

EATF PROGRAMME MANAGEMENT PLAN

(version 6.4)

Brussels, Nov 2014

1. EXECUTIVE SUMMARY

- a) The aim of this Programme Management Plan (PMP) is to set out the strategy of the EATF programme, explaining the desired end-state and the decisive points required along the different lines of development. It shall help ensuring the coordination, coherence and relevance of the work conducted towards reaching EATF objectives, while providing the milestones required to measure the success of the programme. It includes an EATF roadmap identifying delivery times of the programme, complemented by a detailed EATF Work Schedule, detailing these milestones per lines of action at the end of each phase.
- b) The strategy should be seen as a “business plan” for the EATF Programme that might be adapted over the years, as we progress with the implementation of the programme. It was set out in a 3-phased-approach, according to which we will aim at making progress where the pMS requirements are the highest, while setting the foundations for future work. Hence, during the start-up phase, the focus will lay on managing scarcity of assets and capacity, and the added-value of EATF shall be proven if it is able to provide tangible deliverables in priority areas; when implementing the EATF in the medium-term, we shall capitalise on results while taking advantage of the introduction of new aircraft types and deeper levels of multinational integration (e.g. SAC, EATC, A400M MNU...); finally, in the optimisation phase, we will strive to support the creation and deployment of novel and concrete solutions for the consolidation of our networked fleet in the long-term.
- c) While doing so, we will have to take into account the “à la carte” nature of the EATF, whereby different contributing Member States (cMS) may have differing levels of commitment to each subordinate project, based on national priorities and preferences. This element is also reflected in the PMP.
- d) Furthermore, this strategy cannot be read out of context. Pooling & sharing initiatives are currently high on the political agenda, as defence budgets are shrinking while operational requirements are increasing. The EATF programme will thus be required to continuously show its added-value as a capability development programme and generate cost-effective solutions. One key factor for success will therefore be the financial compensation mechanism established in the framework of the EATF and the innovative solutions it will find in the commercial, national, pooled or multinational spheres. The successful implementation of the strategy will also depend on the willingness of other organisations and EDA participating Member States (pMS) to cooperate with or join the EATF programme; some pMS may wish to participate only in concrete EATF projects without signing up to the EATF programme, which is currently not foreseen in the EATF Programme Arrangement.
- e) At the end, we shall achieve an overarching EATF partnership with a networked fleet –as defined in the next paragraphs Vision and Desired end-state - where various European military air transport fleets are linked, thus allowing for a more efficient usage of air transport capacity and assets regardless of type or origin.

2. VISION

- a) The EATF is a flexible and inclusive partnership between national and multinational military air transport fleets and organisations in Europe, aimed at the enhancement of standardised air transport services, accessed through an identified process and using simplified common procedures. The provision of those services will be implemented through the most cost effective sharing, pooling, exchange or acquisition of capabilities.
- b) The long term vision of a European air transport fleet aims at the efficient usage, through a networked fleet – developed in the next two paragraphs - linking various European air transport fleets of all existing and future air transport assets made available by the cMS for military needs, regardless of type or origin.

3. DESIRED END-STATE

The desired end-state of a Networked Fleet will be translated into the following outputs:

- a) Quantitative and qualitative requirements for military air transport in the EU, both national and collective, including air-to-air refuelling, are satisfied in the most cost effective way either by nationally owned capacity or pooled, shared, exchanged or chartered capacity.
- b) Optimal use of available and future capacity among EATF cMS is assured through wide ranging coordination and exchange mechanisms (including for the exchange of flight hours, air-to-air refuelling and support services (ATARES¹, SEOS², MEOS³) and supported by additional means such as an IT network (AN AIS⁴) linking cMS and military air transport organisations (EATC⁵, NATC⁶) for improved operational efficiency and better dissemination of information).
- c) An incentive for maximum cooperation among EATF cMS is assured through wide ranging options for compensation of military air transport services exchanged, against other military air transport services, other services in kind, goods or financial compensation.
- d) Identified constraints are significantly reduced, for instance harmonized legislation, rules, regulations and procedures concerning the military air transport of passengers, equipment and goods, as well as the operation of aircraft, training (i.e. EATT⁷ and EAATTC⁸) and employment of aircrews and ground crews and logistic support, to facilitate cooperation among interested EATF cMS.
- e) EATF solutions include coordination such as currently provided by the MCCE; multinational command and control entities such as the EATC; other forms of cooperation and partnerships created around already existing or new organisations/air transport units, potentially including permanent pooling and sharing of logistic and training support for current and future aircraft types. It could also include temporary multinational expeditionary air transport units for use during operations as well as permanent arrangements with EU bodies regarding military air transport support to non-military missions.

¹ Air Transport, AAR and other Exchange of Services

² Surface Exchange of Services

³ Multimodal Exchange of Services

⁴ ATARES New Accounting and Invoice System

⁵ European Air Transport Command

⁶ Nordic Air Transport Command

⁷ European Air Transport Training

⁸ European Advanced Airlift Tactics Training Course

4. MEASURING SUCCESS

Achievement of the different lines of actions within agreed deadlines (phases) will be the criteria for success.

5. STRATEGY

a) The desired end-state of the EATF will be achieved through the following lines of development:

Objective 1: Overall Capacity

- Military air transport and air-to-air refuelling capacity available to cMS should significantly increase, through national or pooled ownership and assets as well as through assured access (for instance of a contractual nature), in order to cover sufficiently cMS' national requirements and their contribution to an agreed level of ambition (EU, NATO, UN...).
- The following **decisive points** should be considered:
 - Optimized coordination;
 - Pooling & Sharing of knowledge, support, supplies and facilities.

Objective 2: Interoperability

- Rules and regulations for military air transport, using national, multinational or chartered assets for national, EU, NATO or UN missions, should be simplified, mutually recognized and/or harmonized, traced and disseminated among air transport organizations and customers.
- In terms of decisive points, one could foresee:
 - Airworthiness;
 - Diplomatic clearances;
 - Common training and exercises;
 - Common rules for EATF in general.

Objective 3: Efficiency

- Cost effectiveness and quality of military air transport services, including safety, is maximized by optimizing interaction between national and multinational organizations, improving exchanges of excess capacity against in kind services or financial compensation, reducing costs and increasing cooperation.
 - The following decisive points have been identified:
 - Common IT-network;
- b) The explanations above show that the desired-end state will not be achieved in the short-term; it will however require continuous engagement over the next 10 years from the different cMS.

- c) As “Rome was not built in a day”, a 3-phased strategy was chosen to guide the EATF programme of work, aiming at making progress where the cMS requirements are the highest, while setting the foundations for future work. Based on progress achieved, certain workstrands and projects might be in different phases.

Phase 1: Start-up phase

- In the short-term, where the focus of the EATF will be on managing shortages, it will be required to prove the added-value of EATF by providing tangible deliverables in priority areas. To achieve this, quick-wins need to be put forward, for instance in the area of operations & training with the setting-up of block-trainings and common exercises (EATT, EAATTC), exchange of information and best practices as regards tactics through annual symposia (EATS), etc..
- It is therefore of paramount importance to build on existing AHWGs and the work strands already identified (with some EDA Ad Hoc Cat B projects being established and new AHWG being activated as appropriate), with the aim of:
 - Contributing to increase the visibility of planned military air transport movements (Cfr. NEAT Study) taking into account existing tools (e.g. EVE, MEAT within EATC)
 - Further develop existing mechanisms to enlarge their scope, including exchange of flying hours vs. other services (ATARES, SEOS, MEOS)
 - Harmonising different projects to increase overall efficiency.
- This work will provide the foundations for work to be carried out under Phases 2 & 3, as relevant AHWGs will be activated in accordance with the interests of the cMS and the first EDA Ad Hoc Category B projects will be launched. This phase will also be important to refine the EATF work plan. Experiences of existing multinational air transport commands (e.g. EATC) and units (e.g. Heavy Airlift Wing) will be taken into account.
- More concretely, the following practical steps could be envisaged:
 - Increase the use and implementation of IT-system(s) (such as the EVE webpage) on a national basis in order to augment the visibility of transportation planning and opportunities, eventually leading to automated transmission of military air transport movements.
 - Bearing in mind the “à la carte approach”, further explore as appropriate innovative exchange mechanisms, including financial compensation for air transport services exchanges, while avoiding duplication (e.g. ATARES, SEOS, MEOS).
 - Simplify DIC¹¹ procedures.
 - Exercises and training initiatives.
 - Other deliverables from on-going AHWGs and studies (e.g. NEAT study).
- Phase 1 has an expected duration of 1-2 years. At the end of Phase 1, a number of concrete EATF activities shall have taken place (one or more block-training events and/or exercises) and several AHWGs are producing deliverables (in the field of exchange of information,

¹¹ Diplomatic Clearance

common initiatives, harmonisation of procedures, etc.), thus leading to the identification of EDA Ad Hoc Cat B projects that will be launched in Phase 2 at the latest.

Phase 2: Implementation phase

- The focus of the EATF in the medium-term will be on enhancing cooperation, by capitalising on results already achieved in the framework of the programme and by taking advantage of the introduction of new aircraft types and of deeper levels of multinational integration (e.g. SAC, EATC, A400M MNU...).
- Therefore, the cMS shall work on:
 - The implementation of new forms of coordination and exchanges developed under Phase 1 (signature of relevant MoUs, TAs, etc);
 - The harmonisation of procedures and rules, of training requirements, etc to develop interoperability of crews and maintenance teams (cfr. MAWA);
 - Launching relevant projects and conducting the respective medium term plans;
 - Disseminating best practices.
- The following practical steps could be considered:
 - Establish Joint Military Requirements on Operational procedures and Flight Crew Licensing (operation licensing, type rating);
 - Common pilot license;
 - Standardization of technical support (certification) and maintenance (life cycle, overhaul procedures), in accordance with the work done by MAWA Forum (Military Airworthiness Authorities Forum);
 - Set up relevant EDA Ad Hoc Cat B projects and work strands to handle possible multinational support contracts for given AC fleets;
 - Put in place arrangements with the EU Commission regarding deployment for humanitarian assistance or disaster response (Cfr. On-going Civ-mil synergies work on air transport)
 - Draft an overarching EATF MoU with a view to creating a “flexible and inclusive partnership between national and multinational fleets” (the “military Sky Team” model);
 - Consider and evaluate opportunities increasing cooperation between EATF cMS and other initiatives.
- This Phase 2 is expected to take approximately 3 years.

Phase 3: Optimisation phase

- In the long-term, the focus will be on the cooperation between cMS as regards new capacities, including multinational units, in order to reduce the total cost of ownership. The EATF will thus strive to support the creation and the implementation of novel and concrete solutions, for instance by:
 - Optimising the use of new aircraft by exchanging or reselling excess aircraft potential;
 - Pooling & sharing of support functions among owners of similar aircraft, including as appropriate by accepting the participation of non-members to multinational unit support contracts;

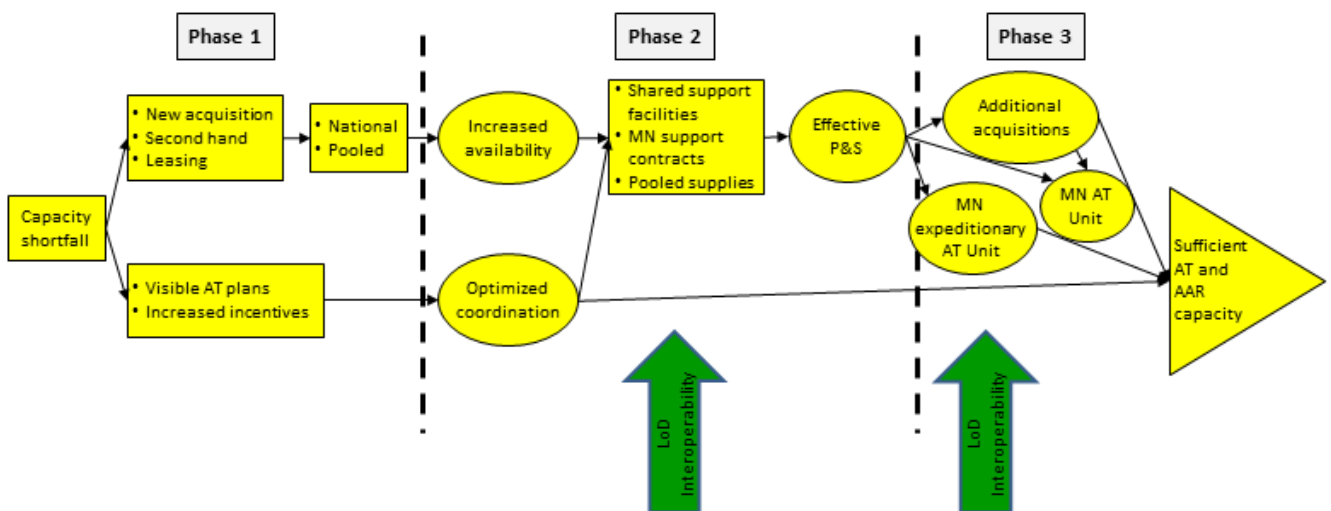
- Encouraging the acquisition of air transport capacity by more pMS, due to the cost reductions achieved by fractional ownership and shared support contracts.

- In practical terms, one could expect in this phase:
 - Further harmonisation of rules and procedures
 - Further efficiencies in the use of available assets

- This Phase 3 has an expected duration of 5 years and the desired end-state should have been achieved by then. Significant concrete achievements should have led to the setting-up of a “EATF Partnership”, for instance with the creation of multinational unit(s) and a multinational expeditionary unit.

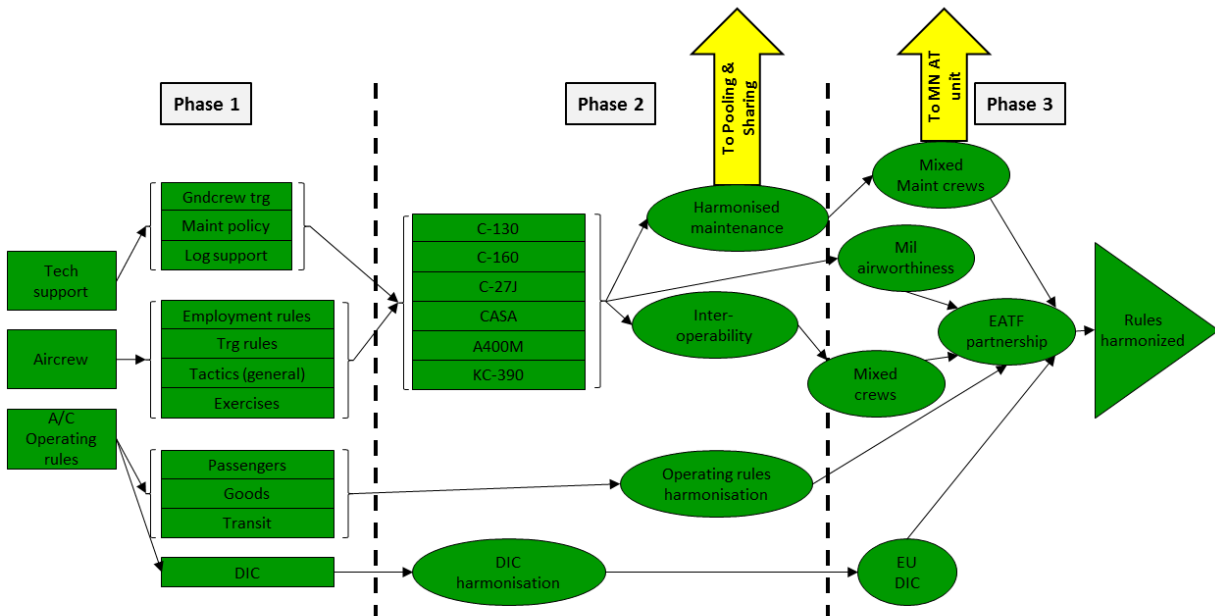
d) In summary, the desired end-state will be achieved if we work on the different work strands which are listed in Annex C. When using the 3-phased approach described above and the different work strands identified, the EATF Strategy unfolds as follows¹²:

✓ **for Objective 1 (Overall capacity):**

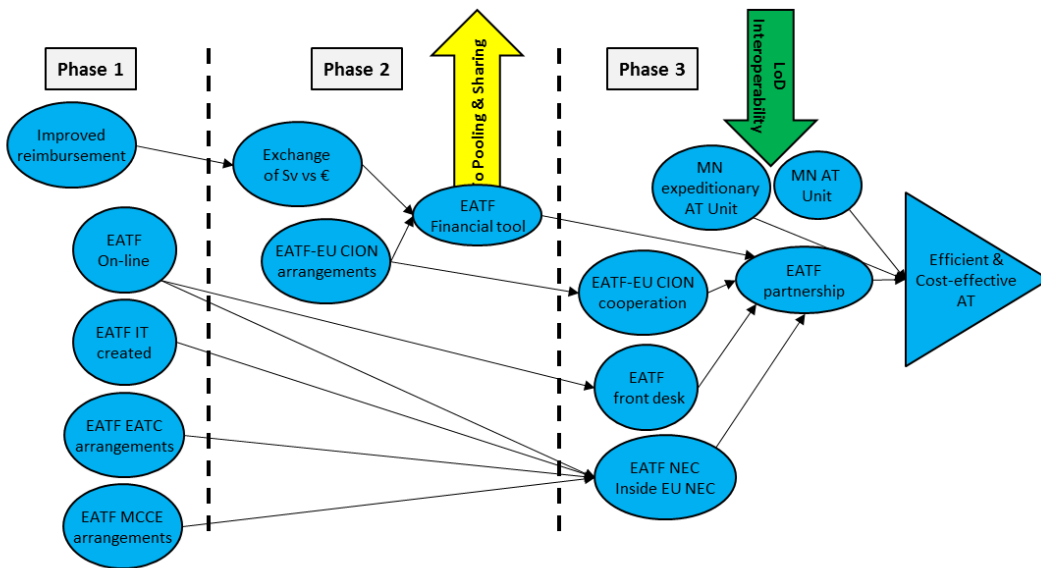


¹² The graphs used are for illustrative purposes only.

✓ for Objective 2 (Interoperability)



✓ for Objective 3 (Efficiency)



6. MANAGEMENT

According to the EATF PA signed on 23rd May 2011, the management and implementation of the whole EATF-programme will be achieved by a governance structure consisting of:

- a higher level Management Committee (MC)¹⁴ for strategic guidance. The MC might be assisted, if necessary, by an Executive Steering Group (ESG) which will convene at the

¹⁴ « Higher level » is without prejudice to the rank or functions of participants to the MC, which remains a national responsibility.

discretion of the MC.

- at the lower level, a Project Management Group (PMG) who will manage each EDA Ad Hoc Cat B project. Ad hoc working groups can also meet at the lower level as required.

7. FINANCIAL CONSIDERATIONS

The EATF Programme does not foresee any financial commitments from cMS at programme level. Exact terms of financial commitments will be stipulated in separate legal arrangements (PA, TA, MoU, etc.) to be agreed among cMS.

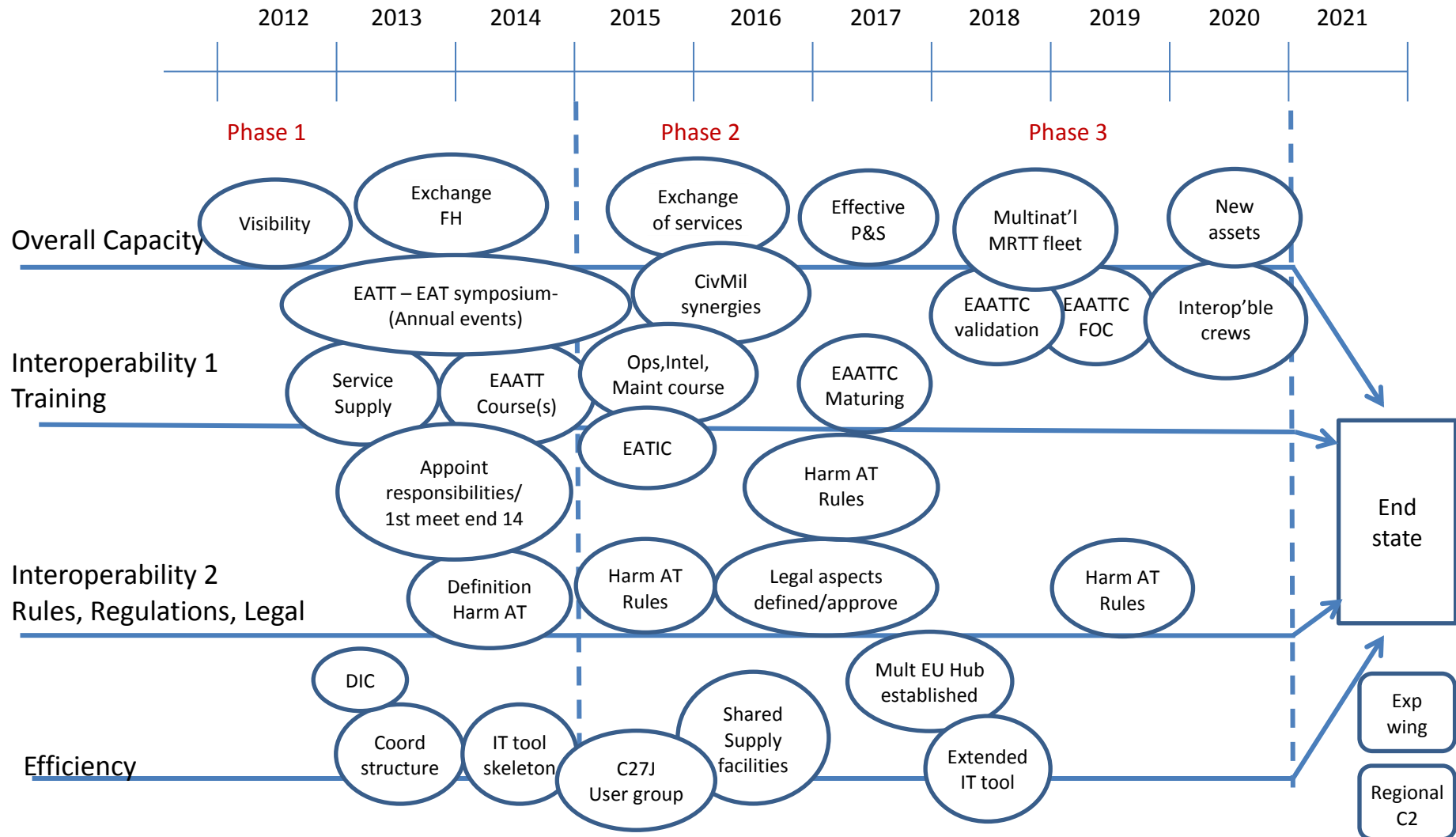
8. EVALUATION

The EATF MC agreed that the EATF annual report as described in the EATF PA should include EATF outcomes and results as well as include MC guidance. This way the annual report will be used for evaluation of the different projects and provide as well guidance for the EATF work depicted in the Work Strands list.

9. EATF ROADMAP

EATF ROADMAP V 5

(To be read in conjunction with EATF work strands list)



Abbreviations: FH: Flight hours, Harm: Harmonised, P&S : Pooling and Sharing, AT: Air Transport IOC: Initial Operational Capability, MNU: Multinational Unit, EAATTC: European Advanced Airlift Tactical Transport Course, DIC: Diplomatic Clearances.

10. LIST OF ACRONYMS

- AATTC: Advanced Airlift Tactics Training Course
- AHWG: Ad hoc working group
- AMSCC: Athens Multinational Sealift Coordination Centre
- ANAIS: ATARES New Accounting & Invoice System
- ATARES: Air Transport and Air to Air refuelling Exchange of services
- CION: European Commission
- cMS: Contributing Member State
- DIC: Diplomatic Clearances
- DoI: Declaration of Intent
- EAATTC: European Advanced Airlift Tactics Training Course
- EATC: European Air Transport Command
- EATF: European Air Transport Fleet
- EATT: European Air Transport Training
- EDA: European Defence Agency
- EAG: European Air Group
- CSDP: Common Security and Defence Policy
- ESG: Executive Steering Group
- EU: European Union
- EURAC: European Air Chiefs Conference
- HAW: Heavy Airlift Wing
- MC: Management Committee
- MCCE: Movement Coordination Centre Europe
- MNU: Multinational Unit
- PA: Programme/Project Arrangement
- PMG: Project Management Group
- pMS: participating Member State
- SAC: Strategic Airlift Capability
- SALIS: Strategic Airlift Interim Solution
- TA: Technical Arrangement
- TAT: Tactical Air Transport
- ToR: Terms of Reference

EATF Revised Workstrands List V6.1

cMS are requested to indicate their interest in the different work strands, the prioritisation given and any additional remarks ; EDA Ad Hoc Cat B proposals may be included in the column « remarks » . cMS to add any missing work strands of interest at the bottom of the table.

Lines of Development	Work strands		Purpose	Existing AHWG	2 nd phase 2015-2017	3rd phase 2018-2020	2021	Remarks
Efficiency	1	Support services	To develop a mechanism to pay for the exchange of services other than the transport ones having the money return to the Air Force /MoD budget or a common budget used by all pMS for strategic lift issues. Monitor existing systems (ATARES, MEOS, SEOS)					
	2	Identification of constraints	To identify and reduce constraints that hamper military air transport of passengers, equipment and goods, as well as use of aircraft, training and employment of air and ground crews and logistic support.					
Overall Capacity	3	Future air transport solutions	Promote findings of different studies on future assets, analyse contingency transportation issues (EU BG), common procurement of the same type of asset, or part of an asset, by a group of interested Nations.	EATF MC				
Interoperability 1 Training	4	Operations and Training	Development of a concept for EU multimodal hubs for military airlift operations, i.e. organise (fixed) military airline/AT service Identify common issues, problems encountered and lessons identified in recent operations and training missions. Achieve a far reaching level of interoperability between military airlift (C-130, C-130J, C-160, C-295, CN-235, C-27, ...future A400M) users in the area of operations and training. Elaborate short, medium and long term deliverables, useful to the military airlift community, organizing symposia, combined exercises aiming at a recurrent advanced transport training course as an end-state.	AHWG O&T				

Interoperability 2 Rules, Regulations, Legal	5	Harmonization of rules, regulations & documents	Identify/prioritize known regulatory stumbling blocks to be cleared and act accordingly, i.e. harmonization of load clearances, passenger regulations on military aircraft and crew employment rules in operations and training.					
C27J	6							

Achieved Work Strands

	7	Implementation of the EATF PA and PMP	Oversee the implementation of the EATF legal framework and assist the MC in overseeing the implementation of the PMP					
	8	Multinational Air Transport unit (MNTU)	Pooling of existing and/or future air transport assets (including MRTTs) nationally or collectively owned. Exchange best practice.					<ul style="list-style-type: none"> • MNU A400M didn't deliver • MMF work on-going

Other Work Strands dealt with in other fora

	9	EU Diplomatic Clearances	Develop solutions to simplify and/or harmonise the existing Diplomatic Clearance procedures.	AHWG DIC					To give an update to any AHWG when deemed necessary
	10	SES/SESAR	To provide all military stakeholders with visibility of High-Level SES/SESAR issues which may impact military aviation and promote consistency of initiatives.	EDA SESAR Cell					
	11	CivMil synergies	To clarify conditions under which military airlift capacity may be used in support of EU civilian missions and disaster response operations.	EDA AIT 1					
	12	Hubs	Development of a concept for EU multimodal hubs for military airlift operations, i.e. organise (fixed) military airline/AT service.	EDA PT M&T					

Former Work Strands

	13	Network	Develop or use existing IT tools and, as required, appropriate C2 arrangements						Although seen as important not enough cMS wanted to address this issue.
	14	Flying hours and transport services	<p>To develop a mechanism to pay for airlift services provided, exchanged or purchased having the money return to the Air Force /MoD budget or a common budget used by all cMS for strategic lift issues.</p> <p>To monitor/assess the existing system (ATARES) and the follow-on ones (MEOS, SEOS).</p>						cMS assessed as having enough with ATARES, SEOS and MEOS for the moment.
	15	Transport Pilot Training Capability (TPTC)	The initial aim is to save money by acquiring a common advanced air transport training capability. Beyond financial savings, the provision of a new pooled capability could be a first step towards harmonisation of military transport pilot training syllabus and qualifications.						FR as lead nation decided to postpone the project for 2 to 3 years.