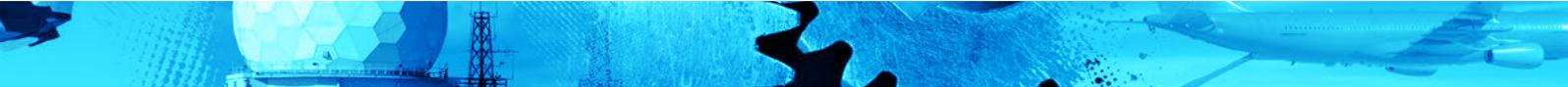




# NSPA STRATEGIC DIRECTION



2018 - 2022





# FOREWORD



Soon after taking up my duties as General Manager, I determined that the NSPA 2016-2020 Strategic Direction had to be updated to take into account the substantial changes and development that had occurred since its publication. This revised version

has therefore been prepared with the intention of bringing the material up to date.

On the 27 June 2017 the Agency Supervisory Board (ASB) approved our Strategic Direction. I wish to express my sincere gratitude to the Board's Strategic Role Review Working Group, ASB members, customers and stakeholders for their guidance, input and constructive comments. Without them, the preparation of the NSPA 2018-2022 Strategic Direction would not have been possible.

The Strategic Direction constitutes an effective communication tool for all those interested in NSPA's mission. This is to provide responsive, effective and cost-efficient support to operations and exercises, Life Cycle Management (including armaments procurement) and services like random brokerage and the NATO Logistic Stock Exchange to the Allies, NATO Military Authorities and partner nations within the guidance provided by the North Atlantic Council.

It is our intent to proactively respond to relevant developments in NATO and in our customer nations and position the Agency in such a way that it stays relevant and will be fit for the future. At the same time we keep on striving to serve our customers to the maximum extent possible and that is why 'customer satisfaction' and 'stakeholder engagement' are key values for us.

Today the Agency is configured around the support partnerships and programmes. Given rapidly maturing requirements to support NATO's Deterrence and Defence agenda within SACEUR's mission, we need to examine ways in which the Organisation can be optimized to meet all of our customer's needs.

The NATO-minded attentive reader will undoubtedly notice the considerable effort that has been made to provide more than a mere list of NSPA's broad capability areas. I trust that the background analysis as well as the analysis of future business activity will help pave the way to the development of ingenious and viable solutions to tomorrow's NATO's logistics and procurement challenges.

My emphasis is on ensuring that the NSPA workforce continues to be resilient and ready to meet our customers' aspirations. Continued and proactive support by the nations in this endeavour is key to our success for which I am most grateful.

I hope that you will find this 2018-2022 Strategic Direction both instructive and enjoyable to read. My staff and I remain open to any suggestions you may have to help us better support you.

**Peter Dohmen**  
NSPA General Manager

# EXECUTIVE SUMMARY



The geopolitical situation is changing rapidly. Developments in the Eastern part of Europe, the Middle East and Northern Africa have led to a change in NATO's priorities. In addition to the successful continuation of current missions in Afghanistan and Kosovo, new priorities are on the horizon. Preparedness - in the sense of readiness and responsiveness - is a key success factor for future operations, in particular in the logistics domain. The awareness that 'there is no deterrence without credible logistics' is gaining ground day by day. These new ambitions will directly influence NSPA's future role in the support to operations and exercises.

In addition, the Agency's expertise and success in the implementation of (NATO) Trust Fund projects is recognised. Based on the political importance of these projecting stability initiatives the Agency is already experiencing significant growth in demand, which is expected to further increase in scope and quantity.

At the same time, the more traditional In-Service-Support activities of the agency are growing. Currently there are 28 Support Partnerships covering over 90 major (weapon) systems. As this activity continues, the Agency is also developing its acquisition capability. With this new role, the Agency will be in a position to oversee all phases of the system Life Cycle from the 'cradle-to-the-grave'.

## In the area of Support to Operations and Exercises

the strategic aim will be to provide comprehensive support to the Deterrence and Defence. In addition, support to NATO's Projecting Stability initiative through continued engagement in current operations and management of allocated Trust Fund projects will become more significant. Both areas will require the Agency to engage early in planning and decision making to respond quickly to emerging requirements. The Contractor Integrator capability is essential to link NSPA to NATO's operational

## In the area of Life Cycle Management

the focus will be on two elements. First of all to develop the future acquisition role. The main challenge will be to resource the Agency with relevant knowledge and expertise in such a way that it can swiftly respond to new acquisition initiatives. The second element of focus will be

The developments mentioned above triggered this update of NSPA's Strategic Direction. A key element of this update is that it results from the ASB Strategic Role Review Working Group's strategic guidance. This was agreed by the Agency Supervisory Board (ASB) in December 2016. Wide consultation with the ASB members, as well as customer nations and key stakeholders, was carried out to identify their expectations of the Agency and any change in direction needed. The intent of the new Strategic Direction is to guide the Agency as it adapts to meet the changing future requirements of stakeholders and customers. The Strategic Direction extends the Agency's current planning until 2022 to match NATO processes.

The Agency's mission, vision and key-values have been updated accordingly. In particular, 'responsiveness' will be an important element to ensure that the agency is fit for purpose in the light of upcoming challenges. In addition, our capability groupings have been reduced from 5 to 3: Support to Operations and Exercises; Life Cycle Management (including the acquisition role); and services. These domains will guide future business development. The document also highlights proposed Lines of Development to deliver the key strategic goals in each capability area.

planners. In line with that, the Agency has to strengthen its managerial capability to engage with senior leadership in the ACO and the Nations. Capabilities to be strengthened include fuel, transport and infrastructure while other areas will be further developed such as medical and maritime. Greater emphasis on exercises and interoperability will also increase demand in this domain. Overall, the main challenge will be to further improve operational responsiveness.

further development of In Service Support phase activities. Although this is a traditional area of expertise, due to the rapidly growing workload, it also needs special attention and a continued emphasis on performance.

## In the area of Services

the agency offers a variety of Information Technology (IT) -based support. Examples are the COMMIT programme (NATO Logistics Stock Exchange) and the General Procurement Shared Services (GPSS). Technology here is the backbone of the support function and can enable

In addition to these developments in the capability areas, NSPA also intends to further professionalize its internal supporting functions - Finance, Procurement, Human Resources, IT, and Management - to embed best business practices and strive for world-class processes. In this domain there are many areas where the agency wants to improve. In some cases it will be necessary that the agency first develops a long term vision (i.e. for finance and IT) in other areas, however, the improvements can already be detailed and translated into concrete activities.

Alongside the development of this Strategic Direction, NSPA also carried out a detailed analysis of its Organisational structure at the very senior level - 'Agency Optimization'. This is to allow the Agency to effectively manage expected future business as well as to implement the intentions of this document. The Optimization proposal will be presented for approval at the same time as this Strategic Direction so that recruitment can start immediately allowing the Organisational changes to be in place to start implementation of this plan.

In addition to the Optimization of the Organisation, the Agency intends to review the infrastructure currently available at all NSPA sites and to make recommendations to host nations for a long-term plan for the management and development of these assets. The intent is to ensure, as far as possible, that the buildings, offices and sites meet the future capacity requirements of the Agency, are fit for purpose and meet all national health and safety standards.

NSPA to offer a broader spectrum of services. In addition, turnkey project management capability will be essential to deliver complex projects under Random Brokerage as well as support to Trust Funds mentioned earlier.

In conclusion, the Strategic Direction is the outline of a road map of activity for the Agency to pursue in future years. In particular, the Lines of Development will trigger and guide many activities in different parts of the Agency. This document will ensure coherence between those initiatives and will function as a reference to strategic decisions to be made in the near future. The Strategic Direction will be used each year to inform the development of an annual business plan. Future annual business plans will include key elements of the Strategic Direction implementation plan in sufficient detail for achievement in-year as well as setting plans for business units' out-year activity.

Finally, it should be noticed that more than 90% of the Agency activities are funded by the nations, either individually or on a multinational basis. Therefore, the Agency must deliver its portfolio of capabilities in the most effective and efficient manner to ensure best value for its customers. Stakeholder inputs will guide the Agency as it turns the Strategic Direction into actionable business and financial planning each year.

An integral part of developing the Agency for the future will be to intentionally focus on providing clear and transparent communication with the ASB and sub committee members, NATO customers, customer nations and suppliers. The aim will be to improve understanding and trust on both sides and to develop better relationships across the board. Stakeholder support has been sought in the preparation of this document, however, their continued support and engagement are essential and will be critical to the Agency's continued success.



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# STRATEGIC GUIDANCE

**F**ollowing the Agency's wide consultation, stakeholders provided some valuable and welcome input for the development of this Strategic Direction.

The Agency Supervisory Board (ASB) Strategic Role Review Working Group provided the following direction:

- ▶ **To assess future relevance** – together with NSPA customers and industry to review future developments and review likely impact on capabilities, to align these with the potential requirements of Allies, NATO Military Authorities and partner nation and develop strategies to meet these requirements.
- ▶ **To Maintain and Strengthen Capabilities** – to support nations' and NATO's efforts in fulfilling national and collective defence requirements through its support to operations. To actively complement nations' and Alliance's efforts to develop system acquisition and life cycle support capabilities.
- ▶ **To Enhance Cooperation and Collaboration** – to ensure customer satisfaction, optimize cooperation and collaboration with stakeholders and achieve the highest possible level of transparency.

Other responses were received from individual nations that complemented the direction above.

**Support to operations** featured highly as an area for continued attention. This was strongly supported by the input from NATO HQ highlighting that the key focus should be the need to provide support for Deterrence and Defence as well as assisting with Projecting Stability. The need to expand the Operational Logistics Support Partnership (OLSP) and to take a highly proactive approach to fuel support for the Very High Readiness Joint Task Force (VJTF) were also mentioned. Other associated NATO operational policies underlined included Contractor Support to Operations, collective contracting including Rapidly Useable Enabling Contracts (RUECs), the Readiness Action Plan (RAP) and the Connected Forces Initiative (CFI).

**Full development of the NSPA acquisition capability** was another issue of importance to a number of customers. Additionally, many of the responses were keen that the Agency focused on ensuring that it is fit for the future and relevant to customer needs and that it invest in good customer relations. There were also some requests to simplify the Agency capability areas. Finally there were suggestions that more attention be paid to retain lessons learned as well as ensuring continuous improvement across the Agency.

These inputs were taken into account in the strategic analysis described later in this document and are reflected in the proposed Agency strategy.



# BACKGROUND ANALYSIS

**A** strategic assessment was carried out on the external environment that affects the Agency using the PESTLE<sup>1</sup> analysis model. This indicates trends that may impact the Agency during the period 2018-2022. The elements of NATO's Strategic Concept, Implementation Plan for Projecting Stability<sup>2</sup>, Implementation Plan for Deterrence and Defence<sup>3</sup>, Warsaw Summit Declaration, Defence Planning Package and the NSPO/NATO Procurement Organisation merger decision were analysed for their implications on NSPA's future. The objective was to validate and update the Agency's Capability Portfolio, address the trends and opportunities identified in the analysis, and ensure that the Agency optimizes relevance to its customers as future requirements evolve.

## PESTLE Analysis - Highlights

The NATO Warsaw Summit in July 2016 included key decisions focussing on Deterrence and Defence as well as Projecting Stability. Since there can be no deterrence without credible logistics both of these are areas where the Agency can expect future growth.

The emphasis on Deterrence and Defence in response to Russian actions in Ukraine builds on the Readiness Action Plan. NATO has adopted an enhanced Forward Presence (eFP) with four battle groups stationed in Estonia, Latvia, Lithuania and Poland on a rotational basis.

In addition, there is an increased focus on the associated tasks, responsiveness and training of the NATO Response Force and its Very High Readiness Task force (VJTF) and follow-on forces.

Overall, the emphasis on collective defence (high intensity, Major Joint Operations+) is expected to increase demand for actual and responsive support from the Agency.

NATO works to 'project stability' in various ways, through partnership programmes, through training and capacity work and through crisis management. Of relevance to the Agency this includes maritime activity in the Aegean and Mediterranean seas, countering Islamic State of Iraq and the Levant (ISIL) through Airborne Warning and Control System (AWACS) and defence capacity building<sup>4</sup>. The Comprehensive Assistance Package for Ukraine is a defence capacity activity where the Agency has direct involvement in a number of areas.

The Agency also acts as host nation for a number of other politically important capacity building projects for partner nations in the Trust Fund area<sup>5</sup>. These cover a wide variety of activity including medical, infrastructure and weapon system disposal in support of NATO partner nations. Most of these initiatives are not of high financial value but they have significant impact in realising NATO's political ambitions.

<sup>1</sup> PESTLE: Political (and military), Economic, Social, Technological, Legal and Environmental analysis methodology.

<sup>2</sup> PO(2016)0515(INV) dated 12 July 2016

<sup>3</sup> PO(2016)0509-REV2(INV) dated 18 Nov 2016

<sup>4</sup> Fact Sheet Warsaw Summit Key Decisions dated February 2017 and PO(2016)0328 dated 18 May 2016.

<sup>5</sup> The role of the host nation in this respect is to be the NATO entity responsible for delivery of the activity.



The NATO decision to continue support in Afghanistan has provided stability to the Agency's Support to Operations programme. This will allow the Agency to retain capacity and expertise for future NATO and national operations.

A further decision from the Warsaw Summit was to take the NATO relationship with the European Union to the next level. It identified key areas for expanding cooperation, particularly in defence capacity building. Over 40 proposals were made to strengthen NATO-EU cooperation. The Agency is engaged in dialogue with some European institutions to support this activity and to avoid unnecessary duplication of activity. Partnership has already taken place with Organisation for Joint Armament Cooperation (OCCAR) to jointly provide the Multi-Role Tanker Transport (MRTT) aircraft to nations. Additional nations are expressing a strong interest in joining the MRTT initiative and there is an expectation that up to an additional five aircraft could be ordered in 2017 or shortly thereafter. The Agency stands ready to support EU/NATO nations and EU partner nations for this activity. It is hoped that the relationship with OCCAR will continue in other areas building on cooperation in support of NH90, Cobra and Tiger helicopters, and the A400M aircraft.

Following Russian aggression in the Ukraine and Crimea, the crisis in the Middle East and instability in North Africa there has been stronger indication that nations are increasing their defence spending. NATO's objective remains that nations will meet the agreed commitment to spend two percent of Gross Domestic Product on defence. It is expected that Nations are using these additional resources to purchase greater capability and to improve existing military equipment. In many cases, this is being pursued through international partnerships to maintain interoperability and to ensure value for money.

The Agency, as a multinational cooperation platform with its international support partnerships and other international legal frameworks, provides a good framework for working together to achieve these aims. The level of activity within the Life Cycle Management capability is expected to continue to grow. This is discussed in more detail in a later section of this document.

It is also noticeable that nations appear to be making, and planning for, far greater use of Contractor Support to Operations. The target is to focus the military contribution on operations to





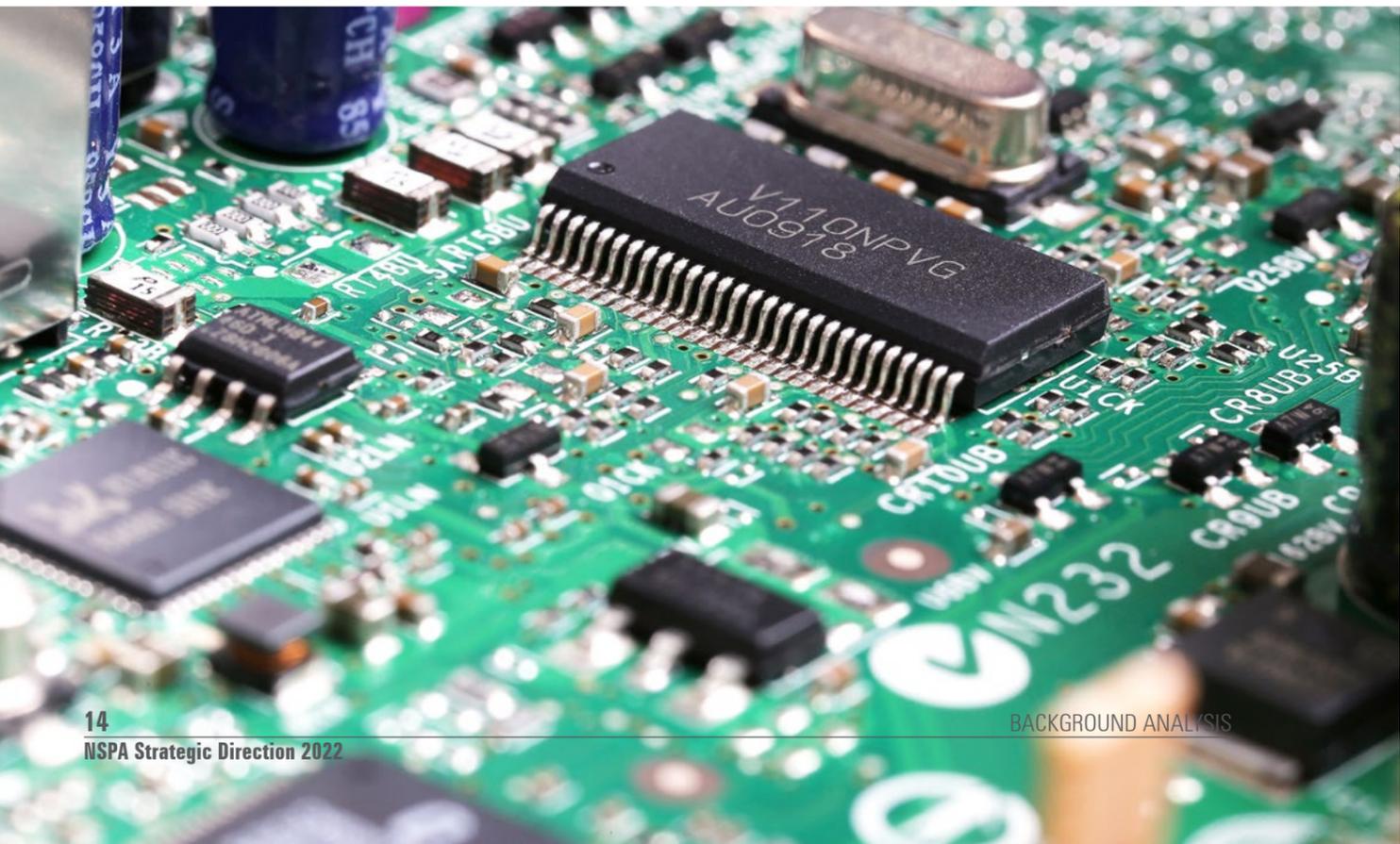
# THE ROLE OF THE NATO SUPPORT AND PROCUREMENT AGENCY

the warfighting role where possible and replace the support functions with multinational commercial solutions where contracted support can add value. There is also a re-emphasis within NATO on “train as you fight” to include an increased focus on logistics. Any planned use of contractor logistics support should also be exercised realistically.

The remaining key points in the summary of the PESTLE analysis relate to the rapid development of technology within weapon systems and the need for the Agency to remain aware of possible improvements and changes to those systems. This potential issue was raised by customer nations who rely on the Agency to maintain their systems to the latest standards. Within the current NSPA funding structure, the Agency must ensure that state of the art knowledge and relevant training is maintained and that staff are informed of these developments.

The impact of Information Technology as a vital enabler of successful service provision and the growing importance of environmentally friendly solutions were also considered.

Summing up these developments in the external environment it is clear that the demand on the Agency’s capabilities and support can be expected to continue to grow. The continued benefits accrued by the nations encourages a broader spectrum of engagement as well as use of the expertise within the Agency to augment the military logistics capability within the nations. Overall, there are very positive indications that business levels within the Agency will continue to grow. The challenge will be for the Agency to develop mechanisms to effectively manage this growth while delivering to the level of expectation of our customers.



**F**ollowing the external analysis of issues that could affect NSPA, a thorough review was carried out of the Mission, Vision and Key Values of the Agency prior to carrying out a SWOT analysis on current capability. A summary of the key findings is described below.

## Mission.....

The NATO Support and Procurement Organisation (NSPO) is established as a subordinate legal body of NATO through establishment of a Charter document. That charter establishes the mission and role of the Organisation as well as the various responsibilities of individuals within both organisations. The following is the mission of the Agency quoted directly from the Charter:

- Allies
- NATO Military Authorities
- Partner Nations

- ▶ The Agency is **to provide “cradle to grave” support and services** for systems, which incorporates the acquisition of systems, including armaments, which is NSPA's latest role
- ▶ **Provision of operational support** for the armed forces in peace, crisis and war

**The mission of the NATO Support and Procurement Organisation** is to provide responsive, effective and cost-efficient acquisition, including armaments procurement; logistics; operational and systems support and services to the Allies, NATO Military Authorities and partner nations, individually and collectively, in time of peace, crisis and war, in order to maximize the ability and flexibility of their armed forces, contingents, and other relevant organisations, within the guidance provided by the NAC, to execute their core missions.

## Vision.....

The vision in the Strategic Direction is owned by the Agency and is an indication of the overall intent. This was updated from the vision included in the previous version of the Agency Strategic Direction to account for the new Agency role.

### The new vision is to:

**Act as NATO’s premier life cycle management (including acquisition) and services provider, effectively and efficiently delivering a broad spectrum of integrated capabilities for NATO, its Nations and Partners including support to operations and exercises.**

This Strategic Direction is intended to operate to achieve this mission and develop the Agency to support its intent in the best manner possible. The key elements from this mission include:

- ▶ **Putting the focus on the customers of the Agency**, who are:

While the Agency is designed to be the “premier” provider of logistics support to Allies, NATO Military Authorities and Partner Nations, none of these entities is forced to come to NSPA as customers. It is therefore the vision of the Agency to provide an exceptional service to make doing business with NSPA as attractive as possible.



## Values

**I**n developing this Strategic Direction, the Agency also reviewed its values and made some changes. Derived from the mission and the vision, the new values are as follows:

**N**SPA has five values that express its ambition and how it aims to perform as a world-class organisation. These are Responsiveness, Effectiveness, Efficiency, Transparency and Excellence. The Agency's focus is centred on Customer Satisfaction, Professionalism and Compliance. Our main assets are our people, their professional skills and their teamwork.

As can be seen, it is primarily a reordering of priorities that has taken place with the exception that the need for "responsiveness" has become more important. It should also be noted that these first three values are a return to the Agency Mission, in the order given. The penultimate value is the result of the input received from nations and reflects a need to be open to our customers where there is a valid need. The final value reflects the Agency vision to achieve excellence in the service provided and to become the premier logistics service provider.

<sup>5</sup> Phases of System Evolution from Allied Administrative Publication (AAP) 20

## Capability Portfolio

NSPA will continue to support its customers through its current capabilities. However, stakeholder feedback has made it clear that the groupings used to display and explain the Agency's capability portfolio to customers should be made simpler. The Agency has therefore developed three final capability groupings to describe NSPA products and services. Figure 1 shows this revised Capability Portfolio which is underpinned by the internal corporate support functions:

- ▶ **Support to Operations and Exercises,**
- ▶ **Life-Cycle Management,**
- ▶ **Services.**

### The Life Cycle Management capability group

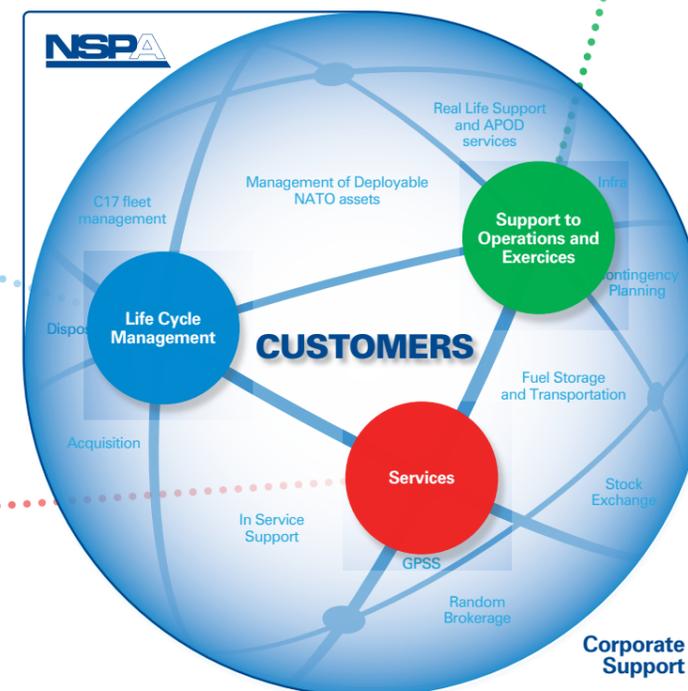
includes acquisition and will incorporate a "cradle to grave" approach to weapons systems support including concept, development, production, utilisation, support and retirement stages. This will provide synergies and economies of scale by having acquisition and support in the same Organisation. This grouping will include current and new support partnerships and new acquisition groupings as these develop.

### The Services area

will include those items where limited technical logistics support may be required but where the Agency can facilitate purchase or redistribution, such as the NATO Logistics Stock Exchange (NLSE), General Procurement Shared Services, Random Brokerage, or for project management of turnkey projects.

### The Support to Operations and Exercises capability

will include all aspects of the Agency's current support. This will encompass Real Life Support, Engineering and Infrastructure provision and management, APOD services and Fuel management services. It will also include the procurement and maintenance of the deployable camps and equipment via the Southern Operations Centre. Of increasing importance is support to preparation for operations, which includes the roles of the Contract Integrator and the OLSP teams in delivering logistics planning for responsive Agency support.



**Figure 1 - Capability Areas**

Underpinning all these direct services to the customer are the internal Corporate Support services (such as procurement, finance, human resources and information technology). These are essential to ensure the smooth running and management of the supporting processes for the business units.

## Current Capability Delivery

The NATO Support and Procurement Agency (NSPA) currently provides its products and services through three geographically dispersed business units: Logistics Operations, Central Europe Pipeline System (CEPS) and NATO Airlift Management (NAM).

**The Logistics Operations business unit** delivers a wide spectrum of capabilities, covering "cradle to grave" full life cycle management of more than 90 separate weapon systems as well as logistics support to operations and exercises.

**The Central Europe Pipeline System (CEPS) Programme** operates, maintains and finances the biggest pipeline system in NATO. It provides services to both military and non-military customers on a day-to-day basis, guaranteeing its readiness to support NATO military requirements. The system handles mainly jet fuel (in a banking system) but also other products such as diesel, gasoline, domestic fuel, naphtha on a point-to-point transportation basis.

**The NATO Airlift Management (NAM) Programme** owns and supports three Boeing C-17 Globemaster III aircraft operated by the Heavy Airlift Wing.

The Agency's resources are located in Capellen, Luxembourg; Papa, Hungary; Versailles, France; Taranto, Italy. Further, the Contractor Integrator capability is embedded in various NATO Command Structure Headquarters as well as areas of operation thus enabling a quick response to upcoming missions and exercises.

# ANALYSIS OF STRENGTHS AND OPPORTUNITIES

**B**efore defining the future direction of the Agency, a Strengths and Opportunities analysis was executed. This assessment was enriched with the findings from the PESTLE analysis and led to the following observations. The detailed findings of this analysis is included in Annex A.

## External Assessment

Following on from the PESTLE analysis the first part of the review was to look at the Opportunities and Strengths. This aimed to take the initial analysis further and look at the impact on the Agency.

### Opportunities

Looking first at the opportunities, there is positive implication for the Agency in the operational areas with a need for contractor support in all current and future theatres to overcome gaps in capability and enable continuity of support when operational forces rotate in and out.

This tendency to outsource solutions is also seen in the current Defence and Deterrence work where the need for Agency support is integrated into NATO's planning.

Within the Life Cycle Management area there are also signs of potential growth and expansion of support capability.

Having proved capable of success in national acquisition programmes, there is evidence that additional interest is being shown by nations for this level of support.

In addition, as NATO's Procurement Agency, new projects for multinational solutions are beginning to be offered to NSPA. This success is expected to provide further interest in other projects as confidence and experience with the Agency grow.

In the support element there is increasing interest across nations for multinational collective solutions and service support of military equipment through to ecological and compliant disposal of life-expired equipment.

The need to share expertise and reduce expensive duplication of capability to a minimum is also a driver for increased cooperation with EU nations and other NATO organisations and Agencies, which should clarify where key responsibilities and expertise are best retained.

## Internal Assessment

### Strengths

Looking now at the strengths of the Agency. The wide range of experience and capability within the business units and the electronic logistics solutions that assist customer dealings are key assets that must be exploited to the full.

There is also a proven track record of creating economies of scale for customer nations, particularly in the very successful multinational support partnership mechanisms.

The ability for customers to access the broad supplier base using a range of procurement mechanisms, aided by the professional Agency staff, is reinforced by attractive multinational legal frameworks.

Other key strengths are the integrated suite of IT solutions and the ability to access transatlantic military logistics through the NATO structure.

## In Summary

In general, the current situation within the Agency is very promising with clear indications that there will be continued growth and more opportunities to support its customers. With this growth come a number of external threats that will increase as the Agency profile rises.

The experience and capabilities provide a platform to provide logistics support across a wide range of operations and exercises as well as providing "cradle to grave" multinational and national support for military systems.



# ANALYSIS OF FUTURE BUSINESS ACTIVITY

**I**n addition to the SWOT analysis, each business unit within the Agency reviewed the current and predicted change in business levels basing their analysis on levels of interest shown by customer nations. The results of this analysis are highlighted below. Based on this broad analysis the Agency believes that, over the next two years, business will continue to grow rapidly in several areas.

The CEPS and NAM business levels are expected to remain relatively stable. The CEPS fuel transportation and storage is already used at very high capacity with some areas reaching saturation. The NAM programme has a planned and consistent level of annual flying hours to support for the Strategic Airlift Capability and there has been interest from other nations to take up the undeclared flying hours (approximately 10%). It is expected that these hours will be taken up in the next few years. There is also the possibility of supporting a potential flight simulator project in the future.

	Growth Prediction - +	Current Level of Business	Predicted Level of Business Value + 2 years
CEPS		120 MEUR	120 MEUR
NAM		120 MEUR	125 MEUR

There may be some rebalancing in the **support to operations** area as and when the level and focus of NAC and national operations in Afghanistan, Kosovo, Mali and Iraq change. NATO nations have adopted a conditions-based approach to any drawdown in Afghanistan and are expected to remain through 2020 and beyond. Despite a reduction in troop numbers, the number of support contracts has increased with a more frequent requirement to re-compete and manage these new contracts. There is also interest from nations for the Agency to support national operations.

In support of Projecting Stability, in addition to the ongoing operational commitments, the Agency has seen increased demand from the Combined Security Transition Command Afghanistan (CSTC-A) in developing trust fund projects for Afghan National Forces. This includes infrastructure and Mi-17 helicopter refurbishment and modernization.

The Agency also acts as 'host nation' for Trust Funds in many other partner countries as outlined earlier. The expectations are that the activities in this area will further increase.

NSPA is already providing some assistance to Deterrence and Defence. Demand is expected to grow for support to eFP units, to the VJTF, to host nations and for the USA's European Reassurance Initiative (ERI). Growing requirements for support to preparation for operations will include demands on the Contract Integrator team and the OSLP for planning input and participation in exercises. Further development of responsive and readily available contracted support is expected (including use of existing Rapidly Useable Enabling Contracts (RUECs) and development of new ones).

Overall these changes are likely to be balanced across the Operations Support area rather than increase overall growth significantly. There are needs for improved Agency readiness as well as a higher degree of responsiveness to react to operational needs. This will also require increased senior-level engagement with NATO and national planners and decision-makers. The Agency must be able to react to these changes across the operational domain.

		Growth Prediction - +	Current Level of Business	Predicted Level of Business Value + 2 years
Operations and Exercises	Support to Operations and Exercises		900 MEUR	1000 MEUR
	Infrastructure			
	CI/OLSP and Operational Planning			

In the traditional **Life Cycle Management business** area the majority of the support partnerships are predicting growth. The aviation and land support areas are expecting rapid increase. Support in the maritime environment, while having a great deal of potential, has a steady growth forecast in the shorter term. Support for missiles shows a healthy forecast of growth and the **services** area is predicting a similar increase.

The acquisition programmes are quite likely to expand in quantity, complexity and value quickly.

		Growth Prediction - +	Current Level of Business	Predicted Level of Business Value + 2 years
Life Cycle Management	Acquisition		2.2 Bn EUR	3-4 Bn EUR
	Air			
	Land			
	Maritime			
	Missiles			
Services			200 MEUR	300 MEUR

**In summary**, the largest increase is expected in the Life Cycle Management area. This could be a 60 to 70% growth in workload, thus leading to a financial increase in turnover of one to two Billion Euros per year. Workload increases are expected in almost all other capability areas of the Agency. As a consequence, the direct manning level of the Agency is expected to grow accordingly. This must be matched with a commensurate level of overhead staffing in order to meet customer's expectations.

# STRATEGIC INTENT OF NSPA



**I**n line with the guidance received from the ASB and stakeholders, the key business aspiration across NSPA will be to ensure continued relevance to NATO and member nations. This aspiration will include maintaining and strengthening current capabilities to support operations and lifecycle management. This will be reinforced by improved cooperation and collaboration with stakeholders. Building on the earlier analysis, the Agency has identified the following broad strategic intent to achieve these overarching objectives.

## Support to Operations and Exercises

Under the Support to Operations and Exercises capability, the Agency will continue to support current operations and will develop its ability to provide responsive support to future operations.

NSPA will further develop its logistics planning expertise for the benefit of NATO and nations. It will improve its ability to respond to new operational requirements building on current capabilities. Particular areas of focus will include infrastructure, fuel support and transportation, which are key enablers for operations. This continued effort will help the retention of existing skills within the Agency and provide a basis to support new or emerging operations in the future.

Support will continue to be provided to Projecting Stability efforts across a broad range of NATO Trust Funds. This will require a continued focus on effective project management capability.

## Life Cycle Management

Within the life cycle management capability a strong focus will be to fully develop a "cradle to grave" capability within the Agency.

This will cover all aspects of support to military equipment from initial concept development through to compliant retirement and disposal of life expired items. In particular, this will require the Agency to build on its current acquisition capability to broaden its applicability and deepen the levels of skills available.

The Agency will also need resources to analyse potential requirements, assess time, scope, and cost at the very early stages of project development and provide advice to customers. There will also be a need to have a greater understanding of technological developments in the defence arena and the ability to integrate these new capabilities into the Agency.

## Services

In the Services capability the intent will be to provide comprehensive and automated systems for customers that are simple to use and compliant with procurement regulations.

The ability to provide a comprehensive project management capability to support individual projects will be maintained to meet future demands.

## Management and Support

These intentions will be underpinned by developing an internal Organisation that is fit for the future. This organisation will be able to react to the increased levels of business in a timely manner and will have the capacity to grow the skills necessary to meet future logistics challenges in operations and all aspects of life cycle management of military equipment.

With the Agency focus on Customer Satisfaction as a key element of its support function, greater emphasis will be paid to measuring this satisfaction and providing clearer evidence that this is being achieved. The intention will be to develop better feedback mechanisms from the customer, through customer satisfaction questionnaires, better contact and to react to the results of any lessons identified. As part of this initiative there will be strong focus on developing communications and improving

relations with NATO and other international organisations to build on the levels of cooperation already achieved.

There will also be a focus on developing compliant management processes across the Agency to meet the demands of external actors, such as ensuring efficient implementation of NATO Financial Regulations as well as a compliant risk management process across the Agency meeting NATO and international requirements.

The Agency will focus on the adoption of professional standards and processes to ensure that industrial best practice is embraced across all capability areas. It will also develop best business practice such as Information and Knowledge Management (IKM) for Agency use. Close attention will be paid to lessons learned from previous projects and to embedding a culture of continuous improvement.

As a further example, in order to meet the increasing needs for flexibility within the Agency, efforts will be made to manage the levels of skills across the staff and to be able to use the already existing talent where most appropriate. This will require the ability for staff members to be loaned across different areas of the Agency to satisfy a new requirement while complying with NATO personnel regulations.

In the corporate support area of the Agency emphasis will be placed on providing an Information Technology infrastructure and financial management systems and processes that are fit for the levels and scope of Agency business in the future. These capabilities will comply with pertinent regulations laid down by NATO but be adequately flexible to meet the business needs.



# STRATEGIC INTENT OF NSPA

## In summary

the strategic intent of the Agency can be highlighted through the following bullet point list:

- ▶ **In the Support to Operations & Exercises** domain, the Agency will continue its support to current and emerging operations and at the same time further develop its capabilities to support NATO and the Nations in Deterrence & Defence and Projecting Stability including the support to the implementation of Trust Funds.
- ▶ **In the Life Cycle Management** domain, the Agency will focus on the management of the growing activities in the In-Service-Support area and on the further development of the acquisition capability.
- ▶ **In the Services** domain the Agency will develop (and offer to our customers) new services by making use of modern IT-solutions.
- ▶ **Finally**, the Agency will take measures to stay compliant with the broad spectrum of rules and regulations that apply to the Agency. At the same time, the internal processes and procedures, including IT and infrastructure, have to be modernized. The objective is to be a responsive, cost-effective and professional Organisation that uses best practice to continuously improve its performance and serve its customers in the best possible way.

# IMPLEMENTATION OF THE STRATEGIC DIRECTION

This chapter focusses on the way the Agency plans to implement the strategic intent described in the previous section of this document.

Armed with the results of the earlier analysis of the strategic intent, the Agency's Executive Management Board defined a number of Lines of Development (LoD) to exploit the identified opportunities based on NSPA's strengths and capabilities. A review was also carried out to ensure all items identified in the Strengths and Opportunities analysis had appropriate actions and that no gaps existed in the LoD.

The LoD were linked to the Agency revised Capability areas and have been grouped into four domains: Support to Operations; Life Cycle Management; Logistics Services; and other Agency wide lines including management and support.

The list, with supporting detail, of each of the LoD is provided at Annex B. These include an explanation of the intent for each LoD and a broad description of what will be achieved over the period of the Strategic Direction.

The Agency's intention is that Subject Matter Expert groups of staff will be convened to develop the various components of each LoD and to plan their achievement over the period of the Strategy.

Each of these LoD planning elements will be prioritised to meet the Agency goals in terms of customer satisfaction, support to operations and development of the acquisition capability. The LoD elements will then be used to develop each of the Agency Annual Business Plans during the same timescale. The Agency will then use its Business Plan Implementation Reporting process to monitor the development of these actions over the year through quarterly reviews of progress.

At the end of each year, appropriate achievements in the completion of the stages of the LoD will be reported through the Agency Annual Report. The Agency will also report progress and any challenges to the Agency Supervisory Board and its subordinate committees in the achievement of the Agency Strategic Intent.



# CONCLUSION

This document outlines the developments that are relevant to the NATO Support and Procurement Agency. It defines a clear Strategic Direction for the coming years and as such replaces the current Strategic Direction 2016 – 2020.

As indicated, the document will be used as a reference for future activities and business developments to keep the Agency fit for the future, relevant to its stakeholders and serve its customers in the best possible way.

# ANNEX A: AGENCY ANALYSIS

## STRENGTHS

1. Wide spectrum of proven capabilities and expertise (60 years of experience).
2. Provide economies of scale and value for money for customer.
3. Proven success in multinational partnership cooperation and operational support.
4. Comprehensive E-logistics solutions.
5. Rapid and compliant procurement processes with broad and capable contractor base.
6. Highly motivated, skilled and professional employees.
7. Neutral and independent Agency based on international competition.
8. Attractive legal frameworks with multinational support partnerships following proven, customer focussed governance mechanisms.
9. Multinational and multicultural Organisation.
10. Integrated, cross-functional processes supported by state of the art IT Systems.
11. Forum for transatlantic logistics through NATO.

## OPPORTUNITIES

1. NSPA growing role in NATO's Defence and Deterrence scenarios.
2. Growing need for integrated logistics support to NATO Exercises.
3. Reduction of national organic military logistics assets and capabilities leading to a general tendency within nations for outsourcing.
4. Ability to provide logistics solutions to future NATO Operations.
5. Be recognised within NATO as the provider of choice for new acquisition projects.
6. Recognition of the NSPA as the premier provider for in service support of NATO and national equipment.
7. Ecological and compliant disposal of life-expired equipment for NATO and Nations.
8. Build on expertise within NATO for acquisition projects.
9. Importance of the political vision promoting collective logistics and mutualisation.
10. Cooperation with multinational, EU and NATO Organisations and Agencies.
11. Increase of European Defence efforts as well as US armed forces.
12. Leadership role in NATO logistics initiatives.

# ANNEX B: AGENCY LINES OF DEVELOPMENT

Each LoD listed in the main document above is expanded here with an explanation of its intention and a broad description of what will be achieved over the period of the Strategic Direction.



## Support to Operations and Exercises

- 1. Enhance responsiveness towards NATO and Nations' operational requirements**
- 2. Provide service support planning expertise for NATO/National operations and exercises**
- 3. Further develop and leverage Agency capabilities in support of operations and exercises**
- 4. Enhance Agency ability to support nations engaged outside North Atlantic Council (NAC) approved operations**
- 5. Recognised as NATO's prime infrastructure support provider**

### 1. Enhance responsiveness towards NATO and Nations' operational requirements

This requires a pan-Agency focus with increased flexibility in the use of existing resources. NSPA's role in current and future operations will be reviewed and any shortfalls in our capabilities will be addressed, including personnel, procurement, legal and financial aspects as well as Agency processes. The Agency will continue to develop innovative and rapidly available contractual tools. It will also work closely with customers and contractors, to ensure timely, effective and responsive support. The end state for this LoD is to be the default provider of support for ACO on operations and exercises, and a viable option for responsive and timely support to national operations and exercises.

### 2. Provide service support planning expertise for NATO/National operations and exercises

To encourage the routine engagement of the Agency Contract Integrator and service support planning capability as a logistics enabler into NATO planning

and preparation for operations and exercises. This will assist the NATO ambition of enabling SACEUR's area of responsibility (AoR). Widen the scope and capacity of the Operational Logistics Support Partnership (OLSP) planning and developmental support to the benefit of NATO member and partner nations. Current operations planning in the Agency will be enhanced and effectively resourced. This line of development will also support Strategic Goals 2 and 4 of the NATO Logistics Vision and Objectives<sup>6</sup>.

### 3. Further develop and leverage Agency capabilities in support of operations and exercises

The Agency will seek to satisfy emerging NATO and national operational requirements, building upon existing experience and skills. It will also seek to broaden the application of current and emerging new capabilities to a wider customer base. Particular areas of focus include:

- ▶ the provision of fuel for current and future operations and exercises including the CEPS capabilities in SACEUR's AoR,
- ▶ leveraging the capabilities into national and regional scopes, the further development towards a multi modal transportation capability provider in NATO,
- ▶ providing solutions in all transport modes and further leveraging the NAM capacities,
- ▶ the further build-up and implementation of an effective support capability in the emerging medical domain and enhancing developments in support of maritime NATO and national capabilities.

The end state for this LoD is to be a viable option for responsive and timely support to NATO and national operations and exercises based on a requirements driven enhanced capability scope.

### 4. Enhance Agency ability to support nations engaged outside North Atlantic Council (NAC) approved operations

While the main activities of the Agency are focussed on support of NAC approved operations, the Agency will enhance its ability to support national demands of NATO member nations outside NAC approved operations. The Agency will seek to establish policies to support these national operations where authorised. The end state for this LoD is to be a viable option for responsive and timely support to NATO member nations outside NAC approved operations.

### 5. Recognised as NATO's prime infrastructure support provider

The Agency is a key provider of NATO common funded as well as nationally funded infrastructure in operations and exercises. It also provides infrastructure outside of theatres of operation. This expertise will be expanded to a wider set of nations and for a greater geographic coverage. There will also be an intent to enhance the scope of projects. The Agency intends to further develop towards NATO's prime infrastructure support provider. This will be achieved in four distinct areas; mainly in the realisation of NATO infrastructure NSIP projects, next in enabling SACEUR's AoR in the Deterrence and Defence context, then in infrastructure support to ongoing and future expeditionary operations, and finally in the realisation of national infrastructure requirements, which could be commonly or nationally funded. Beside permanent infrastructure projects and facility management services, the rapidly growing demand for deployable camp infrastructure represents a further vital focus area. The procurement of deployable camps capability packages for NATO, e.g. CP 1101 for the NATO Response Force (NRF) as well as the increasing requirements from NATO force structure nations will add vital additional flexibility and responsiveness. The end state for this LoD is recognition of the Agency as a viable option for infrastructure support to NATO and nations on operations and exercises.

<sup>6</sup> AC/305(EAPC)D(2016)0001 dated 15 April 2016.

# ANNEX B: AGENCY LINES OF DEVELOPMENT

## Life Cycle Management

### 6. Further develop and fully implement the required Agency acquisition capability

### 7. Manage growth and complexity in the Agencies In Service Support activities

#### 6. Further develop and fully implement the required Agency acquisition capability

The North Atlantic Council's decision to add the acquisition function to the NSPO Charter<sup>7</sup> for delivery of future armaments programmes, when assigned, has enabled a "cradle to grave" lifecycle management approach within the Agency for the benefit of NATO and its nations. The Agency is developing an appropriate acquisition concept to define relevant processes, resources, structures and skill sets.

The Agency is responding to the NAC direction and NSPO Charter change to be prepared to undertake NATO acquisition projects. This includes NATO acquisition at 29, including for such projects as the AFSC where NSPA is the Host Nation. The Agency needs to develop specific skills to be ready to take on this new and important role. In doing so, it efficiently replaces the concept of setting up an entire agency to conduct this work.

In developing the acquisition role, the Agency will adopt best practice from NATO Standards. There is no intention to compete with other International Organisations in this field but to cooperate wherever it is possible and effective to do so.

As regards national and other multinational acquisition projects, as with all Agency business, NSPA as a

customer-funded Organisation is ready to execute its capabilities for nations, singly or in groups, in undertaking Life Cycle Management from "cradle to grave" including Acquisition. In this, as in other aspects, customers have the full choice whether to use the Agency or not. The Agency intends to provide a responsive, effective, efficient and attractive acquisition capability to all our customers (NATO, Allies and partners).

Following the NATO Allied Administrative Publication (AAP) 20 Phased Armaments Programming System (PAPS) concept, NSPA applies the standardized lifecycle model of the NATO Programme Management Framework and follows a cross-functional, multi-disciplinary Integrated Project Team (IPT) approach independent of current programme structures but based on multiple functional capabilities available in the Agency.

NATO Alliance Future Surveillance Control project has been allocated to NSPA as the Host Nation for the Concept Phase. This major project, together with the acquisition of NATO deployable capability packages and national acquisition projects are all challenging projects to be delivered in scope, time, budget and quality.

Engagement of the NSPA in the early acquisition phases (pre-concept, concept and development phase etc.) before a project materializes is essential. As a customer funded Agency this requires the establishment of a well-trained acquisition "core team" able to take on these pre-project activities. This team will clarify and ensure an exact understanding of customer requirements, provide expectation management and advice to customers, and include identification of alternative opportunities for project management, ideally based on multinational cooperation and consolidation, lifecycle cost analysis and risk assessment.

The team will also advise on the best governance models, lean management and structures including re-use of existing capabilities. This will ensure the right structural set-up of the project based on Agency optimization supported by well-trained and experienced staff.

#### 7. Manage growth and complexity in the Agencies In-Service Support activities

The Agency currently supports more than 90 weapon systems in different stages of In-Service Support. These are mainly managed via established Support Partnerships, which is a legal framework defining the governance of the nations and the scope of activities.

Over recent years the Agency has faced a rapid growth in project and service quantity as well as in project complexity. This creates a continuing challenge in

managing the growth and in adequately resourcing and structuring the Agency. This rapid growth is expected to continue and this will require measures to be taken to ensure continued standards of support delivery if the Agency is to continue to deliver a high degree of customer satisfaction. Particular focus areas for this action will be in process reviews, project management consolidation, full risk management implementation, recruitment and personnel training and restructuring.

A special focus will be applied to the transition of the Alliance Ground Surveillance (AGS) project from its current acquisition phase at NAGSMA Agency to NSPA as the future Life Cycle Manager and to the acquisition of the Multi Role Tanker and Transport Aircraft (MRTT) in cooperation with OCCAR.



<sup>7</sup> Approved March 2015

# ANNEX B: AGENCY LINES OF DEVELOPMENT

## Services

### 8. Establish NATO e-shopping centre and implement General Procurement Shared Services

### 9. Enhance Trust Fund project management capability

### 8. Establish NATO e-shopping centre and implement General Procurement Shared Services

The existing electronic shopping applications within the Agency will be enhanced and moved towards full integration into the commonly used Agency IT architecture. The General Procurement Shared Services (GPSS) solution will be expanded in scope and customer base to broaden its applicability to non-logistics functions, membership and use of the contracts contained in the programme. The intention is to provide an integrated electronic shopping centre capability to simplify the nations' ability to place demands upon the Agency.

### 9. Enhance Trust Fund project management capability

Projecting stability towards NATO partner nations is of increasing significance to the Agency and NATO due to its political prioritisation and visibility as well as its importance for the further development of partner nations and the Alliance. Based on previous wide expertise in managing Trust Funds and special projects, the Agency will further develop a highly skilled centre for special project execution for NATO and the nations based on project demand. The need to operate in potentially difficult environments make these ventures challenging, and frequently comparable to projects in support of operations.



## Management and Support

### 10. Align and resource the Agency appropriately

### 11. Improve customer satisfaction

- Enhance the Agency's quality assurance capability
- Risk Management

### 12. Develop further cooperation/relationships/Strategic Communication and Stakeholder Engagement

### 13. Continuous Process Improvement (to include lessons learnt, best practices, IKM)

### 14. People Focus: recruit the talents needed

- Retain
- Acquisition techniques and skills
- Improve skill development and management
- Training and Education

### 15. Support Activities

- Modernise Agency Financial activity
- Develop an Agency IT architecture
- Adapt Agency Infrastructure and security

### 10. Align and resource the Agency towards a responsive, effective, sustainable and efficient capability provider to match the increasing complexity and rapid growth in the capability areas

The Agency and its customers are facing a rapidly changing security environment defined by high priority operational requirements and increasingly complex projects, including for acquisition and life cycle management. This has led to the rapid growth of activity in NSPA based on increasing and demanding support requests from NATO and the Nations. These emerging

challenges require an adaptation of current processes and mechanisms, a change in resourcing philosophy and an improvement in the ability to respond quickly to short notice requirements. These changes will be based on increased management freedom, a greater flexibility in priority setting, cross agency use of human capital and earlier engagement in any pre-project phase.

### 11. Improve customer satisfaction as measured by customer feedback process

The existing customer-focused culture within the Agency will be further enhanced through an overarching, structured approach synchronised amongst the programmes and functional areas. A review of associated processes will be carried out, key performance indicators will be identified and monitored and alternative methods to measure customer satisfaction will be investigated. It will be necessary to establish a clear understanding of customer requirements from the outset and have an open discussion about expectations / opportunities. It will also be important to maintain a continuing active communication and transparent information, competent project management and project plan related reporting to ensure the delivery of products and services in scope, time, budget and required quality. The Agency will work to develop risk based thinking across all areas. This will meet AQAP and ISO requirements and further develop management processes within the Agency. As business grows in terms of commitments, variety and complexity, the Agency's focus will remain on the delivery of quality products and services to customer nations. Maintaining ISO certification will remain a priority and an important marketing tool to attract new customers and assure that the Agency has a sound quality assurance system that delivers the quality customers expect. The Agency will continue to enhance the Quality Management System working to reduce customer complaints, lower operating cost and increase demand for its products and services.

# ANNEX B: AGENCY LINES OF DEVELOPMENT

## 12. Develop further cooperation/relationships, Strategic Communications and Stakeholder Engagement

The Agency has a successful partnership with OCCAR for the procurement of the Multi-Role Tanker Transport (MRTT) aircraft and in support of NH90, A400M, Tiger and Cobra. It also has a Partnering Board with the NATO Communications and Information Agency (NCIA). With these as examples, many other potential opportunities can be of mutual benefit. The Agency also has close contact and works in cooperation with other international Organisations in a range of areas, such as transportation (e.g. Multinational Logistics Coordination Centre (MLCC), Movement Coordination Centre Europe (MCCE) and the European Air Transport Command (EATC)). This cooperation will contribute to the avoidance of unnecessary duplication of capability, and thus lead to a reduction in overall costs. Other potential partnerships to explore could include the United Nations (UN), the EU Commission, the European Union Military Staff (EUMS), the European Defence Agency (EDA) and EUROCORPS. With strategic communications, the Agency must convey clear and consistent messages to both internal and external stakeholders. Agency Key Messages will be updated and used, together with a coordinated and targeted stakeholder engagement plan, to enhance their awareness and understanding of Agency capabilities, products and services.

## 13. Further develop or enhance Continuous Process Improvement (CPI)

The NSPA will continue to enhance CPI by adopting private and public sector best practices where this can be seen as beneficial to the Agency. This will include the adoption of tools and techniques to enable a learning/knowledge sharing Organisation and improve processes to ensure customer nations receive the best possible service from the Agency.



## 14. Recruit and Retain (Educate and Train) Staff

The Agency will seek to recruit on merit, the appropriate skillsets and talented individuals for current and future requirements. It will aim to ensure development of current staff through appropriate internal and external training and education. This will help ensure that staff adopt modern technical and leadership/management techniques with full awareness of their functional roles and responsibilities. The NSPA will work to increase staff competencies and share expertise in a learning environment that delivers increased capability to its customers.

## 15. Modernise Agency Support Activity to meet the needs of the 21<sup>st</sup> Century

The Agency will investigate financial streamlining initiatives for future implementation, to further enhance the efficiency and effectiveness of financial operations with timely, accurate and comprehensive financial information and customer satisfaction in mind. The simplification of cost allocation and implementation of modern best business practices, together with automated budget execution, customer reporting and consolidation will be the focus for the years to come in order to optimise the financial management of the Agency. This series of initiatives will look for opportunities for finance to help drive business execution, not just account for it.

These high potential initiatives will make NSPA Financial Management a benchmark for NATO while achieving detailed compliance, full transparency and robust decision support. Information Systems are an intrinsic element of every core business activity, NSPA will increasingly focus its Information and Communication Technology (ICT) support on mission-specific capabilities by assisting Business Units and functional areas in preserving their competitive edge in terms of overall quality, agility and cost of services and by converging towards an enterprise business backbone. In parallel, it will solidify its partnering with the NCI Agency for the provision of "Common IT" services and align its enabling capabilities with the NATO Enterprise for facilitating their integration within the IT modernization environment. Underlying those two main streams of effort will be the necessity for continuous adaptation to assure highly dependable and agile services to respond to evolving cyber threats and to stay prepared to support business opportunities of strategic importance to the Agency. Mitigation actions against the threat of cyber-attack will be a critical emerging focus area to protect the Agency business capability. As security threats increase, the Agency will continue to face Enterprise risks of cyber defence and physical security. The Agency will continue to monitor security developments and to prepare appropriate defence mechanisms and structures to counter emerging threats. As the Agency's 1950's era infrastructure rapidly degrades and business expands, infrastructure improvements and new office space will become increasingly necessary. Improvements, modernization and new construction will be managed, in coordination with the Host Nations and ASB, via a long-term infrastructure and facility improvement plan. The Agency will consider energy efficiency, the environment, and host-nation Occupational Health and Safety (OH&S) in construction designs to provide modern and safe workplaces for its high-performing teams.





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