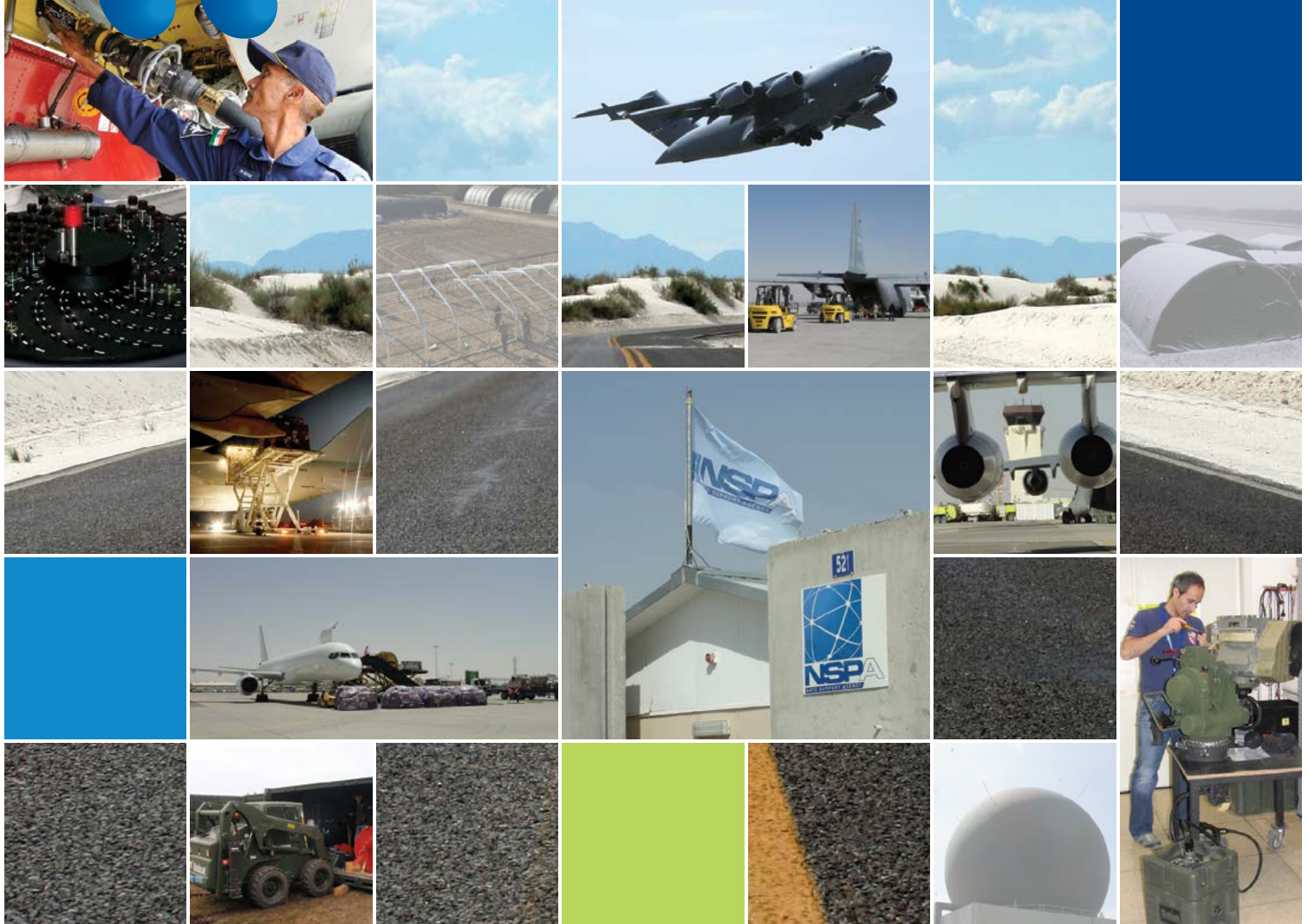




NSPA at a glance





As part of the NATO Agency Reform process, the NATO Support Agency was formed on 1 July 2012 as a result of the merger of three former agencies, the NATO Maintenance and Supply Agency (NAMSA), the Central Europe Pipeline Management Agency (CEPMA) and the NATO Airlift Management Agency (NAMA).

These former Agencies bring their considerable experience to the NATO Support Agency (NSPA) and together have been accompanying the Alliance evolution, constantly expanding and improving the services offered to meet the rapidly evolving logistics challenges posed by modern and expeditionary forces. In this framework, NSPA is the major contributor of effective **multinational logistics solutions**.

The multinational workforce of logisticians, engineers, contracting officers wherever they operate, from Capellen (Luxembourg), Pápa (Hungary) and Versailles (France) to Taranto (Italy) and Rueil-Malmaison (France), not to forget those working in operational areas, share the same vision, namely to provide **"SMART SUPPORT and to be NATO's premier integrated logistics and services provider team."**

NSPA seeks to complement the activities of national and international project organizations by advising them on acquisition logistics issues for new systems to assure proper transition from production to in-service. After production is finished and the system is fielded, **NSPA stands ready to take on the logistics support responsibilities for the in-service phase.**

NSPA logistics concepts have continuously evolved **to meet the needs of expeditionary operations:** reduction of the logistics footprint, ability to support the high operational tempo, ability to move on short notice and cost-effectiveness.

NSPA is also committed to achieving the highest standards of environment performance, preventing pollution and minimizing the impact of its services and activities on the environment. The **NSPA "General Services" Programme has been ISO 14001 certified since September 2011.** Internally, NSPA has pursued its effort to save energy with a further extension of its urban heating network to administrative buildings.



Providing a variety of support services

The Agency is involved in the following main areas, divided into service products:

- **SUPPLY:** provision through central stock, provision of spares through procurement, initial provisioning, port services, virtual supply chain.
- **OPERATIONS SUPPORT:** unexploded ordnance clearing, demilitarization, real-life support, contingency support, environmental decontamination, capability package, airport of debarkation support, medical support, infrastructure support.
- **TRANSPORT:** strategic airlift, strategic sealift, materiel movement, consignment tracking.
- **SUPPORT OF SPECIFIC EQUIPMENT AND ASSOCIATED UNITS:** administrative, financial and logistics support of the C-17 aircraft (including acquisition and management) and of the operating force.
- **FUEL TRANSPORT, STORAGE AND MANAGEMENT:** within Europe through the CEPS programme and elsewhere in support of NATO expeditionary forces.
- **MAINTENANCE:** repair and return, repair and direct exchange, depot level maintenance for aircraft, overhaul, modification, calibration, on-site maintenance, function control and preventive maintenance, contractor logistics support.
- **TECHNICAL SERVICES:** configuration management, engineering & technical documentation, engineering support & studies, design and development, civil engineering construction, civil engineering maintenance & repair, obsolescence management, technical quality control, software license management, customer training, IT operational and applications software development and maintenance, warranty, ammunition database, customer helpdesk, systems performance checking.
- **ACQUISITION LOGISTICS SUPPORT:** product life-cycle support, logistics support analysis, interactive electronic technical manuals.
- **CODIFICATION:** provision of NATO Total Item Record, management of AC/135 sponsorship.

Transportation and storage of fuels



The NATO Central Europe Pipeline System (CEPS) Programme

manages the operation, financing and maintenance of an integrated, cross-border fuel pipeline and storage system in support of NATO's operational military requirements during peacetime, crisis and conflicts, including expeditionary operations. With 5,600 km of pipeline, the CEPS is the largest pipeline system in NATO.

The CEPS crosses the territories of five “Host Nations”: Belgium, France, Germany, Luxemburg and The Netherlands. The United States participates as a “User Nation”.

The CEPS transport infrastructure and storage capacity are also made available to non-military clients.

The CEPS provides an important NATO capability not only in terms of its support to military operations but also for energy security.





NATO Airlift Management Programme

The NATO Airlift Management (NAM) Programme is a multinational programme established within the NATO Support Organisation with a view to meeting the requirements of the nations, as described in the Strategic Airlift Capability (SAC) Memorandum of Understanding which came into effect on 23 September 2008.

More specifically, the NAM Programme acquires, manages and supports the airlift assets (currently three Boeing C-17 Globemaster IIIs) that nations can call upon to fulfill their national, NATO, EU and UN commitments.



It provides financial, logistics and administrative services in support of the Heavy Airlift Wing, a multinational military unit located in Hungary and responsible for operating the NAM programme-owned aircraft used to meet the requirements of the participating nations in accordance with a pre-agreed allocation of flying hours.

Both SAC MoU and NSPO charter stipulate the capacity and, also, the goal of the SAC Programme to grow over time and accept additional participants. Membership in the NAM Programme is therefore open to all NATO member states subject to unanimous approval and fulfillment of the terms agreed by the existing SAC participating nations. Partner countries may also participate, under the terms of an agreement to be approved by the North Atlantic Council.

Meeting customers' needs



NSPA customers are primarily the 28 NATO nations and more particularly their material commands. NSPA also offers the means to provide effective support to the NATO Military Authorities for NATO's assets such as the AWACS fleet, the Alliance's networks of radar stations, communication and information systems, or NATO's operations.

A second group of customers comes from among the community of Partnership for Peace nations.

Due to its own business, the CEPS community also includes a third group of customers, some non-military clients.

Listening to the customer is an essential part of NSPA's corporate culture. Today's operations are very demanding in terms of logistics support and require flexible, tailored and cost-effective solutions. Therefore, taking into account the commander's perspective and his operational requirements is for NSPA of utmost importance.

NSPA develops multinational logistics solutions which ensure that each nation receive the logistics support it requires to sustain its forces, but with a reduced logistics footprint.

NSPA is committed to finding the most appropriate and cost-effective solutions for its customers and to closing the gaps within national logistics chains through contracting with industry. The Agency can set up a wide range of contractual and collaborative arrangements to precisely respond to its customers' needs. It offers a wide spectrum of services upon which nations, NATO military commands, national material commands can draw.



A simple, fast, multifaceted procurement process

The performance of any procurement system is based on its governing rules and processes.

Fortunately - and this makes NSPA unique - procurement is based on smart and simple rules that allow a quick and flexible procurement process, complying with the quality requirements, which is of utmost importance for most military systems (e.g. airworthiness).

NSPA procurement rules are based on three principles:

- **TRANSPARENCY**
- **EQUAL OPPORTUNITIES**
- **EQUAL TREATMENT**

Requests for Proposals (RfPs) are open to registered suppliers (more than 10,000 suppliers are already registered in the NSPA source file), who are selected on the basis of the following criteria:

- **ELIGIBILITY**
- **RESIDENCY¹**
- **PRESENT CAPACITY AND**
- **PAST PERFORMANCE**

Through International Competitive Bidding (ICB), NSPA will select the “lowest compliant offer”.

¹ Normally NATO nations, although exceptions are possible

Adding value



NSPA adds value by applying three key principles:

- **CONSOLIDATION:** uniting customers and their requirements almost automatically entails cost avoidance. Placing larger combined orders with suppliers is one way of accomplishing this.
- **CENTRALIZATION:** the Agency presents one face to its customers avoiding them having to deal with hundreds of suppliers. It is also able to be the “one-stop shop” where the customer will find all the necessary services to fulfil its support mission.
- **COMPETITION:** it will organize international competitive bidding to obtain the best service at the best price for the customer.

NSPA allows its customers to concentrate on their core mission and eases their operational effort by providing scarce capabilities. In the context of modern warfare, it manages complexity for its customers.

NSPA services can range across the complete supply chain from project management to design, procurement, lifetime support (including modification and maintenance management) and finally disposal.

NSPA brings value to the customer logistics chain through cooperative logistics based on:

- **PERFORMANCE:**
 - cost-effectiveness,
 - transparent billing and cost sharing,
 - on-site contract management and oversight,
 - strong reach-back capability.



■ CUSTOMER ORIENTATION:

- tailor-made solutions,
- flexibility and ability for our customers to “plug and play” in existing solutions,
- budget and activity under customer’s transparency
- one face to contractors and commanders.

■ QUALITY ASSURANCE:

- control by International Board of Auditors for NATO (IBAN),
- quality assurance process.

Knowledge of the defence market

Most of the required logistics services are outsourced to industry and the Agency’s main role is to consolidate nations’ requirements, centralize logistics management activities, conduct international competitive bidding processes and control the cost and quality of the services provided to its customers.

NSPA knowledge of a large and international industry base has been developed over decades. This knowledge is complemented by the in-house expertise required for the selection of companies that are able to deliver cost-effective solutions in a high-threat environment. The Agency therefore maintains a permanently updated database of selected and certified suppliers and maintains contacts with industry **thanks to the 5,000+ contracts it lets each year.**

Selecting a supplier is sometimes a very long and complex process which often overstretches national logistics organizations. The Agency’s proposal is to alleviate the customer from this burden by conducting a thorough selection. A growing number of its customers see the Agency as the extension of their logistics organizations. **NSPA acts more than ever as the “coupling bridge” between the military commands and industry.**

Benefit from NSPA services

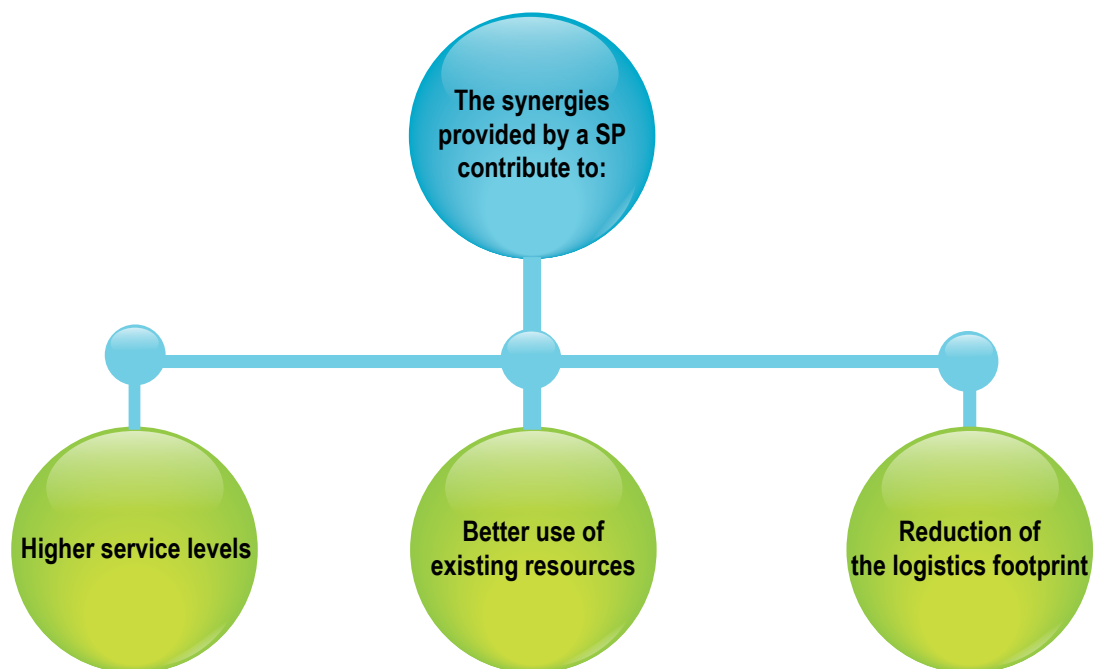


One of NSPA's strengths is the way in which it organizes multinational customer communities. NSPA is an instrument in the hands of the nations and therefore control and guidance from the customer are considered vital for trust and confidence. The benefits for the user nations are based on **synergies**, e.g. exchange of technical information and lessons learned, execution of common midlife upgrades, establishment and use of common stocks of critical spare parts or direct exchange items, use of mutual emergency arrangements to fulfil each other's urgent operational needs, procurement of spares and maintenance services².

NSPA services can be provided in a number of ways:

- **RANDOM BROKERAGE:** this is a flexible service designed for one-off requests for specific spares or logistics services provision.
- **SALES AGREEMENTS:** these are bilateral agreements between NSPA and a customer or nation for repeated provision of spares or logistics services.
- **SUPPORT PARTNERSHIPS (SP), SUPPORT CONFERENCES AND OTHER SPECIALIST PARTNERSHIPS:** these are based on formal multilateral agreements where NSPA provides common logistics provisioning or services to groups of nations/customers that have a common requirement. One of the most effective organizational forms is the Support Partnership (formerly Weapon System Partnership). The SP Member States may express individual requirements as well as arranging common support services.

²Non-exhaustive list of possible services provided



NSPA hosts more than 20 different Support Partnerships. This is a proven concept first established in 1965, which now has a long history of success.

A DEFENCE INDUSTRY WISHING TO BE INCLUDED IN THE NSPA INDUSTRY KNOWLEDGE BASE CAN REGISTER EASILY BY FOLLOWING GUIDANCE AVAILABLE ON THE NSPA WEBSITE WWW.NSPA.NATO.INT. REGISTRATION WILL ALLOW PARTICIPATION IN THE APPROPRIATE BIDDING PROCESSES.

SMART DEFENCE

