



# NSPA Procurement Overview

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**PREPARED FOR**  
Greek Industry

**PRESENTED BY**  
Patrick FESQUET  
Director of Procurement  
[patrick.fesquet@nspa.nato.int](mailto:patrick.fesquet@nspa.nato.int)



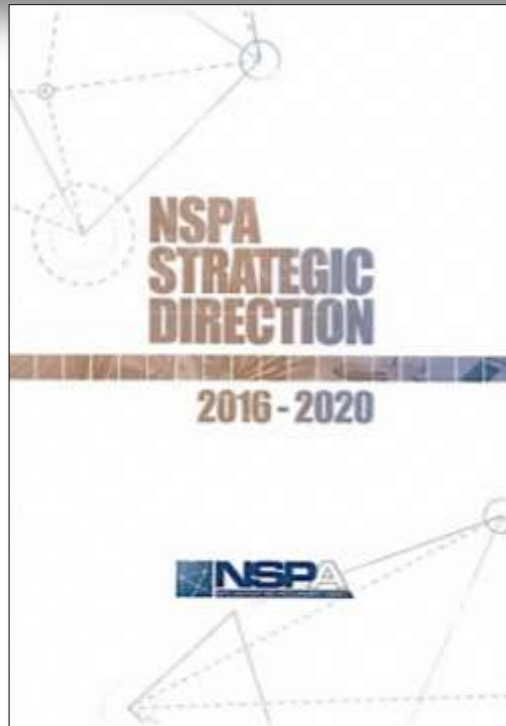
## **Vision:**

*NATO's premier procurement, logistics and services provider team, with an integrated network of capabilities for NATO, and its Nations and partners*

## **Mission:**

*... provide **acquisition**, including armaments procurement; **logistics; operational and systems support and services...** to NATO, Allies and partner nations.*





**NSPA  
Business  
Plan  
2017**

**NSPA  
Organization  
& Personnel  
Estab.  
(O&PE)  
2017**

**NSPA  
Annual  
Financial  
Plan  
2017**



**DIRECTION → EXECUTION → RESULTS**

NATO NORTH ATLANTIC COUNCIL (NAC)

NSPO AGENCY SUPERVISORY BOARD

NSPA GENERAL MANAGER

✓ **1,176 NATO International Civilians**  
(Approved positions)

BUSINESS UNITS

CENTRAL EUROPE  
PIPELINE SYSTEM  
(CEPS)

NATO AIRLIFT  
MANAGEMENT  
(NAM)

LOGISTICS  
OPERATIONS



SUPPORT  
FUNCTIONS

- PROCUREMENT
- FINANCE
- HUMAN RESOURCES
- INFORMATION TECHNOLOGY

- Almost 60 years in business (50 in Lux)
- Customers: NATO Command Structure, Nations & partners
- Support to Operations and Exercises
- 28 Support Partnerships and growing
- 1172 staff (2016)
- 3.4 BEUR turnover in 2016
- 30 000 contracts let annually for products and services
- 10 000 + companies in source file



## NSPA Embedded Staff

- NATO HQ
- SHAPE, JFCs
- AFGHANISTAN
- SIGONELLA

## Country Liaison Officers

- 20



**NSPA: HQ & Logistics Operations (1000) Capellen, LUX**

**Central Europe Pipeline System (35) Versailles, FRA**

**NATO Airlift Management Programme (50) Pápa, HUN**

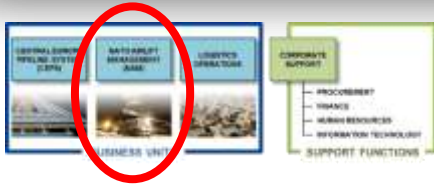
**Southern Operational Centre (50) Taranto, ITA**



## Management of a NATO pipeline system:

- largest pipeline system in NATO (9 in NPS)
- integrated, cross-border pipeline and storage system
- jet fuel (70%), diesel/gasoline (20%) and other products
- military / commercial business model
- non-military co-use with Military Priority Clause



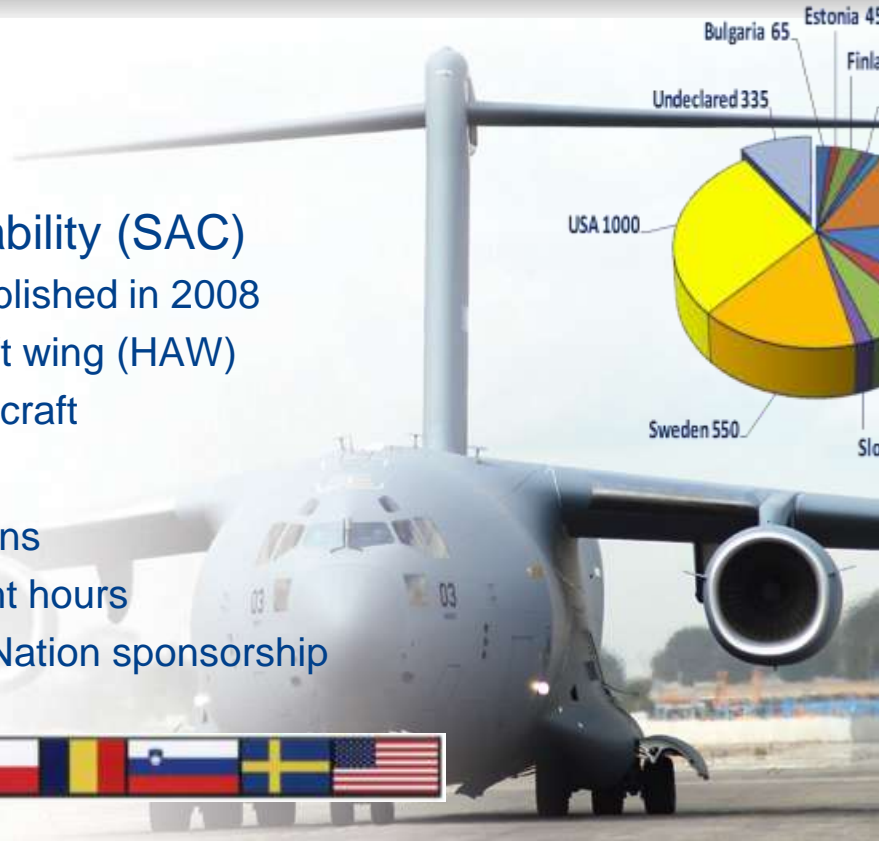


## Support to Strategic Airlift Capability (SAC)

- multi-national owned capability established in 2008
- NAM in direct support to Heavy Airlift wing (HAW)
- three C-17s Boeing Globemaster aircraft

## 12 SAC Nations - use of hours

- for national, NATO, EU & UN missions
- pre-agreed allocation of annual flight hours
- available for 3rd party use via SAC Nation sponsorship





- Systems Procurement & Life Cycle Management
- Support to Operations & Exercises
- Logistics Services
- Project Management
- Strategic Transport
- Infrastructure support
- Fuel & Infrastructure Management



44 NATO Trust Fund projects\* (since 1998)

- De-militarization
- De-mining
- Hazardous waste
- Training



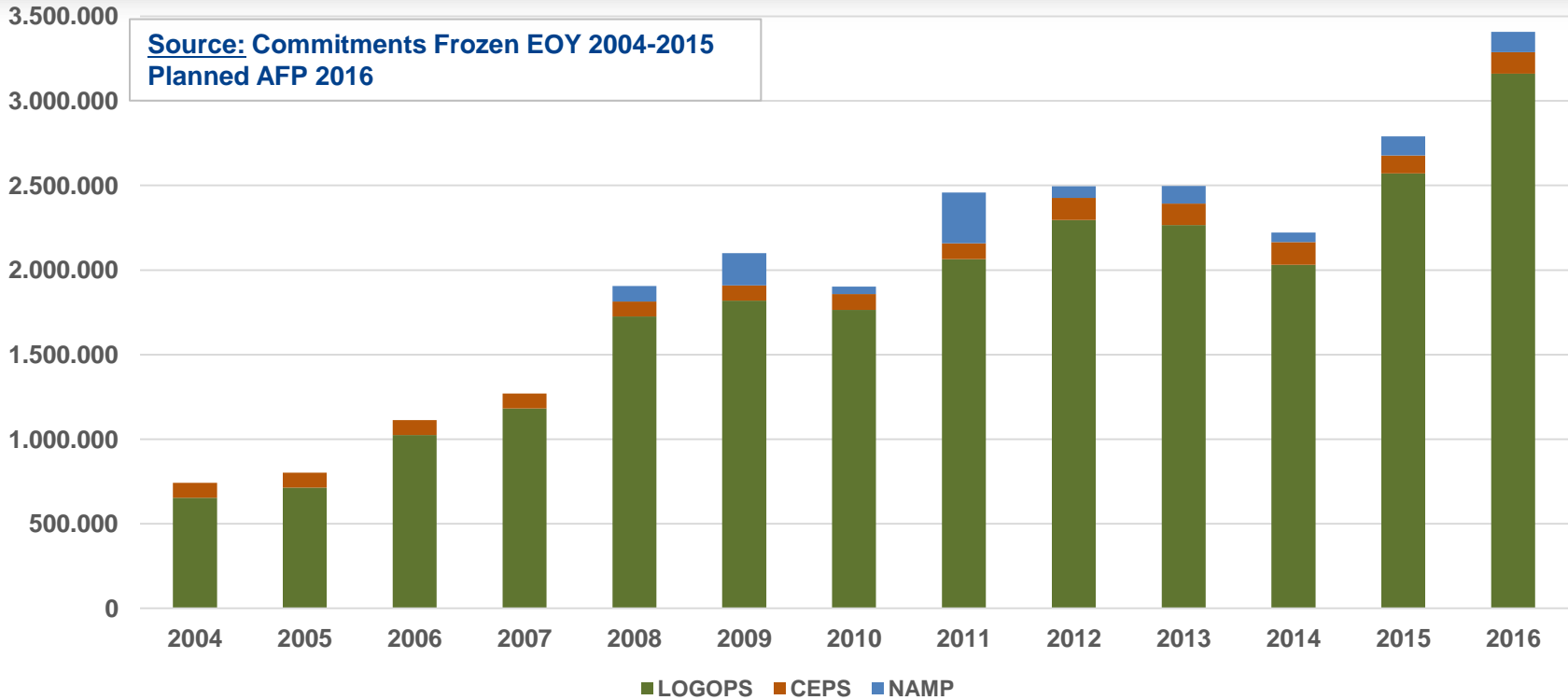
38 CSTC-A projects (\$500M) tasked

- Uniforms
- Medical supplies
- Infrastructure
- Training
- Supplies



23 CSTC-A projects pending

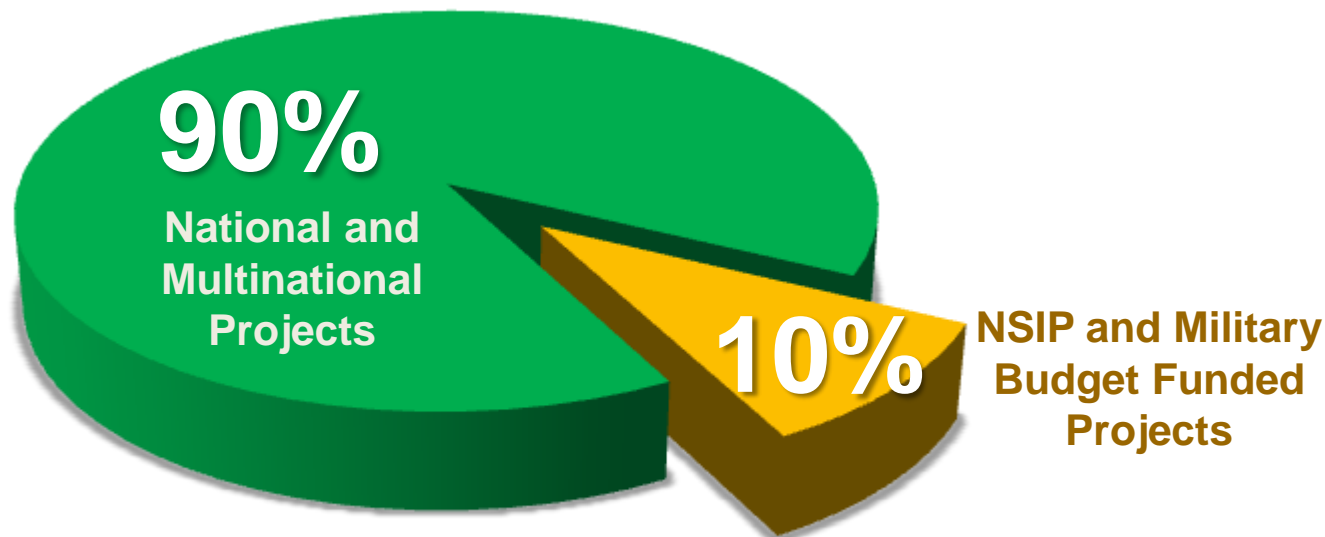
\* Includes Science for Peace and Security projects



Log Ops – 2014 drop related to ISAF drawdown

NAM – peaks reflect multi-year commitments related to sustainment/training through FMS

## 100% Customer Funded – 3.4 BEUR



***“No profit - No loss”***

# NSPA Procurement

NSPA e-Procurement

Activities with Greece

FAQs & Tips



**Logistic Operations**

**Procurement**

**CUSTOMERS  
REQUIREMENTS**



**INDUSTRY  
CAPABILITIES**

**Quicker and cheaper solutions to Nations**

## OBJECTIVES

1. QUALITY
  - AQAP-ISO
2. TIMEFRAME
3. PRICE
  - Lowest technically compliant
  - Best values

## PRINCIPLES

1. CONSOLIDATION
  - Key Lever
2. INDUSTRIAL BENEFITS  
REDISTRIBUTION
  - Requested by Nations
3. COMPETITION
  - Standard approach



## Two principle forms of contracting



1. **Supply Contracts** : spare parts, major systems acquisitions
2. **Service Contracts**: MRO, engineering, demilitarization, etc



## International Competitive Bidding (ICB)

1. Normal procedure
2. Firms **MUST** be registered in the NSPA supplier data base



## Foreign Military Sales (FMS)

In some cases



## Single Source

Under certain conditions:

1. Urgency
2. Low Value
3. Security
4. Commonality of Equipment

## Obligations and requirements

1. Participation: firms **MUST** be registered in the NSPA supplier data base
2. Solicitation of at least 3 sources for requirements below EUR 80.000
3. Obligation to consult all the capable suppliers for requirements above EUR 80.000
4. Request for Proposals (RFPs) constitutes basis for binding contract
5. Fixed price preference



# Procurement Policy: Limitations and Constraints



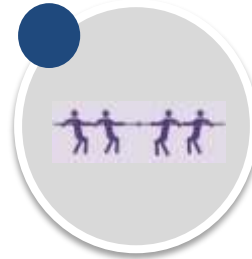
## NSPA Nations

**NSPA NATIONS  
- NATO**



## Partner Nations

**Partner nations under certain circumstances (e.g. PfP Trust Funds, associate state to a Support Partnership, Troop Contributing Nation to an operation)**



## Competition

**Competition restricted by some Support Partnerships (e.g. PATRIOT, Ammunitions Support Partnership)**



## Technical Data

**Unavailability of Technical Data**



# NSPA Contract Award

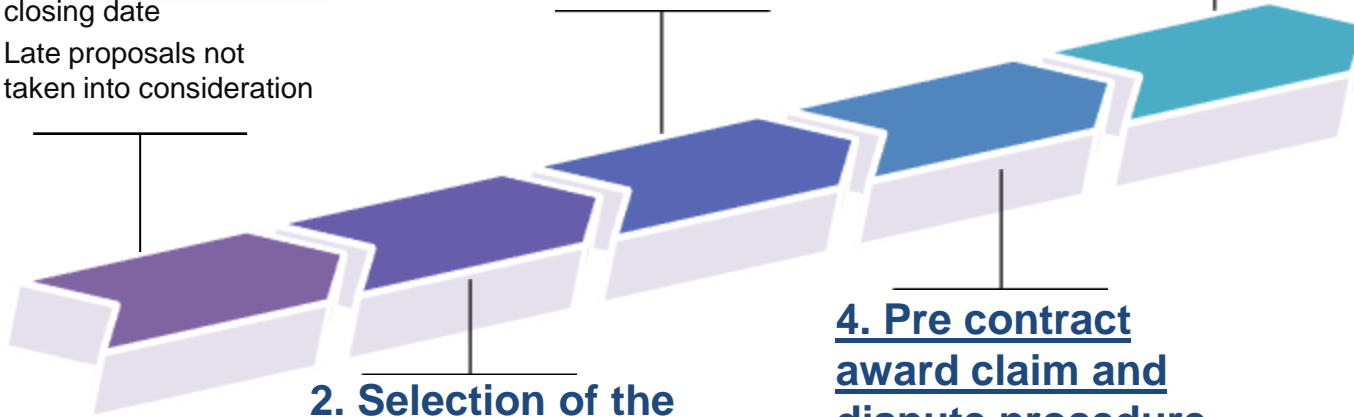
## 1. Proposals received

- Kept in safe until after closing date
- Late proposals not taken into consideration

## 3. Award of Contract

- Lowest fully responsive offer (technical compliance + lowest offer)

## 5. Unsuccessful bidders informed



## 2. Selection of the best proposal


- Team of procurement and programme personnel

## 4. Pre contract award claim and dispute procedure

- ⇒ Article 11 of NSPO Procurement Regulations

## NSPA in 2016

- **34 915 contractual instruments**
- **Workforce 151 people work directly in Procurement**
- **Financial Level of Commitments: € 2.933 bn**
- **Relations with industry : over 10 000 firms throughout NATO**
- **Procurement Administrative Lead Time for Supplies: 45 days**



Activities monitored  
by International  
Board of Auditors

NSPA Procurement

# NSPA e-Procurement

Activities with Greece

FAQs & Tips



## Two main functions:

Homepage: <https://eportal.nspa.nato.int>

### ● **Procurement @ NSPA** ⇒ Serves as info hub

General Rules and Provisions, Forms, Competition Advocacy, Contracts Awarded, Bid Openings, External links (NATO online library, information on exports)

### ● **Business @ NSPA** ⇒ Single point of entry to e-Procurement apps

To facilitate communications and integration of business processes with vendors/suppliers

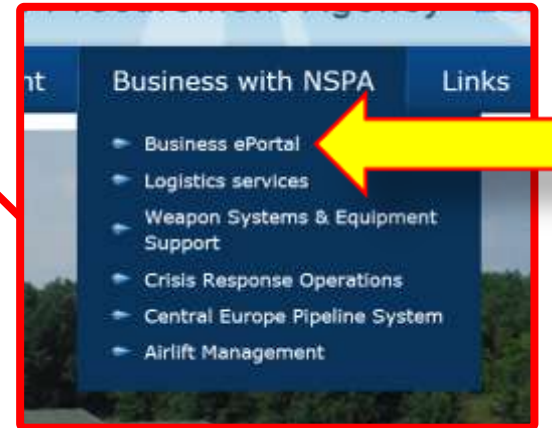
**How to do business with NSPA, Supplier registration, Future Business Opportunities, Requests for Proposal, eCat1 Direct online Ordering**

## e-Procurement functionalities:

- ***e-Transfer*** of Request for Proposal (RFP) documents to the web
- ***e-Registration*** to procurement application
- ***e-Download*** RFP documents
- ***e-Upload*** bids from bidders
- ***e-Storage*** of bids in a “virtual safe” until the Bid Closing Date
- ***e-Transmittal*** of bids from Registry to the Evaluation Team



**NSPA website**  
[www.nspa.nato.int](http://www.nspa.nato.int)



**Contact**

Business Partners

Office Evaluation Postaward Award

eProcurement

**NCS**

Because armed forces must maintain their equipment in a state of operational readiness to ensure the sovereignty of their nations, their equipment must be supported throughout its life cycle. Armed Forces must realize savings by avoiding duplication and simplifying the logistic process. As a result, NATO nations have developed a common classification system whose data is incorporated in various tools.

**NDA**

The NDA is a web-based application that provides secure access to information related to the management and control of NATO Deployable Assets (NDA). The NDA application is available to authorized ACD personnel and to dedicated NSPA personnel.

**NFMS**

NSPA Fuel Management System (NFMS) is a web-based application that provides secure access to information related to the management and control of Fuel Distribution in Afghanistan. The NFMS application is available to authorized personnel and to dedicated NSPA personnel. This is a web application used by the ILO program.

**NLSE**

The NATO Logistics Stock Exchange is a fully-secured, web-based application that supports the joint management of material among the COMMIT participating nations. This joint management is mainly based on visibility of national inventories, redistribution of assets among the partners and consolidated procurement facilitated by access to Outline Agreements available for immediate online drawing in a modern, electronic, paperless environment.

## ePortal

Public Apps

Subscriber

eProcurement

NCS

## eProcurement

- Procurement <
- General Rules <
- Future Business Opportunities < 2
- Request for Proposal < 3
- Electronic Bidding - eBid <
- Contract Management <
- Contract Awards <
- Supplier Registration < 1
- Competition Advocacy <
- Forms <
- Bid Openings <
- External links <

## Supplier registration

The screenshot shows the NSPA website's 'Supplier Registration' page. The page header includes the NATO and NSPA logos, the text 'NATO Support and Procurement Agency', and a navigation menu with items like 'Organization', 'Newsroom', 'Employment', 'Business with NSPA', 'Links', 'Contact', and 'Français'. Below the header, a breadcrumb trail reads 'Home » Organization » Procurement » Supplier Registration'. The main heading is 'Supplier Registration'. The text explains that the Procurement Division uses source information to solicit bids and that firms in NATO countries can register for free. It also states that after receiving an application, NSPA will take steps to obtain certification from the appropriate authority in the firm's home country. A list of links includes 'See NSPO countries', 'Check our activities in NSPA's Business and in Logistics Support', and 'Apply for registration in the NSPA Source File'. The last link is highlighted with a red box. On the right side, there is a vertical menu with various procurement-related links, including 'Apply for registration in the NSPA Source File', which is also highlighted with a red box. A red line connects the two highlighted boxes.

**Supplier Registration**

The Procurement Division uses source information to solicit bids from suppliers of goods and services.

Firms located in a NSPO country and which believe their goods and/or services may be of interest to NSPA customers can apply to register in NSPA's Source File free of charge.

After receiving the application, NSPA will take the necessary steps to obtain, if required, from the appropriate authority in your firm's host country, a certification that your firm is not ineligible to participate in procurement actions initiated by the national military services of that country. Only after this certification is received can your firm be entered in our Source File.

- See NSPO countries.
- Check our activities in NSPA's Business and in Logistics Support.
- Apply for registration in the NSPA Source File.**

For further information please contact: [source\\_file@nsps.nato.int](mailto:source_file@nsps.nato.int)

**Apply for registration in the NSPA Source File.**

## Supplier registration

WELCOME TO PROCUREMENT

Registration Help

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Supplier to do business with NSPA. As a registered supplier you will be contacted for new RFPs if your company is selected. Once registered, you will get access to several e-Procurement applications.

During the registration process, NSPA will take the necessary steps to obtain, if required, from the applicable authorities, the information necessary to be able to participate in procurement actions initiated by the national military services and to be included in our Source File.

Please click on the "Continue" button and follow the instructions.

WELCOME TO PROCUREMENT

NSPA

Supplier Registration Registration Help

Home Supplier Registration

**Supplier Registration**

**Corporate Data**

Name\*

CAGE Code

Country\*

Language\*

URL

1/4

Cancel Previous Step Next Step

## eProcurement

## Future Business Opportunities

**Future Business Opportunities**

**Future Business Opportunities (FBO) and, NSPA Infrastructure projects, Notifications of Intent (NOI)**

NSPA may issue Requests for Proposals in the near future about business opportunities for which NSPA is the sole source of supply. It is mandatory that your firm is registered in the NSPA Sourcebook in order to receive Requests for Proposals.

**Future Business Opportunities (FBO) and, NSPA Infrastructure projects, Notifications of Intent (NOI)**

- Procurement
- General Rules
- Future Business Opportunities
- Request for Proposal
- Electronic Bidding - eBid
- Contract
- Competition
- Supplier
- Competition Advocacy
- Forms
- Bid Openings
- External links

Portal

WELCOME TO PROCUREMENT

NSPA Website ePortal Website Logon

Home View FBOs

### View FBOs

One tip: In this new version, to display contextual menus, you have to right click!

Drag a column header here to group by that column:

FBO Type	Opportunity Id	Product Name	P. Obj.	Tentative RFP Date
Supply	15LD5025	SHIELD, ELECTRONIC COMPONENTS[...]	LD	01 Apr 2016
service	15PPM508	Reverse auction service Provi[...]	PA	15 Dec 2015
Supply	15LBS081	ELECTRO-MECHANICAL AND HYDRO[...]	LB	30 Sep 2015
Supply	15LBS070	Shipping ASSET TRACKING	LB	30 Sep 2015
Supply	15LBS103	Eric Rockett Digital He[...]	LB	28 Sep 2015
Service	15LBM026	of brass recovered from [...]	LB	18 Sep 2015
Service	15LBM012	Provision of Fuel to ITAF IN [...]	LB	18 Sep 2015
Supply	15PP5002	OFFICE chair with armrests	PA	15 Sep 2015
Supply	15PP5003	FALD ALYO Products	PA	14 Sep 2015
Service	15LMM014	Logistic support services to [...]	LM	06 Sep 2015
Supply	15LAG065	PHOENIX MOBILE WORK DOCK 40-S[...]	LA	01 Sep 2015
Supply	15LBE100	LOCKER	LB	01 Sep 2015
Service	15LAM018	ITAF ILS (Re115 Rayce Grey em[...]	LA	01 Sep 2015
Supply	15LAS014	VMP TEST SET FOR AIRCRAFT C-1[...]	LA	01 Sep 2015
Supply	15LAS015	SOLID STATE SYNCHROPHASER PDR[...]	LA	01 Sep 2015

Row Count : 135

Page 1 of 5 (135 items)

Columns: 5 | 6 | 7 | 8 | 9

Column Configuration | Export | Clear

The screenshot displays the NSPA eProcurement portal interface. At the top, there is a navigation bar with links for 'NSPA Website', 'ePortal Website', and 'Logon'. Below this, a 'Details' section is visible, marked as 'Published'. A warning message states: 'Please note that, even if you have expressed an interest in this potential opportunity, NSPA has no obligation to contact your firm should this FBO result in an RFP. We therefore strongly encourage you to regularly consult the RFP website and to make sure you are registered in the NSPA source file.' The main content area is titled 'Future Business Opportunities Data' and contains several fields: 'Opportunity Id' (15LMM014), 'Product Name (English)' (Logistic support services to Italian Air Force 36th wing), 'Type' (Service), 'Purchasing Organisation' (LM - rockets and missiles), 'Tentative RFP Date' (08 Sep 2015), and 'Publication Date' (05 Jun 2015). Under the 'Attachments' section, there is a link for 'English Version' pointing to a file named '15LMM014\_e.doc' (63KB). A red arrow points to this file link. Another red arrow points to the 'Interested by RFP' button at the bottom right of the details section. The 'Back' button is also visible.

**Details** Published

Please note that, even if you have expressed an interest in this potential opportunity, NSPA has no obligation to contact your firm should this FBO result in an RFP. We therefore strongly encourage you to regularly consult the RFP website and to make sure you are registered in the NSPA source file.

**Future Business Opportunities Data**

<b>Opportunity Id</b> 15LMM014	<b>Purchasing Organisation</b> LM - rockets and missiles
<b>Product Name (English)</b> Logistic support services to Italian Air Force 36th wing	<b>Tentative RFP Date</b> 08 Sep 2015
<b>Type</b> Service	<b>Publication Date</b> 05 Jun 2015

**Attachments**

<b>English Version</b> ▶ <a href="#">15LMM014_e.doc</a> (63KB)	<b>Additional Files</b> No File Available.
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[Back](#) [Interested by RFP](#)

## eProcurement

## Requests For Proposal

Organization Newsroom Employment Business with NSPA Links Contact Français

Home > Organization > Procurement > Requests For Proposal

### Requests For Proposal

NSPA publishes most of its Requests for Proposals (RFPs) openly on the internet. To view RFPs in that category, [click here](#).

In addition, the following RFPs will only be displayed if you log in:

- eBid (online bidding)
- RFP limited to specific purchasing groups
- RFP restricted to specific vendors

If you do not have a log on account, please [register](#).

Note 1: NSPA makes available a tool for reliable and secure delivery of bids. To use this tool you must log on.

Note 2: NSPA will only consider bids from firms which are registered in the source file with qualifications matching the requirement of the specific RFP.

Procurement

- General Rules
- Future Business Opportunities
- Request for Proposal
- Electronic Bidding - eBid
- Contract Management
- Contract Awards
- Supplier Registration
- Competition Advocacy

NSPA publishes most of its Requests for Proposals (RFPs) openly on the internet. To view RFPs in that category, [click here](#).

WELCOME TO PROCUREMENT

NSPA Website ePortal Website Logon

Home View RFP

### View RFP

One tip: In this new version, to display contextual menus, you have to right click!

Drag a column header here to group by that column

Coll. Nr.	RFP Title	P. Org.	Closing Date	Last Modified Date
PRE15024	Procurement of 2 Micr UAS	LM	22 Oct 2015	20 Apr 2015
SH15005	eCatI Contract for the Supply of All Spare Parts	LB	28 Sep 2015	22 Jul 2015
PI015026	Procurement of Vehicle Spare Parts	LB	17 Sep 2015	29 Jul 2015
JB15004	2 cubic meter mixer	LB	16 Sep 2015	23 Jul 2015
PRE15035	General Services Logistic Support	LM	15 Sep 2015	13 Jul 2015
GS1515152	Worldwide Commercial Air Transportation Services	PA	14 Sep 2015	04 Aug 2015
ER15029A	Infrared Illuminators & Accessories	LB	10 Sep 2015	06 Aug 2015
MNE150053	Supply of Portable Video System and accessories	LB	10 Sep 2015	30 Jul 2015
MNE150051	Supply of Tactical Assault ladders and accessories	LB	10 Sep 2015	30 Jul 2015
MNE150049	Supply of Electric,Hydraulic & Pneumatic Systems test Equipm	LB	09 Sep 2015	30 Jul 2015
MNE150020A	Provision of FT/IR Mid/Near Infrared Spectrometer	LB	09 Sep 2015	29 Jul 2015
PRE15038	Acquisition of Automatic Bomb Scoring System	LM	08 Sep 2015	14 Jul 2015
PRE15034	General services Support Services at Trapani AFB	LM	08 Sep 2015	15 Jul 2015
MNE150017A	Supply of Batteries	LB	07 Sep 2015	04 Aug 2015
MNE150016A	Supply of Batteries	LB	07 Sep 2015	04 Aug 2015

Page 1 of 5 (67 items)

Column Configuration Export Clear

**Details**

**RFP Data**

<b>Collective Number</b> PI015026	<b>Purchasing Organisation</b> LB - General and Cooperative Support Programme
<b>RFP Title</b> Procurement of Vehicle Spare Parts	<b>RFP Publication Date</b> 09 Jul 2015
<b>RFP Type</b> Supply	<b>RFP Closing Date</b> 17 Sep 2015

**RFP Control Information**

**Email Address**  
procurement39@nsa.nato.int

**Attachments**

00_PIO15026 - Cover Sheet.pdf	(376KB)
00_PIO15026 - New Closing Date.pdf	(351KB)
01_PIO15026 - Bid Instructions.pdf	(316KB)
02_PIO15026 - List of Items.xls	(212KB)
03_PIO15026 - Terms & Conditions.pdf	(303KB)
04_Annex 1 NISE direct contractors Version 7.pdf	(131KB)

Back Bid

NSPA Procurement

NSPA e-Procurement

## Activities with Greece

FAQs & Tips



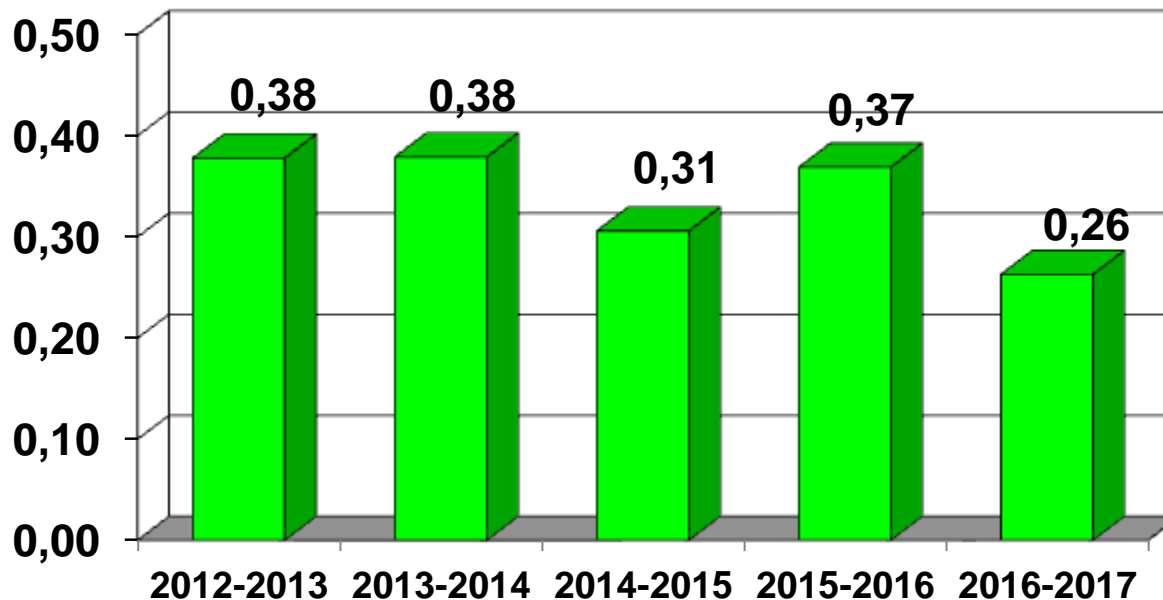
$$R = \frac{\text{CONTRACTS IN GREECE}^*}{\text{CONTRACTS IN NSPO NATIONS}} \bigg/ \frac{\text{SALES IN GREECE}^*}{\text{SALES IN NSPO NATIONS}}$$

WELL  
PLACED  
COUNTRIES

LESS WELL  
PLACED  
COUNTRIES

POORLY  
PLACED  
COUNTRIES

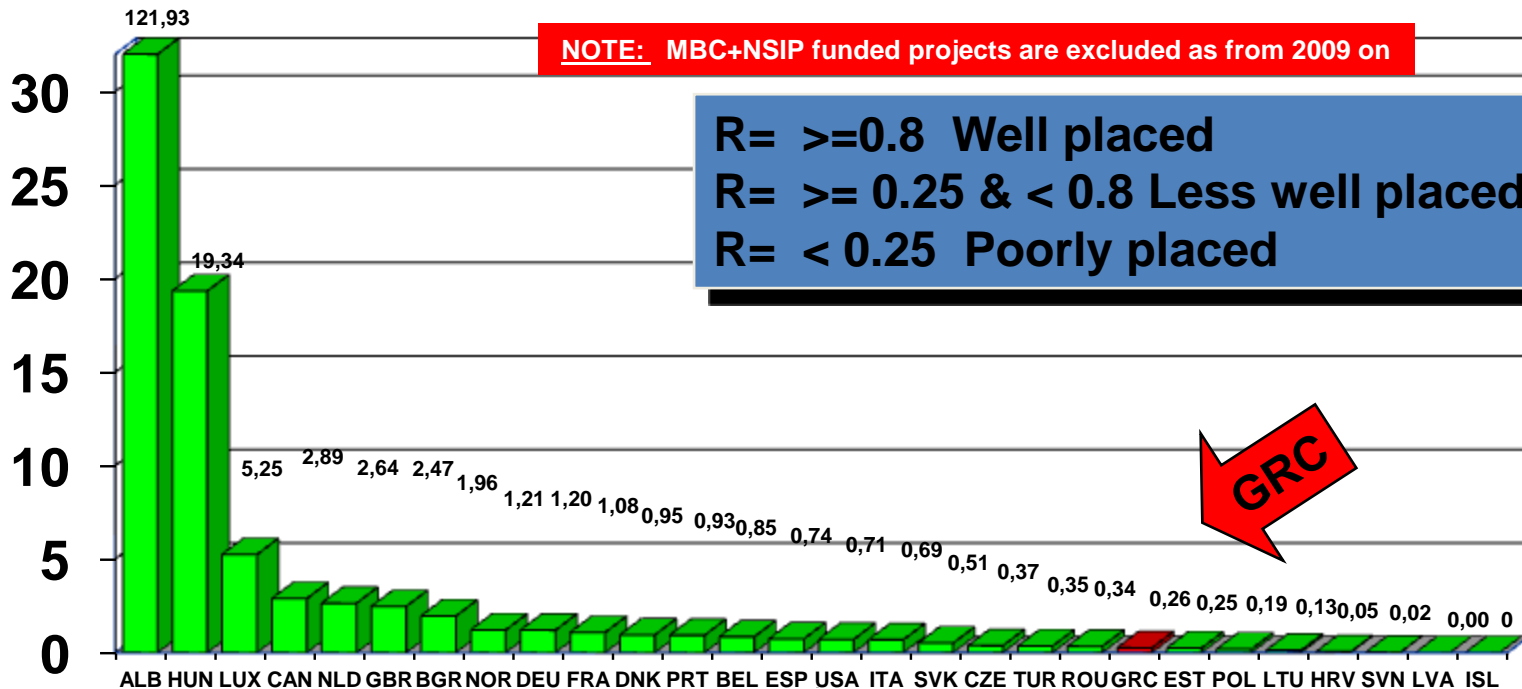
**NOTE:** MBC+NSIP funded projects are excluded as from 2009 on



\* Based on the contracts and sales of the 3 years preceding the applicable year

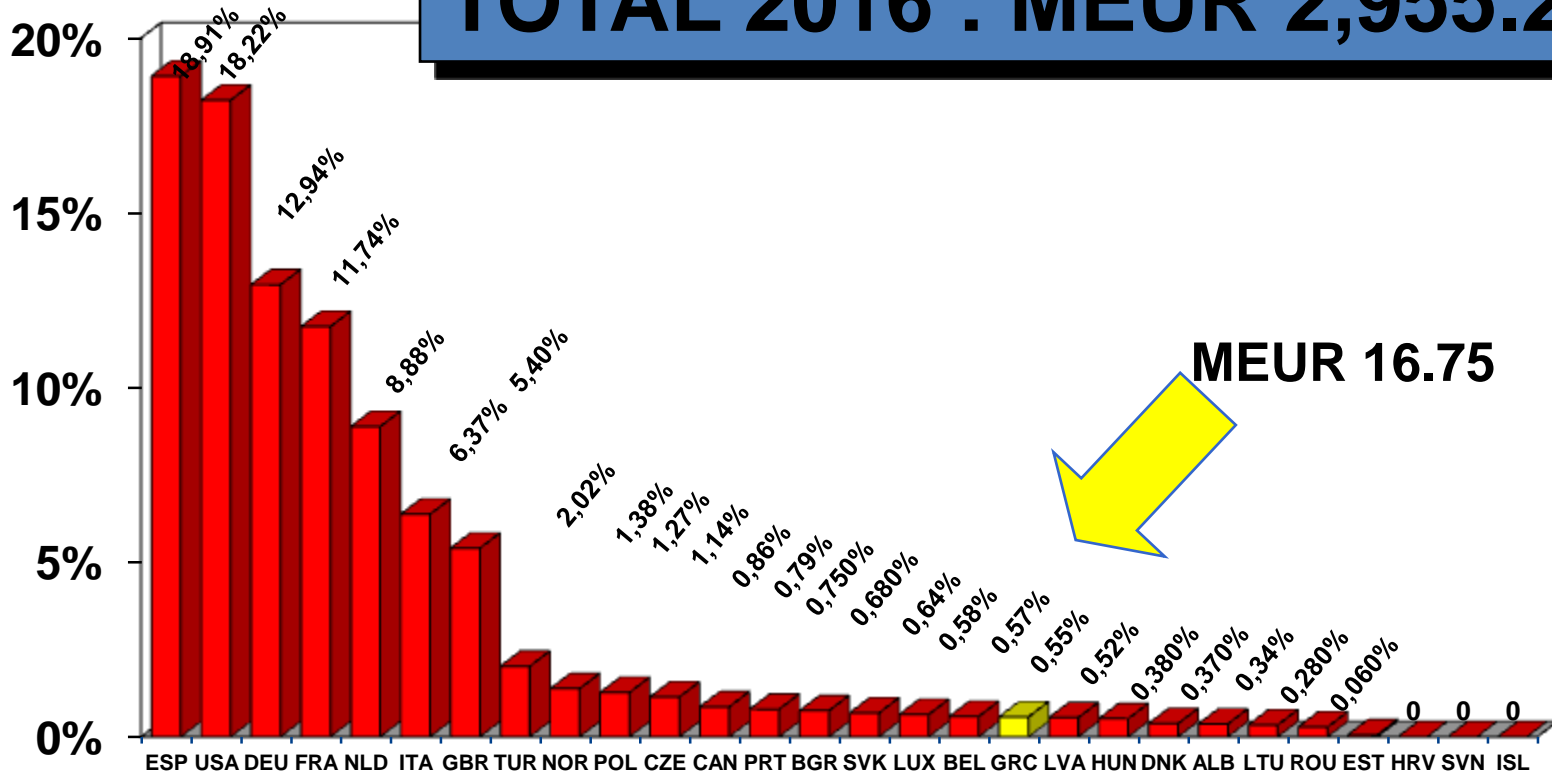
# Industrial Return Ratio 2016-2017

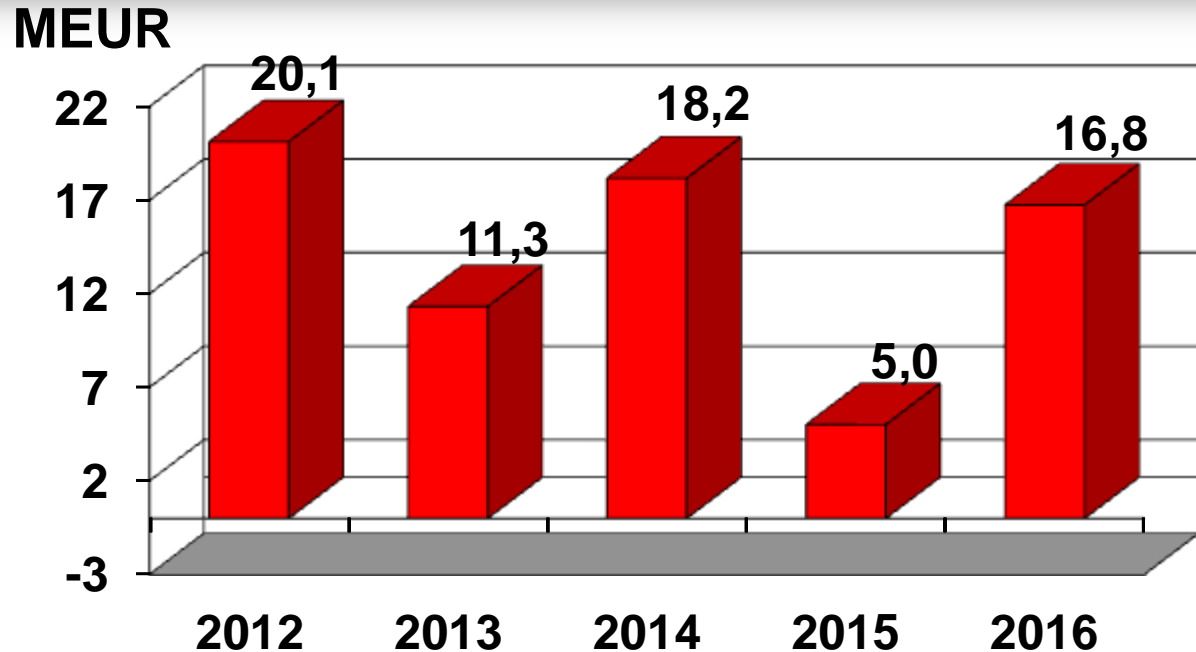
$$R = \frac{\text{CONTRACTS IN GREECE}^*}{\text{CONTRACTS IN NSPO NATIONS}} \bigg/ \frac{\text{SALES IN GREECE}^*}{\text{SALES IN NSPO NATIONS}}$$



\* Based on the contracts and sales of the 3 years preceding the applicable year

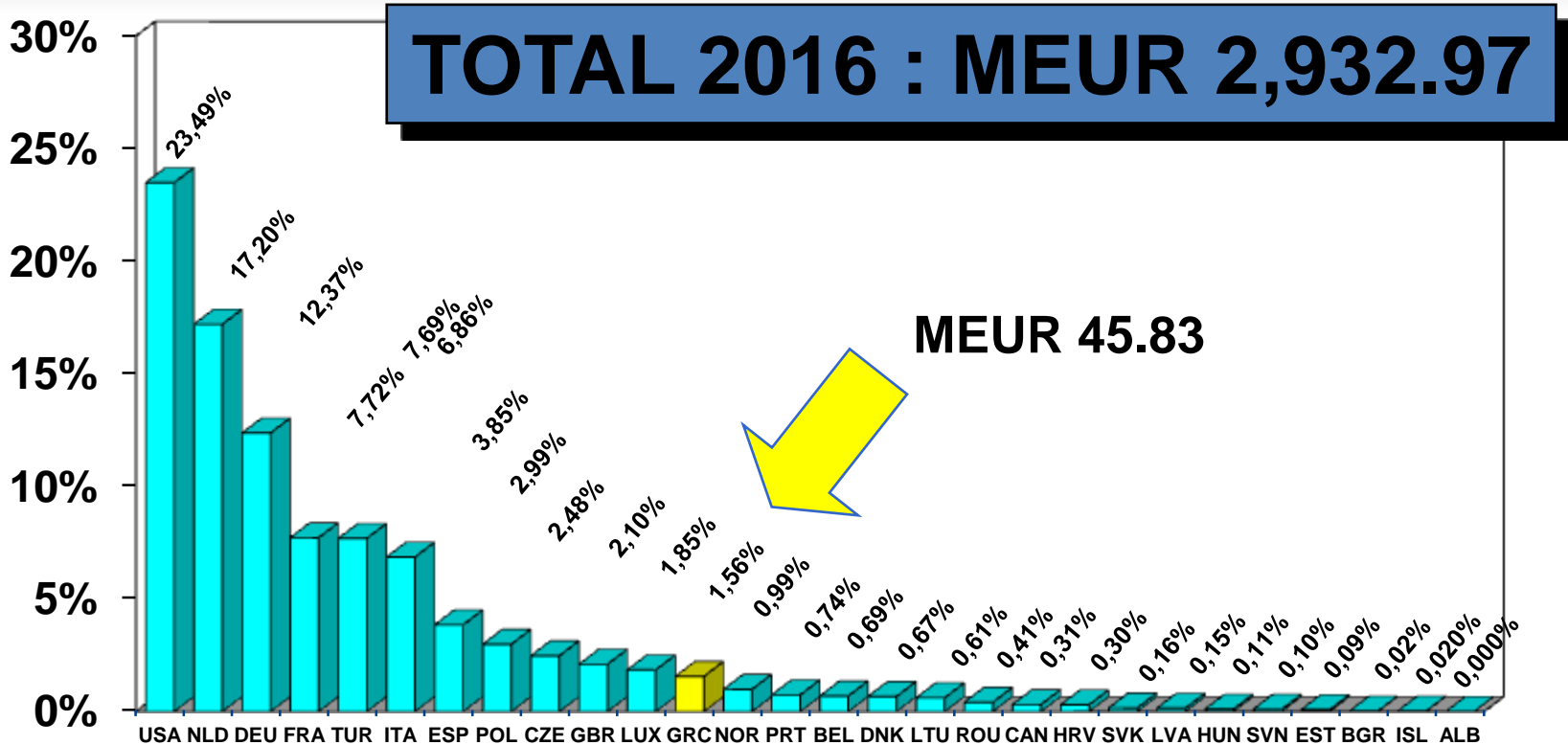
**TOTAL 2016 : MEUR 2,955.24**

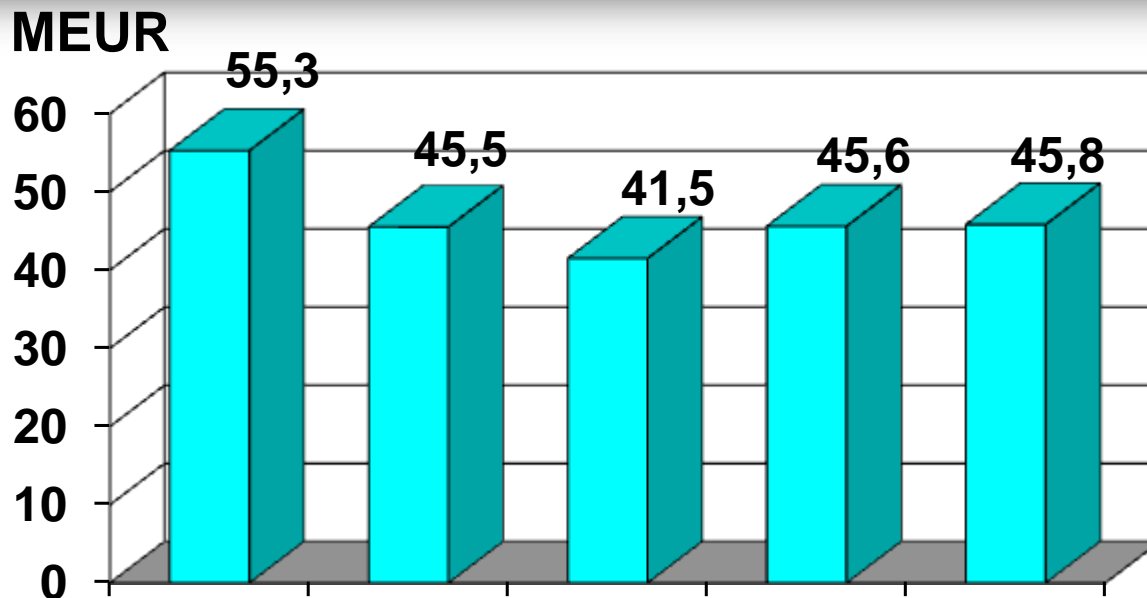




**TOTAL NSPA MEUR**  
**GREECE SHARE**

2012	2013	2014	2015	2016
2,105	2,383	2,069	2,495	2,955
0.96%	0.48%	0.88%	0.20%	0.57%

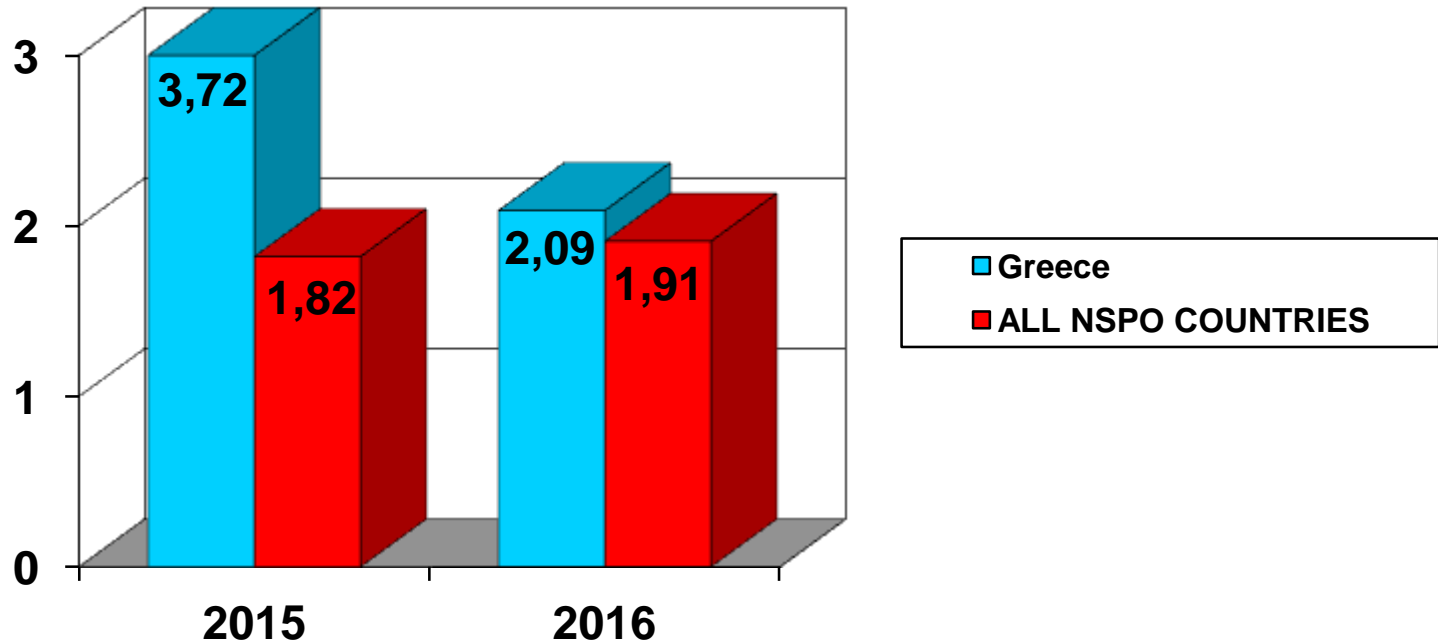




**TOTAL NSPA MEUR**  
**GREEK SHARE**

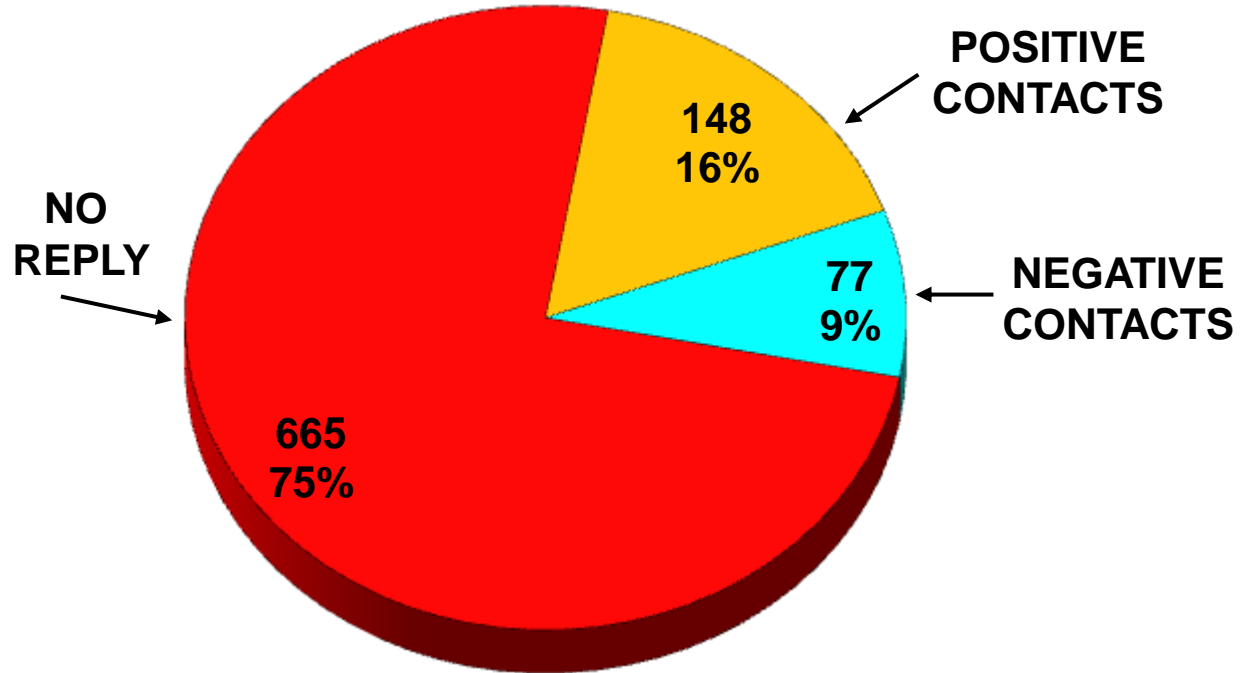
Year	Total NSPA MEUR	Greek Share
2012	2,228	2.48%
2013	2,396	1.90%
2014	1,976	2.10%
2015	2,492	1.83%
2016	2,933	1.56%

$$\text{RATIO} = \frac{\text{GREEK BIDS}}{\text{AWARDS TO GREEK FIRMS}}$$



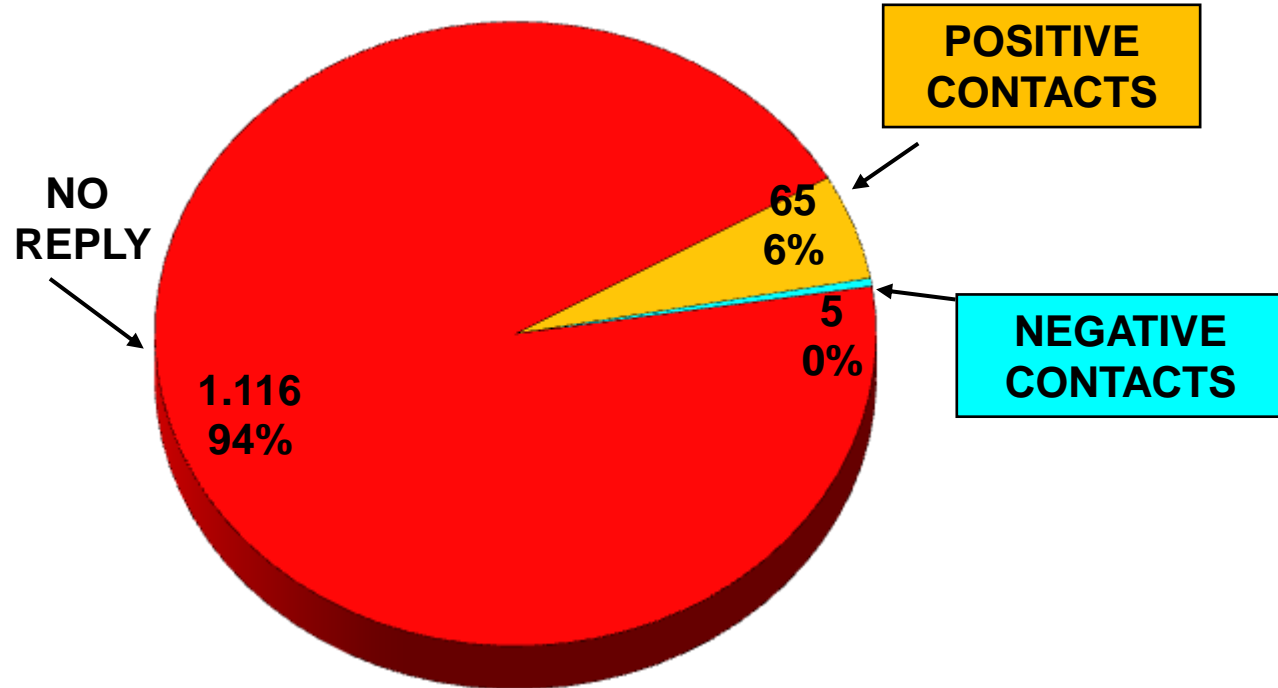
## per line item SUPPLY JAN-DEC 2016

TOTAL NBR. OF CONTACTS :  
890



## per line item SERVICES JAN-DEC 2016

TOTAL NBR. OF CONTACTS :  
1186



## NSPA Procurement:

- Director of Procurement  
Mr Patrick FESQUET      E-mail: [patrick.fesquet@nspa.nato.int](mailto:patrick.fesquet@nspa.nato.int)  
tel: +352/3063 6565
- Competition Advocate  
Mrs Eleanor SUMMERS      E-mail: [eleanor.summers@nspa.nato.int](mailto:eleanor.summers@nspa.nato.int)  
tel: +352/3063 6569
- Source File  
Mr Guy LANGENBACH      E-mail: [guy.langenbach@nspa.nato.int](mailto:guy.langenbach@nspa.nato.int)  
tel: +352/3063 6840

NSPA Procurement  
NSPA e-Procurement  
Activities with Greece

## FAQs & Tips



Frequently Asked Questions	Answer
How to be invited to NSPA Requests for Proposals?	Your company must be registered in NSPA's Source File
How to be registered in NSPA Source File?	Use the ePortal to register online, free of charge...
How to be informed of the upcoming competitions?	Monitor NSPA's Future Business Opportunities at the ePortal
How to be sure that the capabilities of my company are up to date?	Contact NSPA's Source File Contact details at the ePortal
Why have I not been invited for a RFP for which my company has capabilities to make an offer?	Most probably, the capabilities of your company are not properly registered. Contact Source File
How can I have an idea of the prices offered in the past for goods and services offered by my company?	Consult the list of contracts awarded by the Agency on the ePortal