



**OCCAR-EA**  
**OCCAR Management Procedure**

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## Record of changes

<b>Date</b>	<b>Issue</b>	<b>Changes</b>
01/99	OMP 1.01 Issue 1	Creation of the document. OMP approved by the BoS.
02/02	OMP 1.01 Issue 2	Revision of the main document and of annexes. Document not entered into force.
03/03	OMP 1.01 Issue 3	Revision of the main document and of annexes i.a.w. comments from the nations. Document not entered into force.
11/03	OMP 1.01 Issue 4	Document issue further to the approval of OMP 1.01 issue4 draft1 dated 08/03 by the BoS on 5/12/03.
24/05/05	OMP 1 Issue 1	Revision: including "Programme Board" Document issue further to the approval of OMP 1 issue1 draft3 by the BoS on 19/05/05.
01/07/06	OMP 1 Issue 2	Conversion to the OCCAR-EA graphical house style
06/11/09	OMP 1 Issue 3	Updated to insert Annex OMP 1-D on cost analysis, audit and price investigation and to make reference within the OMP 1. Integration of OMP 1 Addendum 1 as Annex OMP 1-C.
15/12/10	OMP 1 Issue 4	Update to align with OMP 2, Issue 6. Addition of Annex OMP1-E, issue 1 "Management of Technology Demonstrator Programmes". Implementation of changes as agreed at the 34 <sup>th</sup> FTPC meeting on 8-9/11/10.

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## List of acronyms

BoS	Board of Supervisors
FTPC	Future Tasks and Policy Committee
HLOs	High Level Objective
ISS	In-Service Support
NPC	National Programme Co-ordinator
OMP	OCCAR Management Procedure
PB	Programme Board
PC	Programme Committee
PD	Programme Division
PM	Programme Manager
PMA	Programme Management Authorisation
PMSD	Programme Management Support Division
POR	Programme Operational Requirement
PWG	Programme Working Group
TDP	Technology Demonstrator Programme

## List of definitions/explanations

Participating State or Programme Participating State	A State (Member or Non-Member of OCCAR) which participates in an OCCAR Programme as defined in the corresponding Programme Management Authorisation (PMA). This term is also used to refer to any international organisation or institution which participates in an OCCAR Programme as defined in the corresponding PMA.
Programme	A group of related Projects or activities managed in a coordinated way. The term Programme applies to: <ul style="list-style-type: none"> <li>• The whole life cycle of a new Programme;</li> <li>• A Programme phase of a new or existing Programme;</li> <li>• A Technology Demonstrator Programme (TDP);</li> <li>• A study or any other activity, as decided by the BoS and including a single Project</li> </ul>
Programme Decision	A legally binding decision approved and signed by the representatives to the Programme Board of the States participating in the activities covered within a Programme, which sets out the commitments of these States. A Programme Decision may cover the whole or part of a Programme or only a Project
Project	A set of activities within a Programme which are managed in a specific and autonomous manner. A Project may be formed by the common activities related to one or several phase(s) of a Programme or by a set of activities in which not all the Programme Participating States are engaged (non common activities).
OCCAR Rules	The OCCAR Convention, the OCCAR Security Agreement, including relevant decisions pertaining to their interpretation, and OCCAR procedures (including all principles, strategies and policies). The version of these documents to apply is the one in force at the time of application.
Signatories	The States whose representatives have signed a Programme Decision.

## 1. Introduction

### 1.1 Background

OCCAR was established to improve the effectiveness, efficiency and cost-effectiveness of armaments co-operation between its members. OCCAR is a unique opportunity to improve the management of international programmes. OCCAR mission and vision is to become the preferred choice for management of new armaments programmes on a through-life basis, and to be a model example of European integration. This will be done by offering professional Programme management methodology, resulting in optimum equipment performance, cost, and delivery time-scales, whilst reducing the level of management risk and cost to a level which rivals that of the individual national procurement organisations. In doing this a clear customer/supplier relationship between the Participating States and OCCAR-EA will be maintained through the establishment of Programme Decisions.

In order to deliver these objectives, OCCAR-EA has developed an integrated set of Programme management procedures (OCCAR Management Procedures or OMPs), which give a management framework of clear and concise best practices and instructions, and tools, templates and examples to support their implementation. Applying OMPs will improve programme management efficiency and give the Participating States the confidence to delegate increased authority to OCCAR-EA.

For Programmes integrated into OCCAR, all OMPs shall be applied, except where otherwise stated in the Programme Decision. Deviation from OMPs approved at BoS level shall be exceptional and duly justified. Those deviations shall be approved by all representatives on the BoS before entry into force of the Programme Decision.

### 1.2 Purpose

This Principal Programme Management procedure shall apply to all stakeholders involved, directly or indirectly, in the management of Programmes within OCCAR-EA. This procedure shall be read by all staff starting work for OCCAR-EA.

### 1.3 Scope

The Principal Programme Management procedure covers the management of the procurement process within OCCAR, and all activities which need to be performed in order to successfully fulfil OCCAR's obligations to the Participating States for each Programme.

This Principal Programme Management procedure describes the management of a Programme within OCCAR. It addresses, in particular:

- The OCCAR Programme management concepts and principles,
- The optimum phasing of a Programme, based on the grouping of the activities for the realisation of the procured system into one single phase in order to reduce, to the maximum extent possible, the times and costs for the Programme, while preserving the achievement of performance requirements,
- The Programme management organisation and roles within OCCAR.

## 2. Principles

OCCAR-EA faces a rapidly changing external business environment and also the internal environment changes as the organisation evolves and grows. Added to this, each Programme is subject to change as it moves through Programme phases or as it is adapted to a changing environment. For OCCAR-EA to consistently achieve high quality results under these conditions, the management concept needed is to build-in agility, allowing the best solution to be found for each circumstance. To do this and yet still maintain proper control, OCCAR programmes must have a tightly focused approach, based on the following core principles:

### 2.1 Integrated process

The entire Programme, from initial concept to disposal, must be seen as a complete and integrated process. In the early steps of the Programme, the requirements for the system to be procured (taking into account the operational needs, resources available, technical feasibility, etc.) as well as the best Procurement Strategy, have to be carefully defined. Once the route for the realisation of the system is identified, the activities should if appropriate be grouped in a reduced number of phases allowing an integrated and seamless procurement process.

Within the overall process, each Programme phase should be managed as a complete package, which has within it all the programme management elements it needs to succeed. By combining all these elements together, a broader perspective can be taken on risk management, and effectiveness of programme management can be enhanced through closer and concurrent working. However, concurrent working can only succeed if the customer/supplier relationships between Participating States and OCCAR-EA and between OCCAR-EA and industry remain intact, albeit in a very close and very interactive form. Within each phase, the initiation and planning of the next phase takes place, allowing the main phase management activities to continue seamlessly from one phase to the next. The integrated process is the key to successful Programme management, and all other activities should be arranged to support it.

### 2.2 Clear Programme High Level Objectives (HLOs)

Clear and balanced Programme HLOs, in terms of performance, time and cost, shall be defined. The purpose of defining HLOs instead of just referring to contract(s) is to allow OCCAR-EA to focus on essential goals and to propose optimised solutions when faced with issues during the running of the Programme. HLOs shall be used to assess the Programme/phase results and OCCAR-EA performance in managing it. The number of HLOs should be kept to those strictly necessary to evaluate the outputs of the Programme and HLOs have to be short and focused on precise and measurable high level parameters. They shall be included in the relevant Programme Decision.

These HLOs can only be achieved through carefully managed close team working and shared information, from very early on in the procurement process. For example, it is essential that the Programme Operational Requirements (POR) are based on a common understanding of what is needed and what is realistically affordable. Management of the HLOs and tracking of them through to acceptance/end of phase should be treated as a continuous process.

### 2.3 Accountable OCCAR-EA Director

The OCCAR-EA Director is personally and directly accountable to the BoS for the effective and efficient overall management of all OCCAR-EA managed programmes.

The Director is personally and directly accountable to the relevant PB for the effective and efficient management of matters strictly related to individual OCCAR-EA managed programmes.

### 2.4 Autonomous Programme Manager

The authority and responsibility to manage the Programme shall be vested in the Programme Manager (PM) by delegation of the Director of OCCAR-EA. He/She shall be consequently given all the necessary authority and autonomy to manage the Programme, in order to allow him/her to meet the Programme objectives. The responsibilities of the PM are set out within Section 4 of this OMP and, where appropriate, further elaborated in the Programme Decisions. The PM in turn shall take care that clear delegations of responsibility are made, where appropriate, to ensure that tasks and risks are passed on to those who are in the best position to manage them. In particular, he/she shall ensure that, to the maximum extent possible, the responsibility for the execution of the contract is passed to the contractor(s). Furthermore, the PM shall ensure that the roles of the multidisciplinary team are defined carefully and shall ensure that their relationship with industry allows good communication without diminishing the contractor's responsibilities. Relationships and decision making processes with related national and international programmes on which the Programme depends, yet which are not under the PM's direct control, need careful definition in order to allow the PM to manage the constraints coming from those programmes while maintaining his ability to achieve his objectives.

### 2.5 Multidisciplinary team

The concept of a multidisciplinary team is vital to provide the PM with the skills within the team needed to manage a Programme. An OCCAR Programme Division (PD) is a multidisciplinary team and therefore may include PM, technical, quality assurance, integrated logistic support, finance, and contracts staff. Close relationships are also needed between the PD and the other stakeholders, including industry, operational requirements staff, in service support staff, the users and Central Office. These relationships need to be clearly defined to support the concept of an integrated process, acting as communication channels for specific subjects or forums for specific decisions.

### 2.6 Communications management

Fast, accurate and secure transmission of information is vital to the success of the Programme. This concept is applicable both within OCCAR-EA and externally, including industry and national organisations. It includes Programme information needed to support decision making within OCCAR and also design data/product information which remains relevant throughout the life of the equipment. An information technology infrastructure is needed that is compatible with the needs of the Programme, and that supports the rapid and high volume exchange of information when required. Also required are information formats and standards which ensure that long-life data remain legible, identifiable and retrievable for the duration of the Programme. The communications strategy and plan and their implications should be addressed as part of the early planning of the Programme.

This strategy shall be based on the general OCCAR information and technology strategy and its relevant provisions.

## 2.7 Continuous improvement

A continuous process of monitoring, analysis and improvement shall be built-in to the way OCCAR-EA operates, allowing intelligent and conscious innovation and continuous improvement. Benchmarking may be used to check OCCAR-EA's performance and efficiency against similar organisations.

## 3. Description of an OCCAR Programme

### 3.1 Introduction

This section describes an optimum procurement process through typical phases of an OCCAR Programme. The phases described are not intended to limit the scope of the individual programmes from developing the Procurement Strategy which best suits their objectives.

### 3.2 Phasing

Phasing is organised in order to minimise risks (technical, financial, schedule, etc.), using a step by step method to check that the expected objective is being aimed at. Phasing can have a significant impact on Programme time-scales and cost: the more phases a Programme have, the larger this effect will be. For this reason, each Programme will find its own balance between risk and cost, dividing the Programme into phases which are the optimum for that Programme, mitigating specific risks, and giving confidence to national approval authorities that the Programme will be managed well. The phasing shown in Annex A supports the principles described in Section 2 and foresees a more continuous process throughout the life of the Programme.

### 3.3 OCCAR role in Programme Phasing

3.3.1 It is currently envisaged that OCCAR may manage the following phases of a Programme: Definition and/or risk reduction studies, Development, Production, In Service, and Disposal. Prior to the Definition phase, preparation activities are run by the Participating States, possibly in the framework of the European Defence Agency, covering in particular the mission analysis and the feasibility studies. Should the Participating States deem it appropriate, OCCAR may be informed on those activities and may provide advice as required. In the earlier stages of a Programme, Technology Demonstrator Programmes (TDP) may be launched and may possibly be assigned to OCCAR. When the Programme is limited to a TDP or to a study (definition study, risk reduction study, etc.), the principles described here have to be adapted and OMP 1 Annex E applies.

3.3.2 In order to gain maximum benefit from the management of a collaborative Programme by OCCAR, a Programme should not be integrated later than the start of the Definition phase. However the Participating States may decide to integrate a Programme into OCCAR at any stage of its life and also after a phase has already begun. The fact that a Programme is entrusted to OCCAR following the commencement of the current phase will not prevent the implementation of OCCAR principles, rules and procedures.

3.3.3 In order to maximise the efficiency of the management of the Programme and to allow smooth transfer to OCCAR and in accordance with OMP 2, OCCAR-EA staff shall be involved in the preparation of the phase to be integrated and in the preparation of the integration, subject to instructions by the BoS. In particular, OCCAR-EA shall provide advice on contractual and management matters and shall be given access to relevant information to allow the preparation of all necessary documentation as required by the Participating States. OCCAR-EA will propose and coordinate the Programme HLOs the Procurement Strategy, the Programme Decisions and any other document required in accordance with OCCAR rules and procedures.

### 3.4 Integration of a Programme

3.4.1 The integration of a Programme into OCCAR introduces organisational changes, such as the appointment of a PM and the setting up of a PD. In parallel, the Participating States nominate their representatives in the Programme Board (PB), the Programme Committee (PC) and their National Programme Co-ordinators (NPCs). Prior to the integration of a Programme and to the appointment of the PM, activities performed by OCCAR-EA with respect to that Programme (as decided by the BoS) are assigned to a Programme integration manager responsible to the Director of OCCAR-EA and normally drawn from existing Central Office resources. In the frame of those activities and if required, a Programme integration team, drawn from existing Central Office resources or funded by the Participating States (to be decided on a case by case basis), may be set up to assist the Programme integration manager.

3.4.2 It must be noted that Programmes managed by OCCAR may be very different from each other and their structure may be more complex than the one described here. In particular, the number of Participating States may vary from phase to phase and within a phase, whereas some activities may concern different groups of Participating States. Such activities, called Projects, are under the sole responsibility of the concerned Participating States and are normally covered by a specific Programme Decision.

### 3.5 Definition phase

The definition phase consists of the selection of a solution from those explored under the feasibility studies conducted during the previous stage. POR, including support and training aspects, the technical specifications, the schedules and industrial conditions for realisation are also refined during this phase. In general, at the end of the Definition phase, the prime contractor for the following phase will have already been selected. In certain circumstances, when no prime contractor has been selected, it might be decided to have at the beginning of the development several potential contractors running in competition. Risk reduction studies may also be performed during or before the definition phase.

The results of the activities performed during the Definition phase shall be collated by OCCAR-EA into advice to the Participating States to inform and assist the national decision making process.

### 3.6 Development, production and in service phases

If at the end of the definition phase, the level of risk on the future phases of the Programme has been reduced to an appropriate level, it is envisaged that the

commitment of the Participating States may cover all the remaining phases of the Programme (development, production, In Service Support (ISS)) or at least cover some of these phases in order to give a real possibility to OCCAR to manage the Programme in the most suitable way.

3.6.1 If the decision for the initiation of the production phase and the ISS is not regrouped with the decision for the development phase, then:

- OCCAR-EA shall provide advice to the Participating States to allow them to undertake the national decision process to initiate the Production phase. The information shall demonstrate that the definition of the developed system meets the specified requirements and that production is feasible.
- Information shall also be provided to the Participating States in order to define the support concept best suitable for the system and to constitute the basis for a possible decision to have the ISS performed by OCCAR.

3.6.2 During the development phase, the system and its support system are designed in detail, developed, tested and qualified, and the industrial production resources are defined and put in place. The development phase is completed when the system is qualified. The production phase consists of all operations required for the system's ultimate delivery to the armed forces and its subsequent use (series production, training and initial support resources, etc...).

3.6.3 The full in-service phase begins formally with the decision for service acceptance taken jointly or individually by Participating States. This decision formalises the authorisation for operational use of the weapon system after its acceptance trials.

3.6.4 The Participating States may decide to implement common support through OCCAR and then the relevant PD shall pursue the application to the Programme of the relevant OMPs during the in service phase, to optimise jointly the in-service technical management and support of the system.

3.6.5 The in-service phase ends with the decision to withdraw the system from service. This decision will generally be taken by each Participating State in an independent way, depending upon a balance of factors (e.g.: age and operational effectiveness, cost of maintenance, repair and mid-life improvements).

3.6.6 Where common support is implemented, the decision of a Participating State to withdraw the system from service shall be notified to the other Participating States in a formal document, with details such as quantity of equipment, age, general conditions, availability of spares if any, etc. This will then enable considerations by interested Participating States for possible acquisition of these materials under specific agreements.

### 3.7 Disposal phase

The aim of the disposal phase is to plan and perform a demilitarisation and a dismantling of the systems, taking into account environmental issues, security and safety. The possible involvement of OCCAR in the management of this phase shall be

defined for each Programme in due time and shall be subject to a specific Programme Decision or to an amendment to an existing one.

#### **4. Programme Management organisation and roles within OCCAR**

##### **4.1 Introduction**

This paragraph sets out the roles and responsibilities of the various personnel and bodies dealing with the management of Programmes within OCCAR, in accordance with the Convention and the Terms of Reference of the OCCAR-EA Director.

Each specific Programme Decision, when addressing organisation and management aspects, shall take OMPs into account. The relevant Programme Decision may define additional tasks, specific to the Programme/Project and the related decision-making process.

##### **4.1.1 The OCCAR Board of Supervisors (BoS):**

- The BoS, whose composition and functions are determined in Chapter IV of the Convention, directs and supervises OCCAR-EA and all committees and decides all matters concerning the implementation of the OCCAR Convention.
- The BoS is the highest decision-making level within OCCAR (Article 10 of the Convention). All the delegations shall come from the BoS. Any disputes arising from the interpretation of these delegations shall be resolved by the BoS.
- The BoS shall decide the assignment of a Programme to OCCAR for management purposes through the adoption of a “Programme Management Authorisation” (PMA) (Article 12.b and 31 of the Convention).
- The BoS decides upon any deviation from OCCAR Rules.
- The BoS supervises the effective and efficient overall management of all OCCAR-EA managed Programmes and shall be involved if OCCAR as a whole is affected by a decision relating to the management of a Programme.

##### **4.1.2 The Programme Board (PB)<sup>1</sup>:**

- Once the BoS has signed the PMA, high-level decisions relating to the Programme will be made exclusively by the PB in which participate the BoS representative(s) of the Member State(s) participating to the Programme and, where appropriate, the representative(s) of the non-Member Participating State(s) at an equivalent level.
- If there are several Programme Decisions within a Programme, when discussing matters related only to a specific Programme Decision, the participation to the PB and to the PC is limited to the representatives of the Signatories.

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<sup>1</sup> See OMP 3.

The main relationships between OCCAR bodies concerning the management of individual Programmes are described in the section below and illustrated in Annex B.

## 4.2 Stakeholders' roles in an OCCAR Programme/Project

### 4.2.1 The Programme Board (PB)

4.2.1.1 For each Programme/Project, the PB shall:

- Approve the Programme Decision and its amendments,
- Approve the HLOs of the Programme/Project and any amendments to them,
- Approve the consequences of the withdrawal/change of off-take of a Signatory,
- Approve the appointment of the PM,
- Approve the Operational Budget of the Programme/Project in accordance with the OCCAR financial regulations,
- Take note of the OCCAR-EA Programme/Project reports addressed to it,
- Decide upon the Director of OCCAR-EA's recommendations resulting from the above reports.

4.2.1.2 In addition to the members of the PB, the meetings of the PB are normally attended by the Director of OCCAR-EA and/or his Deputy. Attendees may also include:

- Other staff from Participating States and OCCAR-EA,
- Experts invited by the PB.

4.2.1.3 The PB elects its chairman, as necessary, normally for a period of one year, choosing him from among the nominated representatives to the PB. In the case of no election having been made, the chairman of the PB shall be from the same Participating State as the chairman of the PC.

4.2.1.4 The PB convenes as appropriate, generally once a year. Further meetings may be called by the chairman of the PB on request by a Participating State. The PB meeting should, as far as practicable, take place immediately before or after the BoS meetings. OCCAR-EA provides the secretariat.

4.2.1.5 The PB shall comply with OCCAR Rules. The Director OCCAR-EA is responsible to the BoS for submitting any deviations from these.

4.2.1.6 Decisions are generally made on a unanimity basis of the Signatories, unless otherwise decided unanimously by the representatives to the PB of the Signatories. Exceptions from the unanimity basis include simple majority, qualified majority and

reinforced qualified majority. Details about scope and type of majority to be used in a Programme/Project shall be described in the relevant Programme Decision<sup>2</sup>.

#### 4.2.2 The Programme Committee (PC)

4.2.2.1 A PC shall be established to oversee the running of the Programme in respect of the achievement of the HLOs. Each Programme Participating State shall designate a representative, who can be accompanied by a National Delegation. These National Delegations shall be composed, as necessary, of personnel from National Organisations and may also include technical experts invited by the Participating States. The designated representative shall head the National Delegation and shall be the only member of each delegation to have the right to vote.

4.2.2.2 Decisions shall be taken in accordance with the decision-making process described in the Programme Decision. If no agreement is reached the matter shall be raised to the PB.

The following OCCAR-EA staff shall also participate in the PC meetings, but not vote:

- The Director of OCCAR-EA and/or his Deputy/authorised representative, and Central Office staff as necessary;
- The PM, the secretary provided by the PD, and PD staff as necessary;

4.2.2.3 The PC shall normally meet twice a year. Special meetings may also be convened by decision of the PB or at the request of the Director of OCCAR-EA or of the head of a National Delegation to deal with specific matters.

4.2.2.4 Meetings of the PC shall normally be held on the premises of the relevant Programme Division, unless it is exceptionally jointly decided otherwise. The PC representative of each Participating State shall chair each meeting in turn or during a time period as agreed.

4.2.2.5 The following responsibilities are delegated to the PC:

- The approval and the implementation of the Procurement Strategy based on the procurement principles laid down in Chapter VI of the OCCAR Convention; any deviation shall be referred to the BoS for approval;
- Taking note of the Programme Management Plan once approved by the Director of OCCAR-EA, and making comments if necessary;

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<sup>2</sup> The definition of "qualified majority" and "reinforced qualified majority" is given in OMP2 Issue 6, Annex B Section 5.3. Examples of scope for a majority-based decision could be acceptance of a new State participating to the Programme/Project, organisation of the Programme Division, appointment of the Programme Manager, establishment or disbandment of working groups.

- The approval of the Contract Route, and any amendment, for major Programme contracts and major amendments;
- The approval of the award of major<sup>3</sup> Programme contracts and major amendments;
- The approval of the PD organisational structure identifying the different sections and posts/functions. The PC shall also approve the grading for the posts of the PD on proposal by OCCAR-EA Director;
- The endorsement of the final settlement of accounts after completion of each phase of the Programme or after completion of the Programme/Project;
- The approval of the final sharing between the owners of special tooling and other assets purchased with the common funding, at the conclusion of the Programme/Project;
- The certification of the completion of the Programme/Project based on a closure document submitted by the Director of OCCAR-EA.

Responsibilities concerning financial matters are defined in OMP 10, Financial Rules. In taking its decisions, the PC shall not deviate from the provisions of the Programme Decision.

4.2.2.6 The PC shall carry out inter alia the following tasks:

- Overseeing the running of the Programme/Project in accordance with the HLOs and when appropriate reporting to the PB on any specific concerns;
- Providing advice when appropriate to the PB concerning the recommendations made by the Director of OCCAR-EA on specific events likely to impede the progress of the Programme/Project or which require adjustments to the finance plans and/or timetables to reflect changed circumstances which may affect the HLOs;
- The monitoring of the collection of levies;
- The review of proposals for amendments to the Programme Decisions and making of recommendations to the PB; this shall include in particular the examination of changes to the off-take, withdrawal and termination;
- The examination of applications from other Nations to join the Programme/Project and making recommendations to the PB;
- The consideration of proposals submitted by the Director of OCCAR-EA on issues related to the management of the

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<sup>3</sup> The classification between major and minor contracts and their amendments shall be defined in the Programme Decision (see OMP 2)

Programme/Project, giving him direction as necessary, in the frame of its delegation specified above;

- Monitoring the security aspects of the Programme/Project.

#### 4.2.3 The Director of OCCAR-EA

4.2.3.1 The Director is personally and directly accountable to the BoS for the effective and efficient overall management of all OCCAR-EA managed programmes. The Director is personally and directly accountable to the relevant PB for the effective and efficient management of matters strictly related to individual OCCAR-EA managed programmes, and especially for the achievement of the Programme HLOs.

4.2.3.2 The Director shall have overall and direct authority over the PM in accordance with the OCCAR Convention, with the Programme Decision and with any other relevant decision of the BoS or the PB.

4.2.3.3 The Director shall set the PM's objectives (derived from the general objectives of OCCAR set by the PB and from the Programme HLOs). The Director shall monitor and control the PM's performance towards achieving both the general and Programme specific objectives. The Director shall also monitor and control the PM's adherence to the OCCAR Rules.

4.2.3.4 The Director, together with the PD, shall be the points of contact with prospective and Programme Contractors for all matters concerning the management of the Programmes.

4.2.3.5 The Director of OCCAR-EA

- Shall have full authority and accountability for signing all OCCAR contracts placed by OCCAR-EA as well as amendments, subject to the approval by the PC in the case of major contracts and major contract amendments,
- Shall agree the Procurement Strategy which is then provided to the PC for approval,
- Shall approve the Programme Management Plan of each Programme/ Project which shall then be sent to the PC,
- Shall present Programme reports to the PB in accordance with OMP 3, and in particular shall notify the PB of specific risks to the achievement of the HLOs and shall make proposals for mitigation and contingency plans,
- Shall examine applications from other Nations to join the Programme/Project and shall report to the BoS and PB on the implications for OCCAR-EA,
- Shall report to the PC, in accordance with OMP 3,

- Shall appoint the selected personnel to the PD. In the case of the PM, he shall propose a candidate for approval by the PB in accordance with OMP 9 (Staff selection),

#### 4.2.4 The Programme Division (PD)

4.2.4.1 A PD consisting of a multidisciplinary team shall form part of OCCAR-EA.

4.2.4.2 The PD shall be headed by a Programme Manager (PM). The Director shall nominate a candidate for the PM post to the PB for approval, after completion of the OCCAR selection process. The Participating States shall be entitled to propose candidates for the PD's posts, who shall be selected in accordance with OMP 9.

4.2.4.3 The Director of OCCAR-EA shall delegate to the PM the following responsibilities:

- Achieving the Programme/Project objectives and management objectives, within the framework of the Programme Decision and within the OCCAR Rules,
- Developing the Programme Management Plan,
- Taking the decisions relating to the Programme/Project needed on a day to day basis,
- Managing the cost, schedule, performance requirements, technical and financial aspects of the Programme/Project,
- Negotiating with the close assistance of OCCAR-EA Central Office expertise, monitoring and managing Programme contracts,
- Approving the work performed by the contractor(s) and the related invoices,
- Managing risks,
- Overseeing and co-ordinating as necessary tests and trials conducted by the contractor(s) or the relevant authorities,
- Overseeing and co-ordinating as necessary the provision of any nationally or OCCAR-provided equipment, facilities, services or information necessary for the contractor to execute the contract,
- Approving the job descriptions for all posts of the PD, other than the PM's post.

4.2.4.4 The PM shall report on a regular basis to the Director of OCCAR-EA. The Director of OCCAR-EA shall present the PM's reports to the PC in accordance with OMP 3. The PM shall also report at once any threat to the execution of the Programme/Project with respect to time-scales, performance and costs and shall propose, through the

Director of OCCAR-EA, alternatives and recommendations for action, if required by the PC or the PB.

4.2.4.5 The PM may establish expert groups on specific topics, for which purpose he shall approach the competent national authorities through the NPCs. These groups shall be managed and controlled by the PM. Their meeting are held in the Programme Division premises. They shall be disbanded as soon as they have completed their task. Should the Participating States be unable to provide suitable experts, OCCAR may contract for such expertise the costs of which shall be covered within the Operational Budget allocated to the PD.

#### 4.2.5 The National Programme Co-ordinators (NPCs)

4.2.5.1 The NPCs shall be nominated by the Participating States. They shall be the national counterparts of the PM. Their main responsibilities shall be as follows:

- They shall represent the Participating States as permanent members in the Programme Working Group (PWG);
- They shall provide the interface with national organisations, including military users, in particular for PWG purposes;
- They shall be responsible for the management of any programme-related national task not delegated to OCCAR and for arranging the provision of national specialists procurement services as defined in the Programme Decision;
- They shall ensure that all national contributions and decisions are provided in due time to allow the Programme/Project to progress within the planned objectives.

4.2.5.2 To allow the NPCs to fulfil their responsibilities, the PM shall answer all relevant requests for information from the NPCs with the appropriate diligence and level of formality. NPCs should be invited as observers to the main programme reviews held between PD and industry.

#### 4.2.6 The Programme Working Group (PWG)

4.2.6.1 A PWG may be set up to support the PM. It shall be a consultative body. The PWG shall be composed of the PM, as chairman of the group, and by the NPCs as permanent members.

4.2.6.2 The purpose of the PWG shall be to ensure that dialogue takes place, that information is exchanged and to discuss issues related to the Programme/Project, in particular National approvals, operational and acceptance aspects in order to find the best way to satisfy the operational needs and requirements, provided that they can be satisfied in the framework of the Programme Decision.

- 4.2.6.3 Issues which could have an impact on the achievement of the HLOs and/or which cannot be achieved within the framework of the powers and the autonomy of the PM shall be referred to the Director of OCCAR-EA.
- 4.2.6.4 The PWG meetings shall be convened as required by the PM or at the request of one of the NPCs. The PWG meetings are held in the Programme Division premises.
- 4.2.6.5 Depending on the agenda of the meetings, the PWG may also include:
  - National experts;
  - Representatives of industry (by decision of the PM).

## **5. Management activities and OMPs**

During each phase of the Programme, specific activities have to be performed by the relevant PD in order to meet the objectives of the Programme/Project and to prepare for the next phase.

Hence, the PM shall develop for each Project a document called Programme Management Plan where he shall set out the organisation and the resources needed, the methods used, together with the tasks to be undertaken, in order to achieve the objectives of the Programme/Project.

The OMPs and OCCAR-EA internal procedures provide instruction and guidance to the PM for all the activities of the Programme/Project.

A list of the relevant procedures is given in the OCCAR-EA Quality Manual which introduces how these procedures are to be used.

## **6. Central Office support for programmes**

One of the main functions of the OCCAR-EA Central Office shall be to assist PDs in becoming continually more efficient, effective and cost-effective. This shall include in particular the following:

- The provision of support through a close relationship to PDs in the following areas: Contract, Finance, Management and Human Resources.
- The provision of an integrated set of procedures to give clear instructions and guidance to those involved in procurement within OCCAR-EA on how to conduct their business.
- The monitoring of management performance, in order to identify areas for improvement and/or innovation and the definition and monitoring of actions related thereto.
- The provision of Central Office support for PDs (including the secondment of experts into the Programme integration team from OCCAR-EA Central Office), or when programmes apply procedures for the first time.

## **7. Reference documents**

OCCAR Convention

OCCAR Management Procedures

## 8. Annexes

OMP1-Annex A	Optimum Programme Phasing
OMP1-Annex B	Main relationships relating to the management of an individual Programme
OMP1-Annex C	Programme Management Rules and Policies
OMP1-Annex D	Cost Analysis, Audit and Price Investigation
OMP1-Annex E	Management of Technology Demonstrator Programmes