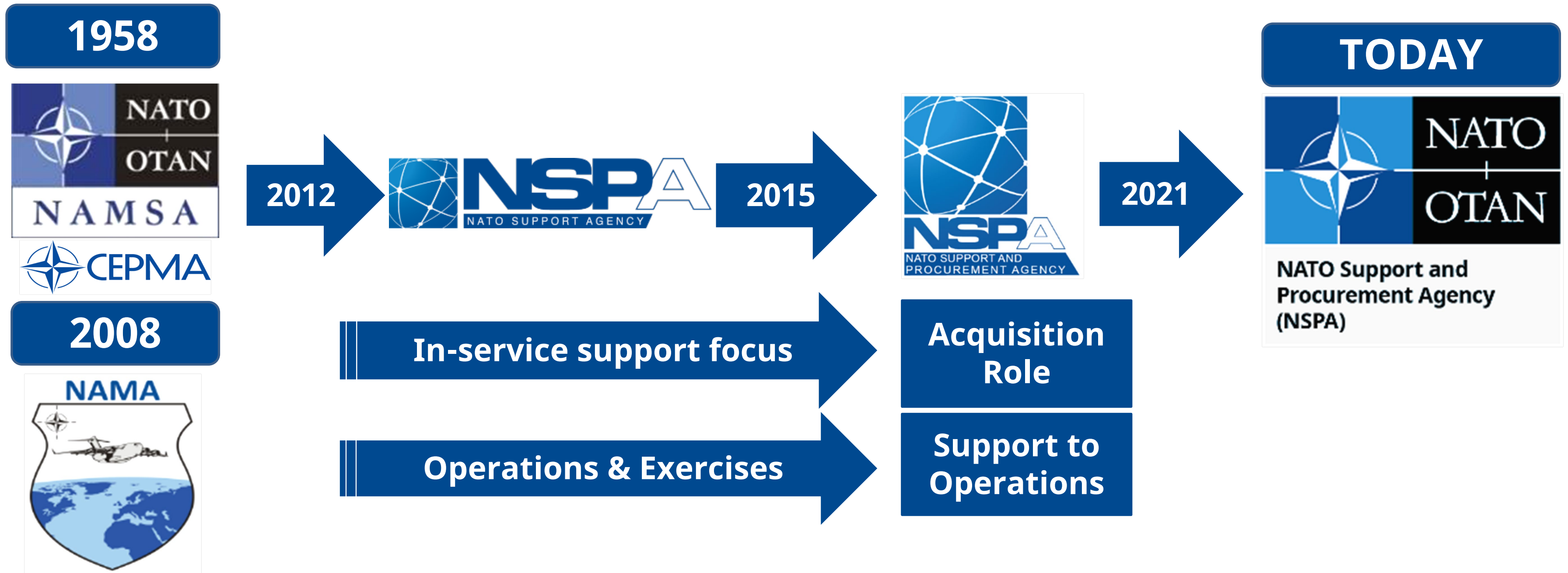


# **Fynsk Forsvarsdag, slideshow 2, “*Generelt om NSPA*”**

## ***NATO Support and Procurement Agency***

OL+ Tim Eggen Hansen, (DELO) NSPA  
NSPA DANISH LIAISON OFFICE  
11, Rue de la Gare  
L-8325 Capellen (G.D. Luxembourg)  
Telephone +352 661 793 300  
[delo@nspa.nato.int](mailto:delo@nspa.nato.int)  
[www.nspa.nato.int](http://www.nspa.nato.int)

# OUR HISTORY



\* 1968 NAMSA moved from Châteauroux (FRA) to Luxembourg



**EFFICIENT.EFFECTIVE.RESPONSIVE.**

## NSPA is :

- ✓ An Agency at the service of NATO member and PfP countries
- ✓ A logistics contract integrator and service provider
- ✓ A 'no profit, no loss' NATO organization
- ✓ Customer Funded
- ✓ Controlled by an Agency Supervisory Board
- ✓ An extension of the Armed Forces
- ✓ Annually audited by IBAN

## NSPA is **NOT** :

- ✗ A Contractor
- ✗ A redistributor of technical data
- ✗ A competitor to national procurement and logistics organisations



# NSPA CONTRACTS MANAGEMENT





# WHERE WE ARE

## ● MAIN SITES

### LUXEMBOURG

Capellen  
NSPA HQs

### FRANCE

Versailles  
CENTRAL EUROPE  
PIPELINE SYSTEM  
(CEPS) PROGRAMME

### HUNGARY

Pápa  
NATO AIRLIFT  
MANAGEMENT (NAM)  
PROGRAMME

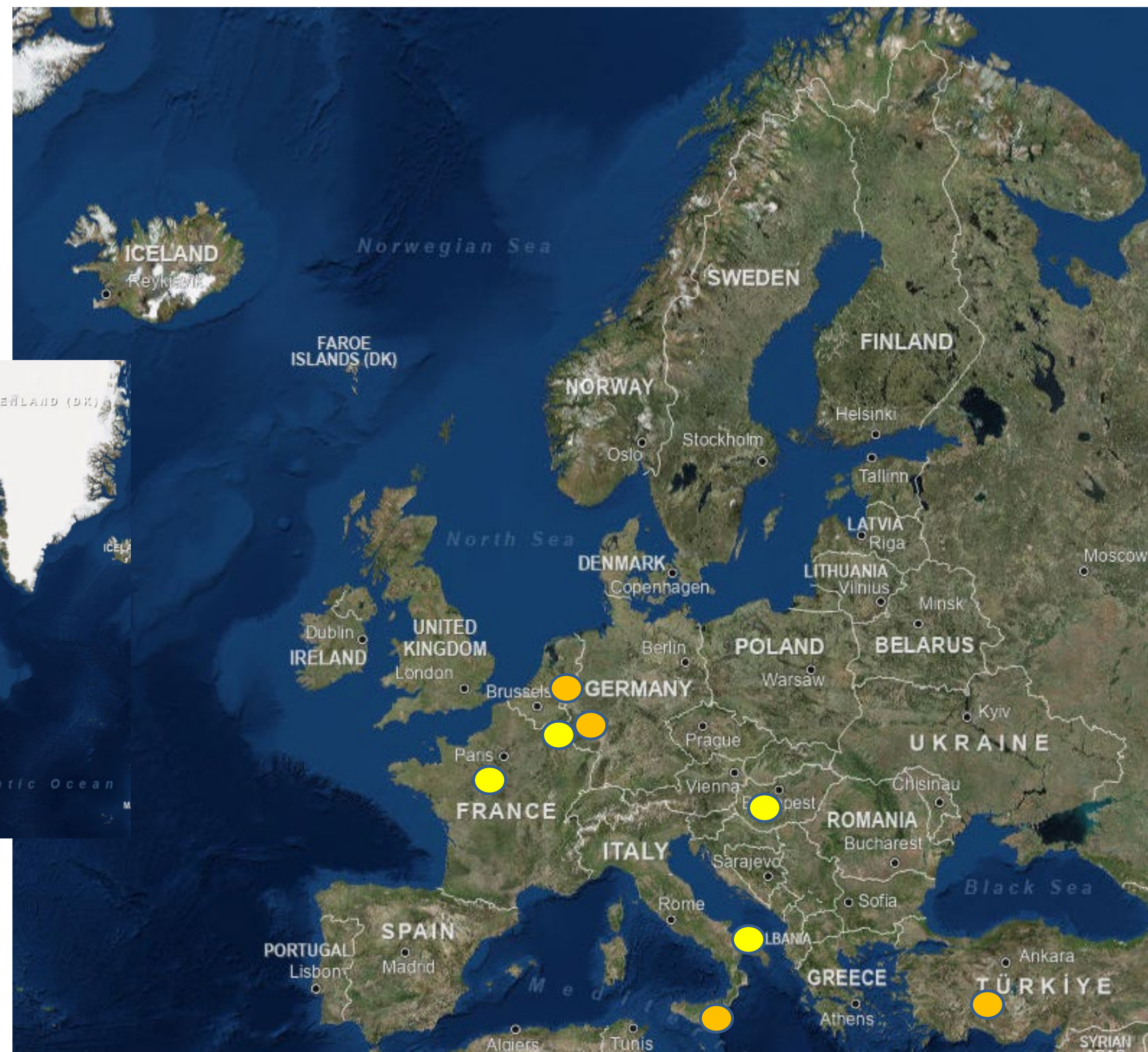
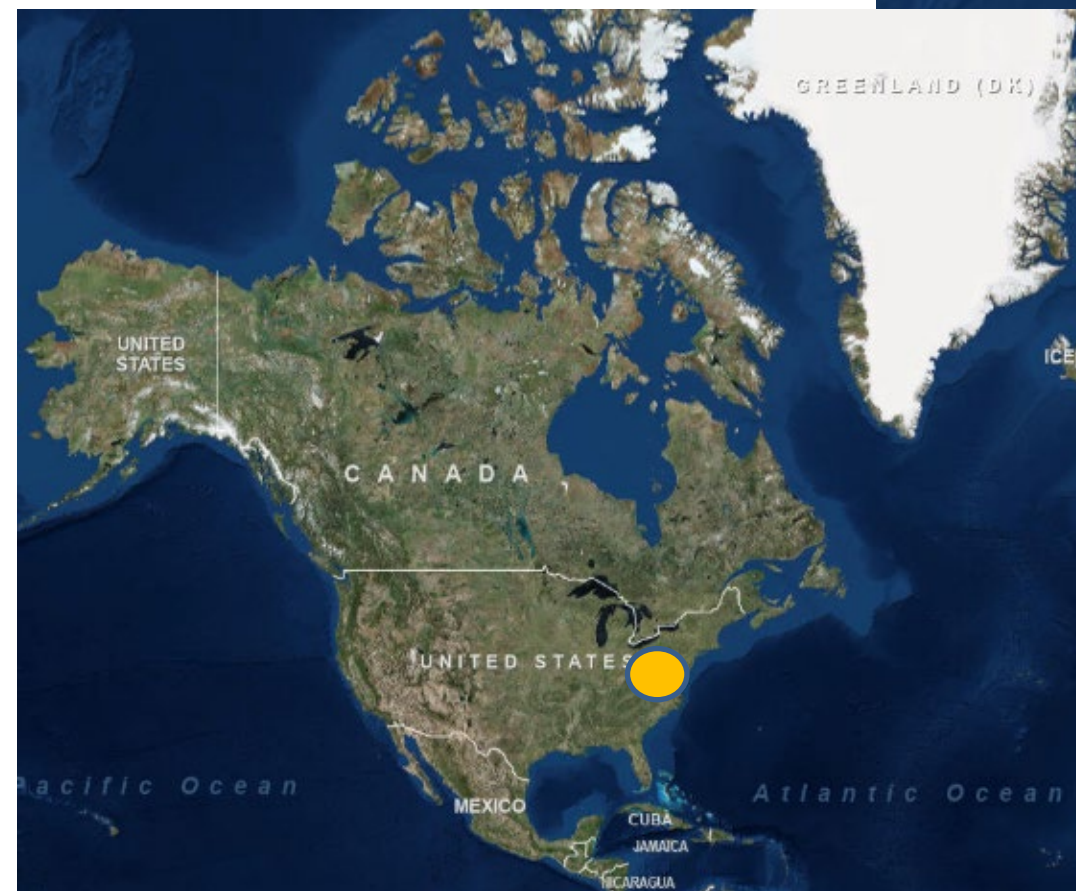
### ITALY

Taranto  
SOUTHERN  
OPERATIONAL  
CENTRE (SOC)

● PROGRAMMES  
AND LIAISON



**EFFICIENT.EFFECTIVE.RESPONSIVE.**





# NSPA ORGANISATION \*

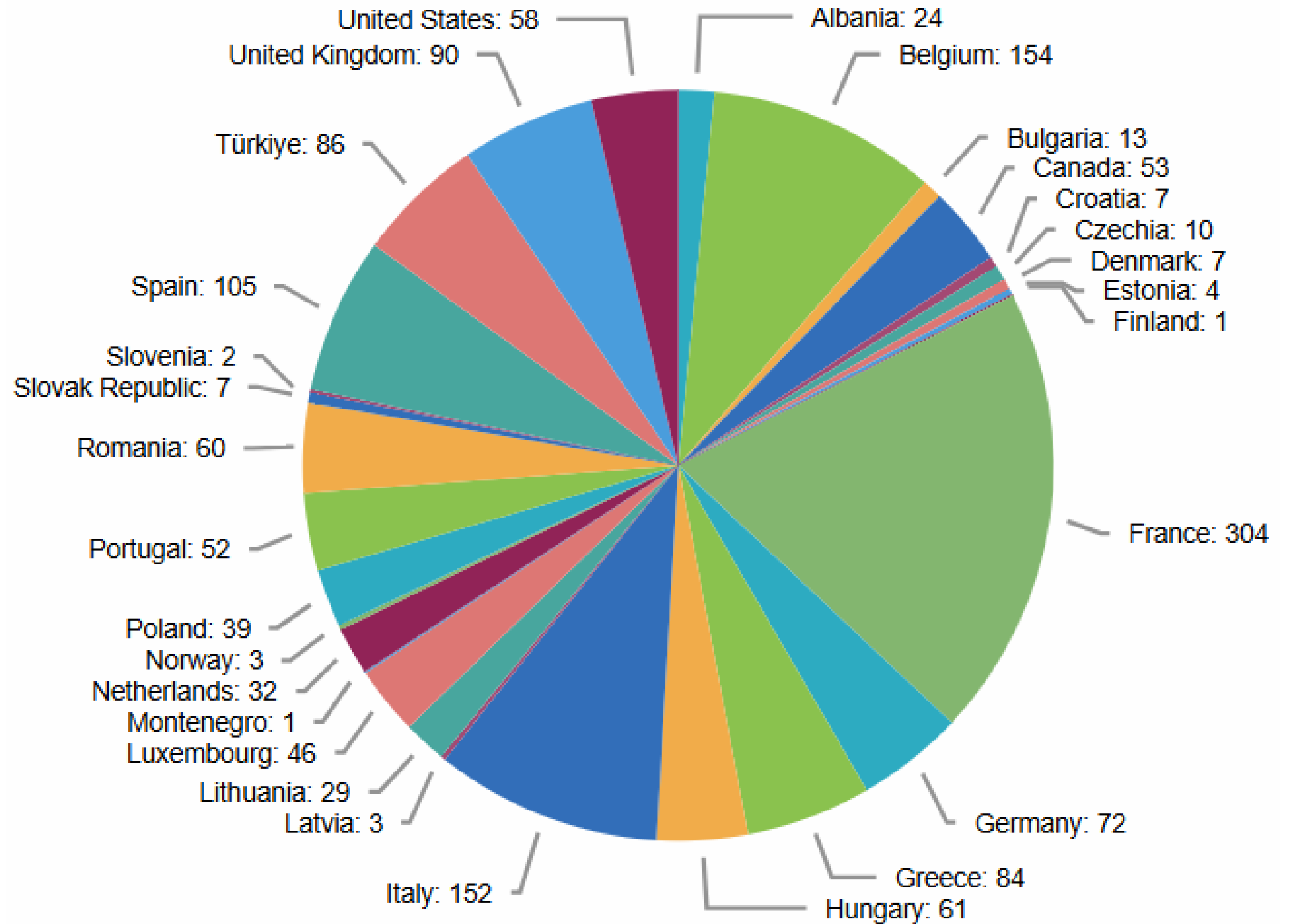


# OUR PEOPLE

WORKING TOGETHER  
FOR PEACE  
AND SECURITY

**1559**  
July 2025

**Men: 1113**  
**Women: 444**



**EFFICIENT.EFFECTIVE.RESPONSIVE.**

NATO UNCLASSIFIED

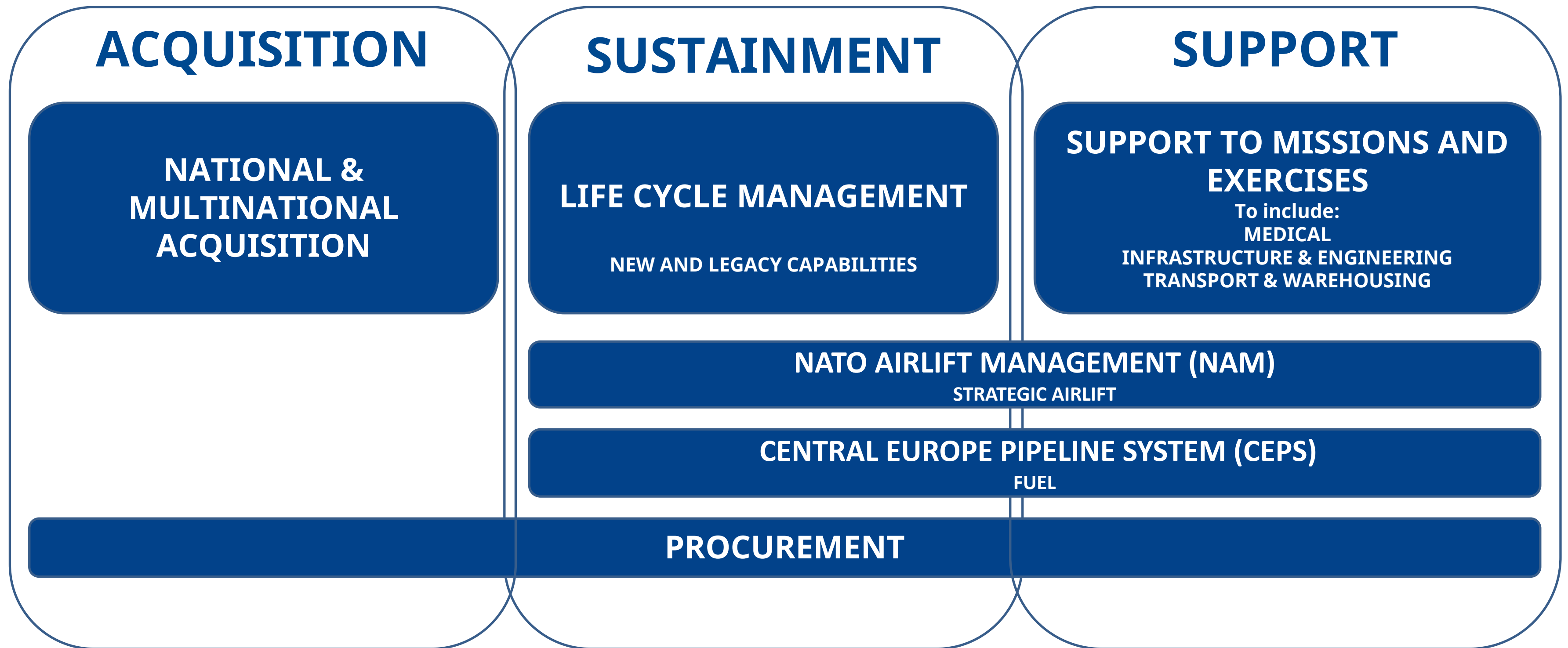
# ENABLING DETERRENCE AND DEFENCE

**WE ARE NATO'S LEAD  
ORGANISATION FOR  
MULTINATIONAL  
ACQUISITION, SUSTAINMENT  
AND SUPPORT  
IN ALL DOMAINS**





# WHAT WE DO



# OUR CUSTOMERS: NATO / EU / PARTNER NATIONS



## 32 NATO MEMBERS

Albania	Latvia
Belgium	Lithuania
Bulgaria	Luxembourg
Canada	The Netherlands
Croatia	North Macedonia
Czechia	Norway
Denmark	Poland
Estonia	Portugal
Finland	Romania
France	Slovakia
Germany	Slovenia
Greece	Spain
Hungary	Sweden
Iceland	Türkiye
Italy	United Kingdom
	United States



## 23 SHARED MEMBERS

Belgium	Latvia
Bulgaria	Lithuania
Croatia	Luxembourg
Czechia	The Netherlands
Denmark	Poland
Estonia	Portugal
Finland	Romania
France	Slovakia
Germany	Slovenia
Greece	Spain
Hungary	Sweden
Italy	



## 27 EU MEMBERS

Austria	Latvia
Belgium	Lithuania
Bulgaria	Luxembourg
Croatia	Malta
Cyprus	The Netherlands
Czechia	Poland
Denmark	Portugal
Estonia	Romania
Finland	Slovakia
France	Slovenia
Germany	Spain
Greece	Sweden
Hungary	
Ireland	
Italy	



# OUR (43) SUPPORT PARTNERSHIPS

## AVIATION & UNCREWED AERIAL SYSTEMS

- Alliance Ground Surveillance (AGS)
- Fixed Wing Aircraft
- Helicopters
- MQ-9 International Cooperation (MIC)
- Multinational Multi Role Tanker Transport (MRTT)
- NATO Flight Training Europe (NFTE)
- Next Generation Rotorcraft Capability (NGRC)
- Uncrewed Aerial Systems (UAS)

## SPECIALISED

- Common Item Materiel Management (COMMIT)
- Global Positioning System (GPS)
- Medical
- Naval Logistics Support Partnership (NLSP)
- NSPA Routing Hub (NRH)
- Operational Logistics Support Partnership (OLSP)
- Security Cooperation Support Partnership (SCSP)
- Strategic Airlift International Solution (SALIS)

## LAND COMBAT

- Artillery Rocket & Missile Systems (ARMS)
- BOXER
- Land Combat Vehicles (LCV)
- Night Vision & Optoelectronics (NVO)
- PzH2000/Leopard

## SURVEILLANCE, COMMUNICATION, COMMAND & CONTROL

- Alliance Future Surveillance and Control (AFSC)
- initial Alliance Future Surveillance and Control (iAFSC)
- AN/FPS-117 Radar
- ELTA Radars
- RADAR
- RAT 31 Radar
- Global Commercially Contracted Satellite Communications (GCC SATCOM)
- MACCE (MIDS – ACCS LOC1 – CCE Equipment)

## AIR DEFENCE, MISSILE SYSTEMS, AMMUNITION

- Air-to-Surface Missiles (ASM)
- Air-to-air Missiles (AAM)
- Ammunition
- Ground-Based Defence (GBD)
- HAWK
- Land Combat Missiles (LCM)
- Layered GBAD/ESSI
- Modular Ground-Based Air Defence (GBAD)
- Naval Strike Missile (NSM)
- PATRIOT
- SIDEWINDER
- STINGER
- Surface-to-Surface Missile Systems (SSM)
- Very Short Range Air Defence (VSHORAD)



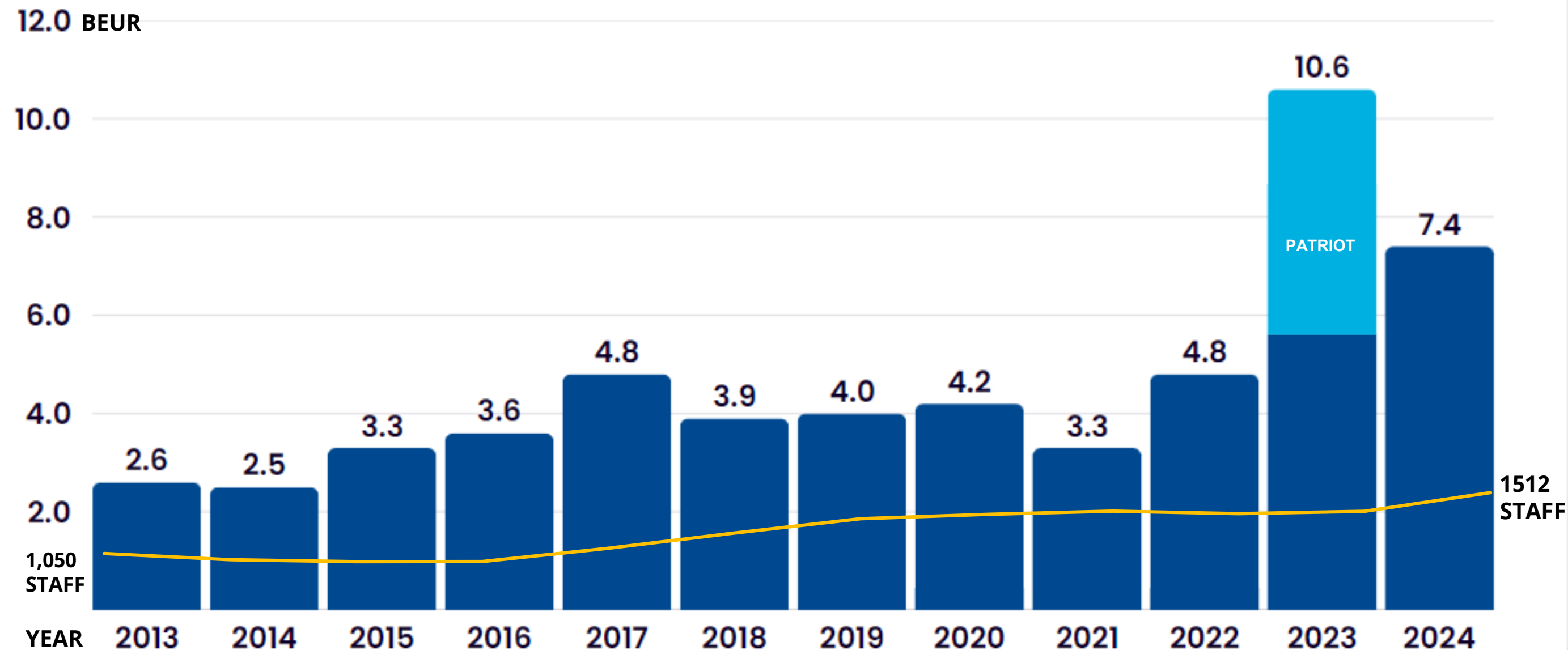
**EFFICIENT.EFFECTIVE.RESPONSIVE.**

# NSPA BUSINESS

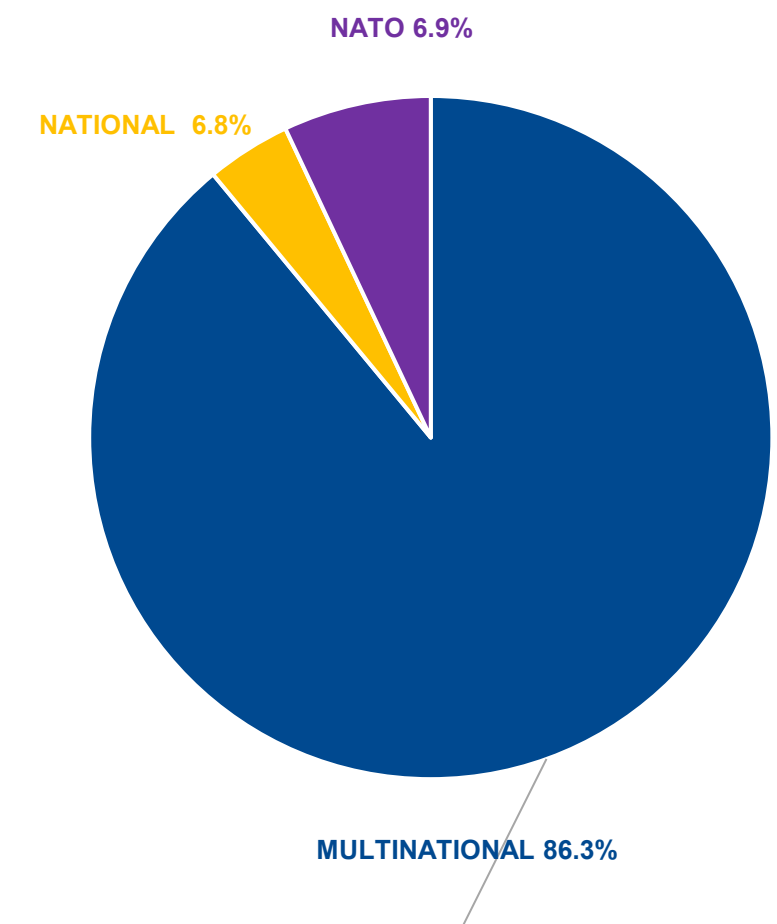
CUSTOMER-  
FUNDED

NO PROFIT –  
NO LOSS

**7.4 BEUR**  
2024 CONTRACTS

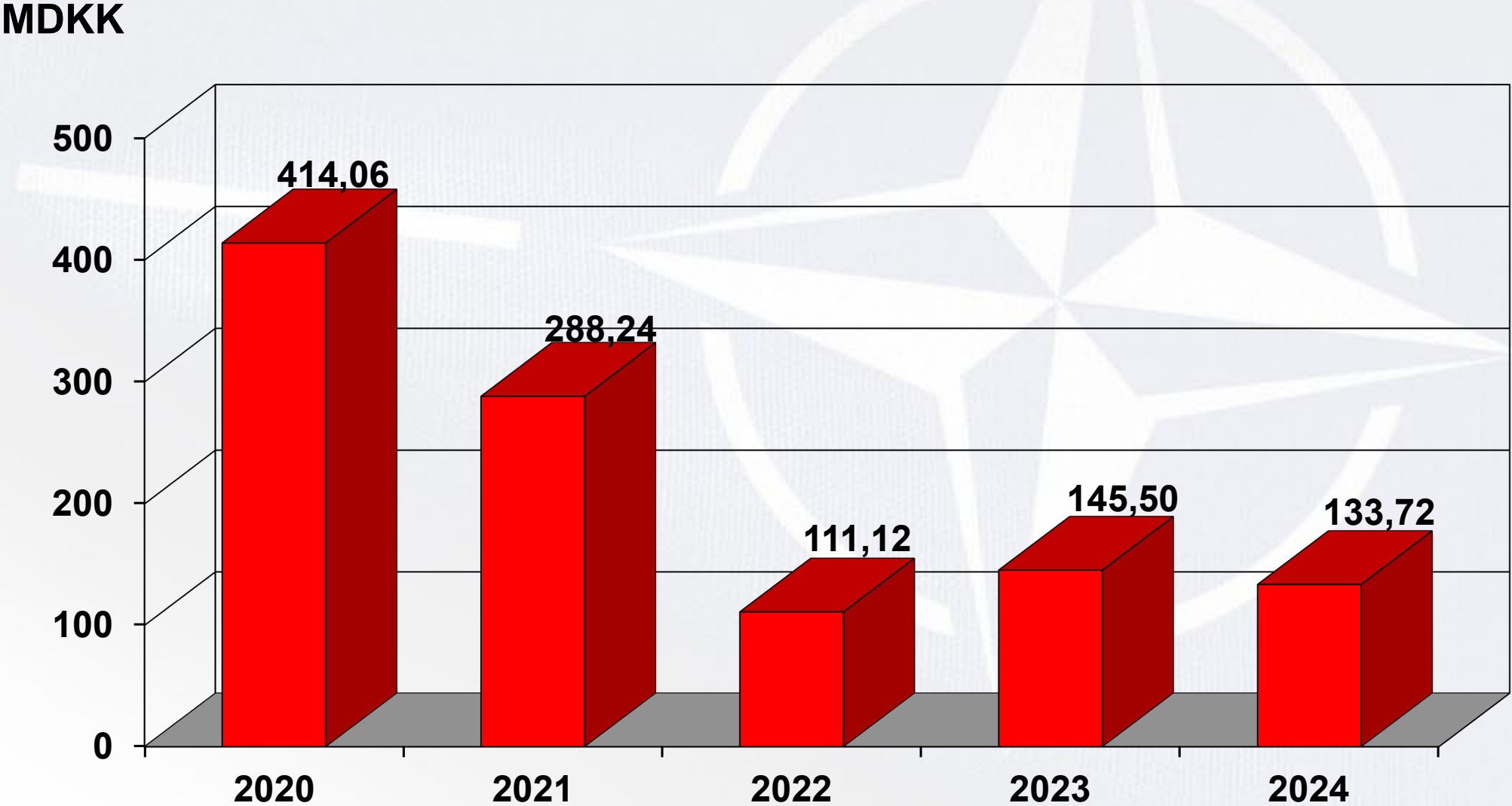


## BUSINESS DOMAINS





# Value of Contracts placed in Denmark



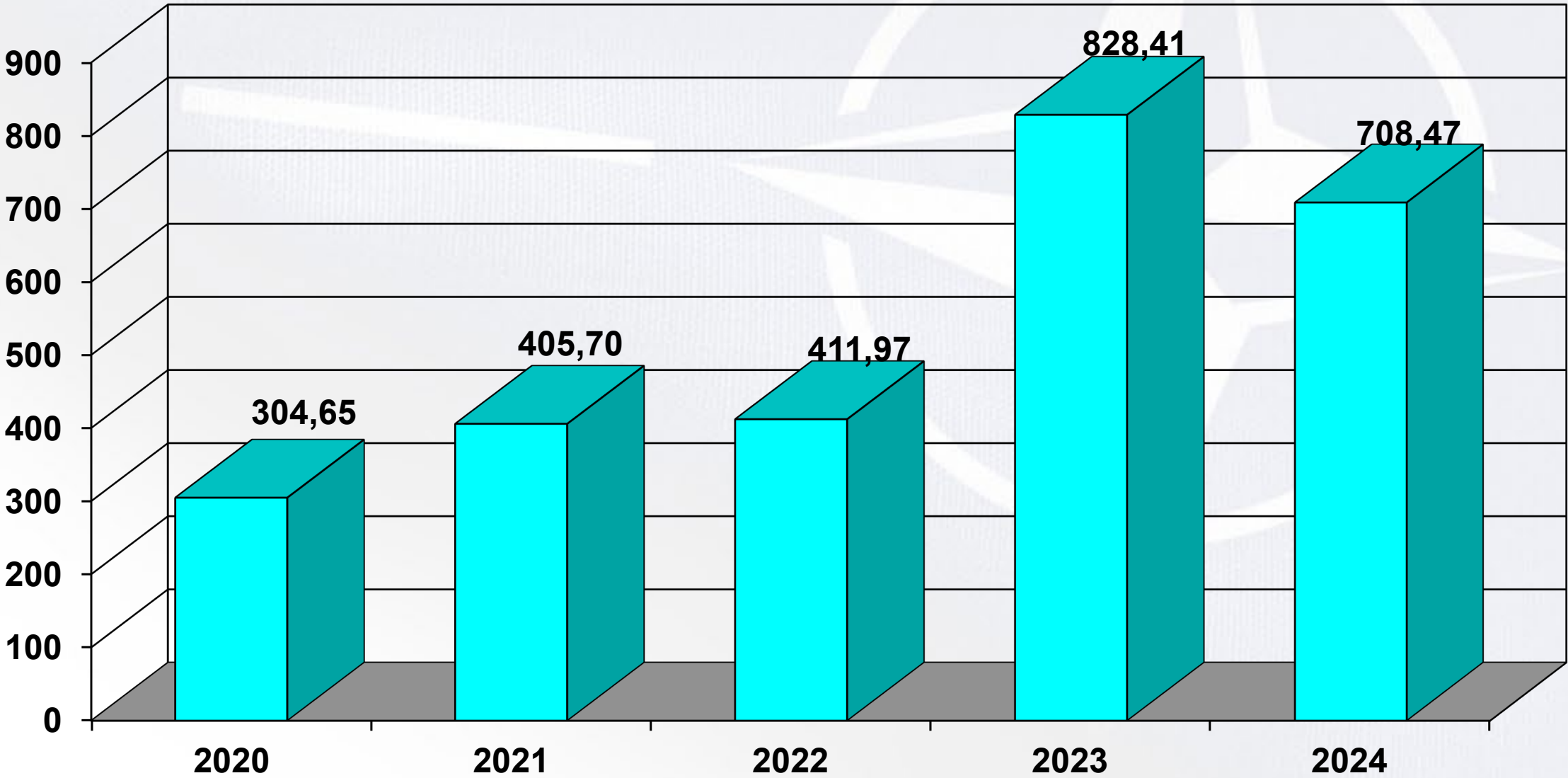
TOTAL NSPA MDKK	25,753	23,222	30,700	74,540	51,715
DANISH SHARE	1.61%	1.24%	0.36%	0.20%	0.26%

1 EUR = 7.4578 DKK as of 31/12/2024

# Value of Purchases by Denmark through NSPA



MDKK



**TOTAL NSPA MDKK**  
**DANISH SHARE**

27,779	22,070	32,793	76,117	54,641
1.10%	1.84%	1.26%	1.09%	1.30%

1 EUR = 7.4578 DKK as of 31/12/2024



# Development of Danish Industrial Return



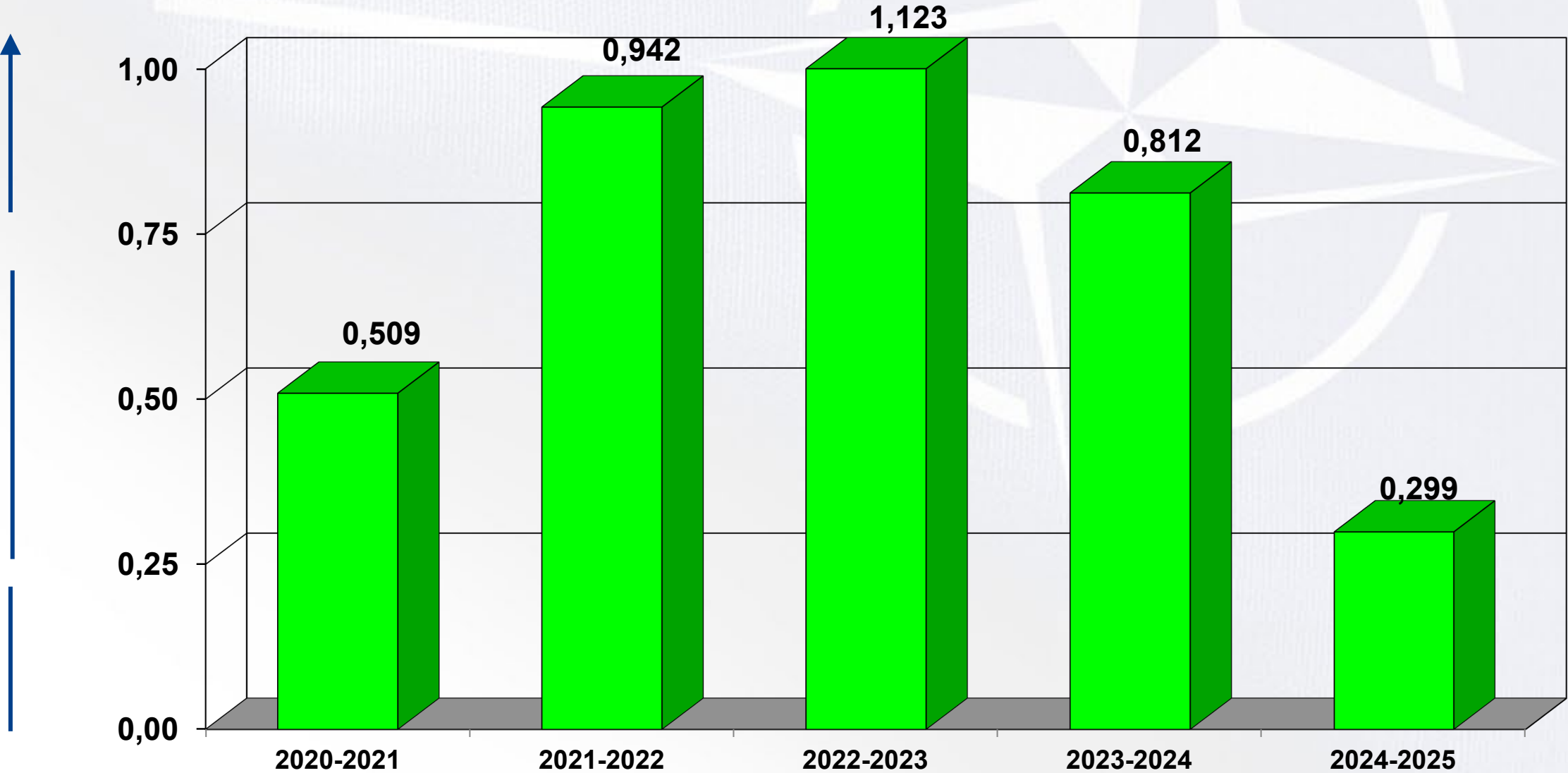
$$R = \frac{\text{CONTRACTS IN DENMARK}^*}{\text{CONTRACTS IN NSPO NATIONS}} \bigg/ \frac{\text{SALES IN DENMARK}^*}{\text{SALES IN NSPO NATIONS}}$$

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

WELL  
PLACED  
COUNTRIES

LESS WELL  
PLACED  
COUNTRIES

POORLY  
PLACED  
COUNTRIES



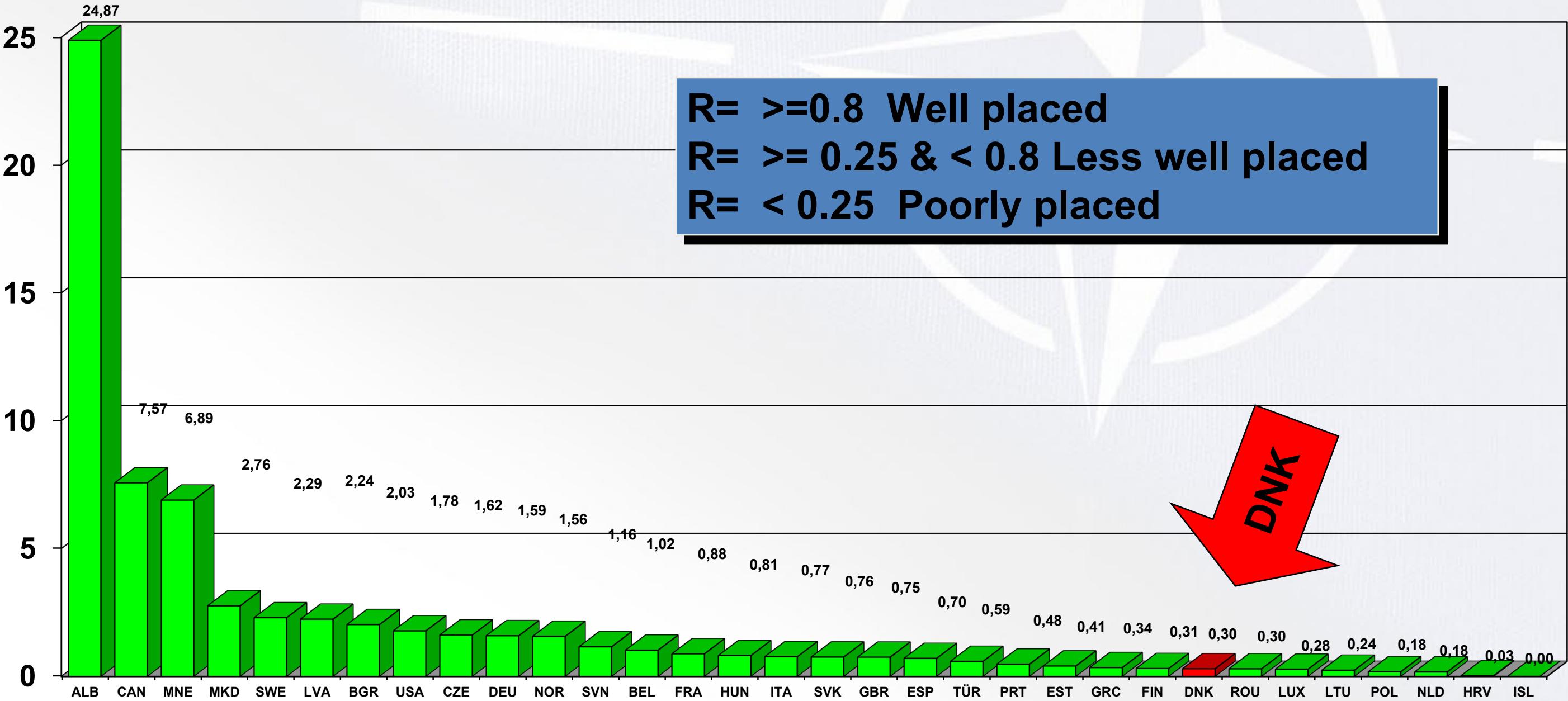
*\* Based on the contracts and sales of the 3 years preceding the applicable year*

# Industrial Return Ratio 2024-2025



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

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



R= >=0.8 Well placed  
R= >= 0.25 & < 0.8 Less well placed  
R= < 0.25 Poorly placed

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



# 24 nations and 41 representatives





## NATO Support and Procurement Organization

### Country Liaison Offices

#### Second Floor

							
2-04÷2-06	2-07	2-08÷2-09	2-10	2-11÷2-12	2-13	2-14÷2-15	2-16÷2-17

#### First Floor

						
1-04÷1-07	1-08	1-09	1-10	1-11	1-12÷1-13	1-14÷1-17

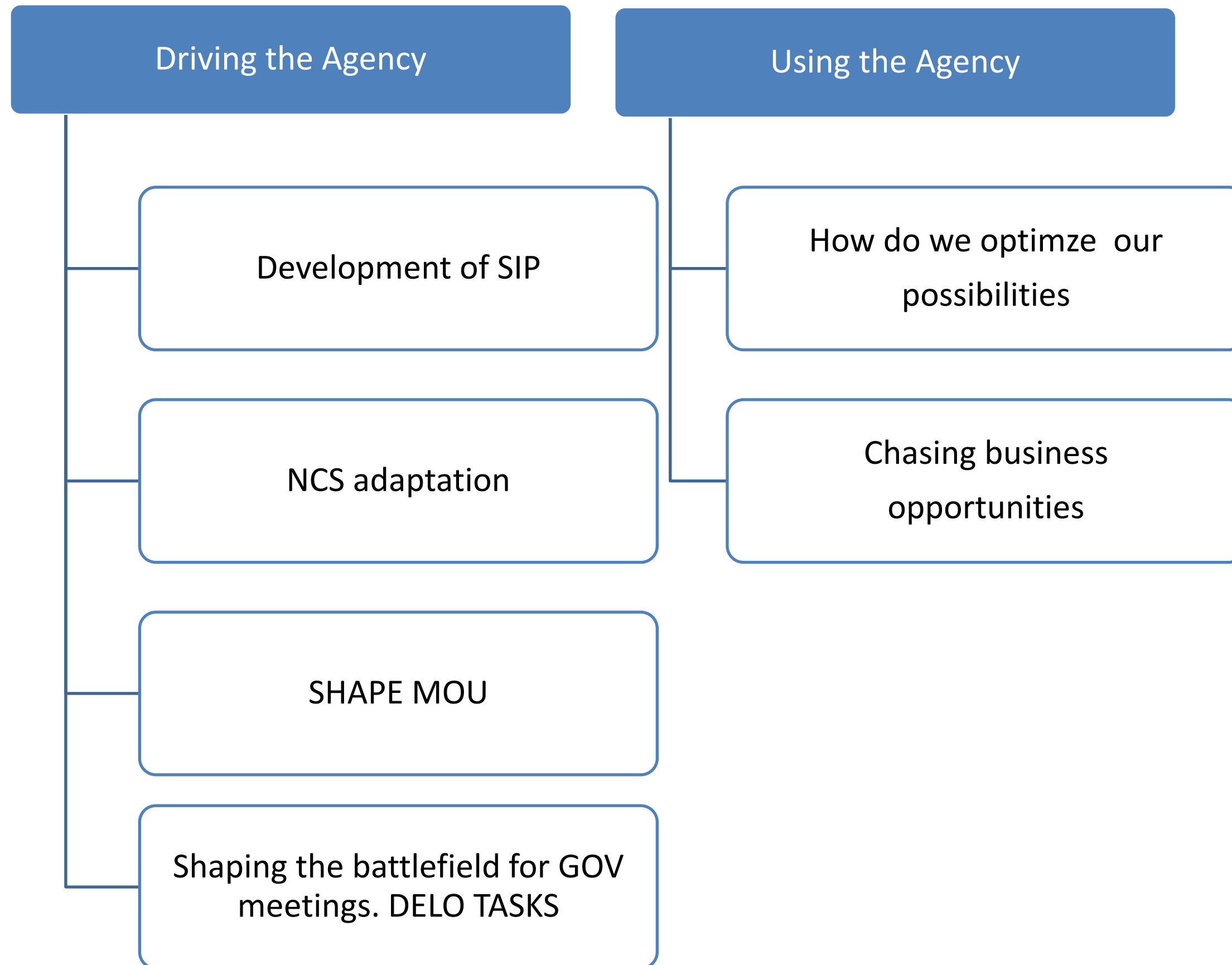


#### Ground Floor

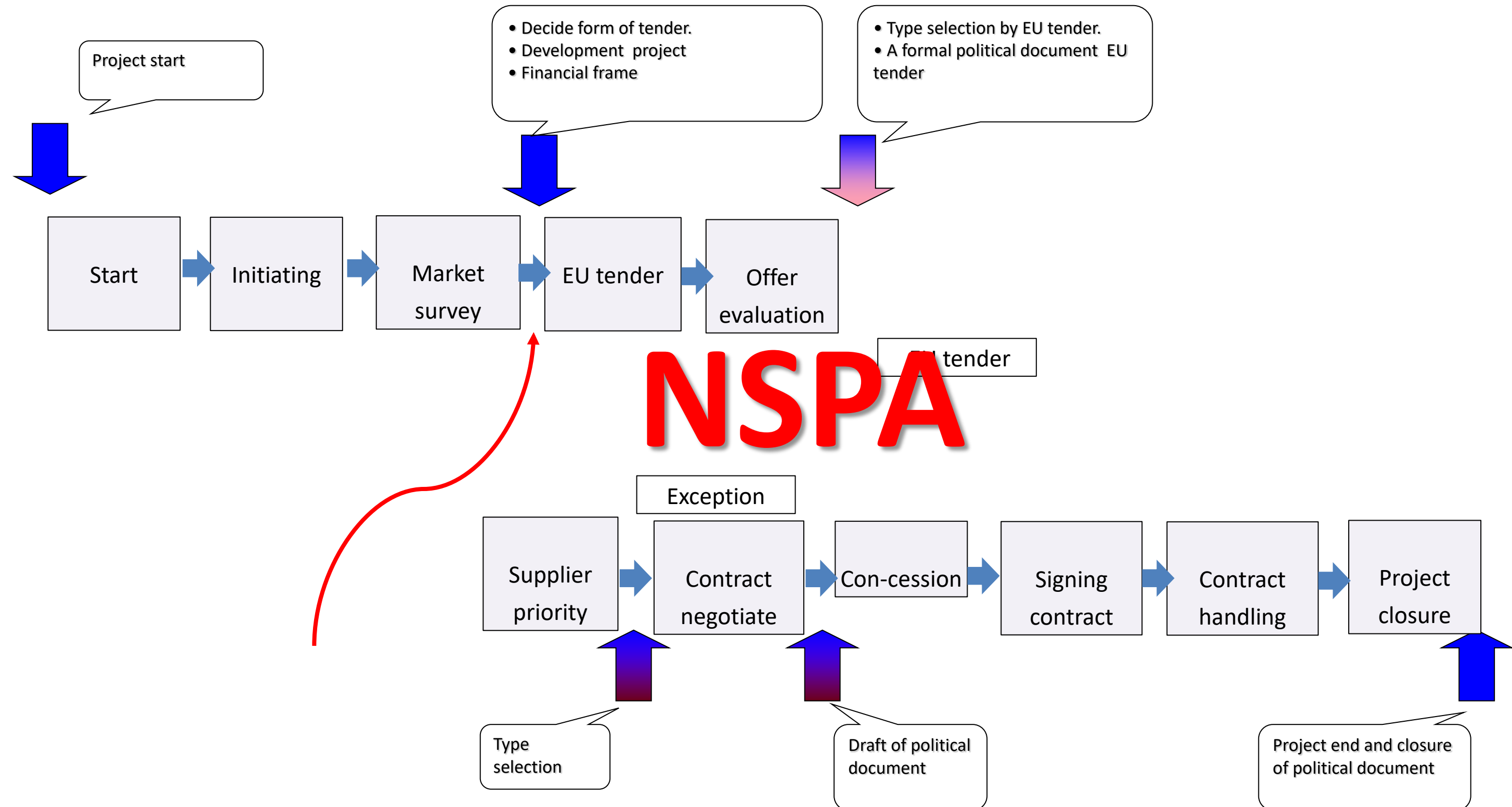
							
R-04÷06	R-07÷09	R-10÷12	R-13	R-14	R-15	R-16	R-17



## DELO role – two different “NSPA” tasks.



# The “Average” Acquisition Procedure





# LIFE CYCLE MANAGEMENT ACTIVITIES



- In-service Support (ISS)
- Supply Chain Management
- Maintenance, Repair and Overhaul
- Engineering Services (e.g. Mid Life Upgrades)
- Technical Documentation (interactive)
- Disposal
- Strategic goal: ***Innovative Sustainment*** building on emerging technologies (e.g. AI in maintenance & Additive Manufacturing (AM))



# SUPPORT TO OPERATIONS - CAPABILITIES

- Base Support Services
- Temporary Shelter (civilians)
- Catering Services
- Engineering Services
- Fuel
- Construction
- Equipment Support
- Transport and storage
- Medical Services
- Defence and Security co-operations
- Global Access Services
- Maritime Support



# NSPA PROCUREMENT OVERVIEW

Aligned with NSPA Procurement Regulations  
4200-01



## OBJECTIVE

- ✓ Support NATO Alliance with agile, competitive, high quality and professional Procurement actions in the best interest of our Customers



## TYPE OF COMPETITIONS

- ✓ International Competitive Bidding (ICB), Limited competition, Single Source (SiSo), Sole Source (SoSo), FMS



## CONTRACTUAL FRAMEWORKS

- ✓ Outline Agreements & Call Off Purchase Orders
  - ✓ Stand Alone Purchase Order
  - ✓ Cost plus reimbursement
  - ✓ Time and Material (T&M)
  - ✓ Basic Contractual Instruments (BCI)
  - ✓ Rapidly Usable Enabling Contract (RUEC)
  - ✓ Electronic online catalogue (E-CAT)
- Supply contracts  
Service Contracts  
Upcoming category: Works



## PRINCIPLES

- ✓ Consolidation
  - ✓ Competition
- Transparency and equal treatment  
Industrial benefit redistribution



## INDUSTRY CONNECTION

- ✓ Over 70.000+ and growing Companies in our Source File
- ✓ Over 10.000+ active firms throughout NATO



**EFFICIENT.EFFECTIVE.RESPONSIVE.**

NATO UNCLASSIFIED



## Four main phases in the end to end Procurement Cycle

### Plurality of stakeholders involved:

- Customers
- Multiple internal teams
- Contractors

### Not considered

- SiSo / SoSo cases
- Competition Advocate involvement
- Post award actions, components and Contract management



# ACQUISITION AND SUSTAINMENT

## ACQUISITION

## LIFE CYCLE MANAGEMENT

PRECONCEPT

CONCEPT

DEVELOPMENT

PRODUCTION

UTILISATION  
AND SUPPORT

RETIREMENT

Complex multinational acquisition  
programmes

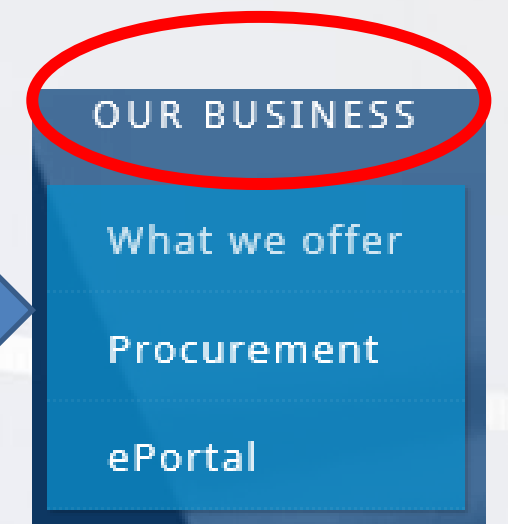
Supporting more than  
100 weapon systems and 200 projects

**A proven platform for multinational cooperation  
in capability development and sustainment**

# NSPA Website - Homepage



<https://www.nspa.nato.int/>





# FÆLDER

## EKSEMPLER PÅ 'AFSLAG'

- NSPA is only working with firms possessing **well-established structures**, firm **financially sounds** and with **solid past performance** in the same/similar area.
- Suppliers desiring to be registered in the NSPA Source File have to present **documentary evidence that they have sold or currently sell the same or similar materiel or services to the Armed Forces of their own**, in addition:
  - - **Possession of a "quality system"** (ISO or AQAP) recognized as satisfactory by their own military or civilian governmental Authorities. Evidence of this quality system should be provided at the time of a Source File registration application.
  - - Possession of **appropriate capability, technological know-how** and/or **licenses**, to be demonstrated by the applicant.

## JAN-DEC 2023

### DENMARK - TOP 10 FIRMS TURNOVER

CONTRACTOR		SERVICES		SUPPLY		TOTAL	
		EUR	DKK	EUR	DKK	EUR	DKK
1	INVISIO COMMUNICATIONS AS	204.980	1.527.695	7.189.623	53.583.543	7.394.603	55.111.239
2	TERMA A/S	5.860.913	43.680.798			5.860.913	43.680.798
3	DSV AIR & SEA AS	4.278.159	31.884.694			4.278.159	31.884.694
4	RUBTEC AS C.L. SPAREPARTS LOGISTIC			467.500	3.484.231	467.500	3.484.231
5	DANTHERM A/S	11.100	82.727	423.752	3.158.185	434.852	3.240.912
6	UNITED MILITARY SERVICES AS			183.580	1.368.202	183.580	1.368.202
7	SKY-WATCH AS	136.440	1.016.874	37.040	276.058	173.480	1.292.932
8	BALTIC CONTROL A/S LTD	168.370	1.254.845			168.370	1.254.845
9	JOINT MOVEMENT AND TRANSPORTATION	165.000	1.229.729			165.000	1.229.729
10	HSS ENGINEERING APS	64.643	481.781			64.643	481.781