>
<td>ProgD</td>
<td>Programme Decision</td>
</tr>
<tr>
<td>PS</td>
<td>Participating States</td>
</tr>
<tr>
<td>PSI</td>
<td>Programme Security Instruction</td>
</tr>
<tr>
<td>PWG</td>
<td>Programme Working Group</td>
</tr>
<tr>
<td>RFU</td>
<td>Request For Information</td>
</tr>
<tr>
<td>SC</td>
<td>Security Committee</td>
</tr>
<tr>
<td>SCCG</td>
<td>Security Classification Guide</td>
</tr>
<tr>
<td>SLA</td>
<td>Service Level Agreement</td>
</tr>
<tr>
<td>TDP</td>
<td>Technology Demonstrator Programme</td>
</tr>
<tr>
<td>TLM</td>
<td>Through Life Management</td>
</tr>
<tr>
<td>TLMC</td>
<td>Through Life Management Committee</td>
</tr>
<tr>
<td>ToR</td>
<td>Terms of References</td>
</tr>
<tr>
<td>UHT</td>
<td>Unterstützungs-Hubschrauber Tiger</td>
</tr>
</tbody>
</table>
OCCAR-EA sites, number of staff and Programme Divisions:
(with established posts as of 1 December 2017)

<table>
<thead>
<tr>
<th></th>
<th>Location</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bonn</td>
<td>140 (Central Office + BOXER + COBRA + ESSOR + MMF + TIGER)</td>
</tr>
<tr>
<td>2</td>
<td>Paris</td>
<td>55 (FREMM + FR/UK MMCM + FSAR/PAAMS)</td>
</tr>
<tr>
<td>3</td>
<td>Toulouse</td>
<td>44 (A400M)</td>
</tr>
<tr>
<td>4</td>
<td>Rome</td>
<td>14 (FREMM + PPA)</td>
</tr>
<tr>
<td>5</td>
<td>La Spezia</td>
<td>12 (FREMM + LSS + PPA)</td>
</tr>
<tr>
<td>6</td>
<td>Munich</td>
<td>14 (MALE RPAS)</td>
</tr>
<tr>
<td>7</td>
<td>Seville</td>
<td>7 (A400M)</td>
</tr>
<tr>
<td>8</td>
<td>Getafe</td>
<td>2 (MMF)</td>
</tr>
</tbody>
</table>

Total 288